

THAI AIRWAYS THAI TB

THAILAND / TRANSPORT & LOGISTICS

การฟื้นตัวแข็งแกร่งสะท้อนในราคาแล้ว

- แนวโน้มกำไรปกติ 2H25 อ่อนตัว h-h ส่วน 3Q25 คาดกำไรปกติยังโต y-y แต่ลดลง q-q
- แผนขยายธุรกิจปี 2026 หุ่นกำลังการให้บริการเพิ่มขึ้น แต่ต้นทุนก็สูงขึ้นและคาดมีรายการพิเศษเป็นค่าใช้จ่ายครั้งเดียวเช่นกัน
- Valuation ดึงตัว ปรับคำแนะนำลงเป็น Reduce พร้อมราคาเป้าหมายใหม่ที่ 11.30 บาท

แนวโน้ม 2H25 ชะลอกว่าครึ่งปีแรก

THAI ตั้งเป้าการดำเนินงานใน 2H25 ได้แก่ 1) ASK โต 1-3% y-y (1H25: +15%); 2) passenger yield ทรงตัวใกล้เคียงระดับ 1H25 ที่ 2.79 บาท/RPK; 3) cabin factor รักษาไว้ที่ 78-80% (1H25: 80.2%); และ 4) อัตรากำไรจากการดำเนินงานทั้งปี 2025 ที่ 21-24% (1H25: 25.5%) สูงกว่าค่าเฉลี่ยภูมิภาคที่ราว 10% อย่างมีนัยสำคัญ เราคาดว่ากำไรปกติ 2H25 ลดลง h-h แต่ขยายตัว y-y จากฐานต่ำ โดยกำไรปกติ 3Q25 อาจลดลง q-q จากช่วงโลว์ซีซั่นของการท่องเที่ยวและต้นทุนซ่อมบำรุงเครื่องบินที่เพิ่มขึ้น แต่ยังคงโต y-y จากผู้โดยสารที่มากขึ้นและต้นทุนเชื้อเพลิงที่ต่ำลง

การขยายธุรกิจควบคู่กับแนวโน้มต้นทุนที่ท้าทายมากขึ้นในปีหน้า

THAI มองว่าปัจจุบันโครงสร้างต้นทุนถูกบริหารให้อยู่ในระดับที่เหมาะสมแล้ว โดยในปี 2026 จะมีเครื่องบินใหม่ลำตัวแคบรุ่น A321XLR เพิ่มอีก 17 ลำ เข้ามาในฝูงบิน ซึ่งจะช่วยเพิ่มความสามารถในการแข่งขันผ่านความถี่เที่ยวบินที่มากขึ้นในเส้นทางระยะสั้น และสอดคล้องกับกลยุทธ์เครือข่าย พร้อมทั้งมีแผนจัดหาเครื่องบินลำตัวกว้างเพิ่ม เพื่อทดแทนลำที่ปลดระวาง ซึ่งจะนำไปสู่: 1) ASK เติบโตอย่างน้อย 6% y-y และสูงสุดถึง 16%; 2) ต้นทุนที่สูงขึ้นจากฝูงบินใหม่ เช่น ค่าเสื่อมราคาและค่าซ่อมบำรุง; และ 3) ค่าใช้จ่ายต่อค่าเป็นรายการพิเศษครั้งเดียวจากแผนจำหน่ายเครื่องบินปลดระวาง นอกจากนี้ การแข่งขันด้านราคาที่คล้ายช่วงก่อนโควิดอาจกลับมา แต่ผู้บริหารคาดว่าหากเกิดขึ้นเร็วสุดก็ช่วงปลายปี 2026

ปรับเพิ่มประมาณการกำไร

จากผลประกอบการ 2Q25 ที่แข็งแกร่ง เราปรับเพิ่มประมาณการกำไรปกติปี 2025-27 ขึ้น 18-20% โดยปรับสมมติฐานค่าใช้จ่ายที่ไม่รวมเชื้อเพลิงลดลง 4% ตลอดช่วง 3 ปี เพื่อสะท้อนการบริหารต้นทุนที่มีประสิทธิภาพ คาดกำไรปกติปีนี้จะเติบโตแข็งแกร่ง 36% ก่อนโตเฉลี่ยปีละ 6% และมีอัตรากำไรจากการดำเนินงานลดลงเล็กน้อย 0.6-0.7ppts ในปี 2027-28 คาดกำไรปกติ 2H25 อยู่ที่ 12,300 ล้านบาท (-28% h-h, +47% y-y)

ไม่มี upside ต่อราคาเป้าหมาย ปรับคำแนะนำลงเป็น Reduce

เราประเมินราคาเป้าหมายใหม่ของ THAI ที่ 11.30 บาท (จาก 9.00 บาท) อิงค่า P/E เป้าหมายปี 2025E ที่ 11.0x สอดคล้องกับค่าเฉลี่ยการซื้อขายหุ้นกลุ่มสายการบิน ปัจจุบัน THAI ซื้อขายที่ 13-14x 2025-26E P/E ทำให้ valuation ดูตึงตัว และมี downside ราว 21% จากราคาเป้าหมายใหม่ ทั้งนี้ สัดส่วนหุ้นที่สามารถซื้อขายได้มีแนวโน้มเพิ่มขึ้นเป็น 30% ของหุ้นทั้งหมดเมื่อครบกำหนด 6 เดือนหลังจากการกลับเข้าจดทะเบียน หรือวันที่ 4 ก.พ. 2026 จากระดับปัจจุบันที่ 6.7%

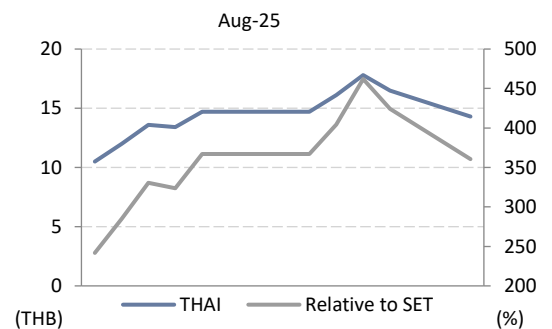
REDUCE

FROM BUY

TARGET PRICE	THB11.30
CLOSE	THB14.30
UP/DOWNSIDE	-21.0%
PRIOR TP	THB9.00
CHANGE IN TP	+25.6%
TP vs CONSENSUS	+11.4%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	183,113	190,359	201,849	217,502
Net profit	(26,934)	34,255	31,133	32,949
EPS (THB)	(0.95)	1.21	1.10	1.16
vs Consensus (%)	-	24.0	8.9	15.0
EBITDA	48,193	53,699	55,805	58,564
Recurring net profit	21,507	29,273	31,133	32,949
Core EPS (THB)	0.76	1.03	1.10	1.16
Chg. In EPS est. (%)	-	18.4	19.8	21.0
EPS growth (%)	(93.5)	36.1	6.4	5.8
Core P/E (x)	18.8	13.8	13.0	12.3
Dividend yield (%)	-	1.8	1.9	2.0
EV/EBITDA (x)	9.3	8.0	7.8	7.6
Price/book (x)	8.9	5.1	3.9	3.1
Net debt/Equity (%)	97.7	33.0	31.8	31.2
ROE (%)	1,873.3	46.7	33.9	28.3



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	330.7	330.7	330.7
Relative to country (%)	318.3	314.6	351.8
Mkt cap (USD m)	12,471		
3m avg. daily turnover (USD m)	n/a		
Free float (%)	0		
Major shareholder	Ministry of Finance (39%)		
12m high/low (THB)	19.40/3.32		
Issued shares (m)	28,303.29		

Sources: Bloomberg consensus; FSSIA estimates



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บทวิเคราะห์ฉบับนี้แปลมาจากต้นฉบับภาษาอังกฤษ ที่ออกรายงานเมื่อวันที่ 19 สิงหาคม 2025

Investment thesis

Post-rehab, THAI has enhanced operational efficiency via a leaner workforce and fleet optimization, driving sustainable margins. Its network and connectivity strategy, premium seat rollout, and direct sales push should support long-term yields and market share gains.

THAI's core profit may expand 36% in 2025 and 6% p.a. in 2026–27, backed by rising traffic, a stable load factor, and lower financial costs.

An improved balance sheet (net D/E ratio of c0.4x) and solid free cash flow enables THB25-45b in annual capex for fleet growth.

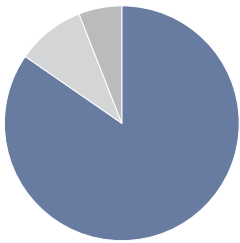
Company profile

THAI is Thailand's national full service carrier providing air transportation and freight services on domestic and international routes.

www.thaiairways.com

Principal activities (revenue, 2024)

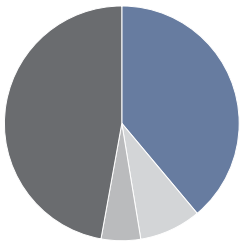
- Passengers - 84.6 %
- Freight and mail - 9.4 %
- Others - 5.9 %



Source: Thai Airways

Major shareholders

- Ministry of Finance - 38.9 %
- Bangkok Bank Public Company Limited - 8.5 %
- EGAT Saving and Credit Cooperative Limited - 5.4 %
- Others - 47.2 %



Source: Thai Airways

Catalysts

Key potential growth drivers include 1) a higher number of passengers carried following a tourism recovery; 2) lower jet fuel prices; and 3) operational efficiency and strategic business expansion plans that bear fruit.

Risks to our call

Upside risks to our target price include: 1) successful transformation and enhancement of fleets, networks, and services; 2) better-than-expected cost management; and 3) a faster-than-expected recovery in international tourist arrivals.

Event calendar

Date	Event
Nov 2025	3Q25 results announcement

Key assumptions

	2025E	2026E	2027E
Passengers carried (m)	16.9	18.3	20.1
Load factor (%)	79%	79%	78%
Average fare (THB)	9,519	9,330	9,143
Brent spot prices (US\$/bbl)	72	72	72
THB/USD	33.0	33.0	33.0

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in load factor, we project 2025 earnings to rise by 8%, and vice versa, all else being equal.
- For every USD1 increase in jet fuel price, we project 2025 earnings to decline by 1.4%, and vice versa, all else being equal.

Source: FSSIA estimates

Exhibit 1: Earnings forecasts and key assumptions

	2019	2020	2021	2022	2023	2024	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)
Total revenue	180,280	47,716	21,572	103,867	157,446	183,113	190,359	201,849	217,502
Passenger	149,044	34,163	5,528	73,408	132,736	154,968	161,331	170,898	183,915
Freight	17,783	6,893	10,928	23,784	15,464	17,268	17,720	18,961	20,667
Other key activities	13,452	6,661	5,116	6,674	9,245	10,877	11,307	11,990	12,920
% Growth									
Total revenue	(8)	(74)	(55)	381	52	16	4	6	8
Passenger	(7)	(77)	(84)	1,228	81	17	4	6	8
Freight	(20)	(61)	59	118	(35)	12	3	7	9
Other key activities	1	(50)	(23)	30	39	18	4	6	8
Total operating costs	192,002	86,944	40,595	96,865	121,895	147,946	150,235	160,508	174,555
Fuel	54,675	12,386	5,926	38,378	47,765	50,474	47,465	50,788	55,358
Non-fuel	137,327	74,557	34,669	58,486	74,130	97,473	102,769	109,721	119,197
Operating profit	(11,723)	(39,227)	(19,023)	7,002	35,551	35,167	40,124	41,341	42,947
% Operating profit margin	(6.5)	(82.2)	(88.2)	6.7	22.6	19.2	21.1	20.5	19.7
EBITDA	5,065	(11,523)	(6,479)	16,883	46,940	48,193	53,699	55,805	58,564
% EBITDA margin	2.8	(24.1)	(30.0)	16.3	29.8	26.3	28.2	27.6	26.9
Core profit	(13,432)	(52,291)	(22,088)	(2,946)	25,389	21,507	29,273	31,133	32,949
% Core profit margin	(7.5)	(109.6)	(102.4)	(2.8)	16.1	11.7	15.4	15.4	15.1
Net profit	(12,042)	(141,171)	55,118	(272)	28,096	(26,934)	34,255	31,133	32,949
% Net profit margin	(6.7)	(295.9)	255.5	(0.3)	17.8	(14.7)	18.0	15.4	15.1
Key assumptions									
Number of passengers (m)	24,510	5,870	1,640	9,010	13,760	16,140	16,948	18,318	20,115
% Growth	1	(76)	(72)	449	53	17	5	8	10
RPK (m)	71,695	15,398	2,147	26,163	43,268	51,741	54,875	58,716	63,188
% Growth	(1)	(79)	(86)	1,119	65	20	6	7	8
ASK (m)	90,622	23,789	11,224	38,526	54,280	65,696	69,638	74,512	81,219
% Growth	(3)	(74)	(53)	243	41	21	6	7	9
Load factor (%)	79	65	19	68	80	79	79	79	78
Average fares (THB)	6,081	5,820	3,371	8,147	9,647	9,601	9,519	9,330	9,143
% Growth	(8)	(4)	(42)	142	18	(0)	(1)	(2)	(2)
Freight carried (tons)	587,953	167,531	132,347	340,390	340,825	431,320	448,309	479,690	522,862
% Growth	(14)	(72)	(21)	157	0	27	4	7	9
Cargo load factor (%)	54	59	94	63	52	52	51	51	51
Average jet fuel price (USD/bbl)	84	74	83	135	113	105	86	86	86
USD/THB	31.0	31.3	32.0	35.1	34.8	35.3	33.0	33.0	33.0

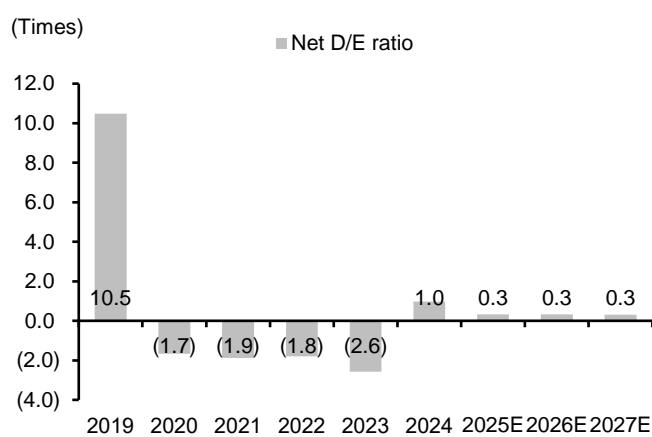
Sources: THAI; FSSIA estimates

Exhibit 2: Forecast revisions

	Current			Previous			% Change		
	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
Revenue (THB b)	190.4	201.8	217.5	190.4	201.8	217.5	0.0	0.0	0.0
Total operating costs (THB b)	150.2	160.5	174.6	154.9	165.5	180.0	(3.0)	(3.0)	(3.0)
Fuel cost (THB b)	47.5	50.8	55.4	47.5	50.8	55.4	0.0	0.0	0.0
Non-fuel cost (THB b)	102.8	109.7	119.2	107.4	114.7	124.6	(4.3)	(4.3)	(4.4)
Operating profit (THB b)	40.1	41.3	42.9	35.5	36.4	37.5	13.0	13.7	14.5
Operating profit margin (%)	21.1	20.5	19.7	18.7	18.0	17.2	2.4	2.5	2.5
EBITDA margin (%)	28.2	27.6	26.9	25.8	25.2	24.4	2.4	2.5	2.5
Core profit (THB b)	29.3	31.0	32.8	24.7	26.0	27.2	18.4	19.3	20.4
Core profit margin (%)	15.4	15.4	15.1	13.0	12.9	12.5	2.4	2.5	2.6

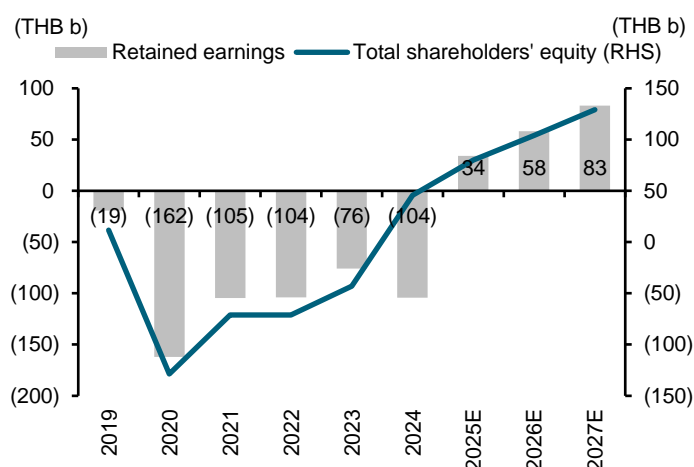
Source: FSSIA estimates

Exhibit 3: Net D/E ratio



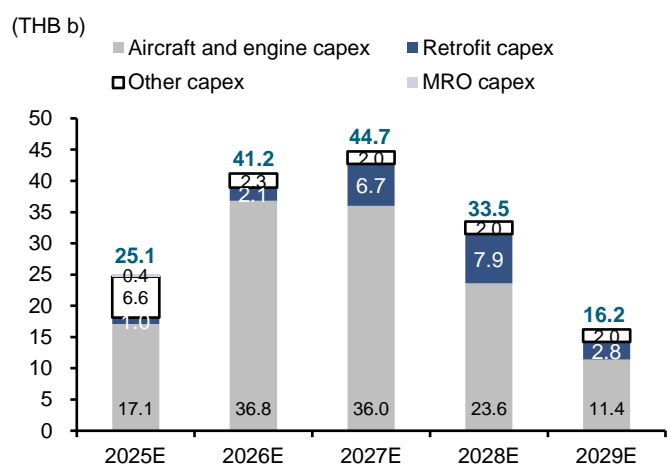
Sources: THAI; FSSIA estimates

Exhibit 4: Retained earnings and shareholder equity



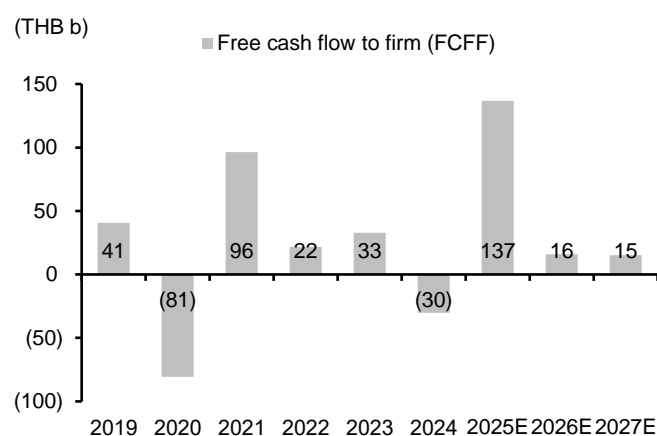
Sources: THAI; FSSIA estimates

Exhibit 5: THAI's 5-year capex plan (THB b)



Sources: THAI; FSSIA estimates

Exhibit 6: THAI's free cash flow to firm



Sources: THAI; FSSIA estimates

Exhibit 7: THAI – 2Q25 results summary

	2Q24	3Q24	4Q24	1Q25	2Q25	---- Change ----		1H24	1H25	Chg.	2025E	Chg.
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)	(THB m)	(y-y %)
Sales	42,947	44,514	46,635	50,274	43,312	(14)	1	91,964	93,585	2	190,359	4
- Passenger revenue	36,088	37,103	39,124	43,219	36,142	(16)	0	78,741	79,361	1	161,331	4
- Other revenue	6,859	7,412	7,511	7,054	7,169	2	5	13,223	14,224	8	29,028	3
Expense	(38,032)	(40,207)	(34,782)	(37,971)	(34,647)	(9)	(9)	(72,957)	(72,618)	(0)	(150,235)	2
- Fuel and oil	(13,742)	(13,550)	(10,255)	(12,703)	(11,278)	(11)	(18)	(26,668)	(23,981)	(10)	(47,465)	(6)
- Non-fuel operating expenses	(24,290)	(26,657)	(24,527)	(25,268)	(23,368)	(8)	(4)	(46,289)	(48,637)	5	(102,769)	5
Operating Profit	4,915	4,307	11,853	12,303	8,665	(30)	76	19,007	20,968	10	40,124	14
Net other income	1,168	3,293	(2,900)	317	309	(3)	(74)	2,144	625	(71)	2,588	2
Interest income	767	722	848	1,034	1,208	17	57	1,359	2,242	65	3,021	3
Interest expense	(4,795)	(4,830)	(4,549)	(3,481)	(3,392)	(3)	(29)	(9,403)	(6,873)	(27)	(15,983)	(15)
Pretax profit	2,055	3,493	5,252	10,172	6,789	(33)	230	13,107	16,962	29	29,750	36
Associates	15	3	9	32	(1)	(102)	(105)	51	32	(38)	67	5
Profit before tax	2,070	3,496	5,261	10,205	6,788	(33)	228	13,158	16,993	29	29,817	36
Income Tax	(6)	1	(363)	(1)	(1)	(42)	(86)	(13)	(2)	(83)	(510)	36
Minority interest	(8)	(4)	(7)	(8)	(10)	25	14	(22)	(17)	(23)	(35)	5
Core profit	2,056	3,494	4,891	10,196	6,778	(34)	230	13,122	16,974	29	29,273	36
Extraordinaries	(1,750)	8,986	(47,020)	(364)	5,346	na	na	(10,407)	4,982	na	4,982	na
- FX	(1,023)	9,025	(3,536)	137	1,191			(6,395)	1,328		1,328	
- Impairment	(732)	0	(2,414)	(273)	(85)			(4,070)	(358)		(358)	
- Termination benefit	0	0	0	0	4,980			0	4,980		4,980	
- Gain from change in ownership interest	0	0	0	0	0			0	0		0	
- Impairment in accordance with TFRS9	5	(39)	(42)	(117)	10			58	(107)		(107)	
- Hedging gain (loss)	0	0	0	0	0			0	0		0	
- Others	0	0	(41,029)	(112)	(749)			0	(861)		(861)	
Reported net profit	306	12,480	(42,129)	9,832	12,124	23	3,860	2,716	21,956	708	34,255	na
Shares out (end Q, m)	28,303	28,303	28,303	28,303	28,303	0	0	28,303	28,303	0	28,303	0
Pre-ex EPS	0.07	0.12	0.17	0.36	0.24	(34)	230	5.14	0.60	(88)	1.03	36
EPS	0.01	0.44	(1.49)	0.35	0.43	23	3,860	1.11	0.78	(30)	1.21	(227)
Depreciation	(3,255)	(3,330)	(3,476)	(3,076)	(3,227)	5	(1)	(6,221)	(6,303)	1	(13,575)	4
EBITDA	8,170	7,637	15,328	15,379	11,892	(23)	46	25,228	27,270	8	53,699	11
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)	(%)	(ppt)
Operating profit margin	11	10	25	24	20	(4)	9	21	22	2	21.1	2
EBITDA margin	19	17	33	31	27	(3)	8	27	29	2	28	2
Net profit margin	1	28	(90)	20	28	8	27	3	23	21	18	na
Operating stats												
Number of passengers (m)	3.8	3.9	4.5	4.3	4.0	(8)	4	7.7	8.3	8	16.9	5
RPK (m)	11,700	13,046	14,768	14,776	13,521	(8)	16	23,927	28,297	18	54,875	6
ASK (m)	15,993	17,139	17,918	17,729	17,552	(1)	10	30,639	35,281	15	69,638	6
Load factor (%)	73	76	82	83	77.0	(6)	4	78	80	2	79	0
Average fares (THB)	9,472	9,417	8,675	9,981	9,104	(9)	(4)	10,253	9,562	(7)	9,519	(1)
Freight carried ('000 tons)	106	115	115	113	117	3	11	201	231	15	448	4
Cargo load factor (%)	52	53	51	49	52	3	1	52	51	(1)	51	(1)
Average jet fuel price (USD/bbl)	108	104	94	100	91	(9)	(15)	110	96	(13)	86	(18)
USD/THB	36.7	34.8	34.0	34.0	33.1	(2)	(10)	36.2	33.5	(7)	33.0	(7)

Sources: THAI; FSSIA estimates

Exhibit 8: Peer comparisons as of 18 Aug 2025

Company	BBG	Rec	----- Share price -----			Market Cap (USD m)	- EPS growth -		----- PE -----		---- PBV ----		----- ROE -----		-- EV/ EBITDA --	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)		(%)	(%)	(x)	(x)	(x)	(x)	(x)	(x)	(x)	(x)
Thailand																
Bangkok Airways	BA TB	BUY	14.40	28.00	94.4	932	3	7	7.7	7.2	1.8	1.6	23.8	23.5	5.7	5.3
Asia Aviation	AAV TB	BUY	1.24	2.50	101.6	491	(10)	9	6.0	5.5	1.1	1.0	20.9	19.5	5.4	5.3
Thailand average						1,423	1	7	6.8	6.3	1.4	1.3	22.4	21.5	5.6	5.3
Regional																
Singapore Airlines	SIA SP	n/a	6.56	n/a	n/a	15,566	(54)	9	17.5	16.1	1.3	1.2	7.4	7.4	6.2	5.9
Cathay Pacific Airways	293 HK	n/a	10.75	n/a	n/a	8,772	3	2	8.3	8.1	1.2	1.1	15.4	15.3	5.0	5.1
Ana Holdings	9202 JP	n/a	3,010	n/a	n/a	9,876	(3)	5	10.8	10.3	1.1	1.1	11.2	10.6	4.5	4.2
Japan Airlines	9201 JP	n/a	3,212	n/a	n/a	9,513	23	8	11.2	10.3	1.3	1.2	11.6	10.2	4.3	4.0
China Southern Airlines	600029 CH	n/a	5.91	n/a	n/a	13,449	219.6	105	36.9	18.1	2.9	2.5	7.5	13.1	8.1	7.1
Eva Airways	2618 TT	n/a	39.50	n/a	n/a	7,088	(3)	(17)	8.4	10.2	1.6	1.5	18.0	15.7	3.6	3.9
Korea Air Lines	003490 KS	n/a	25,150	n/a	n/a	6,666	7	3	7.0	6.7	0.8	0.8	12.4	11.8	4.2	4.3
Capital A	CAPITALA MK	n/a	1	n/a	n/a	848	194	23	4.5	3.7	n/a	n/a	(0.9)	(4.0)	n/a	10.0
Regional average						71,778	4	5	13.1	10.4	1.4	1.3	10.3	10.0	5.1	5.6
Global																
Delta Air Lines	DAL US	n/a	61.09	n/a	n/a	39,889	(4)	21	10.8	8.9	2.1	1.7	21.1	21.5	6.2	5.6
Ryanair	RYAAY US	n/a	65.68	n/a	n/a	34,818	n/a	14	13.7	12.0	3.6	2.9	27.9	26.6	7.7	7.0
United Airlines	UAL US	n/a	102.37	n/a	n/a	33,547	(3)	24	9.9	8.0	2.2	1.7	23.5	24.3	5.7	5.0
Qantas Airways	QAN AU	n/a	11.44	n/a	n/a	11,240	43	12	10.7	9.6	17.7	5.4	223.9	103.3	4.8	4.3
Lufthansa	LHA GY	n/a	8.24	n/a	n/a	11,528	22	14	7.4	6.5	0.8	0.7	11.3	12.0	3.6	3.2
Alaska Airlines	ALK US	n/a	57.40	n/a	n/a	6,619	(33)	85	17.3	9.4	1.6	1.3	9.2	16.6	6.4	5.0
Easyjet (UK)	EZJ LN	n/a	511.80	n/a	n/a	5,245	18	12	7.6	6.8	1.1	1.0	15.7	15.6	2.4	2.1
Air Arabia	AIRARABIA UH	n/a	3.75	n/a	n/a	4,765	5	7	11.4	10.7	2.1	2.0	19.5	19.8	7.3	6.6
Air Canada	AC CN	n/a	19.18	n/a	n/a	4,115	15	27	8.8	6.9	2.6	2.0	26.9	24.5	3.3	2.9
Air France-KLM	AF FP	n/a	14.52	n/a	n/a	4,456	154	13	4.2	3.7	n/a	5.0	(93.5)	(659.2)	2.9	2.7
Norwegian Air Shuttle	NAS NO	n/a	16.34	n/a	n/a	1,691	39	20	10.3	8.6	2.2	1.9	32.9	26.4	2.7	2.5
Global average						157,911	11	26	10.2	8.3	3.6	2.3	29.0	(33.5)	4.8	4.3
Overall average						231,111	12	22	11.0	8.9	2.6	1.9	21.2	(11.7)	5.0	4.9

Sources: Bloomberg; FSSIA estimates

Financial Statements

Thai Airways

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	157,446	183,113	190,359	201,849	217,502
Cost of goods sold	(121,895)	(147,946)	(150,235)	(160,508)	(174,555)
Gross profit	35,551	35,167	40,124	41,341	42,947
Other operating income	-	-	-	-	-
Operating costs	0	0	0	0	0
Operating EBITDA	46,940	48,193	53,699	55,805	58,564
Depreciation	(11,389)	(13,026)	(13,575)	(14,465)	(15,618)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	35,551	35,167	40,124	41,341	42,947
Net financing costs	(14,215)	(15,852)	(12,962)	(12,338)	(12,150)
Associates	64	63	67	69	71
Recurring non-operating income	2,758	2,600	2,654	2,708	2,763
Non-recurring items	2,707	(48,441)	4,982	0	0
Profit before tax	26,801	(26,526)	34,799	31,711	33,559
Tax	1,322	(374)	(510)	(542)	(573)
Profit after tax	28,123	(26,901)	34,289	31,169	32,986
Minority interests	(27)	(33)	(35)	(36)	(37)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	28,096	(26,934)	34,255	31,133	32,949
Non-recurring items & goodwill (net)	(2,707)	48,441	(4,982)	0	0
Recurring net profit	25,389	21,507	29,273	31,133	32,949
Per share (THB)					
Recurring EPS *	11.63	0.76	1.03	1.10	1.16
Reported EPS	12.87	(0.95)	1.21	1.10	1.16
DPS	0.00	0.00	0.26	0.27	0.29
Diluted shares (used to calculate per share data)	2,183	28,303	28,303	28,303	28,303
Growth					
Revenue (%)	51.6	16.3	4.0	6.0	7.8
Operating EBITDA (%)	178.0	2.7	11.4	3.9	4.9
Operating EBIT (%)	407.7	(1.1)	14.1	3.0	3.9
Recurring EPS (%)	nm	(93.5)	36.1	6.4	5.8
Reported EPS (%)	nm	nm	nm	(9.1)	5.8
Operating performance					
Gross margin inc. depreciation (%)	22.6	19.2	21.1	20.5	19.7
Gross margin exc. depreciation (%)	29.8	26.3	28.2	27.6	26.9
Operating EBITDA margin (%)	29.8	26.3	28.2	27.6	26.9
Operating EBIT margin (%)	22.6	19.2	21.1	20.5	19.7
Net margin (%)	16.1	11.7	15.4	15.4	15.1
Effective tax rate (%)	0.0	0.0	0.0	0.0	0.0
Dividend payout on recurring profit (%)	-	-	25.0	25.0	25.0
Interest cover (X)	2.7	2.4	3.3	3.6	3.8
Inventory days	16.0	12.5	10.8	10.5	10.4
Debtor days	41.9	33.1	30.0	34.5	38.1
Creditor days	88.5	76.9	76.1	74.1	73.5
Operating ROIC (%)	45.7	39.1	38.9	33.2	28.0
ROIC (%)	34.6	29.0	28.6	25.5	22.3
ROE (%)	(44.4)	1,873.3	46.7	33.9	28.3
ROA (%)	18.1	14.1	13.8	13.1	12.6

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Passengers	132,736	154,968	161,331	170,898	183,915
Freight and mail	15,464	17,268	17,720	18,961	20,667
Others	9,245	10,877	11,307	11,990	12,920

Sources: Thai Airways; FSSIA estimates

Financial Statements

Thai Airways

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	25,389	21,507	29,273	31,133	32,949
Depreciation	11,389	13,026	13,575	14,465	15,618
Associates & minorities	-	-	-	-	-
Other non-cash items	3,677	(58,141)	105,741	(2,277)	(2,372)
Change in working capital	(10,086)	(9,593)	(2,780)	(1,466)	(972)
Cash flow from operations	30,369	(33,201)	145,809	41,856	45,223
Capex - maintenance	(13,179)	(15,791)	(25,100)	(41,200)	(44,700)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(64)	(107)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(13,242)	(15,898)	(25,100)	(41,200)	(44,700)
Dividends paid	0	0	0	(7,318)	(7,783)
Equity finance	0	117,020	(103,916)	0	0
Debt finance	2,452	(35,677)	(8,000)	(4,000)	(4,000)
Other financing cash flows	(1,179)	(972)	1,328	0	0
Cash flow from financing	1,274	80,371	(110,588)	(11,318)	(11,783)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	18,400	31,273	10,121	(10,663)	(11,260)
Free cash flow to firm (FCFF)	32,736.67	(30,317.32)	136,692.28	15,869.92	15,225.09
Free cash flow to equity (FCFE)	18,399.67	(85,747.29)	114,037.11	(3,344.47)	(3,476.78)

Per share (THB)

FCFF per share	1.16	(1.07)	4.83	0.56	0.54
FCFE per share	0.65	(3.03)	4.03	(0.12)	(0.12)
Recurring cash flow per share	18.53	(0.83)	5.25	1.53	1.63

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	303,145	302,457	327,557	368,757	413,457
Less: Accumulated depreciation	(193,518)	(190,065)	(203,640)	(218,105)	(233,723)
Tangible fixed assets (net)	109,627	112,392	123,917	150,652	179,734
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	575	682	682	682	682
Cash & equivalents	52,939	84,212	94,333	83,670	72,410
A/C receivable	19,191	13,973	17,302	20,831	24,634
Inventories	5,254	4,000	4,052	4,330	4,712
Other current assets	16,692	32,824	34,123	36,182	38,988
Current assets	94,076	135,009	149,809	145,013	140,744
Other assets	34,713	44,426	46,647	48,979	51,428
Total assets	238,991	292,508	321,054	345,326	372,588
Common equity	(43,214)	45,510	79,984	103,800	128,965
Minorities etc.	71	79	113	149	186
Total shareholders' equity	(43,142)	45,589	80,098	103,949	129,151
Long term debt	164,418	128,741	120,741	116,741	112,741
Other long-term liabilities	50,706	51,102	51,240	51,259	51,299
Long-term liabilities	215,124	179,843	171,981	168,000	164,040
A/C payable	28,547	28,311	28,676	30,645	33,351
Short term debt	0	0	0	0	0
Other current liabilities	38,462	38,766	40,300	42,732	46,046
Current liabilities	67,009	67,077	68,976	73,377	79,397
Total liabilities and shareholders' equity	238,991	292,508	321,054	345,326	372,588
Net working capital	(25,873)	(16,280)	(13,500)	(12,034)	(11,063)
Invested capital	119,042	141,219	157,745	188,278	220,781

* Includes convertibles and preferred stock which is being treated as debt

Per share (THB)

Book value per share	(19.80)	1.61	2.83	3.67	4.56
Tangible book value per share	(19.80)	1.61	2.83	3.67	4.56

Financial strength

Net debt/equity (%)	(258.4)	97.7	33.0	31.8	31.2
Net debt/total assets (%)	46.6	15.2	8.2	9.6	10.8
Current ratio (x)	1.4	2.0	2.2	2.0	1.8
CF interest cover (x)	2.3	(4.4)	9.8	0.7	0.7

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	1.2	18.8	13.8	13.0	12.3
Recurring P/E @ target price (x) *	1.0	14.9	10.9	10.3	9.7
Reported P/E (x)	1.1	(15.0)	11.8	13.0	12.3
Dividend yield (%)	-	-	1.8	1.9	2.0
Price/book (x)	(0.7)	8.9	5.1	3.9	3.1
Price/tangible book (x)	(0.7)	8.9	5.1	3.9	3.1
EV/EBITDA (x) **	3.0	9.3	8.0	7.8	7.6
EV/EBITDA @ target price (x) **	2.9	7.6	6.4	6.3	6.2
EV/invested capital (x)	1.2	3.2	2.7	2.3	2.0

* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income

Sources: Thai Airways; FSSIA estimates

Disclaimer for ESG scoring

ESG score	Methodology	Rating																			
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																			
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for SETESG inclusion , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. SETESG Index is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																			
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																			
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
Morningstar Sustainalytics	The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
0-10	10-20	20-30	30-40	40+																	
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="3">Leader:</td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td></tr><tr><td>BBB</td><td>4.286-5.713</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td></tr><tr><td>CCC</td><td>0.000-1.428</td><td>Laggard:</td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>	AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																				
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																				
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

[Rating](#) regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Vatcharut Vacharawongsith FSS International Investment Advisory Securities Co., Ltd

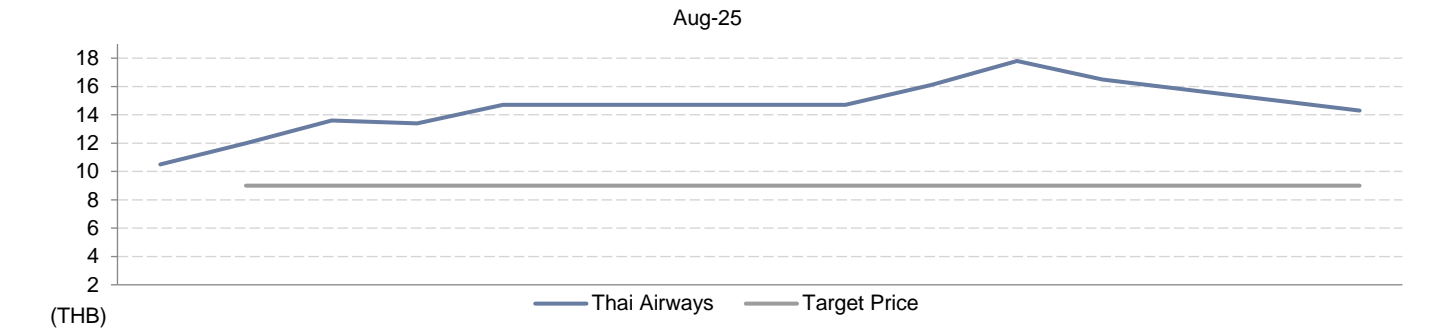
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History of change in investment rating and/or target price

Thai Airways (THAI TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
04-Aug-2025	BUY	9.00	-	-	-	-	-	-

Vatcharut Vacharawongsith started covering this stock from 04-Aug-2025

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Thai Airways	THAI TB	THB 14.30	REDUCE	Upside risks to our target price include: 1) successful transformation and enhancement of fleets, networks, and services; 2) better-than-expected cost management; and 3) a faster-than-expected recovery in international tourist arrivals.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 18-Aug-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

BUY (B). The upside is 10% or more.

HOLD (H). The upside or downside is less than 10%.

REDUCE (R). The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.