

# THAI BEVERAGE PLC

FY20 FINANCIAL RESULTS  
(Full Year ended 30 September 2020)



# NOTE ON FORWARD LOOKING STATEMENTS

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- The following presentation may contain forward looking statements by the management of Thai Beverage Public Company Limited ("ThaiBev"), relating to financial or other trends for future periods, compared to the results for previous periods.
- Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives.
- Forward looking information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be construed as a representation as to future performance of ThaiBev. In particular, such targets should not be regarded as a forecast or projection of future performance of ThaiBev. It should be noted that the actual performance of ThaiBev may vary significantly from such targets.

# UNDERSTANDING THIS PRESENTATION

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- Referring to the amendments to Rule 705(2) of the Listing Manual of the Singapore Exchange Securities Trading Limited, which took effect from 7 February 2020, ThaiBev will announce our financial statements on a half-yearly basis instead of a quarterly basis. ThaiBev stands committed to engaging shareholders through timely, clear, and consistent communications, as well as continuing its interactions with the investment community. In this regard, ThaiBev will provide shareholders with relevant business updates between the announcements of half-yearly financial statements.
- In March 2020, the Company exercised an internal restructuring in beer operations group to generate more value and business growth opportunities, and improve operational efficiency, by transferring its shareholding stakes in each of the 15 companies in Thailand to Chang Beer Co., Ltd., the Company's indirect subsidiary. After the completion of the said restructuring, the Company remain the ultimate holder of 100 percent shareholding stakes in these companies.
- The beer restructuring will improve clarity and efficiency in operation, reporting, and performance evaluation for the beer business.
  - The restructuring will facilitate opportunities to create value for the beer business in the capital and bond markets and enhance shareholders' value.
  - The restructuring will help ThaiBev optimize its asset portfolio in order to create value for the beer business.
- As the result of the beer restructuring, the Company recognized capital gain from sale of investments in subsidiaries in separate statement of income, due to the fact that contract value was higher than net asset value. These gains were eliminated in the consolidated financial statements. Under this transaction, the Company recognized the income tax expense but did not incur actual tax payment in cash by utilizing deferred tax asset in balance sheet, however, the Company had paid stamp duty. The income tax expense and stamp duty from beer restructuring were not the expenses under normal operation for the full year period ended 30 September 2020, amounting to Baht 2,660 million, which composed of stamp duty of Baht 492 million, and deferred tax utilization related to beer business restructuring of Baht 2,168 million.
- From the first quarter ended 31 December 2019, ThaiBev consolidation has included Chang water and Chang soda in beer segment instead of NAB and spirits segment, respectively, for more business clarity effective cost management. For the comparison purpose, the Company has restated segment information from 1 October 2018 – 30 September 2019.

# UNDERSTANDING THIS PRESENTATION

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- From 1 October 2019, the Group has adopted TFRS 15 using the cumulative effect method, taking into account the effect of initially applying this standard only to contracts that were not completed before 1 October 2019 as an adjustment to the retained earnings at 1 October 2019. Therefore, the Group has not restated the information presented for comparative financial statements, as previously reported under TAS 18 and related interpretations.
- Under TFRS 15, the Group recognizes revenue when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and after deduction of any trade discounts and volume rebates. Judgement is required in determining the timing of the transfer of control for revenue recognition - at a point in time or over time. Under TAS 18, the Group recognized revenue from sale of goods when the significant risks and rewards of ownership of the goods were transferred to the buyer, and recognized revenue from rendering of services by reference to the stage of completion of the transaction at the end of the reporting period. No revenue was recognized if there was continuing management involvement with the goods or there were significant uncertainties regarding recovery of the consideration due. For the impact of the change on the financial statements, please see Note 3 to the financial statements for the year ended 30 September 2020 and independent auditor's report on the audit of financial information.
- In the third quarter ended 30 June 2019, Coffee Concepts (Thailand) Co., Ltd. ("CCT"), a company incorporated in Thailand, has entered into a share purchase agreement relating to the acquisition of all the issued shares of Starbucks Coffee (Thailand) Co., Ltd, which manages and operates Starbucks retail coffee stores in Thailand. The Company has recorded 9.28% of profit recognition under the equity method started from June 2019 under food business.
- On 3 December 2018, the State Securities Commission of Vietnam issued its approval letter to SABECO to remove the foreign ownership limit applicable to SABECO. As a result, the Loan Conversion became one of the viable options for Vietnam Beverage Company Limited ("Vietnam Beverage") and BeerCo Limited (incorporated in Hong Kong) ("BeerCo"), an indirect wholly-owned subsidiary of ThaiBev, to consider in the debt restructuring of the Loan.
- Vietnam Beverage and BeerCo entered into an agreement to convert the entire amount of the loan and interest thereon (which is VND 111,208,798,000,000, equivalent to USD 4,892,600,000 at the applicable exchange rate of USD1 to VND22,730 (the "Applicable Exchange Rate")) into additional charter capital of Vietnam Beverage.
- The notice of satisfaction of the conditions for capital contributions/purchase of shares/acquisition of contributed capital by foreign investors (M&A Clearance Approval) was granted by the Hanoi Department of Planning and Investment of Vietnam on 17 December 2018 and 28 December 2018 for Vietnam Beverage's capital increase contributed by foreign investor to be the amount of VND 22,957,300,000,000 (equivalent to USD 1,010,000,000 based on the Applicable Exchange Rate) and to be VND 111,208,798,000,000 (equivalent to USD 4,892,600,000 based on the Applicable Exchange Rate) respectively. Vietnam Beverage has increased its charter capital from VND 681,663,260,000 to VND 111,890,461,260,000.

# UNDERSTANDING THIS PRESENTATION

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- As a result of BeerCo's acquisition of the charter capital of Vietnam Beverage, Vietnam Beverage has been converted from a one-member limited liability company to a multiple-member limited liability company. Vietnam Beverage also obtained its new Enterprise Registration Certificate evidencing the new shareholding structure and charter capital from Hanoi Department of Planning and Investment of Vietnam on 2 January 2019.
- As a result of the completion of the Loan Conversion, BeerCo currently holds VND 111,208,798,000,000 (approximately 99.39%) of the charter capital of Vietnam Beverage.
- BeerCo later entered into an agreement to additionally acquire 34,083,164 shares in Vietnam F&B Alliance Investment Joint Stock Company ("Vietnam F&B"), representing approximately 50% of Vietnam F&B's charter capital, from one of the existing shareholders of Vietnam F&B who is a third party unrelated to the THBEV Group, at the par value of VND 10,000 per share. The aggregate consideration for the acquisition is VND 340,831,640,000, equivalent to USD 14,719,569.86 at the applicable exchange rate of USD 1=VND 23,155.
- The notice of satisfaction of the conditions for capital contributions/purchase of shares/acquisition of contributed capital by foreign investors (M&A Clearance Approval) as required for the acquisition was granted by the Hanoi Department of Planning and Investment of Vietnam on 21 January 2019. Vietnam F&B also obtained its 7th Amendment of Enterprise Registration Certificate evidencing the new shareholding structure from the Hanoi Department of Planning and Investment of Vietnam on 30 January 2019. As a result of the acquisition, BeerCo currently holds 67,484,663 shares in Vietnam F&B (representing approximately 99% of Vietnam F&B's charter capital), while the remaining 1% of Vietnam F&B's charter capital is still held by the existing Vietnamese shareholders
- BeerCo has acquired shares in Vietnam F&B and completed debt conversion with Vietnam Beverage Company Limited of Baht 493 million. The transaction is legally effective on 2 January 2019. Consequently, the Group has ownership interest in SABECO of 53.58% and recognized the change in ownership interests in subsidiaries without a change in control in an equity component.
- The Company issued debentures No.1/2019 with various tenors from 2 years to 10 years at an aggregate principal amount of Baht 53,000 million in March 2019. The proceed from debentures was used to repay Thai Baht currency bridging loans.

# UNDERSTANDING THIS PRESENTATION

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- Current operations by business segments consist of spirits, beer, non-alcoholic beverages and food
- All monetary amounts in millions of Thai Baht unless otherwise stated
- Volumes in millions of liters unless otherwise stated
- EBITDA = Earnings from total revenues before interest expense, income tax, depreciation, and amortization

# HIGHLIGHT

# COVID-19

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- ThaiBev Group's key markets are Thailand and Vietnam. The governments and health officials in both countries have managed successfully to control the spread of the novel coronavirus (COVID-19) in the general population. For ThaiBev Group, in order to mitigate the impact of COVID-19 on our business, we have also taken many steps in cost control and adapted our business accordingly. Our spirits business remains resilient, with solid growth in both top and bottom line when compared YoY, as a result of strong spirits product portfolio with variety of segmentation and off-premise consumption nature. Comparing with spirits business, our beer business relies more on on-premise consumption, which is somewhat impacted by the temporary closure of entertainment venues and restaurants. However, our beer business in Thailand delivered satisfactory growth in net profit this year. In Vietnam, even there was a resurgence of COVID-19 in late July, the government carefully managed the situation by partially lock down only isolated areas or districts instead of the whole province to mitigate the impact of COVID-19 on overall businesses and economy, and our business has continued to show gradual recovery. In addition, the cost control helped mitigate the impact from COVID-19. Since the lockdown restrictions were lifted, the business has continued to show good recovery.
- Our non-alcoholic beverages business (NAB) continued to prudently manage its costs under the current business plan, by reducing advertising and promotion expenses. The cost control measures enabled NAB to report significant improvement in profitability when compared with 2019.
- The food business was majority depending on dine-in business and impacted by the temporary closure on restaurants in Thailand, the business minimized the impact of COVID-19 by enhancing home delivery and takeaway options, as well as implementing cost-saving projects such as negotiating for lower rents, optimizing our supply chain and deployment of employees, and tightening general and administrative expenses. The Company also adapted to new consumer behaviors to ensure that we remain at the forefront of satisfying consumers' needs and preferences.



# FY20 PERFORMANCE HIGHLIGHTS

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- Generated sales revenue amounting to Baht 253,481 million, a decrease of 5.2% year-on-year (“YoY”) due to the impact of the COVID-19 pandemic on the business’ performance
- Delivered earnings growth, with net profit from normal operations increasing 10.1% YoY to Baht 28,725 million
  - Spirits business proved resilient; even with a temporary ban on alcoholic beverage sales in Thailand, the spirits business delivered significant growth in net profit of 14.7% YoY, together with an improvement in profit margin
  - Despite sales volume being flat YoY for the beer business in Thailand, the Company’s prudent cost control and the successful management of the COVID-19 situation in Thailand have enabled the domestic beer business to report satisfactory profit growth
  - The NAB business turned profitable, reporting a net profit of Baht 656 million in 2020
- Propose final dividend of Baht 0.36 per share, bringing the total full-year (“FY20”) dividend to Baht 0.46 per share
- Financial position remains solid; in October 2020, the Company entered into bilateral loan agreements for a combined Baht 40,000 million loan amount (the “Bridge Loan Facility”), to provide it with the financial flexibility to potentially refinance the Company’s existing Baht 42,800 million bond due in March 2021. The remaining Baht 2,800 million will be repaid using the Company’s cash flow.

# FY20 PERFORMANCE HIGHLIGHTS

|  |   |  |  |
|--|---|--|--|
| Revenue from Sales (million Baht)  |   | 253,481 ▼ -5.2%  |  |
| <b>EBITDA</b><br><i>(included costs and deferred tax utilization related to beer business restructuring)</i><br>-----<br>(million Baht)<br><b>46,544</b><br>▲ 3.2% | <b>EBITDA</b><br>-----<br>(million Baht)<br><b>47,036</b><br>▲ 4.3% | <b>Net Profit</b><br><i>(included costs and deferred tax utilization related to beer business restructuring)</i><br>-----<br>(million Baht)<br><b>26,065</b><br>▼ -0.1%          | <b>Net Profit</b><br>-----<br>(million Baht)<br><b>28,725</b><br>▲ 10.1%         |
| <b>EPS (basic)</b><br><i>(included costs and deferred tax utilization related to beer business restructuring)</i><br>-----<br>(Baht)<br><b>0.91</b><br>▼ -2.2%     | <b>EPS (basic)</b><br>-----<br>(Baht)<br><b>1.01</b><br>▲ 9.2%      | <b>Attributable Profit</b><br><i>(included costs and deferred tax utilization related to beer business restructuring)</i><br>-----<br>(million Baht)<br><b>22,752</b><br>▼ -2.2% | <b>Attributable Profit</b><br>-----<br>(million Baht)<br><b>25,412</b><br>▲ 9.2% |

• Note : costs and deferred tax utilization related to beer business restructuring were not the expenses under operation, amounting to Baht 2,660 million.

# FY20 DIVIDEND PAYMENT

| Dividend Payment  | FY19<br><i>(Restated)</i> | FY20        |
|---|---------------------------|-------------|
| Net Profit belonging to the Company <i>(Million Baht)</i> | 23,273                    | 22,752      |
| Number of Shares <i>(Million Shares)</i>                  | 25,114                    | 25,116      |
| Dividend <i>(Million Baht)</i>                            | 12,054                    | 11,553      |
| Less Interim dividend already paid <i>(Million Baht)</i>  | 3,767                     | 2,511       |
| Final dividend <i>(Million Baht)</i>                      | 8,287                     | 9,042       |
| <b>Payout ratio (Full fiscal year)</b>                    | <b>52%</b>                | <b>51%</b>  |
| <b>Earning per share <i>(Baht)</i></b>                    | <b>0.93</b>               | <b>0.91</b> |
| <b>Dividend per share <i>(Baht)</i></b>                   | <b>0.48</b>               | <b>0.46</b> |
| <b>Less Interim dividend already paid <i>(Baht )</i></b>  | <b>0.15</b>               | <b>0.10</b> |
| <b>Final dividend <i>(Baht)</i></b>                       | <b>0.33</b>               | <b>0.36</b> |

# CONSOLIDATED: FY20 HIGHLIGHTS

|  | FY19<br>Oct18 - Sep19 | FY20<br>Oct19 - Sep20 | Change       |
|--|-----------------------|-----------------------|--------------|
| <b>Sales Revenue</b>   | <b>267,357</b>        | <b>253,481</b>        | <b>-5.2%</b> |
| COGS   | (189,966)             | (178,620)             |              |
| <i>% of Sales Revenue</i>  | <i>71.1%</i>          | <i>70.5%</i>          |              |
| Distribution costs   | (28,713)              | (24,626)              |              |
| Administrative expenses  | (16,171)              | (15,675)              |              |
| Past service cost for employee benefits from amendment of the Labor Protection Act | (798)                 | -                     |              |
| <i>% of Sales Revenue</i>  | <i>17.0%</i>          | <i>15.9%</i>          |              |
| EBITDA (exclude F&N/FPL, non-recurring expenses)                                   | 40,913                | 44,388                | 8.5%         |
| Net Profit (exclude F&N/FPL, non-recurring expenses)                               | 22,167                | 26,345                | 18.8%        |
| Non-recurring costs related to beer business                                       | -                     | (492)                 |              |
| Non-recurring deferred tax utilization from beer business                          | -                     | (2,168)               |              |
| EBITDA (exclude F&N/FPL)   | 40,913                | 43,896                | 7.3%         |
| Net Profit (exclude F&N/FPL)   | 22,167                | 23,685                | 6.8%         |
| F&N/FPL EBITDA (from normal operation)   | 4,183                 | 2,648                 |              |
| F&N/FPL Net Profit (from normal operation)   | 3,916                 | 2,380                 |              |
| <b>EBITDA</b>  | <b>45,096</b>         | <b>46,544</b>         | <b>3.2%</b>  |
| <b>Net Profit</b>  | <b>26,083</b>         | <b>26,065</b>         | <b>-0.1%</b> |
| <b>Attributable Profit to:</b>   |                       |                       |              |
| <b>Owners of the Company</b>   | <b>23,273</b>         | <b>22,752</b>         | <b>-2.2%</b> |
| Non-controlling interests  | 2,810                 | 3,313                 |              |
| <b>Attributable Profit to Owners of the Company (from normal operation)</b>        | <b>23,273</b>         | <b>25,412</b>         | <b>9.2%</b>  |
| <b>Margin*</b>   |                       |                       |              |
| EBITDA (exclude F&N/FPL, non-recurring expenses)                                   | 15.3%                 | 17.5%                 |              |
| Net Profit (exclude F&N/FPL, non-recurring expenses)                               | 8.3%                  | 10.4%                 |              |
| EBITDA (exclude F&N/FPL)   | 15.3%                 | 17.3%                 |              |
| Net Profit (exclude F&N/FPL)   | 8.3%                  | 9.3%                  |              |
| EBITDA   | 16.9%                 | 18.4%                 |              |
| Net Profit   | 9.8%                  | 10.3%                 |              |

\* margins are % of sales revenue

# CONSOLIDATED: FY20 HIGHLIGHTS

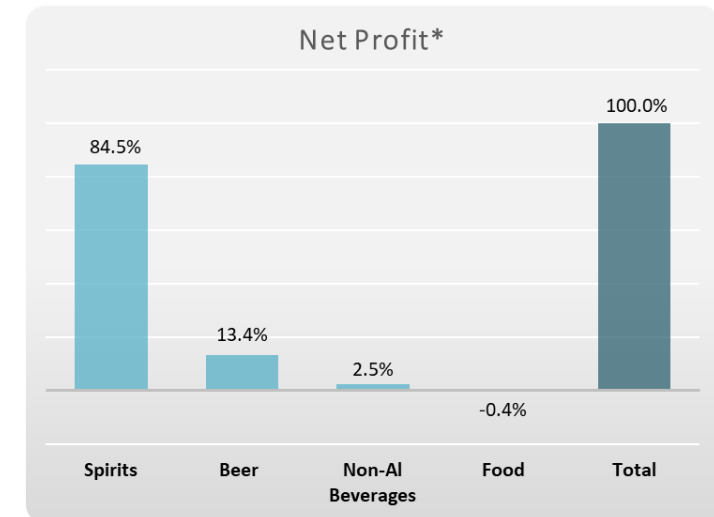
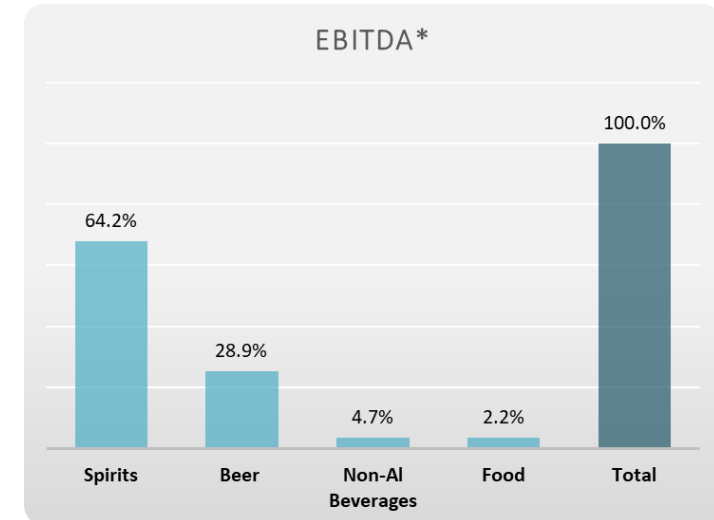
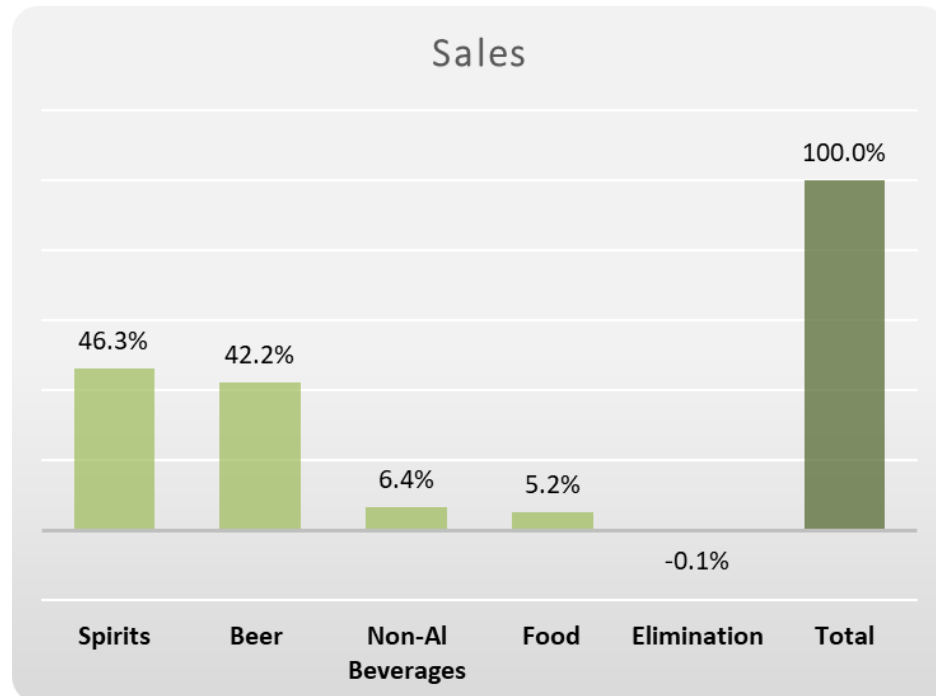
|  | ThaiBev | F&N / FPL | Total   | (M Baht) |
|--|---------|-----------|---------|----------|
| <b>FY20</b>  |         |           |         |          |
| Sales  | 253,481 | -         | 253,481 |          |
| Gross Profit   | 74,861  | -         | 74,861  |          |
| EBITDA <small>normal operation</small>   | 44,388  | 2,648     | 47,036  |          |
| Net Profit <small>normal operation</small>   | 26,345  | 2,380     | 28,725  |          |
| EBITDA <small>included costs and deferred tax utilization related to beer business restructuring</small>                     | 43,896  | 2,648     | 46,544  |          |
| Net Profit <small>included costs and deferred tax utilization related to beer business restructuring</small>                 | 23,685  | 2,380     | 26,065  |          |
| Attributable Profit (Loss) <small>normal operation</small>   | 23,032  | 2,380     | 25,412  |          |
| Attributable Profit (Loss) <small>included costs and deferred tax utilization related to beer business restructuring</small> | 20,372  | 2,380     | 22,752  |          |
| <i>Spirits</i>   | 21,939  | -         | 21,939  |          |
| <i>Beer</i>  | 825     | -         | 825     |          |
| <i>Non-Alcohol</i>   | 306     | -         | 306     |          |
| <i>Food</i>  | (38)    | -         | (38)    |          |
| <i>Costs and deferred tax utilization related to beer business restructuring</i>   | (2,660) | -         | (2,660) |          |
| <i>F&amp;N/FPL</i>   | -       | 2,380     | 2,380   |          |
| <b>FY19 (Restated)</b>   |         |           |         |          |
| Sales  | 267,357 | -         | 267,357 |          |
| Gross Profit   | 77,391  | -         | 77,391  |          |
| EBITDA <small>normal operation</small>   | 40,913  | 4,183     | 45,096  |          |
| Net Profit <small>normal operation</small>   | 22,167  | 3,916     | 26,083  |          |
| EBITDA <small>included costs and deferred tax utilization related to beer business restructuring</small>                     | 40,913  | 4,183     | 45,096  |          |
| Net Profit <small>included costs and deferred tax utilization related to beer business restructuring</small>                 | 22,167  | 3,916     | 26,083  |          |
| Attributable Profit (Loss) <small>normal operation</small>   | 19,357  | 3,916     | 23,273  |          |
| Attributable Profit (Loss) <small>included costs and deferred tax utilization related to beer business restructuring</small> | 19,357  | 3,916     | 23,273  |          |
| <i>Spirits</i>   | 19,004  | -         | 19,004  |          |
| <i>Beer</i>  | 954     | -         | 954     |          |
| <i>Non-Alcohol</i>   | (1,019) | -         | (1,019) |          |
| <i>Food</i>  | 418     | -         | 418     |          |
| <i>Costs and deferred tax utilization related to beer business restructuring</i>   | -       | -         | -       |          |
| <i>F&amp;N/FPL</i>   | -       | 3,916     | 3,916   |          |

# CONSOLIDATED: FY20 HIGHLIGHTS

|  | ThaiBev  | F&N / FPL | Total    | (M Baht) |
|--|----------|-----------|----------|----------|
| <b>Increase (Decrease)</b>   |          |           |          |          |
| Sales  | (13,876) | -         | (13,876) |          |
| Gross Profit   | (2,530)  | -         | (2,530)  |          |
| EBITDA <small>normal operation</small>   | 3,475    | (1,535)   | 1,940    |          |
| Net Profit <small>normal operation</small>   | 4,178    | (1,536)   | 2,642    |          |
| EBITDA <small>included costs and deferred tax utilization related to beer business restructuring</small>                     | 2,983    | (1,535)   | 1,448    |          |
| Net Profit <small>included costs and deferred tax utilization related to beer business restructuring</small>                 | 1,518    | (1,536)   | (18)     |          |
| Attributable Profit (Loss) <small>normal operation</small>   | 3,675    | (1,536)   | 2,139    |          |
| Attributable Profit (Loss) <small>included costs and deferred tax utilization related to beer business restructuring</small> | 1,015    | (1,536)   | (521)    |          |
| <i>Spirits</i>   | 2,935    | -         | 2,935    |          |
| <i>Beer</i>  | (129)    | -         | (129)    |          |
| <i>Non-Alcohol</i>   | 1,325    | -         | 1,325    |          |
| <i>Food</i>  | (456)    | -         | (456)    |          |
| <i>Costs and deferred tax utilization related to beer business restructuring</i>   | (2,660)  | -         | (2,660)  |          |
| <i>F&amp;N/FPL</i>   | -        | (1,536)   | (1,536)  |          |
| <b>% Increase (Decrease)</b>   |          |           |          |          |
| Sales  | (5.2%)   | -         | (5.2%)   |          |
| Gross Profit   | (3.3%)   | -         | (3.3%)   |          |
| EBITDA <small>normal operation</small>   | 8.5%     | (36.7%)   | 4.3%     |          |
| Net Profit <small>normal operation</small>   | 18.8%    | (39.2%)   | 10.1%    |          |
| EBITDA <small>included costs and deferred tax utilization related to beer business restructuring</small>                     | 7.3%     | (36.7%)   | 3.2%     |          |
| Net Profit <small>included costs and deferred tax utilization related to beer business restructuring</small>                 | 6.8%     | (39.2%)   | (0.1%)   |          |
| Attributable Profit (Loss) <small>normal operation</small>   | 19.0%    | (39.2%)   | 9.2%     |          |
| Attributable Profit (Loss) <small>included costs and deferred tax utilization related to beer business restructuring</small> | 5.2%     | (39.2%)   | (2.2%)   |          |
| <i>Spirits</i>   | 15.4%    | -         | 15.4%    |          |
| <i>Beer</i>  | (13.5%)  | -         | (13.5%)  |          |
| <i>Non-Alcohol</i>   | 130.0%   | -         | 130.0%   |          |
| <i>Food</i>  | (109.1%) | -         | (109.1%) |          |
| <i>Costs and deferred tax utilization related to beer business restructuring</i>   | (100.0%) | -         | (100.0%) |          |
| <i>F&amp;N/FPL</i>   | -        | (39.2%)   | (39.2%)  |          |

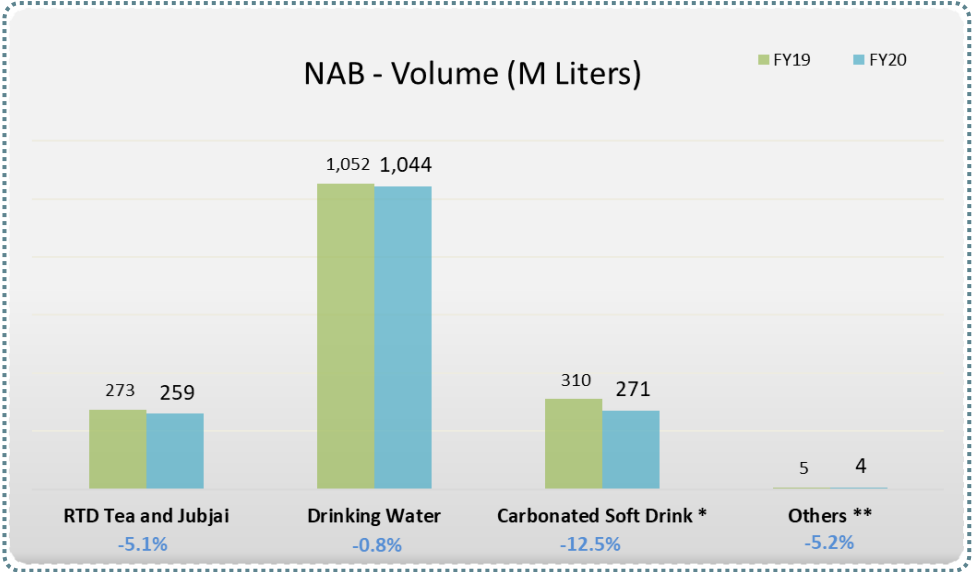
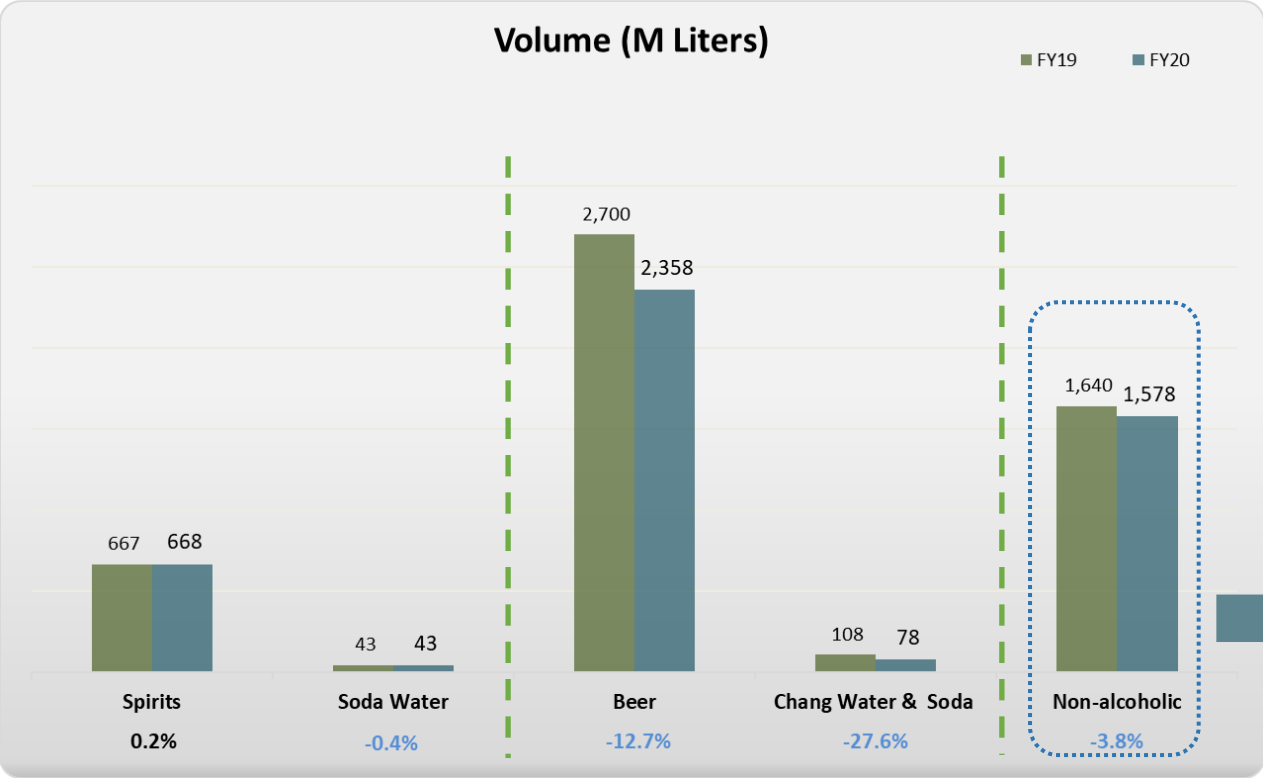
# CONTRIBUTION PER BUSINESS SEGMENT

FY20



\* EBITDA and Net Profit exclude F&N/FPL and costs related to beer business restructuring

# TOTAL SALES VOLUME



\* est , 100Plus and Sarsi  
 \*\* Energy drink, sports drink and other beverages



# SPIRITS

(M Baht)

| Spirits  | FY19                               | FY20          | Change |
|--|------------------------------------|---------------|--------|
|  | Oct18 - Sep19<br><i>(Restated)</i> | Oct19 - Sep20 |        |
| Sales Revenue  | 114,806                            | 117,297       | 2.2%   |
| COGS   | (76,592)                           | (78,054)      |        |
| <i>% of Sales Revenue</i>  | <i>66.7%</i>                       | <i>66.5%</i>  |        |
| SG&A   | (13,728)                           | (12,967)      |        |
| Past service cost for employee benefits (from amendment of the Labor Protection Act) | (391)                              | -             |        |
| <i>% of Sales Revenue</i>  | <i>12.2%</i>                       | <i>11.1%</i>  |        |
| EBITDA   | 26,144                             | 28,510        | 9.0%   |
| Net Profit   | 19,412                             | 22,271        | 14.7%  |
| Attributable Profit to Shareholders  | 19,004                             | 21,939        | 15.4%  |
| <u>Margin*</u>   |                                    |               |        |
| EBITDA   | 22.8%                              | 24.3%         |        |
| Net Profit   | 16.9%                              | 19.0%         |        |

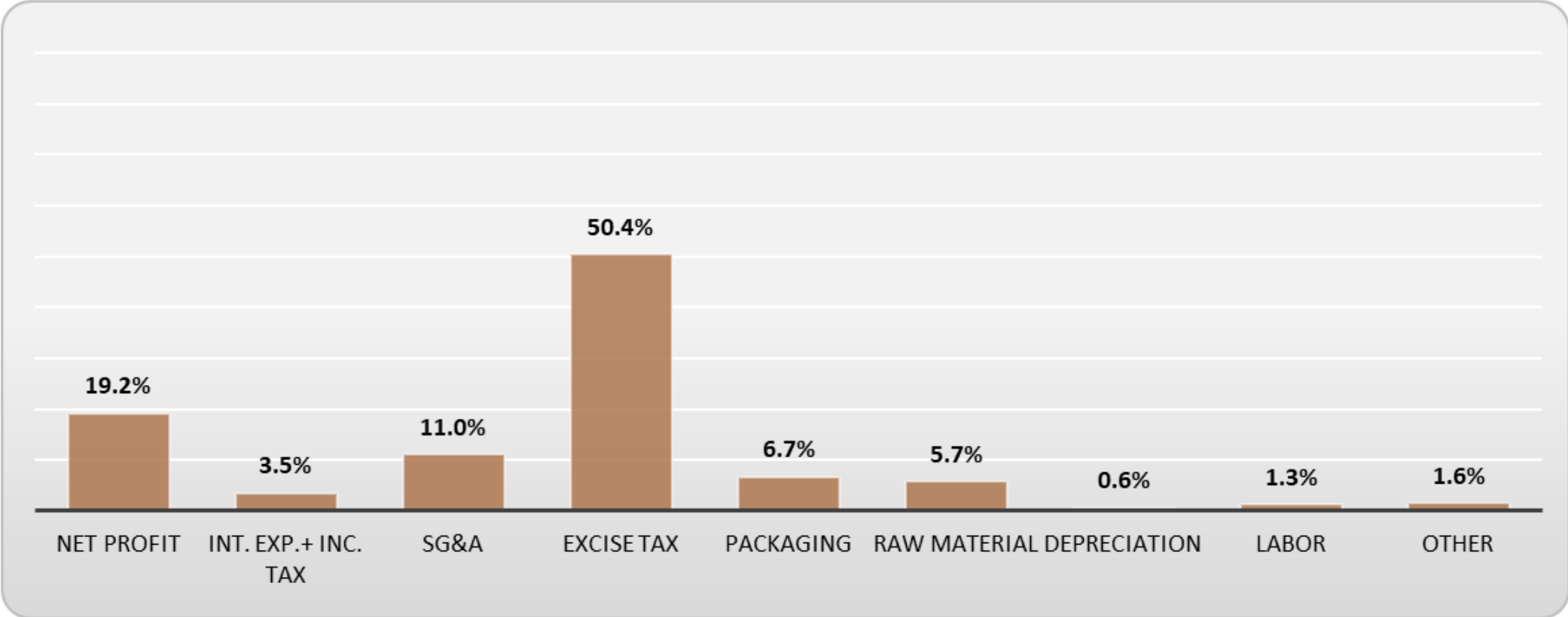
\* margins are % of sales revenue

|                            |      |   |
|----------------------------|------|---|
| <u>Sales Revenue</u>       | UP   | an increase in sales volume                         |
| <u>COGS (%)</u>            | DOWN | a product mixed                                     |
| <u>SG&amp;A (%)</u>        | DOWN | a decrease in advertising and promotion expenses    |
| <u>EBITDA</u>              | UP   | an increase in gross profit, and a decrease in SG&A |
| <u>Net Profit</u>          | UP   | an increase in EBITDA                               |
| <u>Attributable Profit</u> | UP   | an increase in net profit                           |

# SPIRITS: REVENUE-COST BREAK DOWN

(% of total revenue)

FY20



# BEER

(M Baht)

| Beer   | FY19                               | FY20          | Change |
|--|------------------------------------|---------------|--------|
|  | Oct18 - Sep19<br><i>(Restated)</i> | Oct19 - Sep20 |        |
| Sales Revenue  | 120,422                            | 106,871       | -11.3% |
| COGS   | (93,545)                           | (83,002)      |        |
| <i>% of Sales Revenue</i>  | <i>77.7%</i>                       | <i>77.7%</i>  |        |
| SG&A   | (18,828)                           | (15,683)      |        |
| Past service cost for employee benefits (from amendment of the Labor Protection Act) | (170)                              | -             |        |
| <i>% of Sales Revenue</i>  | <i>15.7%</i>                       | <i>14.6%</i>  |        |
| EBITDA   | 12,462                             | 12,826        | 2.9%   |
| Net Profit   | 3,281                              | 3,519         | 7.3%   |
| Attributable Profit to Shareholders  | 954                                | 825           | -13.5% |
| <u>Margin*</u>   |                                    |               |        |
| EBITDA   | 10.3%                              | 12.0%         |        |
| Net Profit   | 2.7%                               | 3.3%          |        |

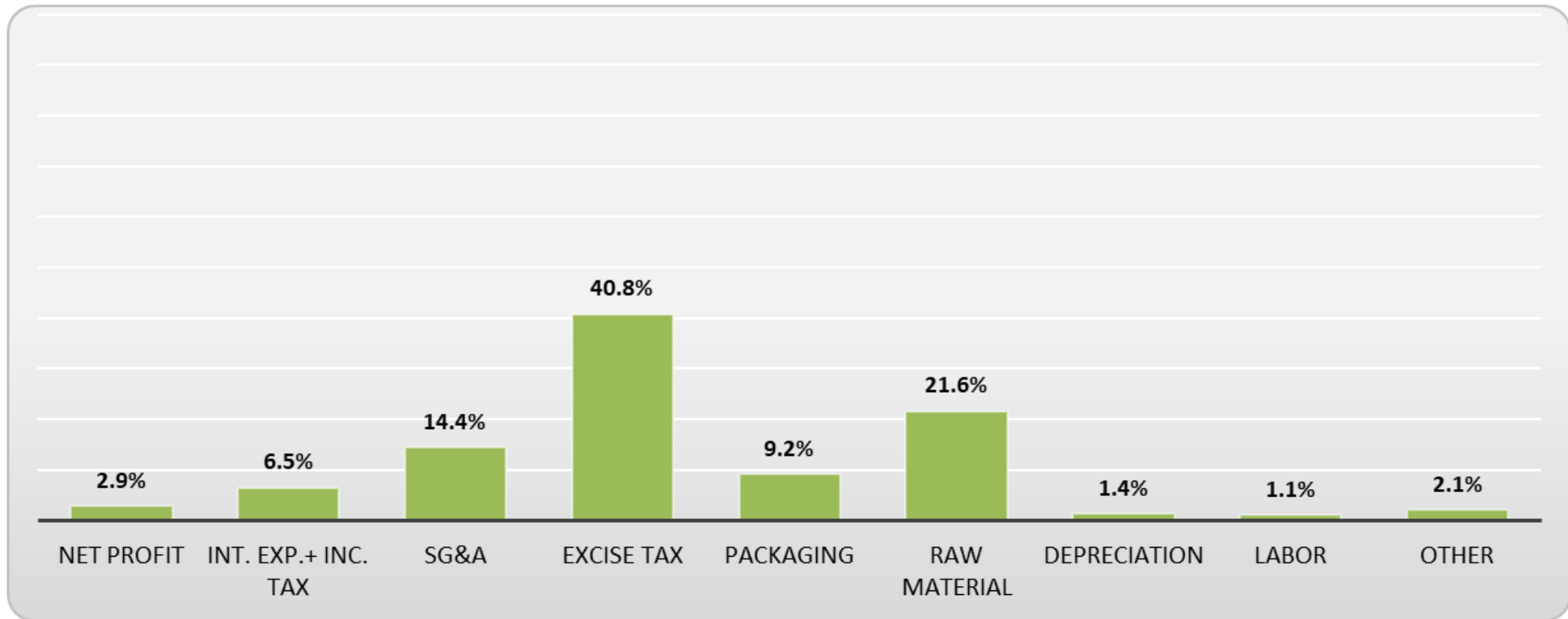
\* margins are % of sales revenue

|                            |      |  |
|----------------------------|------|--|
| <u>Sales Revenue</u>       | DOWN | a decrease in sales volume                                     |
| <u>COGS (%)</u>            | -    | -  |
| <u>SG&amp;A (%)</u>        | DOWN | a decrease in advertising, promotion expenses and staff costs  |
| <u>EBITDA</u>              | UP   | a decrease SG&A, although there was a decrease in gross profit |
| <u>Net Profit</u>          | UP   | an increase in EBITDA  |
| <u>Attributable Profit</u> | DOWN | an increase in finance cost                                    |

# BEER: REVENUE-COST BREAK DOWN

(% of total revenue)

FY20



# NON-ALCOHOLIC BEVERAGES

| Non-Alcoholic Beverages  | FY19                               | FY20          | Change |
|--|------------------------------------|---------------|--------|
|  | Oct18 - Sep19<br><i>(Restated)</i> | Oct19 - Sep20 |        |
| Sales Revenue  | 16,796                             | 16,281        | -3.1%  |
| COGS   | (11,170)                           | (10,225)      |        |
| <i>% of Sales Revenue</i>  | <i>66.5%</i>                       | <i>62.8%</i>  |        |
| SG&A   | (6,644)                            | (6,110)       |        |
| Past service cost for employee benefits (from amendment of the Labor Protection Act) | (204)                              | -             |        |
| <i>% of Sales Revenue</i>  | <i>40.7%</i>                       | <i>37.6%</i>  |        |
| Other income - gain from final property damage insurance claimed                     | -                                  | 293           |        |
| EBITDA   | 612                                | 2,084         | 240.5% |
| Net Profit (Loss)  | (998)                              | 656           | 165.7% |
| Attributable Profit (Loss) to Shareholders   | (1,019)                            | 306           | 130.0% |
| <u>Margin*</u>   |                                    |               |        |
| EBITDA   | 3.6%                               | 12.8%         |        |
| Net Profit (-Loss)   | -5.9%                              | 4.0%          |        |

\* margins are % of sales revenue

|                            |      |  |
|----------------------------|------|--|
| <u>Sales Revenue</u>       | DOWN | a product mixed and a decrease in sales volume                                   |
| <u>COGS (%)</u>            | DOWN | the cost control measures  |
| <u>SG&amp;A (%)</u>        | DOWN | a decrease in advertising and promotion expenses                                 |
| <u>EBITDA</u>              | UP   | an increase in gross profit, a decrease in SG&A, and an increase in other income |
| <u>Net Profit</u>          | UP   | an increase in EBITDA and a decrease in tax                                      |
| <u>Attributable Profit</u> | UP   | a change of net loss to net profit   |

(M Baht)

# FOOD

| Food   | FY19                               | FY20          | Change  |
|--|------------------------------------|---------------|---------|
|  | Oct18 - Sep19<br><i>(Restated)</i> | Oct19 - Sep20 |         |
| Sales Revenue  | 15,561                             | 13,172        | -15.4%  |
| COGS   | (8,730)                            | (7,417)       |         |
| <i>% of Sales Revenue</i>  | <i>56.1%</i>                       | <i>56.3%</i>  |         |
| SG&A   | (5,965)                            | (5,704)       |         |
| Past service cost for employee benefits (from amendment of the Labor Protection Act) | (33)                               | -             |         |
| <i>% of Sales Revenue</i>  | <i>38.6%</i>                       | <i>43.3%</i>  |         |
| EBITDA   | 1,695                              | 968           | -42.9%  |
| EBIT   | 930                                | 144           | -84.5%  |
| Net Profit (Loss)  | 472                                | (101)         | -121.4% |
| Attributable Profit (Loss) to Shareholders   | 418                                | (38)          | -109.1% |
| <u>Margin*</u>   |                                    |               |         |
| EBITDA   | 10.9%                              | 7.3%          |         |
| EBIT   | 6.0%                               | 1.1%          |         |
| Net Profit (-Loss)   | 3.0%                               | -0.8%         |         |

\* margins are % of sales revenue

|                          |      |  |
|--------------------------|------|--|
| <u>Sales Revenue</u>     | DOWN | a decrease in revenue from Oishi food  |
| <u>COGS (%)</u>          | UP   | a decrease in sales revenue more than cost reduction program                   |
| <u>SG&amp;A (%)</u>      | UP   | a decrease in sales revenue more than a decrease in rental cost and staff cost |
| <u>EBITDA</u>            | DOWN | a decrease in gross profit   |
| <u>EBIT</u>              | DOWN | a decrease in EBITDA   |
| <u>Net Loss</u>          | UP   | a decrease in EBIT   |
| <u>Attributable Loss</u> | UP   | a decrease in net profit   |

(M Baht)

# UPDATE: INTERNATIONAL BUSINESS

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FY2020 sales revenue of Baht 62.6 Bn decreased 18% from last year mainly from the decline in beer sales.

- **International Spirits**
  - Sales revenue decreased by 1% due to
    - The slowdown in Scotch whisky case sales, especially on premium products, and bulk sales.
    - Grand Royal Group (GRG) reported positive growth in sale revenues due to appreciating local currency.
- **International Beer**
  - Sales revenue reported a decline of 21% due to
    - The decrease in Sabeco's revenue.
    - The slowdown in performance in ASEAN countries.

# FINANCIALS



# STATEMENT OF FINANCIAL POSITION

| Statement of Financial Position | 30-Sep-19<br><i>(Restated)</i> | 30-Sep-20      | Change         |
|---------------------------------|--------------------------------|----------------|----------------|
| <i>(Million Baht)</i>           |                                |                |                |
| <b>Assets</b>                   |                                |                |                |
| Current assets                  | 77,318                         | 86,315         | 8,997          |
| Non-current assets              | 330,178                        | 347,205        | 17,027         |
| <b>Total assets</b>             | <b>407,496</b>                 | <b>433,520</b> | <b>26,024</b>  |
| <b>Liabilities</b>              |                                |                |                |
| Current liabilities             | 48,809                         | 90,752         | 41,943         |
| Non-current liabilities         | 208,365                        | 163,363        | (45,002)       |
| <b>Total liabilities</b>        | <b>257,174</b>                 | <b>254,115</b> | <b>(3,059)</b> |
| <b>Shareholders' Equity</b>     |                                |                |                |
| <b>Total equity</b>             | <b>150,322</b>                 | <b>179,405</b> | <b>29,083</b>  |

|                                |      |  |
|--------------------------------|------|--|
| <u>Current assets</u>          | UP   | an increase in cash and cash at financial institutions   |
| <u>Non-current assets</u>      | UP   | an increase in property, plant and equipment, and an increase in investments in associates which was due to foreign currency translation differences from foreign operation.             |
| <u>Current liabilities</u>     | UP   | a movement of debentures to current portion  |
| <u>Non-current liabilities</u> | DOWN | a movement of debentures to current portion  |
| <u>Total equity</u>            | UP   | an increase in net retained earnings from the net profit of the period deducted by dividend payment, and an increase in foreign currency translation differences from foreign operation. |

# INTEREST BEARING DEBT (From Banks & Debentures)

| Interest Bearing Debt<br>From Banks and Debentures | 30-Sep-19<br><i>(Restated)</i> | 30-Sep-20      | Change          |
|--|--------------------------------|----------------|-----------------|
| <i>(Million Baht)</i>                              |                                |                |                 |
| <b>Current</b>                                     |                                |                |                 |
| Bank overdrafts                                    | 182                            | 559            | 377             |
| Short-term loans from financial institutions       | 11,730                         | 16,386         | 4,656           |
| Current portion of long-term loans                 | 7                              | 2,266          | 2,259           |
| Current portion of debentures                      | 9,689                          | 45,239         | 35,550          |
|  | 21,608                         | 64,450         | 42,842          |
| <b>Non-current</b>                                 |                                |                |                 |
| Debentures   | 170,173                        | 124,981        | (45,192)        |
| Long-term loans from financial institutions        | 27,802                         | 27,228         | (574)           |
|  | 197,975                        | 152,209        | (45,766)        |
| <b>Total</b>                                       | <b>219,583</b>                 | <b>216,659</b> | <b>(2,924)</b>  |
| <b>Cash and cash equivalents</b>                   | 24,362                         | 34,695         | 10,333          |
| <b>Net Interest Bearing Debt</b>                   | <b>195,221</b>                 | <b>181,964</b> | <b>(13,257)</b> |

The periods to maturity of interest-bearing debts from banks and debentures:

|   | <i>(Million Baht)</i> |
|---|-----------------------|
| Within one year <i>(September 2021)</i>                     | 64,450                |
| After one year but within two years <i>(September 2022)</i> | 48,445                |
| After two years   | 103,764               |
| Total   | 216,659               |

Note: In October 2020, the Company entered into bilateral loan agreements for a combined Baht 40,000 million loan amount (the "Bridge Loan Facility"), to provide it with the financial flexibility to potentially refinance the Company's existing Baht 42,800 million bond due in March 2021. The remaining Baht 2,800 million will be repaid using the Company's cash flow.

# FINANCIAL RATIOS

| Ratios   | 30-Sep-19<br><i>(Restated)</i>       | 30-Sep-20       |
|--|--------------------------------------|-----------------|
| Current Ratio (times)                                | 1.58                                 | 0.95            |
| Liability to Equity Ratio (Gearing Ratio) (times)    | 1.71                                 | 1.42            |
| Interest Bearing Debt to Equity Ratio (times) **     | 1.46                                 | 1.21            |
| Net Interest Bearing Debt to Equity Ratio (times) ** | 1.30                                 | 1.01            |
| Net Interest Bearing Debt to EBITDA (times) **       | 4.33                                 | 3.91            |
| Net asset value per share (Baht)                     | 4.61                                 | 5.68            |
| Net asset value per share (SGD)*                     | 0.20                                 | 0.25            |
| * Exchange rate at THB 22.53930 : SGD 1              |                                      |                 |
| ** Interest Bearing Debt with Banks and Debentures   |                                      |                 |
| EPS  | 30-Sep-19<br><i>(Restated)</i>       | 30-Sep-20       |
| Earnings per share for the year (Baht)               | 0.93                                 | 0.91            |
| Turnover   | Oct 18 - Sep 19<br><i>(Restated)</i> | Oct 19 - Sep 20 |
| A/R Turnover (days)                                  | 6                                    | 7               |
| Inventory Turnover (days)                            |                                      |                 |
| Spirit Business: finished goods                      | 55                                   | 58              |
| Beer Business: finished goods                        | 11                                   | 11              |
| Non-alcohol Business: finished goods                 | 23                                   | 26              |
| Food Business: finished goods                        | 5                                    | 6               |

|                                  |      |   |
|----------------------------------|------|---|
| <u>Current Ratio</u>             | DOWN | an increase in current portion of debentures                  |
| <u>Liability to Equity Ratio</u> | DOWN | an increase in retained earnings and repayments of debentures |

**THANK YOU**