



ThaiBev Pursues Sustainable Growth to PASSION 2030

BANGKOK, Thailand, 1 October 2024 — Thai Beverage Public Company Limited ("**ThaiBev**" or the "**Group**") has unveiled its PASSION 2030 roadmap, which builds on progress the Group has made in fortifying its position as a stable and sustainable ASEAN leader in the beverage and food industry. The roadmap sets out the Group's goals and growth plan, as it forges ahead towards 2030 in pursuit of 'Enabling Sustainable Growth'.

In accordance with its mission of "Creating and Sharing the Value of Growth", ThaiBev has unveiled an ambitious roadmap for 'Sustainable Growth to PASSION 2030'. The 2030 roadmap will reinforce the strategic thrusts made under PASSION 2025 – to build new capabilities, strengthen its leadership position in core markets and unlock potential to enhance shareholder value – and outlines the actions the Group will undertake to pursue sustainable growth. ThaiBev's PASSION 2030 roadmap is underpinned by:

Reach Competitively

The Group intends to optimize the efficient delivery of both products and services to ensure the needs of its customers and consumers are fulfilled across multiple channels. It will fully utilize all its channels to maximize coverage and penetration with seamless integration, while ensuring cost competitiveness. By improving quality and efficiency in service, ThaiBev will realize its goal of becoming a multi-local champion as it diversifies business growth beyond Thailand and into international markets.

Digital for Growth

The Group intends to widen the adoption of digital and technology to improve its competitiveness and enhance the speed and efficiency of its production, operations and distribution workstreams. It plans to develop and implement digital platforms to help it improve connectivity with its suppliers and business partners across its markets, in order to be responsive in meeting evolving customer needs and prepare for future growth. This will strengthen ThaiBev's complete brand portfolio with local and regional flagships through product innovation and premiumization to its customers. The Group is also committed to

training its employees on the effective use of such digital and technology platforms, ensuring they are equipped with the skills needed to drive creativity and operational excellence.

Mr. Thapana Sirivadhanabhakdi, Group CEO of ThaiBev said, "Amid a rapidly changing and digitalizing world, ThaiBev must remain nimble and proactively evolve to remain relevant and competitive. With PASSION 2030, we have set our sights on areas that will accelerate ThaiBev's growth and long-term transformation, by taking active steps that will enhance our product groups and brand portfolio, strengthen our people's abilities, and reinforce long-term sustainability. In doing so, we will be able to continue delivering returns and creating value for all our stakeholders."

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ABOUT THAIBEV

Thai Beverage Public Company Limited ("**ThaiBev**" or the "**Group**") is Southeast Asia's leading beverage producer and distributor and the largest in Thailand. The Company's vision is to be the stable and sustainable ASEAN Leader in beverage and food business.

ThaiBev was listed on the Singapore Exchange Mainboard in 2006. In 2012, the Company expanded beyond Thailand with its acquisition of Fraser and Neave, Limited ("F&N"), a well-established conglomerate with a portfolio of highly recognized beverage brands. In 2017, ThaiBev further strengthened its regional presence by acquiring stakes in the Grand Royal Group ("GRG"), the largest whisky player in Myanmar, and in Saigon Beer-Alcohol-Beverage Corporation ("SABECO"), a leading beer producer in Vietnam, which makes ThaiBev the largest beer player by volume in Southeast Asia.

Today, ThaiBev's business comprises four segments – spirits, beer, non-alcoholic beverages, and food. In Thailand, the Group operates 19 distilleries, 3 breweries, and 20 non-alcoholic beverage production facilities and is supported by an extensive distribution network spanning over 500,000 points of sale. ThaiBev is present in over 90 countries, including a network of 26 breweries in Vietnam that produces SABECO's flagship beer brands Bia Saigon and 333; 5 production facilities in Scotland which produce single malt scotch whiskies such as Balblair, Old Pulteney, and Speyburn; 1 production facility of Larsen Cognac in France; 1 distillery in New Zealand that produces Cardrona's New World single malts; 2 production facilities in Myanmar under GRG; and 1 distillery in China which produces Yulinquan Chinese spirits.

The Company's well-known spirits brands include Ruang Khao, Hong Thong, Blend 285, SangSom, and Mekhong, as well as GRG's iconic Grand Royal whisky. Chang, the Group's

signature beer, is one of the most recognizable Thai beers locally and internationally, while SABECO's Bia Saigon and 333 are Vietnam's top-selling beer brands. ThaiBev's leading non-alcoholic beverage brands include Oishi green tea, est cola, and Crystal drinking water, as well as F&N's dairy products and 100PLUS isotonic drink. The Company also operates Japanese restaurants, as well as ready-to-cook and ready-to-eat food businesses, through its subsidiary Oishi Group Public Company Limited. ThaiBev is accelerating the expansion of its food business by leveraging its subsidiary Food of Asia and its franchise outlets under KFC, the most popular quick service restaurant brand in Thailand.

ThaiBev is one of the largest companies on the Singapore Exchange by market capitalization and a constituent of the Straits Times Index ("STI"). It is also recognized as the Dow Jones Sustainability Indices ("DJSI") constituent in Beverages Industry and part of DJSI World family and DJSI Emerging Markets family.