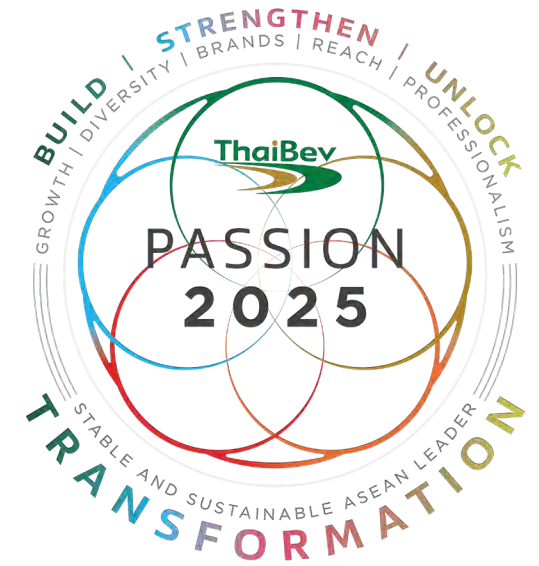


THAI BEVERAGE PCL

2021 VIRTUAL ANNUAL INFORMATION MEETING

21 JUNE 2021



FRASER AND NEAVE, LIMITED



OISHI GROUP
おいしいグループ



SERMSUK



International Beverage



SABECO



GRAND ROYAL
GROUP

1H21 RESULTS

2021 VIRTUAL ANNUAL INFORMATION MEETING



1H21 FINANCIAL HIGHLIGHTS

Revenue from sales (million Baht)		131,252 ▼ -4.3%	
EBITDA <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	EBITDA <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	Net profit <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	Net profit <i>(included costs and deferred tax utilization related to beer business restructuring)</i>
(million Baht)	(million Baht)	(million Baht)	(million Baht)
26,266	26,266	16,076	16,076
▲ 4.0%	▲ 3.8%	▲ 8.7%	▲ 1.0%
EPS (basic) <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	EPS (basic) <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	Attributable Profit <i>(included costs and deferred tax utilization related to beer business restructuring)</i>	Attributable Profit <i>(included costs and deferred tax utilization related to beer business restructuring)</i>
(Baht)	(Baht)	(million Baht)	(million Baht)
0.57	0.57	14,397	14,397
▲ 7.6%	▼ -0.7%	▲ 7.6%	▼ -0.7%

Note : costs and deferred tax utilization related to beer business restructuring were not the expenses under operation, amounting to Baht 1,129 million

FINANCE

2021 VIRTUAL ANNUAL INFORMATION MEETING



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GROUP

FINANCE

Q: What is the management's view on the level of gearing? What are the options when interests start to go up?

- The Company current gearing ratios are:
 - Net Interest Bearing Debt / Equity (1.00x as of 31 Mar 21)
 - Net Interest Bearing Debt / EBITDA (3.87x annualized as of 31 Mar 21)
- Debt financing enables ThaiBev to fund possible M&A opportunities and helps us to operate efficiently. It is a suitable source of capital as the cost of debt is typically lower than the cost of equity, and it also provides shareholders with a better return on equity (ROE). Also, interest expense is tax-deductible.
- Majority of our interest bearing debts are on fixed rate, in order to mitigate the interest rate risk. Should interest rates start to rise, the Company will try to convert all floating-rate debts to fixed rates.
- Should there be suitable M&A opportunities that require financing when interest rates are high, the Company will try to lower its days of working capital, and defer non-essential CAPEX in order to increase its cash flow to finance the M&A. For more sizable M&A opportunities which fit with the Company's strategy, funding maybe obtained by issuing debentures in either the domestic or international market, since ThaiBev has investment-grade credit ratings from both domestic and international rating agencies.

Q: Does the management have any firm plans to reduce its high gearing? How so?

- ThaiBev has a strong, solid, cash-based business, with the majority of its sales on “cash before delivery” terms.
- Tapping on its cash flows from operations, ThaiBev decreased its net interest bearing debt to equity ratio from 1.01x as at 30 September 2020 to 1.00x as at 31 March 2021, ThaiBev is working to further deleverage the business.
- The Company is working towards increasing sales and cost efficiency to improve its margins, and has also scaled back on its CAPEX plans and deferred non-essential CAPEX.
- ThaiBev continues to explore ways to further deleverage, and will update shareholders as appropriate in accordance with our obligations under the SGX listing rules.

FINANCE

Q: Will the Company continue to pay dividends? Will ThaiBev look at increasing the dividend yield for its shareholders?

- ThaiBev remains committed to its full-year dividend policy of paying out *“not less than 50% of net profit after deducting all specified reserves, subject to our investment plans and as the Board of Directors deems appropriate”*.
- In the event that the Company is able to lower its debt level, has no potential M&A, and has excess cash, the Company will consider increasing its dividend payment. For example, in 2010, when ThaiBev had excess cash, the Company’s dividend payout ratio was 83%.

Q: What are the main reasons for the underperformance of ThaiBev share price vis-a-vis its competitors? Any plan to revive the lackluster share price in SGX market?

- ThaiBev remains focus on driving business growth and believes that its strong performance will be recognized by the market.
- The management team will continue to work closely with all stakeholders to pursue sustainable progress and business growth, while upholding high standards of corporate governance and social and environmental responsibility, in order to create value for and share the success of its growth with its stakeholders.

Q: Is there any consideration of adding more liquidity through dual listing like in HKREX?

- No, there are no plans at this time.

Q: Is there a secondary listing in SGX?

- We are currently primary listed on SGX.

FINANCE

Q: What is financial impact to ThaiBev (Beverage, Liquor and Beer) if Covid-19 persist into end of 2022 and Thailand and Vietnam may see resumption of leisure travel only in 2023?

- It is hard to avoid some financial impact from this unprecedented situation.
- However, ThaiBev believes its portfolio is sufficiently resilient as it caters more to off-trade rather than on-trade consumption.
- Even if the situation persists and consumers avoid going out, they can still consume alcohol at home.
- The Thai government continues to balance public health and economic interests, and introduces less stringent measures as compared to the first wave
 - A national lockdown was not imposed following the most recent resurgence of COVID-19; instead zone control were introduced.
 - For alcobev sales, on-trade consumption restrictions and closure of pubs and bars were enforced, but there was no ban on off-trade sales during the second and third wave of the pandemic.
- Since last year, the government has launched several stimulus packages to mitigate the risk of economic slowdowns
- Thailand and Vietnam have also commenced the roll out of domestic vaccination programs. It is hoped that the situation in the respective countries will improve as the vaccination rate increases.

Q: What is financial impact to ThaiBev (Properties including commercial and private) if Covid-19 persist into end of 2022 and Thailand and Vietnam may see resumption of leisure travel only in 2023?

- Food and beverage remain ThaiBev's core business while the property business is an investment made through an associate.

FINANCE

Q: What constitute the beer business restructuring? Why did the income tax expense for the above amounted to Baht 1.084 Bn?

- In March 2020, the Company undertook an internal restructuring of its beer operations to unlock greater value, to generate business growth opportunities, and to improve operational efficiency.
- The restructuring involved the transfer of 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 restructuring, these 15 beer companies remained wholly owned by the Company.
- The beer restructuring was undertaken to
 - improve operational clarity and efficiency, quality of reporting standards, and performance evaluation for the beer business;
 - facilitate opportunities to create value for the beer business in the capital and bond markets and enhance shareholders' value;
 - help ThaiBev optimize its asset portfolio in order to create value for the beer business
- 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. The income tax expense from beer restructuring was not the expenses under normal operation for the full year period ended 30 September 2020, amounting to Baht 2,168 million. *(Note: the income tax expense for the beer business restructuring was Baht 1,084 million for 1H20)*

Q: Why does the total comprehensive income for the six months period ending 31 March 2021 fallen by 50%, which is despite increase in profit for the period?

- The main reason for the decrease in total comprehensive income for 1H21 when compared YoY was the exchange differences on translating foreign operations from their functional currency into Thai Baht which shown gain in other comprehensive income in 1H20 due to Thai Baht depreciation, while it was changed to loss in 1H21 due to Thai Baht appreciation

FINANCE

Q: Under the balance sheet, why has the long term loans from financial institutions increased by more than 2 times, from Baht 27.228 Bn (as of 30 Sep 20) to Baht 63.755 Bn (as of 31 Mar 21). What is this huge loan for?

- This was because in March 2021, the Company entered into Baht 40,000 million bridge loan facility, to refinance its existing bond due in March 2021.
- However, on 11 June 2021, the Company issued debentures with an aggregate principal amount of Baht 40,000 million. The proceeds from the debenture issue were used to repay a Baht 40,000 million bridging loan facility on 18 June 2021, without any pre-payment penalty.

Q: Why is there a huge advance payment for share subscription of Baht 8.381 Bn on the balance sheet? What is the price of the subscription shares? Would the share subscription dilute existing shareholders values?

- The Board of Directors approved for InterBev Investment Limited (IBIL), an indirect subsidiary of the Company, to subscribe the Rights Issue of Frasers Property Limited (FPL), an associate which ThaiBev held a 28.12% stake, and to enter into an irrevocable undertaking in connection with the FPL Rights Issue.
- On 25 March 2021, IBIL subscribed the Rights Issue of FPL of 305,193,628 shares with consideration paid in advance for the share subscription of SGD 360.13 million or approximately Baht 8,381.22 million which was presented as an advance payment for share subscription in the statement of financial position.
- On 5 April 2021, IBIL received the share allotment of FPL with an aggregate of 1,130,041,272 shares, which resulted in an increase in its interest in FPL to 28.86%, and the amount of Baht 8,381.22 million was no longer presented under advance payment for share subscription but was presented under investment in associates and joint ventures in the statement of financial position instead.
- The issue price of each Rights Share is S\$1.18
- The share subscription does not dilute shareholders' value

SPIRITS PRODUCT GROUP

2021 VIRTUAL ANNUAL INFORMATION MEETING



FRASER AND NEAVE, LIMITED



OISHI GROUP
おいしいグループ



SERMSUK



International Beverage



SABECO



GRAND ROYAL
GROUP

FINANCIAL PERFORMANCE – SPIRITS BUSINESS

Total Sales Volume of Spirits (million liters)

• 1H'21	355.2	▼ - 1.2 %
• Q2'21	165.3	▼ - 2.9%

Sales Revenue (million Baht)

1H'21 : 63,876	▼ - 0.6%
Q2'21 : 29,105	▼ - 2.5%

Gross Profit (million Baht)

1H'21 : 21,715	▲ + 0.6%
Q2'21 : 9,938	▼ - 1.4%

Gross profit margin

34.0%

34.1%

EBIT (million Baht)

1H'21 : 15,502	▲ + 4.2%
Q2'21 : 6,817	▲ + 4.0%

EBIT margin

24.3%

23.4%

Net Profit (million Baht)

1H'21 : 12,866	▲ + 3.6%
Q2'21 : 5,639	▲ + 4.0%

Net profit margin

20.1%

19.4%

KEY THAI SPIRITS PORTFOLIO

Brands



Current Portfolio



**Ruang Khao
(Embossed Bottle)**
330ml./ 625ml.



Ruang Khao Silver
330ml./ 700 ml.



Hong Thong
350 ml./ 700 ml./ 1 Litre



BLEND 285
345 ml./ 700 ml./
1 Litre



BLEND 285 Signature
345ml./ 700 ml./ 1 Litre



SangSom
300 ml./ 700 ml./ 1 Litre

FY 2021 Addition / Improvement



Hong Thong
350 ml./ 700 ml.



**BLEND 285 Signature
Festive Box** 700 ml.

HONG THONG



Hong Thong 350ml



Hong Thong 700ml



Hong Thong 1 Litre



BLEND 285 SIGNATURE



BLEND 285 Signature 345 ml./ 700 ml./ 1 Litre



BLEND 285 Signature Festive Box 700 ml.

SANGSOM



SANGSOM ONLINE SOCIAL DISTANCING BUCKET FOR 1 CAMPAIGN



NIYOMTHAI SPECIAL AROMATIC RICE



**Niyomthai Special Aromatic Rice
30 Degree/ 35 Degree/ 40 Degree**

KULOV VODKA



Kulov Vodka 700ml./ 1 Litre



GRAND ROYAL



BEER PRODUCT GROUP

2021 VIRTUAL ANNUAL INFORMATION MEETING



FRASER AND NEAVE, LIMITED



OISHI GROUP
おいしいグループ



SERMSUK



International Beverage




SABECO




GRAND ROYAL
GROUP

FINANCIAL PERFORMANCE – BEER BUSINESS

Total Sales Volume of Beer (million liters)

1H21 :	1,145		- 5.3 %
1H20 :	1,208		

Sales Revenue (million Baht)

1H21 :	53,978		- 5.1 %
1H20 :	56,875		

Gross Profit (million Baht)


1H21 :	11,933		- 2.8 %
1H20 :	12,278		

Gross profit margin

22.1%

21.6%

EBITDA (million Baht)


1H21 :	7,168		+ 23.7 %
1H20 :	5,794		

EBITDA margin

13.3%

10.2%

Net Profit (million Baht)

1H21 :	2,214		+ 84.2 %
1H20 :	1,202		

Net profit margin

4.1%

2.1%

BEER PRODUCT GROUP THAILAND

2021 VIRTUAL ANNUAL INFORMATION MEETING

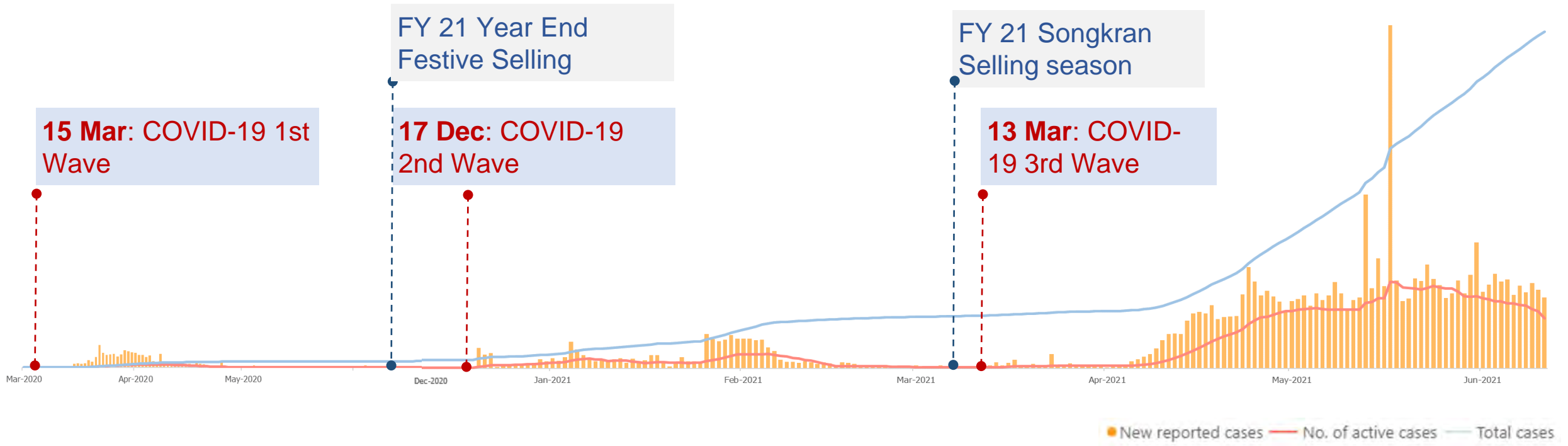




THAIBEV NUMBER 1

OPERATING AMIDST TOUGH MARKET CONDITIONS

COVID hit at the year-end and Songkran peak selling seasons...



3 KEY OBJECTIVES

Our Commitment to reaching Thailand No 1



**Area
Management**



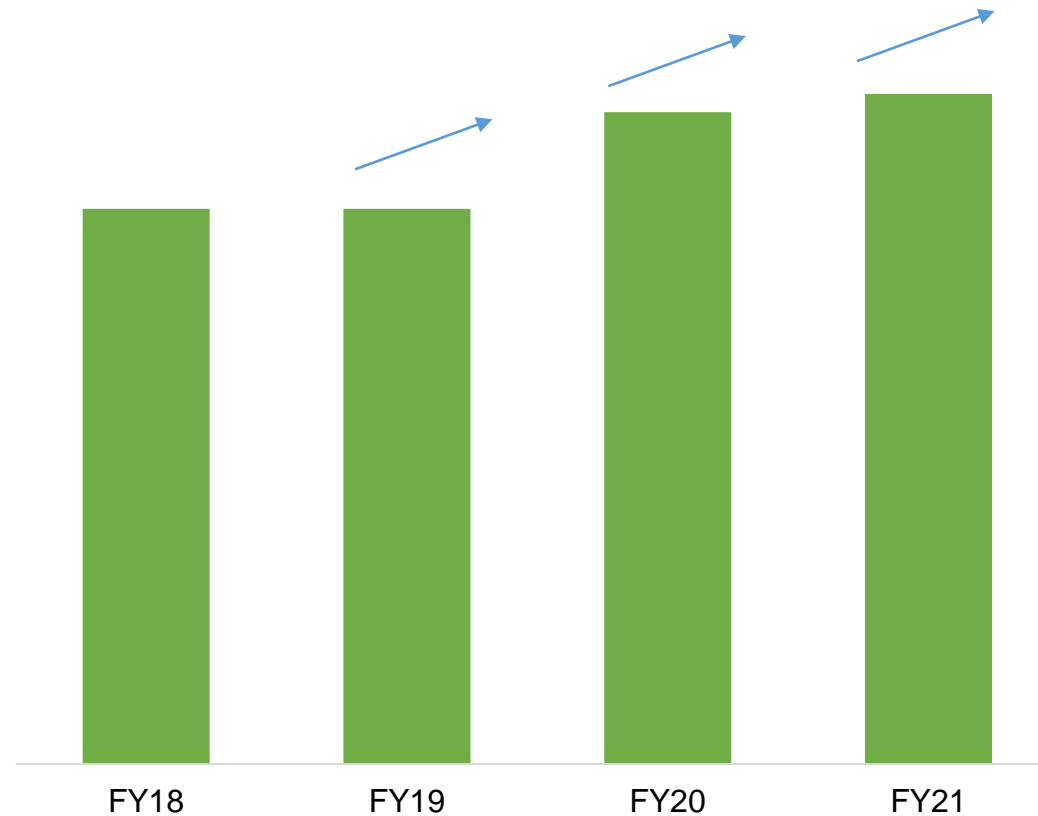
**Engage with
Consumers**



**Margin
Improvement**

STRENGTHENING IN SPITE OF TOUGH MARKET CONDITIONS

We continued to pick up market share in 1HFY21...

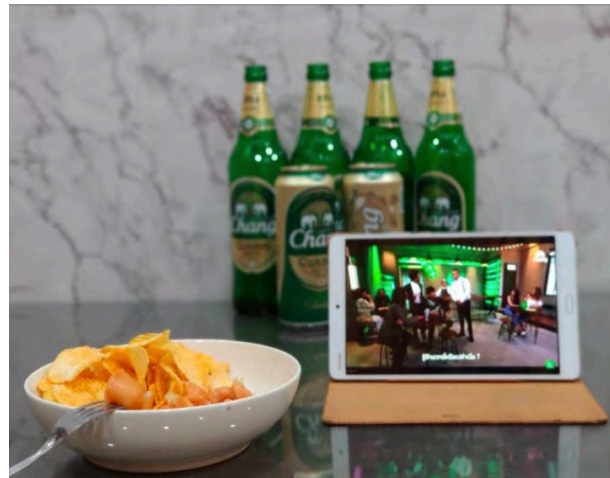


CHANG CONTINUES TO ENGAGE WITH CONSUMERS

Brand voice and Experiential

Maintain The Brand Voice & Drive Home Consumption

- Digital & Social Media in Response to COVID Restrictions



Engagement via Experiential Platforms

- Bespoke On-Line Program On-Ground



Chang Mega Hits
#MegaHits MegaShow



Nationwide concerts of
Varying Sizes to Drive
Consumer Engagement &
Brand Trial On-Ground



IMPROVE PROFITABILITY

Focus on higher margin variants

Chang Cold Brew Full malt recipe with Cold Brewing technology



Nationwide On-Premise Activities to Drive Brand Image and Encourage Brand Trail / Conversion

Chang Espresso Unique coffee - infused beer using sustainably sourced coffee from the region

ช้าง เอสเปรสโซ่ ลาเกอร์

Tasting Notes
 ใช้น้ำดื่มที่ผ่านการกรองด้วยเทคโนโลยีจาก
 ทาเปอร่าเดชา-โรสชาห์คัก
 เป็นเบียร์ลาเกอร์รสชาติเข้มข้นและนุ่มลิ้น

Sustainably Sourced
 แหล่งกาแฟคัดสรรจากประเทศไทย ลาว
 และเวียดนาม แหล่งผลิตน้ำผึ้งเป็นมิตร
 ผลิตภายใต้เงื่อนไขและข้อกำหนดที่ปลอดภัย

"เจ้าถิ่นของไทย เบียร์คุณภาพ
 เยี่ยมพบทุกที่ทุกแห่ง"

4.8% ABV

บรรจุภัณฑ์หลัก: 490 มล.
 บรรจุภัณฑ์รอง: 12 กระป๋อง



WINNING WITH QUALITY

Chang Cold Brew & Chang Espresso Lager wins at AIBA



Best Performing Thai Beers at the AIBA 2021

With more than **2,500 brands** participating in the competition, both Chang Cold Brew and Chang Espresso Lager won Silver, thus becoming **two of the best beers submitted from Thailand**. It is a testament of our quality and our commitment to our consumers.

Chang Cold Brew : *“Malt sweetness present in flavor and finish. Body is true to style with well-constructed balance.” AIBA Judges*

Chang Espresso Lager : *“Coffee coming through well in aroma. Clean body, true to style. Roast coffee dominant.” AIBA Judges*



THAIBEV NUMBER 1

THANK YOU

The image features a green gradient background that transitions from a lighter shade at the top to a darker shade at the bottom. At the bottom of the image, there are several overlapping, wavy lines in various shades of green, creating a sense of movement and depth. The text "THANK YOU" is centered in the upper half of the image in a bold, white, sans-serif font.

BEER PRODUCT GROUP SABECO

2021 VIRTUAL ANNUAL INFORMATION MEETING



THE CHALLENGES WE ENCOUNTERED IN 2020 WITH LINGERING IMPACT INTO 2021

We responded quickly, firmly and recovering well



Government was exemplary in managing the situation

Vaccine administration has begun



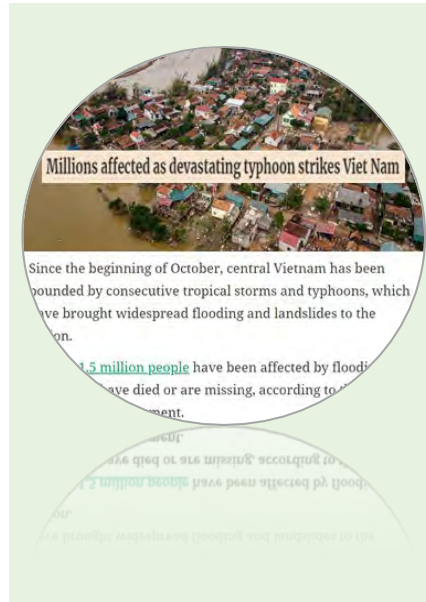
Government assistance to dispel fake news

Focused on brand awareness, consumer engagement activities



Strengthened off-premises, modern trade and online sales

Responsible drinking



Contributed VND 1 Bn through CSR initiative



Vietnam Competition & Consumer Authority (VCCA) completed investigation

KEY HIGHLIGHTS

Expand brand portfolio and establish foothold in mass premium



Bia Lac Viet

Launched the real Vietnamese beer in conjunction with SABECO's 145-year anniversary



Bia Saigon Chill

Launched a new mass premium beer produced with deep cold filtered technology

Biggest volume & margin opportunities for SABECO



Bia Saigon Gold

Launched a limited edition packaging for festive periods

KEY HIGHLIGHTS

Continue to pursue operational excellence and efficiencies



Cost & Energy Savings

Reduced raw materials and energy consumption

Installed solar panels at selected breweries



SABECO 4.0

Focused on Supply Chain Systems, Distributor Management System, Sales Force Automation and online platform

Best Trading Company Award



 Volume Growth

 Market Share Growth

 Productivity

Best Brewery Award



 Safety, Health, Environment

 Production Excellence

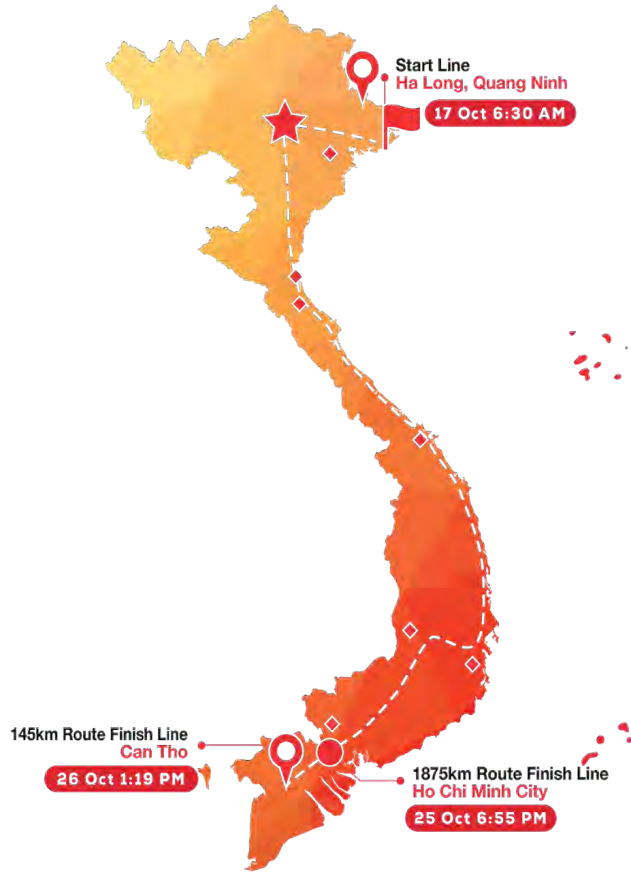
 Cost Management

Best Awards

Honoured the best performing trading company and brewery to encourage continuous improvement

KEY HIGHLIGHTS

Giving back to society – “Rise with Vietnam” relay



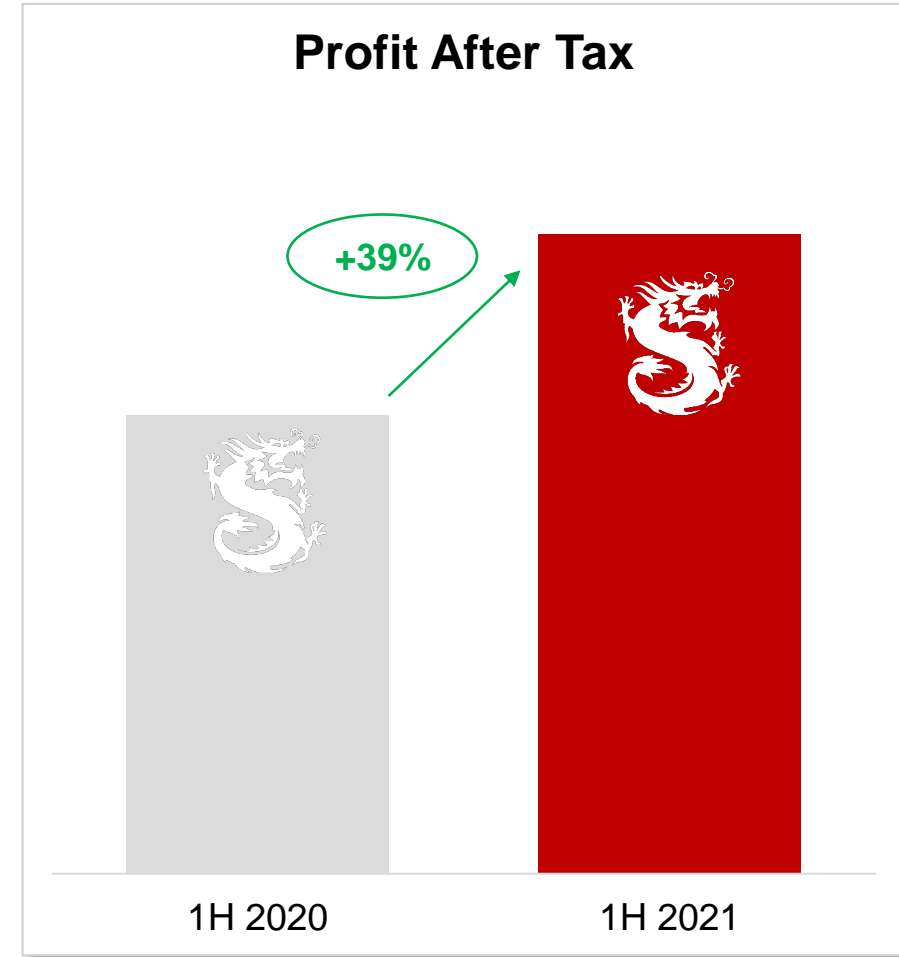
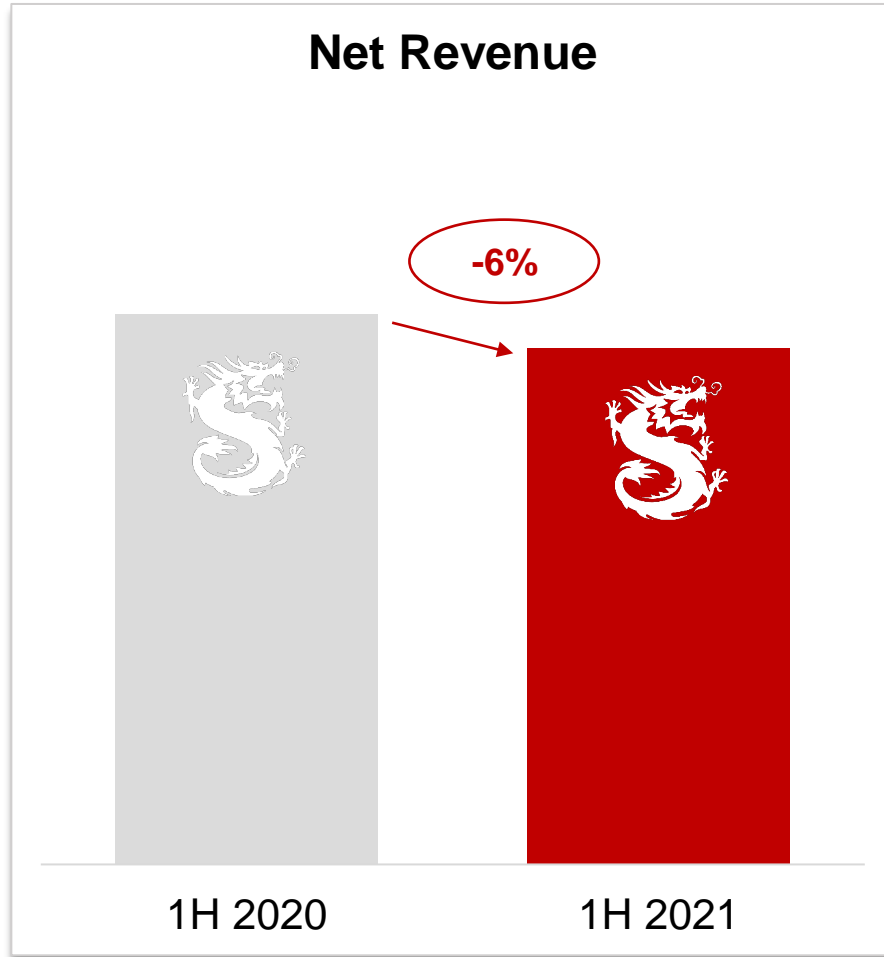
1875 KM HERITAGE	145 KM FUTURE	1 MISSION FOR THE NATION
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Launched the relay in collaboration with Vietnam General Confederation of Labour (VGCL) to raise funds to support affected workers



FY 1H2021 (Oct 2020 – Mar 2021) PERFORMANCE

We delivered a significant profit growth of 39% YoY, despite lower net revenue



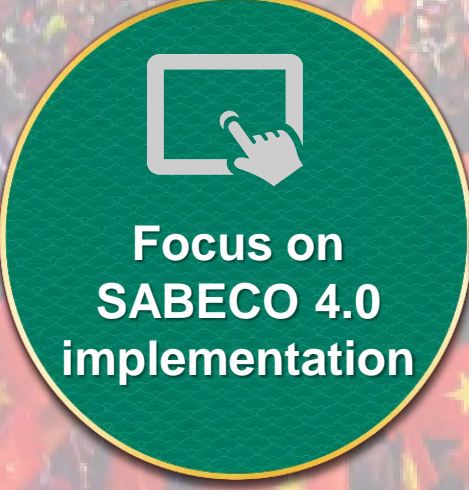
KEY FOCUS FOR 2021



Boost sales & gain market share



Grow mass premium segment



Focus on SABECO 4.0 implementation



Pursue brand innovations



Further pursue cost efficiencies



Engage & upskill employees



Reinforce Bia Saigon as the Pride of Vietnam

NON-ALCOHOLIC BEVERAGE PRODUCT GROUP

2021 VIRTUAL ANNUAL INFORMATION MEETING



FRASER AND NEAVE, LIMITED



Growing Sustainably, Rising Towards A Digital Future



Continue to Build on Strategic Foundation “Profitable Volumes for Sustainable Growth”

Efficiencies in
Brand Investment

Transformation
of Cost Structure

Sustaining
Healthy Margins

Strategic Imperatives for a Profitable Transformation

1

Higher Margin SKUs

↓

- Returnable Glass
- Lower Sugar



....

2

Higher Margin Channels

↓

- Traditional Trade
- Food Shops & Rest.




....

3

Business Efficiencies

↓

- CASH HUNT
- HC & Operations



NAB FINANCIAL PERFORMANCE

2nd Quarter and Half Year of FY2021

Million Baht	2Q20	2Q21	Change
Sales	4,476	3,885	▼ -13.2%
COGS	(2,740) 61.2%	(2,320) 59.7%	
SG&A	(1,722) 38.5%	(1,451) 37.4%	
EBITDA (normalized)	477	548	▲ 14.9%
Net Profit (normalized)	56	198	▲ 253.6%

Million Baht	1H20	1H21	Change
Sales	8,690	7,592	▼ -12.6%
COGS	(5,483) 63.1%	(4,580) 60.3%	
SG&A	(3,205) 36.9%	(2,835) 37.3%	
EBITDA (normalized)	919	1,043	▲ 13.5%
Net Profit (normalized)	168	333	▲ 98.2%

Highlights

- Sales declined due to Covid-19 impact
- COGS improved from production efficiency and operation excellent
- SG&A decreased from better cost control continuously
- EBITDA and Net Profit increased from COGS improvement and SG&A cost control

GROWING SUSTAINABLY, RISING TOWARDS A DIGITAL FUTURE



Sustainability



**Production
Supply Chain
Excellence**



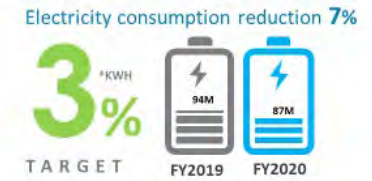
Brand & Reach



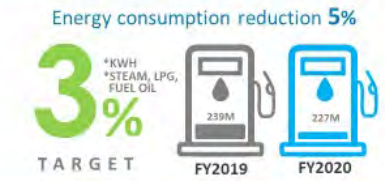
Support work and natural disaster relief

2020 ENVIRONMENTAL CONSERVATION PERFORMANCE

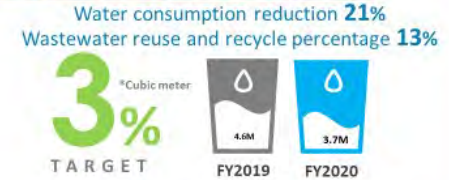
ELECTRICITY CONSUMPTION



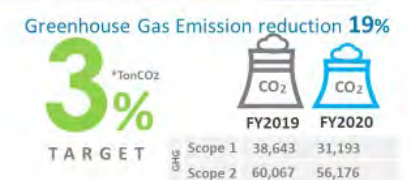
ENERGY CONSUMPTION



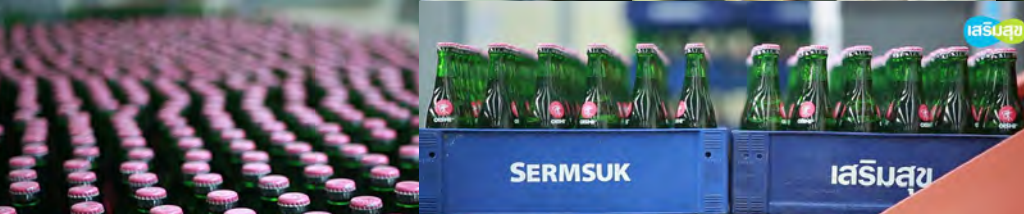
WATER CONSUMPTION



GREENHOUSE GAS EMISSION



SUSTAINABILITY



PRODUCTION & SUPPLY CHAIN EXCELLENCE

DRINKING WATER



GREENTEA



SOFT DRINK



OTHERS



BRAND & REACH

CRYSTAL: NEW LOCALIZED CAMPAIGNS TO INCREASE RELEVANCY IN ALL REGIONS



Oishi Green Tea

+C 200%



Oishi Chakulza Sparkling Green Tea



CAPTURE WHITE SPACE; LEVERAGE GAME PLATFORM; LEAPFROG OTHER CSD WITH VITAMIN PLUS



Engage Consumer Target through Game Platform, launching est x Free Fire campaign



First ever in Thailand 'est PLAY Jelly Shake, CSD in Jelly Format, and Innovated CSD with Vitamin Plus



FIRST EVER!
in Thailand

COMMITMENT TO HEALTHIER PORTFOLIO CHOICES

Innovations spearheaded for 'Healthier choice' endorsements

ใหม่

OISHI GOLD

โออิชิ โกลด์ วาโคฉะ

ชาวาโคฉะ จากใบชาหมักประเทศญี่ปุ่น
อุดมด้วย สารทีโอฟลาวิน ดีต่อสุขภาพ

和紅茶
WAKOUCHA NO SUGAR
和紅茶
WAKOUCHA LEMON DELIGHT

THEAFLAVINS
FIBER 6,000 mg.

ใหม่ วิ-บูสท์ ประโยชน์ 2 ต่อ ปกป้อง 2 เท่า

น้อง ปลื้มจิตร นิกวอลเลย์บอลทีมชาติไทย

ตัน นฤพนธ์ นักฟุตบอลทีมชาติไทย

BOOST วิ-บูสท์

เบต้า กลูแคน
นำเข้าจาก USA 20mg ต่อ 150ml
C200%
รสส้ม

ดื่ม วิ-บูสท์ ทุกวัน ดูแลตัวเองได้มากกว่า
เพราะมี "เบต้ากลูแคน" และ "วิตามินซี 200%" ในขวดเดียว
หาซื้อได้แล้วที่ร้านค้าใกล้บ้านคุณ

ค้นหาประโยชน์อีกพันแปดหมื่น

แรงจอร์

วิตามิน บี12
วิตามิน บี6
วิตามิน ซีสูง

RANGER แรงจอร์
วิตามินบี 6 บี12 10 นาที

ใส่... สุดแรง

สสสมแรงจอร์พอยท์ผ่าน
โดยการสแกน QR CODE
หรือลิ้ง @rangerpoints

ค้นหาประโยชน์อีกพันแปดหมื่น

LINE Official Account

ENHANCE DIGITAL PLATFORMS TO DEEPEN CONNECTION WITH OUR CUSTOMERS AND CONSUMERS



The first loyalty program to unlock process at Trade Level in NAB



Convert traditional process between salesman and customers



- Online Loyalty Program
- Don't collect Bill / Invoice
- Don't register by paper
- Easy to see promotion
- Collect point
- Get Reward

Own Platforms



Partnership Platforms

Retailer E-Com



Marketplaces





THANK YOU

FOOD PRODUCT GROUP

2021 VIRTUAL ANNUAL INFORMATION MEETING



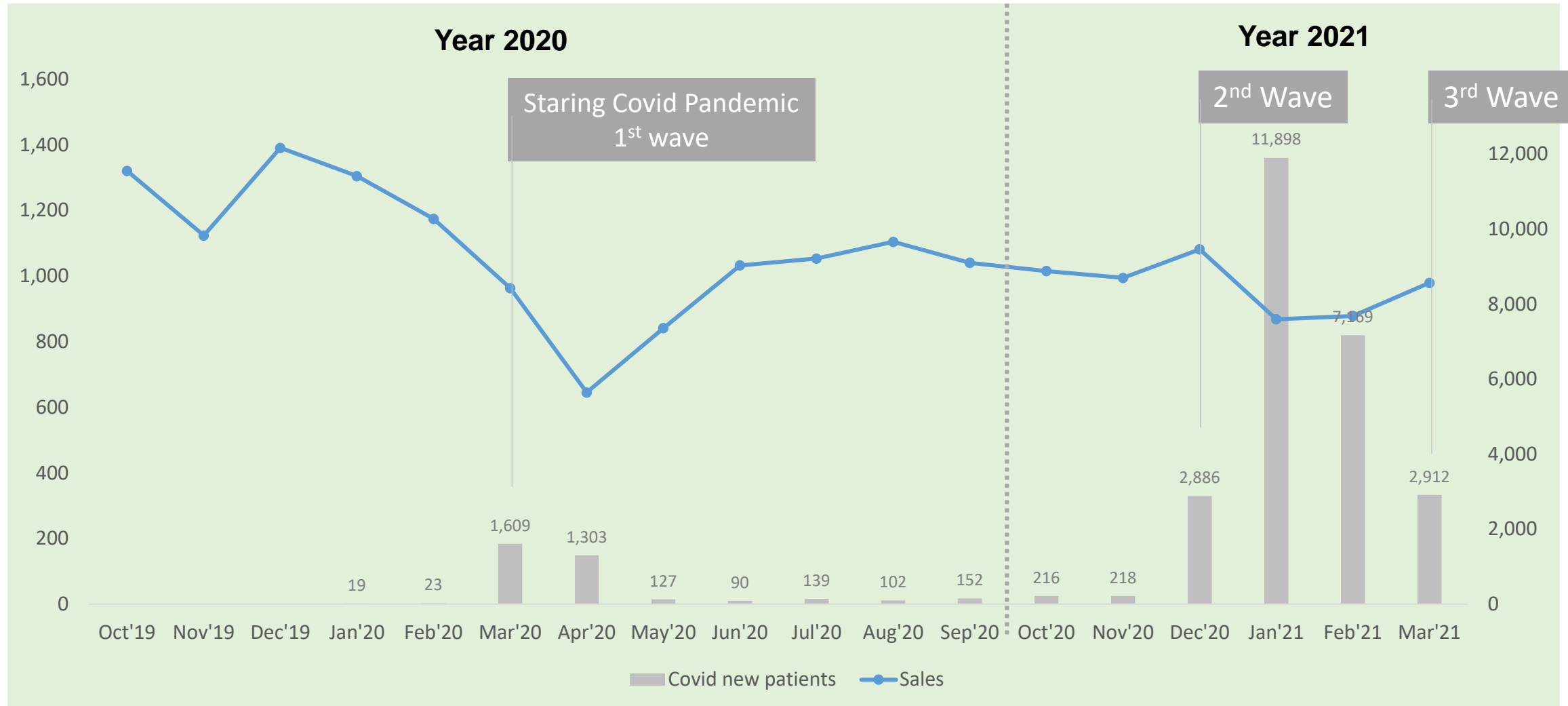
FRASER AND NEAVE, LIMITED





BIG IMPACT FROM COVID-19 PANDEMIC




Unit: Million THB

No. of Covid New Patients



FINANCIAL PERFORMANCE – FOOD BUSINESS

Total Outlets of Food		Sales Revenue (million Baht)	
1H21 :	658	1H21 :	5,885
1H20 :	643	1H20 :	7,351
	 + 2.3 %		 - 19.9 %

Gross Profit (million Baht)		EBITDA (million Baht)		EBITDA margin  10.4% 9.4%
1H21 :	2,629	1H21 :	610	
1H20 :	3,227	1H20 :	692	
	 - 18.5 %		 - 11.8 %	

- **Sales declined due to Covid-19 but outlet expansion help to mitigate impact**
- **EBITDA decreased slower than Sales due to EBITDA margin improved from better cost management**

STRATEGIC IMPERATIVES TO SECURE THE PRESENT AND GROW THE FUTURE

- Maximize profit and strengthen food hygiene during Covid situation
- Continue expand brand presence, driving penetration and accessibility
- Thriving Food business by capturing new normal consumer behavior
 - Grow off-premise
 - Digital Agility
 - Trusted from inside out



MAXIMIZE PROFIT AND STRENGTHEN FOOD HYGIENE DURING COVID SITUATION

Improve Top Line Sales

- Turn all outlets from Dine in to be multi channels : Take away, Delivery.



- Strong value promotion to attract customers.

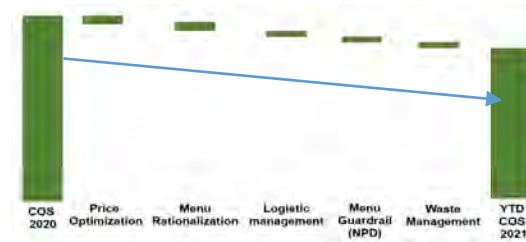


- Grow off premise (No.1 food brand in delivery)
 - 2,325 delivery units



Better Cost Management

- COGs Management



- Reduce Cost of Labor
 - Reinforce labor matrix
 - Multi-tasking

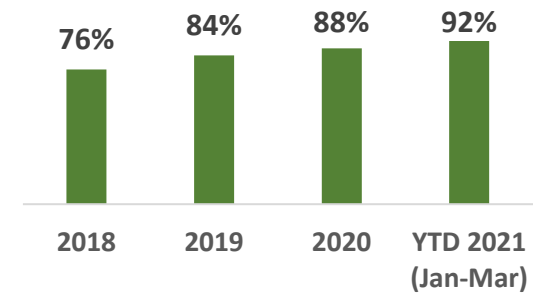


- Reduce Expenses
 - Rent reduction,
 - Control Utility & others



Strengthen Ops & Food Hygiene

- Improving Food Safety Score



- Strengthen safety protocol in all channels.



CONTINUE EXPAND BRAND PRESENCE THAT RELEVANT TO NEW NORMAL

New Stores & New Innovations

- Open New **45 Stores** in Y2021



- New product categories



New Initiatives

- Food Truck



- Cloud Kitchen



- Compact Drive-thru



- Smart Box



- Ramen x Kakashi



THRIVING FOOD BUSINESS BY CAPTURING THE NEW NORMAL CONSUMER

Grow off-premise

Take Away Channel

- Self Pick-up
- Curb side



KFC

- Oishi To Go



Home Delivery Channel

- Own delivery platforms
 - On Line ordering
 - Call center



- Aggregators



Partnerships

- Strengthen Partnerships

E-Wallet

E-Voucher



- CRM data driven - Launch Line My CRM



THRIVING FOOD BUSINESS BY CAPTURING THE NEW NORMAL CONSUMER

Digital Agility

Improve Customer Experience

- Cashless Payment



- Kiosk ordering



- Relaunch Mobile app : Easy & convenience

Improve Operation Efficiency

- Simplify and digitize BOH & MOH (Connected Kitchen)



Data Eco system

- 360 personalize data offer



- Notification base on Geo location



THRIVING FOOD BUSINESS BY CAPTURING THE NEW NORMAL CONSUMER

Trusted from inside out

Healthy Food



Oishi Eato
Health & Wellness Product



KFC: Plant Based Menu



Oishi :
Salmon with
Collagen
Soup

Sustainable Packaging



Reduce Plastic in
cutlery set and bag



Eco Friendly
Reusable Bag



Use Paper Box

Green Store



1st KFC Green Store in
Thailand

- Energy Saving Building
- Green Design & Decoration
- Green Menu (salad, Plant base)
- Green tea (Oishi)
- Say No Plastic



Food Waste



To reduce Food Waste at stores

- Buffet : Eat all Challenge
- Oishi: Develop value added product from Salmon Skin
- KFC: Harvest Program to manage surplus food giving to local charities



THANK YOU