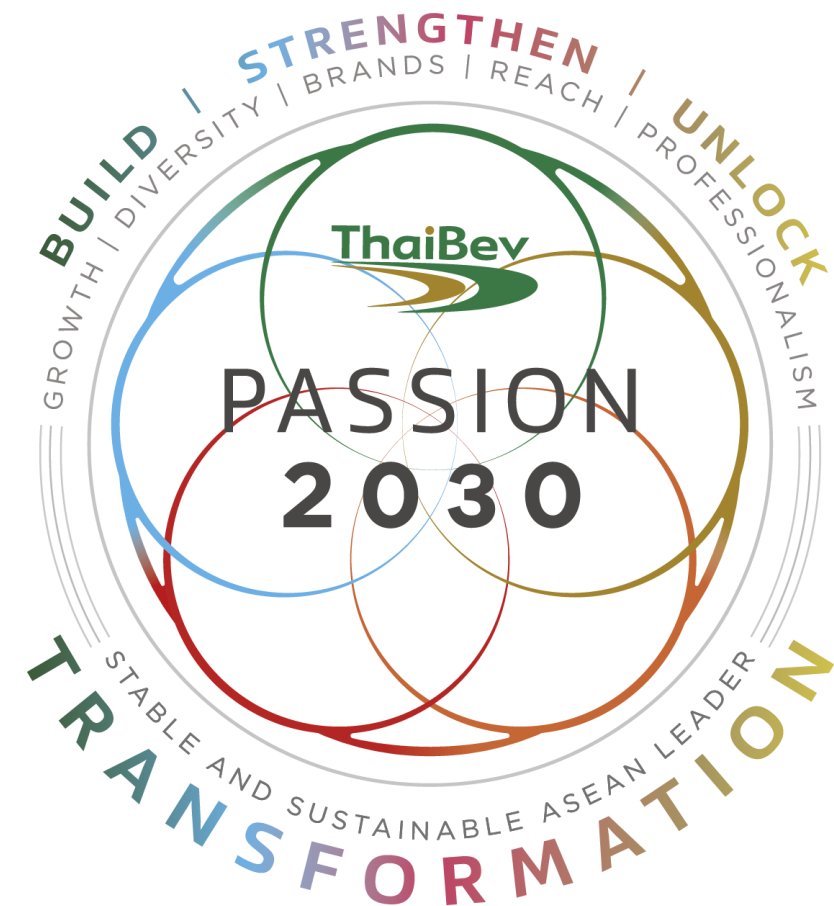


THAI BEVERAGE PLC

2026 ANNUAL INFORMATION MEETING

24 JUNE 2026



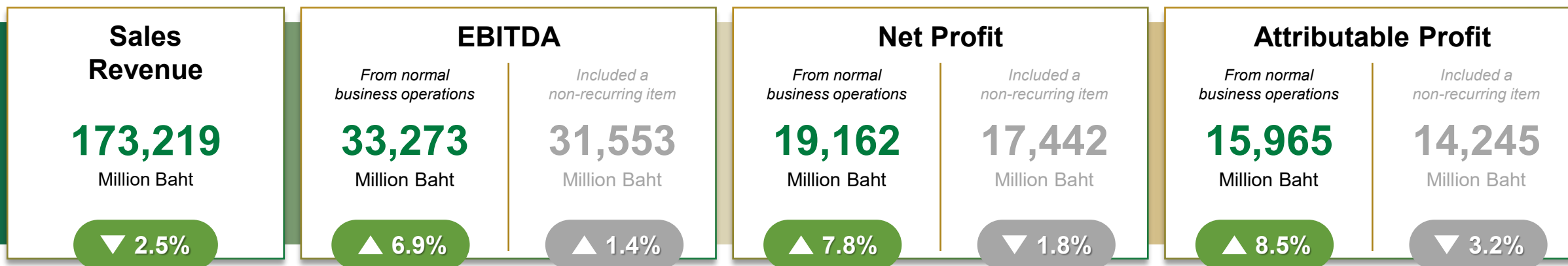
1H26 RESULTS

2026 ANNUAL INFORMATION MEETING

24 JUNE 2026



1H26 FINANCIAL HIGHLIGHTS



KEY HIGHLIGHTS

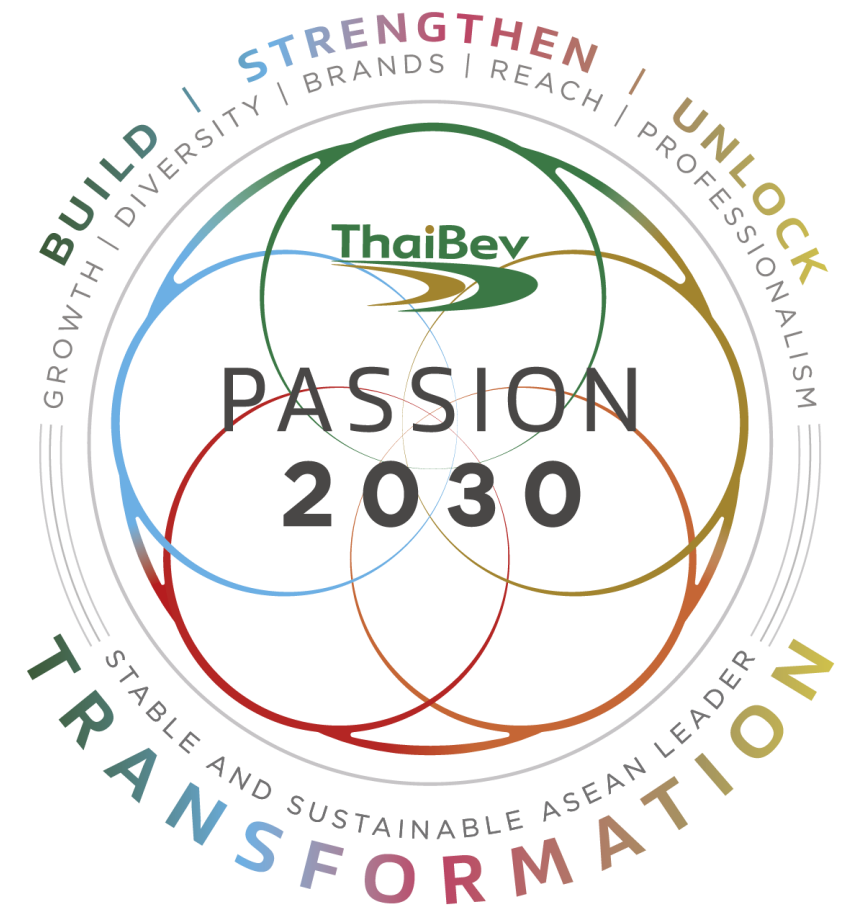
- 1H26 sales revenue declined by 2.5% YoY to Baht 173,219 million, mainly due to soft performance in the Beer and NAB businesses.
- EBITDA from normal operations increased across all businesses, except the NAB business, supported by prudent cost management and improved operational efficiency. Despite an impairment loss from discontinued operations of a joint venture, the Group's EBITDA margin showed solid improvement YoY from 17.5% to 18.2%.
- Net profit from normal operations grew by 7.8% YoY to Baht 19,162 million
 - Spirits business delivered solid growth, supported by higher sales volume, lower key raw material costs, and strong growth momentum in the international business.
 - Beer business recorded significant net profit growth and strong margin expansion, driven by lower key raw material costs and operational improvements.
 - NAB and Food businesses remained under pressure amid softer operating performance and a challenging competitive environment.

Note: A non-recurring item related to an impairment loss from discontinued operations of a joint venture of Baht 1,720 million

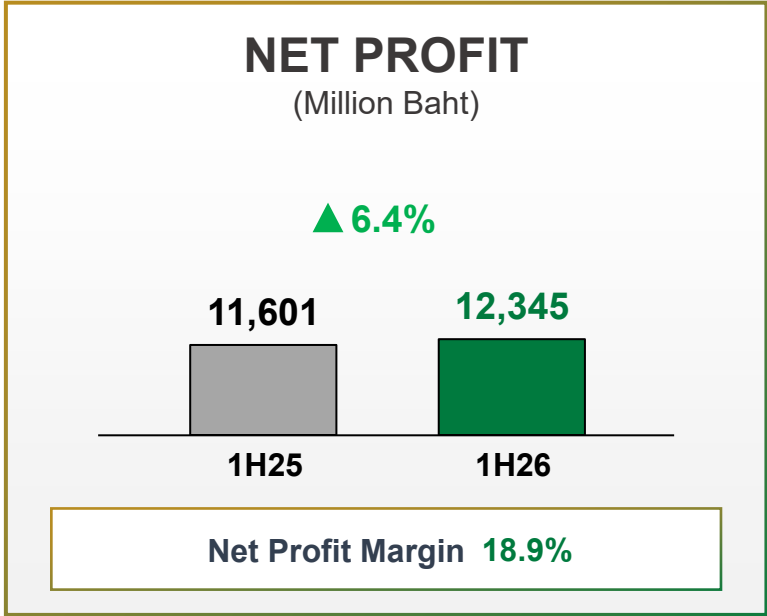
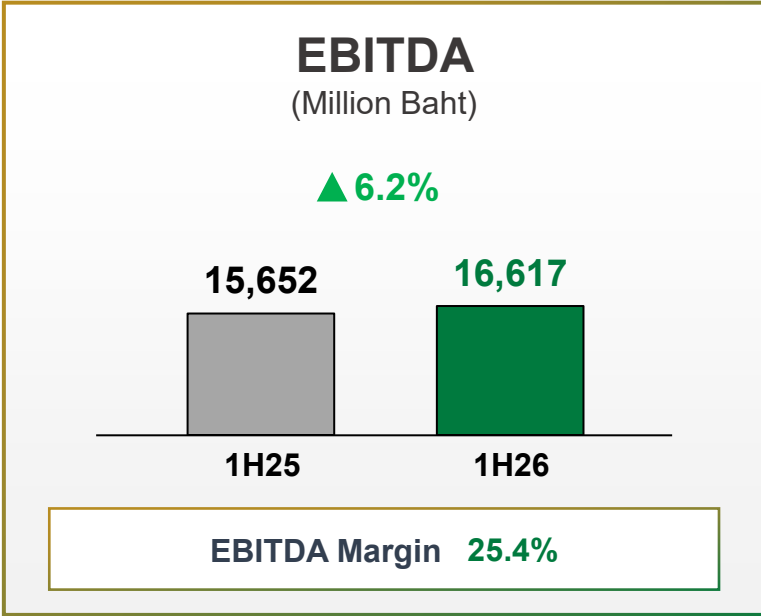
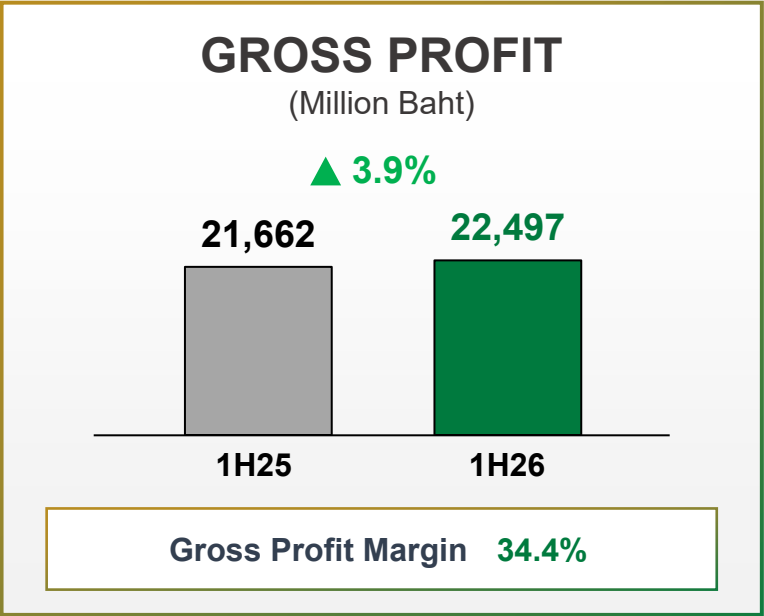
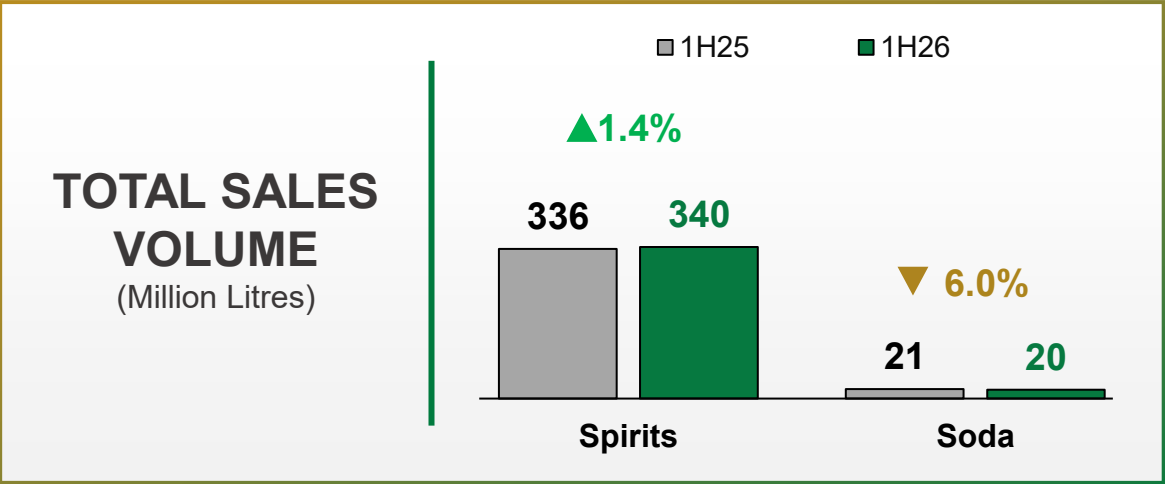
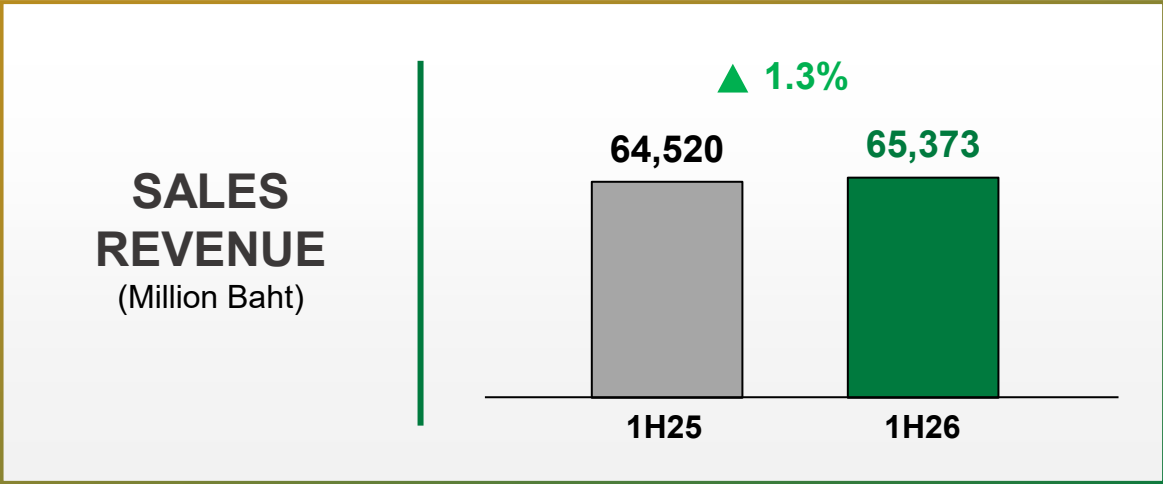
SPIRITS PRODUCT GROUP

2026 ANNUAL INFORMATION MEETING

24 JUNE 2026



1H26 FINANCIAL PERFORMANCE – SPIRITS BUSINESS



SPIRITS BRAND PORTFOLIO

THAILAND



MYANMAR

SCOTLAND

FRANCE

NEW ZEALAND

CHINA



SPIRITS PRODUCT GROUP STRATEGY



REINFORCE THE BASE



REINVENT FOR RESILIENCE



REBUILD NEXT GROWTH ENGINE



CORE PRODUCTS INNOVATION



Top left: HONG THONG Chill Mountain View | Top middle: HONG THONG Iceberg | Bottom left: SangSom MOON Art Pack | Right: BLOND 285 Signature 2 in 1 Pack

EXPANDED ACCESSIBILITY AND AFFORDABILITY



Left: New product, half liter



AWARDS AND RECOGNITIONS



AWARDS AND RECOGNITIONS



PRODUCT INNOVATION: RTD



Middle: Mixed Ready to Chill

REINVENT FOR RESILIENCE

An Unforgettable Night Awaits

Two bottles of Grand Royal Special Reserve Whisky are displayed on a dark surface. The bottle on the left is labeled 'SPECIAL RESERVE WHISKY' and 'SHERRY CASK'. The bottle on the right is labeled 'SPECIAL RESERVE WHISKY' and 'DOUBLE CASK COLLECTION'. A saxophone is positioned next to the bottles. The background is a warm, golden glow with a blurred image of a person playing a saxophone.

MAKE EVERY MOMENT *Special*

SPECIAL RESERVE

18+ Drink Responsibly

SPECIAL RESERVE DOUBLE GOLD

Reserved for the Special

AND NOW... THE REVEAL

A hand in a tuxedo sleeve is pouring Grand Royal Special Reserve Double Gold Whisky into a glass. The background shows a formal event with people in tuxedos and gowns. A large bottle of the whisky is visible on the right.

SPECIAL INGREDIENT
Crafted Grain & Malt

SPECIAL PROCESS
Double Maturing in Separate Casks

SPECIAL BLEND
Perfect To International Quality

A group of young people are shown drinking Chingu Soju. The advertisement features a row of five bottles: Fresh, Strawberry, Green Grape, Peach, and Yogurt. The text 'Chingu SOJU' is prominently displayed in the center.

Chingu SOJU

Chingu SOJU

REBUILD NEXT GROWTH ENGINE: MILESTONES OF SUCCESS



The **Cardrona**
DISTILLERY
NEW ZEALAND

10th Year Anniversary





LARSEN

1926 - 2026
100
YEAR ANNIVERSARY

MARKING OUR
100TH YEAR

We introduce a new identity – rooted
in heritage, defining our future.



**OLD
PULTENEY**
SINGLE MALT SCOTCH WHISKY
ESTD 1826 WICK

CELEBRATING
200
YEARS



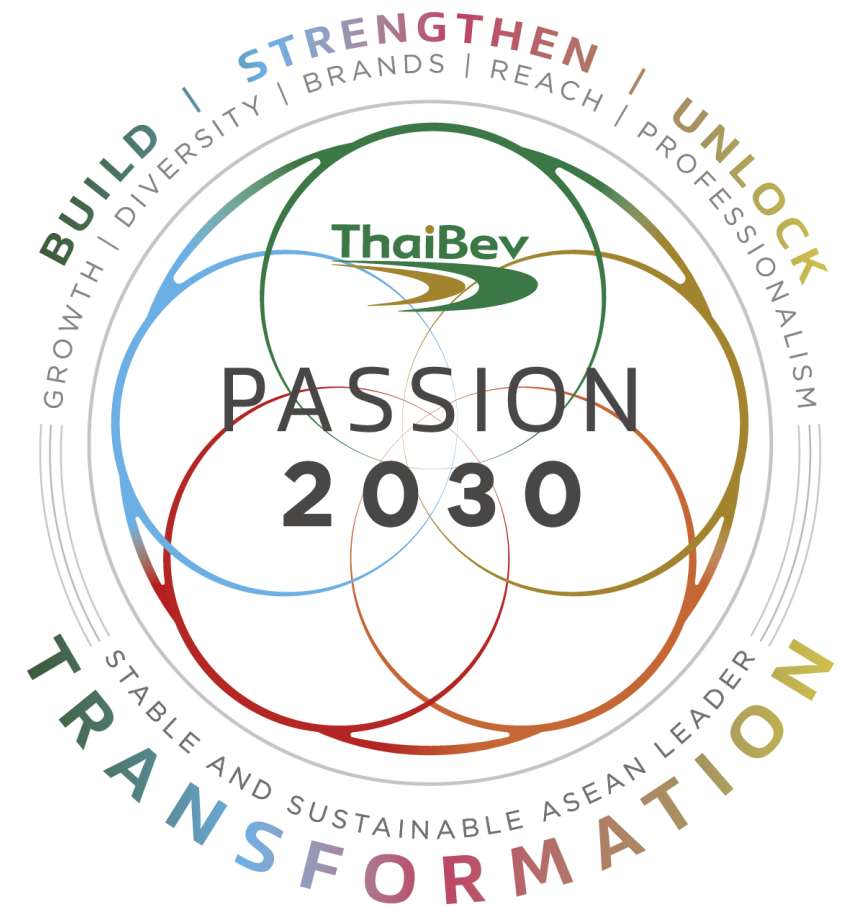
AWARDS AND RECOGNITIONS



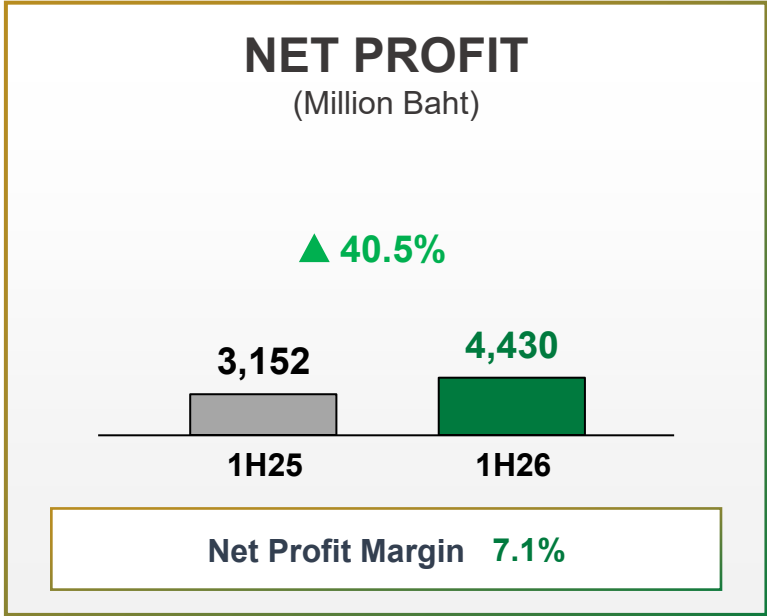
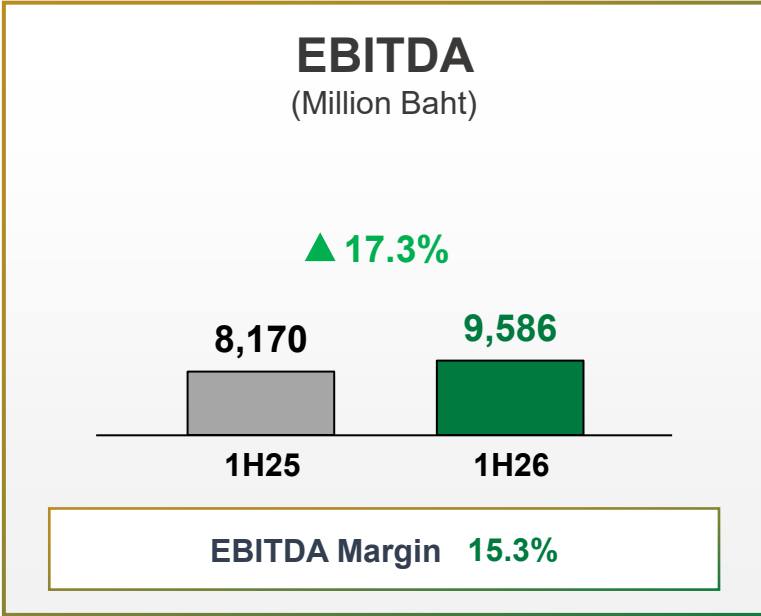
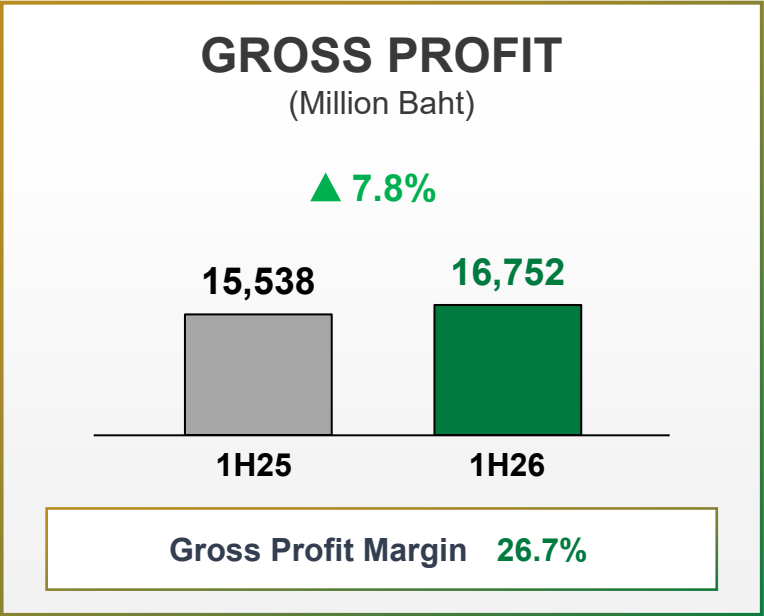
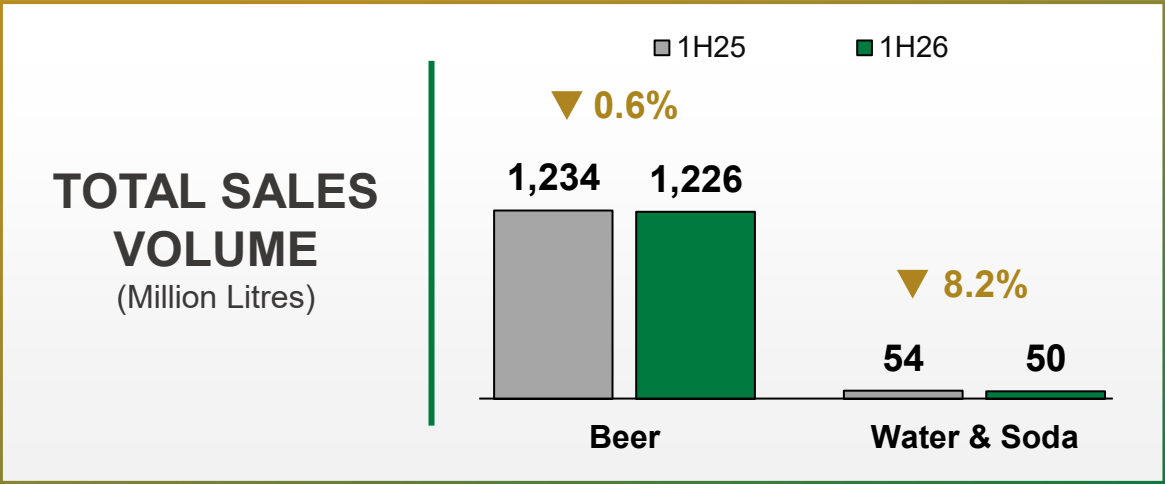
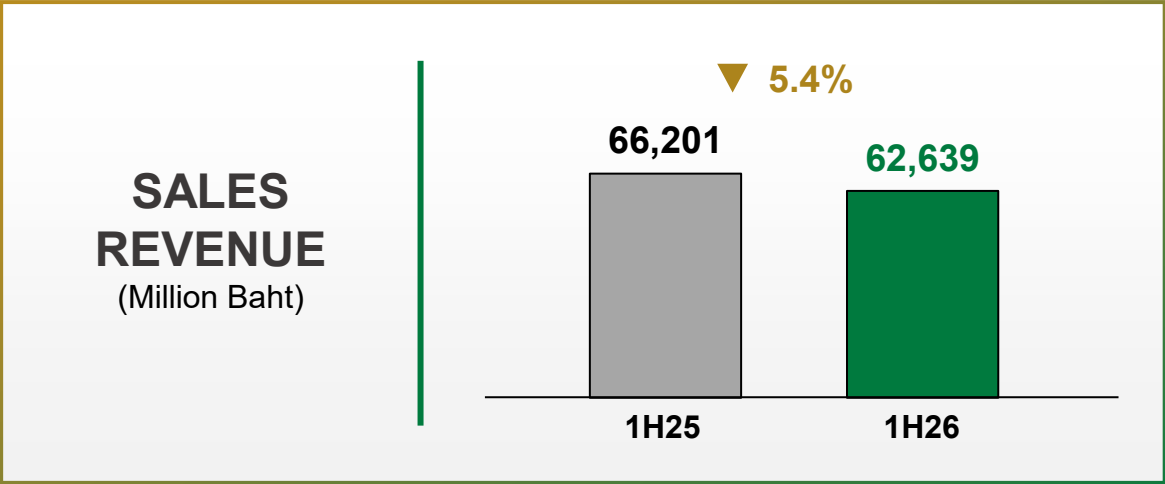
BEER PRODUCT GROUP

2026 ANNUAL INFORMATION MEETING

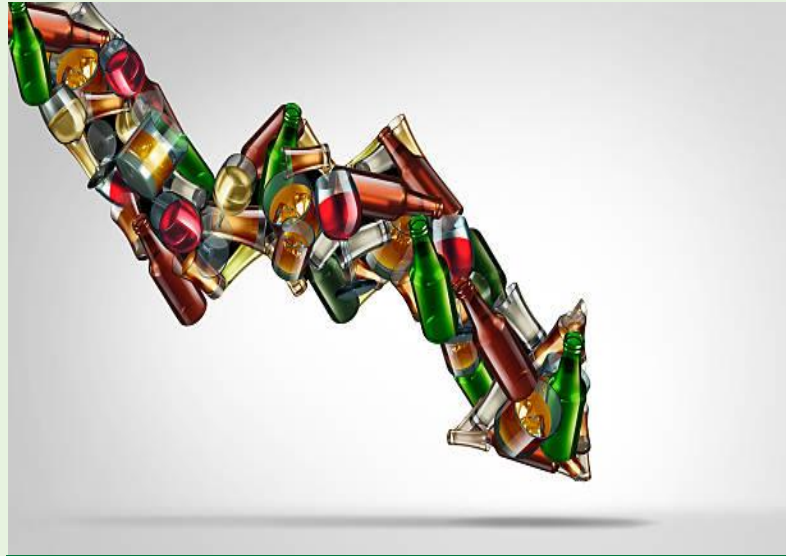
24 JUNE 2026



1H26 FINANCIAL PERFORMANCE – BEER BUSINESS



MARKET SITUATION & OUTLOOK



**Decline in Alcohol
Consumption**



Geopolitical Tension



Regulatory Impact

PROGRESS & KEY ACHIEVEMENTS

Profitability Improvement



Cost Management
A&P Optimization

Maintained Leadership



Innovations and Portfolio Building



2L keg



250ml can



Lite beer

Unlock CHANG Brand



HIGH CARBONATION
FOR LONG-LASTING
FIZZ

Recommended for alcoholic and non-alcoholic mixing drinks.

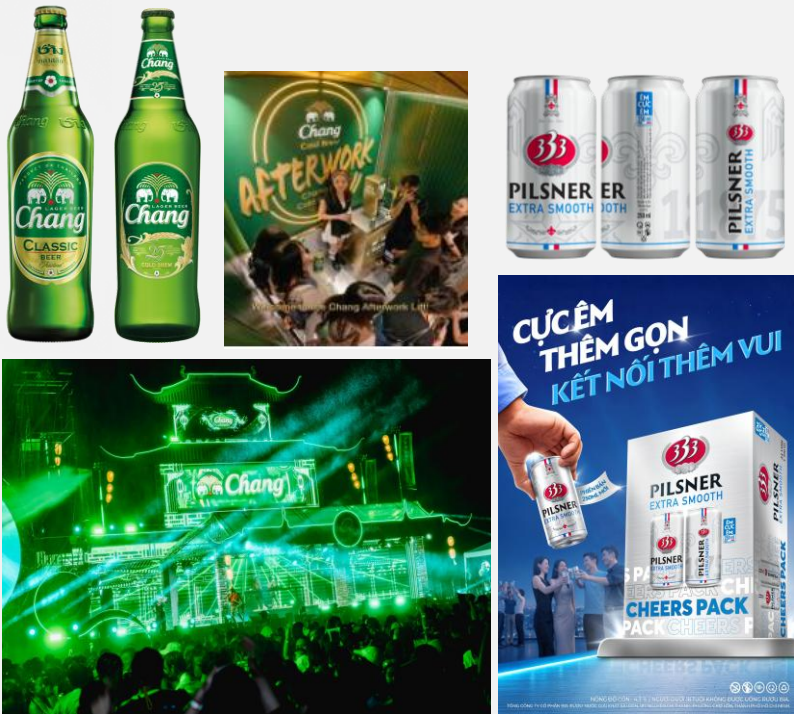
ZERO FAT | CAL | SUGAR



KEY STRATEGIES

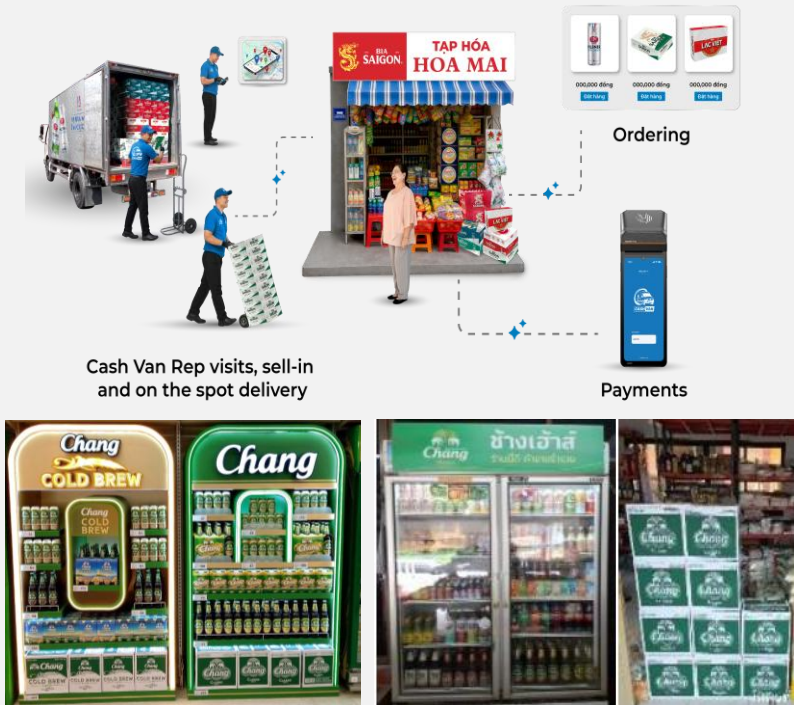
1 Strengthen Core Brands Leadership

Accelerate Growth of Core Brands through Innovations and Portfolio Management



2 Reach Competitively

Expand Last-mile Distribution & Coverage and Unlock New Channels



3 Digital for Growth

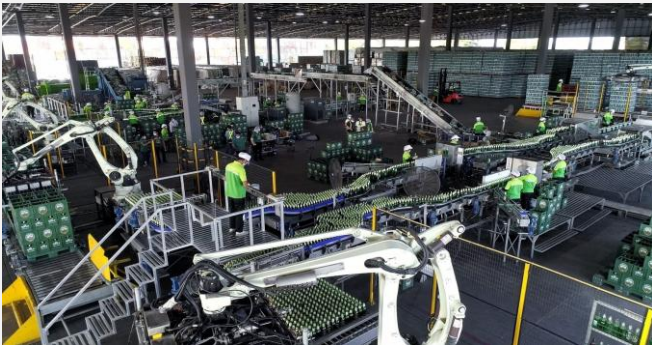
Build A Digital Ecosystem to Enhance Performance and Organization Efficiency



KEY STRATEGIES

4 Operational Excellence

Enhance Production & Supply Chain Resilience and Efficiency



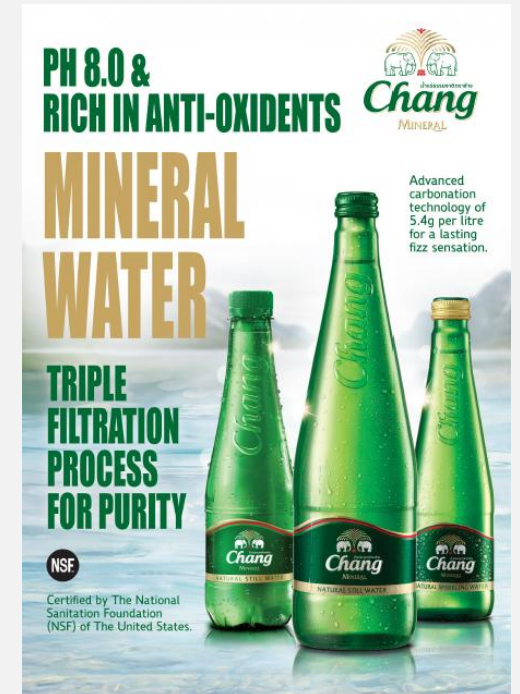
5 Sustainable Growth

Embed Sustainability into Strategy and Execution



6 Unlock CHANG Brand

Capture Growth Opportunities Beyond Beer Segment



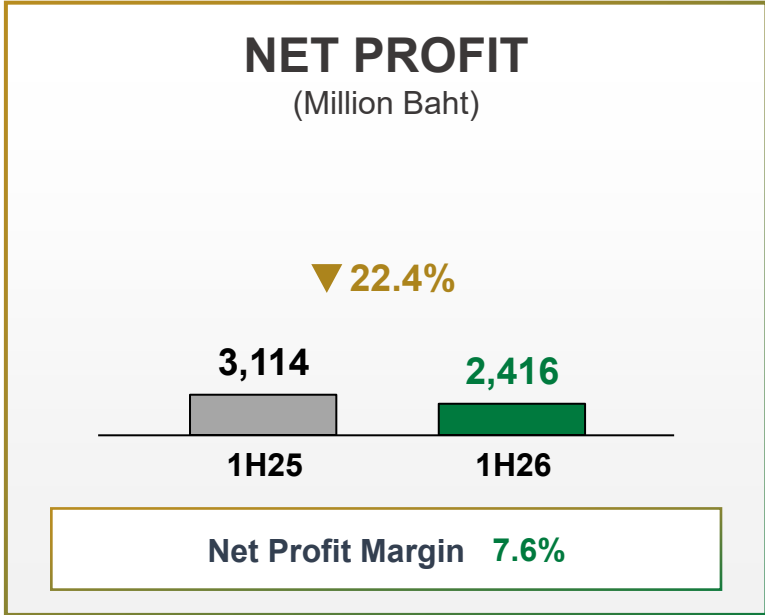
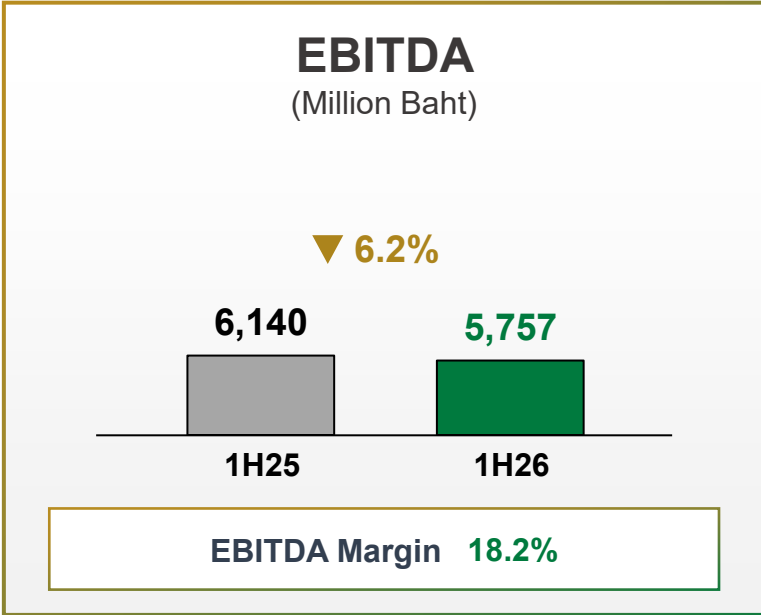
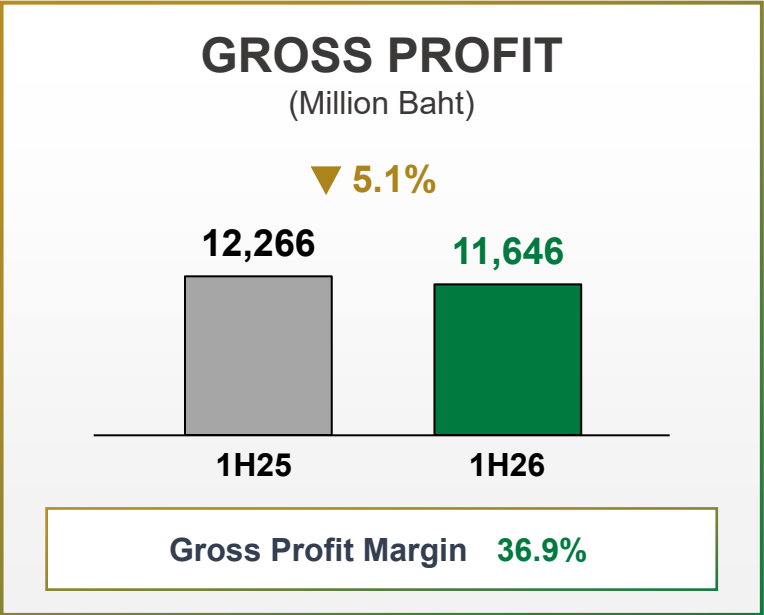
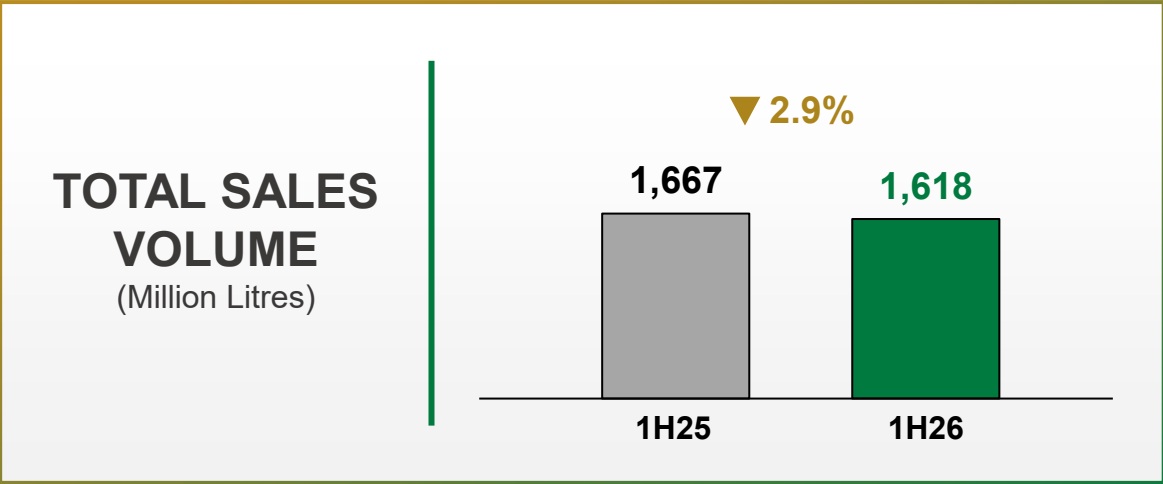
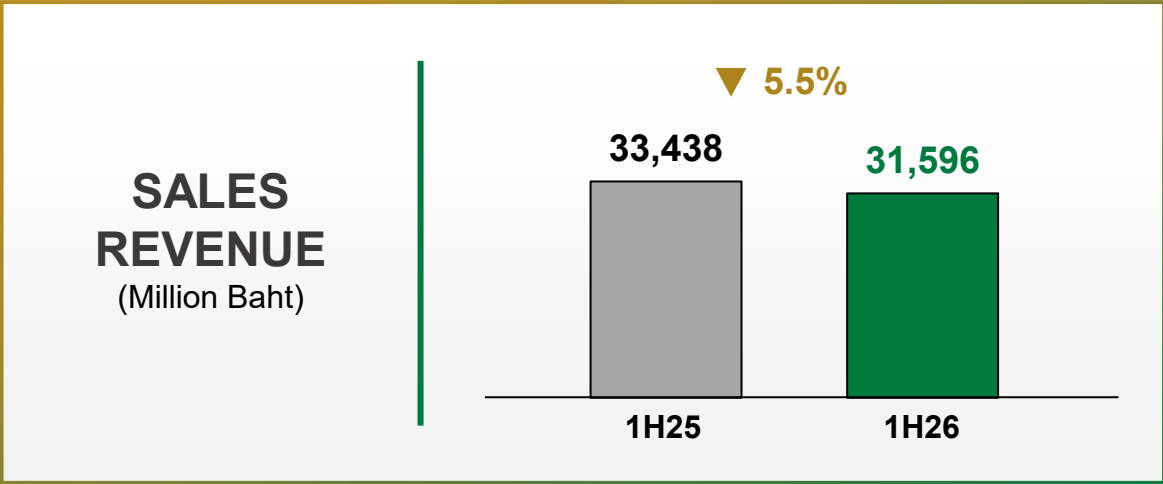
NON-ALCOHOLIC BEVERAGE PRODUCT GROUP

2026 ANNUAL INFORMATION MEETING

24 JUNE 2026



1H26 FINANCIAL PERFORMANCE – NAB BUSINESS



NAVIGATING CHALLENGES, CAPTURING GROWTH

Pillars for Growth

REACH COMPETITIVELY

DIGITAL FOR GROWTH

Strengthen Core Brands

Strengthen Core Brand Growth



Fuel Innovation Growth to Capture Health Opportunity



Route-to-Market Excellence

Build future-ready route-to-market capabilities



Operational Excellence



Digital for Growth

End-to-end digital integration



STRENGTHEN CORE BRANDS | OISHI

Lead RTD Tea with Feel-good Partnership while Driving Consumption through Loyalty Platform



>> Drive Consumption with Loyalty Platform

รู้สึกดี ทุกT≡A ที่เข้าแอป



ツ



>> Grow Economy Segment



>> Create Excitement with Limited Packaging Design



STRENGTHEN CORE BRANDS | est

Win Over Gen Z by Immersing in Teen Culture



>> Expand Innovative Flavor Portfolio



>> Capture Economy Segment



>> Innovation to Capture New Segment



STRENGTHEN CORE BRANDS | CRYSTAL

Lead Category as #1 Quality Water while Driving Emotional Connection and Sustainability



>> Embed Sustainability into Brand Execution



>> Continue Drive Brand Emotional Connection



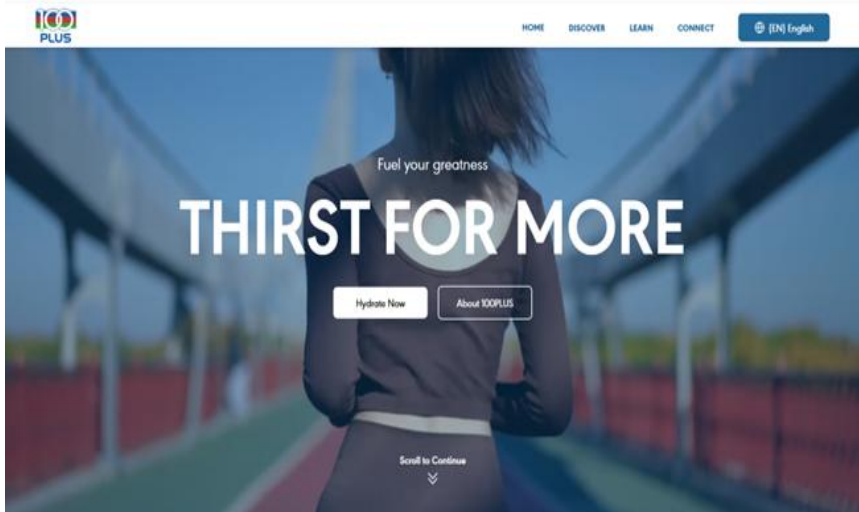
Water Therapy #พื้นที่สัฟฟายที่ใช้
คือมุม “พักใจ” ให้เบาสบาย
ที่บูทคริสตัล ในงาน LIFE FEST 40+

STRENGTHEN CORE BRANDS | 100PLUS

Lead The Isotonic Category in Core Markets with Hydration Credentials and Expansion Beyond Sports



© POP MART



STRENGTHEN CORE BRANDS | Magnolia

Drive Magnolia 100% Fresh Milk and Regional Collaboration



Leverage Super Mario Star Power to Drive Sales through Limited-Edition Flavors

Drive Magnolia 100% Fresh through Impactful Campaign and Product Sampling



INNOVATION FOR GROWTH

Fuel Innovation Growth to Capture Health Opportunity

REFORMULATION

Reduced-sugar, Zero-sugar, Zero-calorie, and Low-fat Products



FORTIFICATION

Effective Ingredient Dosage



FUNCTIONAL

Proven Efficacy to Support Health Claims



ROUTE-TO-MARKET EXCELLENCE

Unlocking Sustainable Growth through Logistics Excellence and Expanded Market Reach

Efficient Logistic Management



- Synergy and Streamline Logistic Process, and Digital-Enabled Execution



- Direct-to-Store Service



- EV Fleet for Green Logistics

Distribution Expansion



- Area Management
- Strengthen Route-to-Market Network
- Expand Coverage Beyond Current Market



OPERATIONAL EXCELLENCE

Strengthen Operational Process

Drive Cost Competitiveness



Enhance Operational Efficiency through Technology Adoption



Build Resilience, Flexibility, and Visibility across the End-to-end Value Chain



People Excellence

Capability Building and Cross Functional Collaboration



DIGITAL FOR GROWTH

End-to-End Digital Integration to Win Every Touchpoint



B2C / E-Commerce

Scale Up Online Sales and Ordering Channel



D2C



Oishi Club: Loyalty platform to drive consumption while connecting with consumer



Connect to consumer through social media

B2B

Capture Value across B2B Ecosystems

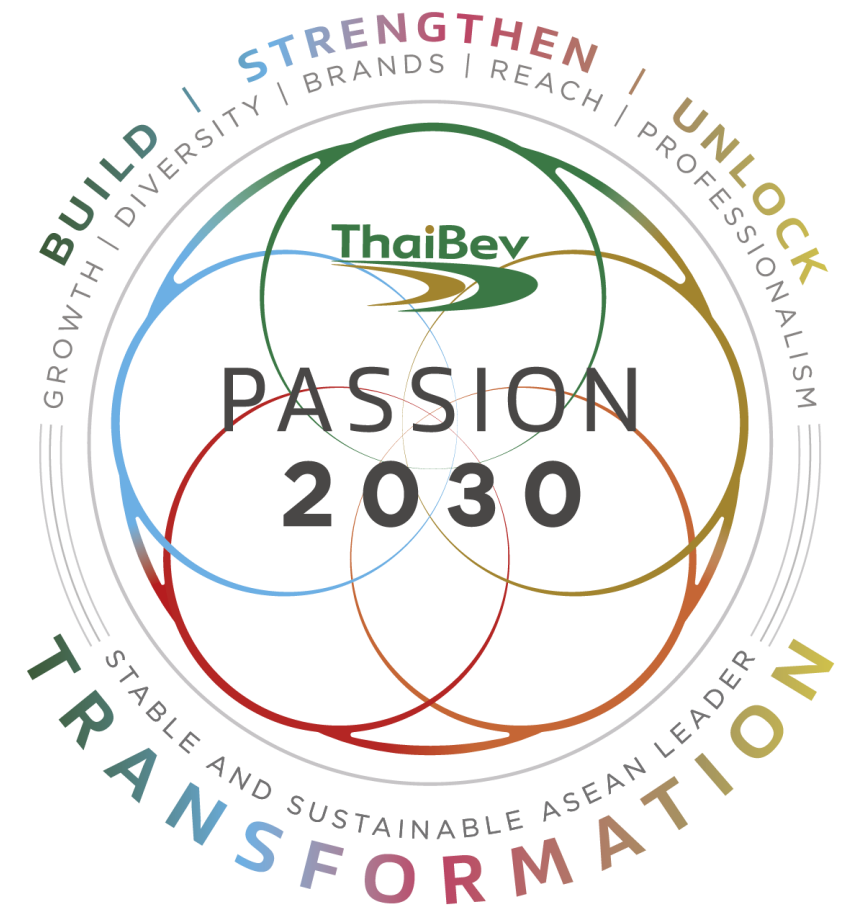


E-Order

FOOD PRODUCT GROUP

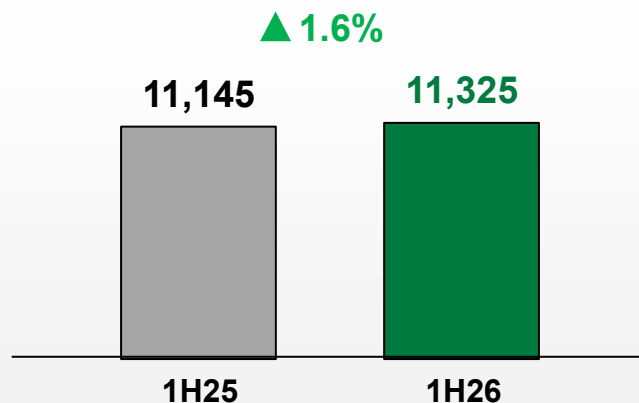
2026 ANNUAL INFORMATION MEETING

24 JUNE 2026

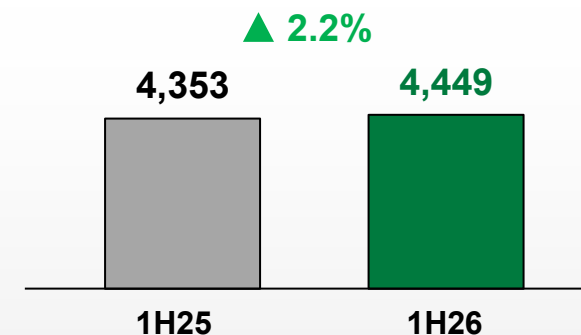


1H26 FINANCIAL PERFORMANCE – FOOD BUSINESS

SALES REVENUE (Million Baht)

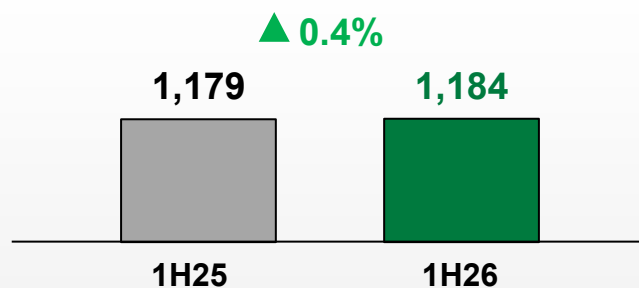


GROSS PROFIT (Million Baht)



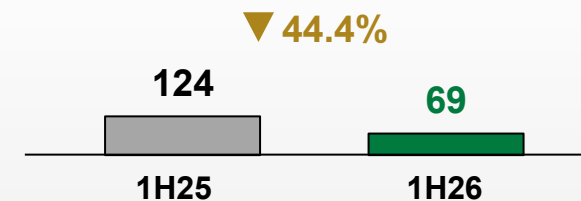
Gross Profit Margin **39.3%**

EBITDA (Million Baht)



EBITDA Margin **10.5%**

NET PROFIT (Million Baht)



Net Profit Margin **0.6%**

FOOD PRODUCT GROUP STRATEGY



REBASE

Precision in the Foundation



REBUILD

Quality You Can Taste



RETURN

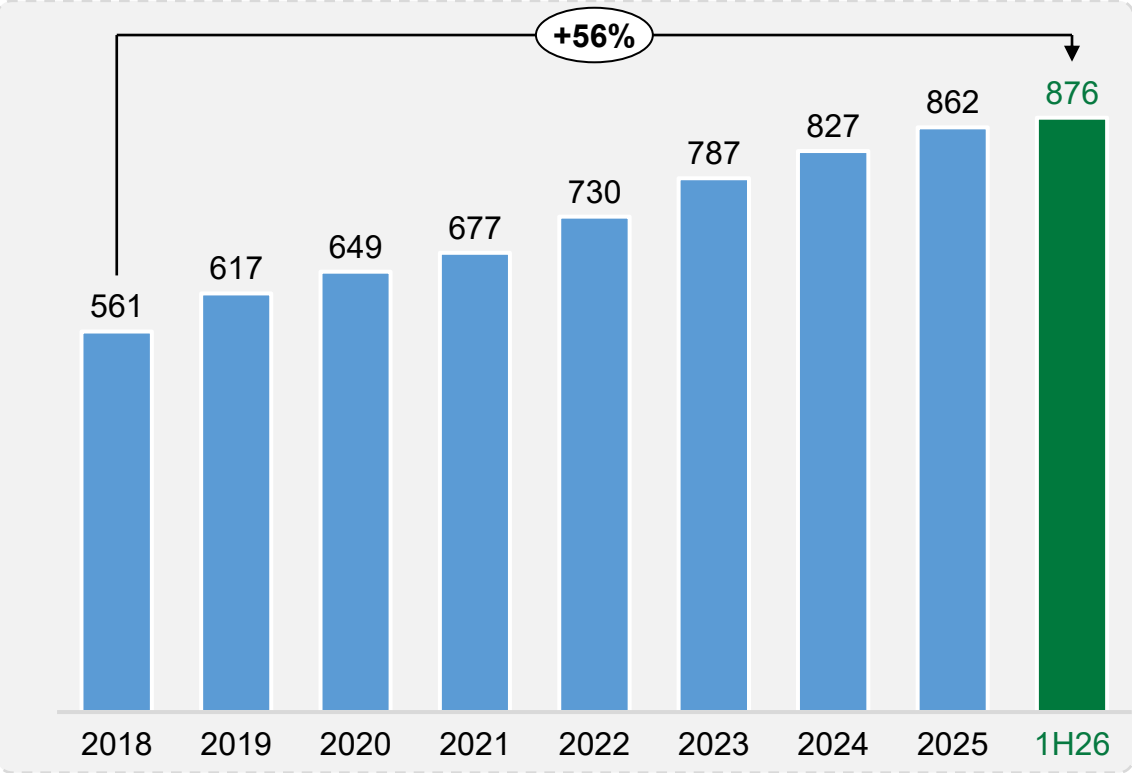
The Taste of Success

STORE BASE EXPANDED ~56% SINCE 2018

With New Concepts Creating The Next Growth Platform

NUMBER OF STORES

The number of stores has grown steadily over the years





New Store Expansion

New stores / Recent store expansion examples of current brands & new concepts



DRIVE ORGANIC GROWTH

Increase Same-Store Sales Growth via Exciting Promotion, Improving Dining Experience & Product Innovation



MENU INNOVATION

NPD to Activate Excitement & Trial among Customers



Drive Trial & Excitement



DINING EXPERIENCE

Continue Store Renovation to Deliver the Best Dining Experience

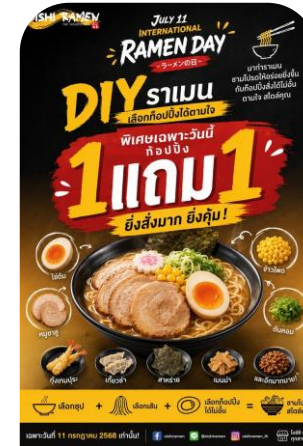


Build Loyalty & Retention



PROMOTION

Value Deal to Increase Same-Store Sales Growth



Increase Traffic & Store Visit Frequency

DIGITAL FOR GROWTH

Leverage Technology for CRM & Improve In-Store Dining Experience



Loyalty Program with BevFood App

Points Earning & Cross Brand Point Redemption



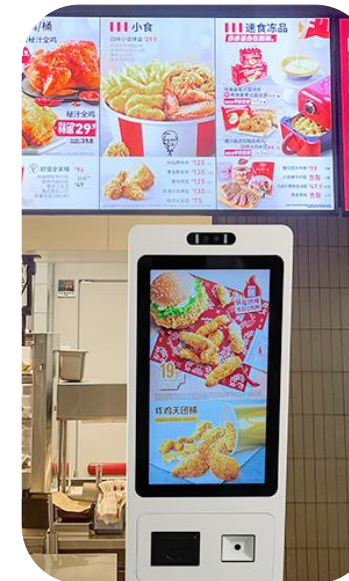
Exclusive Promotions in BevFood App

In-App Coupon Collection to Drive Download



Digital Tools for Productivity & Experience

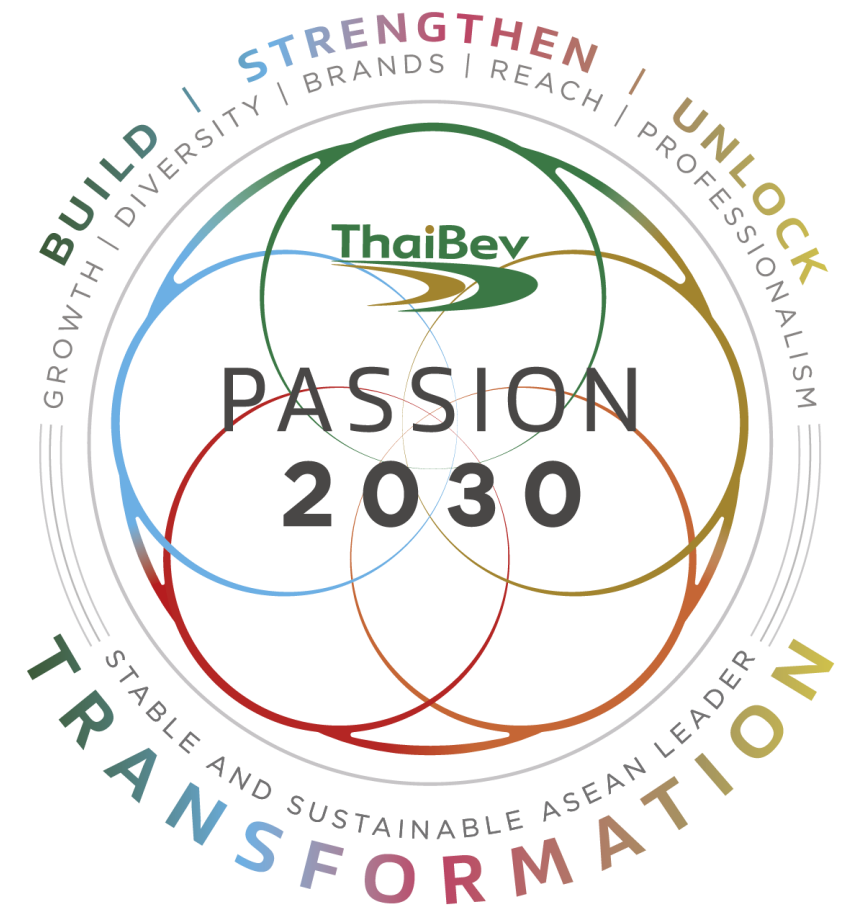
Kiosks & Online Ordering



SUSTAINABLE DEVELOPMENT

2026 ANNUAL INFORMATION MEETING

24 JUNE 2026



THAIBEV'S SUSTAINABILITY ACHIEVEMENTS

Recognition by Global Benchmarking & Reporting Standards

The SBTi has verified **ThaiBev's** net-zero science-based target by 2050



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET
ZERO
STANDARD

APPROVED NET-ZERO TARGETS



Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA

Member of
DJSI Emerging Markets
10 Consecutive Years

Member of
DJSI World
9 Consecutive Years

Thai Beverage Public Company Limited © S&P Global 2025.
Beverages
Corporate Sustainability Assessment (CSA) Score 2025
92 /100
As of: 30 December 2025
For more information, visit: www.spglobal.com/esg/csa/methodology
S&P Global

Climate
CDP
A List
2025

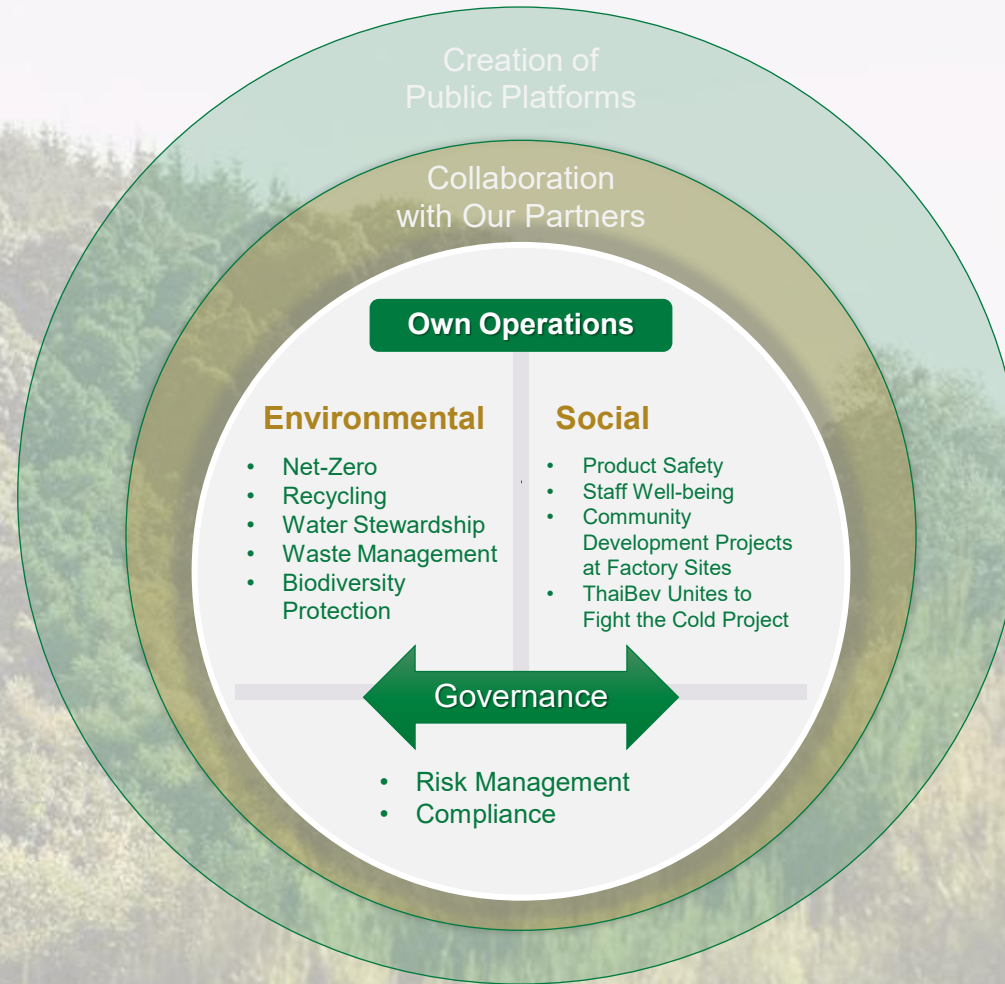
ThaiBev
Triple A Sustainable Finance Awards 2025
Best Sustainability-Linked Loan - Beverage
The Asset

THAIBEV'S SUSTAINABILITY APPROACH



THAIBEV'S SUSTAINABILITY APPROACH

Own Operations



OWN OPERATION

Energy Transition to Renewable Energy

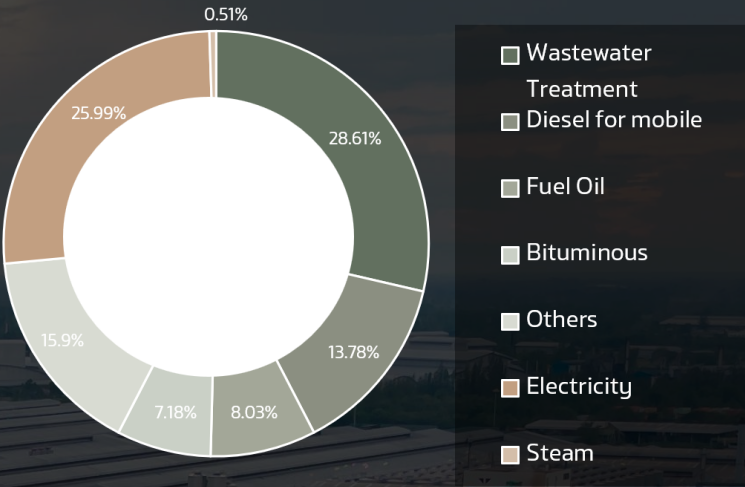
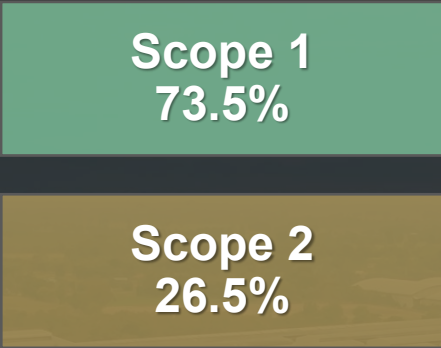
Renewable Energy
Consumption
in 2025

37%

2030 Target

50%

ThaiBev’s GHG Scope 1 & 2 Emissions



Renewable Energy Projects



Biogas Plant



Solar Energy



Biomass Plant

OWN OPERATION

Scaling Packaging Recycling in Preparation for Extended Producer Responsibility (EPR)



32

Thai Beverage Recycle (TBR)
collection points nationwide

Retrieved

2,500+ million
post-consumption
glass bottles per year

Managed the collection
of post-consumption
packaging from
business partners

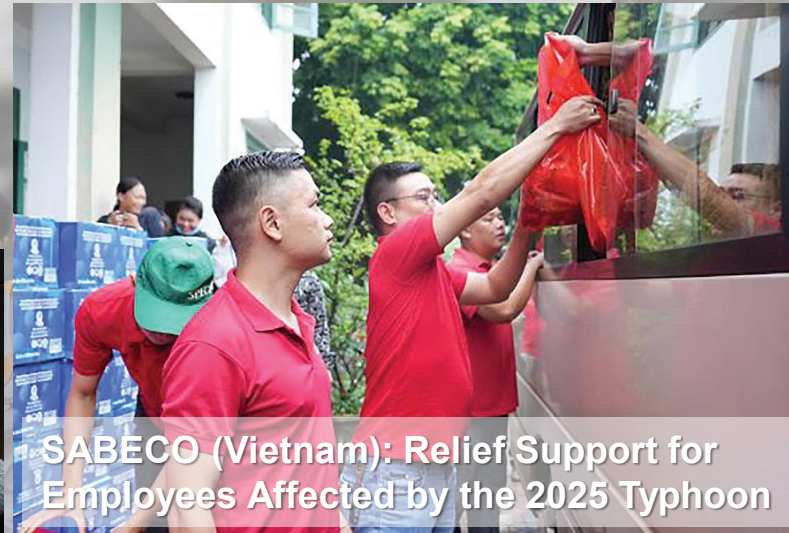
Packaging recyclability
assessment completed
across all product groups



OWN OPERATION

Employee Safety & Engagement

87% Achieved Employee Engagement Score 2025



SABECO (Vietnam): Relief Support for Employees Affected by the 2025 Typhoon



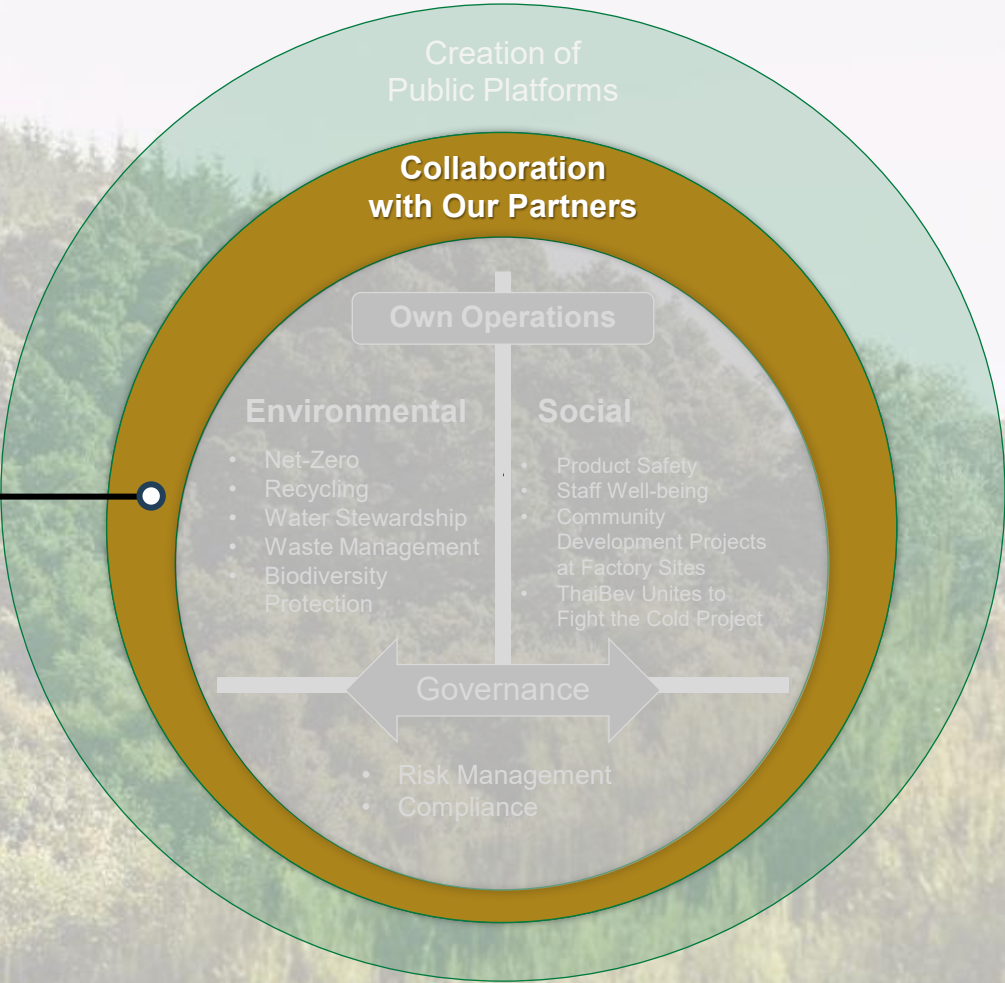
Safety Training and Competency Development for Employees



Scholarship Fund for Children of Employees

THAIBEV'S SUSTAINABILITY APPROACH

Collaboration with Our Partners



COLLABORATION WITH OUR PARTNERS

Thailand Supply Chain Network (TSCN)



Founded in 2019 by leading private organizations in Thailand to promote sustainable business practices

RECOGNITION

Award for outstanding sustainability performance

CAPABILITY BUILDING

Supplier training through Thailand Supply Chain Network (TSCN)

SHARED STANDARDS

TSCN Business Partner Code of Conduct guiding responsible business practices

COLLABORATION WITH OUR PARTNERS

Island Model: Post-Consumption Packaging Management

9 Islands in 2025

3,717 tons

of post-consumption packaging retrieved
(Glass bottles, Paper, PET bottles, Aluminum cans)

Incremental income from selling
post-consumption packaging is estimated to

16.46 MILLION BAHT



COLLABORATION WITH OUR PARTNERS

Area-Based Development Project in Chiang Dao, Chiang Mai Province, Thailand



มูลนิธิแม่ฟ้าหลวง ในพระบรมราชูปถัมภ์
Mae Fah Luang Foundation under Royal Patronage

Community Forest Restoration



23,353 rai
of community forest protected

19.07 million Baht
reached communities for
forest management and
community development fund

Water Management: Weir Rehabilitation Project in Ban Chom Kiri



Replenished **19,644 m³** per year
of water to nature and local communities

Increased the community's income by 47%
or **800,000+ Baht** per year

Waste Management



3 Model Villages
(Ban Mae Mae, Ban Mae Sai, and Ban
Pang Ma-O)

Implementing comprehensive waste
management

COLLABORATION WITH OUR PARTNERS

Caring for Society: The 5 Pillars

Health & Wellness



Bhumirajanagarindra Kidney Institute Hospital: Since 2012, the hospital has performed a total of **204 kidney transplants** and **more than 560,000 dialysis sessions** conducted.



Chang Medical Clinic: Since 2006, **more than 109,259 patients** having been served at the clinic to date.

Education



Education and Innovation Support Alliance (eisa): In 2025, **30,000 students** have gained work experience and improved their skills.

Connex ED: More than 21,000 students in 294 schools have participated in this business program, earning **more than 2 million Baht** for schools.

Partnership School Project: **71 schools in 18 provinces** have participated in this project, which gives the private sector the opportunity to help school administrators.

Sports



Developing Youth into Professional Athletes: In 2025, with **48,500 youths** participated in the program across various sports, with **105 professional athletes** successfully developed during the year.



Youth Football Development: More than **100,000 youths per year** across the regions have benefited from this opportunity.

Arts & Culture



Bangkok Art Biennale (BAB): Held every 2 years since 2018, with the mission to transform Bangkok into Southeast Asia's leading contemporary art destination. The past 4 biennales attracted **nearly 5 million visitors**.



Water Festival The Thai Way of Water: Held for 10 consecutive years, the festival generated over **3.98 million Baht** in community-based tourism income in 2025, contributing to both local well-being and cultural continuity.

Community Development



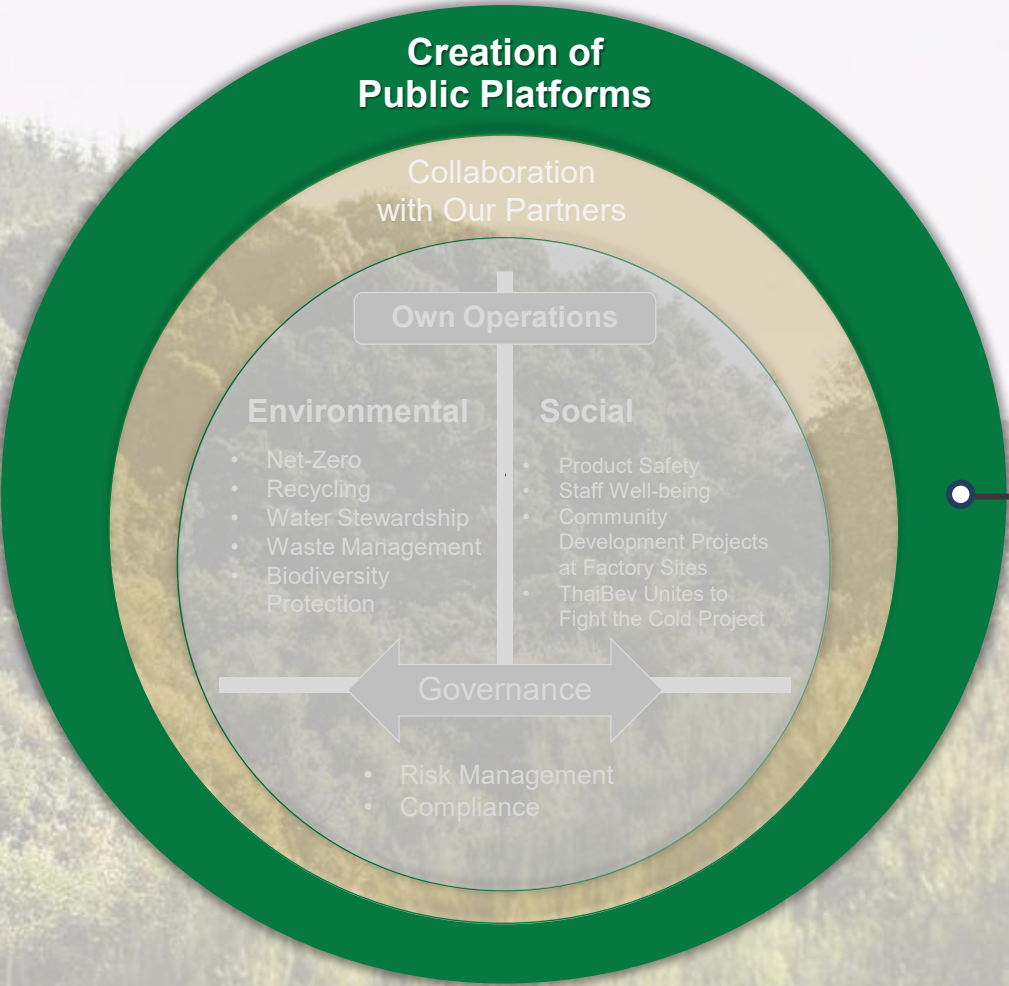
ThaiBev Unites to Fight the Cold: Since 2020, the blankets have been made using rPET fibers recycled from **7.6 million PET bottles** per year, producing **200,000 blankets** annually.

Chumchondee Meeroiyim Project: has generated cumulative income of **93.8 million Baht** over the past six years for local communities.

Rurak Samakkee Project: Over ten years, this community program has driven 1,836 projects in 5,153 communities generating total income of **3.02 billion Baht**.

THAIBEV'S SUSTAINABILITY APPROACH

Creation of Public Platforms



CREATION OF PUBLIC PLATFORMS

Sustainability Expo (SX): ASEAN's Largest Sustainability Platform

Since 2020, SX has grown from a local initiative into ASEAN's premier sustainability gathering, bringing together government, business, civil society, youth, and international organizations.

Guided by the Sufficiency Economy Philosophy (SEP) of His Majesty King Bhumibol Adulyadej The Great, SX serves as a platform for learning, collaboration, and tangible action toward the UN Sustainable Development Goals.

10 Days
Duration

70,000+
sqm Area

280+
Organizations

924K+
Visitors (2025)

OUR APPROACH:

B2C2B

B = Businesses (Large Corporates)

C = Consumers (especially youth aged between 15-35 yrs)

B = Businesses (SMEs and Start-ups)



CREATION OF PUBLIC PLATFORMS

C asean



SUSTAINABILITY EXPO

SX2026: The 7th Edition



มหกรรมด้านความยั่งยืนที่ใหญ่ที่สุดในอาเซียน
ASEAN's Largest Sustainability Exposition



**Sufficiency
for Sustainability**
พอเพียง ยั่งยืน เพื่อโลก



**SX SUSTAINABILITY
EXPO 2026**

6 - 15 November 2026
**Queen Sirikit National
Convention Center (QSNCC)**

6 - 15 พฤศจิกายน 2569
ศูนย์การประชุมแห่งชาติสิริกิติ์

CO-FOUNDERS



MEDIA PARTNERS



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