



HANOI BEER ALCOHOL AND BEVERAGE JOINT STOCK CORPORATION
HANOI BEER TRADING JOINT STOCK COMPANY
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Hanoi, day ... month ... year 2025

REPORT ON BUSINESS PERFORMANCE IN 2024 AND IMPLEMENTATION PLAN FOR 2025

To: Annual General Meeting of Shareholders 2025

PART I

BUSINESS PERFORMANCE IN 2024

1. General Assessment:

Vietnam's economy grew by approximately 7% in 2024, and the beer industry saw positive growth. However, competition between domestic and imported beer brands continued to intensify. Regulations aimed at reducing the harmful effects of alcohol have increased public awareness, especially among drivers, but also led to a decline in alcohol consumption.

In response to these challenges, the Management Board made efforts to boost market expansion in suburban and provincial areas and implemented a multi-channel sales strategy.

Despite difficulties, the Company has consistently received timely support and guidance from the Parent Corporation, along with favorable conditions and policies to support business operations. The Company's leadership and all employees made great efforts to fulfill the targets set by the 2024 General Meeting of Shareholders.

2. Business Results in 2024:

In 2024, the Company successfully met the targets assigned by the General Meeting of Shareholders, with the following performance indicators:

No.	Description	Unit	Plan 2024	Actual 2024	Achievement Rate (%)
1	Total Revenue and Income	VND billion	1,351.28	1,357.49	100.46
2	Total Profit Before Tax	VND billion	23.35	23.47	100.51
3	Net Profit After Tax	VND billion	18.68	18.76	100.43
4	Dividend	%	30	Estimated 30	100

Achieved Results

- **Financial and Investment Activities:** Leasing of warehouse and operations area at Habeco Trading Center 33 in Thach That Industrial Park, Hanoi, continued to generate part of the Company's revenue.

The investment in associated company – Hanoi Beer Trading Joint Stock Company Hung Yen 89 – brought dividend income to the Company (total capital contribution: VND 7.5 billion, equivalent to 12.5% of equity).

- **Market Development Activities:** Hanoi's urban areas remained the core market, contributing 55% of total consumption volume. Suburban and provincial areas accounted for 29% and 16%, respectively, a 2% increase year-over-year.

In 2024, the Company expanded product distribution to most provinces in North Central Vietnam, built a model restaurant in Nghe An, where products received enthusiastic support from both restaurant owners and consumers, with many seeking partnerships.

The Company also conducted a comprehensive review of Hanoi Draught Beer keg shells in the market, recalling damaged or substandard kegs to ensure the highest product quality. Support was provided to restaurants on proper storage and dispensing to maintain beer quality. Product visibility and brand presence were also enhanced, driving up sales volume.

Facing increasing pressure from competitors, the Company continued offering maximum support policies for customers:

- Opened over 1,000 new large-volume beer points of sale
- Established and maintained close service for nearly 1,500 small-volume shops and convenience stores
- Expanded into convenience store chains
- Provided assistance to key and large-scale restaurants in Hanoi
- Cooperated on events and beer festivals

- **Other Operational Aspects:** Throughout the year, the Company ensured sufficient working capital at all times, cutting or suspending non-essential expenditures to allocate resources for sales activities, thereby enhancing competitiveness.

Employee compensation policies were effectively implemented, with salaries and bonuses based on job roles, performance, and Company results, ensuring fairness and effectiveness in reward distribution.

Security, safety, and order were well maintained. The Company continued operating its collective kitchen to support workers' health, implemented noise reduction solutions in loading/unloading operations, provided safety equipment and training, and organized regular health check-ups for employees.

Corporate culture development was promoted as a strategic mission alongside business operations. Efforts were also made to support trade unions and youth unions, improving the spiritual well-being of staff members.

PART II

ORIENTATION AND TASKS FOR 2025

1. Context and Outlook:

The year 2025 is expected to continue posing significant challenges for the beer industry, in the context of consumer purchasing power not yet recovering. The anticipated roadmap for an increase in excise tax further adds pressure to beer trading companies. Therefore, in order to maintain sales volume and achieve the 2025 targets, the Company must proactively and flexibly introduce new solutions to retain and expand its market share.

2. Business Orientation and Targets for 2025:

2.1. Key Targets for 2025:

- **Total revenue and income:** VND 1,571,990,387,873
- **Total profit before tax:** VND 16,085,613,443
- **Net profit after tax:** VND 12,868,490,755
- **Expected dividend rate:** 20%

2.2. Implementation Solutions:

The Company will continue to pursue five groups of solutions to increase sales volume in 2025:

- **Building a professional sales team:** Recruit professional sales staff, provide training in sales techniques, and apply KPI-based salary schemes to encourage individual performance and increase sales volume per employee.
- **Strengthening the coverage and brand image in traditional sales channels:** Support customers with POSM materials, signage for restaurant systems, door-to-door delivery for distributors and customers with registered delivery routes, free product samples, grand opening support, etc.
- **Expanding multi-channel sales models:** In addition to traditional sales channels, the Company will expand into modern channels such as supermarkets, branded stores, grocery shops, and e-commerce platforms. These are considered important solutions to boost revenue and overcome difficulties.
- **Expanding into provincial markets:** Broaden the distribution network by partnering with new distributors with good warehousing and sales capabilities, while also opening more small-scale retail outlets in central areas.
- **Increasing sales volume of small-capacity products:**

Focus resources on brand building and market development activities, including branding, product, distribution and consumption strategies in line with consumption trends. At the same time, restructure the distribution system toward professionalism, increased efficiency, and enhanced support for channel- and product segment-based management.

- **Integrate Human Resource Management Methods** and implement performance evaluation systems for employees.
- **Enhance business efficiency** by leveraging existing capabilities and actively promoting the Company's key products in the market. Ensure the completion of assigned sales targets by optimizing all stages of the business process.
- **Focus on quality control**, food safety, and proper storage procedures to maintain product standards. Post-sale quality control will be implemented, including a hotline for customer complaints and direct market quality surveys.
- **Maintain brand awareness** and promotional activities at points of sale, converting outlets of other beer brands into Habeco Beer outlets.

In 2025, the Company aims to **continue expanding its market coverage**, distribution channels, and number of outlets. A new product—**1-liter keg**—will be launched. It is essential to strengthen product recognition of the 1-liter keg at Hanoi Draft Beer sales outlets in the Company's system, particularly ensuring 100% coverage at key Hanoi Draft Beer restaurants.

To achieve the target of increasing sales volume in 2025 and the following years, the Company plans to procure 1-liter keg containers and supplement 50-liter keg containers in alignment with market demand.

Continue applying flexible keg deposit policies tailored to demand, under strict management to ensure proper usage.

- **Strictly manage and effectively utilize working capital** to preserve capital and drive business growth. Optimize costs and ensure high efficiency.
- **Expand and develop the market and sales system** with a focus on deepening presence in Hanoi's inner city while expanding to suburban and neighboring provinces, establishing a "market protection belt" around Hanoi.
- Given the restrictions on alcohol consumption at large outlets on main streets, the Company will focus on **online sales, delivery, and smaller neighborhood stores** in residential areas and alleyways.
- **Support and retain the distribution network**, while reducing business in non-core products and focusing on supporting dedicated distributors.
- **Strengthen brand image** across the market in alignment with the corporate identity system of the Parent Company. Boost digital media efforts via the website, Facebook, fan pages, and digital advertising (including PG activities) to increase visibility and brand recognition for Hanoi Draft Beer.

- **Streamline and enhance the workforce:** Provide professional training for sales staff, sales supervisors, and marketing personnel. Rejuvenate the management team by combining valuable experience from senior employees with the dynamism and creativity of younger personnel. Emphasize practical training and the application of real-world experience.

2.3. Other Activities:

- **Enhance asset, capital, and cash flow management** as well as cost planning implementation oversight, closely monitoring and analyzing fluctuations in key business factors in order to provide timely forecasts and proactively manage operations.
- **Develop and train a succession team of key personnel**, appoint qualified and experienced staff, and recruit highly skilled professionals to support marketing and sales activities.
- **Continue reviewing and adjusting salary and bonus policies**, linking them with responsibility and job performance, while also improving employee welfare.
- **Fulfill social responsibilities** through initiatives such as honoring those who have served the country and participating in community support programs.

In 2025, the Executive Board and all employees of the Company will continue to strive to fulfill the Company's mission, elevate the **Hanoi Draft Beer** brand to new heights, ensure and enhance the long-term benefits of our esteemed shareholders, and contribute more to society.

We respectfully submit this to the General Meeting of Shareholders for consideration and feedback to further improve the efficiency of the Executive Board's operations.

We wish the General Meeting great success.

GENERAL DIRECTOR

Mr. Nguyen Van Minh