

SUSTAINABLE GROWTH
FOR SUSTAINABLE FUTURE



ANNUAL REPORT 2022
CARABAO GROUP PCL.

VISION

WORLD CLASS PRODUCT, WORLD CLASS BRAND



OUR GOAL

Carabao Group remains committed to the communities that we serve and continues to act under our “Add Value to Life” mantra to grow our business aggressively, but also responsibly and sustainably. Our aim is to maximize our customers’ satisfaction with our products whilst continuously developing our organization to produce only World Class Product under our World Class Brand. We are confident that this goal will ensure that Carabao Group will be successful, despite that challenges that lie ahead.

The company maintains its business goal in the next 3-5 years with sale growth and the sustainable revenue. The growth will come from the company’s original business, launches of new innovative products to the market and investing in new business to become the world’s leading company.

Beside of that, the company focuses on being a leader in the energy drink business and other drinks by focusing on the development of products that are worthwhile and valuable to consumers, including modern packaging design launching to the market, produce the good quality products as new alternatives for consumers. Additionally, operational strategies will be applied cautiously along with human resources development and efficient working process enhancing the quality to achieve business excellence by encourage all operation framework covering 3 dimensions of sustainability economic, social, and environment aspects for aiming to be a leader in beverage industry which empathized on the sustainable development features at the world class level in accordance with the criteria of international standard for sustainable development such as S&P, GRI, DJSI, etc.





OUR MISSION

1. People: Develop our people with good attitude, willingness to learn, innovation, accountability
2. Work System: Execute with concise and international standard work system
3. Organization & Management: Operate with clear objective and understandable responsibility, proper organization structure, and project-based approach
4. Technology: Embed technology and innovation in our processes through production, management, sustainability development
5. Product: Produce quality and well-known world class product
6. Brand: Be wealthy and modern world class brand
7. Corporate Image: Be known as world class organization with good governance and social responsibility





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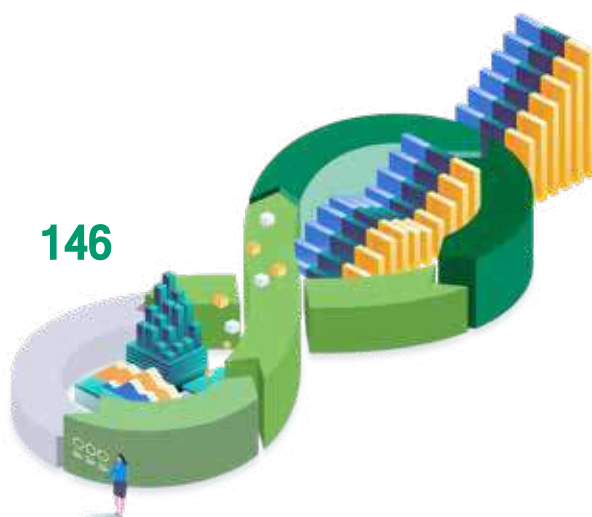


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Message from the Chairman



As a results, the year 2022, the company was selected as one of Thailand Sustainability Investment (THSI) and was certified the Carbon Footprint for Organization (CFO) from the Thailand Greenhouse Gas Management Organization. (Public Organization) that being another important milestone that helps to build confidence among investors including stakeholders in considering investment to the concept of sustainable investment that brings the factors of environment, social, governance (ESG) as a component in making investment decisions along with the analysis of the company's financial information to create continuously returns in the long term.

In 2022, Thailand's energy drink market recovered mainly in the second half of the year. Supported by the improvement of economic in domestic demand, consumption and private sector investment as well as more relaxation of prevention and control measures on COVID-19, All of these factors and the company's business plan resulted in Carabao Dang domestic sales growth compared to the previous year and still maintains the market share being ranked 2nd largest brand.

Referred to the various situations for year 2022, there were lots of changed as the spread of the Covid-19 was declared to the disease endemic whereof the epidemic has not diminished but the impact of violence has decreased, the economic situation tends was accelerated back to normal orderly but still facing to several challenges and vulnerable in many factors including the different economic recovery ratio in each country affects the imbalance between supply and demand in the world market, especially, the volatility of energy and commodity prices in the global market under the Green Economy trends that may put pressure on global costs and inflation to increase. In additional, this impact acts as a catalyst for various structural changes and accelerates the arrival of Global Mega Trends. This has a direct impact on business operations and the daily lives of Thai people have changed in the post-COVID 19's world, which prompts us to quickly adapt themselves, especially in matters of environmental conservation such as measures to control the amount of greenhouse gas emissions in the industrial sector with a campaign to reduce energy consumption from coal energy by switching to renewable energy, the digital transformation that driven more investment and intensifying technology competition to increase commercial capacity, investment and financial capabilities in infrastructure and continuously development the potential of production to serve the digital economy. With various factors occurring, the company realized the fundamental principles of operating a business based on sustainability that does not only consider maximizing value profits for shareholders, but also demonstrate strong to social and environmental responsibility and



"Sustainable Growth for Sustainable Future"

all the needs of stakeholders and society at large which would be the long-term value framework to encourage to operate environmentally friendly business and create benefits for the community and society as well as creating shared value in terms of the economy.

Throughout the past, with the determination of the company's personnel jointly driven the various management processes to encourage the sustainable business development covering all dimensions includes environmental, social and corporate governance. As a results, the year 2022, the company was selected as one of Thailand Sustainability Investment (THSI) and was certified the Carbon Footprint for Organization (CFO) from the Thailand Greenhouse Gas Management Organization. (Public Organization) that being another important milestone that helps to build confidence among investors including stakeholders in considering investment to the concept of sustainable investment that brings the factors of environment, social, governance (ESG) as a component in making investment decisions along with the analysis of the company's financial information to create continuously returns in the long term.

On behalf of the Board of Directors and Executives, I would like to thank all our stakeholders for your trust and support. I would also like to thank our management and employees who have dedicated their time and effort to push our company forward the various crises and pressures occurred during the past year. The company strongly believes that with the commitment of all parties under the corporate values and culture; enlightenment, practicality, accuracy, adaptability, flexibility, and responsibility to all stakeholders, it would be strengthened and lead our organization to success and sustainable growth for the Carabao Group.

Miss Nutchamai Thanombooncharoen
Chairman of the Board of Director
Carabao Group Co.,Ltd.

PART 1

BUSINESS AND PERFORMANCE





- 1 Business Operations And Products Descriptions
- 2 Risk Management
- 3 Driving Business for Sustainable
- 4 Management Discussion And Analysis : MD&A
- 5 General Information and other important information

Board of Director



Miss Nutchamai Thanombooncharoen
Chairman



Mr. Sathien Sathientham
Vice Chairman



Mr. Yuenyong Opakul
Director

Board of Director



Mrs. Wongdao
Thanombooncharoen
Director Of The Company



Mr. Kamoldist
Smuthkochorn
Director Of The Company



Mr. Romtham
Sathientham
Director Of The Company



Mrs. Saowanee Kamolbutr
Director Of The Company



Mr. Kanit Patsaman
Director Of The Company



Mr. Nha-Kran Loahavilai
Director Of The Company



Mr. Predee Daochai
Director Of The Company



Miss Nuchanok Vongswat
Director Of The Company



General
Siripongs Ongskunti
Director Of The Company



Mr. Sanchai Jullamon
Director Of The Company

Audit Committee



Mrs. Saowanee Kamolbutr
Chairman Of The Audit Committee



Mr. Kanit Patsaman
Member Of The Audit Committee



Mr. Nha-Kran Loahavilai
Member Of The Audit Committee

Executive Committee



Mr. Sathien Sathientham
Chairman Of
Executive Committee



Mr. Romtham Sathientham
Member Of The
Executive Committee



Mrs. Wongdao Thanombooncharoen
Member Of The
Executive Committee



Mr. Kamoldist Smuthkochorn
Member Of The
Executive Committee



Mr. Pongsarn Klongwathanakith
Member Of The
Executive Committee

Risk Management Committee

1. Mr. Predee Daochai
Chairman Of The
Risk Management Committee

2. Mrs. Saowanee Kamolbutr
Member Of The
Risk Management Committee

3. Mr. Kanit Patsaman
Member Of The
Risk Management Committee

4. Mr. Kamoldist Smuthkochorn
Member Of The
Risk Management Committee

5. Mr. Romtham Sathientham
Member Of The
Risk Management Committee

6. Ms. Nutchanok Vongswat
Member Of The
Risk Management Committee

7. Mr. Pongsarn Klongwathanakith
Member Of The
Risk Management Committee

Numeration and Remuneration Committee

1. Mr. Sathien Sathientham
Chairman Of The Numeration And
Remuneration Committee

2. Mrs. Saowanee Kamolbutr
Vice Chairman Of The Numeration And
Remuneration Committee

3. Mr. Kanit Patsaman
Member Of The Numeration And
Remuneration Committee

4. Mrs. Wongdao Thanombooncharoen
Member Of The Numeration And
Remuneration Committee

Sustainability Development Committee

1. Mr. Predee Daochai
Chairman Of The Sustainability
Development Committee

2. Mr. Kanit Patsaman
Member Of The Sustainability
Development Committee

3. Mr. Nha-Kran Loahavilai
Member Of The Sustainability
Development Committee

4. Mrs. Wongdao
Thanombooncharoen
Member Of The Sustainability
Development Committee

5. Miss Chonlada Boonserm
Member Of The Sustainability
Development Committee

Management

1. Mr. Sathien Sathientham
Chief Executive Officer

2. Mr. Romtham Sathientham
Managing Director

3. Mrs. Wongdao
Thanombooncharoen
Senior Deputy Managing Director

4. Mr. Yuenyong Opakul
Senior Deputy Managing Director

4. Mr. Kamoldist Smuthkochorn
Deputy Managing Director

5. Mr. Pongsarn Klongwathanakith
Assistance Managing Ditector

Summary of Financial Highlights 2022

In 2022, Thailand's energy drink market recovered mainly in the second half of the year. Supported by the improvement of economic in domestic demand, consumption and private sector investment as well as more relaxation of prevention and control measures on COVID-19, All of these factors and the company's business plan resulted in Carabao Dang domestic sales growth compared to the previous year and still maintains the market share being ranked 2nd largest brand. Our remains committed to being a leader in the energy drink market in the country with an extensive distribution strategy covering important trading areas throughout the country and the development of a system for tracking the information of sales throughout the chain from large traditional trades to consumers. This is to be used in

Our total revenue from sales amounted to THB 19,215 million, rose by 11%. While the net profits attributed to our shareholders amounted to THB 2,286 million, down by 21% .

Total assets were THB 20,039 million, up by THB 853 million. Total liabilities were THB 9,474 million, up by THB 399 million. Total shareholders' equity was THB 10,565 million, up by THB 454 million and our return on equity ratio is 22%.

the analysis, management and development of sales promotion activities for both distribution networks and consumers to be consistently efficient. The company also has product differentiation by containing Vitamin B12 X4 of Carabao Dang product and continuously the marketing activities under the campaign "Carabao Great Thai Good Career Project Season 1". Furthermore, to increase business opportunities from the diversity of products, our launched a new product under Kanzou X2 trademark, which is made available in non-carbonated 150

ml filled with liver extract, glucuronolactone and curcumin in response to health-conscious consumers. Our domestic revenue from sales of branded own products amounted to THB 5,762 million, up by 1% from Carabao Dang energy drinks and new product launched under Kanzou X2 brand in the second half of the year, as mentioned above.

The overseas market is still affected by prevention and control measures for COVID-19, despite gradual relaxation in many countries but in the overall demand for consumer products is under pressure from the hiking up of inflation rates and widespread impact. As a result, our export sales amounted to THB 6,829 million, down by 1%. Even so, the CLMV market recovered with a growth rate of 5% from the same period last year. Of which, our export to Vietnam increased noticeably as a result of our planned sales and marketing activities related to new business partnerships since the second half of the year.

Such valuable strengths not only support so as when we deploy onsite campaigns for promotions and marketing or plan a launch of new product(s) under our own brand, but also create an ecosystem where we manage to reinforce win-win relationship among business partners through growing network and innovation so that we all are in a position to fulfill demands of the larger group of end consumers. The larger the size of business volumes we aim to build is the larger the source of additional revenue streams and thus the economies of scale we benefit from in pursuit of our future business plan. With that said, our revenue from sales of the 3rd party product for distribution amounted to THB 5,350 million, increased by 50%.

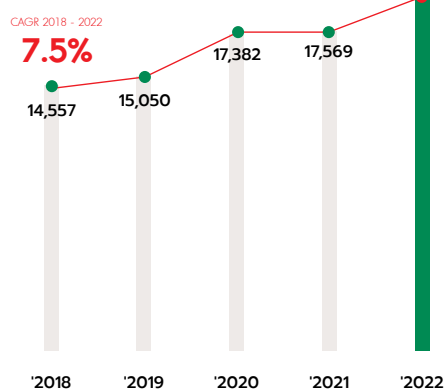
Our total revenue from sales amounted to THB 19,215 million, rose by 11%. While the net profits attributed to our shareholders amounted to THB 2,286 million, down by 21% resulting from prices for major raw materials and packaging materials as well as utility related expenses i.e. sugar, aluminum, natural gas and electricity.

As of 31 December 2022, and the corresponding date a year ago, total assets were THB 20,039 million, up by THB 853 million. Total liabilities were THB 9,474 million, up by THB 399 million. Total shareholders' equity was THB 10,565 million, up by THB 454 million and our return on equity ratio is 22%.

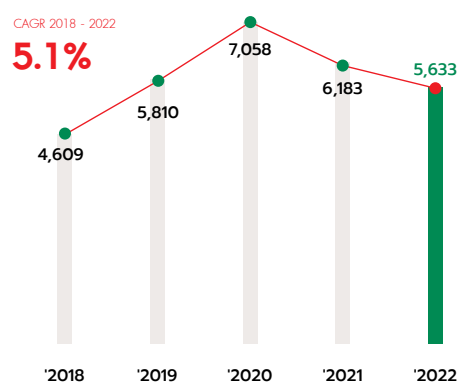


FINANCIAL HIGHLIGHTS

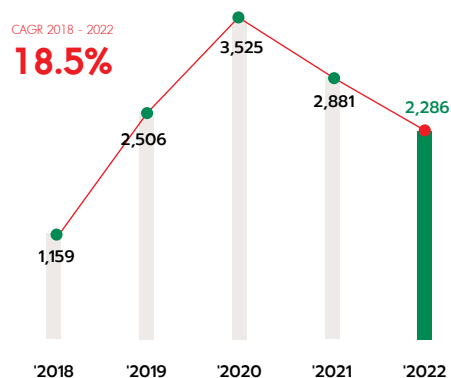
Total revenues (THBmn)



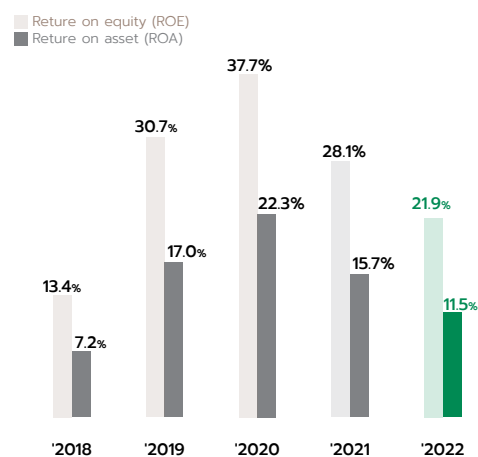
Gross profits (THBmn)



Net profit to shareholders (THBmn)

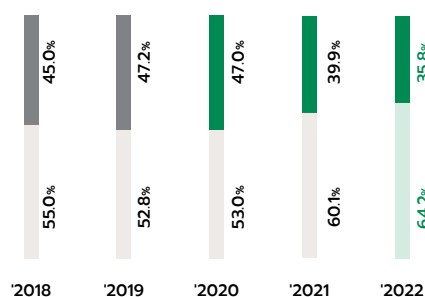


Return on equity and Return on asset



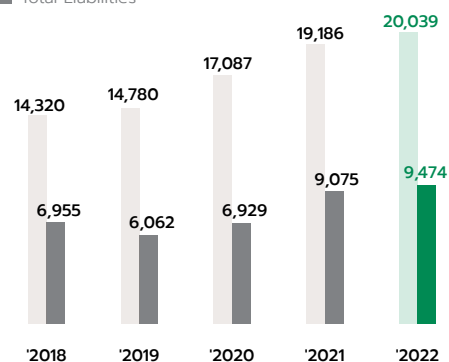
Sales contribution (%)

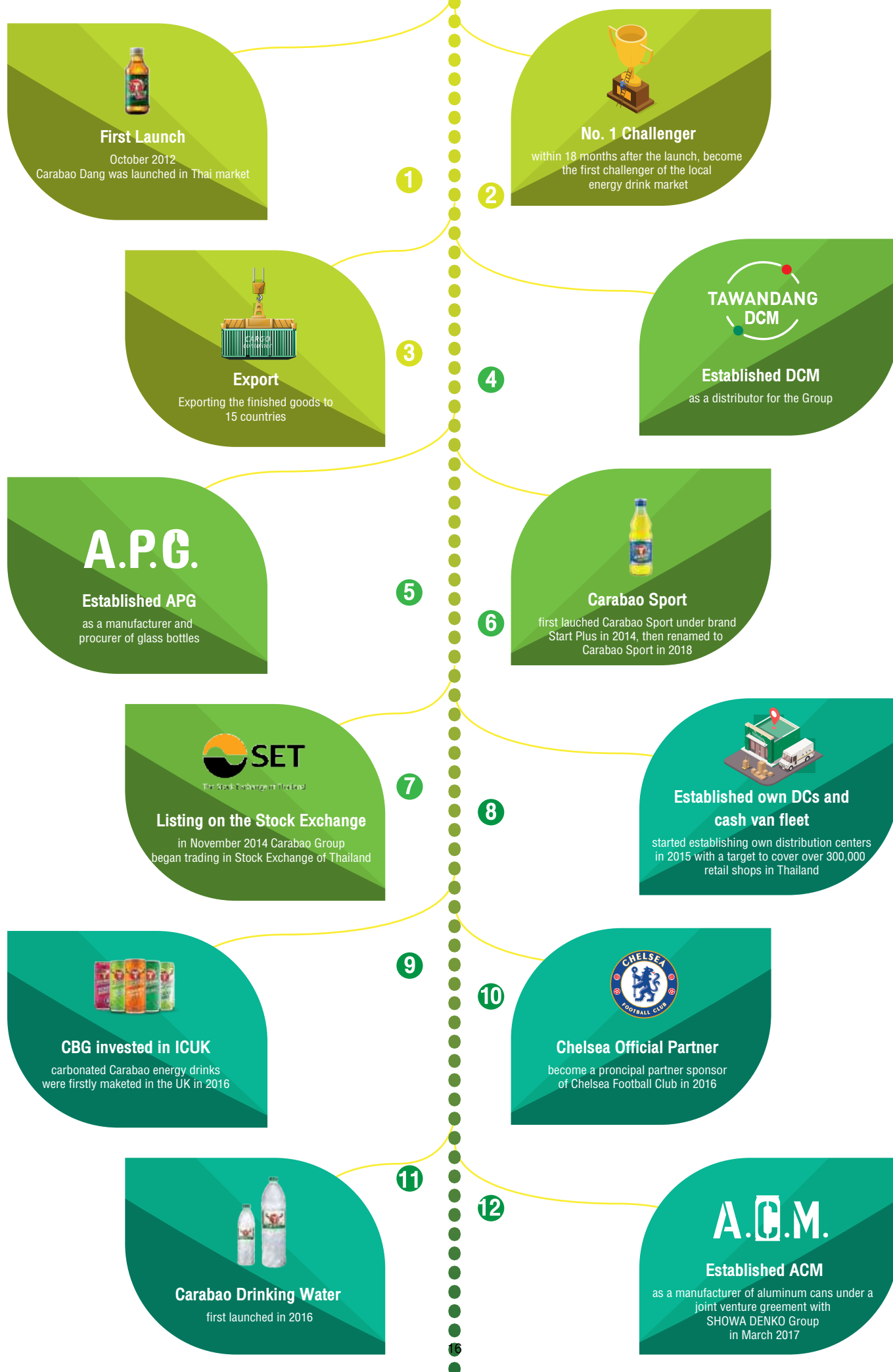
Revenue from Domestic Sales
Revenue from Overseas Sales



Total Assets and Total Liabilities (THBmn)

Total Assets
Total Liabilities









KEY TIMELINE





2002

- Establishment of CBD by a joint investment between Mr. Sathien Setthasit, Ms. Nutchamai Thanombooncharoen and Mr. Yuenyong Opakul (Add Carabao) to conduct business in manufacturing, marketing, and selling energy drinks.

- The manufacturing plant of energy drinks at Bangbo district, Samutprakan started its commercial operation with the installed capacity of 275 million bottles per year and launched the energy drink domestically under the brand “Carabao Dang”.

2012

- Establishment of DCM to manage the sales of CBD's products.

- Establishment of APG to conduct business in manufacturing and procuring glass bottles as packaging.

2013

- CBD expanded its installed capacity to 850 million bottles per year.

- Located at Bangpakong district, Chachoengsao, APG's factory to produce glass bottles started its commercial operation with the installed capacity of 310 tonnes of glass per day or equivalent to the amber-glass bottles of “Carabao Dang” brand at 650 million bottle per year.

- Established CBG as a holding company and restructured to incorporate the 3 subsidiaries under the company's holdings.

2014

- CBD launched sports drinks in Thailand under the brand “Start Plus”

- CBG turned public and renamed to “Carabao Group Public Company Limited”.

- On 21 November, CBG listed on Stock Exchange of Thailand (SET) for the first time under the ticker “CBG” by offering 250 million shares for sales at the IPO price of 28 Baht per share for the issue size of 7 billion Baht.

- Received Best Equity Deal of The Year in Southeast Asia award from the 8th Annual Alpha Southeast Asia Deal and Solution Awards 2014.

2015

- CBG was incorporated into the calculation of MSCI GLOBAL SMALL CAP INDEXES and SET50 index by Morgan Stanley Capital International (MSCI) and the Stock Exchange of Thailand (SET), respectively, for the first time.

- Entered into a contract as one of the three principal partners of Chelsea Football Club (CFC), together with sports brand like Adidas and tire brand Yokohama, for 3 seasons starting from the 2016/2017 to 2018/2019 seasons which lifted the Carabao trademark to be recognized worldwide aligning to the company's strategy to increase overseas sales revenue.

- DCM established its own distribution centers and cash van fleet, which by the end of 2015, 9 distribution centers were opened in prime trade provinces

2016

- CBD initiated the capacity expansion project for new factory and investment in machines of 2 new canning lines at Bangpakong district, Chachoengsao in pursuant to the Executive Committee's meeting on 11 August 2016

- APG initiated the capacity expansion project for a new factory equipped with new production line of glass bottles manufacturing in pursuant to the Executive Committee's meeting on 11 August 2016.

- CBG and ICSG made a joint venture to invest in shares of ICUK, a company principally engaged in marketing, selling and distribution of energy drink under the brand Carabao for the market in the United Kingdom and other countries outside Asia, with the percentage holdings both directly and indirectly at 51.0% and 49% respectively, according to the results of the Executive Committee's meeting on 11 August 2016. The company invested indirectly through the two newly established subsidiaries, namely CHHK and CVHLUX.

- CVHLUX signed as a sponsor of the English Football League (EFL) cup in England for 3 seasons starting from 2017/2018 to 2019/2020 as a part of marketing strategy aimed to inherit the success connection of the product in both quality and image to a leading international football competition and team.

- 30 distribution centers established with 337 cash vans in total at the end of 2016.

2017

- CBD initiated the project for a new bottling factory and invested in machines of 2 new bottling lines at Bangpakong district, Chachoengsao in pursuant to the Executive Committee's meeting on 22 April 2017.

- Signed a joint venture contract with DAI GROUP according to the approval of the company's board meeting on 22 April 2017 to establish joint venture companies overseas. The aim was to conduct business in marketing, selling, and distributing energy drinks and other drinks under the brand Carabao and/or any other brands developed or acquired by the joint venture company for the market in Greater China including Hong Kong, Macao, Taiwan, and China with the ratio of stock holding at 47% and 48% respectively. The other 5% shareholdings in the joint venture belonged to Chinese executive officers who were knowledgeable, talented, and experienced in management, marketing, sales, and distribution for energy drinks under the product brand that had been leading the Chinese market for more than 20 years (“The Investment Project for Conducting Business in Greater China”).

- Business plans and budget estimates of the project had been lifted up substantially from policy of focused marketing in selective cities to an aggressive marketing strategy which had target groups all over China or mass marketing which required a substantial amount of capital for the budget in marketing and promoting. The company believed that the enhanced business plans can increase

the business success rate by increasing sales at high growth rate and decent yield on investment in the long term. In case of the company's decision in investing in the project, the company will run the risk of realizing loss as proportionated to the stakeholdings in the joint venture which may substantially affect the performance and financial position of the company as a whole during the first 4-5 years of operating under the project.

● Hence, the company's board meeting on 25 April 2017 approved the pulling out from investing in the project, at the same time the major shareholders of the company namely Mr. Sathien Setthasit and Ms. Nutchamai Thanombooncharoen and Mr. Yuenyong Opakul and those involved (called together as "the major shareholders") notified that they wished to establish a new company to invest by holding stocks in project in the company's place ("HOLDING SPV"). The major shareholders will hold no less than half of the stocks from the registered capital of HOLDING SPV. Meanwhile, the company still hold the financial benefits from the projects, which could be summarized as

- CBD gained the benefits of manufacturing and exporting energy drinks under the brand Carabao to the joint venture for marketing, sales, and distribution to consumers in Greater China under the contract signed by CBD and the joint venture indicating specified scope of duties and rights of the joint venture in being the sole distributor of the energy drinks under the brand Carabao in Greater China.
- The company might consider to invest in the joint venture in the future as the company has the rights to buy all of the stocks in HOLDING SPV ("stocks involved") under the terms and conditions stated in the Rights to Purchase Agreement including but not exclusive to (1) exercising the rights to purchase stocks at any time if the company deems the performance of the joint venture to be appropriate. The company may consider several factors involved such as the ability to achieve annual budgeting targets, the sales volume growth, and earnings before interests, income tax, depreciation, and amortization (EBITDA) as well as business plans and competitive landscape of the time in the future and (2) the pricing for stocks involved based on the basis of fair value to be assessed by independent financial advisors in the list of authorized persons by the Securities and Exchange Commission (SEC).
- These involvements shall be treated as other regular business transactions under the price and conditions as entrepreneurs in the same manners offered to regular people, in other words, on an arm's length basis. Furthermore, the company did not need to run the risk of consolidating the performance of the joint venture

● Signed a joint venture contract with SHOWA DENKO Group according to the approval of the company's board meeting on 29 March 2017 to establish Asia Pacific Can Company ("APC") aiming to conduct business involving manufacturing of aluminum cans used as packaging in Bangkok district, Chachoengsao

with an installed capacities of around 1 billion cans per year with the shareholding percentage of 74% and 26% respectively in July 2017. Later in December 2017, the company's name was renamed to Asia Can Manufacturing Company Limited ("ACM").

● Signed an amendment contract regarding the rights and sponsorship fees for Chelsea Football Club and got special conditions for adjusting the period of being a partner from 3 years ending on 30 June 2019 to 5 years ending on 30 June 2021. The company will pay an additional sponsorship fees for the amount of 3.0 million Great Britain Pounds for the whole duration of the newly adjusted contract. However, the right to advertising and use of trademarks involved will be reduced from Principal Partner when the first 3 years are finished to Global Partner in the 4th and 5th year respectively.

● CBD invested in machines with 2 new canning lines according to the approval of the company's Executive Committee meeting on 18 July 2017.

● On 14 November 2017, the company's board meeting approved to restructure the capital structure of the company's overseas subsidiaries resulting in change in shareholdings in ICUK by the company, indirectly held through CVHLUX, and ICSG from 51.00% and 49.00% to 84.31% and 15.69%, respectively, in January 2018. After that, NIHK purchased and received shares held by ICSG in CVHLUX in total of 6 million shares resulting in NIHK and ICSG have the proportion of shareholdings after the transaction at 9.6% and 6.1% of the registered and paid capital respectively.

● Received a corporate credit rating by Tris Rating Company Limited at "A-" with "Stable" outlook.

● The canning capacity expansion projects of CBD gradually started its commercial operations within July 2017, while the incremental capacity of glass-bottle furnace of APG started to commercialize in December 2017.

● The distribution centers and cash vans were completely established in total of 31 centers and 333 vans at the end of 2017.

2018

● Renamed the trademark of sports drink from Start Plus to Carabao Sport according to the marketing strategy as a One Brand Strategy

● Being granted Superior Taste Award 2018 for carbonated energy drinks under the brand Carabao for Original, Green Apple and Green Apple Sugar Free by International Taste & Quality Institute or iTQi

● Launched the carbonated energy drink with Green Apple flavored under the brand Carabao in Thailand

● CBG was incorporated into the calculation of SET CLMV Exposure by the Stock Exchange of Thailand (SET) for the first time.

● Issued and offered senior, unsecured debentures in total size of 2,790 million Baht with the issued rating at "A-" with "Stable" outlook by Tris Rating Company Limited

- Debentures issued no.1/2018 in total value of 2,420 million Baht consisted of Tranche No.1 with the issue size of 1,700 million Baht due in 2020 and Tranche No.2 with the issue size of 720 million Baht due in 2021.
- Debentures issued no.2/2018 with size of 370 million Baht due in 2021.



- All capacity expansion and investment projects started the commercial operations ranging from the new canning and bottling facilities of CBD in April 2018, to the newly invested aluminum can production plant of ACM in November 2018.

2019

- Signed an amendment contract regarding the sponsorship period for EFL cup in England and got special conditions for extending the contract period from 3 seasons (from 2017/2018 to 2019/2020) ending on 31 May 2020 to 5 seasons (from 2020/2021 to 2021/2022) ending on 31 May 2022 at the same rate of fees.

- Certified the management standards of occupational health and safety according to ISO 45001:2018, the first among Thai's energy drink manufacturers, also the management standards of environment according to ISO 14001:2015 from Bureau Veritas (Thailand), as per the company's commitment to conduct a business with the environmental responsibilities and cares on standards of life of employees.

- Resized the carbonated Carabao's energy drink in Green Apple flavor for domestic market from 330 ml to 180 ml to capture new targets who are younger generations and, indirectly, to refresh the brand image and embrace the vision of "World Class Product, World Class Brand" among Thai consumers.

- Introduced the carbonated Carabao's energy drink in Green Apple flavor in 250 ml in a country in CLMV market for the first time.

2020

- Installing solar roof of a 5-megawatt capacity on the factory's roof with aim to use economy-friendly energy and reduce the emission released into the environment.

- Established Asia Packaging Manufacturing Company Limited ("APM") engaging in production and procurement of packaging materials for the Group's products with objective to raise the product's image to a higher, world class level as well as to build a strong support to sustain business growth. The new facility is expected to start commercial run within the second quarter of 2021.

- Partnered with Mr. Vuthithorn Milintachinda or Woody, a leading talk-show interviewer in Thailand, to invest in A Woody Drink Company Limited ("AWD"), in which CBG holds 85% stakes and Woody holds 15% shares, to own and market new beverages in the functional drink category.

- AWD launched a vitamin C drink under "Woody C+ Lock" brand in lemon flavored and orange flavored in March 2020 and June 2020, respectively. These new products are produced to serve young health-conscious with C+ lock innovation to help lock vitamin C in the bottle. 20 Th carabao success beyond the boundAries 21

- Invested in 2 new production lines of a bottling and a canning according to the approval of the Company's board meeting on 8 May 2020 which will increase bottling production capacity by 40% to 4.2 million bottles per day and canning production capacity 30% to 5.7 million cans per day, respectively.

- TRIS Rating upgrades the company rating on Carabao Group PLC (CBG) and the ratings on CBG's senior unsecured debentures to "A" from "A-" with a "stable" outlook.

- Being awarded "Thailand's Top Corporate Brands 2020" in the category of Food and Beverages for possessing the highest corporate brand value in Thailand in 2020 under the Food and Beverages category, jointly organized by Chulalongkorn Business School and the Stock Exchange of Thailand.

- Being granted 2 awards from SET Awards 2020. Mr. Sathien Setthasit Chief Executive Officer of Carabao Group Public Company Limited was granted "Best CEO Award" for listed companies in SET-listed companies and CBG was granted "Best Company Performance Awards" for SET market capitalization of over THB 30 billion but less than THB 100 billion.

- Woody C+ Lock in lemon and orange flavors had been ranked the top 2 with highest vitamin C when served out of other 47 examples available in the market, tested by Foundation for Consumers, Thailand in December 2020.

- Incremental production capability in bottling and canning had been started commercial run in December 2020.

2021

- CBG agreed to purchase 26% shares of Asia Can Manufacturing Company Limited ("ACM") from SHOWA DENKO Group according to the approval of the company's board meeting on 19 February 2021. The transaction was completed on 1 March 2021 and CBG's shareholding in ACM increased to 100% of registered and paid-up capital.

- Launched vitamin C drink in mixed berry flavor with collagen under "Woody C+ Lock" in April 2021 in order to reinforce expansion of product selection and consumer base.

- Renewed the English Football League sponsorship contract (EFL) for 2 seasons starting from 2022/2023 to 2023/2024 and ending 31 May 2024.

- Issued and offered for sales of senior, unsecured debentures no. 1/2021 due in 2023 in a total of 1,500 million Baht with the issued rating at "A" and "Stable" outlook by Tris Rating Company Limited

- Won 3 distinct awards from the SET Awards 2021, namely 1) Best CEO Awards for Mr. Sathien Setthasit, Chief Executive Officer, 2) Best Company Performance Awards in the category of more than 100,000 million Baht market cap of the SETlisted companies, 3) Outstanding Innovative Company Awards from the innovation of distribution network connection.

- Won 2 awards from the Global Good Governance Awards (3G Awards) 2021 held by Cambridge IFA, the United Kingdom, namely 1) 3G Championship Award for CSR Campaign 2021, 2) 3G Excellence in Corporate Governance Reporting Award 2021.

- Won the Thailand's Best Managed Companies Awards 2021, held by Deloitte globally. Such an award is held regularly for 25 years in 37 countries.

- Won 3 awards from the 11th Institutional Investor-Corporate Awards 2021 held by Alpha Southeast Asia, namely 1) Best Senior Management Investor Relations Support, 2) Strongest Adherence to



Corporate Governance and 3) Best CFO in Thailand for Mr. Pongsarn Klomwathanakith, CFO of Carabao group.

- Won the Thailand Corporate Excellence Awards 2021 in the Leadership Excellence category held by the Thailand Management Association (TMA) and Sasin Graduate Institute of Business Administration.

2022

- CBG made a joint venture with C.J. Express Group Co., Ltd. (CJ) and TD Tawandang Co., Ltd. (TD) to establish TD Venture Co., Ltd. (TDV) according to the approval of the company's board meeting on July 21, 2022. The purpose of TDV is to engage in the holding company business, with an investment proportion of 15%, 15% and 70%, respectively. TDV has also signed a joint venture agreement with KASIKORN VISION Co., Ltd. (KVISION) to establish a new company named KASIKORN CARABAO Co., Ltd. (KBAO) with an investment proportion of 50% minus 1 share and 50 plus 1 share, respectively, for providing financial services within its ecosystem both for current and future development plans.

- CBG invested in 20% shares of Tawandang Logistics Co., Ltd. (TWD) from C.J. Express Group Co., Ltd. according to the approval of the company's board meeting on December 15, 2022. TWD has also signed a joint venture agreement with Mena Transport Co., Ltd. with an investment proportion of 65% and 35%, respectively, to establish a new joint venture for the business of providing transportation and vehicle rental services in a shared service format to support normal business operations in the ecosystem.

- ICUK launched a new product under "Carabao Energy Drink Mango Burst" trademark, new flavor and size are available in both a 500 ml bottle and a 330 ml can. The beverage is low in calorie and provides a refreshing and excellent taste with a blend of vitamin B.

- Launched a new flavor under "Woody C+ Lock glutathione (Lychee flavor)" trademark, with contains glutathione and lycopene derived from tomatoes and contains 200% of the recommended daily intake of vitamin C to expand the new target group base in the vitamin C shot market and increase the number of women consumers alongside the usual consumer group such as students, factory staff and office workers.

- Launched a new product under "Kanzou X2" trademark, which is made available in non-carbonated 150 ml filled with liver extract, glucuronolactone and curcumin in response to health-conscious consumers.

- Won the Thailand's Best Managed Companies Award 2022 held by Deloitte globally. This is the second consecutive year that we have received this prestigious award.

- Won the Thailand's Top Corporate Brands Award 2022 in the Food and Beverage category. Held by Faculty of Commerce and Accountancy of Chulalongkorn University in collaboration with the Stock Exchange of Thailand.

- Won the Golden Heart Award 2021, event on March 31, 2022. Held by Health and Elderly Care Business Association (HEC).

- Won the Thailand Trust Mark (T Mark) Award, which is a symbol of confidence in the quality of Thai products, management and trusted globally for 3 years, from February 2023 to February 2025.

- Received score 5X in responses to S&P sustainability surveys more than last year. And also, being ranked in the Thailand Sustainability Investment (THSI) category of agriculture and industry (ARGO).

- Received the carbon footprint of the organization mark held by Greenhouse Gas Management Public Organization according to the certificate number TGO CFO FY22-152.



- Received score 5X in responses to S&P sustainability surveys more than last year.

- Received being ranked in the Thailand Sustainability Investment (THSI) category of agriculture and industry (ARGO)



Received the award of
Thailand's Best
Managed Companies 2022

Received Honorary award
Thailand's Top Corporate Brands
Award 2022 in the Food and
Beverage category.



Launched a new flavor under the trademark
"Woody C+ Lock glutathione (Lychee flavor)"

Launched a new product under the trademark
"Kanzou X2"

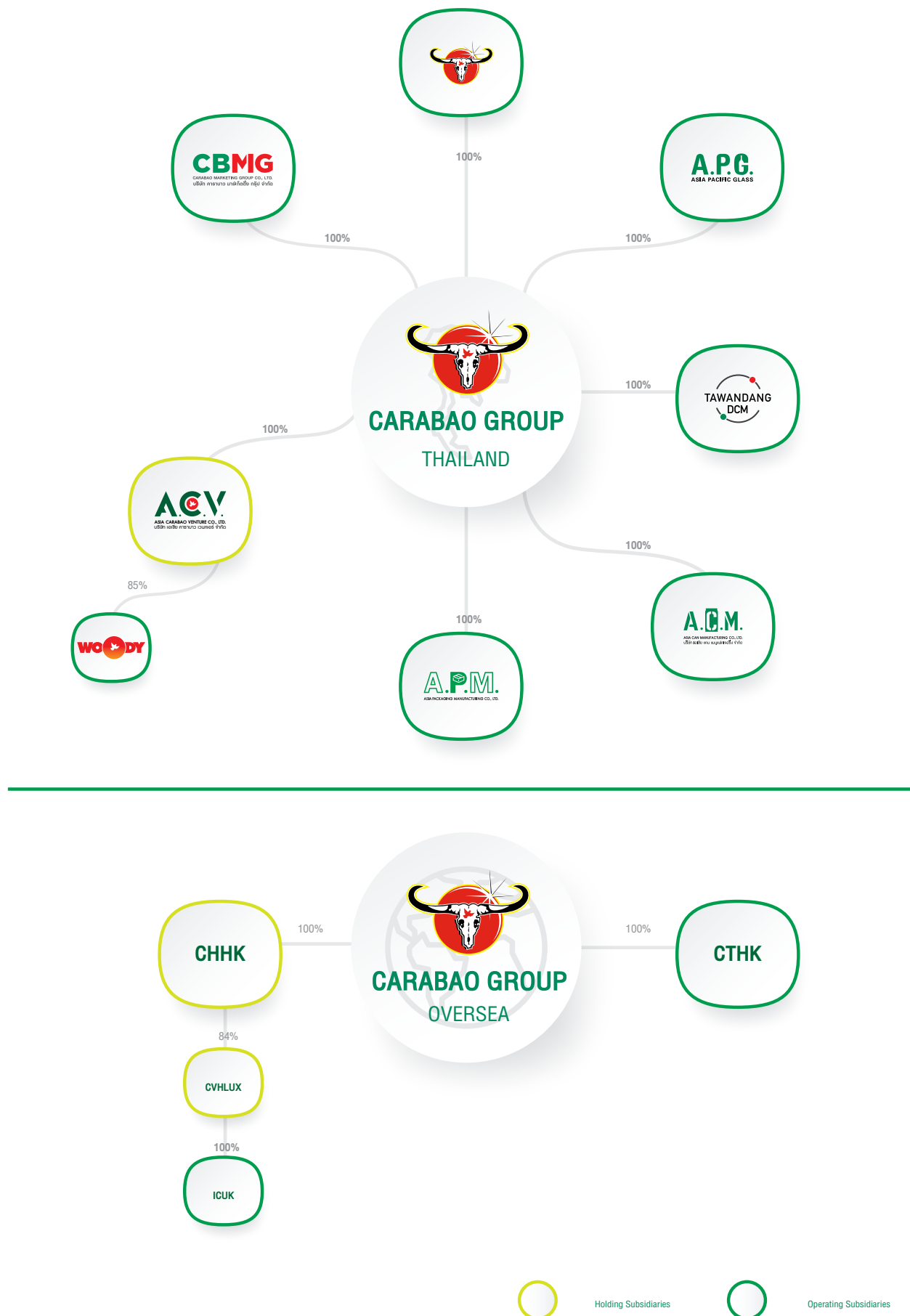




Nature Of Business Operations And Product Descriptions



Carabao Group PCL is a holding company with equity interest held in a number of subsidiaries engaged in manufacturing, marketing and distributing energy drinks and other drinks, both domestically and internationally. Overall shareholding structure is illustrated below:



Nature of Business Operations and Product Descriptions

The company engages in manufacturing, marketing, selling and distributing energy drinks and other beverages in a vertically integrated manner starting from upstream productions of key packaging materials i.e. glass bottle, aluminum can and packaging materials down the chain to bottling and canning of finished products as well as managing distribution channel both domestically and internationally under “World Class Product, World Class Brand” vision.

1. Glass Bottle Productions and Sourcing

APG engages in production and sourcing of glass bottles as packaging materials used for energy drinks and other beverages. Installed production capacities under APG could accommodate approximately 640, up from 310 tons of molten glass per day.

The installed production capacities are mainly used to make amber glass bottles and emerald green glass as packaging materials. Any excess capacities shall be utilized to make and sell glass bottles to outside parties for the purpose of efficiencies and cost management program to the best interest of the company overall. By integrating ESG as a part of doing business, APG has installed solar roof system at the site with installed capacity of 5 megawatts to enable the company to generate electricity from renewable energy sources which started to commence operation in 2021. And also, in the process of installing an additional 5 megawatts of power capacity and the production of electricity will commence gradually within 2023.

2. Aluminum Can Productions

ACM established as a joint venture engages in production of aluminum cans as packaging materials used for energy drinks and other beverages. The factory is landed on a 31-rai plot which is sufficiently large to install up to 2 production lines. Currently, ACM has commenced a single line of productions capable of approximately 1,000 million cans per year from November 2018 onwards.

3. Packaging Productions and Sourcing

APM engages in production and procurement of packaging materials in three types including carton box, OPP label, and shrink film as packaging material used for the Company’s energy drinks and other beverages.

Most of APM’s production capability will be used to serve the production of Company’s energy drinks and other beverages. Any excess capacity shall be utilized to make and sell these packaging materials to outside parties for the purpose of efficiencies and cost management program to the best interest of the company overall. By integrating ESG as a part of doing business, APM shall use the recycling film as a key raw materials in the production process.

4. Productions, Marketing, Selling and Distributions of Products under the Company’s Trademarks

CBD engages in productions, marketing, selling and distributing energy drinks, sport drinks and other beverages that the company may be of interest to commercially endeavor in the future for both domestic and overseas markets. Installed production capacities under CBD could accommodate approximately 2,500 million cans and 2,400 million bottles per year.

CBD currently manages to produce energy drinks in various formats not only from packaging materials perspective but also the content mixed so as to satisfy different preferences of consumer behaviors in the countries where our products are present. Consumers in The Thai market and overseas countries mainly prefer energy drinks in bottle and can format, respectively, with non-carbonated taste. Further to our core energy drink products, CBD also utilizes its own capabilities for production of functional drinks and sport drinks. Meanwhile, water, Coffee 3 in 1 and Coffee RTD are all produced by local manufacturers under terms and conditions of the contracts. Such branded products are managed as one portfolio according to our group business plans, respective demands among other economic and competitive setting factors.

Energy drinks under our Carabao brand are the single largest contributor to revenue from overseas sales. CBD manages from the Thai operation base to produce and export finished products to our business partners, who are responsible for marketing, selling and distributing our products to consumer group in their designated countries (Distributorship).

Upstream integration into packaging material productions not only improves the product quality and enables the flexibility in production but also reduces the risks associated with reliance on third party suppliers. Machines, equipments and supporting systems with advanced technologies, coupled with adjacent location under the industrial cluster concept, potentially serve us as the basis for better managing production costs and economies of scale throughout the early stage of value creation chain from packaging materials i.e. glass bottle and aluminum can to finished products.

5. Distribution Channel Management for Domestic Markets

DCM engages in managing distribution channels in Thailand, covering our branded product portfolio including the products we produce on our own account i.e. energy drinks functional drinks and sport drinks (Branded products by our own manufacturer) and those we outsource respective productions to third party suppliers i.e. water, coffee 3 in 1 and coffee RTD (Branded products by 3rd party manufacturer) and other products we may be of interest to commercially endeavor in the future. Additionally, DCM is also in charge of distributing products for third parties in both food and non food categories (3rd party products for distribution). Key distribution channels under DCM management span a.) traditional trade channel, through both the Multi tiered agent system and our own distribution centers and cash vans as well as b.) modern trade channel.

Distribution centers and cash vans help witness our substantial progress made towards increasing level of direct access to retailers. DCM has succeeded in development of customer relationship management whereby database has been well established over time and in turn allows DCM to properly identify and group the subject retailers for more comprehensive analysis of turnover related information such as size, pattern of purchase order and payment for the individual products. The info derived is of valuable use to the benefits of building and strengthening our own retail network and deploying our marketing and sales plans in an effective result-based fashion. At the present, DCM operates 31 distribution centers and 330 cash vans to reach approximately 180,000 identified retailers nationwide.

Marketing and sales policies laid down for the Thai markets have evolved in response to the dynamics. They are recently reshaped to focus on seamless collaborations between on- and off-line advertising, below the line marketing activities and retail network building in each province, using our own pool of over 1,500 heaccounts grounded all over the major commercial zones in Thailand.

6. Marketing, Selling and Distributions of Products under the Company's Trademarks for the United Kingdom Markets and the Countries outside Asia

ICUK as a joint venture held indirectly through our overseas subsidiaries namely CHHK and CVHLUX engages in marketing, selling and distributions of energy drinks under our trademarks in the UK markets and certain countries outside Asia. Finished products are now manufactured by the company's production capability in Thailand in order to match the minimum order quantity with the business needs and size, whereby previously was manufactured by a third party under terms and conditions of the contract. Having successfully listed our energy drink products live on shelves of the increasing number of grocery chain stores, ICUK has expanded into online platform.

The company puts marketing and sales policies into actions more effectively. With that being said, business plans are created in joint effort with our business partners, and we also provide them with marketing support and sales tools to the extent necessary to not only substantiate product experiences but also make a chief use of our global marketing platform i.e. sponsor to English Football League (EFL) to the advantage of promoting recognition of our strength in market positioning. As a result, a growing network of distributions could be built and our products have enormous potential in the countries we are present today and may plan to pursue for growth prospect in the future.

Nature of Product or Services

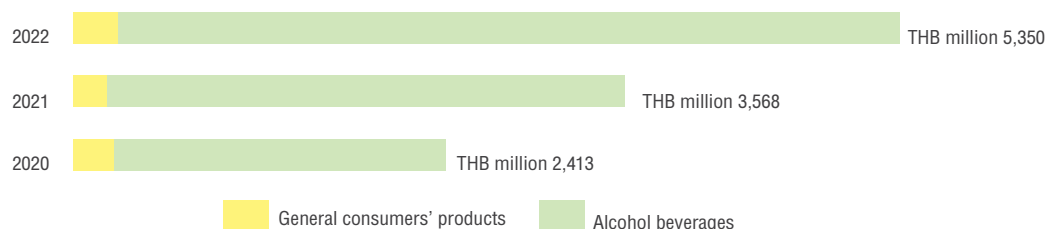
The company offers 3 types of products as follows; Branded Products under Own Brand, The 3rd Party Products for Distribution, and Other Products. The products under the company's brand include those from own manufacture ("Branded Products by Own Manufacture") and those that the company outsourced the production to 3rd parties ("Branded Products by 3rd Party Manufacture"). The revenue structure could be summarized as follows;

| Sales Breakdown | 2020 | | 2021 | | 2022 | |
|-------------------------------------------------------------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | THB million | %Sales | THB million | %Sales | THB million | %Sales |
| The Company's Branded Products | | | | | | |
| Branded Products by Own Manufacture | 14,082 | 81.7 | 12,622 | 72.7 | 12,591 | 65.6 |
| Branded Products by 3 rd Party Manufacture | 443 | 2.6 | 504 | 2.9 | 467 | 2.4 |
| Total Branded Products | 14,525 | 84.3 | 13,126 | 75.6 | 13,058 | 68.0 |
| The Company 3rd Party Products for Distribution | | | | | | |
| General consumers' products | 260 | 1.5 | 219 | 1.2 | 290 | 1.5 |
| Alcohol beverages | 2,153 | 12.5 | 3,349 | 19.3 | 5,060 | 26.3 |
| Total 3rd Party Products for Distribution | 2,413 | 14.0 | 3,568 | 20.5 | 5,350 | 27.8 |
| Others | | | | | | |
| Total Other Sales | 293 | 1.7 | 670 | 3.9 | 807 | 4.2 |
| Total Sales Revenue | 17,231 | 100.0 | 17,364 | 100.0 | 19,215 | 100.0 |

The Company's Branded Products

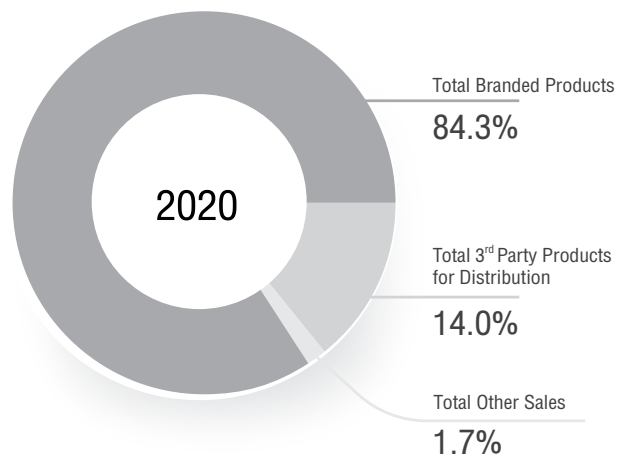
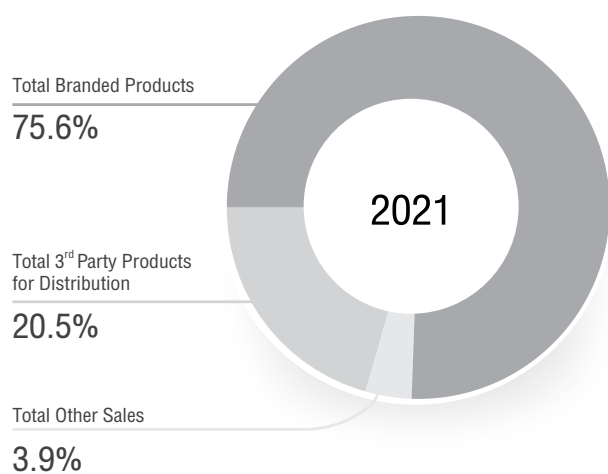
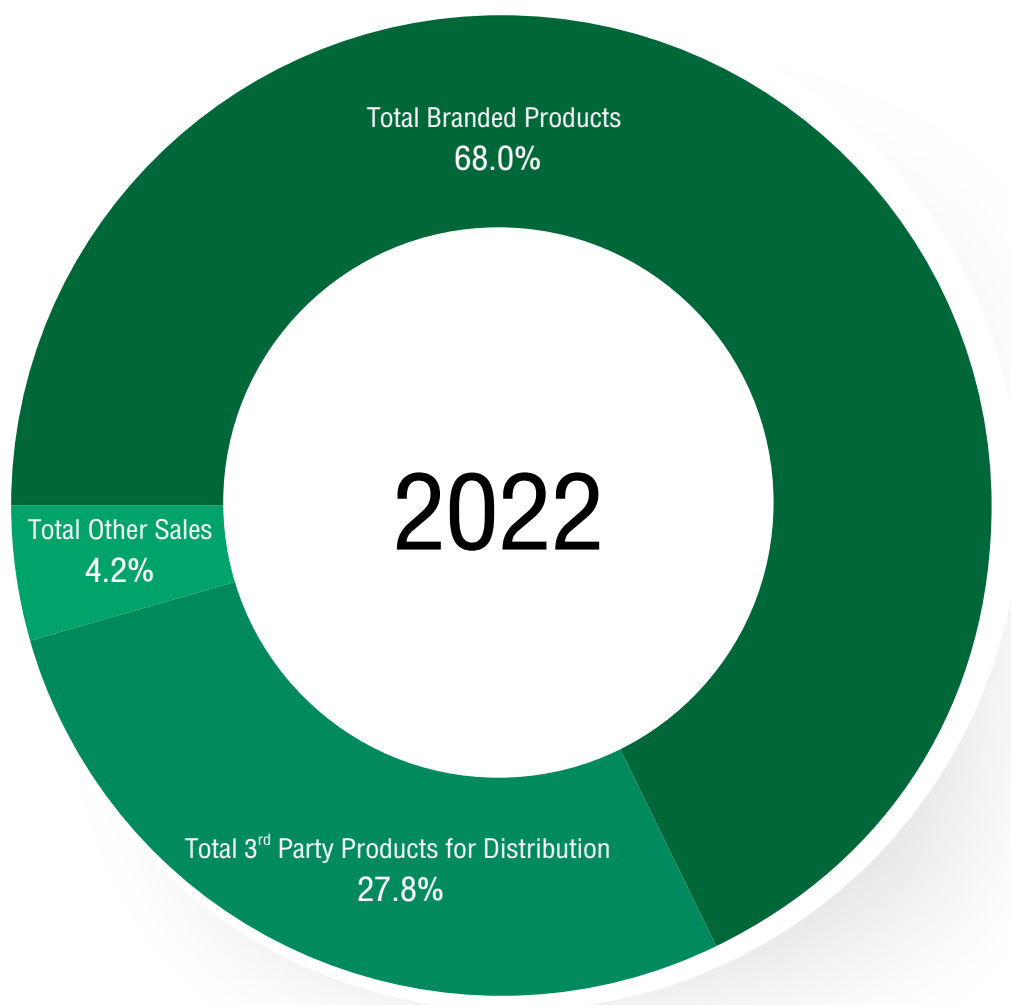


The Company 3rd Party Products for Distribution



Total Other Sales





Product Description

Products or Service and Innovation Development



Energy drinks in a 150ml bottled format
under the brand of Kanxou x2



Energy drinks in a 150ml bottled format
under the brand of Carabao Dang and Carabao



Carbonated energy drinks in a 330ml canned format
under the brand of Carabao



Non-carbonated energy drinks in a 250ml canned format
under the brand of Carabao



Carbonated energy drinks in a 180ml canned format
under the brand of Carabao



Carbonated energy drinks in a 550ml bottled format
under the brand of Carabao



Zinc-contained drinks in a 250ml bottled format
under the brand of Carabao Sport



Vitamin C drinks in a 140ml green bottled format
under the brand of Woody C+ Lock

7

8



Carabao instant 3-in-1 coffee powder in 19 g. per stick
under the brand of Carabao

10



Drinking Water in PET bottled sized 600ml and 1500ml
under the brand of Carabao

9



Carabao ready-to-drink coffee in canned 180ml
under the brand of Carabao

11



3rd party products for distribution

12

In addition to the products under the company's
trademarks, the company also offer distribution services
for 3rd-party product including both food
and non-food categories.

Innovation development

Carabao Group has launched a vitamin C beverage product Woody C+ Lock. It produced with C+ Lock innovation that helps retain quality and maintain the value of the vitamin C content to reach the consumer completely, and also contains 200% of the daily recommended intake of vitamin C (Thai RDI).

The components of Woody C+ Lock innovation as follows:







1. Filled in green glass bottle that prevents the sun and the heat.
2. Compressed with nitrogen gas that prevents oxidation of vitamin C, which is the main cause of deterioration.
3. Using a special screw-lock cap to protect nitrogen gas within the pressurized bottle to maintain the benefit of vitamin C inside until to reach the consumer.



Nature of Market and Competitive Landscape

1. Target Consumers

Target consumers for our products are summarized as follows;

| Product | Characteristics of Customers |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energy Drink  | <ul style="list-style-type: none"> For the domestic market, the target market is working people of any age who need energy and refreshment during the day. The target audience is the basic income group that has expanded wider and higher after canned products are issued. For overseas markets, target consumers are vary according to the consumers preferences in each country. |
| Zinc-contained Drink  | <ul style="list-style-type: none"> The zinc-contained drink under Carabao Sport trademark, to capture mass markets and ensure consumers of the product quality under the Carabao brand. At present, markets for Carabao Sport are domestic customers. |
| Drinking Water  | <ul style="list-style-type: none"> Domestic consumers of drinking water are un-segmented mass consumer who have preference towards branded drinking water under qualified and standard production. At present, market of Carabao drinking water is domestic customer. |
| Coffee  | <ul style="list-style-type: none"> The company set forth the same target groups as domestic energy drink among the basic-to-middle incomes. At present, the coffee products are market and distributed within Thailand |
| Vitamin C Drinks  | <ul style="list-style-type: none"> For the domestic market, the target market is general consumers aged 18-40 who are interested in health and self-care, most of them are in the middle-income group and above. This is a different from the energy drink market. At present, markets for Vitamin C drinks are domestic and oversea customers |
| Kanzou x2  | <ul style="list-style-type: none"> Kanzou X2" trademark, which is made available in non-carbonated filled with liver extract, glucuronolactone and curcumin. The target market is working people of any age who need energy and refreshment during the day and response to health-conscious consumers. |

2. Marketing and Sales Promotion Policies

For the domestic market, the company conducts marketing with target group with objectives to pull demand for the products of the company under the “20 years of Carabao Dang, alongside great fighters” to reinforce product strengths and selling price. The marketing is conducted in form of above the line (marketing through mass-media channels that reach wide ranges of consumers) and below the line (marketing that reaches specific target group) and digital marketing. Details are as follows:

(a) Above the Line Marketing (Marketing through mass media)

The company has launched product by containing 4X Vitamin B12 of Carabao Dang product through advertisement via different channels that reach wide ranges of consumers, for example, television, radio and billboard.

(b) Below the Line Marketing (Marketing that reaches specific target groups)

The company conducts field marketing activities through the Bao Dang Girls Team, a significant and instrumented strategy of the company, in charge throughout Thailand. The Bao Dang Girls have been trained not only to organize games activities, give rewards, and inform the product specification but also to familiarize, understand, and bond relationships with end consumers. Currently, there are over 500 Bao Dang Girls in 66 teams working in the assigned strategic areas under the given strategy of which the knowledge has been accumulated over the past 20 years. The company also applied the use of technology to improve the working process, for instance, to indicate the strategic location, to organize marketing activities, measure the efficiency of the marketing activities, as well as to monitor the workflows under precise management of big data.

(c) Digital Marketing)

To imprint the image of World Class Product, World Class Brand as stated in the mission, the company applies digital marketing in presentation, advertising as well as promotional activities to communicate with end consumers, particularly the new generations, via social medias i.e. website, Facebook, YouTube, TikTok and Line Official Account. There are also activities communicated through online influencers to communicate the Carabao Cup football and the new generation activities.

For overseas markets, the company seeks for sales representatives with expertise and experience in managing consumer products and capability to extend distribution coverage nationwide in the market. In this regard, the marketing strategy and promotional activities are adapted to suit the preferences of consumer in each country.

The company and trading partners focus on conducting marketing activities to create demand for the company's products. For instance, the company aid the trade partner in Cambodia and Myanmar by sharing the company's insights in how to promote a success marketing activity and reach an extensive distribution network in Thailand. Such activities include promotional campaigns, Co-Promotion, sponsorship of a boxing competition, Carabao concert tour, providing product samples as well as broadcasting of such activities on televisions to indirectly promote products of the company.

For the UK market, the company positioned products differently by connecting the product quality and brand image to football as a medium to capture the target consumers. The marketing activities include advertisements on print ads, social media and so on, as well as Carabao logo on t-shirts of football players and on products to raise brand awareness of Carabao brand.



Above the Line



**WORLD CLASS
PRODUCT** | **WORLD CLASS
BRAND**

Below the Line



Digital Marketing



The company has entered into sponsorship arrangements with certain football clubs and league as follows;

English Football League (EFL): Carabao is the official sponsor of the EFL for 7 seasons from 2017/2018 to 2023/2024. The league is one of the largest competitions in England consisting of over 90 football clubs and the league cup become known as Carabao Cup. Carabao logo will be shown on the players jerseys including all media in the field during the contract.



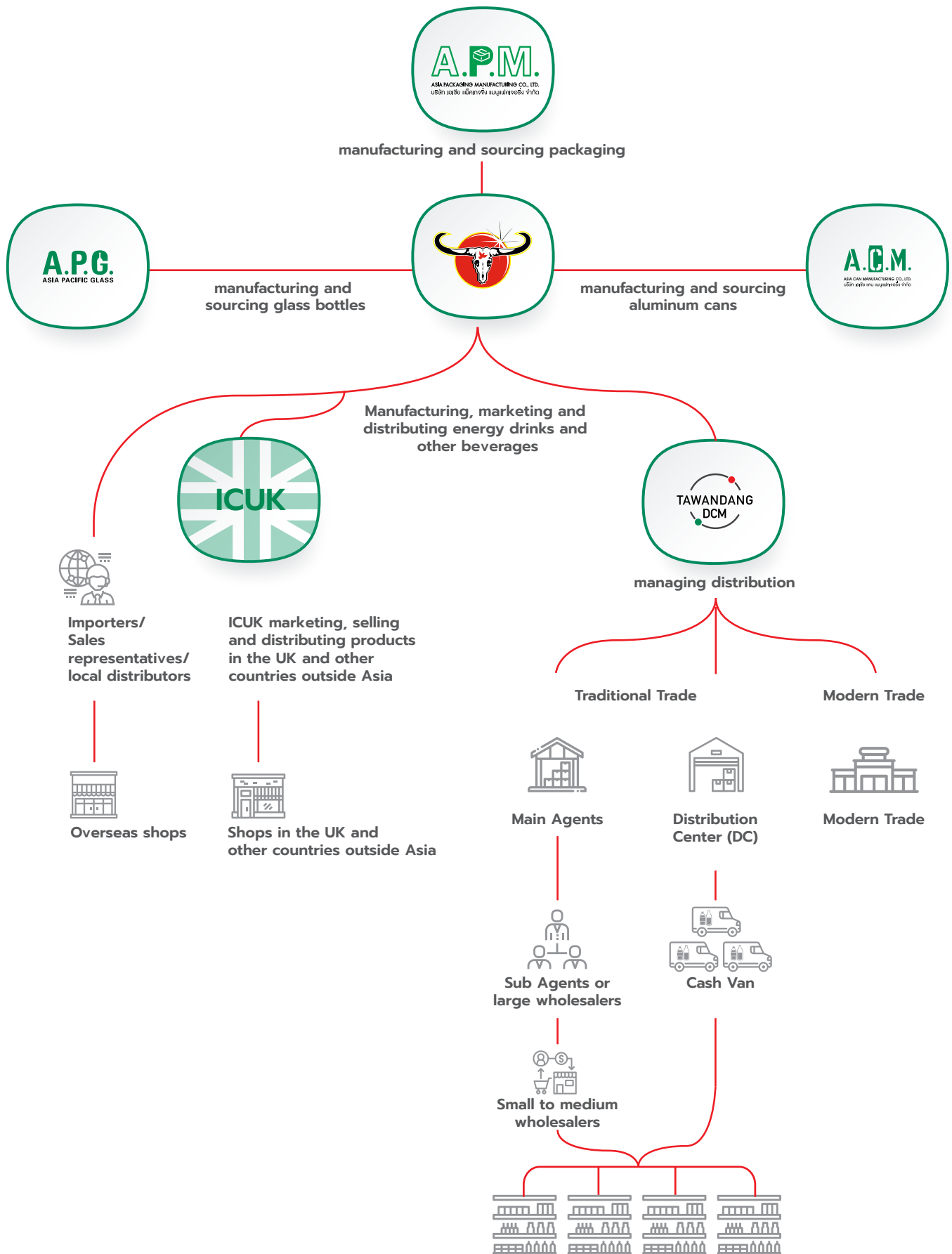
EFL - CARABAO CUP

2017/2018 -2023/2024



3. Distribution Channels

The company's distribution channels for domestic and overseas business are as follows:



Domestic Market

● Products of the company are sold and distributed to traditional trades via multi-tiered agents and cash vans as well as to modern trades.

● Traditional trade is the major channels that the company distributes products through a network of agents that are managed by the company. In other words, the company searches for and appoints an agent who possess capability in expanding distribution coverage and warehousing at a province level, and then, collaborate with the agent, looks for sub-agents at a district level to distribute products to the wholesales and finally to local retailers nationwide thoroughly. The company put an emphasize on developing a network of retailers supported by over 1,500 personnel under the operation of both on-ground marketing and cash vans covering all prime trade areas.

● In addition, the company developed cash van strategy, an internalized distribution fleet, to distribute products directly to retailers with distribution centers in 31 locations and cash van of over 330 vans covering approximately 180,000 retail shops.

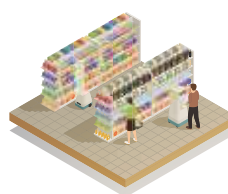
● Modern trade including convenience stores, supermarkets and hypermarkets places an order directly with the company and the company distributes products directly to their branches.



31

North 7 DCs
Northeast 9 DCs
Central 4 DCs
West 2 DCs
East 3 DCs
South 6 DCs

CASH VAN
330 Vans



Covering approximately

180,000

retail shops



ICUK

ICUK operates marketing, selling and distributing energy drinks products of the company in the United Kingdom



CBD

CBD, as a manufacturer, distributes its products as finished goods to trading partners in overseas

International Market

CBD, as a manufacturer, distributes its products as finished goods to trading partners in overseas who are importers, agents or local distributors as a distributorship model, to further distribute products to end consumers in their countries under the terms, conditions, and pricing varying in each country according to the negotiation between CBD and its trade partners to maximize mutual benefits between the company as an owner of Carabao brand and trading partners as an important partnership.

ICUK operates marketing, selling and distributing energy drinks products of the company in the United Kingdom and other countries outside Asia. For the UK market, ICUK distributes products to the retailers directly.

4. Overview of the Energy Drink and Functional Drink Markets

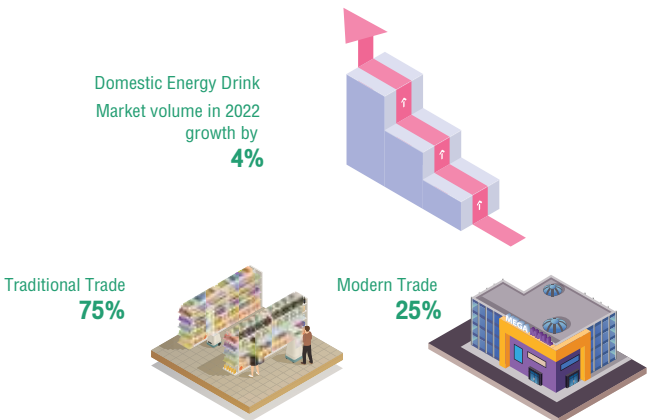
Domestic Energy Drink Market

According to market survey data of Nielsen, the market volume in 2022 is over 19,000 bottles grew by 4%, while market volume in 2021 is over 18,000 bottles. The energy drinks in Thailand are distributed through 2 main trade channels, the volume is around 75% traditional trades and 25% of modern trades. However, the company remained the second-largest player possessing 21% in volume share in the Thai market.

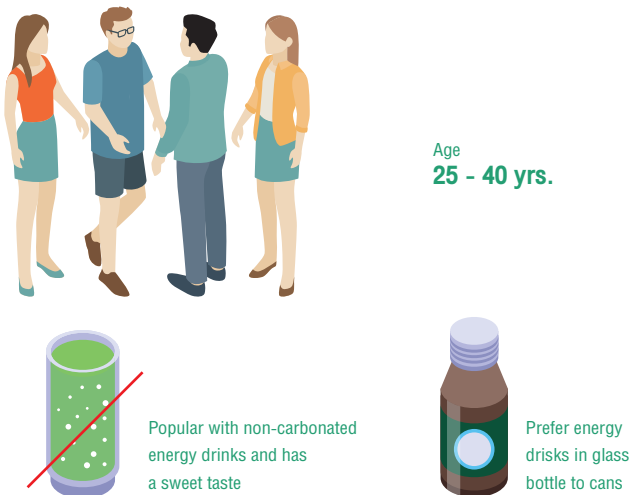
The characteristics of energy drinks consumers in Thailand After the COVID-19 Situation. There is an expansion of employment resulting in more consumption of energy drinks compared to 2021. Most consumers are of working age. Age between 25 - 40 years who are popular with non-carbonated energy drinks. and has a sweet taste.

The company is considered to be the late-comer in Thai energy drink market when compared to other local market-dominated players. The company is the youngest company that entered the production and marketing of energy drinks in Thailand in 2002. Nevertheless, the company's trademark or brand received a warm welcome from the market rapidly and overwhelmingly which brings the company out as one of the leading brands in Thailand with market share ranked the second and the leading player of energy drink in Central region

Distribution Channels



Domestic Energy Drink Market



Competitor

Market share ranked the second in Thailand



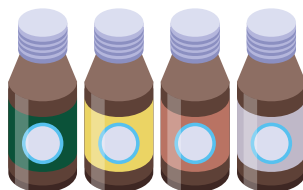
International Energy Drinks Market

Energy drink in the global market, except for southeast Asia region, is perceived as a premium product as represented in the higher selling price per milliliters as compared to other beverages in soft drink categories. The majority of consumers are young generations ranging from the high schools to the postgrads and males over females.

The world's top five energy drink market shares are the United States, China, Japan, the United Kingdom, and Brazil. Consequently, several energy drink players are interested in entering China's energy drink market due to its growing population size and high growth rate of the local energy drink industry. Additionally, many companies place importance on product varieties in taste or flavors, specific ingredients added, and ranges of sweetness offered as the consumers become more health-conscious and governments in several countries put the tax schemes on sugary drinks in effective in order to reduce the consumption of sweet and so the illness related to the consumption of sugary drinks in high level as could be seen in Thailand, England, France, Portuguese, South Africa and several states in the United States.



Premium Products



Companies place importance on product varieties in taste or flavors, specific ingredients added

Overview of Functional Drink Market



Market Size
8,384 THB Million

Distribution Channels

Traditional Trade
32%



Modern Trade
68%



Domestic Functional Drink Market

According to market survey data of Nielsen, the market size of functional drinks in Thailand was at THB 8,384 million with a healthy growth rate of 2.5% in value and 2.4% in volume from last year. The functional drink market can be divided into 3 different product categories including Healthy Shot, Casual Healthy Drink and Other Essence, most of which contributed by healthy shot at approximately 76% of the market. Functional drinks are mainly distributed via modern trades channels at around 68% and the remaining 32% via traditional trades.

Manufacturing Factory and Production Capacity

Manufacturing Factory and Production Capacity

The company had been invested expansively to establish a vertically integrated manufacturing capabilities ranging from upstream activity i.e. amber-glass bottle and aluminum can manufacturing plants to bottling and canning of the beverage as finished goods. All factories located in a single site at Bangpakong District, Chachoengsao Province which began commercial operations on 31 December 2018.

The bottling and canning manufacturing factory which produce finished goods under the operation of CBD has the installed capacity and utilization rates for the fiscal year ended 31 December from 2020 to 2022 as follows;

| | For the fiscal year ended 31 December | | |
|---------------------------------------------------------|---------------------------------------|-------|-------|
| | 2020 | 2021 | 2022 |
| Bottling factory | | | |
| Weighted average installed capacities (million bottles) | 1,800 | 2,400 | 2,400 |
| Actual production volume (million bottles) | 868 | 911 | 875 |
| Utilization rate (percentage) | 48 | 38 | 36 |
| Canning factory | | | |
| Weighted average installed capacities (million cans) | 1,560 | 2,500 | 2,500 |
| Actual production volume (million cans) | 1,140 | 955 | 900 |
| Utilization rate (percentage) | 73 | 38 | 36 |

Raw Material Procurement

The company's policy is to procure its main raw materials from at least 2 to 3 suppliers, as the company prefers not to rely too heavily on one particular supplier and to increase bargaining power for the company. The company plans to purchase raw materials in accordance with the annual sale and production plan. The central procurement department has a duty to contact raw material suppliers in order to purchase raw materials for production. Generally, the company enters into short-term agreements with the suppliers with a term of approximately 12 months. The company visits each supplier on a yearly basis in order to inspect the major raw material suppliers' production process and to ensure the raw materials received meet the company's quality standards

Raw materials used in production of the company's energy drink, zinc- contained drink and vitamin C drink

Key raw materials used in the production process are as follows;

1. White refined sugar

White refined sugar is the main ingredient for manufacturing, the company plans to purchase the white refined sugar from domestic supplier as annual production plan and enters into short-term agreements for a term of approximately 1 year. The agreement specifies amount purchased and the initial price in Thai Baht. The price may change if the authority increases or reduces price of sugar. The company has long-standing and good relationships with sugar suppliers and has not experienced a shortage of such raw material in the past.

2. Glass bottles

Glass bottles are the main raw materials, including its 150 ml amber glass bottles for bottled Carabao Dang and its 250 ml clear glass bottles for Carabao Sport. The company has its own of amber glass bottles factory but ordered clear glass bottles from a third party as annual purchase planning. The clear glass bottles are purchased from 3 domestic suppliers under short-term agreements, which specifies the amount purchased and the fixed price in Thai Baht.

The amber glass bottle manufacturing factory was operating under the name of APG, raw materials planning and mostly capacity is enough for demand and accordance with annual production plan of CBD in currently. APG order raw material through the central procurement department and reserves the main raw materials for production for a period of 7 to 10 days. In a while clear glass bottles for Carabao Sport is procured from all domestic partners. The main raw materials used for manufacturing glass bottles, as follows:

Glass cullet

Glass cullet is the main raw material for manufacturing amber glass bottles. Normally, the company purchases glass cullet from local cullet sorting plant, which gather used glass packages, and then ground them to cullet, remove contaminants, and deliver the cullet to glass bottle manufacturers. APG purchases glass cullet from glass cullet suppliers by entering into short-term agreements with a term of 1 year.

Glass sand

Glass sand is the second main raw material for manufacturing glass bottles after glass cullet. After being melted, glass sand turns into the main structure of glass. APG purchases most of its glass sand from glass sand suppliers in Rayong, by using purchase orders which stipulate purchase price and order quantity in advance for a period of approximately 6 months.



Soda ash

Soda ash is the main raw material for manufacturing amber glass bottles. It is used to reduce the temperature in the glass melting process. Soda ash is mostly found in Kenya and China. APG purchases soda ash from various importers using purchase order which is in line with normal market practice.

Natural gas

Natural gas is the main fuel used for manufacturing APG's amber glass. APG has entered into a natural gas supply agreement with PTT Public Company Limited ("PTT").

Other raw materials

Other raw materials in the manufacture of an amber glass bottles include limestone, feldspar, sodium sulfate, charcoal powder, selenium, rust, and other raw materials. Generally, APG purchases these raw materials from local suppliers. The procurement department has a policy to purchase each raw material from 2 to 3 suppliers in order to avoid relying too heavily on single supplier and to increase bargaining power in terms of the price and quality of the raw materials.

The proportion of raw materials for manufacturing amber glass bottles may be adjusted and one material may replace another as appropriate, depending on the ability to procure each type of raw material at a time.

3. Aluminum Cans

Aluminum cans is one of the main packaging materials used by the company for energy drinks production in various sizes including 180 ml, 250 ml and 330 ml. The company plans to purchase aluminum cans based on the annual production plan. It purchases the cans from 2 to 3 suppliers. Purchasing orders specifying a fixed price and the number of cans for 1 year in advance.

The aluminum cans manufacturing factory, under operation of ACM, plans to source raw materials and utilize all of the capacity in producing 250ml aluminum cans in accordance with the annual production plan of CBD. ACM orders raw material via the central procurement department and reserves key raw materials for 7 to 10 production days. Any excess demand for the 250 ml aluminum cans and 330 ml aluminum cans from CBD will be fulfilled by other local suppliers. The key raw materials for manufacturing aluminum cans are as follows:

Aluminum coil (plated)

Aluminum coil is main raw materials use for production of aluminum cans. ACM purchase aluminum coil from standard local company.

Natural gas

Natural gas is the fuel used for manufacturing of ACM. ACM has entered into a natural gas supply agreement long-term with PTT Public Company Limited ("PTT").

Other raw materials

Other raw materials used in production of aluminum cans include inside coatings, canned Ink. The company chooses to use environmentally friendly ingredients. ACM purchase orders specifying a fixed price and the number for 1 year in advance.

4. Packaging materials

APM engages in production of packaging materials in three types including carton box, OPP label, and shrink film. The raw materials mainly use for production are kraft paper, OPP rolls, and plastic pellets respectively which purchase from local companies with standard quality.

5. Other raw materials

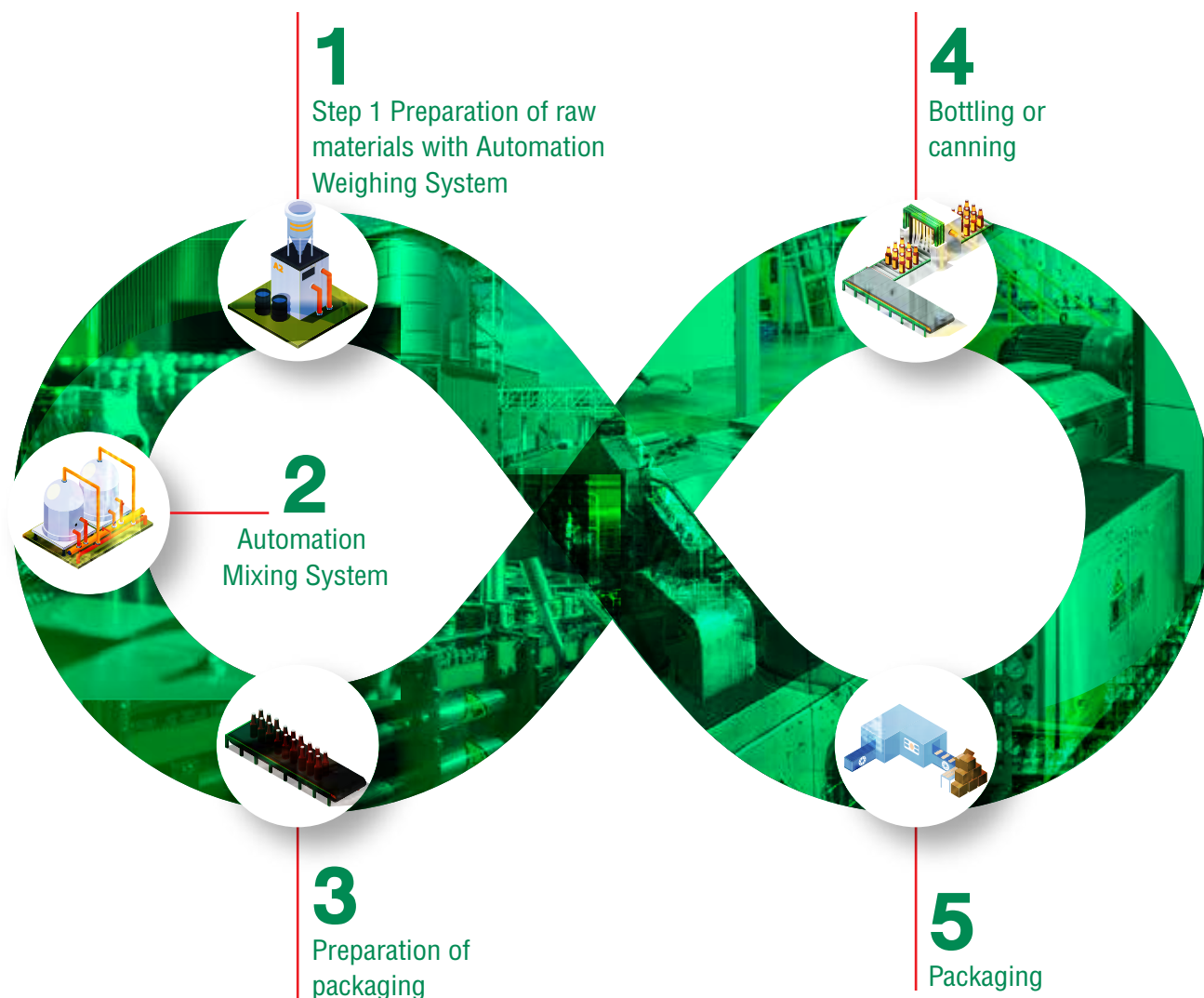
Other raw materials used for production of Carabao Dang include, for instance, taurine, caffeine, inositol, nicotinamide, dexpanthenol, vitamin B6, and vitamin B12; for sport drinks include sodium chloride, potassium chloride, and zinc gluconate; and for vitamin C drinks include citric acid and rosehip extraction. Generally, the company makes a preliminary plan for procurement with suppliers on annual basis by considering the initial production plan of CBD and reviewing the order on a monthly basis in placing purchase orders with identified price and quantity.



Manufacturing Process

The company's manufacturing processes could be summarized as follows;

(a) Beverage's Production Process (Bottle and Can)



Step 1 Preparation of raw materials with Automation Weighing System

Main raw material includes sugar, taurine, caffeine, inositol, nicotinamide, dexpantenol, vitamin B6 and B12 which passed quality check procedure. Ingredient required in large amount such as sugar is stored in sugar silo (closed system). All raw materials are transferred to weighting, measuring system through automated system. Raw materials in power form are weighted precisely with load cell while solutions are weighted by flow meter which passed checking and calibration regularly before use. The quantity used in each recipe are described in computer system.

Step 2 Automation Mixing System

Water used in production process is RO water (Processed through Reverse Osmosis). Nest is transferred to mixing tank where sugar and other raw materials transferred from weighting system mixed together (order of mixing). Each recipe is described in computer system to ensure the same standard in every mixture. Next is the quality check where taste and quality requirement is tested. Once the drink passed quality check, it will be transferred to filtering process and then transferred to filling in closed system.



Step 3 Preparation of packaging

Bottles or cans for Carabao Dang drink are transferred through conveyor belt by depalletizer and through empty bottle/can inspection for quality control. Then, the containers are transferred through conveyor to automated washing machine with hot water 80 Celsius. After washing the cans or bottles are transferred through conveyor to filling machine.

Step 4 Bottling or canning

Bottles or cans after step 3 will be transferred to automated filling machine to fill the drink from mixing in step 2 and bottle or can is closed with the cap with capper or seamer. The procedure is conducted in clean room class 100,000 in accordance with Good Manufacturing Procedures (GMP). After filling procedures, Carabao Dang drinks are transferred on conveyor through full bottle/can inspection, then to lot printing on the bottles or cans.



Step 5 Packaging

Carabao Dang in bottle or can are transferred on conveyor to film packing machine and box packing. The factory contains machinery that can pack by wrap around and half tray. Carabao drinks packed in paper boxes will enter lot printing machine. Final stage is arranging products on pallets using palletizers to store in ready - made product warehouse.

(b) Glass Bottle Production Process

**Step 1 Raw material preparation and Batch Mixing**

The key raw materials are cullet, sand, Soda ash, limestone and feldspar. Other ingredients to help melting process and make color of the glass includes Iron oxide, Sodium Sulphate, Carbon dust, etc. Each ingredient is weighed automatically by hopper scale and mixed by Mixer and convey to furnace hopper.

Step 2 Melting

Then the batch mixture is fed to Melting Furnace by batch charger. Furnace heats mixture by Natural gas and Electricity at the temperature 1550-1600°C until it melts. While the mixture is melting, it releases Gas which is CO₂ and SO₂ gradually till the melting is completed with very less bubble in molten glass. The molten glass is transferred to Forming process via Working and Foreheart. At this stage the molten glass temperature is controlled suitably for forming process.



Step 3 Forming

At the end of Forehearth, the molten glass is flown to bottle forming machine via Orifice Ring and is cut into Gob by shear blade. The falling gob has specific shape and weight depend on the type of glass bottle produced. After that the gobs fall into blank mold via series of delivered chute. At blank mold, it forms the finish end, thread and Parison. Parison is a hollow and partially formed container which after that it is transferred to Blow side and fully formed at blow mold. Then fully formed bottles re taken out to cool down above the conveyor and convey to next step.

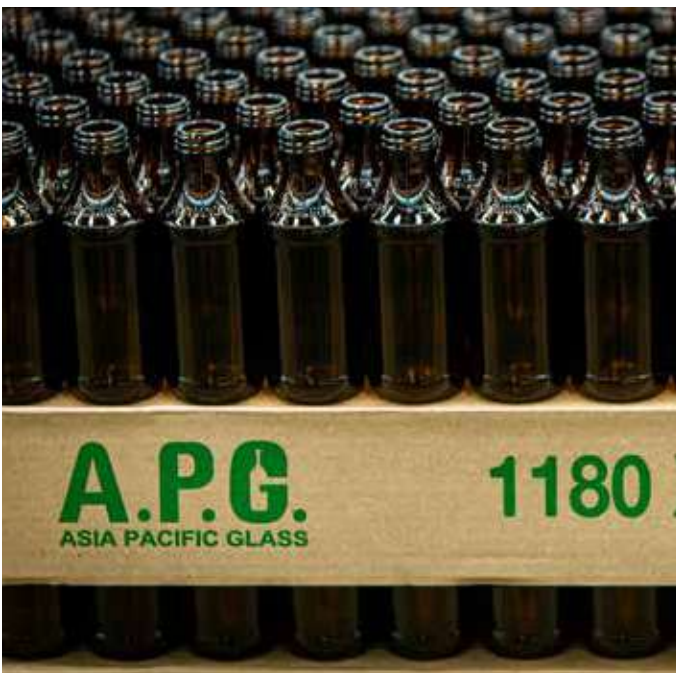


Step 4 Annealing

At Annealing Lehr, the temperature of bottle is controlled and gradually reduced from 570C to room temperature to release the internal stress and make the bottle stronger. In this process, there is cold end coating by spraying solution to the surface of bottle to prevent scratch and also make glass bottle stronger.

Step 5 Inspection 100%

100% bottle are examined by inspection machine. Each machine detects different area and defect. There is side wall inspection machine, Finish and bottle inspection machine and check inspection machine.



Step 6 Palletizing and Packing

Glass bottle are palletized, packed and transferred to storage warehouse.

(c) Aluminum Can Production Process



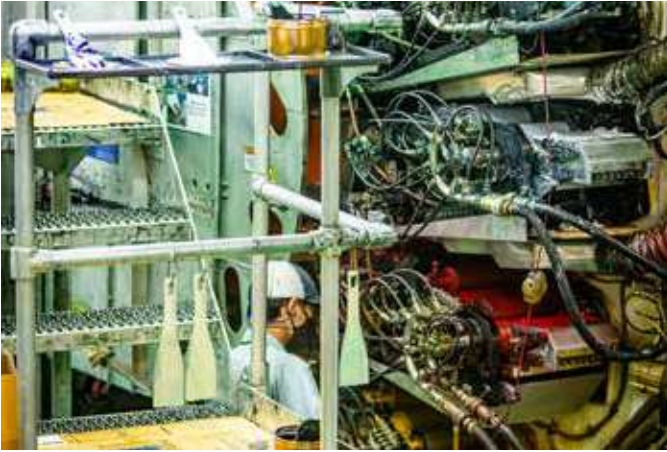
Step 1 Preparation of Raw Materials

Our production starts with high quality aluminum coils. The aluminum coil is flipped 90 degree by the down ender, set into a coil releasing shaft and vertically fed into the cup press. From thin aluminum coil, the cup press cuts and folds the coil, forming into a cup with one single press. The cup is formed to a precisely designed dimensions for the next forming step.

Step 2 Cup Forming

The aluminum cup is elongated by a punching die, with bottom die on the other end, forming a can body and bottom profiles. Next to the body forming, the cutting shear of the trimmer height. Before printing, cans are washed in the washer, cleaning out lubrication oil and contamination. The outer surface of cans is pre-treated to be ready for printing.





Step 3 Coating

Our highspeed decorators are equipped with 8 printing heads and capable to cope with high quality printing and sophisticated artwork. The can bottom is lightly coated by a lacquer. This coating enables cans to glide on conveyances when being filled at filling lines of our customers. The inner surface of can is fully coated by an epoxy resin. This thin film prevents the corrosion of the aluminum can. It also preserves the taste and flavor of the beverage inside.

Step 4 Necker & Flanger

The last process is to form a neck and a flange. The machine gradually bends the top part of the can inside to form a neck, then folds it outside to form a flange.



Step 5 Inspecting

Before packaging, all cans are inspected by ICT camera. Cans with defects, wrong printing artwork or physical contamination are rejected and sorted out automatically.

Step 6 Palletizing

The qualified cans are stacked up on the pallet by an automatic palletizing machine. After stacked, the pallet is covered by shrink film to ensure hygiene and sanitation. The complete pallet is then moved to storage area and ready to deliver to the customer.



(d) OPP Label Process



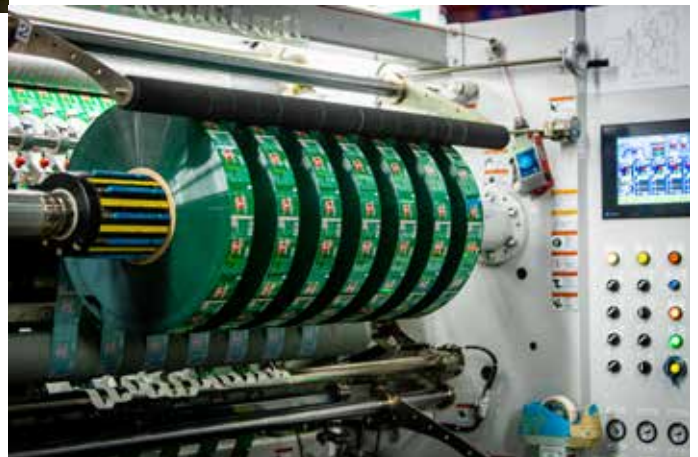
Step 1 Preparation of Raw Material

Prepare various materials for printing by Gravure printing such as ink OPP film and solvent.



Step 2 Gravure Printing

Prepare OPP rolls, color and coating materials, for label printing. Set up color code of painting according to the type of product then take the OPP film roll and print, after printing the label will be slitting in the next step.



Step 3 Slitting and Palletiz

Bring the OPP Label roll into the slitter to cut the size separately into the desired label size.



Step 4 Palletizing

Packed into pallets and wrapped in a transparent film to prevent dirt. The warehouse will then be imported to store or sold to customers in the next step.

(e) Corrugated / Carton Box Process



Step 1 Preparation and mixing of Raw Material

The main raw materials to produce corrugated boxes are paper rolls, paints, and the raw materials used in the mixture to make adhesives such as tapioca starch, caustic soda, etc. These raw materials are inspected for quality before they are stored in the storage area. And after that, it will be weighed in each batch of formula by weighing (Load cell) and mixed by a mixer and is used in the next step.



Step 2 Printing

Prepared raw materials, paper rolls, paints and various chemicals for printing. Then take the paper roll up to print. When finished printing, bring the printing roll to prepare for forming curls in the next step.



Step 3 Wavy Paper

Take the finished printed paper and pick up 2 more rolls of paper and the glue mixed from the raw material mixed with the glue in Step 1 to join the curls to make 3 layers of wavy. The end of the paper curling machine the paper will be cut into sheets (Sheet Board) to be forming into boxes in the next step.

Step 4 Die Cut

Prepare sheet board from the process of wavy and block die cuts. Install the die-cut block on the die-cut machine up to the spec, then bring the sheet board into the die-cut machine. to make the pump into a box shape and forwarded to pallet packing.



Step 5 Packing

Packed finished paper box onto pallets, strapping and wrapping film to prevent slippage of the cartons and store or deliver to customers.

(f) Shrink Film Process





Step 1 Prepare Raw Material

Prepare various types of plastic pellets as a customer required. To be used as raw materials for forming films (PE Shrink)

STEP 2 Forming

Pour the material into the storage container to suck the plastic pellets up to melt with emperature in the value that each type of plastic melts and can be molded. Then the machine will blow air into the plastic to be molded in the shape of a balloon. After that the balloons will cool. And the machine will use a blade to cut the balloon in half. to roll into storage in the form of a large roll of film (Shrink Film).



Step 3 Slitting

Bring a roll (Shrink Film) to cut as a customer required, for example, a clear bottle film with the width must be 630 mm. cut the side edges to get the size as a customer required, and then roll it in the form of a film roll.

Step 4 Palletization

Packing on pallet and wrapped in a transparent film to prevent dirt. And stored in the warehouse or sold to customers as the next step.



Quality Management

Quality Management of Beverage Manufacturing of CBD

CBD implement the quality and Food Safety management on every process of production. Compliant the requirements of the Food Safety Certification Standard (FSSC22000). And the food safety management system that the CBD Factory is currently operating consists of:

1. FSSC22000 (Food Safety System Certification 22000) is a food safety certification standard for food production. It is certified by GFSI (Global Food Safety Initiative) as an international food safety standard. That enables companies to offer safe food that is better and better than their competitors in the market. Certified by Bureau Veritas Certification (Thailand) limited.

2. HACCP (Hazard Analysis & Critical Control Points) is a standard for hazard analysis systems and critical control points or food safety & quality management systems. Which is used to control the production process to obtain food that is free from biological hazards. Dangers from various chemicals and physical hazards. It is considered an international standard according to the requirements of the FAO / WHO Food Standards Program Committee (Codex Alimentarius Commission). Certified by Bureau Veritas Certification (Thailand) limited.

3. GHP (Good Hygiene Practice) is a good hygiene standard in food production or a food safety standard. The applied guidelines for good food production (GMP = Good Manufacturing Practice), which GHP is a guideline used as a guideline that tells entrepreneurs in the food chain to conduct an operational production environment. To be hygienic, clean, there is no danger of having a chance to contaminate the product. Certified by Bureau Veritas Certification (Thailand) limited.

4. Halal (Thai) is the Halal Affairs Committee of the Central Islamic Committee of Thailand, or the Islamic Committee of various provinces has certified that the organization produces products in accordance with Islamic law.

5. HCE = Halal Certification Europe is Halal for the food, beverage, cosmetics and pharmaceutical industries. This HCE certification is recognized and approved by many halal authorities in the global market.

In addition, the CBD factory has been certified for safety, occupational health and environment management systems as follows:

6. ISO 14001 is a standard for environmental management systems that has been accepted by most organizations around the world. The objective is to make the organization aware of the importance of environmental management. To achieve environmental development along with business development mainly focusing on pollution prevention and environmental protection to help reduce the impact on the environment and reduce the cost of production in the business.

7. ISO 45001 is an international standard that provides requirements for an occupational health and safety management system with the aim of improving the safety and health of employees and other personnel.

Quality Management of Glass Bottle Manufacturing of APG



APG implements the management of quality control in production process according to the standards as follows;

(1) GMP/ HACCP certified by Bureau Veritas Certification (Thailand) Limited

(2) ISO 9001:2015, the international standard that specifies requirements for a quality management system (QMS), certified by Bureau Veritas Certification (Thailand) Limited

Quality Management of Aluminum Can Manufacturing of ACM



ACM has embraced the safety and quality control procedures in production process as per the GMP for packagings and managed the safety through the control of in production according to the HACCP standard in order to prepare to apply for the certification of quality control standards and promote the high production standards that meets the international requirements.

Quality Management of Packaging of APM

Regards, the factory has implemented the quality management system, which not only the machine to check the quality of carton and films, but also including of Quality Control staff to oversee and check the quality of production line. Moreover, there is also have Quality Assurance department to randomly check the finished product before delivering to customer. Beside of that, the factory also has a Laboratory room and the properly equipment of inspection the carton and plastic film to ensure the customers are confident in our products.



Environmental Impact

Drink production of CBD, bottle manufacturing of APG, and aluminum can production of ACM are under enforcement of the law, regulations and environmental requirement applied to national, provincial and local level. Environmental laws, regulations and requirement applied to producer of beverage and manufacturers of the packaging materials include the provisions of control of air pollutant emission, water pollutants, prevention and wastewater treatment and exhaust including management and disposal of hazardous substance and waste. However, volume of exhaust, wastewater and other waste from production processes of the company's beverages and the packing materials are in standard ranges and in compliance with all relevant environmental law, regulations and requirement.

The company believes that, at present, all of the company's manufacturing facilities have complied with the environmental law, regulations and requirement applied to national, provincial and local levels and, thus, have never been prosecuted for any lawsuit in regard to non-compliance to environmental law. Nevertheless, the company might be affected from the unanticipated environmental situation or new enforcement of law, regulations and requirement or amendment in the future.

Ongoing project

- None -



Dividend Policy



1. DIVIDEND POLICY

The Company has a policy to pay dividends at the rate of not less than 40.0 percent of net profit after income tax under the consolidated financial statements and the allotment of a legal reserve. The rate of dividend payment is subject to the investment plan, the conditions and restrictions as specified in the loan agreements, or other relevant agreements (if any), the financial condition and operating results as well as other relevant factors of the Company and its subsidiaries. The Board of Directors may reconsider and amend the dividend policy from time to time to be consistent with the Company's and its subsidiaries' future business growth plans, investment capital and working capital requirements, and other factors as considered appropriate. However, the dividend payment must not be in excess of the retained earnings under the Company's separate financial statements and must be in accordance with the relevant law.

The Company is a holding company, and its main assets are investments in its subsidiaries. Therefore, the Company's ability to pay dividends is dependent upon the operating results of and dividend payment of its subsidiaries.



2. DIVIDEND POLICY OF THE SUBSIDIARIES

The subsidiaries of the Company have a policy to pay dividend to shareholders at the rate of not less than 40.0 percent of net profit after income tax under the separate financial statements of the subsidiaries and the allotment of a legal reserve. The rate of dividend payment is subject to their operating results, financial conditions, liquidity, investment requirements, additional investments, business expansion, conditions and restrictions provided under loan agreements and other factors relating to their management as their Board of Directors and/or shareholders may consider appropriate. The dividend payment shall be in accordance with the Company's policy. However, the dividend payment must not be in excess of the retained earnings under the subsidiaries' separate financial statements and must be in accordance with the relevant law.



Risk Management



The Company realizes the importance of risk management and believes it will be one of the key strategies that will help the Company achieve business goals and grow sustainably. In addition, the current business operation landscape is experiencing changes in the business environment and new risk factors that tend to increasingly intensify, the Company therefore attaches great importance to risk Management to increase competitiveness and enhance the organization's ability to cope with change by reducing the likelihood of risks occurring or mitigating the Impact thereof.

Enterprise Risk Management-Integrated Framework: ERM

The Company has developed a risk management policy and framework determining a risk management approach that is consistent across the organization and cover all types of risks to control and manage risks efficiently with a systematic risk management process according to standards of the Committee of the Sponsoring Organizations of the Treadway Commission (COSO) and enable all Directors, Executives and employees to manage the risks within the risk appetite.

In Addition, The Company focuses on building a strong risk culture at all levels of the organization, starting from the Board of Directors and all levels of executives as leaders and active proponents of an efficient and consistent risk management process, promoting understanding, providing support through training with the aim to build employee awareness and put the sustainability and risk management approaches into practice.

To provide efficient and effective risk management, the Company has established the structure and responsibility for risk management according to the diagram below:



Roles and Responsibilities

- Board of Directors is responsible for establishing Risk Management policy and framework to ensure The Company Risk Management properly.
- Risk Management Committee is responsible for supervision to comply with Risk Management policy and framework, including support and strengthen Risk Management across organization. Monitoring the progress of mitigation plan and key risk indicators to determine additional risk management action further.
- Audit Committee is responsible for assessing the adequacy, efficiency and effectiveness in organizational risk management including reviewing the risk management framework of the organization to comply with international standards. They audit and assure that the Company has appropriate risk management and report the audit results to the Audit Committee every quarter.
- Executive Committee is responsible for supervising and monitoring the key risk statuses and promoting organization-wide risk management culture.
- Risk Management Department is responsible for assessing the adequacy, monitoring the progress of the implementation of the risk management plan and promoting, disseminating knowledge, as well as rendering recommendations regarding risk management and reporting to the Risk Management Committee every quarter.
- Head of Department is responsible for identify significant risks that could affect business goal and manage them to be acceptable level.

Risk management process

The Company has prepared a risk management manual by referring to the risk management framework in accordance with international standards to serve as a risk management guideline for executives and employees throughout the organization. The manual has risk management process are as follows:



Risk Factors

The Company has analyzed and assessed the key risks that have significant impact on its business, covering strategic, operational, financial, compliance, and emerging risks. The key risk factors and mitigation strategies are summarized as follows:

1. Business Risks

Risk from brand awareness being inconsistent with global brand image

The Company may be at risk that the consumer group who may understand and attach to the image of an energy drink as a drink of labor force as well as the brand image that is connected with the country-song band, which may affect the building of a global brand image.

Risk Management

The Company has been committed to create Carabao brand to be well known and accepted both within and outside the country under the vision of World Class Product, World Class Brand. For this reason, the Company places great emphasis on marketing and promotion strategies that build international awareness of the brand, such as sponsoring a football tournament in England, named "Carabao Cup" and a world-class football team and creates a branded advertising film that emphasizes the image "World Class Product, World Class Brand" etc.

Risk of the competition in the business of energy drinks and other beverages

Energy drinks and other beverages are products in highly competitive market both from existing players and newcomers that might enter the competition. The intense competition of energy drinks and other beverages market may affect the Company's revenue. Especially, the energy drinks are very price sensitive. Therefore, the pricing strategy is an important strategy for the Company.

Risk Management

To stabilize or increase market share for energy drink products, the Company has organized marketing activities and to promoted sales regularly and continuously, as well as focused on efficient supply chain management in order to reduce production costs. This is an important part in enhancing the Company's profitability..

Risk of launching new products to the market

The Company places the importance of launching in new products into the market. Each launch would require relatively high investments e.g., in product development, manufacturing and marketing. The Company might run a risk if the new product receives negative responses or is disfavored by consumers especially with these competitive circumstances in the business. If The Company does not succeed in launching new products into the market, it might negatively affect the business, performance, and financial position of the Company significantly..

Risk Management

Before launching new products to the market, the Company has set goals, strategies and action plans from research, development, design, and production as well as has determined marketing and promotional activities. There are also various indicators used for tracking and measuring the success of new products launched, which progress results are reported to the Executive Committee on a regular basis to review the appropriateness of the strategic plan and consider modifying as appropriate so that the Company can achieve the target set..

Risk from the Company operations being halted

The Company's business operations are facing with many risks, even if the Company has a systematic risk management, there are certain risk factors that cannot be prevented, such as risk of threats from changing nature and environment, terrorist risk factors, sabotage, cyber-attacks, epidemic and unexpected events such as failure of the power system, etc. These risk factors may affect the Company's business operations and reputation.

Risk Management

The Company realizes the importance of business continuity management including preparing a business continuity management plan and conduct regular IT disaster recovery drills to ensure that if any crisis occurs, the company will be able to operate continuously or resume business in a timely manner.

Executives in all departments are responsible for analyzing and evaluating business impacts, identifying processes that need to be focused and need to resume or recover within a specified timeframe in order to prepare to deal with the crisis effectively. In addition, the Company has also provided insurance to compensate for the damage that may occur in the part of production factories, warehouses, distribution centers and subsidiaries in order to mitigate the loss that may occur to the Company in the future.

Operational Risk

Risk from CBD relying on importers, distributors, and/or local vendors to distribute its products outside Thailand.

In conducting the export business, CBD requires importers, distributors, and/or local vendors in each country. Therefore, if any importers, distributors, and/or local vendors that decides to cease business relations with CBD or cannot make the sales target, CBD might receive negative impact from the delay that CBD has to negotiate sales deals with other importers, distributors, and/or local vendors that might have problem conducting business or selling products abroad.

Risk Management

The Company has established International Business Development team to plan, coordinate and work with the importers, dealers and/or local distributors closely to provide support as well as monitor various situations regardless of the market conditions, competition, and changes in rules and regulations in partner countries. In addition, the Company has also sent a team to work with the importers, dealers and/or close local distributors to gain business understanding and build long-term trust to jointly develop and create sales growth together.

Risk of fluctuation in raw material prices and shortage of raw materials

Sugar

Sugar is a commodity product whose price fluctuates according to the market's demand and supply and government's policy. Sugar price for domestic consumption is set by Office of the Cane and Sugar Board, whereby, sugar price to exported products will vary depending on the global prices. The company cannot guarantee if it can pass the burden of higher costs through its customers.

Glass cullet

Glass cullet is the main raw material in the production of amber-glass bottles of APG and plans to place orders from at least two to three vendors with common market practice. However, APG cannot guarantee that suppliers can provide enough glass cullet for APG or at an affordable price. In which case, APG might have higher production costs for amber-glass bottles.

Aluminum Coil

Aluminum coil is the main raw material in the production of aluminum cans of ACM. ACM has entered a short-term contract with a large, qualified aluminum processing plant with global standard to source aluminum coil under the certain price and quantity. Furthermore, aluminum coil is a commodity of which price fluctuations are according to the reference price in the London Metal Exchange, which is vary to the demand and supply of the market. In some case, ACM might have higher production costs for aluminum cans.

Plastic resins

LDPE (Low density polyethylene) resin is the main raw material for producing APM's shrink film for packaging to help seal and prevent steam.

Plastic resins are commodities that the price is fluctuate in accordance with the price of crude oil. The Company is also exposed to the risk of raw material shortages (Plastic pellets) due to the presence of few domestic producers.

Kraft Paper

Kraft paper is the main raw material for producing corrugated paper sheets (Sheet board), which is a component of APM's corrugated box packaging. It is an easy-to-find commodity whose selling price depends on the supply and demand of wastepaper in the market.

Natural gas

Natural gas is one of the main energy costs in manufacturing process. The company as an industrial user has entered a long-term contract with PTT Public Company Limited ("PTT"). The price structure includes (1) the gas price that fluctuates with respect to the price of fuel oil in Singapore, the Thai Baht to US Dollar exchange rate, the amount of natural gas used per day and others, and (2) Demand Charge which is a fixed cost, depending on the amount of natural gas used as agreed on the contract. Thus, there is a risk as the price of natural gas may rise in accordance with the price fluctuation, the reference exchange rate.

Risk Management

The fluctuation in price and shortage of raw materials which might negatively impact business, performance, and financial position of the Company significantly. For this reason, the Company has a policy to procure raw materials from at least two to three vendors in order to reduce dependence on any one supplier as well as to create bargaining power for the Company. There has been a plan to purchase raw materials in advance according to the sales and production plan and regularly review the plan to determine the need for appropriate adjustments. In most cases, the Company will have a forward contract with the sellers to specify the trading volume and the exact price. In addition, if the raw material has fluctuations in price, the Company may determine the conditions for price adjustments in the purchase agreement to hedge the risk that costs may be higher due to price fluctuation.

Apart from the strategy of procurement, the Company is also preparing a response plan if there is a shortage of raw materials such as raw material reserve (Buffer Stock), assessment of the adequacy of emergency plans of key vendors, etc.

Risk involving safety in consumption and trustworthiness of products from the Company.

CBD is exposed to certain risks in manufacturing, packaging, and selling of products. The risk might be caused by (1) low quality products (2) mistakes or shortcomings in labelling the products (3) consumers fail to comply with the warning on labels. This may cause the injured consumers to claim CBD to take responsibility for withdrawing CBD's products from the market including government agencies involved might demand CBD to pause or cease business operations which might negatively impact business, performance, and financial position of the Company significantly.

Risk Management

The Company is committed to produce the products to meet the needs of consumers in terms of taste, quality, safety, and nutrition under the terms related regulations. The Company has implemented the quality and Food Safety management on every process of production and comply with various quality management system standards, such as GMP, FSFC22000, HACCP, Halal, ISO14001 and ISO45001. In addition, the Company also has a product traceability system and data communication in order to ensure the products are clear and meet the requirements of the relevant departments as well as a system for receiving complaints from customers about product problems..

Risk from relying on personnel, especially important, high rankings executive officers.

The company's business conduct requires knowledge, ability, expertise, and experience of the personnel's especially the high-ranking executives. If the company cannot retain these important officers or cannot find suitable candidates that is equally qualified as a replacement, it might negatively affect business, performance, and financial position of the company significantly.

Risk Management

The Company has developed a succession plan that covers the positions of senior management including the progress of the succession plan that has been monitored to make sure that the Company has executives who have knowledge, abilities and experiences that can inherit important positions in the future. Furthermore, a periodic review of the suitability of the plan is also held to promote and prepare the senior management for succession of important jobs or positions of the Company.

Financial Risk

Risk of fluctuation in currency exchange rates and interest rates

The fluctuation of currency exchange rate is one of the factors that might affect financial status and performance due to the company's especially high ranking executive subsidiaries conducting business both domestically and internationally and these subsidiaries have regular income-expense involving other currency and the rapid growth of overseas business in the past period that might cause the Company may have higher risk in the fluctuation of exchange rate. For the accounting period ending on 31st December 2022 the Company's overseas sales was 6,883 million Baht. In this amount were transactions involving Thai Baht and other currencies at the ratio of 90:10, of which US dollars is majority of the others. Furthermore, As at 31st December 2022, the company had an interest-bearing debt of 7,280 million Baht representing a ratio of interest-bearing debt to shareholders' equity at 0.7 times. The increase of interest rates in the future may cause the Company to have higher finance costs and might negatively affect the Company's business, performance, and financial position significantly.

Risk Management

The Company manages the exchange rate risk by negotiating trading terms and selling prices to be the base currency in its own country and accepting payment for goods in advance including the application of financial instruments (Derivatives) focuses on the stability of foreign currency transactions in a manageable basis. For the fluctuation of interest rates, the Company is aware of the potential impact of such risk by issuing and offering a 2-years bond for 1,500 million baht alongside a drawdown of THB 1,300 term loan in 2021. in order to adjust the financial costs structure by considering the liquidity management, balance of sources and uses of funding as well as financial costs and related expenses including the rate of return on equity of the Company.

Compliance Risk

Risk of changing policies, rules, and regulations involving the Company's business conducts.

The business of manufacturing, marketing, and sale of Carabao Dang by CBD is governed by certain statutes and regulations of related agencies such as the Food Act of 1979, the Factory Act of 1992 and the Environmental Quality Promotion and Preservation Act of 1992 including the Excise Tax Act A.D. 2017 etc. However, the complexity of the relevant legal provisions above including changes in law policies, as well as problems of unclear interpretation and inaccurate understanding on operations may affect business operations causing the Company to have legal liability and the reputation of the Company.

Risk Management

The Company has established a process for addressing legal risks through the monitoring of legislation and new rules to analyze issues and impacts that may affect business operations as well as preparing guidelines to cope with the impact of such change. In addition, the Company also participates in various associations or organizations related to business to stay informed of the changes including discussing with the government sector in case of unclear guidelines in order to conduct business of the Company to be complied with new legal and regulatory requirements or that will change in the future..

Risk of Infringement of Personal Information (Data Privacy)

Information has a vital tool in building business advantages. Companies can analyze data and add value to their businesses. As a result, many businesses are trying to collect information in order to be further developed and benefit the business in the future. Until it violates the privacy of the data subject, this may be considered as an offense according to the Personal Data Protection Act 2019 that may affect the image and reputation of the Company.

Risk Management

The Company recognizes the importance of the personal data protection by the data subject rights to privacy that must be protected under the Personal Data Protection Act 2019. For this reason, the Company has set a policy in protecting personal information as a guideline for executives and employees at all levels in the use of personal information, which covers from the collection, the use or disclosure, the measures for the security of personal information and rights of the data subject for the purpose of the appropriate use of personal information and does not violate privacy according to Personal Data Protection Act A.D. 2019 has set.

Sustainability Risk

Risk of water usage and wasteful energy

The Company has realized due to the climate change effected to water resources as well as various natural energy sources which directly impact to our business. Water is one of the most important ingredients in beverage production. Moreover, the fuels price was continuously high. Therefore, The Company was seeking renewable energy to handle changing situation and fluctuation from global economic recession to be sustainable growth further.

Risk Management

The Company has focused on increasing water management and water usage efficiency. The company has established a wastewater treatment system within the factory and the water recycling systems. Moreover, seeking for reserve water suppliers to prevent the risk of water consumption shortage in the production process. In additional, installing solar panels on the rooftop at Bang Pakong factory to generate renewable energy electricity and decreasing greenhouse gas emission. the Company shall continue to implement diverse energy saving initiatives across our operations. Therefore, energy saving is reducing operation cost and support business competitive.

2. New Emerging Risks

The Company has identified New Emerging Risks that may arise in the future may affect the Company's business operations. The Company has reviewed annually basis to prepare a response plan and mitigate potential impacts. The Company has identified significant Emerging New Risks as follows.

Risk from climate change-related regulatory transition

As all know, participating countries in the 26th United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC COP26) are jointly calling for determine targets to reduce the greenhouse gas emissions. The Company expects that government sectors will clearly establish policy and rules to support greenhouse gas reduction, which must be strictly implemented by all sectors to achieve the same goal in Thailand. Therefore, the laws which has been push and enforced may affect The Company's business operations in the future if it is not proper prepared timely.

Risk Management

The Company realized to keep monitor new laws, regulation and announcement from government sector which may affect the Company business operations. Including, continuously focus on taking environmental care. To prepare for regulations impact, The Company has been set targets to reduce greenhouse gas emissions, developed our products or improved to be obtained products that reduce environmental impact, etc.

Risks from Increasing Sea Level due to Climate Change

Climate change affects to seawater intrusion in freshwater sources and the freshwater volume decreases due to drought, that may directly affect the Company's business operations because of the water is one of the most important ingredients in the Company's product and may be increased costs in providing quality freshwater sources.

Risk Management

The Company has reserved water and assessed water-related risks annually based on the volume of water consumption for each business, the systematic data collection of water consumption and determine goal indicator to reduce water consumption including keep monitoring on water status to prepare business continuity plans.

Risk of Cybersecurity from business models and operations changing that rely heavily on digital technologies.s

The rapid development of digital technology has caused major changes on market landscape and business model. Such changes can be considered as both opportunities and challenges to the Company's business operations. At the same time, businesses to confront with increasing cybersecurity risks that are evolving at such rapid pace that these businesses find it hard to install appropriate protection systems in time, which may affect the Company's competitiveness, business continuity, corporate reputation, and possibly leads to litigations.

Risk Management

The Company has established a team to make a plan, follow digital technology trends and prepare for changes. Also focus on compliance with the information security including use the Security Operation Center (SOC) service for surveillance and protect the work system from cybercrime.

3. Risk of Securities Holders' Investment

Risk of conducting business as a holding company

The company is conducting business as a holding company which means it generates income mainly from holding stocks in its subsidiaries and has no business of its own that can generate significant income. Hence, the company's revenue relies on the subsidiaries' performance. Moreover, the Company has invested in both domestic and overseas from upstream to downstream to support ongoing business as well as to generate growth in long term. Therefore, the Company may have risks related to the investments ranging from changes in value of investment, return from investment less than expected risks from licenses approval processes and related laws and regulations, and other general investment risks in each country.

Risk Management

The Company has diversified into other business and products to reduce the risk from relies on the subsidiaries' performance and for achieve the performance of the subsidiaries to meet the goals, the Company has set operational goals and operating standards to be guideline for the operations of subsidiaries and associated companies including appointment of persons to be directors and executives of each company with a monthly monitoring process as well as the results of operations are reported to the Audit Committee and the Board of Directors in every quarter.

Risk of major shareholders controlling the votes in shareholders' general meetings

On the Shareholder Register date of 29 August 2022, the party of Mr. Sathien Sathientham, the party of Ms. Nutchamai Thanombooncharoen, and the party of Mr. Yuenyong Opakul hold 32.1 percent, 22.8 percent, and 9.7 percent of the company's paid capital, respectively. therefore, Is able to control the resolutions of the Shareholder's Meeting including the Director's appointment, approval on other matters that require a majority vote from the Shareholder's Meeting and agendas which by laws or by the Articles of Association of the Company, require 3 out of 4 votes of the Shareholder's Meeting. Hence, other shareholders might not be able to collect enough votes to counter the agendas raised by the major shareholder.

Risk Management

Holding all shares equally and fairly and take into account the benefits to the Company and shareholders as stipulated in the good corporate governance policy announced as well as establishing operational procedures, levels of authority to approve various actions of the Company, screening by top management and the Board of Directors for key projects. In the invitation letter to the shareholders' meeting, the opinions of the Board of Directors will be mentioned efficiently and appropriately for the shareholders to acknowledge the opinions of the directors on such transactions and use them as a basis for further decision-making. In addition, in the event that the Company has entered into a connected transaction that requires approval from the shareholders' meeting, shareholders having interests in the mentioned connected transaction will not have the right to vote on the said agenda.



Driving Business for Sustainable



Sustainable Development Performance

Carabao Group's operations are constantly expanding, which includes dealing with changes in consumer behavior, development of new products, adoption of technology in many sectors, procurement of raw materials, compliance with laws and regulations, to risk management in various areas, especially climate change, as well as other global events that may occur unexpectedly. All of which have resulted in the Group having to be "flexible" and "adaptable" in dealing with current and future issues.

The Group gives importance to all stakeholders. It focuses on producing world-class quality products at value-for-money pricing, transparent and accountable business practices, and human rights of all parties involved, to ensure that the operation is carried out correctly and dutifully in all aspects.

Climate change is considered a major factor affecting the economy, social and environment. This is evidenced by the increasingly volatile weather conditions in recent years. Drought conditions, floods, wildfires, and heat waves have affected the agricultural industry, leading to a unpredictable shortage supply of raw materials. As a Group that operates with responsibility on social, environment and all stakeholders, it is important to implement a comprehensive and clear sustainability policy, appoint the Sustainability Development Committee to oversee the implementation and the Sustainability Development Working Group to drive activities or projects that are in line with various measures in accordance with the Sustainable Business Guidelines. Sustainability has been set as one of the Group's OKR with clear indicators which all employees must be driven and held accountable.

For more information, please visit <https://www.carabaogroup.com/sustainability/>





Management Discussion And Analysis : Md&A



Financial Position and Financial Performance

Financial Statement

Summary of the auditor's report

The independent auditor's report for consolidated financial statement of year ended 2021 audited by Kamontip Lertwitworatep, CPA No. 4377, from EY Office Limited, expressed an unqualified audit opinion that the financial statements for the year ended 2021, financial position of the same period of consolidated Carabao Group Public Company Limited and its subsidiaries and for non-consolidated Carabao Group Public Company Limited, present fairly, in all material respects, and in accordance to the Thai Financial Reporting Standards.

The auditor's fee

- Audit Fee

The Company and subsidiaries paid audit fee THB 4,600,000 in 2022

- Non-Audit Fee

Other services include services with a mutually agreed scope related to information in an application for tax privilege and Inventory destruction report. Other services fees are THB 360,000.

Financial highlight

Consolidated statement of financial position

| Unit: Thousand Baht | For the year ended 31 December | | |
|-----------------------------------|--------------------------------|-------------------|-------------------|
| | 2020 | 2021 | 2022 |
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 946,548 | 1,134,246 | 936,053 |
| Current investments | - | - | - |
| Trade and other receivables | 1,420,363 | 1,755,669 | 2,533,360 |
| Inventories | 1,489,401 | 2,337,179 | 2,717,712 |
| Other current assets | 135,940 | 154,524 | 159,980 |
| Total current assets | 3,992,252 | 5,381,618 | 6,347,105 |
| Non-current assets | | | |
| Investment in associate | - | - | 55,959 |
| Other non-current financial asset | - | - | 7,500 |
| Investment properties | 106,894 | 102,642 | 98,140 |
| Property, plant and equipment | 12,031,909 | 12,537,386 | 12,228,708 |
| Right-of-use assets | 303,826 | 442,732 | 622,845 |
| Goodwill | 494,732 | 549,003 | 507,192 |
| Intangible assets | 100,277 | 104,339 | 105,014 |
| Deferred tax assets | 45,208 | 54,520 | 54,646 |
| Other non-current assets | 11,579 | 13,408 | 11,818 |
| Total non-current assets | 13,094,425 | 13,804,030 | 13,691,822 |
| Total assets | 17,086,677 | 19,185,648 | 20,038,927 |

| Unit: Thousand Baht | For the year ended 31 December | | |
|---------------------------------------------------------------------------|--------------------------------|-------------------|-------------------|
| | 2020 | 2021 | 2022 |
| Liabilities and shareholders' equity | | | |
| Current liabilities | | | |
| Short-term loans from financial institutions | 2,335,000 | 2,811,835 | 3,518,116 |
| Trade and other payables | 1,572,982 | 1,768,732 | 1,852,594 |
| Current portion of long-term loans from financial institutions | 169,200 | 569,200 | 1,069,200 |
| Current portion of lease liabilities | 84,885 | 103,366 | 111,372 |
| Current portion of debentures | 1,089,631 | - | 1,499,330 |
| Short-term loans from non-controlling interests of the subsidiary | - | - | - |
| Income tax payable | 395,726 | 168,374 | 127,457 |
| Other current liabilities | 7,780 | 5,783 | 9,061 |
| Total current liabilities | 5,655,204 | 5,427,290 | 8,187,130 |
| Non-current liabilities | | | |
| Long-term loans from financial institutions, net of current portion | 893,850 | 1,624,650 | 555,450 |
| Lease liabilities, net of current portion | 221,786 | 346,508 | 526,207 |
| Debentures | - | 1,498,096 | - |
| Provision for long-term employee benefits | 152,606 | 167,688 | 192,998 |
| Deferred tax liabilities | - | - | - |
| Deposits received for rental | 5,945 | 10,631 | 12,107 |
| Total non-current liabilities | 1,274,187 | 3,647,573 | 1,286,762 |
| Total liabilities | 6,929,391 | 9,074,863 | 9,473,892 |
| Shareholders' equity | | | |
| Share capital | | | |
| Registered | 1,000,000 | 1,000,000 | 1,000,000 |
| Issued and fully paid up | 1,000,000 | 1,000,000 | 1,000,000 |
| Share premium | 3,962,980 | 3,962,980 | 3,962,980 |
| Surplus on business combination under common control | 323,216 | 323,216 | 323,216 |
| Surplus on changes in percentage of shareholding in local subsidiaries | 108,959 | 108,959 | 108,959 |
| Surplus on changes in percentage of shareholding in overseas subsidiaries | (368,686) | (653,182) | (653,182) |
| Retained earnings | | | |
| Appropriated – statutory reserve | 100,000 | 100,000 | 100,000 |
| Unappropriated | 4,950,864 | 5,429,639 | 5,955,409 |
| Other components of shareholders' equity | (121,319) | (62,327) | (114,822) |
| Equity attributable to owners of the company | 9,956,014 | 10,209,285 | 10,682,560 |
| Non-controlling interests of the subsidiary | 201,271 | (98,501) | (117,525) |
| Total shareholders' equity | 10,157,286 | 10,110,784 | 10,565,035 |
| Total liabilities and shareholders' equity | 17,086,677 | 19,185,648 | 20,038,927 |

Consolidated Income Statement

| Unit: Thousand Baht | For the year ended 31 December | | |
|-----------------------------------------------------------|--------------------------------|-------------------|-------------------|
| | 2020 | 2021 | 2022 |
| Profit or loss | | | |
| Revenues | | | |
| Revenues from contracts with customers | 17,230,640 | 17,364,321 | 19,215,093 |
| Other income | 151,427 | 205,001 | 238,730 |
| Total revenues | 17,382,067 | 17,569,322 | 19,453,823 |
| Expenses | | | |
| Cost of sales | 10,172,906 | 11,181,003 | 13,582,019 |
| Selling and distribution expenses | 1,914,885 | 1,862,596 | 2,099,506 |
| Administrative expenses | 965,097 | 1,081,958 | 978,735 |
| Other expenses | - | - | - |
| Total expenses | 13,052,888 | 14,125,557 | 16,660,260 |
| Profit before finance cost and income tax expenses | 4,329,179 | 3,443,765 | 2,793,563 |
| Finance income | 4,227 | 1,006 | 985 |
| Finance cost | (106,796) | (88,706) | (115,092) |
| Share of profit from investment in associate | - | - | 4,559 |
| Profit before income tax expenses | 4,226,610 | 3,356,065 | 2,684,015 |
| Income tax expenses | (667,449) | (513,268) | (432,823) |
| Profit for the year | 3,559,161 | 2,842,797 | 2,251,192 |
| Profit attribution to | | | |
| Equity holders of the company | 3,525,028 | 2,881,002 | 2,286,198 |
| Non-controlling interest of the subsidiaries | 34,133 | (38,205) | (35,006) |
| Profit for the year | 3,559,161 | 2,842,797 | 2,251,192 |
| Basic earnings per share | | | |
| Profit attributable to equity holders of the company | 3.53 | 2.88 | 2.29 |
| Weighted average number of ordinary shares (share) | 1,000,000 | 1,000,000 | 1,000,000 |

Consolidated statement of cash flows

| Unit: Thousand Baht | For the year ended 31 December | | |
|----------------------------------------------------|--------------------------------|----------------|------------------|
| | 2020 | 2021 | 2022 |
| Net cash flows from operating activities | 3,636,426 | 2,468,846 | 2,131,123 |
| Net cash flows used in investing activities | (1,670,170) | (1,175,916) | (497,901) |
| Net cash flows from (used in) financing activities | (1,933,002) | (1,115,943) | (1,830,327) |
| Net decrease in cash and cash equivalents | (19,330) | 188,486 | (196,679) |

Key Financial Ratios

| | For the year ended 31 December | | | |
|---------------------------------------------------------------------------------------|--------------------------------|------|------|------|
| | | 2020 | 2021 | 2022 |
| Liquidity Ratio | | | | |
| Current ratio | Time | 0.7 | 1.0 | 0.8 |
| Quick ratio | Time | 0.4 | 0.5 | 0.4 |
| Cash flow liquidity ratio | Time | 0.8 | 0.4 | 0.3 |
| Account receivables turnover ratio | Time | 14.8 | 12.2 | 10.0 |
| Days sales outstanding | Days | 24.7 | 30.0 | 36.3 |
| Inventory turnover ratio | Time | 21.1 | 16.6 | 18.4 |
| Days sales of inventory | Days | 17.3 | 22.0 | 19.9 |
| Account payables turnover ratio | Time | 16.6 | 17.9 | 17.7 |
| Days payables outstanding | Days | 22.0 | 20.3 | 20.6 |
| Cash cycle | Days | 20.0 | 31.7 | 35.6 |
| Profitability Ratio | | | | |
| Gross profits | % | 41.0 | 35.6 | 29.3 |
| Operating profits | % | 24.2 | 18.7 | 13.3 |
| Other profits | % | 0.9 | 1.2 | 1.2 |
| Cash to earning | % | 87.0 | 76.2 | 83.4 |
| Net profits | % | 20.5 | 16.2 | 11.6 |
| Efficiency Ratio | | | | |
| Return on equities | % | 37.7 | 28.1 | 21.8 |
| Return on equities, Equity holders of the Company | % | 38.1 | 28.6 | 21.9 |
| Return on assets | % | 22.3 | 15.7 | 11.5 |
| Return on fixed assets | % | 36.3 | 28.3 | 23.6 |
| Assets turnover | Time | 1.1 | 1.0 | 1.0 |
| Financial Policy Ratio | | | | |
| Debts to equity | Time | 0.7 | 0.9 | 0.9 |
| Interest bearing debt to equity | Time | 0.5 | 0.7 | 0.7 |
| Interest coverage ratio | Time | 46.8 | 47.3 | 31.3 |
| Debt service coverage ratio | Time | 1.3 | 1.2 | 0.6 |
| Net debt to earnings before interest, taxes, depreciations and amortizations (EBITDA) | Time | 1.2 | 1.9 | 2.4 |
| B/E, P/N size to interest bearing debt ratio | Time | 0.4 | 0.4 | 0.5 |
| Interest bearing debt matured in 1 year to total interest bearing debt ratio | Time | 0.8 | 0.5 | 0.9 |
| Loans from financial institutions to total debt | Time | 0.5 | 0.6 | 0.5 |
| Net interest bearing debt to equity | Time | 0.4 | 0.6 | 0.6 |
| Debt service coverage ratio (Cash basis) | Time | 1.0 | 1.1 | 0.9 |
| Dividend payout ratio | % | 68.1 | 65.9 | 65.6 |

Management Discussion and Analysis for the fiscal year ended 31 December 2022

Consolidated financial performance of the Group for the fiscal year ended 31 December 2022 in comparison with the corresponding period last year ended 31 December 2021

1. Revenue from sales

Total revenue from sales in 2022 was THB 19,215 million, up by +11% YoY. Of which, revenue from sales of our branded own products was THB 12,591 million, down by -0.2% YoY, mainly from overseas markets. Revenue from 3rd party products for distributions was THB 5,350 million, up by +50% YoY, as a combined result of effective coverage through our cash van operations as well as quality and selection of the products. Revenue from other sales was THB 807 million, up by +20% YoY, which was mainly derived from producing and selling glass bottles to outside parties.

| Revenue from sales by product group | 2021 | | 2022 | | %YoY |
|-----------------------------------------------------------------------|---------------|-------------|---------------|-------------|------------|
| | Million | % | Million | % | |
| Branded products by own manufacture ^{1/} | 12,622 | 73% | 12,591 | 66% | (0.2%) |
| Branded products by 3 rd party's manufacture ^{2/} | 504 | 3% | 467 | 2% | (7%) |
| 3 rd party's products for distribution | 3,568 | 21% | 5,350 | 28% | 50% |
| Others | 670 | 4% | 807 | 4% | 20% |
| Total | 17,364 | 100% | 19,215 | 100% | 11% |

Note: 1/ Energy Drinks, Sport Drinks, and Functional Drinks

2/ Drinking Water, 3-in-1 Coffee and RTD Coffee

| Revenue from sales by geography | 2021 | | 2022 | | %YoY |
|---------------------------------|---------------|-------------|---------------|-------------|------------|
| | Million | % | Million | % | |
| Domestic | 10,433 | 60% | 12,332 | 64% | 18% |
| Overseas | 6,931 | 40% | 6,883 | 36% | (1%) |
| CLMV | 5,660 | 33% | 5,909 | 31% | 4% |
| China | 731 | 4% | 467 | 2% | (36%) |
| ICUK | 166 | 1% | 245 | 1% | 48% |
| Others | 375 | 2% | 263 | 1% | (30%) |
| Total | 17,364 | 100% | 19,215 | 100% | 11% |

1.1) Revenue from sales of branded own products amounted to THB 12,591 million, down by -0.2% YoY. Domestic and overseas portions were at the ratio of 47:53

(1.1.1) Domestic sales were THB 5,762 million, up by +1% YoY, driven by an increase in our sales of Carabaodang energy drinks. Furthermore, we started to recognize sales of new products under Kanzou X2 trademark, which is made available in non-carbonated 150 ml filled with liver extract, glucuronolactone and curcumin in response to health-conscious consumers.

(1.1.2) Overseas sales were THB 6,829 million, down by -1% YoY. Of which, our export sales to CLMV grew by +5% YoY, attributed to all major markets i.e., sales in Vietnam that come with more purchase orders increased by +60% YoY, Myanmar, and Cambodia up by +4% and +2% YoY respectively, while other countries declined.

Our overseas sales in the UK market managed under our subsidiary namely Intercarabao Company Limited ("ICUK") grew by +48% YoY, thanks in part to the initiatives of new product launch in the form of both flavor and packaging design for a larger group of target consumers in the country. And also, ICUK expanded distribution channels to the gas stations in last year.

1.2) Sales of 3rd party products for distribution amounted to THB 5,350 million, up by +50% YoY. Key contributing factors included variety and quality of products we carried in the portfolio as well as effectiveness in managing our fleet of over 300 cash vans to access over 180,000 retailers countrywide

1.3) Sales of branded product by 3rd party's manufacture amounted to THB 467 million, down by -7% YoY. Such increase resulted from drinking water and 3-in-1 that rose by +42% YoY and +7% YoY, respectively, whereas sales of RTD coffee were down by -24% YoY.

1.4) Other sales amounted to THB 807 million, up by +20% YoY, with the vast majority being manufacture and sales of glass bottles under the operations of our subsidiary, namely Asia Pacific Glass Company Limited ("APG"). As a result of our business partner's attempt to expand and launch new products in foreseeable term, APG benefited from an increasing number of purchase orders for glass bottles.

2. Gross profits and gross profits margin

Gross profits in 2022 were THB 5,633 million, down by -9%, which was equivalent to gross profits margin of 29% versus 36% a year ago. Such a decrease resulted from the product mix. Sales of branded own products declined in proportion to which they accounted for 66% of total revenue from sales versus 73% a year ago. Raw materials and packaging materials used for our productions also hiked up in price, especially the market price for aluminum coils throughout the year as well as utility related expenses that also increased.

| Gross profits by product group | 2021 | | 2022 | | %YoY |
|-----------------------------------------------------------------------|--------------|------------|--------------|------------|-------------|
| | Million | %GPM | Million | %GPM | |
| Branded products by own manufacture ^{1/} | 5,576 | 44% | 4,711 | 37% | (16%) |
| Branded products by 3 rd party's manufacture ^{2/} | 72 | 14% | 54 | 12% | (24%) |
| 3 rd party's products for distribution | 260 | 7% | 555 | 10% | 113% |
| Others | 275 | 41% | 312 | 39% | 13% |
| Total | 6,183 | 36% | 5,633 | 29% | (9%) |

Note: 1/ Energy Drinks, Sport Drinks, and Functional Drinks

2/ Drinking Water, 3-in-1 Coffee and RTD Coffee

3. Selling, general and administrative (SG&A) expenses

Selling and administrative expenses in 2022 were THB 3,078 million, up by +5%, representing the SG&A to total revenue from sales ratio of 16% versus 17% a year ago. Mainly increased from selling expenses.

| Selling and Administrative expenses | 2021 | | 2022 | | %YoY |
|-------------------------------------|--------------|------------|--------------|------------|-----------|
| | Million | %to Sales | Million | %to Sales | |
| Selling expenses | 1,863 | 11% | 2,100 | 11% | 13% |
| Sponsorship fees | 272 | 2% | 263 | 1% | (3%) |
| Selling without sponsorship fees | 1,590 | 9% | 1,836 | 10% | 15% |
| Administrative expenses | 1,082 | 6% | 979 | 5% | (10%) |
| Total SG&A | 2,945 | 17% | 3,078 | 16% | 5% |

Selling expenses amounted to THB 2,100 million, up by +13% YoY, that went up alongside the increase in sale revenue representing 11% of total revenue from sales, which the same portion as the corresponding period last year. We entered into a sponsorship contract with Hoang Anh Gia Lai Football Club in Vietnam for 2 seasons. Expenses related thereto shall be realized by straight line method through our financial statements from January 2023 forward.

Administrative expenses amounted to THB 979 million, down by -10%, representing 5% of total revenue from sales versus 6% a year ago.

4. Financial expenses

Financial expenses amounted to THB 115 million, up by +30% YoY, as a result of higher amount of short-term and long-term at higher finance costs that went in line with the country's policy rate.

5. Corporate income tax expenses

Corporate income tax expenses amounted to THB 433 million, down by -16%, representing the effective tax rate of 16% versus 15% a year ago.

6. Net profits and net profits margin

Net profits attributed to our shareholders amounted to THB 2,286 million, down by -21% YoY, due in large part to prices for raw materials and packaging materials as well as utility related expenses. that went up and put pressure on our gross profits margin derived from branded own products along with increase in those operating expenses as described above.

Consolidated financial position as of 31 December 2022 in comparison with that as of 31 December 2021

Assets

Total assets as of 31 December 2022 and 31 December 2021 were THB 20,039 million and THB 19,186 million, respectively. An increase of THB 853 million was derived mainly from (1) THB 778 million increase in account receivables and other receivables from higher business volumes in both domestic and overseas markets., (2) THB 381 million increase in inventories from increase in prices for raw materials and packaging materials, and (3) THB 309 million decrease in property, plant and equipment.

Liabilities

Total liabilities as of 31 December 2022 and 31 December 2022 were THB 9,474 million and THB 9,075 million. That said a respective increase of THB 399 million. Current liabilities were THB 8,187 million, up by THB 2,759 million, whereas non-current liabilities were THB 1,287 million, down by THB 2,360 million. Such an increase in short-term borrowings, THB 706 million, THB 569 million decrease in term loans, THB 179 million increase in lease liabilities and THB 83 million increase in account payables and other payables.

Shareholders' equity

Total shareholders' equity as of 31 December 2022 and 31 December 2021 were THB 10,565 million and THB 10,111 million, respectively. An increase of THB 454 million took into account mainly net profits generated and dividend payments.

Key financial ratios

1. Liquidity ratio

Liquidity ratios as of December 31, 2022 and 2021 were 0.8 times and 1.0 times, respectively, led by increases in current assets and current liabilities.

2. Cash cycle

The cash cycle for the year ended December 31, 2022 and 2021 was 35.6 days and 31.7 days, respectively, driven by longer average inventory (finished-goods) period from 22.0 days to 19.9 days, and longer average collection period from 30.0 days to 36.3 days.

3. Return on shareholders' equity

Return on shareholders' equity for the year ended December 31, 2022 and 2021 were 21.8% and 28.1%, respectively.

4. Return on assets

Return on assets as of December 31, 2022 and 2021 were 11.5% and 15.7%, respectively.

5. Debt to equity ratio

Debt to equity ratio as of December 31, 2022 and 2021 were 0.9 times, which the same portion as the corresponding period last year.

6. Interest bearing debt to equity ratio

Interest bearing debt to equity ratio as of December 31, 2022 and 2021 were 0.7 times, which the same portion as the corresponding period last year.

Key drivers which could affect future operations and financial status

We aim to take our Carabao trademarks ahead to one of the leading beverage players with solid stage of footprints spanning major markets globally. Provided that our sales of energy drinks to the Thai market and the markets outside were at the ratio of 47:53 in 2022, our financial performance may be effected by several risk factors specific to the countries where we manage to sell, distribute and market energy drinks through our business partners presently and in the future as we may decide to penetrate as a result of our business plans. Those risk factors may include but not limited to social, economic, competitive setting, related laws and regulations as well as the COVID-19 pandemic. In addition, there are also risk factors arising from changes in global supply and demand for commodities and key raw materials. Such market price on an uptrend may effect our profitability.

For more information, please find in the Risk Factors section.



General Information and other important information



General Information

Issuer

Carabao Group Public Company Limited (“the Company” or “CBG”)

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Engage as a holding company of domestic and overseas subsidiaries that (i) operate vertically integrated business activities of manufacturing, marketing, selling and distributing energy drinks under Carabao Dang and Carabao trademarks, electrolyte drinks under Carabao Sport trademark, and other beverages under the Company’s trademark including drinking water, 3-in-1 coffee and ready-to-drink (RTD) coffee, and (ii) act as a distributor for consumer products of 3rd parties in both food and non-food categories. |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0107557000268 |
| Website | www.carabaogroup.com |
| Telephone | 02-636-6111 |
| Fax | 02-636-7951 |
| Securities Class | Ordinary Share |
| Registered capital | 1,000,000,000 shares at par value of Baht 1.00 per share, as of 31 December 2021 |

The Company’s subsidiaries as of December 31, 2022

1. Carabao Tawandang Co., Ltd (“CBD”)

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in manufacturing, marketing, and selling energy drinks under Carabao Dang and Carabao trademarks, electrolyte drinks under Carabao Sport trademark, and other beverages the Company plans to produce and sell in the future |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105544081165 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 300,000,000 |
| Number of shares (Shares) | 3,000,000 |
| CBG’s shareholding (Shares) | 2,999,990 |
| Shareholding percentage | 99.99% |

2. Tawandang DCM Co., Ltd. (“DCM”)

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in managing domestic distribution of the Company’s products, including branded products by our own manufacture, branded products by 3 rd party manufacture, and 3 rd party products for distribution through both traditional trade, via multi-tiered agent system and our cash vans, and modern trade channels. |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105555092457 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 100,000,000 |
| Number of shares (Shares) | 1,000,000 |
| CBG’s shareholding (Shares) | 999,980 |
| Shareholding percentage | 99.99% |

3. Asia Pacific Glass Co., Ltd. (“APG”)

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in manufacturing and procuring glass bottles as packaging materials for energy drinks and other beverages |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105548125787 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 1,300,000,000 |
| Number of shares (Shares) | 13,000,000 |
| CBG's shareholding (Shares) | 12,999,980 |
| Shareholding percentage | 99.99% |

4. Asia Can Manufacturing Co., Ltd. (“ACM”)

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in manufacturing and procuring aluminum cans as packaging material for energy drinks and other . |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105560097232 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 700,000,000 |
| Number of shares (Shares) | 7,000,000 |
| CBG's shareholding (Shares) | 6,999,998 |
| Shareholding percentage | 99.99% |
| Other information | CBG's stake holding in ACM increased to 100% from 74% since March 2021 by shares acquired from SHOWA DENKO Group, with reference to resolutions of the Company's Director Meeting No.1/2021 on 19 February 2021. |

5. INTERCARABAO LIMITED (“ICUK”)

| | |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in marketing, sale and distribution of energy drinks under Carabao trademark in the United Kingdom and other countries outside Asia |
| Principle place of business | 1420 Arlington Business Park, Reading, RG7 4SA, United Kingdom |
| Company registration number | 09557445 |
| Securities Class | Ordinary Share |
| Registered capital | GBP 85,900,000 |
| Shareholding percentage | 100% held by CVHLUX |
| Other information | Registered capital increased to GBP 83,900,000 shares in March 2021 with reference to resolutions of the Company's Director Meeting No.7/2020 on 17 December 2020 |

6. CARABAO HOLDINGS (HONG KONG) LIMITED (“CHHK”)

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage as an overseas holding company for the Company |
| Principle place of business | Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong |
| Company registration number | 2423613 |
| Securities Class | Ordinary Share |
| Registered capital | USD 96,198,133 |
| Shareholding percentage | 100.00% |
| Other information | Registered capital increased to USD 96,198,133 in March 2021 with reference to resolutions of the Company's Director Meeting No.7/2020 on 17 December 2020 |

7. CARABAO VENTURE HOLDINGS (LUXEMBOURG) LIMITED S.À.R.L. (“CVHLUX”)

| | |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage as an overseas holding company which is a joint-venture between CHHK, Intercarabao Private Limited (“ICSG”) an unrelated Singaporean business partner, and Northend Investment Limited (“NIHK”) a holding company of which ultimate beneficial owner is Mr. Sathien Setthasit, with 84.31%, 6.05% and 9.64% shareholding, respectively, in the registered and paid capital as of 31 December 2021 |
| Principle place of business | 17, boulevard F.W. Raiffeisen - 2 nd Floor, L-2411 Luxembourg |
| Company registration number | B20952 |
| Securities Class | Ordinary Share |
| Registered capital | EUR 62,308,565 |
| Shareholding percentage | 84.31% held by CHHK |
| Other information | CHHK’s stake holding in CVHLUX increased to 84.3% from 51.0% since January 2018 with reference to the Change of overseas subsidiaries’ capital structure transaction |

8. CARABAO TRADING (HONG KONG) LIMITED (“CTHK”)

| | |
|-----------------------------|-------------------------------------------------------------|
| Type of business | Principally engage as an international trading company |
| Principle place of business | Level 54, Hopewell Centre, 183 Queen’s Road East, Hong Kong |
| Company registration number | 2448031 |
| Securities Class | Ordinary Share |
| Registered capital | USD 50,000 |
| Shareholding percentage | 100.00% |

9. Asia Packaging Manufacturing Co., Ltd. (“APM”)

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in manufacturing and procuring packaging materials including but not limited to paper carton, shrink film, and oriented polypropylene (OPP) label. |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105563039110 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 700,000,000 |
| Number of shares (Shares) | 7,000,000 |
| CBG’s shareholding (Shares) | 6,999,997 |
| Shareholding percentage | 99.99% |

10. Asia Carabao Venture Co., Ltd (“ACV”)

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage as a holding company |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105563044091 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 20,000,000 |
| Number of shares (Shares) | 200,000 |
| CBG’s shareholding (Shares) | 199,997 |
| Shareholding percentage | 99.99% |

11. A Woody Drink Co., Ltd (“AWD”)

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in marketing and sale of functional drinks under Woody C+ Locak trademark and other functional drinks/ products to be developed in the future, which is a joint venture between ACV and Mr. Vuthithorn Milintachinda, an influencing moderator and content owner with popularity among televisions and social medias, with shareholding of 85% and 15%, respectively. |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105563036200 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 200,000,000 |
| Number of shares (Shares) | 2,000,000 |
| Shareholding percentage | 85% held by ACV |

12. Carabao Marketing Group Co., Ltd. (“CBMG”)

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Type of business | Principally engage in the business of creating, maintain and developing online applications and various information. |
| Principle place of business | 393, 393 Silom Building, 7 th - 10 th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand |
| Company registration number | 0105564046004 |
| Securities Class | Ordinary Share |
| Registered capital | Baht 1,000,000 |
| Number of shares (Shares) | 10,000 |
| CBG's shareholding (Shares) | 9,997 |
| Shareholding percentage | 99.99% |

Details of associated companies that the Company investing in share as of December 31, 2022

1. Tawandang Logistic Co.,Ltd. (“TWD”)

| | |
|-----------------------------|----------------------------------------------------|
| Type of business | Operates a transportation service business |
| Principle place of business | 68/5 Moo. 5, Ban-sing, Photharam, Ratchaburi 70120 |
| Company registration number | 0705561000041 |
| Securities Class | Ordinary Share |
| Registered capital | Bath 250,000,000 |
| Number of shares (Shares) | 2,500,000 |
| CBG's shareholding (Shares) | 500,000 |
| Shareholding percentage | 20% |

Reference Information

Securities Registration

Thailand Securities Depository Co., Ltd.
62 The Stock Exchange of Thailand Building
Level 4th, 6th, 7th Rajadapisek Road, Klongtoey, Bangkok 10110 Thailand
Phone: +66 2009 9999

Auditor

EY OFFICE COMPANY LIMITED
33rd floor, Lake Rajada Office Complex
193/136-137 Rajadapisek Road, Klongtoey, Bangkok 10110 Thailand
Phone: +66 2264 9090

Lawyer

Baker & McKenzie Ltd.
990 Abdulrahim Place Rama IV Road, Bangkok 10500 Thailand
Phone: +66 2636 2000

Bond Registrar

Bangkok Bank Public Company Limited
333 Silom Road, Silom, Bangrak, Bangkok 10500 Thailand
Phone: +66 2230 1478

Investor Relations

Mr. Sommai Thaloengboonsiri
393, 393 Silom Building, 7th - 10th floor, Silom Road, Silom, Bangrak, Bangkok 10500 Thailand
Phone: +66 2636 6111 ext. 822
E-mail: IR@carabaogroup.com



Information on the Securities and Shareholders



Shareholder

The shareholding and percentage of Top 10 of shareholders as of August 30, 2022 are as follows;

| No. | Shareholders' name | Number of shares | Shareholding Percentage |
|-----|---------------------------------|------------------|-------------------------|
| 1 | Sathientham Holding Co.,Ltd. | 250,064,500 | 25.01% |
| 2 | Ms. Nutchamai Thanombooncharoen | 210,000,000 | 21.00% |
| 3 | Mr. Yuenyong Opakul | 70,480,000 | 7.05% |
| 4 | Thai NVDR | 47,163,509 | 4.72% |
| 5 | UBS AG SINGAPORE BRANCH | 45,161,400 | 4.52% |
| 6 | Mrs. Linjong Opakul | 26,166,900 | 2.62% |
| 7 | Mr. Sathien Sathientham | 25,974,100 | 2.60% |
| 8 | Mrs. Wongdao Thanombooncharoen | 18,152,700 | 1.82% |
| 9 | Ms. Nicha Opakul | 17,794,600 | 1.78% |
| 10 | Mr. Woraman Opakul | 15,219,100 | 1.52% |

Holding companies that are the Company's major shareholders and have significant impact for company's policies and operations are as follows:

1. The shareholding structure of Sathientham Holding Co., Ltd. is as follows: Mr. Sathien Sathientham holds shares at 55.0 percent, Mrs. Dararat Setthasit holds shares at 15.0, Mr. Veeratham Sathientham holds shares at 10.0 percent, Mr. Romtham Setthasit holds shares at 10.0 percent, and Ms. Tientham Setthasit holds shares at 10.0 percent of the total paid-up capital of Sathientham Holding Co., Ltd.

2. UBS AG SINGAPORE BRANCH was appointed to serve as a custodian for and on behalf of Northend Investment Ltd. which was incorporated under the applicable laws of Hong Kong, whereby Mr. Sathien Sathientham and Autumn Gold Capital Ltd. are the shareholders representing 90% and 10% of capital, respectively. Autumn Gold Capital Ltd. was incorporated under the applicable laws of the British Virgin Islands, having Mr. Sathien Sathientham as the ultimate beneficial owner.

3. Summary of Directors and Managements' Shareholding Year 2022

| Director / Management | Relation | Number of Shares (Beginning) | Increase / (Decrease) During Year | Number of Shares (Ending) |
|-------------------------------------|------------------------|------------------------------|-----------------------------------|---------------------------|
| 1. Sathien's Group | | | | |
| 1.1 Mr. Sathien Sathientham | | 25,974,100 | - | 25,974,100 |
| 1.2 Sathientham Holding Co., Ltd. | | 250,064,500 | - | 250,064,500 |
| 1.3 NORTHEND INVESTMENT LIMITED | | 45,161,400 | - | 45,161,400 ¹ |
| 2. Nutchamai's Group | | | | |
| 2.1 Ms. Nutchamai Thanombooncharoen | | 210,000,000 | - | 210,000,000 |
| 2.2 Mrs. Wongdao Thanombooncharoen | Ms. Nutchamai's Sister | 18,152,700 | - | 18,152,700 |
| 3. Yuenyong's Group | | | | |
| 3.1 Mr. Yuenyong Opakul | | 70,480,000 | - | 70,480,000 |
| 3.2 Mrs. Linjong Opakul | Mr. Yuenyong's Wife | 26,145,800 | 21,100 | 26,166,900 |

Remark ¹ UBS AG SINGAPORE BRANCH was appointed to serve as a custodian for and on behalf of Northend Investment Ltd.

The Subsidiaries

At present, the shareholding structure of the Group's subsidiaries could be summarized as follows.

1. Carabao Tawandang Co.,Ltd. (CBD)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------|------------------|-------------------------|
| 1. The Company | 2,999,990 | 99.9 |
| 2. Mr. Sathien Sathientham | 5 | 0.0 |
| 3. Mr. Veeratham Sathientham | 5 | 0.0 |
| Total | 3,000,000 | 100.0 |

2. Tawandang DCM Co.,Ltd. (DCM)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 999,980 | 99.9 |
| 2. Mr. Sathien Sathientham | 10 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 10 | 0.0 |
| Total | 1,000,000 | 100.0 |

3. Asia Pacific Glass Co.,Ltd. (APG)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 12,999,980 | 99.9 |
| 2. Mr. Sathien Sathientham | 10 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 10 | 0.0 |
| Total | 13,000,000 | 100.0 |

4. CARABAO TRADING (HONG KONG) LIMITED (“CTHK”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|---------------------------|------------------|-------------------------|
| 1. The Company | 50,000 | 100.0 |
| Total | 50,000 | 100.0 |

5. CARABAO HOLDINGS (HONG KONG) LIMITED (“CHHK”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|---------------------------|------------------|-------------------------|
| 1. The Company | 100,734,733 | 100.0 |
| Total | 100,734,733 | 100.0 |

6. CARABAO VENTURE HOLDINGS (LUXEMBOURG) LIMITED S.À.R.L. (“CVHLUX”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|---------------------------------|------------------|-------------------------|
| 1. CHHK | 52,531,772 | 84.3 |
| 2. Northend Investment Limited | 6,004,460 | 9.6 |
| 3. INTERCARABAO PRIVATE LIMITED | 3,772,333 | 6.1 |
| Total | 62,308,565 | 100.0 |

7. INTERCARABAO LIMITED (“ICUK”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|---------------------------|------------------|-------------------------|
| 1. CVHLUX | 85,900,000 | 100.0 |
| Total | 85,900,000 | 100.0 |

8. Asia Can Manufacturing Co.,Ltd. (“ACM”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 6,999,998 | 99.9 |
| 2. Mr. Sathien Sathientham | 1 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 1 | 0.0 |
| Total | 7,000,000 | 100.0 |

9. A Woody Drink Co.,Ltd. (“AWD”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|-----------------------------------------|------------------|-------------------------|
| 1. Asia Carabao Venture Company Limited | 1,699,999 | 85.0 |
| 2. Mr. Wutthitorn Milintachinda | 300,000 | 15.0 |
| 3. Mr. Sathien Sathientham | 1 | 0.0 |
| Total | 2,000,000 | 100.0 |

10. Asia Packaging Manufacturing Co.,Ltd. (“APM”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 6,999,997 | 99.9 |
| 2. Mr. Sathien Sathientham | 1 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 1 | 0.0 |
| 4. Mr. Pongsarn Klongwathanakith | 1 | 0.0 |
| Total | 7,000,000 | 100.0 |

11. Asia Carabao Venture Co.,Ltd. (“ACV”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 199,997 | 99.9 |
| 2. Mr. Sathien Sathientham | 1 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 1 | 0.0 |
| 4. Mr. Pongsarn Klongwathanakith | 1 | 0.0 |
| Total | 200,000 | 100.0 |

12. Carabao Marketing Group Co.,Ltd. (“CBMG”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------------|------------------|-------------------------|
| 1. The Company | 9,997 | 99.9 |
| 2. Mr. Sathien Sathientham | 1 | 0.0 |
| 3. Ms. Nutchamai Thanombooncharoen | 1 | 0.0 |
| 4. Mr. Pongsarn Klongwathanakith | 1 | 0.0 |
| Total | 10,000 | 100.0 |

Associated Company

The summarized of shareholding structure of the associated companies are as follows,

13. Tawandang Logistic Co.,Ltd. (“TWD”)

| Name of Major Shareholder | Number of Shares | Shareholding Percentage |
|------------------------------|------------------|-------------------------|
| 1. C.J. Express Co.,Ltd. | 1,000,000 | 40.0 |
| 2. TD Tawandang Co.,Ltd | 999,997 | 40.0 |
| 3. The Company | 500,000 | 20.0 |
| 4. Mr. Sathien Sathientham | 1 | 0.0 |
| 5. Mr. Veeratham Sathientham | 1 | 0.0 |
| 6. Ms. Suchanya Hemyakorn | 1 | 0.0 |
| Total | 2,500,000 | 100.0 |

Shareholders Agreement

- None. -

Outstanding Values of Debentures

As of 31 December 2022, the Company has THB 1,500 million of outstanding detailed details as follows.

| Issue | Amount (THB mn) | Interest rate (% p.a.) | Time to Maturity (Year) | Maturity date |
|---------|-----------------|------------------------|-------------------------|---------------|
| CBG237A | 1,500.0 | 1.27% | 2.00 | 16 July 2023 |



PART 2

CORPORATE GOVERNANCE





6. Corporate Governance Policy
7. Corporate Governance Structure And Key Data On The Board Of Directors, Subcommittee, Management, Employee And Others
8. Key Performance of Corporate Governance
9. Internal Control And Related Party Transactions



Corporate Governance Structure

and Key Data on the Board of

Directors, Subcommittee, Management, Employee and others



Corporate Governance Structure and Key Data on the Board of Directors, Subcommittee, Management, Employee and others

Organization Structure



The Board of Directors Information

Structure and Composition of the Board of Directors

The Board of Directors must consist of at least 5 members or according to the laws and/or regulations indicated by the Company and the Board of Directors must consist of independent directors for at least one-third of all directors, but no less than 3 members and must consist of at least 3 members of the Audit Committee (members of the Audit Committee must be fully qualified in accordance with the Notification Tor Jor. 28/2551). Therefore, the company has defined a board diversity policy which must consist of person with a diversity of genders, skills, knowledge, abilities, professional of working experience that beneficial to the company business operation and their skills matrix such as expertise in the company's core industry, business management, corporate governance, and innovation environment.



Non-Executive Directors 8 Person
62% of the entire Board



Independent Director 6 Person
46% of the entire Board



Executive Directors 5 Person
38% of the entire Board



Women Board Member 4 Person
31% of the entire Board



The Board of Directors and the company's authority

List of the board of directors are as follows;

| Name | Position |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Ms. Nutchamai Thanombooncharoen* (Non - Executive Director) | Chairman of the Board of Director |
| 2. Mr. Sathien Sathientham | Vice Chairman of the Board of Director / Chairman of Executive Committee / Chairman of Nomination and Remuneration Committee |
| 3. Mr. Yuenyong Opakul | Director of the company |
| 4. Mrs. Wongdao Thanombooncharoen**** | Director of the company / Member of Executive Committee / Member of the Nomination and Remuneration Committee / Member of Sustainability Development Committee |
| 5. Mr. Kamoldist Smuthkochorn | Director of the company / Member of Executive Committee / Member of Risk Management Committee |
| 6. Mr. Romtham Sathientham | Director of the company / Member of Executive Committee / Member of Risk Management Committee |
| 7. Mrs. Saowanee Kamolbutr (Independent Director) | Director of the company / Chairman of the Audit Committee / Member of Risk Management Committee / Vice Chairman of the Nomination and Remuneration Committee |
| 8. Mr. Kanit Patsaman*** (Independent Director) | Director of the company/ Member of Audit Committee / Member of Risk Management Committee / Member of the Nomination and Remuneration Committee / Member of Sustainability Development Committee |
| 9. Mr. Nha-Kran Loahavilai *** (Independent Director) | Director of the company / Member of Audit Committee / Member of Sustainability Development Committee |
| 10. Mr. Predee Daochai** (Independent Director) | Director of the company / Chairman of the Risk Management Committee / Chairman of Sustainability Development Committee |
| 11. Ms. Nuchanok Vongswat (Non - Executive Director) | Director of the company / Member of Risk Management Committee |
| 12. General Siripongs Vongskunti (Independent Director) | Director of the company |
| 13. Mr. Sanchai Jullamon (Independent Director) | Director of the company |

Remark::

*Ms. Nutchamai Thanombooncharoen has appointed as Chairman of the board of director according to the resolution of the Board of Directors' meeting no. 2/2022 stated on May 13, 2022.

**Mr. Predee Daochai has appointed as Chairman of the Sustainability Development Committee according to the resolution of the Board of Directors' meeting no. 2/2022 stated on May 13, 2022.

***Mr. Kanit Patsaman and Mr. Nha-kran Loahawilai has appointed as Member of the Sustainability Development Committee according to the resolution of the Board of Directors' meeting no. 2/2022 stated on May 13, 2022.

****Mrs. Wongdao Thanombooncharoen has appointed as Member of the Nomination and Remuneration Committee and Member of the Sustainability Development Committee according to the resolution of the Board of Directors' meeting no. 3/2022 stated on July 21, 2022.

Authority, Roles, Duties and Responsibilities of the Board of Directors

Authority of the Board of Directors

- The Board of Directors have the authority, duties and responsibilities to manage and operate the business of the Company and its subsidiaries in accordance with laws, objectives, rules as well as resolutions of the shareholder meetings.
- The Board of Directors have the authority to appoint one or more company directors as Chairman of the board of director and may to appoint Vice Chairman of the board of director as deem appropriately.
- The Board of Directors is entitled to appoint Executive Management, the Chief Executive Officer, Managing Director, and others subcommittee as deemed appropriate by nominating in accordance with the guidelines and principles of the related regulations as required by laws.

Duties and Responsibilities of the Board of Directors

- To determine vision, mission, policies, strategic, targets, guidelines, business operation-related plans, budgets of the company and its subsidiaries, including to control and supervise the business management of the executives in accordance with pre-determined policies, plans and budgets with efficient and effectiveness manner for the ultimate benefit of the economic value and sustainable growth of the Company, its subsidiaries, and shareholders by reviewed and approved annually.
- To ensure that the Company and its subsidiaries use accounting systems, financial reporting and accounting audit systems that are appropriate and effective and establish internal control systems and internal audit systems and document storage systems that enable subsequent examination of the correctness of data.
- To arrange for financial statements of the Company and its subsidiaries to be prepared correctly at the end of the relevant accounting period in order to show the financial position and the operating results during the past accounting periods in a true, complete and correct manner, in accordance with the generally accepted accounting standards, and to arrange for these financial statements to be inspected by the relevant accounting auditor before their proposal to the shareholder meetings for the latter's consideration and approval.
- To consider determining risk management policies for use in the whole organization and to ensure that there is a system or process for managing risks with standards and control methods intended to reduce impacts on the business of the Company and its subsidiaries, as appropriate.
- The Board of Directors has established the policy of corporate governance and code of conduct of the company and its subsidiaries whereof the principles and guideline are covering to procedure of treating to the stakeholders, anti-corruption, money laundering prevention, measurement and prevention of conflicts of interest, internal information, insider trading confidentiality and whistleblower including to supervise and announce to all employees to strictly follow to the corporate governance and code of conduct of the company and its subsidiaries and it will be disclosed to the stakeholders, the person who may conflict of the company's interest and others related person by truly completing as deem appropriate.
- Define the information technology management policy and the security measures of information technology system in accordance with the industrial standard and supervise to monitor, review, and improve process effectiveness in accordance and suitable for the risk of information technology as well as encourage to create and adopt new innovation and modern technology as appropriately to the business operation and resources efficiently including for the mutual benefit of the company, business partners, and related persons, society and environmental.
- To consider and determine work management structure; to appoint the Executive Board of Directors, the chief executive officer, the managing director, and other sub-committees, as appropriate, including to determine the scope of their authorities and duties.
- To determine the regulatory and nominating process of directors and executives with transparency throughout the remuneration and evaluation performance annually.
- To consider appointing a person to be a member of the Board of Directors of the company, if there is vacancy in the Board of Directors, other than retirement, by rotation and the terms of the vacancy shall be remained more than 2 months.
- To consider and purpose the remuneration of the board of directors and subsidiaries as appropriate.
- To consider, and/or provide opinions about, entry into of related transactions and/or entry into of transactions of the Company and its subsidiaries (if the values of the transactions do not meet the conditions where consideration and approval by shareholders' meetings is required), in accordance with related laws, notifications, criteria and rules.
- The Company to control and supervise management and to be responsible for the work performance of subsidiaries and associates as the details follow;

- To consider appointing a person to be a director, executive or the authorized person in subsidiaries
- To define the roles and responsibilities of the authorized personnel to supervise the operation in accordance with the policy of the company.
- To determine the appropriate and sufficiently concise internal control of subsidiaries ensure that all various transactions legally and related to the criteria.
- To disclose the financial statement and performance, transactions with connected persons acquisition or disposition of assets, other significant transaction, increasing and reduction the capital and dissolution of subsidiaries, etc.
- If it is a significant investment in other businesses, such as holding shares with voting rights from 20% but not more than 50% and the amount of investment or additional investment may be significant to the Company, if necessary, the board of directors should ensure that shareholders' agreement or other agreement to clarify management authority and involvement in decision-making on important matters.

Roles, Duties, and Responsibilities of the Chairman of the Board of Directors

1. Be responsible as the leader of the Board of Directors, for supervising and monitoring the management of the Company to ensure that the objectives and policies are met.
2. Act as the Chairman of the Board of Directors' meetings and shareholders' meetings.
3. Control the shareholders' meeting in accordance with the Company's Articles of Association and the specified agenda.
4. Perform a casting vote in the event that the Board of Directors' meeting have equal votes.
5. Perform any other duties as required by laws, regulations, resolutions of the shareholders' meeting and resolutions of the Board of Directors.

Nomination and Remuneration of the Board of Directors

The Determination of Directors' Nomination

The Board of Directors has established the nomination of directors under an appropriate and verifiable process to build confidence for the shareholders as follows:

- Nomination of directors: The Board of Directors assigns the Nomination and Remuneration Committee to consider and nominate individuals by considering selecting the qualified individuals to be a director based on the appropriate qualifications, knowledge, competence, work experience, or experience as senior management in business and government agencies. This includes properly considering the board diversity on age, gender, ethnicity, nationality, variety in skills, expertise, and skill matrices such as expertise in the Company's core industry, audit and good governance, risk and crisis management, law, finance accounting, leadership and strategic thinking, and priority on social and environmental responsibility, etc., with the main objective to enhance the efficiency of the Board of Directors' performance.

- After the Nomination and Remuneration Committee considers selecting a suitable individual, they will nominate the individual along with enough background to be considered electing case by case to the Board of Directors' meeting or the shareholders' meeting. However, the appointment of the Company's directors in the shareholders' meeting is under the criteria and procedures indicated by the Company's regulations and relevant laws.

The Determination of Directors' Remuneration

The Company has established a system for considering and determining the directors' remuneration under an appropriate and verifiable process that will build confidence for the shareholders. The Board of Directors has assigned the Nomination and Remuneration Committee to consider all forms of remuneration for directors and sub-committees in the form of monthly remuneration, meeting allowances, directors' pension, and remuneration in the other forms (if any)

By considering the performance and the scope of duties and responsibilities of the directors, the performance of the Company, the overall economic situation and at an attractive rate, which can be compared with the directors' remuneration rate referring to other companies in the industry and businesses of similar size.

Subcommittees receive additional remuneration according to the increased workload, and the Chairman may receive more remuneration than directors. To create motivation for qualified and competent directors of the Company or duties performance to achieve the goals and the business direction indicated by the Company, every year, the Nomination and Remuneration Committee will respectively present to the Board of Directors to consider and revise the suitability before proposing in the shareholders meeting for approval.

Qualifications of Directors

- A director must possess knowledge, ability, experience beneficial to the operation of the Company's business, understand the nature of business operations of the Company.
- Be honesty, integrity, morality in operating the business, and sufficient time to dedicate his or her knowledge and ability and must be able to fully perform their duties for the Company.
- A director must possess all qualifications required and must not possess any characteristics prohibited by the Public Limited Companies Act and/or any characteristics which are inappropriate for entrusting to manage the business with the public as shareholders under the laws and the announcements of the Securities and Exchange Commission, as well as other relevant laws and regulations indicated by the Company.
- A director cannot operate a business of the same nature and in competition with the business of the company and its subsidiaries or become a partner or director in other juristic persons having the same nature and in competition with the business of the Company and its subsidiaries whether it is done for one's own benefit or for the benefit of others unless notified to the shareholders' meeting prior to the appointment resolution.

Qualification of Independent Directors

Independent directors of the Company must meet the criteria for independence from major shareholders or groups of major shareholders and executives, as well as meet all of the criteria indicated by the Securities and Exchange Commission, legal regulations regarding securities and stock exchanges, and other relevant laws. It is the Company's policy to ensure that the number of independent directors shall constitute at least one-third of the Company's board of directors and not fewer than three members. The board of directors has specified the qualifications of an independent director, as follows:

(a) an independent director must not hold shares exceeding one percent of the total shares with voting rights of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company. Such percentage shall include shares held by related persons of such independent director.

(b) an independent director shall not be or have been an executive director, employee, staff and consultant who receives a regular salary or a controlling person of the Company, the parent company, the subsidiaries, the associate companies, the same-level subsidiaries, major shareholders, or controlling persons of the Company, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC.

(c) an independent director shall not be related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of a child of another director, executive, major shareholder, controlling person to be nominated as an executive director or controlling person of the Company or the subsidiaries.

(d) an independent director shall not have or have had a business relationship with the Company, the parent company, the subsidiaries, the associate companies, major shareholders or controlling persons of the Company in the manner that may prevent free judgment, and shall not be or have been a significant shareholder or controlling person of a person related to the business of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, unless such relationship ended at least two years before the date of submission of the application to the Office of the SEC;

(e) an independent director shall not be or have been an auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person or a partner in the auditing office in which the auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company works, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC;

(f) an independent director shall not be or have been a provider of any professional service, including legal advisory or financial advisory service receiving more than Baht two million of service charges per year from the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person or a partner of the service provider, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC.



(g) an independent director shall not be a director appointed as the agent of the directors of the Company, major shareholders, or shareholders related to a major shareholder.

(h) an independent director shall not operate a business of the same nature with and in competition with the business of the Company or the subsidiaries and shall not be a significant partner in a partnership, or be an executive director, employee, staff and consultant who receives a regular salary, or hold shares exceeding one percent of the total shares with voting rights, of another company operating a business of the same nature with and in competition with the business of the Company or the subsidiaries.

(i) an independent director shall not possess any other characteristics that prevent them from freely giving an opinion regarding the Company's operation.

Balance of Non-Executive Directors

The Company defines the policy on the structuring of the Board of Directors, including independent directors, executive directors, and non-executive directors to ensure that the Board of Directors' performance is properly monitored and balanced.

The Company has a policy to encourage non-executive directors to hold meetings as deemed appropriate without the presence of the management or executives to allow non-executive directors to discuss various issues related to business operation or other issues as deemed appropriate. At the meeting, the non-executive directors shall elect one director to preside over the meeting.

Office Term of the Directors

The directors and executives of the Company can take the position of directors or executives of affiliated companies or other companies but must comply with the regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board, and SET, including other relevant criteria, regulations, and laws. However, each director may hold a director position for no more than 5 registered companies in order to be able to perform duties and allocate time appropriately. It is also required that a managing director must not take any positions as a director at other companies except for the associates, subsidiaries, or affiliated companies.

Thus, independent directors shall not have more than 3 consecutive office terms or 9 years unless any independent directors are suitable to hold a position longer, the Board of Directors may consider their independence, suitability, and efficiency in performing duties and explain reasons along with the results of their duties performance for the shareholders for their consideration and selection of such independent directors who have been in office for more than 3 consecutive terms or 9 years to continue to be independent directors of the Company.

Authorized Director

The Company's authorized directors to sign to bind the Company are Mr. Sathien Sathientham, or Mr. Yuenyong Opakul, or Miss Nutchamai Thanombooncharoen, or Mr. Kamoldist Smuthkochorn. Any two out of four of such authorized directors jointly sign with the Company's seal affixed in order to bind the Company, except for certification of documents or copies of documents, which shall require the signature of any one of these four authorized directors with the Company's seal affixed.

The information of Subcommittee

Directorship and Subcommittee

| Name | Board of director | Audit Committee | Numeration and Remuneration Committee | Risk Management Committee | Sustainability Development Committee |
|------------------------------------|-------------------|-----------------|---------------------------------------|---------------------------|--------------------------------------|
| 1. Ms. Nutchamai Thanombooncharoen | ✓ | - | - | - | - |
| 2. Mr. Sathien Sathientham | ✓ | - | ✓ | - | - |
| 3. Mr. Yuenyong Opakul | ✓ | - | - | - | - |
| 4. Mrs. Wongdao Thanombooncharoen | ✓ | - | ✓ | - | ✓ |
| 5. Mr. Kamoldist Smuthkochorn | ✓ | - | - | ✓ | - |
| 6. Mr. Romtham Sathientham | ✓ | - | - | ✓ | - |
| 7. Mrs. Saowanee Kamolbutr | ✓ | ✓ | ✓ | ✓ | - |
| 8. Mr. Kanit Patsaman | ✓ | ✓ | ✓ | ✓ | ✓ |
| 9. Mr. Nha-Kran Loahavilai | ✓ | ✓ | - | - | ✓ |
| 10. Mr. Predee Daochai | ✓ | - | - | ✓ | ✓ |
| 11. Ms. Nuchanok Vongswat | ✓ | - | - | ✓ | - |
| 12. General Siripongs Vongskunti | ✓ | - | - | - | - |
| 13. Mr. Sanchai Jullamon | ✓ | - | - | - | - |
| 14. Mr. Pongsarn Klongwathanakith | - | - | - | ✓ | - |
| 15. Ms. Chonlada Boonserm | - | - | - | - | ✓ |

Sub – Committee

The Company has 4 sub-committee includes Audit Committee, Nomination and Remuneration Committee, Risk Management Committee and Sustainability Development Committee as detailed follows;

(1) The Audit Committee

The Audit Committee compose of 3 Independent Directors, an audit director must possess the qualifications specified in the Charter of the Audit Committee and according to regulations and related announcement as the name follows;

| Name of Director | Position |
|---------------------------------------------------|---------------------------------|
| 1. Mrs. Saowanee Kamolbutr (Independent Director) | Chairman of the Audit Committee |
| 2. Mr. Kanit Patsaman (Independent Director) | Member of the Audit Committee |
| 3. Mr. Nha-Kran Loahavilai (Independent Director) | Member of the Audit Committee |

Remarks: The Audit Committee composed of Independent Directors composed independent of director at 100%

*Mrs.Saowanee Kamolbutr is the Chairman of the Audit Committee who has sufficient knowledge and experience to review the credibility of the Company's financial statements.

The qualifications of the Audit Committee

1. The board of directors selects and appoints the Company's audit committee, which shall consist of at least three members. An audit director shall be an independent director of the Company who possesses the qualifications required under the law governing securities and exchange and the notifications, regulations and/or rules of the SET.
2. At least one member of the audit committee shall possess knowledge and experience in verifying the accuracy of the financial statements, and such qualifications shall be set out in the certificate and biography of audit committee members to be submitted to the SET and in the filing forms, Form 56-1 and Form 56-2.
3. Upon expiration of the term of an audit committee member or if an audit committee member vacates the office before the term expires, causing the number of members to be lower than three, the board of directors will appoint replacement members within three months from the date on which the number of members becomes lower than three for continuity in the performance of the audit committee.
4. The Company's head of audit shall be the secretary of the audit committee.
5. The term of each member of the audit committee is three years.

Scope of Duties and Responsibilities of the Audit Committee

1. To ensure that the Company makes a financial report that is correct and is adequately disclosed.
2. To ensure that there is an internal control system and an internal audit system that is appropriate and effective; to consider independence of an internal audit agency, as well as to approve the appointment, transfer, dismissal of the head of internal audit work or any other working agency responsible for internal audit.
3. To ensure that the Company complies with the laws governing securities and exchange, requirements of the securities exchange, and with the laws related to the Company's business and that the Company's subsidiaries comply with the criteria specified in control policies and mechanism for governance of business in which the Company makes investment.
4. To consider selecting, nominating and appointing a person who is independent to be the Company's accounting auditor and to propose that person's remuneration and to meet with the relevant accounting auditor in the absence of the management at least once a year.
5. To consider related transactions or transactions that may have conflicts of interest, as well as transactions related to the acquisition or sale of assets, in accordance with the laws and requirements of the Stock Exchange, as well as control policies and mechanisms for governance of businesses in which the Company makes investment, in order to ensure that such transactions are reasonable and of ultimate benefit to the Company.
6. To make reports on histories of members of the Audit Committee, which will be disclosed in the Company's annual reports (56-1 One Report), and such reports must be signed by the chairperson of the Audit Committee and contain data that are at least determined by the Stock Exchange.
7. To perform any other acts as assigned by the Company's Board of Directors and as approved by the Audit Committee.
8. To report to the Company's Board of Directors on a consistent basis, so that the Company's Board of Directors will be informed of the activities of the Audit Committee.
9. In performing duties of the Audit Committee, if transactions or acts that may have a significant impact on the Company's financial position and operating results are found; or if it is suspected that there are such transactions or acts, the Audit Committee shall report such to the Company's Board of Directors for the purposes of improving or correcting the same within the period of time deemed appropriate by the Audit Committee. The transactions or acts to be reported shall be under the following headings:
 - 9.1 reports that constitute conflicts of interest.
 - 9.2 corruption or significant abnormalities or defects found in the relevant internal control system.
 - 9.3 violations of the laws governing securities and exchange, requirements of securities exchange, or laws related to the Company's business.
10. The appointment, removal and transfer of the head of internal audit work must be approved by the Audit Committee.
 - 10.1 The Audit Committee shall have the authority to appoint its secretary who will provide assistance in the work performance of the Audit Committee.
 - 10.2 The Audit Committee shall have the authority and duty to seek independent opinions from any other professional advisors, as deemed necessary, at the expense of the Company, and employment of such professional advisors must be in accordance with the Company's rules.
 - 10.3 The Audit Committee shall have the authority to request data from the Company's various working units and subsidiaries in support of additional consideration of various matters.
11. To perform any other acts as assigned by the Company's Board of Directors.

(2) The Nomination and Remuneration Committee

The Nomination and Remuneration committee compose of 4 Directors and the directors must possess the qualifications specified in the Charter of the Nomination and Remuneration Committee and according to regulations and related announcement as the name follows;

| Name of Director | Position |
|---------------------------------------------------|--------------------------------------------------------|
| 1. Mr. Sathien Sathientham | Chairman of the Nomination Remuneration Committee |
| 2. Mrs. Saowanee Kamolbutr (Independent Director) | Vice Chairman of the Nomination Remuneration Committee |
| 3. Mrs. Wongdao Thanombooncharoen | Member of the Nomination Remuneration Committee |
| 4. Mr. Kanit Patsaman (Independent Director) | Member of the Nomination Remuneration Committee |

Remarks: The Nomination and Remuneration Committee composed of Independent Directors at 50%

The qualifications of the Nomination and Remuneration Committee

The nomination and remuneration committee consists of no fewer than three directors and executives. The board of directors will appoint one member as the chairman of the nomination and remuneration committee. The term of the nomination and remuneration committee, appointed by the board of directors, is three years from the date of appointment. A retiring member of nomination and remuneration committee is eligible for reappointment.

Scope of Duties and Responsibilities of the Nomination and Remuneration Committee

1. To consider the structure, size and elements of the Company's Board of Directors in a manner that such structure, size and elements are appropriate for the organization, the business and the environment.
2. To determine processes and criteria for recruitment and the qualifications of persons that should be nominated to be directors and executives from the level of deputy managing directors and upwards.
3. To consider selecting and screening persons who have appropriate qualifications to become directors and executives from the level of deputy managing directors and upwards and to submit this matter to the Company's Board of Directors and/or shareholders' meetings for consideration and approval.
4. To determine policies and to consider the criteria for determining remunerations, both monetary and non-monetary, of directors and executives from the level of assistants to managing directors and upwards in a manner that such remunerations are appropriate and fair, and to submit this matter to the Board of Directors' meetings and/or shareholders' meetings for consideration and approval.
5. The Nomination and Remuneration committee shall have the authority to appoint its secretary, who will provide assistance in the work performance of the Nomination and Remuneration Committee.
6. The Nomination and Remuneration committee shall have the authority and duty to seek independent opinions from any other professional advisors, as deemed necessary, at the expense of the Company, and employment of such professional advisors must be in accordance with the Company's rules.
7. The Nomination and Remuneration committee shall have the authority to request data from the Company's various working units and subsidiaries in support of additional consideration of various matters.
8. To perform any other acts, as assigned by the Board of Directors, in connection with recruitment and the consideration of remunerations of directors and top executives.

(3) The Risk Management Committee

The Risk Management committee compose of 7 Directors and the directors must possess the qualifications specified in the Charter of the Risk Management committee and according to regulations and related announcement as the name follows;

| Name of Director | Position |
|---------------------------------------------------|-------------------------------------------|
| 1. Mr. Predee Daochai (Independent Director) | Chairman of the Risk Management Committee |
| 2. Mrs. Saowanee Kamolbutr (Independent Director) | Member of the Risk Management Committee |
| 3. Mr. Kamoldist Smuthkochorn | Member of the Risk Management Committee |
| 4. Mr. Kanit Patsaman (Independent Director) | Member of the Risk Management Committee |
| 5. Mr. Pongsarn Klongwathanakith | Member of the Risk Management Committee |
| 6. Ms. Nuchanok Vongswat (Non-Executive Director) | Member of the Risk Management Committee |
| 7. Mr. Romtham Sathientham | Member of the Risk Management Committee |

Remarks: The Risk Management Committee composed of Independent Directors at 43%

The qualifications of the Risk Management Committee

The risk management committee is appointed by the board of directors consisting of directors and/or executives not less than three persons with qualification as appropriate. The term of office is three years from the date of appointment. A retiring member of risk management committee is eligible for reappointment.

The Company's Board of Directors will elect one member of the Risk Management Committee to be the chairperson, and may, if the Company's Board of Directors deems it appropriate, elect one or many member(s) of the Risk Management Committee to be the vice chairperson(s).

Scope of Duties and Responsibilities of the Risk Management Committee

1. To consider and identify important risks involving the Company's business operations, e.g., risks in terms of investment, business operations, management, finance, operations, data safety, laws and rules, etc., including to suggest preventative methods and the methods to manage risks at acceptable levels by identifying policies and suggesting ways to manage risks related to the Company's business operations in an appropriate and efficient manner, including to provide suggestions to the Board of Directors and the management regarding risk management.
2. To determine risk management plans and risk management processes for the organization.
3. To ensure that risk management is achieved with regard to identifying risks for each factor in support of appropriate decision-making. In this regard, the Risk Management Committee has the duty to follow-up and evaluate operating results, under the framework of risk management, for the whole organization and to improve action plans for the purposes of reducing risks on a continuous basis, in line with the Company's business operation status.
4. To report to the Company's Board of Directors on a regular basis regarding the outcome of risk management and operating results for the purpose of reducing risks, and, if there are matters with significant impact on the financial position and the Company's operating results, to report them to the Company's Board of Directors for the latter's quickest consideration.
5. The Risk Management Committee shall have the authority to appoint its secretary, who will provide assistance in the work performance of the Risk Management Committee.
6. The Risk Management Committee shall have the authority and duty to seek independent opinions from any other professional advisors, as deemed necessary, at the expense of the Company, and employment of such professional advisors must be in accordance with the Company's rules.
7. The Risk Management Committee shall have the authority to request data from the Company's various working units and subsidiaries in support of additional consideration of various matters.
8. To perform any other duties, as assigned by the Company's Board of Directors.

(4) The Sustainability Development Committee

The Sustainability Development Committee compose of 5 Directors and the directors must possess the qualifications specified in the Charter of the Sustainability Development Committee and according to regulations and related announcement as the name follows;

| Name of Director | Position |
|---------------------------------------------------|------------------------------------------------------|
| 1. Mr. Predee Daochai (Independent Director) | Chairman of the Sustainability Development Committee |
| 2. Mrs. Wongdao Thanombooncharoe | Member of the Sustainability Development Committee |
| 3. Mr. Kanit Patsaman (Independent Director) | Member of the Sustainability Development Committee |
| 4. Mr. Nha-Kran Laohavilai (Independent Director) | Member of the Sustainability Development Committee |
| 5. Ms. Chonlada Boonserm | Member of the Sustainability Development Committee |

Remarks: The Sustainability Development Committee composed of Independent Directors at 60%

The qualifications of the Sustainability Development Committee

The Board of Directors considers selecting and appointing the Sustainable Development Committee members and the Chairman of the Sustainable Development Committee. The members of the Sustainable Development Committee consist of at least 3 directors, of which not less than half are independent directors. The Directors for the Sustainable Development Committee must have suitable knowledge, abilities, qualifications, and experience. If the Sustainable Development Committee members are company directors, the Sustainable Development Committee has the same terms of office according to the period of directorship. The Sustainable Development Committee member who vacates office by expiration of the term may be reappointed as necessary and appropriate. In addition to vacate office upon the expiration of the term

Scope of Duties and Responsibilities of the Sustainability Development Committee

1. Determine key principles and practices related to sustainable development that are appropriate for the Company.
2. Build knowledge and awareness of sustainable development for the Board of Directors, executives, and employees, and encourage the Company's activities in accordance with significant concepts and practices related to sustainable development.
3. Develop and review business ethics and policies on sustainable development with reference to best practices, international guidelines, laws, and regulations of government agencies and organizations governing the Company.
4. Report the development and performance of the Company in terms of compliance with the Code of Business Conduct and the Sustainable Development Policy and provide instructions for improving sustainable development operations.
5. Evaluate the performance of the Sustainable Development Committee and report the assessment results to the Board of Directors at least once a year.
6. Perform any other duties as assigned by the Board of Directors.

Details of Executive Committee and Management

Executive Committee compose of 5 directors and the directors must possess the qualifications specified in the Charter of the Executive committee and according to regulations and related announcement as the name follows;

| Name | Position |
|-----------------------------------|---------------------------------|
| 1. Mr. Sathien Sathientham | Chairman of Executive Committee |
| 2. Mr. Romtham Sathientham | Member of Executive Committee |
| 3. Mrs. Wongdao Thanombooncharoen | Member of Executive Committee |
| 4. Mr. Kamoldist Smuthkochorn | Member of Executive Committee |
| 5. Mr. Pongsarn Klongwathanakith | Member of Executive Committee |

The Qualifications Of The Executive Committee

1. The Executive Committee consists of at least 3 members and executives.
2. The Company's Board of Directors will elect one member of the Executive Committee to be the chairperson, and may, if the Company's Board of Directors deems it appropriate, elect one or many member(s) of the Executive Committee to be the vice chairperson(s).

Scope of Duties and Responsibilities of the Executive Committee

1. To propose targets, policies, business plans, including business operation strategies and annual budgets of the Company, business expansion, to determine financial plans, human resources management policies, as well as to consider and screen proposals made by the management for their submission to the Board of Directors for the latter's consideration and approval.
2. To control and supervise the Company's business operations and to follow-up on the Company's operating results in a manner so that the pre-determined policies, work plans, targets and the budgets approved by the Board of Directors are achieved.
3. To consider and approve work performance that is a normal business transaction, as well as work performance that supports the Company's normal business, which is a general trading condition, in the amount that does not exceed the budget approved by the Board of Directors or approved in principle by the Board of Directors, subject to the criteria of the Office of Securities and Exchange Commission and the Stock Exchange of Thailand in relation to related transactions and transactions related to the acquisition and sale of assets, as well as the table of authority as determined by the Board of Directors.
4. To consider the Company's profits and losses and interim dividend payments to be submitted to the Board of Directors for the latter's approval.
5. To consider annual dividend payments to be submitted to the Board of Directors for the latter's approval before submission of this matter to shareholders' meetings.
6. To have the authority to authorize one or many persons to perform any act, subject to the control by the Executive Committee or to entrust these persons with the authority, as deemed appropriate by the Executive Committee, and within the time period deemed appropriate by the Executive Committee, in which case the Executive Committee may cancel, revoke, change or correct such person(s) so authorized or such authorization, as deemed appropriate.
This is provided, however, that the authorization or sub-authorization must not enable the persons authorized by the Executive Committee to approve transactions in which they, or persons that may be controversial (as defined by the relevant notifications of the Capital Market Supervision Board and/or the Stock Exchange of Thailand and/or related working agencies), have interests or have any other conflicts of interest with the Company or its subsidiaries and/or related companies. The Executive Committee shall not have authority to approve actions taken in regard to such matters, and such matters must be submitted to the Board of Directors' meetings and/or to the shareholders' meetings (as the case may be) for the latter's approval, except where it concerns the approval of transactions that are the normal business and normal trading conditions, as required by the relevant notifications of Capital Market Supervision Board and/or the Stock Exchange of Thailand and/or related working agencies.
7. The Executive Committee shall have the authority to appoint its secretary, who will provide assistance in the work performance of the Executive Committee.
8. The Executive Committee shall have the authority and duty to seek independent opinions from any other professional advisors, as deemed necessary, at the expense of the Company, and employment of such professional advisors must be in accordance with the Company's rules.
9. The Executive Committee shall have the authority to request data from the Company's various working units and subsidiaries in support of additional consideration of various matters.
10. The Executive Committee shall have the authority to approve the opening and closing of accounts with banks and financial institutions and use of financial services and shall have the authority to approve a credit facility of no greater than 1,000 million baht each time, and such approval must be for the sake of performance of work that is a normal transaction or that supports normal business of the Company, and must, each time of approval, be reported to the Executive Committee.
11. To perform other duties as assigned from time to time by the Board of Directors.

The name of Executives Management

The Company's organizational structure consists of a list of top executives and top 4 executives as the name follows;

| Name | Position |
|-----------------------------------|---------------------------------|
| 1. Mr. Sathien Sathientham | Chief Executive Officer |
| 2. Mr. Romtham Sathientham* | Managing Director |
| 3. Mr. Yuenyong Opakul | Senior Deputy Managing Director |
| 4. Mrs. Wongdao Thanombooncharoen | Senior Deputy Managing Director |
| 5. Mr. Kamoldist Smuthkochorn | Deputy Managing Director |
| 6. Mr. Pongsarn Klongwathanakith | Chief Financial Officer |

Remarks; *Mr. Romtham Sathientham has appointed as Managing Director according to the resolution of the Board of Directors' meeting #6/2022 stated on December 15, 2022

Chief Executive Officer's Scope of Duties and Responsibilities

1. Establish vision, objectives, policies, strategy and business plan and budget together with the company's Board of Director
2. Monitor, supervise, manage and operate business as a routine with consideration on benefits of the Company and aligning to the company's policies, vision, goals, objectives approved by Board of Directors and/or Shareholders' Meeting
3. Convey business directions to the Company's vision and missions set by Board of Directors and according to the Company's business plan, budget, and strategy approved by Board of Directors and/or Shareholders' Meeting
4. Coordinate with Audit Committees and Risk Management Committees to convey business operations and manage risks of the Company to align with the Company's objectives, articles of association, as well as the resolution of Board of Directors and/or Shareholders' Meeting
5. Supervise financial management, marketing plan, human resources and other operations to align with the Company's objectives, business plan according to the resolution of Board of Directors and/or Shareholders' Meeting
6. Negotiate and enter into agreements and/or any transactions as a normal business operation (for example, investments in machines and other assets according to the approval by Board of Directors, storage costs, or sales of products) according to the degree of authorization level according to the resolution of Board of Directors
7. Command and raise any rules, regulations, announcements, and internal memorandum for the Company's operations as to align with the Company's policies for the benefits of the Company and for discipline
8. Monitor, supervise, and/or implement normal day-to-day operations of the Company
9. Monitor, follow, and supervise performance of the Company's, the Company's subsidiaries, and/or associations against the budget and report to the Board of Directors on quarterly basis as well as identify opportunity for further improvements and development
10. Develop the organization with consideration on performance improvement as well as provide an ongoing improvement for a sustainable organization development
11. Explore any new investment opportunity with thoroughness and comprehensiveness both technical and financial perspectives for management decision
12. Consider and approve any normal business transactions and other transactions in normal commercial terms under the amount approved by the Board of Directors and/or Executive Committees by complying to the regulations of Asset Acquisition or Disposal transaction by SEC and SET as well as the Table of Authority approved by the Board of Directors
13. Appoint any consultants in necessity to the Company's operation
14. Authorized and/or assigned any person or a group of people to perform the Chief Executives Office's tasks with alignment to the scope of duties stated in the Company's power of attorney and/or rules, regulations or other resolutions of the Board of Directors Nonetheless, such authorization under the scope of duties and responsibilities of CEO shall have no conflicts in any forms to the benefits of Company's or the Company's subsidiaries, otherwise, such authorization shall be approved and agreed by the Company's Board of Directors and/or Shareholders' Meeting (as the case may be) unless such transaction is under normal business operations and on the arm's length basis
15. Perform other tasks as assigned and authorized by the Board of Director

Succession Plan for the Executives

The Board of Directors assign the Nomination and Remuneration Committee to determine the criteria, methods for nominating and succession plans for the top executive level of the company to ensure that the company has appropriate selection system to nominate the candidate for the key position at all level. The nomination of the Chief Executive Officer and Managing Director will be in accordance with the selection process system that considers both internal and external persons and it would be in accordance with the standard laws & regulation for directors, executives and employees of the company.

Moreover, the Board of Director would determine the policies, management guidelines, executive development and individual development plan by regularly monitoring the progress of the plan with the prescribe the timeline to review and report as appropriately to ensure that the company would have the executives with well knowledge, ability and expertise and readiness for promoting a higher position once it's vacancy and be a successor for the key positions in the future

In the event that a senior management position becomes vacant, or the incumbent is unable to perform duties in the position Board of Directors Executives at a similar or lower level will be assigned to take charge of the position until there is a recruitment and selection of qualified persons as determined by the Board of Directors. The persons who have been reviewed and nominated by the Nomination and

Remuneration Committee would be presented to the Board of Directors for consideration and approval to appoint a suitable person for holding in the position orderly.

Company Secretary

Board of Directors Meeting No. 5/2015, held on August 7, 2015, was approved the appointment of Mr. Waranchai Jensiriwanich as the Company secretary, in order to comply with section 89/15 of the Securities and Exchange Act.

The duties and responsibilities of the Company secretary are as follows:

(1) to prepare and keep the following documents:

- (a) directors register;
 - (b) notices of Board of Directors meetings, minutes of Board of Directors meetings, annual reports of the Company, and preparing supporting details and documents for Board of Directors meetings; and
 - (c) notices of shareholders meetings, minutes of shareholders meeting, and preparing supporting details and documents for shareholders meetings;
- (2) to keep reports on the interests as reported by the directors and executives;
- (3) to perform other acts as prescribed by the Capital Market Supervisory Board; and
- (4) to send copies of reports on the interests under section 89/14, as prepared by the directors and executives, to the chairman of the Board of Directors and the chairman of the Audit Committee within seven business days from the receipt thereof by the Company.

The Company Secretary must perform the aforementioned duties in a responsible, careful, and honest manner, and comply with the laws, the Company's objectives and Articles of Associations, and the resolutions of the Board of Directors and shareholders meetings.

Dispute on laboring issues

During the past 3 years ended 31 December 2020, the Group was not a party to any legal dispute on laboring issues that may have materially affected their business operation.

The Determination of Remuneration

The Nomination and Remuneration Committee is the evaluator of the performance of the CEO and senior executives by considering the appropriate form and criteria for remuneration in both short-term and long-term remuneration. The remuneration rate in terms of salary, performance remuneration, and long-term incentives should be consistent with the Company's performance and the senior executive's performance and presented for approval in the Board of Directors meeting by considering the current full-year data and comparing past data with the following factors:

- The Evaluation of Corporate KPI which covering both in terms of profit management, business growth including ESG developments with the different weighted proportions
- The Evaluation of Leadership Competency with the different weighted proportions
- Comparison of the business performance within the same industry both domestically and internationally
- Competence to develop business and improve the efficiency of each business's operation annually

Remuneration of the Executives

(a) Monetary remuneration

| Type of Remuneration | For the fiscal year ended 31 December 2021 | | For the fiscal year ended 31 December 2022 | |
|--------------------------------------------------|-----------------------------------------------|-----------------|-----------------------------------------------|-----------------|
| | No. of Executives | Value (Baht) | No. of Executives | Value (Baht) |
| Salary and bonus | 7 | 201,489,980 | 7 | 152,360,200 |
| Provident fund and social security contributions | 7 | 5,745,754 | 7 | 5,998,632 |
| Total | | 207,235,734 | | 158,358,832 |

(b) Non-monetary remuneration

- None -

Employee information

Number of personnel and remuneration

For the fiscal year ended 31 December 2020, 2021, and 2022 the Group had a total number of employees (excluding management) of 2,807 persons 3,232 persons and 3,325 persons, respectively.

| Company | Number of Employee year 2020 | Number of Employee year 2021 | Number of Employee year 2022 |
|--------------|---------------------------------|---------------------------------|---------------------------------|
| CBG | 10 | 17 | 12 |
| CBD | 1,350 | 1,613 | 1,453 |
| DCM | 1,003 | 1,091 | 1,249 |
| APG | 261 | 269 | 304 |
| ACM | 146 | 158 | 157 |
| APM | 37 | 84 | 150 |
| Total | 2,807 | 3,232 | 3,325 |

Summary of employees' remuneration

| Type of Remuneration | For the fiscal year ended 31 December 2020 | | For the fiscal year ended 31 December 2021 | | For the fiscal year ended 31 December 2022 | |
|--------------------------------------------------------|-----------------------------------------------|----------------------|-----------------------------------------------|----------------------|-----------------------------------------------|----------------------|
| | No. of Employee | Value (Baht) | No. of Employee | Value (Baht) | No. of Employee | Value (Baht) |
| Salary and bonus | 2,800 | 1,020,702,991 | 3,225 | 1,236,399,862 | 3,318 | 1,251,912,508 |
| Provident fund and social security contributions | 2,800 | 33,840,992 | 3,225 | 42,662,941 | 3,318 | 50,815,378 |
| Total | | 1,054,543,983 | | 1,279,062,803 | | 1,302,727,885 |

* Excluded the top management at 7 persons.

At present, 70% of employees have participated in the provident fund.

Human Resources Management

The company believes that effective human resource management is significant to business operations and the organization's sustainable growth. The Company also believes that quality human resources will drive the organization to operate with efficiency and effectiveness according to its goals and directions, as well as the Company's business strategy.

Hiring and Staffing

The Company has a policy to manage workforce suitable to the organizational structure and support the expansion of the business by developing a recruiting process and recruiting personnel with qualifications, competencies, and potentials, which are suitable for the position to achieve the organization's vision, goals, and missions.

The Company will hire and recruit employees according to the necessity and suitability of the job. The Company does not commit or encourage discrimination in employment, wages and compensation payment, benefits provision, opportunities for training and development, termination, retirement, or work due to differences in nationality, race, religion, language, age, gender, marital status, personal attitudes towards gender, disability, preferences in political parties, or other personal beliefs. Hired and recruited employees must be considered for their qualifications, experience, suitability for the position, and having a positive attitude and honesty.

Besides, the company will consider hiring persons with disabilities that are suitable for the Company's working conditions. If the Company is unable to hire persons with disabilities according to the specified numbers, the Company will contribute money to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities at the rate prescribed by law. Moreover, the Company has no policy of employing underage children. If a child hired was under the age permitted by law, the Company will provide child labor protection and various rights as required by law in all respects.

Performance Management

The company has a policy to manage the operation results to be effective by determining 2 type of measurement tools which consist of KPI (Key Performance Indicator) and OKR which there is the target setting includes goals of the company, goals of the department and personal goals that are clear and consistent. including linking performance with consideration for rewards to motivate employees who can perform in alignment with the goals.

Besides, both of KPI and OKR are clearly the performance measurement, and the results shall be determined on the skills development for all employees as perspectively.

Employee Development Plan

The Company focuses on personnel development and encourages employees to have equal opportunities to develop their abilities. The Company considers employees with knowledge and competence, depending on the quality and success of the work, to reflect on being a "smart person" and behaviors with honesty, kindness, and morality, to reflect the importance of being a "good person" for career advancement. The Company considers that every employee is an asset that is valuable and can add more value over time.

Therefore, personnel development is a long-term development that not only trains but also includes the design and development of any activities or actions for employees to build knowledge, skills, and attitudes that can be applied to improve their work by focusing not only on knowledge of the current job responsibilities but also on enhancing the potential to respond to the changing demands of the job and preparing them for the changing needs of the market and customers. It is the elevation of personnel development into a learning organization that makes the Company able to achieve goals and continue to grow sustainably.

The Company has established a human resource development structure in 5 groups as follows:

(1) Orientation Program

It is a program to introduce new employees to inform them about the Company's management structure, business, products, services, nature of work, and other information necessary for working performance, including the requirements, rules, policies, practices, and regulations in the work of the Company that employees must strictly adhere to work accurately and safely.

This program helps encourage the Company's and its subsidiaries' employees to get to know and build good relationships among themselves to encourage readiness for new employees to adapt to the organization to start working with the Company with good feelings towards supervisors and colleagues, which will result in employees developing a better attitude towards the organization.

(2) Core Competency Training Program

It is a program to help employees develop core competencies that are suitable for supporting, developing, and growing the Company's business. It is also a practice that leads to organizational culture enhancement for employees at all levels to operate with desirable characteristics and behaviors in the same direction.

(3) Business Competency Development Program

This program helps employees have an understanding of business management concepts, models, and tools to build on the skills and competencies needed to improve and perform their field of work in an environment where business competition can achieve the goals of the career path and in the same direction.

(4) Managerial Competency Development Program

It is a program to develop knowledge and skills for enhancing the management characteristics that executive-level employees need to be available to manage effectively and lead employees who are responsible for the Company's goals, such as planning, strategic thinking, and leadership.

(5) Functional Competency Development Program

It is a program to develop knowledge, skills, and technical competence in specific areas that require expertise and time to learn and practice. These abilities will affect the success of the work assigned by the supervisor, such as communication skills, public relations, equipment, machine control and maintenance, and knowledge in various professional fields.

In this regard, the Company has divided personnel development groups according to the nature of the Company's business based on the structure of the staff development course into 4 groups, namely the sales team, Sao Bao Daeng Girl team, factory workers, and support group workers. Details are as follows:

(1) Sales Team

The Company has set up a system for developing sales team personnel to have knowledge, skills, and abilities that are ready for managing various sales tasks. The group can be divided into 2 sub-groups, which differ according to their duties and jobs as follows:

1. A group of salespeople who perform their duties as builders of good relationships, offer products, and promotions of the Company to distributors.
2. A group of salespeople at the cash van unit who are responsible for presenting the Company's products and promotions to retailers.

(2) Bao Daeng Girl Team

The Sao Bao Daeng Girl team is a marketing operations team that is responsible for public relations of the Company's information and news to consumers, stores, and related parties to create awareness, confidence, and familiarity with the products distributed by the Company. The goal of this team is to do direct marketing activities with consumers, which the Company will arrange to develop knowledge and skills such as techniques for being an MC, assertiveness, and various public relations media installation.

(3) Factory Worker

For the development of factory workers, the Company will focus on production courses, product quality, cost reduction, productivity, and operating procedures, to be in line with the factory's primary goal to increase productivity, cost reduction, and quality system management, such as GMP, HACCP, and ISO 22000 system. In addition, the Company also provides training on technical knowledge and promotes soft skill development.

(4) Support Group Worker

Support group workers are considered another crucial part that will help the business proceed in the direction and goals that the Company has set. Developing support group workers to be like business partners of the main line of work is necessary. The Company, therefore, focuses on and promotes the development of knowledge, skills, and abilities by providing learning from on-site teaching and actual practice from in-house training and from the advice of those who have experience in each line of work. This also includes knowledge management by promoting knowledge sharing.

Apart from the abovementioned course set by the company, the human resources department will perform surveys and analyze the necessity of training sessions, and using training course suggestions that the C-level employees consider suitable for enhancing knowledge of their subordinates to build the annual training plan. This is to make the training courses serve the needs and maximize the benefit of employee development.

The year 2022, the Company has organized internal training courses to focus on Leadership Skills for employees and management at executives' level, and sales staff at the distribution centers, etc. therefore, year 2022, there are several courses that the company approved at total of 455 courses, and the training hours of employees are at 5.18 hours per person, which include the following courses:



1. Understanding Diversity and Culture for the level's managerial upward For the executives are aware and realize the diversity of people has different expectations and practiced how to use the results of DISC testing to communicate and build good relationships with others.
2. Leadership for Manager for the manger at distribution center and deputy sales unit. For the Head of function are aware the importance of job coaching, time management under the principle of 80: 20 and how to apply on their works efficiency.
3. Selling Skills and negotiation for sales staff For the salesperson to understand how to build a good relationship with the store, including the procedure for selling products, negotiation until the end process of sales.
4. Basic First Aid for all employees at Head Office and deputy sales unit For all employees could assess the injured person initially for requesting the emergency medical service by the first aid practical the injured/emergency patients before the further treatment in the hospital.

In additional, the orientation program for new employee, besides the general information, rules and regulations, benefits & welfare, the company has determined fundamental course covering the principles of corporate governance, code of conduct, protection of personal information, prevention of the usage of internal information, IT & Cyber security including the procedure of anti-corruption, etc.

Work Environment

The company aims to encourage the work environment that meets the diversity workforce and intends to make the employees work happily and safely and has a good quality of work life. In this regard, the company has set the workplace, utensils, and uniform to be suitable for each sort of work. The company also provides its employees with a variety of facilities, such as, activity area, nursing room, happy room for employees after childbirth etc.

Employee Welfare

The Company has a policy to manage the remuneration system and welfare appropriately and fairly, taking into account the duties and responsibilities of the position, economic conditions, and living conditions to be competitive and comparable to the employment market in the same business. The Company has also taken measures to ensure that there are no significant difference in pay between male and female employees. In addition, the Company provides welfare for employees such as provident fund, life insurance, accident insurance, health insurance, wedding welfare, funeral welfare, employee loan fund, and compensation fund.

The Company strictly complies with labor laws and related regulations by establishing a welfare committee with representatives from the employee's side to provide employees with channels to talk with employers on compensation issues, welfare, and labor rights consistently. As a result of negotiations, the Company covers the benefits for all full-time employees. The Company continually arranges improvements and reviews of various welfares to meet various employees' needs, such as an increase in the contribution rate of the provident fund by the Company and an increase the option to accumulate money in the employee's fund, which encourages employees to have a financial plan to save enough for after retirement.



Key Performance Of Corporate Governance



Carabao Group Public Company Limited and its subsidiaries ("the Company") is committed and operates its business in accordance with corporate governance principles and policies through the performance of directors, executives, and employees for the purpose of the company creates confidence and core values in all stakeholder group for the Company's sustained development and growth. Thus, the company's corporate governance policies are composed of 5 sections as follows;

1. The Rights of Shareholders
2. The Equitable Treatment of Shareholders
3. The Role of Shareholders
4. Disclosure and Transparency
5. Board Responsibilities

The 5 categories of the Corporate Governance policies are covering the guidelines where it related to the Board of Directors, the Nomination and Remuneration, Directors, and Executives, the independent of the Board of Directors from the Management, Director's development and evaluation of the performance of the Director's duties Including supervision of subsidiaries and associated companies.

In addition, the practices guideline relating to the Shareholders and all stakeholders shall be covering the care of shareholder, equitable treatment of shareholders, promoting the exercise of shareholders' rights, protection against the use of inside information, prevention of conflicts of Interest, responsibility to stakeholders, compensation for the rights violation and anti-corruption (the full version of the company's Corporate Governance Policy enclosed herewith in the attachment 6)

Year 2022, the company has adopted the practice in compliance with the Corporate Governance and Code of Conduct policies as the following,

Section 1 The Rights of Shareholders

The company realized and recognized the rights of shareholder, the company has therefore proceeded as follows;

1. The company has opened the opportunity for shareholders to purpose the meeting agenda, nominate a candidate for the position of director or any relevant questions of the company in advance of the shareholder's meeting date from the 1st of October to the 31st of December 2022 by published to shareholders on the Stock Exchange of Thailand and the company's website.

Thus, there was no shareholder proposing the agenda meeting and nominate a person to be elected as a director of the Company or any inquiries in advance as accordingly.

2. The company encourage shareholders to exercise their rights and not to violate the rights of shareholders whether it's a basic right, to receive adequate and timely appropriate information, throughout to attend the meeting, vote and express their fully opinions to the meeting. Beside of that, the company realized the convenience for shareholder to attend the meeting, then in the year 2022, the company therefore hold the meeting via electronic with the standardize system consisting of the registration, proxy processing, identity verification including of the vote counting.

Section 2 Board Responsibilities

1. Board Structure

1.1 The Board of Directors has approved the appointment of the Sustainability Development Committee where consists of the Independent Director at 3 persons and the Executive Director at 2 persons where its' Chairman is the Independent Directors. Then the company has defined their roles and responsibilities to determine the policy, criteria, promoting knowledge and understanding of sustainable development and the principles of the corporate governance for the Board of Directors, Executives and employees including to review and to report the progress results to the Board of Directors at least once a year.

1.2 The Sustainability Development Committee purposed and reviewed all policies in compliance with the principle of Corporate Governance and the sustainability of the company such as the policy of sustainability development, corporate governance, stakeholder engagement, Anti-Corruption and other related at total of 11 policies.

1.2 In order to comply with the principles of corporate governance of the Securities and Exchange Commission and criteria for maintaining the status of a listed company on the Stock Exchange of Thailand, the announcement stipulates that the person holding the position of Chairman and Manager, or equivalent position called otherwise shall not be the same person. Therefore, the Board of Directors has careful scrutinizing both properties appropriateness in many aspects approved the appointment of Ms. Nutchamai Thanombooncharoen as Chairman of the Board of Directors and Mr. Sathien Sathientham as Chief Executive Officer.)

2. Assessment of the Company's Board of Directors ¶

The Company has the policy to the Board of Directors, the sub-committee of the company to do the self-assessment at least once a year. The Company Secretary shall deliver the assessment form to the Directors to assess the performance in the past year and bring the assessment results to discuss in the meeting of the Board of Directors. However, the suggestions in various dimensions will be utilized in developing and improving the performance of the Company's Board of Directors in order to maximize the benefits of corporate governance. The assessment on the performance the Board of Directors and sub-committees in 2022 are as follows:

1. The assess performance of the Board of Directors.
2. The assess performance of the Audit Committee.
3. The assess performance of the Nomination and Remuneration Committee
4. The assess performance of the Risk Management Committee.
5. The assess performance of the Sustainability Development Committee.
6. The assess performance of the Individual Director.

The Company has applied and developed the self-assessment form designed by the Stock Exchange of Thailand as the guidelines for listed companies. The assessment criteria cover the following topics:

| Topic | Committee | Individual |
|----------------------------------------------------|-----------|------------|
| 1. Structure and qualifications of the board | ✓ | ✓ |
| 2. Roles, duties and responsibilities of the board | ✓ | ✓ |
| 3. Meeting of the board | ✓ | ✓ |
| 4. The duties of directors | ✓ | |
| 5. Relationship with management | ✓ | |
| 6. Self-development of directors and executive | ✓ | |

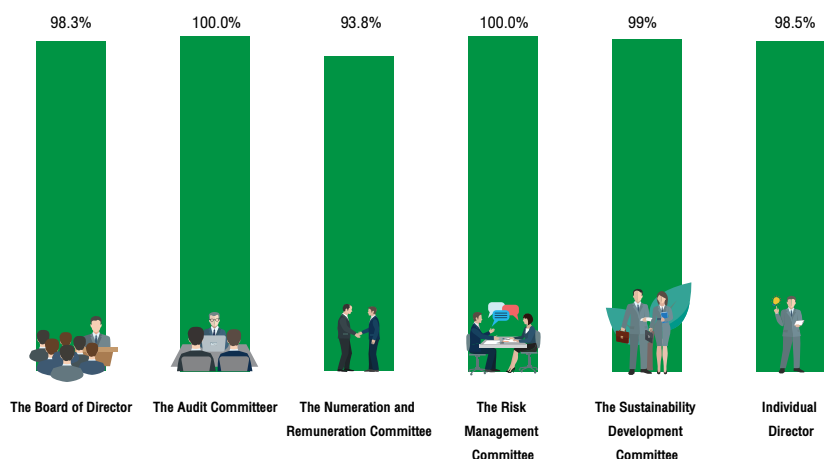
However, the company has developed the content related to the issues of environmental, social, governance (ESG) and Anti-Corruption.

The company has issued 3 self-assessment forms as follows;

1. "Self-assessment form of the board of director as a whole"
2. "Self-assessment form of sub-committee"
3. "Self-assessment form of individual director"

The Rating method specify the following details.

- 0 = strongly disagree or no action is taken on that.
- 1 = disagree or some action is taken on that.
- 2 = agree or the action is taken on that sufficiently.
- 3 = quite agree or the action is taken on that well.
- 4 = strongly agree or the action is taken on that excellently.



Development of Directors

Orientation Director

The Company's Board of Directors defines the orientation for all new directors to acknowledge the roles, duties, and responsibilities of the Company's Directors, as well as build awareness and understanding of the company's business, products, business plan, and operations including the visits on various operational units of the Company to be prepared for the performing duties as the Company's Directors.

Board Orientation Guidelines, the company shall prepare the necessary information and performing duties for new director as,

- Information related to business such as the company history, nature of business, group structure, organizational structure, majority of shareholders and directors, the previous of financial performance.
- Information related to directors such as all matters in accordance with the laws, scope of duties and responsibilities of the Board of Directors and sub-committees according to the relevant laws and regulations of the company Including compensation and various benefits of the director.
- Information related to corporate governance such as corporate governance policy, code of conduct, risk management policy, internal control policy and anti-corruption policy.

Training and Development

The Company will supervise the Board of Directors and each director to understand their roles and responsibilities, the nature of business operations including the related laws as well as encouraging all directors to explore their skills and knowledge for regularly performing duties as a director. Therefore, the company enhances and encourage all Company's Board of Directors to attend the beneficial seminar and study in various training programs held by Thai Institute of Directors Association (IOD) and the Securities and Exchange Commission (SEC) including the independent organizations or various agencies to enhance the knowledge and benefit the performance to be more efficient.

In 2022, in order to comply with the corporate governance criteria then the company strengthen all directors to attend the IOD training program for professional directorship which should be trained more than three-fourths of the total number of directors. Currently, all the company directors, 13 persons or 100%, already attended the Directors Accreditation Program (DAP) and/or the Director Certification Program (DCP) of Thai Institute of Directors (IOD) and below is the training course of year 2022 which directors had attended as follows,

| Name | IOD's Course | Others |
|---------------------------------|--------------------------------------------------------------------------------------|--------|
| Ms. Nutchamai Thanombooncharoen | Role of Chairman Program (RCP) | - |
| Mr. Sathien Sathientham | - | - |
| Mr. Yuenyong Opakul | - | - |
| Mr. Kamodist Smuthkochorn | Director Accreditation Program (DAP) | - |
| Mrs. Wongdao Thanombooncharoen | - | - |
| Mr. Romtham Sathientham | - | - |
| Mrs. Saowanee Kamolbutr | - | - |
| Mr. Kanit Patsaman | - | - |
| Mr. Nha-kran Laohavilai | - | - |
| Mr. Predee Daochai | Role of Chairman Program (RCP) / Board Nomination and Compensation Program (BNCP) | - |
| Ms. Nutchanok Vongswat | - | - |
| Gen Siripong Wongkhunti | - | - |
| Mr. Sanchai Jullamon | - | - |

Beside of that, the company has created the Board Skills Matrix of the company directors by surveying the history of education, training, knowledge, work experiences and expertise of the Company's directors individually by summarized as the following table,

| Name | Expertise knowledge | | | | | | | | | | |
|-----------------------------------|------------------------------------|--------------------|-----------------------------------|--------------------------|--------------------|----------------------------|-------------------|--------------------------|----------------------------|-------------------------------------------|----------------------|
| | Administration Business Management | Industry Knowledge | Strategy / Innovation Development | Risk & Crisis Management | Accounting & Audit | Human Resources Management | Finance / Banking | Laws & Political science | Public and Securities Laws | Information Technology and Cyber Security | Corporate Governance |
| 1 Mr. Sathien Sathientham | △ | △ | △ | △ | | △ | △ | □ | ✓ | | ✓ |
| 2 Ms. Nutchamai Thanombooncharoen | △ | △ | △ | ✓ | □ | ✓ | ✓ | | ✓ | | ✓ |
| 3 Mr. Yuenyong Opakul | △ | △ | △ | | | | | | ✓ | | ✓ |
| 4 Mr. Kamodist Smuthkochorn | △ | △ | △ | | | △ | | | ✓ | □ | ✓ |
| 5 Mrs. Wongdao Thanombooncharoen | △ | △ | △ | ✓ | | △ | ✓ | | ✓ | | ✓ |
| 6 Mr. Romtham Sathientham | | △ | △ | | | | | | ✓ | △ | ✓ |
| 7 Mrs. Saowanee Kamolbutr | △ | △ | △ | △ | △ ✓ | | ✓ | □ | ✓ | ✓ | ✓ |
| 8 Mr. Kanit Patsaman | □ | △ | △ | △ | △ ✓ | | | | ✓ | ✓ | ✓ |
| 9 Mr. Nha-kran Laohavilai | △ | △ | △ | | | | | | ✓ | □ | ✓ |
| 10 Mr. Predee Daochai | □ | △ | △ | △ | △ | △ | △ | □ | ✓ | △ | ✓ |
| 11 Ms. Nuchanok Vongswat | □ | △ | △ | | | | □ | | ✓ | | ✓ |
| 12 Gen Siripong Wongkhunti | ✓ | △ | | | | ✓ | | □ | ✓ | ✓ | ✓ |
| 13 Mr. Sanchai Jullamon | △ | △ | | | | | | □ | ✓ | | ✓ |
| Total | 12 | 13 | 11 | 6 | 4 | 6 | 6 | 5 | 13 | 7 | 13 |

□ Education

△ Experience

✓ Training

As the results of the Board Skill Matrix, the company will apply as the one of criteria for the nominating directors by considered the appropriate of knowledge, working experience, functional competencies on the business/industry of the company's business operation in accordance the Board of Directors of the Company has the composition as specified and shall be review the Skill Matrix at least once a year to be in line with the skills of the directors and the Company's strategies in each year to determine the required qualifications of directors as well as analyzing the performance of the current directors.

Moreover, if there are changing the roles and responsibilities of the director or the company has changed the strategic objective / business operation, then the company will adopt it as a guideline for the development planning of the company's directors and encourage directors to develop and increase their knowledge and skills according to their assigned roles and responsibilities in line with the company's business direction.

Summary of the meeting attendance year 2022 of the Board of Directors / Sub-committees

| Name | Annual Director Meeting 2021 / 2022 | | | | | | | | | | | |
|-----------------------------------------|-------------------------------------|------|-------------------------------|------|------------------------------------------------|------|------------------------------------|------|-----------------------------------------------|------|-----------------------------------------------|------|
| | The Board of Directors (6 /6) | | The Audit Committee (6 /6) | | Numeration and Remuneration Committee (4/2) | | Risk Management Committee (4/4) | | Sustainability Development Committee (0/3) | | Annual General Shareholders' Meeting (1/1) | |
| | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 |
| 1. Ms. Nutchamai Thanombooncharoen | 6/6 | 6/6 | - | - | 4/4 | - | 4/4 | - | - | - | 1/1 | 1/1 |
| 2. Mr. Sathien Sathientham | 6/6 | 5/6 | - | - | 4/4 | 2/2 | - | - | - | - | 1/1 | 1/1 |
| 3. Mr. Yuenyong Opakul | 6/6 | 6/6 | - | - | - | - | - | - | - | - | 1/1 | 1/1 |
| 4. Mrs. Wongdao Thanombooncharoen | 4/4 | 5/6 | - | - | - | 2/2 | - | - | - | 3/3 | - | 1/1 |
| 5. Mr. Kamodist Smuthkochorn | 6/6 | 5/6 | - | - | - | - | 4/4 | 4/4 | - | - | 1/1 | 1/1 |
| 6. Mr. Romtham Sathientham | 6/6 | 6/6 | - | - | - | - | - | 4/4 | - | - | 1/1 | 1/1 |
| 7. Mrs. Saowanee Kamolbutr | 6/6 | 6/6 | 5/5 | 5/5 | 4/4 | 2/2 | 4/4 | 3/4 | - | - | 1/1 | 1/1 |
| 8. Mr. Kanit Patsaman | 6/6 | 6/6 | 5/5 | 5/5 | 4/4 | 2/2 | 4/4 | 4/4 | - | 3/3 | 1/1 | 1/1 |
| 9. Mr. Nha-kran Laohavilai | 6/6 | 6/6 | 1/5 | 5/5 | - | - | - | - | - | 3/3 | 1/1 | 1/1 |
| 10. Mr. Predee Daochai | 4/4 | 5/6 | - | - | - | - | 3/4 | 4/4 | - | 3/3 | - | 1/1 |
| 11. Ms. Nuchanok Vongswat | 6/6 | 6/6 | - | - | - | - | 4/4 | 4/4 | - | - | 1/1 | 1/1 |
| 12. Gen Siripong Wongkhunti | 6/6 | 6/6 | - | - | - | - | - | - | - | - | 1/1 | 1/1 |
| 13. Mr. Sanchai Jullamon | 1/1 | 6/6 | - | - | - | - | - | - | - | - | - | 1/1 |
| 14. Mr. Pongsarn Klongwathanakith (CFO) | - | - | - | - | - | - | 4/4 | 4/4 | - | - | 1/1 | 1/1 |
| 15. Ms. Chonlada Boonserm | - | - | - | - | - | - | - | - | - | 3/3 | - | - |

The Company has scheduled the meeting date and regular meeting agenda for the Board of Directors' meeting in advance each year. The number of meetings of the Board of Directors comply with their role of responsibilities should not be less than 6 times per year where the company secretary will notify the directors of the meeting date and regular agenda throughout the meeting year's calendar by the end of year, so that the directors shall manage their scheduling to attend all the company's meetings.

The board of director's meetings are generally held on a quarterly basis, and it shall be changed or scheduled additional special meeting as appropriately, however each director must attend at least 80 percent of all board of directors' meeting in a fiscal year, unless they are unable to attend due to necessary or justification.

In the year 2022, the Board of Directors' meeting was held a total of 6 times, and each director attended the meeting via both physical and online channels accounted at 95 percent of all board of directors' meetings.

The Company Secretary is responsible for organizing meetings and sending meeting invitations, agenda and meeting documents to the directors at least 5 days in advance of the meeting date, so that the directors have sufficient time to consider the information before attending the meeting so that the directors have sufficient time to consider the information before attending the meeting unless there is an urgent need. Each director can ask for additional information from the company secretary and is free to propose matters to be included in the agenda of the meeting. The agenda of the meeting will clearly specify whether it is for acknowledgment, for approval or for consideration, and an agenda to follow up on the performance on a regular basis.

The Quorum of the board of directors' meeting must have a director of the company no less than half of all the directors must be present to constitute a quorum. In addition, the Company has set a minimum number of quorums at the time of voting at the Board of Directors meeting that no less than two-thirds of all directors must be present.

Remuneration for Directors

Policy and Criteria for Remuneration of the Board of Directors and Executives

The remuneration of board of directors has divided 2 categories as follows:

1) Meeting allowance per attendance is based on the business performance and the size of the Company, responsibilities, knowledge & ability, capabilities and working experiences of directors, including the contribution of such directors to the Company with comparison to the allowance of comparable companies in the same business and with the amount highly enough to retain qualified directors.

2) Annual director bonus is based on the performance of the Company.

(a) Monetary remuneration

Monetary remuneration of the company consists of that salary, meeting allowance and bonus.

Refer to resolution of Annual General Meeting Year 2022, held on April 21, 2022, was approved monetary remuneration for nonexecutive directors not more than THB 8.0 million (THB Eight Million) per year the details as follows:

| | Salary | Meeting allowance |
|--------------------------------------------------------------------|-----------------------------|----------------------------|
| Chairman of the Board of Directors or Chairman of sub-committee | THB 45,000 / person / month | THB 30,000 / person / time |
| Director | THB 30,000 / person / month | THB 30,000 / person / time |

Remarks: *Salary paid to all non-Executive Directors

** Meeting allowance paid to only non-Executive Director who attended the meeting

However, in consideration of paying bonuses to non-executive directors, according to the discretion of the Chairman of the Board of Directors and it shall not exceed the amount approved by the shareholders.

The summarized of the remuneration for Non-Executive Director year 2022 as follows:

| Name | Position | Monetary remuneration | Bonus |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|
| 1. Mr. Sathien Sathientham | Director of the company / Chief Executive Officer | None | |
| 2. Mr. Romtham Sathientham | Director of the company / Managing Director | | |
| 3. Mr. Yuenyong Opakul | Director of the company / Senior Deputy Managing Director | | |
| 4. Mrs. Wongdao Thanombooncharoen | Director of the company / Senior Deputy Managing Director | | |
| 5. Mr. Kamodist Smuthkochorn | Director of the company / Deputy Managing Director | | |
| 6. Ms. Nutchamai Thanombooncharoen | Chairman of the Board of Director | - | - |
| 7. Mrs. Saowanee Kamolbutr | Director / Chairman of Audit Committee / Member of Risk Management Committee / Vice Chairman of Nomination and Remuneration Committee / Independent Director | 1,050,000 | 350,000 |
| 8. Mr. Kanit Patsaman | Director / Member of Audit Committee / Member of Risk Management Committee / Member of Nomination and Remuneration Committee / Member of Sustainability Development Committee / Independent Director | 990,000 | 300,000 |

| Name | Position | Monetary remuneration | Bonus |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------|
| 9. Mr. Nha-kran Laohavilai | Director / Member of Sustainability Development Committee / Independent Director | 810,000 | 180,000 |
| 10. Mr. Predee Daochai | Director of the company / Chairman of the Risk Management Committee / Member of the Sustainability Development Committee | 930,000 | 200,000 |
| 11. Ms. Nuchanok Vongswat | Director / Member of Risk Management Committee | 690,000 | 200,000 |
| 12. Gen Siripong Wongkhunti | Director / Independent Director | 570,000 | 150,000 |
| 13. Mr. Sanchai Jullamon | Director / Independent Director | 570,000 | 100,000 |
| Total | | 5,610,000 | 1,480,000 |

(b) Non-monetary remuneration

- None -

Management Structures of the Subsidiaries

Director of Subsidiaries

(1) Boards of Directors of Subsidiaries

As of 31 December 2022, the Directors of the 8 subsidiaries, which are CBD APG DCM ACM APM ACV AWD and CBMG, there are the Directors and Executives hold directorship position in the subsidiaries as follows:

| Name | CBD | APG | DCM | ACM | APM | ACV | AWD | CBMG |
|----------------------------------------|-----|-----|-----|-----|-----|-----|-----|------|
| 1. Mr. Sathien Sathientham | ✓ | ✓ | ✓ | - | - | - | ✓ | - |
| 2. Mr. Yuenyong Opakul | ✓ | ✓ | ✓ | - | - | - | - | - |
| 3. Mrs. Wongdao Thanombooncharoen | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - | - |
| 4. Mr. Kamodist Smuthkochorn | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - |
| 5. Mr. Pongsarn Klongwathanakith (CFO) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - | - |
| 6. Mr. Kritpong Nillawong | - | - | - | - | - | - | ✓ | - |
| 7. Mr. Wutthitorn Milintachinda | - | - | - | - | - | - | ✓ | - |
| 8. Mrs. Kanyaluck Milintachinda | - | - | - | - | - | - | ✓ | - |
| 9. Mr. Waranchai Jensiriwanich | - | - | - | - | - | - | - | ✓ |
| 10. Ms. Wipara Prutnatee | - | - | - | - | - | - | - | ✓ |

(2) AUTHORIZED DIRECTOR OF THE SUBSIDIARIES

The authorized directors of the six subsidiaries, i.e. CBD, APG, DCM ACM APM and ACV are any two directors jointly sign with the subsidiary's seal affixed, unless the authenticity of documents and/or the copy of documents, which shall require one director sign and affix the subsidiary's seal affixed.

The authorized directors of the subsidiaries, AWD, are Mr. Sathien Sathientham sign with the seal affixed or MR. Kritpong Nillawong or Mr. Kamoldist Smuthkochorn sign with Mr. Wutthitorn Milintachinda or Mrs. Kanyaluck Milintachinda as two persons with the seal affixed. The authorized directors of the subsidiaries, CBMG, are two directors with the seal affixed, unless the authenticity of documents and/or the copy of documents, which shall require one director sign and affix the subsidiary's seal affixed.

Management of the subsidiaries

As of 31 December 2022, the management of the three subsidiaries, i.e. CBD, APG, DCM, ACM APM and ACV are as follows:

| Name | Position | CBD | APG | DCM | ACM | APM | ACV |
|-----------------------------------|---------------------------------|-----|-----|-----|-----|-----|-----|
| 1. Mr. Sathien Sathientham | Chief Executive Director | ✓ | ✓ | ✓ | – | ✓ | ✓ |
| 2. Mr. Romtham Sathientham | Managing director | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. Mr. Yuenyong Opakul | Senior Deputy Managing Director | ✓ | – | – | – | – | – |
| 4. Mrs. Wongdao Thanombooncharoen | Senior Deputy Managing Director | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. Mr. Kamodist Smuthkochorn | Deputy Managing Director | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6. Mr. Pongsarn Klongwathanakith | Chief Financial Officer | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

COMPLIANCE WITH POLICY AND GUIDELINES OF CORPORATE GOVERNANCE

The Use of Internal Information

The company has established policies for directors, executives, and employees must not disclose the company's information, Customer information, Financial statement information or other information that affects to the stock price of the Company and outsiders without permission from the Board of Directors, unless that information requires to disclose by the provisions of Laws and such of information must be stored and secured as appropriately in order to prevent the unauthorized access to such information and confidentially, including not to mentioned or discussed in the topic concerning of any secret information of the company's business in public.

Furthermore, Directors, executives and employees of the Company must not trade in securities within 21 days before the financial statements or other information affecting the Company's securities prices are released to the public and must not trade in the Company's securities until 24 hours have passed since the information is already disclosed to the public. The Company will announce the prohibit period the transfer of share before submitting the financial statements by quarterly to Executive and employee at least 1 week prior of the trading of securities period.

Beside of that, the company required directors and high executive level to notify at least 1 business day prior to trading securities and report to the Board of Directors.

Moreover, the Company realizes the importance of internal information, hereby the company has established the guidelines to prevent the security of internal information where it is consists of the measure to prevent the use of revise the information by unauthorized person, the stage of the right to access inside information of the company, the measure to prevent the smuggling of the company's information used for personal gain in violation of the laws, rules and regulations of the company, including to put in place measures to prevent outsiders from entering the system for using the information or destroy the Company's information. The Company sets measures for personal information of employees and those involved in business operations such as personal status, personal history, work history, financial information, all contact information, health information or other personal information. It must be protected from disclosure or being transferred to another person in a manner that infringes the legal rights.

By then, the company has created the training course of PAPA for all Executive Management and employee and included in the orientation program for new employees, beside of that the Board of Directors supervise all the company's directors, high executives' level and employees and relevant third parties to comply with the information security system.

Conflict of Interest

The Company is aware of any potential conflicts of interest arising from the exploitation of confidential information for personal advantage. Therefore, the Company expects its directors and executives to report their interests in line with the rules provided by law and the Board of Directors, as well as any connected transactions with people who have or may have a conflict of interest in the future. In this regard, the Company assigns to the Audit Committee the responsibility of evaluating the necessity and propriety of such transactions. To support the decision of the Board of Directors or shareholders, as applicable, the Audit Committee may appoint an independent expert or the company's

auditor to provide opinions on connected transactions. To prevent potential conflicts of interest, the company requires that its directors and employees to refrain from engaging in transactions that may cause a conflict of interest with the company. In addition, to prevent conflicts of interest, the Company has clearly established a policy to monitor transactions that may lead to such conflicts. If a director is deemed to have a conflict of interest, he or she will not be permitted to vote or participate in the consideration of the agenda.

In addition, the Company has established guidelines in the procurement process by requiring Suppliers/Vendors must disclose information and/or any connection/relationship with executives and employees of the Company that may cause a conflict of interest with the company during the business operation.

Therefore, as the previous year the results of related party transactions of the company has considered as a normal business transaction and according to general trading conditions without any material conflicts were found and there is no reporting of interest of directors, executives, and related persons.

Promoting campaign compliance to Code of Conduct and Anti-Corruption

The Company has an anti-corruption policy and support anti-corruption, receiving or giving a bribe or corruption in any case, and cooperating or joining with various agencies in the fight against corruption as appropriate. At the same time, the Company has determined that all directors, executives, and employees of the Company must not participate in corruption by giving or receiving bribes from public and private officials, both directly and indirectly in order to acquire or maintain, which business or competitive advantage or take advantage of the donation and doing charity for the benefit or support of corruption.

Therefore, on August 8, 2022, the company has signed the declaration of intent to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in collaboration with the public, private sector and compliance section to establish standards for transparent business practices to ensure that the performance of personnel on behalf of the company has been done on the basis of accuracy, transparency without corruption that may lead to litigation and reputational damage.

Beside of that, the company encouraged the training course for building awareness all employees to recognizes and comply with the anti-corruption guideline by promoting the media communication on the company's channel, providing continuously of knowledge and the practice of anti-corruption including the auditing and assessing the risk of corruption, prevention guidelines and monitoring comply with anti-corruption guidelines in each department for well preparing to submit the CAC certification within the year 2023 whereof the sample of media communication shown as below,



Guidelines for support the Anti-Corruption Policy

To ensure that the Company's business operations are transparent in line with good corporate governance principles which the company adheres by announcing the Anti-Corruption Policy and prepare guidelines and communicated through internal channels of the company to be used as a framework for the company's business operations and being a guideline for directors, executives, employees, and other personnel of the company as well as any person acting for the benefit of the company or on behalf of the Company to instill anti-corruption awareness and create a corporate culture. The Company also aims to communicate with those involved in business and the public to know and acknowledge this Policy in general with the following details,

1. Employees must comply with the anti-corruption policy; code of conduct including rules and regulations of the company and must not be involved in all forms of corruption whether directly or indirectly.
2. Employees at all levels of the company must action to seek unlawful benefits for oneself and it shall not conflict with the company's interest, avoiding to the financial involvement or have a relationship with a third party which it may affect the company to lose benefits or cause to the conflict of interest.
3. The Company is committed to political neutrality and supports compliance with laws and democratic governance without any direct or indirect way of assisting or supporting any political party. However, the Company's employees have the right to freedom to participate in political activities under the provisions of the Constitution and other relevant laws. To participate in political activities, employees must not engage in any political activities within the Company and do not use any resources of the Company to do so.
4. Employee at all levels do not accept or demand gifts, both monetary and nonmonetary, from business counterparts or other related parties, which could affect decision making in performing job duties.
 - The Company's personnel are prohibited from giving or accepting gifts or receiving hospitality/entertainment services that may affect the Company's operations, which have a risk that may cause corruption in all forms, whether directly or indirectly however it shall comply with the guidelines for giving and receiving gifts, entertainment, and donations of the company.
 - Donations, Sponsorship or any giving the company's products must be done on behalf of the company with clearly objective and must be proceeded with caution to ensure that the donation and sponsorship is transparent and legal.
5. Business relationship and procurement with public or private sectors including contact with the government or the government officials throughout the related person involved the Company's business operation whether domestically or internationally must be transparent, honest and proceed in accordance with the procurement regulations and relevant laws.
6. The Company operates its business transparently and complies with the rules and procedures set by law. There is no policy to pay convenience fees in any form, either directly or indirectly to induce action or delay that affects the operations of the company.
7. The Company will not employ government employees for work that causes conflicts of interest or affects decision-making, which causes unreliability and corruption risks. However, if a retired former government official is appointed, the company has a due diligence process for the person that the company has nominated to be appointed as a director, advisor, and executive to examine the matter that may be a conflict of interest before appointing and disclosing the name and history of such person, together with the reason for the appointment in the Company's publicity document.

Measurement and Guidelines

1. Employees must not take any action that shows the intention of corruption. Giving or accepting bribes to people with interests related to the company in matters where they are directly or indirectly responsible for gaining benefits for the organization, themselves, or related persons.
2. Any action has a risk that may cause corruption in all forms, employees at all levels of the company must action to seek unlawful benefits for oneself and it shall not conflict with the company's interest.
3. The Company has assessed the risks of corruption and has established an internal control system to deal with corruption ("Internal Control") that is appropriate and consistent with the risks to prevent and combat corruption in the Company. The Company's internal control system covers finance, accounting, storage, and records of other processes in the Company related to anti-corruption measures. This includes setting the grant of authority from executives or the Board of Directors that is clear, transparent, verifiable, and accessible.



The Corruption Risk Management Manual is based on the COSO Fraud Risk Management Guide 2016 principle which consists of 5 components as follows:

(1) Corruption Risk Supervision

Define the duties and responsibilities of personnel at each level, prepare Anti-Corruption policy, guideline and manual. Establish Anti-Corruption directions and activities, including provide Anti-Corruption complain and whistle blowing channels.

(2) Corruption Risk Assessment

Consider Corruption Risk Likelihood and Impact which could be occurred and prepare Corruption Risk mitigation plan appropriately.

(3) Corruption Risk Control Activity

Define Process or Activity to mitigate Corruption Risk which consider on operational cost effectiveness that comply with existing resources and The Company risk management strategy.

(4) Corruption Risk investigation and correction

Define Anti-Corruption complain and whistle blowing channels that could be reported Corruption Risk on-time appropriately.

(5) Corruption Risk Monitoring and reporting

Define Corruption Risk Management monitoring process and prepare report by quarterly basis.

4. The Audit Committee is responsible for overseeing that the performance of the internal control is efficient, effective, and appropriate as designed, as well as preparing financial reports and reviewing the internal controls to be up-to-date, appropriate, and consistent with the Company's corruption risks at all times.
5. The Company's personnel must not ignore any corruption or actions that violate this policy by reporting the information or clues about such actions. The personnel can also receive advice on how to comply with this policy, through the channels that the Company determines according to the policy of whistleblowing.
6. The Company has measures to maintain confidentiality and will not disclose the whistleblower's details to ensure that the complaint channels are secure, accessible, and effective.
7. The Company will protect its personnel who refuse corruption. The Company will not demote, punish, or adversely affect the person, even if such action would cause it to lose business opportunities.

Measures for Whistleblowing or Complaints

The Company has the whistleblowing or complaint channels for stakeholders and employees to report any behavior which may be led to violation or failure to comply with the laws, rules, regulations, or corporate governance policy, as well as incorrect disclosure of financial information, faulty internal control system directly to the Audit Committee, Chief Executive Officer, or the Company Secretary. The Company has provided a mechanism for protection of whistleblowers or complainants, which helps supporting stakeholders protect the Company's benefits and to be more effective.

Procedures of Investigation

When notified of complaints/whistleblowing, the Complaint Management Committee which was appointed by the Chief Executive Officer to be responsible for receiving complaints and carrying out complaint handling operations as follows;

1. Review the information of those involved in complaints/whistleblowing and set the procedure or assign the case to other departments involved with the matter to take action and then notify the Complaint Management Committee.
2. If the whistleblowing/complaint is significant, the Complaint Management Committee must present it to the Chief Executive Officer or Executive Committee to appoint a committee to investigate and find additional facts and set preliminary management guidelines.
3. Relevant departments will proceed by following the management guidelines that are recommended by the Complaint Management Committee, along with reporting on the progress of the procedure.
4. Report the procedure on whistleblowing/complaint to the Chief Executive Officer, the Executive Committee, the Audit Committee, and the Board of Directors as they consider appropriate.
5. Determine the person responsible for coordinating the obtaining of the facts, reporting process of the procedure, and making a conclusion and guidelines to be arranged with the whistleblower/complainant.
6. The procedure for whistleblowing/complaint will begin as soon as possible, considering the serious nature of whistleblowing/complaint with caution.

Channels for Filing Whistleblowing/Complaints

1. Channels for other stakeholders outside the Company
 - 1.1 Mail to the Audit Committee, Chief Executive Officer, or Company Secretary
Carabao Group Public Company Limited
393, 393 Silom Building 7th -10th floor, Silom Road, Silom, Bangrak, Bangkok 10500
 - 1.2 Website: www.carabao.co.th, www.carabaogroup.com
 - 1.3 Email: whistleblowing@carabao.co.th
 - 1.4 Phone: +66 2636 6111

2. Channels for personnel within the Company

QR Code:



Protection Measures for Whistleblowers/Complainants

The Company will not act unfairly toward the whistleblower/complainant as well as employees or any other person employed to work for the Company who is the whistleblower/complainant, only because these particular personnel;

1. Provides information, cooperates, or assists in any way related to whistleblower/complainant of actions that violate the laws, regulations, and business ethics of the Company.
2. Gives statements, submits evidence, or is a witness for the benefit of consideration or investigation of the suspected case that are violations or non-compliance with laws, regulations, or the Company's business ethics.

In addition, any person who has been informed of whistleblowing/complaints or information related to this whistleblower/complainant must protect the confidentiality of information about whistleblowing/complaints, except for the case where it is necessary to proceed according to the Company's regulations or as required by law.

In the year 2022, there were eight cases reported, all whistleblowing or complaints related to employee's behavior which be regarded as misconduct or not complied to the Company's regulation. There was no whistleblowing or complaints about corruption or not comply with Code of Conduct. The Company has followed up on the reports of whistleblowing or complaints through the aforementioned channels.

Nomination and Appointment of Directors and Top-Level Executives

The qualifications of the Company's directors and subcommittee

(1) Board of directors

The composition, nomination, appointment, removal or retirement of directors of the Company are specified in the charter of the board of directors approved by Board of Directors Meeting. The charter specifies the qualifications of the Company's directors, which can be summarized as follows:

(a) The Company's directors need not hold shares in the Company. A director must possess knowledge, ability, experience beneficial to the operation of the Company's business, honesty, integrity, morality in operating the business, and sufficient time to dedicate his or her knowledge and ability and must be able to fully perform their duties for the Company. Furthermore, a director must possess all qualifications required and must not possess any prohibited characteristics under the law governing public limited companies and the law governing securities and exchange. A director must not possess any trait that reflects lack of suitability to be trusted with managing a business of which the public hold the shares, as specified by the SEC. A director must be listed in the database of directors and executives of securities issuing companies under Notification of the Capital Market Supervisory Board Re: Rules for Listing Names of Persons on Database of Directors and Executives of Securities Issuing Companies.

(b) The board of directors shall consist of no fewer than five directors and at least one half of the total number of directors shall be domiciled in Thailand.

(c) There shall be at least three independent directors and the number of independent directors shall constitute at least one-third of the Company's board of directors. Independent directors must be independent from the control of major shareholders and shall not have any financial or operational relation or interest. Independent directors shall also possess all qualifications under the rules prescribing qualifications of independent directors prescribed in Notification of the Capital Market Supervisory Board No. TorJor. 28/2551 Re: Application and Approval for New Shares ("Notification TorJor. 28/2551") as amended.

(d) The board of directors shall include no fewer than three audit directors. The audit directors must possess all qualifications required under Notification TorJor. 28/2551, and shall have the authority, duty and responsibility in accordance with the scope specified by the SET.

(e) The board of directors may elect one director to be the chairman of the board of directors. If the board of directors deems it appropriate, they may appoint one or more directors as vice chairman.

(2) Independent directors

The nomination and remuneration committee will consider the qualifications of the persons appointed as independent directors by considering the qualifications and prohibited characteristics prescribed in the PLCA, the SEC Act, notifications of the Capital Market Supervisory Board, and other relevant notifications, regulations and/or rules. Furthermore, the board of directors will consider selecting persons with qualifications, experience and suitability to be the Company's independent directors and propose them to the shareholders meeting for consideration and appointment as Company's directors. It is the Company's policy to ensure that the number of independent directors shall constitute at least one-third of the Company's board of directors and not fewer than three members. The board of directors has specified the qualifications of an independent director, as follows:

(a) an independent director must not hold shares exceeding one percent of the total shares with voting rights of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company. Such percentage shall include shares held by related persons of such independent director;

(b) an independent director shall not be or have been an executive director, employee, staff and consultant who receives a regular salary or a controlling person of the Company, the parent company, the subsidiaries, the associate companies, the same-level subsidiaries, major shareholders, or controlling persons of the Company, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC;

(c) an independent director shall not be related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of a child of another director, executive, major shareholder, controlling person to be nominated as an executive director or controlling person of the Company or the subsidiaries;

(d) an independent director shall not have or have had a business relationship with the Company, the parent company, the subsidiaries, the associate companies, major shareholders or controlling persons of the Company in the manner that may prevent free judgment, and shall not be or have been a significant shareholder or controlling person of a person related to the business of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, unless such relationship ended at least two years before the date of submission of the application to the Office of the SEC;

(e) an independent director shall not be or have been an auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person or a partner in the auditing office in which the auditor of the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company works, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC;

(f) an independent director shall not be or have been a provider of any professional service, including legal advisory or financial advisory service receiving more than Baht two million of service charges per year from the Company, the parent company, the subsidiaries, the associate companies, major shareholders, or controlling persons of the Company, and shall not be a significant shareholder, controlling person or a partner of the service provider, unless the director has not held such position for at least two years before the date of submission of the application to the Office of the SEC.

(g) an independent director shall not be a director appointed as the agent of the directors of the Company, major shareholders, or shareholders related to a major shareholder.

(h) an independent director shall not operate a business of the same nature with and in competition with the business of the Company or the subsidiaries and shall not be a significant partner in a partnership, or be an executive director, employee, staff and consultant who receives a regular salary, or hold shares exceeding one percent of the total shares with voting rights, of another company operating a business of the same nature with and in competition with the business of the Company or the subsidiaries.

(i) an independent director shall not possess any other characteristics that prevent them from freely giving an opinion regarding the Company's operation.

(3) Audit committee

The components and nomination, appointment, removal, or retirement of audit directors are specified in the charter of the audit committee approved by Board of Directors Meeting.

(a) The board of directors selects and appoints the Company's audit committee, which shall consist of at least three members. An audit director shall be an independent director of the Company who possesses the qualifications required under the law governing securities and exchange and the notifications, regulations and/or rules of the SET.

(b) At least one member of the audit committee shall possess knowledge and experience in verifying the accuracy of the financial statements, and such qualifications shall be set out in the certificate and biography of audit committee members to be submitted to the SET and in the filing forms, Form 56-1 and Form 56-2.

(c) Upon expiration of the term of an audit committee member or if an audit committee member vacates the office before the term expires, causing the number of members to be lower than three, the board of directors will appoint replacement members within three months from the date on which the number of members becomes lower than three for continuity in the performance of the audit committee.

(d) The Company's head of audit shall be the secretary of the audit committee.

(e) The term of each member of the audit committee is three years.

(4) Executive committee

The components and nomination, appointment, removal, or retirement of executive directors are specified in the charter of the executive committee approved by Board of Directors Meeting, which can be summarized as follows:

- (a) The executive committee consists of at least three members.
- (b) The board of directors will appoint one member as the chairman of the executive committee. If the board of directors deems it appropriate, they may appoint one or more members as vice chairman of the executive committee.

(5) Risk management committee

Board of Directors Meeting, passed a resolution appointing a risk management committee, consisting of directors and/or executives who possess appropriate qualifications, in order to determine policies related to risk management covering the whole organization, ensure that the company implements risk management systems or processes to control risks and minimize impact on the Company's business. The main duties of the risk management committee include identification of risks related to the operation of the business of the Company, determination of preventive measures, and monitoring compliance with such measures. The purpose of the charter is to ensure that the risk management committee members understand their roles, duties, and responsibilities and use the charter as a guideline for their performance. The risk management committee is appointed by the board of directors. The term of office is three years from the date of appointment. A retiring member of risk management committee is eligible for reappointment.

(6) Nomination and remuneration committee

Board of Directors Meeting, passed a resolution appointing a nomination and remuneration committee consisting of directors and executives who possess appropriate qualifications, in order to determine policies related to nomination of persons to be directors and top-level executives, and screening of persons with appropriate qualifications and proposing the same to the board of directors or shareholders meeting for appointment. The nomination and remuneration committee also plays an important role in considering criteria in determining appropriate remuneration of directors and top-level executives that reflect the performance of directors and top-level executives, based on the goals specified.

The nomination and remuneration committee consists of no fewer than three directors and executives. The board of directors will appoint one member as the chairman of the nomination and remuneration committee. The term of the nomination and remuneration committee, appointed by the board of directors, is three years from the date of appointment. A retiring member of nomination and remuneration committee is eligible for reappointment.

(7) Sustainability Development Committee

The Board of Directors considers selecting and appointing the Sustainable Development Committee members and the Chairman of the Sustainable Development Committee. The members of the Sustainable Development Committee consist of at least 3 directors, of which not less than half are independent directors. The Directors for the Sustainable Development Committee must have suitable knowledge, abilities, qualifications, and experience. If the Sustainable Development Committee members are company directors, the Sustainable Development Committee has the same terms of office according to the period of directorship. The Sustainable Development Committee member who vacates office by expiration of the term may be reappointed as necessary and appropriate. In addition to vacate office upon the expiration of the term

Governance of Operation of Subsidiaries and Associate Companies

The Company is a holding company with no significant business of its own. Therefore, in order for the Company to govern and be responsible for the operation of the subsidiaries as though they are a part of the Company and in order to maintain the interest of the Company's investment, Board of Directors Meeting No. 3/2014, held on 22 April 2014, passed a resolution approving the policy on control of and mechanism for governing the business in which the Company invests in order to determine the mechanism for governing subsidiaries and the measures for monitoring the operation of the subsidiaries to ensure compliance with the rules prescribed in Notification TorJor. 28/2551. Furthermore, the Extraordinary General Meeting of Shareholders No. 3/2014, held on 1 October 2014, passed a resolution approving the amendment of the Articles of Association of The Company and the subsidiaries to be in compliance with the rules prescribed in Notification TorJor. 28/2551.

The details of governing the operation of the subsidiaries and associate companies in accordance with the policy on control of and mechanism for governing the business in which the Company invests are as follows.

1 Exercise of voting rights by the Company's representative in the shareholders meetings of the subsidiaries and associate companies

The Company has determined the guidelines on exercise of voting rights by the Company's representative in the shareholders meetings of the subsidiaries with respect to certification of minutes of ordinary and/or extraordinary general meetings of shareholders, certification of annual financial statements, election of directors and determination of remuneration, appointment of auditors and determination of remuneration, allocation of profit, approval of other matters, and consideration of other matters not specified in advance in the agenda in order to comply with the guidelines on good corporate governance and to maintain the best interests of the Company, the subsidiaries and other shareholders as a whole.

2 Structure of management of subsidiaries

The Company has determined the structure of management of subsidiaries in order to control the management and be responsible for the operation of the subsidiaries as though they are a part of the Company. The Company also implements measures for monitoring management of the subsidiaries in order to maintain the interest of the Company's investment, as follows.

(1) Nomination of directors of subsidiaries

The Company will nominate persons approved by the board of directors meeting as directors of the subsidiaries in a number reflecting the shareholding proportion of the Company in the respective subsidiary. The nominated director shall have the required qualifications, role, duty, and responsibility, and shall not possess untrustworthy characteristics as prescribed in the notifications of the SEC concerning determination of untrustworthy characteristics of directors and executives of a company.

(2) Determination of scope of duty and responsibility of directors and executives of subsidiaries

The directors appointed by the resolution of the board of directors meeting as a director of subsidiaries shall observe the scope of duty and responsibility specified in the Articles of Association of the subsidiaries specified by a resolution passed by the Extraordinary General Meeting of Shareholders of the Company No. 3/2014, held on 1 October 2014. The objective of the Articles of Association is to ensure that the boards of directors of the Company and the subsidiaries understand their roles, duties, and responsibilities toward the shareholders of the Company and the subsidiaries, and that they will perform their duties efficiently and effectively with transparency. More importantly, the board of directors of the subsidiaries must perform their duties in accordance with the policy on control of and mechanism for governing the business in which the Company invests, and the policy of corporate governance specified by the Company.

The Company shall ensure that the subsidiaries have internal control system, risk management system, fraud prevention system which are appropriate, efficient and adequate, ensuring that the operations of the subsidiaries are in compliance with the Company's policy, the Articles of Association of the subsidiaries, Chapter 5: "the management for the compliance with the controlling policy and corporate governance mechanism of the company in which the Company invests", as well as, law and notifications regarding good corporate governance of listed companies, including relevant notifications, regulations and rules of the Capital Market Supervisory Board, the Office of the SEC and the SET. The Company shall also procure a clear arrangement to demonstrate that the subsidiaries have a sufficient system for disclosing significant transactions in accordance with prescribed rules with continuity and accountability, allowing directors and executives of the Company to have access to the information of the subsidiaries for the purpose of effectively monitoring operating results and financial conditions, related party transactions between the subsidiaries and directors and executives of subsidiaries and significant transactions of the subsidiaries. In addition, the Company shall have mechanism for auditing the said system of the subsidiaries by ensuring that the internal audit team and independent directors of the Company have direct access to such information and also the result of the system audit is reported to directors and executives of the Company, ensuring that the subsidiaries constantly comply with the system.

(3) Disclosure of data of directors and executives of the subsidiaries

(a) A director and executive of a subsidiary must disclose and submit data on their interest and involvement in any transaction that can be expected to create a conflict of interest with the Company and a subsidiary to the board of directors of the subsidiary or the person assigned by the board of directors of the subsidiary within the period specified by the subsidiary. The board of directors of the subsidiary has the duty to notify the board of directors of the Company of the matter within the period specified by the Company so that such data can be used to support any consideration or approval. The board of directors will consider the matter, taking into account the best interest



of the subsidiary and the Company. The directors and executives of the subsidiary shall not be involved in the approval of any matter in which they have an interest or conflict of interest.

(b) A director and executive of a subsidiary, including persons related to the director and executive, have the duty to notify the board of directors of the subsidiary of their relationship and transaction with the subsidiary in a manner that may cause a conflict of interest, and shall avoid making any transaction that may create a conflict of interest with such subsidiary. The board of directors of the subsidiary has the duty to notify the Company of such matter.

The following actions, which cause a director, executive, or person related to the director or executive to gain other financial interests apart from those normally receivable by them, or cause damage to the subsidiary shall be assumed as actions that materially conflict with the interest of the subsidiary:

- a transaction made between the subsidiary and a director, executive, or related person not in accordance with the rules concerning related party transactions;
- use of data of the Company and the subsidiary which such person has obtained, unless such data has been disclosed to the public; or
- use of property or a business opportunity of the Company and the subsidiaries in a manner that violates the rules or general practices prescribed by the Capital Market Supervisory Board.

(4) Disclosure of information of subsidiaries

a) It is the duty of a subsidiary to disclose accurate and complete information on its financial status and operating results, transactions made between the subsidiary and a connected person, acquisition or disposal of assets, or other important transactions of the subsidiary, and to apply the rules concerning disclosure and transactions of a nature similar to the rules of the Company.

(b) A subsidiary must report its business operation plan, business expansion, investment in large projects, and joint investment with other business operators to the Company through a monthly performance report. The Company is entitled to invite the subsidiary to provide an explanation or submit supporting documents for consideration, and the subsidiary shall strictly comply with such request immediately. If the Company finds any significant issue, the company may request that the subsidiary provide an explanation and/or submit documents for consideration by the Company.

(5) Use of inside information of subsidiaries

No director, executive, staff, employee, or designated persons of the subsidiaries, including spouse or minor child of the aforementioned persons shall use the inside information of the Company and the subsidiaries, whether obtained in accordance with their duty or otherwise, in a manner that significantly affects or may affect the Company and/or the subsidiaries for their own or others' interest whether directly or indirectly, or whether any benefit is gained from such use.

(6) Transactions made by the directors, executives, or persons related to subsidiaries

The director, executive, or related person of a subsidiary may enter a transaction only when such transaction has been approved by the Company's board of directors or shareholders meeting, depending on the size of the transaction, calculated based on the rules prescribed in the related party transaction notification, unless such transaction is a commercial agreement of a nature which a reasonable person would enter with a general party under similar circumstances without any influence as a director, executive, or related person, as the case may be. The commercial terms of such transactions must be approved by the board of directors or in accordance with the criteria previously approved by the board of directors.

3 Financial control of subsidiaries

1. A subsidiary has the duty to submit monthly operating results and reviewed quarterly financial statements, as well as data supporting the preparation of such financial statements of the subsidiary and associate company to the Company, and agrees that the Company may use such data for preparation of financial statements or annual or quarterly reports of the Company's operating results, as the case may be.
2. A subsidiary has the duty to prepare estimates of operating results and a summary of comparison of operating results with the actual operation plan on a quarterly basis, monitor the operating results to ensure compliance with the plan, and notify the Company of the same.
3. A subsidiary has the duty to report significant financial issues to the Company upon discovery or request by the Company to investigate and report such issues.



Internal Control and Related Party Transactions





Carabao Group Public Company Limited has placed importance on internal control system on a continuous basis to ensure that the internal controls of the Company are adequate and appropriate for the business. The managements of each department have responsibility to ensure that all staff perform their duties and follow the internal control strictly. The internal audit department has the duty to audit and review the performance of various departments in the Company and report directly to the Audit Committee. This is to ensure that the operations of the Company are effective and efficient; that the Company's resources are used efficiently for maximum benefits; that the Company's assets are well protected and maintained; and that any risk of mistake is minimized, and damages are prevented. The audits are also carried out to ensure the supervision of the Company's operations; to ensure that financial statements are accurate, reliable, and prepared in a timely manner, as well as to ensure the compliance with policies, rules, regulations, and laws to prevent any damage to the Company. In addition, the Board of Directors performs the internal control assessment of the Company every year based on the guidelines from the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) referring to COSO framework (The Committee of Sponsoring Organizations of the Treadway Commission) which is comprised of five components and 17 principles, to ensure the compliance with the Company's internal control system.

1. Control Environment

The Company's organizational structure is clearly and properly designed to support the good internal control environment. Also, the Company's business goals, and Key Performance Indicators (KPIs) are clearly defined as a tool to assess the performance efficiency and the alignment of the Company's goals. The authority delegation manuals and the operation manuals for all functions are clearly defined and written. The Company's goals are communicated to all department, functions, and staff. Efforts also have been made to encourage the environment for good operations to promote good attitudes, honesty, and ethics among staff at all levels in the Company. In addition, the Company has continued to reinforce the good corporate governance principles to all executives and employees to ensure the transparency and the fairness to all stakeholders.

2. Risk Assessment

The Company has placed importance on the risk management which may affect its business and prevent the Company from achieving its goals. The Board of Directors had the resolution to set up the Risk Management Committee comprising of independence directors, executive directors, and the managements from various functions responsible for regularly assessing the risks and monitoring the risk management measures through the quarterly Risk Management Committee meeting to promote and support the establishment of an enterprise-wide risk management system for the Company and

to embed as organizational culture. This is to provide reasonable assurance among all stakeholders that the Company's operations are geared towards effective and efficient achievement of corporate goals and objectives and in accordance with risk appetite level. The Risk assessment results have been reported to the Board of Directors for consideration. The risk management detail is described in the "Risk Management" topic.

3. Control Activities

The Company has adequate and proper control measures. The policies and operating guidelines have been established in a way that clearly prescribes the scope of duties, the authority and approval and the segregation of duties. Control measures also include the manuals that provide guidelines for the performance at every stage, as well as the review of financial reports and the reports on the Company's non-financial operating results to ensure the compliance with defined rules and regulations. All the accounting transactions are recorded accurately and completely. The accounting information and documents are retained systematically and legally. The check and balance mechanism is implemented to ensure the accuracy such as the financial transactions, sales, procurement, the safeguarding of assets etc. The information systems are also implemented to speed up performance, improve its efficiency, and used as a tool for internal control system. The Company has implemented the Human Resource Management system which includes the efficient performance evaluation and the continuous competency development.

In the case of transactions with possible conflicts of interest or related transactions, the Audit Committee will review the reasonableness of the transactions and further report to the Board of Directors for approval. In addition, the Company has implemented the monitoring system over the Subsidiaries performance.

The business goals and Standard Operating Procedures (SOPs) have been established and provided to Subsidiaries as guidelines for the performance to align with the Company's goals. The Company has also appointed the directors and/or management to oversee the Subsidiaries' operations and reported to Executive Committee in a monthly basis. The Subsidiaries' operation results are also reported to Audit Committee and Board of Directors on a quarterly basis.

4. Information and Communication

The Company recognizes the importance of the information systems and communication; therefore, the information systems are continuously improved to ensure that the information is accurate and up to date. The Data Security Control Measures have been implemented to ensure the proper access granting and data storage. The systems have stored information and kept documents in an efficient manner to ensure the accuracy, adequacy, appropriateness, reliability, and availability of the data usage of the management and stakeholders.

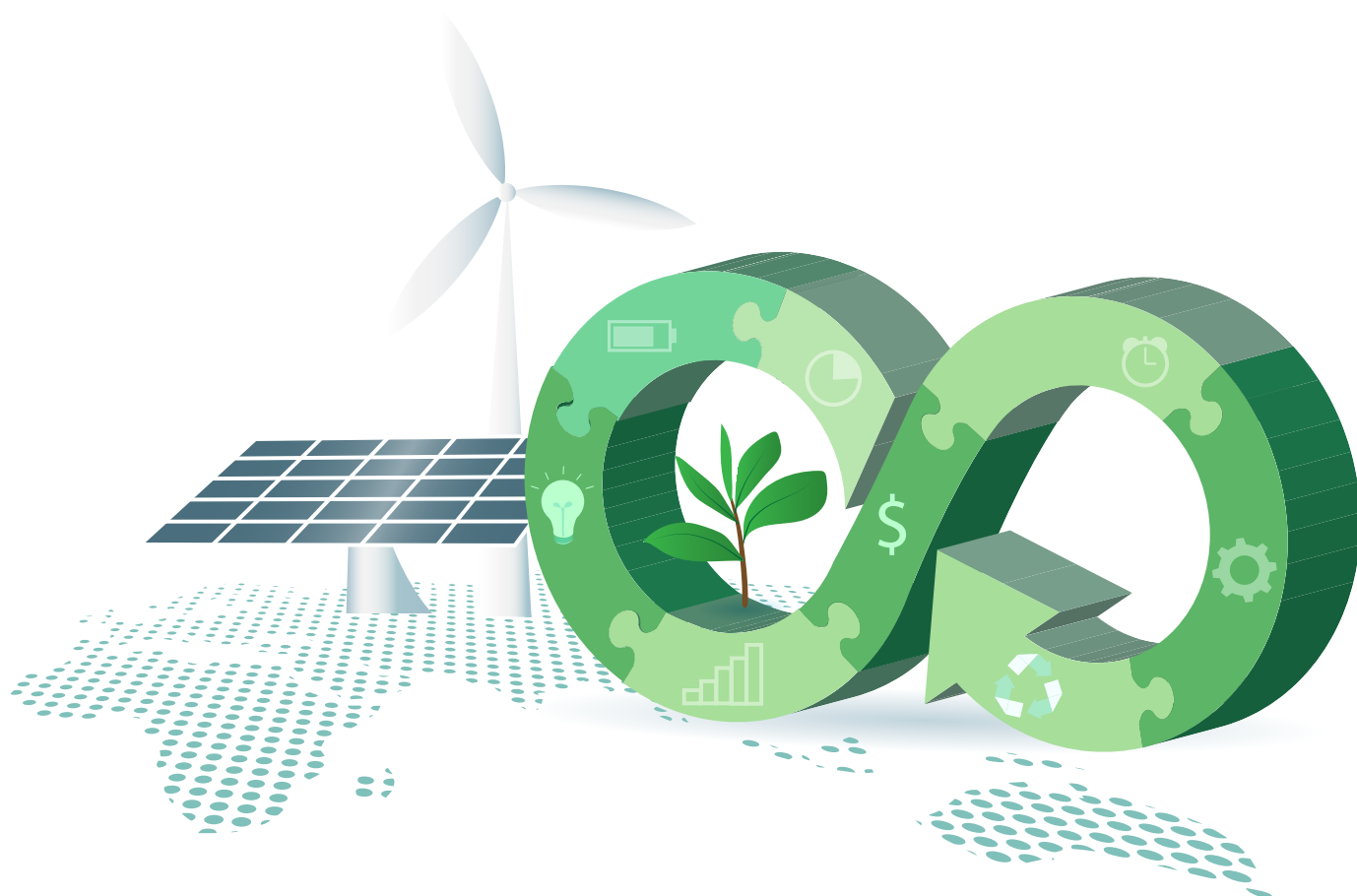
In addition, the Company's Investor Relations Unit is in place to coordinate with investors ensuring that they can obtain information on the Company's operations and investments promptly and conveniently through highly accessible channels such as Company's website, E-mail, and Call Center etc. More importantly, the whistle - blowing channel is available for both employees and external parties to report on complaints or fraud cases such as Company's website, E-mail, QR Code etc.

5. Monitoring and Evaluation

The Company has monitored and evaluated its internal control system on a continuous basis. Assigned by the Board of Directors, the Audit Committee is responsible for reviewing and monitoring the Company's internal control system through the internal audit department. The audit execution based on the annual internal audit plans approved by the Audit Committee to ensure that the internal controls are adequate, and that the audit findings are properly and timely resolved. The audit results are presented to the Audit Committee and executives on a quarterly basis.

Moreover, the Audit Committee regularly reviews the Internal Audit Charter and recognizes the importance of internal audit's competency development. Therefore, the personal development trainings in relevant topics such as industry related, internal controls, risk management, sustainability, and best practices, are encouraged. Taking professional certificates is also promoted to improve their audit knowledge and expertise.

In addition, the Audit Committee has invited the Company's external auditor to its meeting to review and acknowledge the results of financial statement audits and internal control issues on a quarterly basis. In 2022, the Audit Committee was of the same opinion as the External Auditor that the Company has in place an adequate internal control system suited to its business and no material weaknesses were found in the internal control system.



Connected Transactions

1. Connected person

1. Mongol Co., Ltd.

| | |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the businesses of manufacturing and selling audio tapes, CDs and VCDs, and composing music |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> One joint director, Mr. Yuenyong Opakul Two joint shareholders, i.e. Mr. Yuenyong Opakul and Mrs. Linjong Opakul who hold 50% and 20% of shares, respectively, in Mongol Co., Ltd. |

2. TWD 1999 Co., Ltd. (Changed from Tawandang Brewery Co., Ltd.)

| | |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the business of (1) producing and selling beer; and (2) selling food and beverages |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> Two joint directors, Mr. Sathien Sathientham and Ms. Nutchamai Thanombooncharoen Two joint shareholders, i.e. Mr. Sathien Sathientham and Ms. Nutchamai Thanombooncharoen who hold 50% and 5% of shares, respectively, in TWD 1999 Co., Ltd. |

3. Tawandang German Brewery Co., Ltd.

| | |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the business of (1) producing and selling beer; and (2) selling food and beverages |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> One joint director, Ms. Nutchamai Thanombooncharoen Two joint shareholders, i.e. Mr. Sathien Sathientham and Ms. Nutchamai Thanombooncharoen who hold 40% and 40% of shares, respectively, in Tawandang German Brewery Co., Ltd. |

4. Tawandang German Brewery 1999 Co., Ltd.

| | |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the business of (1) producing and selling beer; and (2) selling food and beverages |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> One joint director, Ms. Nutchamai Thanombooncharoen Two joint shareholders, i.e. Mr. Sathien Sathientham and Ms. Nutchamai Thanombooncharoen who hold 40% and 20% of shares, respectively, in Tawandang German Brewery 1999 Co., Ltd. |

5. C.J. Express Group Co., Ltd.

| | |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the business of wholesale stores and convenience stores |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> Three joint directors, i.e. Mr. Sathien Sathientham, Ms. Nutchamai Thanombooncharoen, and Mrs. Wongdao Thanombooncharoen One joint shareholder, i.e. Mrs. Wongdao Thanombooncharoen who hold 0% (a share) of shares in C.J. Express Group Co., Ltd. |

6. Sahamit Product Co., Ltd.

| | |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Trading |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> One joint director, Ms. Nuchanok Vongswat (Ms. Nutchamai Thanombooncharoen's Daughter) and One director of the company related to the company such as Ms. Phoogkwan Smuthkochorn (Mr. Kamoldist Smuthkochorn's Daughter) who hold 50% and 50% of shares, respectively, in Sahamit Product Co., Ltd. |

7. Sahamit Sugar Co., Ltd.

| | |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nature of Business | <ul style="list-style-type: none"> Engaging in the business of wholesale alcoholic beverage business and import alcoholic beverages. |
| Nature of Relationship with the Company | <ul style="list-style-type: none"> One joint director, Ms. Nutchamai Thanombooncharoen Five joint shareholders, i.e., Mr. Sathien Sathientham, Mr. Yuenyong Opakul, Ms. Nuchanok Vongswat, Ms. Nutchamai Thanombooncharoen and Mrs. Linjong Opakul who hold 50% (part of shares are held by Sathientham Holding Co., Ltd.), 6%, 5%, 3.5%, 2.5% and 2% of shares, respectively, in Sahamit Sugar Co., Ltd. |

8. Tawandang 1999 Co., Ltd.

Nature of Business

- Engaging in the business of producing and selling alcoholic beverages.

Nature of Relationship with the Company

- Two joint directors, Mr. Sathien Sathientham and Mr. Romtham Sathientham
- Five joint shareholders, i.e., Mr. Sathien Sathientham, Mr. Yuenyong Opakul, Ms. Nuchanok Vongswat, Ms. Nutchamai Thanombooncharoen and Mrs. Linjong Opakul who hold 50% (part of shares are held by Sathientham Holding Co., Ltd.), 5%, 3.5%, 2.5% and 2% of shares, respectively, in Tawandang 1999 Co., Ltd.

9. Tawandang F&B Co., Ltd.

Nature of Business

- Engaging in the business of (1) producing and selling beer; and (2) selling food and beverages

Nature of Relationship with the Company

- One joint director, Ms. Nutchamai Thanombooncharoen
- Two joint shareholders, i.e. Mr. Sathien Sathientham and Ms. Nutchamai Thanombooncharoen who hold 45% and 10% of shares, respectively, in Tawandang F&B Company Limited.

10. Baan Tawandang Co., Ltd.

Nature of Business

- Restaurant and the stage show restaurant

Nature of Relationship with the Company

- One joint director, Mr. Romtham Sathientham
- One joint shareholder, Mr. Sathien Sathientham who hold 90% of shares in Baan Tawandang Limited.

11. Tawandang Logistics Co., Ltd.

Nature of Business

- Transportation

Nature of Relationship with the Company

- The Company hold 20% and have one joint shareholder, Mr. Sathien Sathientham, who hold 0% (a share) of shares in Tawandang Logistics limited.

12. Hunan Double Energy Beverage Co., Ltd.

Nature of Business

- Engaging in the business of retail and wholesale

Nature of Relationship with the Company

- One joint director, Mr. Sathien Sathientham
- Champion China Holding Limited hold 49% of shares in Hunan Double Energy Beverage Co., Ltd which hold 100% of shares by Raththam Holding Limited. Five joint shareholders, i.e. Mr. Sathien Sathientham, Ms. Nutchamai Thanombooncharoen, Mr. Yuenyong Opakul, Mrs. Wongdao Thanombooncharoen and Mr. Romtham Sathientham who hold 51%, 25%, 15%, 5% and 4% of shares, respectively, in Hunan Double Energy Beverage Co., Ltd.

13. TD Tawandang Co., Ltd.

Nature of Business

- Engaging in the business of retail and wholesale

Nature of Relationship with the Company

- Two joint directors, Mr. Sathien Sathientham and Mr. Romtham Sathientham
- Five joint shareholders, i.e., Mr. Sathien Sathientham, Mr. Yuenyong Opakul, Ms. Nuchanok Vongswat, Mrs. Linjong Opakul, and Ms. Nutchamai Thanombooncharoen who hold 69% (part of shares are held by Sathientham Holding Co., Ltd.), 2.5%, 2%, 1.5% and 1% of shares, respectively, in TD Tawandang Company Limited

2. Related Party Transactions

Below is a summary of the related party transactions between the Group and persons who may have conflicts of interest during the fiscal year ended 31 December 2021 and 2022.

1. Mongol Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Advertising expense | | |
| CBD entered into an agreement with Mongol Co., Ltd. to engage Mr. Yuenyong Opakul to be a presenter of Carabao Dang energy drink. | 12,000,000 | 12,000,000 |

Necessity and Reasonableness

- On 1 January 2014, CBD entered an agreement with Mongol Co., Ltd. to engage Mr. Yuenyong Opakul to be a presenter of Carabao Dang energy drink (the same conditions as the agreement which the Company previously made with Mongol Co., Ltd.).

- On 1 July 2014, CBD amended the conditions of the agreement and entered a long-term agreement with Mongol Co., Ltd. Below is a summary of its conditions.

- CBD engages Mongol Co., Ltd. to hire Mr. Yuenyong Opakul to be a presenter of Carabao Dang energy drink as well as other beverages and products of CBD. The term of the agreement is five years, from 1 January 2014 to 31 December 2018. The remuneration is Baht 10.0 million per annum, whereby the payment will be made on 31 December of every year.
- Such agreement will be automatically renewed for another five years, from 1 January 2019 to 31 December 2023, with remuneration of Baht 12.0 million per annum. CBD has the right adjust the remuneration as suitable and consistent with the market price, as well as to terminate the agreement if the image of Mr. Yuenyong Opakul fails to meet the intent of the agreement.

Audit Committee's Opinion

This transaction supported the Company's normal course of business operations and on an arm's-length basis.

2. TWD 1999 Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to TWD 1999 Co., Ltd. for sale in its restaurant. | 32,573 | 211,723 |
| Trade receivable | - | 52,279 |
| Other expenses | | |
| CBD and DCM paid for food and beverages for meeting and entertaining its business partners, to TWD 1999 Co., Ltd. | 54,471 | 683,776 |
| Other payable | - | 207,603 |

Necessity and Reasonableness

- DCM supplied products to TWD 1999 Co., Ltd. for sale in its restaurant in Thailand, based on the market price and commercial term.
- CBD and DCM purchased food and beverage for meeting and entertaining its business partners from Tawandang Brewhouse, with prices and commercial terms as normally offered to other special customers.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of CBD and DCM.

3. Tawandang German Brewery Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|--------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to Tawandang German Brewery Co., Ltd. for sale in its restaurant. | 43,535 | 298,480 |
| Trade receivable | 34,853 | 52,279 |
| Other expenses | | |
| CBD and DCM paid the cost of entertaining its business partners, to Tawandang German Brewery Co., Ltd. | 170,613 | 325,982 |
| Other payable | 38,400 | 34,991 |

Necessity and Reasonableness

- DCM supplied products to Tawandang German Brewery Co., Ltd. for sale in its restaurant in Thailand, based on the market price and commercial term.
- CBD and DCM entertained its business partners, at Tawandang German Brewhouse, with a discount of 20% on food and beverages with prices and commercial terms as normally offered to other special customers.

Audit Committee's Opinion

These transactions were done on an arm's-length basis. A 20% discount was normally offered to other special customers of Tawandang German Brewery Co., Ltd.

4. Tawandang German Brewery 1999 Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-----------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to Tawandang German Brewery 1999 Co., Ltd. for sale in its restaurant. | 21,611 | 222,685 |
| Trade receivable | 17,426 | 34,853 |
| Other expenses | | |
| CBD paid for a meal to Tawandang German Brewery 1999 Co. Ltd. in entertaining its business partners | 32,071 | 256,540 |
| Other payable | - | 65,592 |

Necessity and Reasonableness

- DCM supplied products to Tawandang German Brewery 1999 Co., Ltd. for sale in its restaurant in Thailand, based on the market price and commercial term.
- CBD organized its business partners, at Tawandang German Brewhouse 1999, with a discount of 20% on food and beverages with prices and commercial terms as normally offered to other special customers.

Audit Committee's Opinion

This transaction was done on an arm's-length basis. A 20% discount was normally offered to a special customers of Tawandang German Brewery (1999) Co., Ltd.

5. C.J. Express Group Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to C.J. Express Group Co., Ltd. for sale in its convenience stores. | 308,163,583 | 288,021,446 |
| Trade receivable | | |
| C.J. Express Group Co., Ltd. was DCM's trade receivable on account of DCM's income from sales of products. | 75,727,391 | 80,351,173 |
| Sales promotion expenses | | |
| CBD and DCM paid sales promotion expenses to C.J. Express Group Co., Ltd. | 63,909,717 | 33,362,325 |
| Other payable | | |
| C.J. Express Group Co., Ltd. was DCM's other payable on account of DCM's sales promotion expense. | 13,235,625 | 4,924,002 |
| Office rent and service income | | |
| CBD leased office space on the 1 st to 2 nd and 4 th to 6 th floor of the 393 Silom Building, 2 nd to 4 th floor of 4 th floor Building and 1 st to 2 nd floor of Thani Building including services and facilities fee and utility fees for space rental to C.J. Express Group Co., Ltd. | 40,325,491 | 51,995,447 |
| Other income | | |
| CBD and AWD sold Carabao T-shirts to C.J. Express Group Co., Ltd. | - | 590,501 |
| Other receivable and prepaid expenses | | |
| C.J. Express Group Co., Ltd. was CBD's other receivable on account of CBD's office rental and service, CBG's other receivable on account of reimbursement of service fee for human resource program, and prepaid expenses for DCM on media advertising. | 1,846,750 | 262,179 |
| Other payable | | |
| C.J. Express Group Co., Ltd. was CBD's other payable on account of CBD's office rental deposit. | 8,216,531 | 9,332,604 |
| Other expenses | | |
| CBG, CBD, DCM, ACM and AWD paid office supplies expenses, seminar expenses, and entertaining its business partners to C.J. Express Group Co., Ltd. | 473,404 | 375,860 |

Necessity and Reasonableness

- DCM CBD and AWD supplied product to C.J. Express Group Co., Ltd. for sale in its convenience stores in Thailand and for sales promotion campaign, based on the market price and commercial term.
- CBD and DCM paid sales promotion expenses to C.J. Express Group Co., Ltd. for organizing a sales promotion campaign, based on the market price and commercial term.
- C.J. Express Group Co., Ltd. leased office space on 1st to 2nd and 4th to 6th floor of the 393 Silom Building and 2nd to 4th floor of the 4th Building including 1st to 2nd floor of the Thani Building with a total space of 4,425.84 square meters in the building owned by CBD to be used as its office including services and facilities fee for space rental at the rental rate with service fee included of Baht 284 - 2,072 per square meter whereby such rental rate and conditions are based on the same rates and conditions as offered on the market. Rental and service fee of the other buildings in the nearby area are between Baht 350 - 2,343 per square meter.
- CBG, CBD, DCM, ACM and AWD paid to C.J. Express Group Co., Ltd for office supplies expenses, seminar expenses, and entertaining its business partners, based on the actual price.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of DCM. The leased office space which owned by CBD was also done on an arm's-length basis with fair market price.

6. Sahamit Product Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Purchase of products | | |
| DCM is a distributor of Sahamit Product Co., Ltd. | 175,655,661 | 185,930,126 |
| Trade payable | | |
| Sahamit Product Co., Ltd. is a trade payable of DCM regarding the purchasing of goods. | 11,769,797 | 15,184,746 |
| Other receivable | | |
| Sahamit Product Co., Ltd. is an other receivable of DCM regarding the amount due from sales promotion expenses. | 240,276 | 259,610 |
| Office rent and service income | | |
| CBD leased office space on the 2 nd and 6 th floor of the Siri Building including services and facilities fee and utility fees for space rental to Sahamit Product Co., Ltd. | 618,622 | 2,191,070 |
| Other receivable | | |
| Sahamit Product Co., Ltd. was CBD's other receivable on account of CBD's office rental and service. | 13,560 | 46,235 |
| Other payable | | |
| Sahamit Product Co., Ltd. was CBD's other payable on account of CBD's office rental deposit. | 91,700 | 451,605 |

Necessity and Reasonableness

- DCM as a distributor of Sahamit Product Co., Ltd., distributes their products through multiple channels, based on the market price and commercial term.

- Sahamit Product Co., Ltd. leased office space on 2nd and 6th floor of the Siri Building with a total space of 391 square meters in the building owned by CBD to be used as its office including services and facilities fee for space rental at the rental rate with service fee included of Baht 385 per square meter whereby such rental rate and conditions are based on the same rates and conditions as offered on the market. Rental and service fee of the other buildings in the nearby area are between Baht 350 - 500 per square meter.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of DCM. The leased office space which owned by CBD was also done on an arm's-length basis with fair market price.

7. Sahamit Sugar Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Purchase of products | | |
| DCM is a distributor of Sahamit Sugar Co., Ltd. | 3,121,207,510 | 4,557,469,556 |
| Trade payable | | |
| Sahamit Sugar Co., Ltd. is a trade payable of DCM regarding the purchasing of goods. | 18,120,260 | 89,577,901 |
| Other receivable | | |
| Sahamit Sugar Co., Ltd. is an other receivable of DCM regarding the amount due from sales promotion expenses. | 44,164,016 | 74,369,972 |

Necessity and Reasonableness

● DCM as a distributor of Sahamit Sugar Co., Ltd., distributes their products through multiple channels, based on the market price and commercial term.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of DCM.

8. Tawandang 1999 Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| APG and APM supplied bottles and packaging materials respectively to Tawandang 1999 Co., Ltd. | 569,201,003 | 747,188,772 |
| Trade receivable | | |
| Tawandang 1999 Co., Ltd. was APG's and APM's trade receivable on account of their sales of products. | 218,994,772 | 251,075,907 |
| Office rent and service income | | |
| CBD leased office space on the 5 th floor of the Siri Building including services and facilities fee and utility fees for space rental to Tawandang 1999 Co., Ltd. | 572,482 | 886,990 |
| Other income | | |
| CBD provide cloud service for logistic system to Tawandang 1999 Co., Ltd. | - | 216,000 |
| Other receivable | | |
| Tawandang 1999 Co., Ltd. was CBD's other receivable on account of CBD's office rental and service. | 13,560 | 71,852 |
| Other payable | | |
| Tawandang 1999 Co., Ltd. was CBD's other payable on account of CBD's office rental deposit. | 92,400 | 92,400 |

Necessity and Reasonableness

● Tawandang 1999 Co., Ltd. leased office space on 5th floor of the Siri Building with a total space of 109 square meters in the building owned by CBD to be used as its office including services and facilities fee for space rental at the rental rate with service fee included of Baht 385 per square meter whereby such rental rate and conditions are based on the same rates and conditions as offered on the market. Rental and service fee of the other buildings in the nearby area are between Baht 350 - 500 per square meter.

● CBD provided cloud service for logistic system to Tawandang 1999 Co., Ltd., based on the same rates and conditions as offered on the market.

● APG supplied alcohol bottles to Tawandang 1999 Co., Ltd., based on the market price and commercial term.

● APM supplied packaging materials to Tawandang 1999 Co., Ltd., based on the market price and commercial term.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of APG and APM. The leased office space which owned by CBD was also done on an arm's-length basis with fair market price.



9. Tawandang F&B Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-----------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to Tawandang F&B Company Limited for sale in its restaurant. | 12,897 | 32,243 |
| Other expenses | | |
| CBD and DCM paid for a meal to Tawandang F&B Company Limited in entertaining its business partners. | 7,096 | 2,000 |

Necessity and Reasonableness

- DCM supplied products to Tawandang F&B Company Limited for sale in its restaurant in Thailand, based on the market price and commercial term.
- CBD and DCM organized its business partners, at Tawandang F&B Company Limited, with a discount of 20% on food and beverages with prices and commercial terms as normally offered to other special customers.

Audit Committee's Opinion

These transactions were done on an arm's-length basis. A 20% discount was normally offered to other special customers of Tawandang F&B Company Limited.

10. Baan Tawandang Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to Ban Tawandang Co., Ltd. for sale in its restaurant. | 16,286 | 97,718 |

Necessity and Reasonableness

- DCM supplied products to Ban Tawandang Co., Ltd. for sale in its restaurant in Thailand, based on the market price and commercial term.

Audit Committee's Opinion

This transaction supported the Company's normal course of business operations and on an arm's-length basis.

11. Tawandang Logistics Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Rental and service expense | | |
| CBD DCM APG and ACM paid for car rental and transportation expense relating to shipment of goods including maintenance services expense, to Tawandang Logistics Co., Ltd. | 92,043,384 | 109,995,681 |
| Other payable | | |
| Tawandang Logistics Co., Ltd. was CBD's, DCM's, and ACM's other payable on account of their office rental and service expense. | 10,191,870 | 12,423,548 |

Necessity and Reasonableness

● During the year 2018, CBD and DCM entered into car rental agreements for transportation with Tawandang Logistics Co., Ltd. The agreements are effective for a period of 5 years. Such rental rate and conditions are based on the same rates and conditions as offered on the market.

● CBD DCM APG and ACM paid transportation service expenses to Tawandang Logistics Co., Ltd. for goods shipment. Such service rate and conditions are based on the same rates and conditions as offered on the market.

Audit Committee's Opinion

The car leased was done on an arm's-length basis with fair market price.

12. Hunan Double Energy Beverage Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| CBD supplied products to Hunan Double Energy Beverage Co., Ltd for sale through multiple channels in China. | 731,149,003 | 464,323,450 |
| Trade receivable | 316,968,355 | 464,568,590 |

Necessity and Reasonableness

● CBD supplied products to Hunan Double Energy Beverage Co., Ltd for sale through multiple channels in China, based on the market price and commercial term.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of CBD.

13. TD Tawandang Co., Ltd.

| Nature of Transaction | Transaction Value (Baht) | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| | For the year ended 31 December 2021 | For the year ended 31 December 2022 |
| Income from sale of products | | |
| DCM supplied products to TD Tawandang Co., Ltd. for sale in its convenience stores. | 94,713,618 | 187,171,246 |
| Trade receivable | 32,821,372 | 31,735,851 |
| Other payable | | |
| TD Tawandang Co., Ltd. was DCM's other payable on account of DCM's sales promotion expense. | 1,885,268 | 865,944 |
| Office rent and service income | | |
| CBD leased office space on the 1 st -6 th floor of the Kornthong Building including services and facilities fee and utility fees for space rental to TD Tawandang Co., Ltd. | 11,781,835 | 12,278,479 |
| Other receivable | | |
| TD Tawandang Co., Ltd. was CBD's other receivable on account of CBD's office rental and service, and CBG's other receivable on account of reimbursement of service fee for human resource program. | 173,448 | 132,035 |
| Sales promotion expenses | 12,498,377 | 11,977,984 |
| DCM paid sales promotion expenses to TD Tawandang Co., Ltd. | | |
| Other payable | | |
| TD Tawandang Co., Ltd. was CBD's other payable on account of CBD's office rental deposit. | 1,830,560 | 1,830,560 |

Necessity and Reasonableness

- DCM supplied products to TD Tawandang Co., Ltd. for sale in its convenience stores in Thailand, based on the market price and commercial term.
- DCM paid sales promotion expenses to TD Tawandang Co., Ltd. for organizing a sales promotion campaign, based on the market price and commercial term.
- TD Tawandang Co., Ltd. leased office space on 1st to 6th floor of the Siri Building with a total space of 2,377.35 square meters in the building owned by CBD to be used as its office including services and facilities fee for space rental at the rental rate with service fee included of Baht 385 per square meter whereby such rental rate and conditions are based on the same rates and conditions as offered on the market. Rental and service fee of the other buildings in the nearby area are between Baht 350 - 500 per square meter.

Audit Committee's Opinion

These transactions were done on an arm's-length basis of normal business transaction of DCM. The leased office space which owned by CBD was also done on an arm's-length basis with fair market price.

Guarantees and Mortgages

As at 31 December 2022, CBG has guaranteed for credit facilities, in form of bank overdrafts, promissory notes and letter of credit, of APM, CBD, ICUK and CTHK amounting to Baht 118 million, Pound sterling 4.5 million and Euro 1 million, respectively. (2021: Baht 113 million, Pound sterling 4.5 million and Euro 3 million).

Necessity and Reasonableness of the Connected Transactions

Audit Committee Meeting No. 1/2022, held on 18 February 2022 and No. 1/2023, held on 16 February 2023 considered the Company's related party transactions for the fiscal year ended 31 December 2021 and 2022 as well as information obtained from the Company's management, reviewed the information in the notes to financial statements audited by the Company's auditor, and was of the view that these related party transactions for the fiscal year ended 31 December 2021 and 2022 were for the Company's normal course of business operations and on an arm's-length basis.

Measures and procedures for entering into connected transactions

Board of Directors Meeting No. 2/2022, held on 13 May 2022, has considered and approved the related party transaction approval policy and process in order to ensure that related party transactions between the Group and persons or juristic persons who may have conflict of interest are conform to the principles of good corporate governance and to create equity and transparency for all shareholders. Below is a summary of such policy and process.

The Company conducts business under the law and in compliance with the rules of the Securities and Exchange Act B.E. 2535 as well as the notification of the Capital Market Supervisory Board No. Tor Jor 21/2008, regarding the rules for making connected transactions, including the notification of the Board of Governors of the Stock Exchange of Thailand Bor Jor / Por. 22-01 regarding the disclosure of information and the Listed Companies in Connected Transactions Act B.E. 2546, including the related guidelines of the Securities and Exchange Commission ("SEC") and/or Stock Exchange of Thailand ("SET") as well as complying with the requirements for disclosure of connected transactions in the notes to the financial statements that have been audited by the auditors of the Company and its subsidiaries, and the annual registration statement (56-1 One Report).

The Company has established rules and procedures for making connected transaction in accordance with the criteria as follows:

- (1) In considering the connected transaction, the Company will use the same price and trading conditions as the Company's general counterparties. There must be terms and conditions that are fair, reasonable, and cause the maximum benefit of the Company.
- (2) In the case that the product or service has a standard price and many buyers and sellers in the market, the Company should find information about the price characteristics and standards in the market to be compared with transactions that are related transactions.
- (3) In the case where the product or service has a specific character or is made to order according to specific needs, making it impossible to compare prices of goods or services, the Company must demonstrate the gross profit margin that the Company should receive from connected transactions that are not different from transactions with other trading partners, and have the same conditions or agreement.
- (4) The Company is entitled to appoint a person with knowledge expertise such as independent experts, auditors, or an independent appraiser who is on the list of the SEC and is appointed by the Company or its subsidiaries to give opinions on such connected transactions or related transactions for the consideration of the Audit Committee, Board of Directors, and the Shareholders' meeting, as the case may be, to ensure that the price is reasonable and for the best benefit of the Company.
- (5) Directors, executives, and related persons can enter into transactions with the Company or its subsidiaries only after the Company's shareholders have approved such transactions in the meeting, unless it is a transaction that is a business agreement in the same way that a reasonable person would do with a normal counterparty under the same circumstances with the bargaining power in trading without the influence of being the directors, executives or related persons, as the case may be, and is a commercial agreement approved by the Board of Directors or in line with the principles approved by the Board of Directors or the transaction size does not need to be approved by the shareholders' meeting of the Company.
- (6) If the Company has a related transaction or other connected transactions that meet the regulations for engaging in connected transactions, the Company must strictly comply with the aforementioned rules.
- (7) The Company must disclose transactions that may have conflicts of interest, connected transactions, or related transactions subject to the rules following the Office of the Securities and Exchange Commission demonstrated in the annual registration statement (56-1 One Report) or other reports depending on the case and disclose information on connected transactions to

the Stock Exchange by the Stock Exchange of Thailand regulations, as well as the disclosure of related party transactions in the notes to the financial statements audited by the Company's auditor and subsidiaries.

- (8) The Company will provide a summary report on related transactions or connected transactions to be reported to the Company's Audit Committee and the Board of Directors meeting every quarter to comply with securities and exchange law, rules, notices, orders, or requirements issued by the SEC Office, the Capital Market Supervisory Board, and the SET.
- (9) The Company will arrange for a review of connected transactions according to the audit plan. The internal audit department must report to the Audit Committee and manage measures to control, inspect, and supervise a random review of the actual transaction by the contract, policy, or conditions set forth.

Criteria for the approval of engaging in connected transactions

The Company determines the authority to approve the connected transaction as follows:

- (1) In the case of a minor, medium, or major connected transaction that is entered into with general commercial terms that have been previously approved by the Board of Directors, the management division will consider for approval.
- (2) In the case of a minor or medium transaction that is inconsistent with general commercial terms, the Board of Directors will consider for approval.
- (3) In the case of a major transaction that is inconsistent with general commercial terms, the shareholders' meeting will consider for approval.

The following are the criteria for determining the amount of the associated transaction:

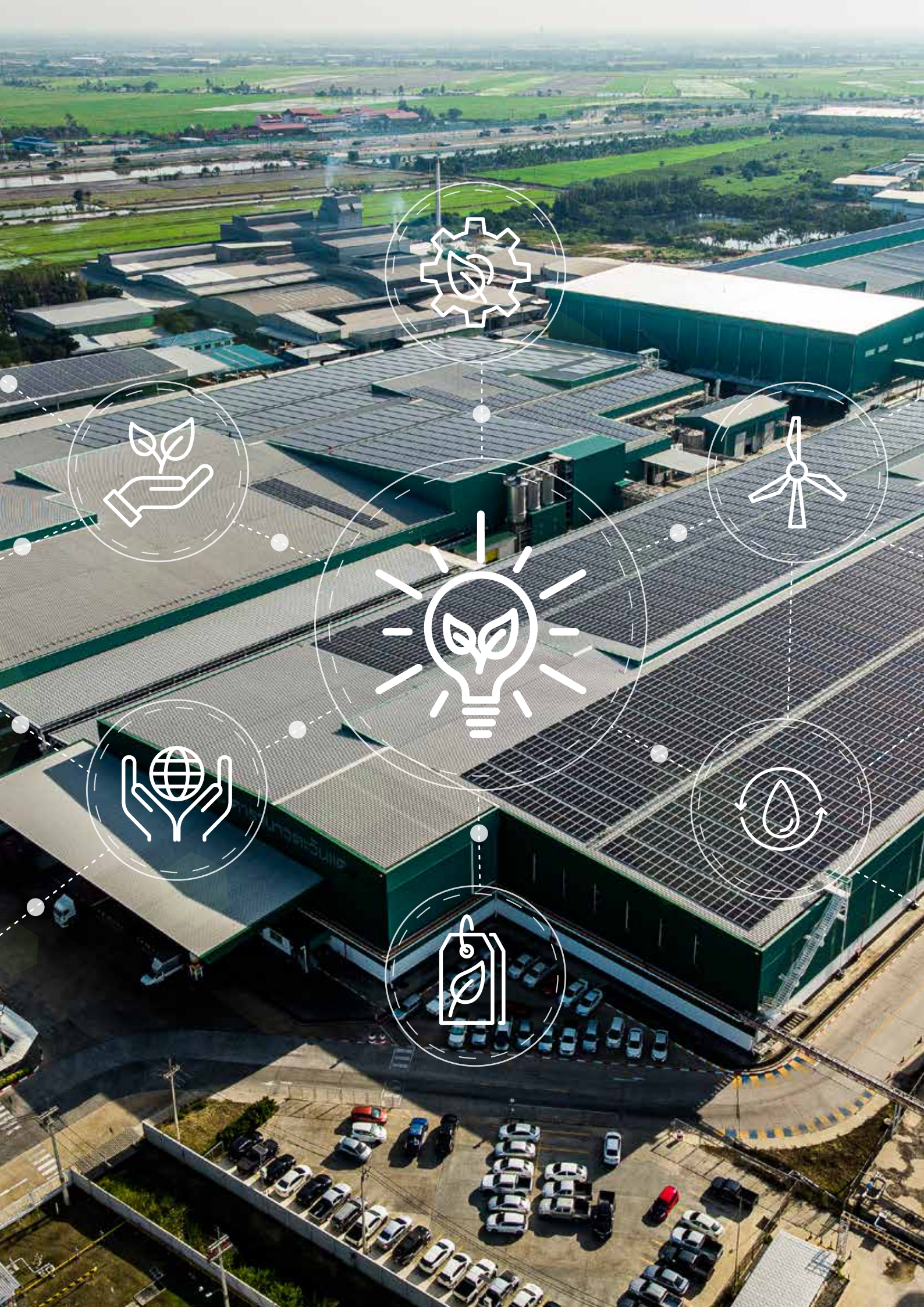
| Scale of the transaction | Choose a higher valu between | |
|--------------------------|--------------------------------------------------------|--------------------------------------------|
| Minor | $X < 1 \text{ Million Baht}$ | $X < 0.03\% \text{ NTA}$ |
| Medium | $1 \text{ Million baht} < X < 20 \text{ Million Baht}$ | $0.03\% \text{ NTA} < X < 3\% \text{ NTA}$ |
| Major | $X > 20 \text{ Million Baht}$ | $X > 3\% \text{ NTA}$ |

X is the value of the connected transaction
NTA is Net Tangible Assets

● “Minor transaction” means the transaction value that is less than or equal to 1 million baht or less than or equal to 0.03% of net tangible asset value, whichever is higher.

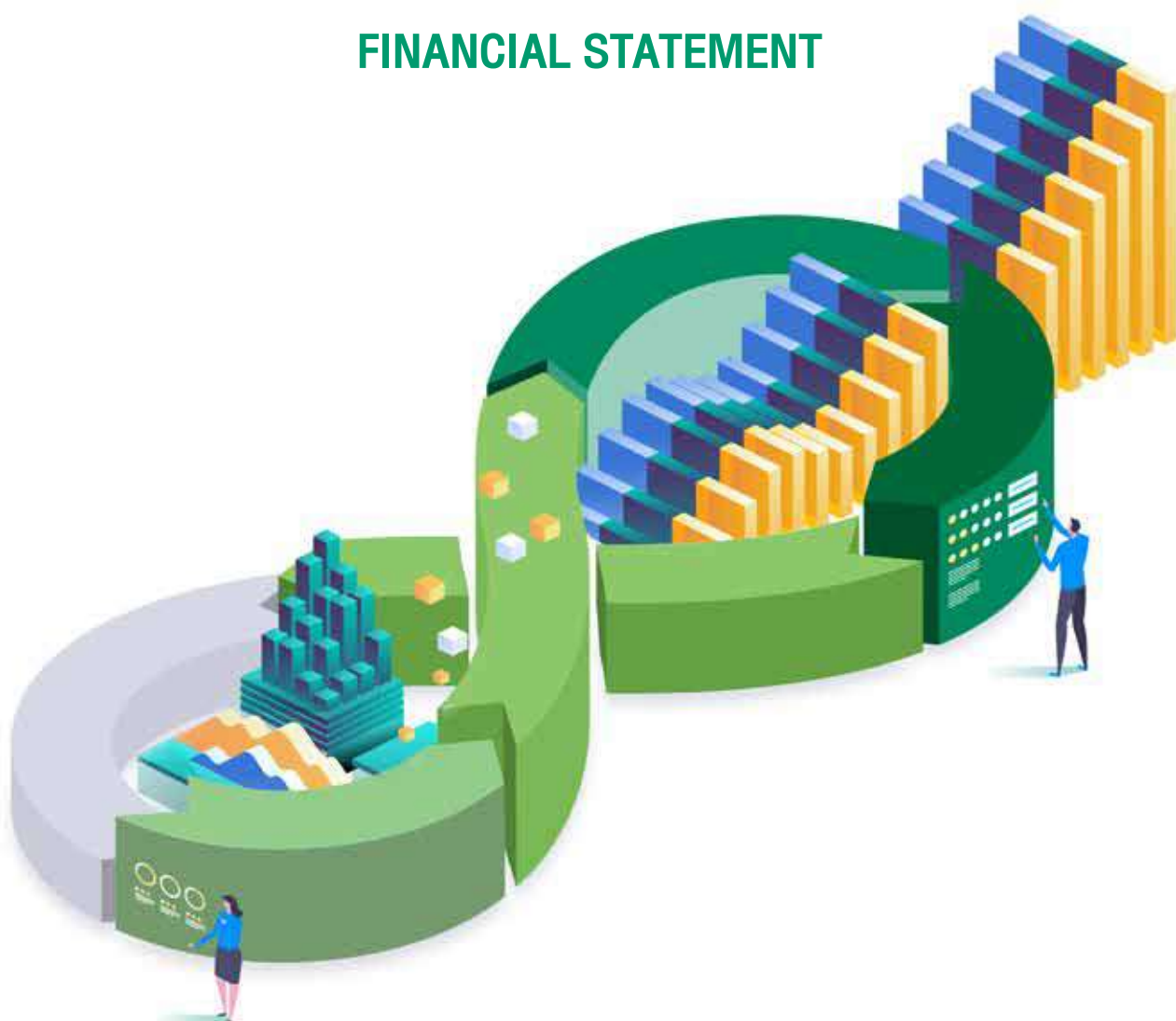
● “Medium transaction” means the transaction value is more than 1 million baht but less than 20 million baht or more than 0.03% but less than 3% of net tangible asset value, whichever is higher.

● “Major transaction” means the transaction with a value greater than or equal to 20 million baht or more than 3% of net tangible assets, whichever is higher.



PART 3

FINANCIAL STATEMENT







CARABAO GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

Report and consolidated financial statements 31 December 2022



**Independent Auditor's Report**

To the Shareholders of Carabao Group Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Carabao Group Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2022, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Carabao Group Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Carabao Group Public Company Limited and its subsidiaries and of Carabao Group Public Company Limited as at 31 December 2022, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Revenue recognition

As discussed in Note 4.1 to the financial statements regarding the accounting policies on revenue recognition from sales of goods, sales of goods are significant accounting transactions as the amounts recorded are material and directly affect profit or loss of the Group. In addition, the sales transactions of the Group are made with a large number of customers such as overseas customers, traditional trade customers, modern trade customers and cash van customers, and there is a variety of sales arrangements, pertaining to matters such as sales promotions, discounts and special discounts to boost sales. As a result, the Group's recognition of revenue from sales and recording of accrued rebate expenses from sale promotions and discounts are complex. I therefore focused my audit on the revenue recognition of the Group.

I examined the Group's revenue recognition by assessing and testing the Group's IT system and internal controls with respect to the revenue cycle by making enquiries of responsible executives, gaining understanding of the controls and selecting representative samples to test the operation of the designed controls. In addition, I applied a sampling method to select sales transactions occurring during the year and near the end of the accounting period to examine the supporting documents and reviewed credit notes that the Group issued after the period-end. I tested the data being used in calculating and recording of accrued rebate expenses from sales promotions and discounts at the end of reporting period whether it was consistent with the conditions of the relevant agreements or arrangements with the customers. I also performed analytical procedures on disaggregated data to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

Impairment of investments in subsidiaries and goodwill

As discussed in Note 10 and 15 to the financial statements, relating to investments in subsidiaries and goodwill arising from business combination, the Company recorded an allowance for impairment of investments in subsidiaries in the separate financial statements of Baht 2,214 million due to the inability to achieve the expected profits of the entity in the United Kingdom, which might affect to the recoverable amounts of the investment in that subsidiary. In addition, the Group has goodwill arising from business combination, as presented in the consolidated financial statements, amounting to Baht 507 million. I have focused my audit on the consideration of the impairment of investments in subsidiaries and goodwill, because the assessment of impairment of investments in subsidiaries and goodwill is a significant accounting estimate requiring management to exercise a high degree of judgement in identifying the cash generating units, estimating the cash inflows that are expected to be generated from that group of assets in the future, and setting an appropriate discount rate and long-term growth rate. There are thus risks with respect to the amount of investments in subsidiaries and goodwill.

I assessed the process for identifying impairment indicator and gained understanding of impairment assessment of investments in subsidiaries and goodwill. I also assessed the identification of cash generating units and the financial models selected by management by gaining an understanding of management's decision-making process and assessing the decisions made were consistent with how assets are utilised. I also tested the significant assumptions applied by management in preparing estimates of the cash flows expected to be realised from the assets, by comparing those assumptions with information from both internal and external sources and comparing past cash flow projections to actual operating results in order to evaluate the exercise of management judgement in estimating the cash flow projections. I also evaluated the discount rate applied by management through analysis of the moving average finance costs of the Group and of the industry and involving internal expert to assist in the assessment of this information by comparing it to external sources based on an expert's knowledge and past experience, tested the calculation of the realisable values of the assets using the selected financial model and considered the impact of changes in key assumptions on those realisable values, especially changes in the discount rate and long-term revenue growth rate. Moreover, I reviewed the disclosures made with respect to impairment assessment for investments in subsidiaries and goodwill.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Kamontip Lertwitworatep

Certified Public Accountant (Thailand) No. 4377

EY Office Limited

Bangkok: 17 February 2023



Carabao Group Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2022

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|--------------------------------------------|-------|-----------------------------------|-----------------------|-------------------------------|-----------------------|
| | Note | 2022 | 2021 | 2022 | 2021 |
| Assets | | | | | |
| Current assets | | | | | |
| Cash and cash equivalents | 7 | 936,053,453 | 1,134,245,964 | 30,122,808 | 62,148,666 |
| Trade and other receivables | 6, 8 | 2,533,359,692 | 1,755,669,201 | 4,092,216 | 2,494,641 |
| Short-term loans to related parties | 6 | - | - | 7,025,104,570 | 5,399,000,000 |
| Dividend receivable from related parties | 6, 31 | - | - | - | 1,139,996,900 |
| Inventories | 9 | 2,717,711,832 | 2,337,179,275 | - | - |
| Other current assets | | 159,980,316 | 154,523,469 | 151,418 | 143,530 |
| Total current assets | | 6,347,105,293 | 5,381,617,909 | 7,059,471,012 | 6,603,783,737 |
| Non-current assets | | | | | |
| Investments in subsidiaries | 10 | - | - | 4,686,459,180 | 5,249,397,943 |
| Investment in associate | 11 | 55,958,844 | - | 51,400,000 | - |
| Other non-current financial asset | 12 | 7,499,900 | - | 7,499,900 | - |
| Investment properties | 13 | 98,139,491 | 102,641,767 | - | - |
| Property, plant and equipment | 14 | 12,228,708,225 | 12,537,385,697 | 324,981 | 464,787 |
| Right-of-use assets | 20 | 622,844,683 | 442,732,607 | 52,655,981 | 55,133,909 |
| Goodwill | 15 | 507,192,480 | 549,002,777 | - | - |
| Intangible assets | 16 | 105,014,269 | 104,338,812 | 11,101,710 | 10,275,095 |
| Deferred tax assets | 26 | 54,646,238 | 54,519,981 | 457,514,903 | 309,927,570 |
| Other long-term receivable - related party | 6 | - | - | 26,172,146 | 26,172,146 |
| Other non-current assets | | 11,817,733 | 13,408,115 | - | - |
| Total non-current assets | | 13,691,821,863 | 13,804,029,756 | 5,293,128,801 | 5,651,371,450 |
| Total assets | | 20,038,927,156 | 19,185,647,665 | 12,352,599,813 | 12,255,155,187 |

The accompanying notes are an integral part of the financial statements.



Carabao Group Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2022

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|---------------------------------------------------------------------|-------------|-----------------------------------|----------------------|-------------------------------|----------------------|
| | <u>Note</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Liabilities and shareholders' equity | | | | | |
| Current liabilities | | | | | |
| Short-term loans from financial institutions | 17 | 3,518,115,555 | 2,811,835,261 | 3,380,000,000 | 2,665,000,000 |
| Trade and other payables | 6, 18 | 1,852,593,642 | 1,768,731,909 | 46,439,722 | 86,323,949 |
| Current portion of long-term loans from financial institutions | 19 | 1,069,200,000 | 569,200,000 | 900,000,000 | 400,000,000 |
| Current portion of lease liabilities | 6, 20 | 111,372,406 | 103,365,508 | 1,867,886 | 1,812,332 |
| Current portion of debentures | 21 | 1,499,330,448 | - | 1,499,330,448 | - |
| Income tax payable | | 127,457,142 | 168,373,935 | 19,406,138 | 16,808,485 |
| Other current liabilities | | 9,060,761 | 5,783,169 | 39,201 | 23,846 |
| Total current liabilities | | 8,187,129,954 | 5,427,289,782 | 5,847,083,395 | 3,169,968,612 |
| Non-current liabilities | | | | | |
| Long-term loans from financial institutions, net of current portion | 19 | 555,450,000 | 1,624,650,000 | - | 900,000,000 |
| Lease liabilities, net of current portion | 6, 20 | 526,206,903 | 346,507,906 | 52,944,989 | 54,812,875 |
| Debentures, net of current portion | 21 | - | 1,498,096,499 | - | 1,498,096,499 |
| Provision for long-term employee benefits | 22 | 192,997,860 | 167,687,841 | 100,266,452 | 78,957,497 |
| Deposits received for rental | 6 | 12,107,168 | 10,631,191 | - | - |
| Total non-current liabilities | | 1,286,761,931 | 3,647,573,437 | 153,211,441 | 2,531,866,871 |
| Total liabilities | | 9,473,891,885 | 9,074,863,219 | 6,000,294,836 | 5,701,835,483 |

The accompanying notes are an integral part of the financial statements.


Carabao Group Public Company Limited and its subsidiaries
Statement of financial position (continued)
As at 31 December 2022

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|------------------------------------------------------|------|-----------------------------------|----------------|-------------------------------|----------------|
| | Note | 2022 | 2021 | 2022 | 2021 |
| Liabilities and shareholders' equity (continued) | | | | | |
| Shareholders' equity | | | | | |
| Share capital | | | | | |
| Registered | | | | | |
| 1,000,000,000 ordinary shares of Baht 1 each | | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 |
| Issued and fully paid up | | | | | |
| 1,000,000,000 ordinary shares of Baht 1 each | | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 |
| Share premium | | 3,962,980,492 | 3,962,980,492 | 3,962,980,492 | 3,962,980,492 |
| Surplus on business combination under common control | | 323,215,788 | 323,215,788 | - | - |
| Surplus on changes in percentage of shareholding | | | | | |
| in subsidiary | | 108,959,056 | 108,959,056 | 108,959,056 | 108,959,056 |
| Deficit on changes in percentage of shareholding | | | | | |
| in subsidiaries | | (653,181,536) | (653,181,536) | - | - |
| Retained earnings | | | | | |
| Appropriated - statutory reserve | 23 | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 |
| Unappropriated | | 5,955,409,462 | 5,429,639,193 | 1,180,365,429 | 1,381,380,156 |
| Other components of shareholders' equity | | (114,823,218) | (62,327,554) | - | - |
| Equity attributable to owners of the Company | | 10,682,560,044 | 10,209,285,439 | 6,352,304,977 | 6,553,319,704 |
| Non-controlling interests of the subsidiaries | | (117,524,773) | (98,500,993) | - | - |
| Total shareholders' equity | | 10,565,035,271 | 10,110,784,446 | 6,352,304,977 | 6,553,319,704 |
| Total liabilities and shareholders' equity | | 20,038,927,156 | 19,185,647,665 | 12,352,599,813 | 12,255,155,187 |

The accompanying notes are an integral part of the financial statements.

Directors

Carabao Group Public Company Limited and its subsidiaries

Income statement

For the year ended 31 December 2022

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|------------------------------------------------------|-------|-----------------------------------|----------------|-------------------------------|---------------|
| | Note | 2022 | 2021 | 2022 | 2021 |
| Revenues | | | | | |
| Revenues from sales | | 19,215,093,458 | 17,364,320,687 | - | - |
| Dividend income from subsidiaries | 6, 10 | - | - | 1,974,994,000 | 1,839,994,800 |
| Other income | 24 | 238,729,629 | 205,001,224 | 318,280,139 | 318,778,397 |
| Total revenues | | 19,453,823,087 | 17,569,321,911 | 2,293,274,139 | 2,158,773,197 |
| Expenses | | | | | |
| | 25 | | | | |
| Cost of sales | | 13,582,018,783 | 11,181,002,728 | - | - |
| Selling and distribution expenses | | 2,099,506,386 | 1,862,595,900 | - | - |
| Administrative expenses | | 978,735,427 | 1,081,958,105 | 190,504,654 | 228,563,855 |
| Loss from impairment on investment | | | | | |
| in subsidiary | 10 | - | - | 715,393,763 | - |
| Total expenses | | 16,660,260,596 | 14,125,556,733 | 905,898,417 | 228,563,855 |
| Operating profit | | 2,793,562,491 | 3,443,765,178 | 1,387,375,722 | 1,930,209,342 |
| Finance income | | 985,186 | 1,005,325 | 144,139,768 | 113,653,589 |
| Finance cost | | (115,092,252) | (88,705,683) | (68,659,377) | (46,989,489) |
| Share of profit from investment in associate | 11.2 | 4,558,844 | - | - | - |
| Profit before income tax | | 2,684,014,269 | 3,356,064,820 | 1,462,856,113 | 1,996,873,442 |
| Income tax | 26 | (432,822,546) | (513,267,750) | 102,068,544 | (31,591,202) |
| Profit for the year | | 2,251,191,723 | 2,842,797,070 | 1,564,924,657 | 1,965,282,240 |
| Profit or loss attributable to | | | | | |
| Equity holders of the Company | | 2,286,197,543 | 2,881,001,937 | 1,564,924,657 | 1,965,282,240 |
| Non-controlling interests of the subsidiaries | | (35,005,820) | (38,204,867) | | |
| | | 2,251,191,723 | 2,842,797,070 | | |
| Earnings per share | | | | | |
| | 28 | | | | |
| Basic earnings per share | | | | | |
| Profit attributable to equity holders of the Company | | 2.29 | 2.88 | 1.56 | 1.97 |
| Weighted average number of ordinary shares (share) | | | | | |
| | | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 | 1,000,000,000 |

The accompanying notes are an integral part of the financial statements.


Carabao Group Public Company Limited and its subsidiaries
Statement of comprehensive income
For the year ended 31 December 2022

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|---------------------------------------------------------------------------------------------------------------|------|-----------------------------------|-----------------------------|-------------------------------|-----------------------------|
| | Note | 2022 | 2021 | 2022 | 2021 |
| Profit for the year | | <u>2,251,191,723</u> | <u>2,842,797,070</u> | <u>1,564,924,657</u> | <u>1,965,282,240</u> |
| Other comprehensive income | | | | | |
| <i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i> | | | | | |
| Exchange differences on translation of financial statements in foreign currencies | | <u>(36,513,624)</u> | <u>62,929,052</u> | <u>-</u> | <u>-</u> |
| Other comprehensive income to be reclassified to profit or loss in subsequent periods | | <u>(36,513,624)</u> | <u>62,929,052</u> | <u>-</u> | <u>-</u> |
| <i>Other comprehensive income not be reclassified to profit or loss in subsequent periods</i> | | | | | |
| Actuarial loss | 22 | (13,034,093) | (2,784,298) | (19,924,230) | (2,150,401) |
| Less: Income tax effect | 26 | <u>2,606,819</u> | <u>556,860</u> | <u>3,984,846</u> | <u>430,080</u> |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax | | <u>(10,427,274)</u> | <u>(2,227,438)</u> | <u>(15,939,384)</u> | <u>(1,720,321)</u> |
| Other comprehensive income for the year | | <u>(46,940,898)</u> | <u>60,701,614</u> | <u>(15,939,384)</u> | <u>(1,720,321)</u> |
| Total comprehensive income for the year | | <u><u>2,204,250,825</u></u> | <u><u>2,903,498,684</u></u> | <u><u>1,548,985,273</u></u> | <u><u>1,963,561,919</u></u> |
| Total comprehensive income attributable to | | | | | |
| Equity holders of the Company | | 2,223,274,605 | 2,937,766,305 | <u>1,548,985,273</u> | <u>1,963,561,919</u> |
| Non-controlling interests of the subsidiaries | | <u>(19,023,780)</u> | <u>(34,267,621)</u> | | |
| Total comprehensive income for the year | | <u><u>2,204,250,825</u></u> | <u><u>2,903,498,684</u></u> | | |

The accompanying notes are an integral part of the financial statements.

Carabao Group Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity
For the year ended 31 December 2022

| Consolidated financial statements | | | | | | | | | | | | (Unit: Baht) |
|-----------------------------------------------------------------------------------|----------------------------------|---------------|------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------|----------------------------------|------------------------|-------------------|-----------------|---------------|-----------------|--------------|
| Equity attributable to owners of the Company | | | | | | | | | | | | |
| Other components of equity | | | | | | | | | | | | |
| Exchange differences on translation of financial statements in foreign currencies | | | | | | | | | | | | |
| Total equity attributable to owners of the Company | | | | | | | | | | | | |
| Equity attributable to non-controlling interests of the subsidiaries | | | | | | | | | | | | |
| Total shareholders' equity | | | | | | | | | | | | |
| Note | Issued and paid-up share capital | Share premium | Surplus on business combination under common control | Surplus on changes in percentage of shareholding in subsidiary | Deficit on changes in percentage of shareholding in subsidiaries | Appropriated - statutory reserve | Unappropriated reserve | Retained earnings | | | | |
| | 1,000,000,000 | 3,962,980,492 | 323,215,788 | 108,959,056 | (368,686,372) | 100,000,000 | 4,950,864,694 | (121,319,360) | 9,956,014,298 | 201,271,464 | 10,157,285,762 | |
| | - | - | - | - | - | - | 2,881,001,937 | - | 2,881,001,937 | (38,204,867) | 2,842,797,070 | |
| | - | - | - | - | - | - | (2,227,438) | 58,991,806 | 56,764,368 | 3,937,246 | 60,701,614 | |
| 31 | - | - | - | - | - | - | 2,878,774,499 | 58,991,806 | 2,937,766,305 | (34,267,621) | 2,903,498,684 | |
| | - | - | - | - | - | - | (2,400,000,000) | - | (2,400,000,000) | - | (2,400,000,000) | |
| 10.4.3 | - | - | - | - | (284,495,164) | - | - | - | (284,495,164) | (265,504,836) | (550,000,000) | |
| | 1,000,000,000 | 3,962,980,492 | 323,215,788 | 108,959,056 | (653,181,536) | 100,000,000 | 5,429,639,193 | (62,327,554) | 10,209,285,439 | (98,500,993) | 10,110,784,446 | |
| | 1,000,000,000 | 3,962,980,492 | 323,215,788 | 108,959,056 | (653,181,536) | 100,000,000 | 5,429,639,193 | (62,327,554) | 10,209,285,439 | (98,500,993) | 10,110,784,446 | |
| | - | - | - | - | - | - | 2,286,197,543 | - | 2,286,197,543 | (35,005,820) | 2,251,191,723 | |
| | - | - | - | - | - | - | (10,427,274) | (52,495,664) | (62,922,938) | 15,982,040 | (46,940,898) | |
| | - | - | - | - | - | - | 2,275,770,269 | (52,495,664) | 2,223,274,605 | (19,023,780) | 2,204,250,825 | |
| 31 | - | - | - | - | - | - | (1,750,000,000) | - | (1,750,000,000) | - | (1,750,000,000) | |
| | 1,000,000,000 | 3,962,980,492 | 323,215,788 | 108,959,056 | (653,181,536) | 100,000,000 | 5,955,409,462 | (114,823,218) | 10,682,560,044 | (117,524,773) | 10,565,035,271 | |
| | 1,000,000,000 | 3,962,980,492 | 323,215,788 | 108,959,056 | (653,181,536) | 100,000,000 | 5,955,409,462 | (114,823,218) | 10,682,560,044 | (117,524,773) | 10,565,035,271 | |

Carabao Group Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2022

(Unit: Baht)

| | Separate financial statements | | | | | |
|-----------------------------------------|----------------------------------------|----------------------|----------------------------------------------------------------------------|-------------------------------------|----------------------|----------------------|
| | Issued and paid-up share capital | Share premium | Surplus on changes in percentage of shareholding in subsidiary | Retained earnings | | Total |
| | | | | Appropriated - statutory reserve | Unappropriated | |
| Balance as at 1 January 2021 | 1,000,000,000 | 3,962,980,492 | 108,959,056 | 100,000,000 | 1,817,818,237 | 6,989,757,785 |
| Profit for the year | - | - | - | - | 1,965,282,240 | 1,965,282,240 |
| Other comprehensive income for the year | - | - | - | - | (1,720,321) | (1,720,321) |
| Total comprehensive income for the year | - | - | - | - | 1,963,561,919 | 1,963,561,919 |
| Dividend paid | - | - | - | - | (2,400,000,000) | (2,400,000,000) |
| Balance as at 31 December 2021 | <u>1,000,000,000</u> | <u>3,962,980,492</u> | <u>108,959,056</u> | <u>100,000,000</u> | <u>1,381,380,156</u> | <u>6,553,319,704</u> |
| Balance as at 1 January 2022 | 1,000,000,000 | 3,962,980,492 | 108,959,056 | 100,000,000 | 1,381,380,156 | 6,553,319,704 |
| Profit for the year | - | - | - | - | 1,564,924,657 | 1,564,924,657 |
| Other comprehensive income for the year | - | - | - | - | (15,939,384) | (15,939,384) |
| Total comprehensive income for the year | - | - | - | - | 1,548,985,273 | 1,548,985,273 |
| Dividend paid | - | - | - | - | (1,750,000,000) | (1,750,000,000) |
| Balance as at 31 December 2022 | <u>1,000,000,000</u> | <u>3,962,980,492</u> | <u>108,959,056</u> | <u>100,000,000</u> | <u>1,180,365,429</u> | <u>6,352,304,977</u> |

The accompanying notes are an integral part of the financial statements.



Carabao Group Public Company Limited and its subsidiaries

Statement of cash flows

For the year ended 31 December 2022

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|----------------------------------------------------------|-----------------------------------|---------------|-------------------------------|-----------------|
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Cash flows from operating activities | | | | |
| Profit before tax | 2,684,014,269 | 3,356,064,820 | 1,462,856,113 | 1,996,873,442 |
| Adjustments to reconcile profit before tax to | | | | |
| net cash provided by (paid from) operating activities | | | | |
| Depreciation and amortisation | 813,132,841 | 753,474,103 | 3,915,721 | 3,076,658 |
| Dividend income from subsidiaries | - | - | (1,974,994,000) | (1,839,994,800) |
| Loss on impairment of investment in subsidiary | - | - | 715,393,763 | - |
| Gain on bargain purchase of investment in associate | (4,035,162) | - | - | - |
| Share of profit from investment in associate | (523,682) | - | - | - |
| Reduction of cost of inventories to net realisable value | | | | |
| (reversal) | (15,472,913) | 55,596,009 | - | - |
| Loss on impairment of assets | 16,176,308 | - | - | - |
| Gain on disposals of equipment | (2,743,431) | (4,210,981) | - | - |
| Provision for long-term employee benefits | 20,350,653 | 19,664,776 | 1,384,725 | 3,627,348 |
| Amortisation of transaction cost for debenture issuance | 1,233,949 | 934,366 | 1,233,949 | 934,366 |
| Unrealised loss (gain) on exchange | 6,555,340 | (6,866,208) | 2,361,386 | - |
| Finance income | (985,186) | (1,005,325) | (144,139,768) | (113,653,589) |
| Finance cost | 108,495,065 | 81,986,962 | 66,934,741 | 45,555,073 |
| Profit from operating activities before | | | | |
| changes in operating assets and liabilities | 3,626,198,051 | 4,255,638,522 | 134,946,630 | 96,418,498 |
| Operating assets (increase) decrease | | | | |
| Trade and other receivables | (780,292,687) | (328,784,966) | (628,499) | (806,439) |
| Inventories | (363,875,235) | (904,394,935) | - | - |
| Other current assets | (5,447,084) | (18,570,672) | (7,888) | (115,005) |
| Other non-current assets | 1,590,382 | (1,828,765) | - | - |
| Operating liabilities increase (decrease) | | | | |
| Trade and other payables | 130,295,870 | 219,802,695 | (41,431,320) | (19,941,165) |
| Other current liabilities | 3,277,592 | (1,996,341) | 15,355 | 23,846 |
| Deposits received for rental | 1,475,977 | 4,686,441 | - | - |
| Cash paid for long-term employee benefits | (8,074,726) | (7,367,159) | - | - |
| Cash from operating activities | 2,605,148,140 | 3,217,184,820 | 92,894,278 | 75,579,735 |
| Interest received | 985,193 | 1,048,723 | 75,983 | 81,698 |
| Income tax paid | (475,010,623) | (749,387,583) | (38,936,290) | (18,474,317) |
| Net cash from operating activities | 2,131,122,710 | 2,468,845,960 | 54,033,971 | 57,187,116 |

The accompanying notes are an integral part of the financial statements.



Carabao Group Public Company Limited and its subsidiaries

Statement of cash flows (continued)

For the year ended 31 December 2022

| | (Unit: Baht) | | | |
|--------------------------------------------------------------------------|-----------------------------------|------------------------|-------------------------------|------------------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Cash flows from investing activities | | | | |
| Increase in short-term loans to related parties | - | - | (4,818,442,000) | (4,454,000,000) |
| Cash received from repayment of short-term loans to related parties | - | - | 3,190,000,000 | 2,950,000,000 |
| Increase in investments in subsidiaries | - | - | (152,455,000) | (737,281,655) |
| Increase in investment in associate | (51,400,000) | - | (51,400,000) | - |
| Increase in investment in other non-current financial asset | (7,499,900) | - | (7,499,900) | - |
| Proceeds from disposals of equipment | 6,203,028 | 4,523,989 | - | - |
| Cash paid for acquisitions of property, plant and equipment | (434,969,984) | (1,163,139,919) | (44,636) | (543,942) |
| Cash paid for acquisitions of intangible assets | (10,233,986) | (17,049,811) | (1,923,129) | (1,095,942) |
| Cash paid for acquisitions of investment properties | - | (250,000) | - | - |
| Interest received | - | - | 143,070,753 | 113,419,219 |
| Dividend income from subsidiaries | - | - | 3,114,990,900 | 2,369,992,800 |
| Net cash from (used in) investing activities | <u>(497,900,842)</u> | <u>(1,175,915,741)</u> | <u>1,416,296,988</u> | <u>240,490,480</u> |
| Cash flows from financing activities | | | | |
| Increase in short-term loans from financial institutions | 6,201,996,567 | 10,621,835,261 | 6,060,000,000 | 9,535,000,000 |
| Cash paid for repayment of short-term loans from financial institutions | (5,493,581,875) | (10,145,000,000) | (5,345,000,000) | (9,060,000,000) |
| Increase in long-term loans from financial institutions | - | 1,300,000,000 | - | 1,300,000,000 |
| Cash paid for repayment of long-term loans from financial institutions | (569,200,000) | (169,200,000) | (400,000,000) | - |
| Cash paid for principal portion of lease liabilities | (112,388,675) | (106,961,534) | (1,812,332) | (1,758,428) |
| Net cash received from debentures issuance | - | 1,497,530,779 | - | 1,497,530,779 |
| Cash paid for redemption of debentures | - | (1,090,000,000) | - | (1,090,000,000) |
| Cash paid for acquisition of non-controlling interests of the subsidiary | - | (550,000,000) | - | - |
| Interest paid | (107,153,475) | (74,147,870) | (65,544,485) | (37,554,596) |
| Dividend paid | <u>(1,750,000,000)</u> | <u>(2,400,000,000)</u> | <u>(1,750,000,000)</u> | <u>(2,400,000,000)</u> |
| Net cash used in financing activities | <u>(1,830,327,458)</u> | <u>(1,115,943,364)</u> | <u>(1,502,356,817)</u> | <u>(256,782,245)</u> |
| Increase in translation adjustments | <u>426,923</u> | <u>11,499,629</u> | <u>-</u> | <u>-</u> |
| Net increase (decrease) in cash and cash equivalents | <u>(196,678,667)</u> | <u>188,486,484</u> | <u>(32,025,858)</u> | <u>40,895,351</u> |
| Cash and cash equivalents at beginning of year | 1,134,245,964 | 946,548,320 | 62,148,666 | 21,253,315 |
| Effect of change in foreign exchange rate on cash at banks | <u>(1,513,844)</u> | <u>(788,840)</u> | <u>-</u> | <u>-</u> |
| Cash and cash equivalents at end of year (Note 7) | <u>936,053,453</u> | <u>1,134,245,964</u> | <u>30,122,808</u> | <u>62,148,666</u> |
| | - | - | - | - |

The accompanying notes are an integral part of the financial statements.


Carabao Group Public Company Limited and its subsidiaries
Statement of cash flows (continued)
For the year ended 31 December 2022

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|-----------------------------------------------------------|-----------------------------------|--------------|-------------------------------|-------------|
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Supplemental disclosures of cash flows information | | | | |
| Non-cash related transactions | | | | |
| Decrease in payable for purchasing of | | | | |
| plant and equipment | (36,311,082) | (27,611,980) | - | - |
| Increase (decrease) in payable for purchasing of | | | | |
| intangible assets | 2,072,002 | (3,226,585) | 156,837 | 571,541 |
| Decrease in retention payable | (10,591,038) | (2,095,754) | - | - |
| Right-of-use assets increase from lease agreements | 322,516,508 | 249,337,372 | - | - |
| Right-of-use assets increase (decrease) from | | | | |
| lease reassessment | (22,421,938) | 826,232 | - | - |

The accompanying notes are an integral part of the financial statements.

Carabao Group Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2022

1. General information

Carabao Group Public Company Limited (“the Company”) was incorporated as a limited company on 28 August 2013 and domiciled in Thailand, and registered the change of its status to a public limited company under The Public Limited Companies Act on 8 July 2014. The Company is principally engaged in the investment in subsidiaries. The registered office of the Company is at 393 Silom Building 393, 7th - 10th Floor, Silom Road, Silom, Bangrak, Bangkok.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Carabao Group Public Company Limited (“the Company”) and the subsidiaries (“the subsidiaries”) (collectively as “the Group”) as follows:

| Company's name | Nature of business | Country | Percentage of shareholding | |
|----------------------------------------|------------------------------------------------------------|-----------|----------------------------|------|
| | | | 2022 | 2021 |
| <u>Held by the Company</u> | | | | |
| Carabao Tawandang Co., Ltd. | Manufacture and distribution of beverage | Thailand | 100 | 100 |
| Asia Pacific Glass Co., Ltd. | Manufacture and distribution of bottles and glass products | Thailand | 100 | 100 |
| Tawandang DCM Co., Ltd. | Distribution management | Thailand | 100 | 100 |
| Asia Can Manufacturing Co., Ltd. | Manufacture and distribution of aluminum can | Thailand | 100 | 100 |
| Asia Packaging Manufacturing Co., Ltd. | Manufacture and distribution of packaging | Thailand | 100 | 100 |
| Asia Carabao Venture Co., Ltd. | Investment | Thailand | 100 | 100 |
| Carabao Marketing Group Co., Ltd. | Data management | Thailand | 100 | 100 |
| Carabao Holdings (Hong Kong) Limited | Investment | Hong Kong | 100 | 100 |
| Carabao Trading (Hong Kong) Limited | Trading business in overseas | Hong Kong | 100 | 100 |



| Company's name | Nature of business | Country | Percentage of shareholding | |
|---------------------------------------------------|----------------------------------------|------------|----------------------------|------|
| | | | 2022 | 2021 |
| <u>Held by the subsidiaries</u> | | | | |
| A Wood Drink Co., Ltd. | Marketing and distribution of beverage | Thai | 85 | 85 |
| Carabao Venture Holdings (Luxembourg) S.à r.l. | Investment | Luxembourg | 84.3 | 84.3 |
| Intercarabao Limited | Trading business in overseas | England | 84.3 | 84.3 |

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing at the end of reporting period, and revenues and expenses are translated using monthly average exchange rate. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.
- f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated income statement and within equity in the consolidated statement of financial position.
- h) For the books of account, upon acquisition of additional shares of subsidiaries (purchasing shares from non-controlling interest), the excess of cost of the investment at the acquisition date over/under the fair value of the net asset has been presented in shareholders' equity in the consolidated statement of financial position under "Surplus/deficit on changes in percentage of shareholding in a subsidiary".

2.3 The separate financial statements present investments in subsidiaries and associate under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2023

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2023. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Significant accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances and price promotions to customers.

Management income

Management income is recognised proportionately over the term of the agreements.

Rental and service income

Rental and service income are recognised proportionately over the term of the rental and service agreements.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Dividends

Dividends are recognised when the right to receive the dividends is established.

Other income

Other income is recognised on an accrual basis.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the first-in, first-out method) and net realisable value, and includes raw material costs, labor and attributable factory overheads.

Raw materials, chemicals, spare parts and factory supplies are valued at the lower of cost (under first-in, first-out method) and net realisable value and are charged to production costs whenever consumed.

4.4 Investments in subsidiaries and associate

Investment in associate is accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associate are accounted for in the separate financial statements using the cost method.

4.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 30 years. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in income statement in the period when the asset is derecognised.

4.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of building and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

| | |
|------------------------------------------|--------------|
| Land improvement | 5 - 40 years |
| Buildings and building improvement | 3 - 50 years |
| Machinery and equipment | 2 - 30 years |
| Furniture, fixtures and office equipment | 2 - 20 years |
| Motor vehicles | 5 - 10 years |

Depreciation is included in determining income.

No depreciation is provided on land and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in income statement when the asset is derecognised.

4.7 Intangible assets

Intangible assets are stated at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to income statement.

Summary of the intangible assets with finite useful lives is as follows:

| | <u>Useful lives</u> |
|-------------------|---------------------|
| Trademarks | 10 years |
| Patents | 10 years |
| Computer software | 5 - 10 years |

Intangible assets with indefinite useful lives, which are knowhow for manufacturing, are not amortised, but are tested for impairment annually either individually or at the cash generating unit level. The assessment of indefinite useful lives of the intangible assets is reviewed annually.

No amortisation is provided on intangible assets under development.

4.8 Goodwill

Goodwill is initially recorded at cost, which equal to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in income statement.

Goodwill is subsequently carried at cost less any accumulated impairment losses with impairment being tested annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in income statement. Impairment losses relating to goodwill cannot be reversed in future periods.

4.9 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets is calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

| | |
|------------------------------------------|--------------|
| Buildings and structures | 2 - 24 years |
| Machinery and equipment | 3 years |
| Furniture, fixtures and office equipment | 6 years |
| Motor vehicles | 3 - 5 years |

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounts the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in income statement on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.10 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associate, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group operations.

4.11 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items included in the consolidated financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.12 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the non-financial assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill and intangible assets with indefinite useful lives. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of an asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in income statement.

In the assessment of asset impairment (except for goodwill) if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in income statement.

4.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Past service costs are recognised in income statement on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.14 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.15 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.16 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in income statement when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in the income statement, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in income statement.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in income statement.

Classification and measurement of financial liabilities

At initial recognition, the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in income statement when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in income statement.

Regular way purchases and sales of financial assets

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset / the settlement date, i.e., the date on which an asset is delivered.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in income statement.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 180-365 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.17 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure its assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Goodwill

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

Allowance for impairment of investments in subsidiaries

In determining allowance for impairment of investments in subsidiaries, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease classification - The Group as lessor

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

| | (Unit: Million Baht) | | | | |
|---------------------------------------------------------|----------------------|-------------|----------------------|-------------|------------------------------------------|
| | Consolidated | | Separate | | |
| | financial statements | | financial statements | | Transfer pricing Policy |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | |
| <u>Transactions with subsidiaries</u> | | | | | |
| (Eliminated from the consolidated financial statements) | | | | | |
| Dividend income | - | - | 1,975 | 1,840 | At the declared rate |
| Management income | - | - | 318 | 318 | Contract price |
| Interest income | - | - | 144 | 114 | Contract price |
| <u>Transactions with related companies</u> | | | | | |
| Sales of goods | 1,687 | 1,703 | - | - | Market price |
| Rental and service income | 61 | 49 | - | - | Contract price |
| Other income | 7 | 4 | - | - | Market price/ Mutually agreed price |
| Purchase of goods | 4,747 | 3,301 | - | - | Market price |
| Promotion expenses | 55 | 88 | - | - | Contract price/ Mutually agreed price |
| Service expenses | 29 | 27 | - | - | Contract price |
| Other expenses | 2 | 1 | - | - | Mutually agreed price |

As at 31 December 2022 and 2021, the balances of the accounts between the Company and those related parties are as follows:

| | Consolidated | | (Unit: Thousand Baht) | |
|--------------------------------------------------------------|----------------------|----------------|-----------------------|------------------|
| | | | Separate | |
| | financial statements | | financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| <u>Trade and other receivables - related parties</u> | | | | |
| (Note 8) | | | | |
| Subsidiaries | - | - | 2,308 | 742 |
| Related companies | | | | |
| (related by shareholders and directors) | 903,048 | 691,016 | - | 365 |
| Total trade and other receivables - related parties | <u>903,048</u> | <u>691,016</u> | <u>2,308</u> | <u>1,107</u> |
| <u>Dividend receivable from related parties</u> | | | | |
| (Note 31) | | | | |
| Subsidiaries | - | - | - | 1,139,997 |
| Total dividend receivable from related parties | <u>-</u> | <u>-</u> | <u>-</u> | <u>1,139,997</u> |
| <u>Other long-term receivable - related party</u> | | | | |
| Subsidiary | - | - | 26,172 | 26,172 |
| Total other long-term receivable - related party | <u>-</u> | <u>-</u> | <u>26,172</u> | <u>26,172</u> |
| <u>Trade and other payables - related parties</u> | | | | |
| (Note 18) | | | | |
| Subsidiaries | - | - | 7 | 5 |
| Related companies | | | | |
| (related by shareholders and directors) | 123,285 | 55,242 | - | - |
| Total trade and other payables - related parties | <u>123,285</u> | <u>55,242</u> | <u>7</u> | <u>5</u> |
| <u>Lease liabilities - related parties (Note 20)</u> | | | | |
| Subsidiaries | - | - | 54,813 | 56,625 |
| Related companies | | | | |
| (related by shareholders and directors) | 201,261 | 266,886 | - | - |
| Total lease liabilities - related parties | <u>201,261</u> | <u>266,886</u> | <u>54,813</u> | <u>56,625</u> |
| <u>Deposits received for rental - related parties</u> | | | | |
| Related companies | | | | |
| (related by shareholders and directors) | 11,707 | 10,231 | - | - |
| Total deposits received for rental - related parties | <u>11,707</u> | <u>10,231</u> | <u>-</u> | <u>-</u> |

As at 31 December 2022 and 2021, the balances of short-term loans between the Company and those related parties and the movements are as follows:

Short-term loans to related parties

(Unit: Thousand Baht)

| Loans to related parties | Related by | Separate financial statements | | | | Balance as at 31 December 2022 |
|----------------------------------------|------------|--------------------------------------|--------------------------------|--------------------------------|-----------------------------------|--------------------------------------|
| | | Balance as at 31 December 2021 | Increase during the year | Decrease during the year | Unrealised loss on exchange | |
| Carabao Tawandang Co., Ltd. | Subsidiary | 4,905,000 | 3,840,000 | (2,575,000) | - | 6,170,000 |
| Asia Carabao Venture Co., Ltd. | Subsidiary | 174,000 | 4,000 | - | - | 178,000 |
| Asia Packaging Manufacturing Co., Ltd. | Subsidiary | 320,000 | 90,000 | (50,000) | - | 360,000 |
| Asia Can Manufacturing Co., Ltd. | Subsidiary | - | 280,000 | - | - | 280,000 |
| Asia Pacific Glass Co., Ltd. | Subsidiary | - | 115,000 | (115,000) | - | - |
| Carabao Trading (Hong Kong) Limited | Subsidiary | - | 39,442 | - | (2,337) | 37,105 |
| Tawandang DCM Co., Ltd. | Subsidiary | - | 450,000 | (450,000) | - | - |
| Total | | 5,399,000 | 4,818,442 | (3,190,000) | (2,337) | 7,025,105 |

As at 31 December 2022, short-term loans to related parties are in from of promissory notes, carrying interest at 2.5 percent per annum (2021: 2.5 percent per annum).

Directors and management's benefits

During the years ended 31 December 2022 and 2021, the Group had employee benefit expenses payable to its directors and management as below.

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | |
|------------------------------|--------------------------------------|-------------|----------------------------------|-------------|
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Short-term employee benefits | 158.4 | 207.2 | 158.4 | 207.2 |
| Post-employment benefits | 1.0 | 2.8 | 1.0 | 2.8 |
| Total | 159.4 | 210.0 | 159.4 | 210.0 |

Significant agreements with related parties

- a) On 17 July 2012, Carabao Tawandang Co., Ltd. (a subsidiary) and Tawandang DCM Co., Ltd. (another subsidiary) entered into an agency agreement whereby the Tawandang DCM Co., Ltd. agreed to be a sole distributor of Carabao Tawandang Co., Ltd.'s beverage. The agreement is effective for a period of 10 years, expiring on 14 October 2022 and renewable every 5 years. Under the conditions of this agreement, Carabao Tawandang Co., Ltd. is obliged to support Tawandang DCM Co., Ltd. with regard to its advertising and promotional expenses incurred according to the terms and conditions of the agreement.

- b) Carabao Tawandang Co., Ltd. (a subsidiary) and Asia Pacific Glass Co., Ltd., (another subsidiary), entered into a sale and purchase agreement for 150 ml amber glass bottle, 250 ml clear glass bottle, and 140 ml green glass bottle in accordance with quantity and design as depicted in the agreement. This agreement is effective since the date on the agreement unless being cancelled by either party.
- c) On 20 November 2013, Carabao Tawandang Co., Ltd. (a subsidiary) entered into a public relation and brand image agreement with a related company. Under the condition of this agreement, the subsidiary is obliged to pay a fee of Baht 10 million per annum. The agreement is effective for a period of 3 years between 1 January 2014 and 31 December 2016.

On 1 July 2014, the subsidiary entered into a supplemental agreement to modify the period of the agreement from 3 years to 5 years, whereby the rate of public relation and brand image fee remains unchanged. In addition, the subsidiary agrees to automatically extend the agreement for another 5 years after the expiration on 31 December 2018 and also agrees to pay for the fee of Baht 12 million per annum. This agreement is effective from 1 July 2014 onwards.

- d) On 10 March 2021, the Company entered into technical assistance and management agreements with four subsidiaries. The agreements are effective for a period of 1 year effective from 1 January 2021 and renewable every year. Under the conditions of these agreements, the Company receives a total monthly service fee of Baht 26.5 million in which the fee is to be determined before renewing the agreements.
- e) Carabao Tawandang Co., Ltd. (a subsidiary) and Tawandang DCM Co., Ltd. (another subsidiary) entered into trademark license agreements for using trademark of Carabao Tawandang Co., Ltd. for certain products. The agreements are effective for a period of 5 years (expiring on 19 October 2023) unless being cancelled by either party. Under the conditions of these agreements, Tawandang DCM Co., Ltd. is obliged to pay trademark license fees as specified in the agreements and Carabao Tawandang Co., Ltd. is obliged to support the marketing expenses incurred in respect of such trademark.

Effective from 1 January 2022, both subsidiaries agree not to charge the trademark license fees.

- f) Tawandang DCM Co., Ltd. (a subsidiary) entered into agency agreements with three related companies whereby Tawandang DCM Co., Ltd. agreed to be a sole distributor of such related companies' products. The agreements are effective for a period of 1 year, and renewable every year. Under the conditions of these agreements, such related companies are obliged to support Tawandang DCM Co., Ltd. with regard to its advertising and promotional expenses incurred according to the terms and conditions of the agreements.
- g) On 20 October 2016, Carabao Tawandang Co., Ltd. (a subsidiary) and Carabao Venture Holdings (Luxembourg) S.à.r.l. (another subsidiary) entered into an agency agreement whereby Carabao Venture Holdings (Luxembourg) S.à.r.l. agreed to be a sole distributor of Carabao Tawandang's products in the countries as specified in the agreement. The agreement is effective for a period of 9 years, expiring on 19 October 2025.
- h) On 1 July 2017, Asia Can Manufacturing Co., Ltd. (a subsidiary) entered into license agreement with an overseas unrelated company for using manufacturing knowhow. This agreement is effective since the date on the agreement unless being cancelled by either party. Under the conditions of this agreement, such subsidiary paid for license fee of Baht 50 million, and it is obliged to pay a royalty fee quarterly at a rate specified in the agreement.
- i) On 1 September 2017, Asia Pacific Glass Co., Ltd. (a subsidiary) entered into a land lease agreement with Asia Can Manufacturing Co., Ltd. (another subsidiary). The agreement is effective for a period of 30 years, expiring on 31 August 2047 and renewable. Under the conditions of this agreement, Asia Pacific Glass Co., Ltd. received rental in advance of Baht 50 million.
- j) On 11 March 2020, A Woody Drink Co., Ltd. (a subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary) entered into a sale and purchase agreement for a product as depurated in the agreement. This agreement is effective since the date on the agreement unless being cancelled by either party.
- k) On 11 March 2020, A Woody Drink Co., Ltd. (a subsidiary) entered into an agency agreement with Tawandang DCM Co., Ltd. (another subsidiary) whereby the Tawandang DCM Co., Ltd. agreed to be a sole distributor of A Woody Drink Co., Ltd.'s product. The agreement is effective since the date of the agreement unless being cancelled by either party. Under the conditions of this agreement, A Woody Drink Co., Ltd. is obliged to support Tawandang DCM Co., Ltd. according to the terms and conditions of the agreement.

- l) On 24 March 2020, Asia Pacific Glass Co., Ltd. (a subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary) entered into a sale and purchase agreement for Solar Rooftop Power in accordance with terms and conditions as depurated in the agreement. This agreement is effective for a period of 5 years since the date of electricity distribution into the system or 31 January 2021.
- m) On 20 May 2020, A Woody Drink Co., Ltd. (a subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary) entered into the licensing agreement for using name, brand and trademark of A Woody Drink Co., Ltd. for export products outside Thailand. The agreement is effective for a period of 10 years, expiring on 19 May 2030. Under the conditions of this agreement, Carabao Tawandang Co., Ltd. is obliged to pay license fees as specified in the agreement.
- n) On 1 August 2020, Asia Pacific Glass Co., Ltd. (a subsidiary) entered into a land lease agreement with Asia Packaging Manufacturing Co., Ltd. (another subsidiary). The agreement is effective for a period of 3 years, expiring on 31 July 2023 and renewable. Under the conditions of this agreement, Asia Packaging Manufacturing Co., Ltd. is obliged to pay a rental fee annually at a rate specified in the agreement.
- o) On 1 March 2021, Asia Can Manufacturing Co., Ltd. (a subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary) entered into a sale and purchase agreement for aluminum can based on the design as depurated in the agreement. This agreement is effective since the date on the agreement unless being cancelled by either party.

Guarantee obligations with related parties

The Company has outstanding guarantee obligations with its related parties, as described in Note 32.4.1.

7. Cash and cash equivalents

| | Consolidated financial statements | | Separate financial statements | |
|---------------------------------|-----------------------------------|------------------|-------------------------------|---------------|
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Cash | 250 | 250 | 10 | 10 |
| Bank deposits | 935,803 | 1,133,996 | 30,113 | 62,139 |
| Total cash and cash equivalents | <u>936,053</u> | <u>1,134,246</u> | <u>30,123</u> | <u>62,149</u> |

As at 31 December 2022, bank deposits in savings accounts carried interests between 0.01 and 0.45 percent per annum (2021: between 0.01 and 0.35 percent per annum).

8. Trade and other receivables

| | (Unit: Thousand Baht) | | | |
|---------------------------------------------------|-----------------------------------|-------------|-------------------------------|-------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| <u>Trade receivables - related parties</u> | | | | |
| Aged on the basis of due dates | | | | |
| Not yet due | 361,983 | 332,783 | - | - |
| Past due | | | | |
| Not over 3 months | 242,865 | 169,919 | - | - |
| 3 - 6 months | 223,058 | 141,862 | - | - |
| Total trade receivables - related parties | 827,906 | 644,564 | - | - |
| <u>Trade receivables - unrelated parties</u> | | | | |
| Aged on the basis of due dates | | | | |
| Not yet due | 991,432 | 825,358 | - | - |
| Past due | | | | |
| Not over 3 months | 314,725 | 84,927 | - | - |
| 3 - 6 months | 118,664 | 14,759 | - | - |
| 6 - 12 months | 2,948 | - | - | - |
| Over 12 months | 20,444 | 22,087 | - | - |
| Total trade receivables - unrelated parties | 1,448,213 | 947,131 | - | - |
| Less: Allowance for expected credit losses | (20,444) | (22,087) | - | - |
| Total trade receivables - unrelated parties - net | 1,427,769 | 925,044 | - | - |
| Total trade receivables - net | 2,255,675 | 1,569,608 | - | - |
| <u>Other receivables</u> | | | | |
| Other receivables - related parties | 73,271 | 10,357 | 599 | 367 |
| Other receivables - unrelated parties | 34,316 | 3,946 | 1 | 5 |
| Accrued income - related parties | 1,871 | 35,172 | 1,709 | 740 |
| Accrued income - unrelated parties | 1,000 | 8,248 | - | - |
| Prepaid expenses - related parties | - | 923 | - | - |
| Prepaid expenses - unrelated parties | 80,842 | 97,727 | 1,783 | 1,383 |
| Advance payments | 80,028 | - | - | - |
| Excise tax receivables | 2,056 | 5,946 | - | - |
| Others | 4,301 | 23,742 | - | - |
| Total other receivables | 277,685 | 186,061 | 4,092 | 2,495 |
| Total trade and other receivables - net | 2,533,360 | 1,755,669 | 4,092 | 2,495 |

Set out below are movements in the allowance for expected credit losses of trade receivables.

| (Unit: Thousand Baht) | | |
|-----------------------------------|---------------|---------------|
| Consolidated financial statements | | |
| | <u>2022</u> | <u>2021</u> |
| Balance at beginning of year | 22,087 | 19,954 |
| Translation adjustments | (1,643) | 2,133 |
| Balance at end of year | <u>20,444</u> | <u>22,087</u> |

9. Inventories

| (Unit: Thousand Baht) | | | | | | |
|-------------------------------------|------------------|------------------|----------------------------------------|-----------------|-------------------|------------------|
| Consolidated financial statements | | | | | | |
| | Cost | | Reduce cost to net realisable value | | Inventories - net | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Finished goods | 697,784 | 814,735 | (2,896) | (32,583) | 695,372 | 782,152 |
| Work in process | 70,271 | 34,779 | - | - | 70,271 | 34,779 |
| Raw materials | 954,523 | 598,929 | (1,966) | - | 954,523 | 598,929 |
| Packing materials | 708,215 | 674,497 | (7,136) | (242) | 698,629 | 674,255 |
| Spare parts and factory supplies | 266,191 | 212,068 | - | - | 266,191 | 212,068 |
| Scrap materials | 4,440 | 17,211 | - | - | 4,440 | 17,211 |
| Goods in transit | 28,286 | 17,785 | - | - | 28,286 | 17,785 |
| Total | <u>2,729,710</u> | <u>2,370,004</u> | <u>(11,998)</u> | <u>(32,825)</u> | <u>2,717,712</u> | <u>2,337,179</u> |

During the current year, the subsidiaries reversed the write-down of cost of inventories by Baht 15.5 million to reduce the amount of inventories recognised as expenses (2021: reduced cost of inventories by Baht 55.6 million). In addition, the subsidiaries reversed the write-down of cost of inventories by Baht 4.2 million due to write-off inventories during the year (2021: Baht 28.9 million).



10. Investments in subsidiaries

10.1 Investments in subsidiaries presented in the separate financial statements are as follows:

| Company's name | Paid-up capital | | Percentage of shareholding | | Cost method | | Allowance for impairment of investment | | Carrying amount - net | | (Unit: Thousand Baht) Dividend received during the year | |
|----------------------------------------|-------------------|------------------|----------------------------|-----------|-------------|-----------|----------------------------------------|-------------|-----------------------|-----------|------------------------------------------------------------|-----------|
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | | | (Percent) | (Percent) | | | | | | | | |
| Local subsidiaries | | | | | | | | | | | | |
| Carabao Tawandang Co., Ltd. | 300,000 | 300,000 | 100 | 100 | 408,958 | 408,958 | - | - | 408,958 | 408,958 | 1,649,995 | 1,319,996 |
| Asia Pacific Glass Co., Ltd. | 1,299,998 | 1,299,998 | 100 | 100 | 1,299,998 | 1,299,998 | - | - | 1,299,998 | 1,299,998 | 324,999 | 519,999 |
| Tawandang DCM Co., Ltd. | 100,000 | 100,000 | 100 | 100 | 99,998 | 99,998 | - | - | 99,998 | 99,998 | - | - |
| Asia Can Manufacturing Co., Ltd. | 700,000 | 700,000 | 100 | 100 | 1,068,000 | 1,068,000 | - | - | 1,068,000 | 1,068,000 | - | - |
| Asia Packaging Manufacturing Co., Ltd. | 700,000 | 700,000 | 100 | 100 | 700,000 | 700,000 | - | - | 700,000 | 700,000 | - | - |
| Asia Carabao Venture Co., Ltd. | 5,000 | 5,000 | 100 | 100 | 5,000 | 5,000 | - | - | 5,000 | 5,000 | - | - |
| Carabao Marketing Group Co., Ltd. | 1,000 | 1,000 | 100 | 100 | 1,000 | 1,000 | - | - | 1,000 | 1,000 | - | - |
| Overseas subsidiaries | | | | | | | | | | | | |
| Carabao Holdings (Hong Kong) Limited | USD 100.7 million | USD 96.2 million | 100 | 100 | 3,315,897 | 3,163,442 | (2,214,150) | (1,498,756) | 1,101,747 | 1,664,686 | - | - |
| Carabao Trading (Hong Kong) Limited | USD 50,000 | USD 50,000 | 100 | 100 | 1,758 | 1,758 | - | - | 1,758 | 1,758 | - | - |
| Total | | | | | 6,900,609 | 6,748,154 | (2,214,150) | (1,498,756) | 4,686,459 | 5,249,398 | 1,974,994 | 1,839,995 |

In testing impairment of investments in subsidiaries when there are impairment indicators, the Company has determined recoverable amounts of its cash generating units (CGUs) based on value in use calculation using cash flow projections based on 5-year financial budgets approved by the management.

Key assumptions used in calculating value in use under conservative basis are summarised as follows:

(Unit: Percent per annum)

| | |
|----------------------|------|
| Terminal growth rate | 4.0 |
| Discount rate | 12.0 |

The management has determined the growth rate taking into consideration policy, business plan, expected overall market growth rate, and discount rate which are the rates before income tax that relate to the specific risk in that operating segment.

During the year 2022, the Company recognised an impairment loss on investment in Carabao Holdings (Hong Kong) Limited amounting to Baht 715.4 million in the income statement.

10.2 Details of investments in subsidiaries that have material non-controlling interests

(Unit: Million Baht)

| Company's name | Proportion of equity interest held by non-controlling interests | | Accumulated balance of non-controlling interests | | Profit (loss) allocated to non-controlling interests during the year | |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------|--------------------------------------------------|---------|----------------------------------------------------------------------|--------|
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | (Percent) | (Percent) | | | | |
| Carabao Venture Holdings (Luxembourg) S.à r.l. and its subsidiary (Subsidiary of Carabao Holdings (Hong Kong) Limited) | 15.7 | 15.7 | (147.1) | (125.9) | (37.2) | (39.5) |
| Asia Can Manufacturing Co., Ltd. (Subsidiary) | - | - | - | - | - | 4.0 |
| A Woody Drink Co., Ltd. (Subsidiary of Asia Carabao Venture Co., Ltd.) | 15.0 | 15.0 | 29.6 | 27.4 | 2.2 | (2.7) |

10.3 Summarised financial information based on amounts before inter-company elimination about subsidiaries that have material non-controlling interests

Summarised information about financial position

(Unit: Million Baht)

| | As at 31 December | | | | | |
|-------------------------|-------------------------------------------------------------------|---------|----------------------------------|------|-------------------------|-------|
| | Carabao Venture Holdings (Luxembourg) S.à r.l. and its subsidiary | | Asia Can Manufacturing Co., Ltd. | | A Woody Drink Co., Ltd. | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| Current assets | 117.2 | 195.9 | - | - | 209.5 | 205.7 |
| Non-current assets | 508.4 | 554.6 | - | - | 0.7 | 0.1 |
| Current liabilities | 1,640.7 | 1,602.9 | - | - | 12.2 | 22.8 |
| Non-current liabilities | - | - | - | - | 0.4 | 0.3 |

Summarised information about profit and loss

(Unit: Million Baht)

| | For the years ended 31 December | | | | | |
|----------------------------|-------------------------------------------------------------------|---------|----------------------------------|------|-------------------------|--------|
| | Carabao Venture Holdings (Luxembourg) S.à r.l. and its subsidiary | | Asia Can Manufacturing Co., Ltd. | | A Woody Drink Co., Ltd. | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| Profit (loss) | (237.4) | (252.2) | - | 15.5 | 14.9 | (17.8) |
| Other comprehensive income | 50.4 | (31.5) | - | - | - | - |
| Total comprehensive income | (187.0) | (283.7) | - | 15.5 | 14.9 | (17.8) |

Summarised information about cash flows

(Unit: Million Baht)

| | For the years ended 31 December | | | | | |
|------------------------------|-------------------------------------------------------------------|---------|----------------------------------|--------|-------------------------|--------|
| | Carabao Venture Holdings (Luxembourg) S.à r.l. and its subsidiary | | Asia Can Manufacturing Co., Ltd. | | A Woody Drink Co., Ltd. | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | | | | | | |
| Cash flows from (used in) | | | | | | |
| operating activities | (141.5) | (306.0) | - | 113.9 | (106.2) | (24.3) |
| Cash flows used in | | | | | | |
| investing activities | (0.4) | (0.4) | - | (11.3) | - | - |
| Cash flows from (used in) | | | | | | |
| financing activities | 137.8 | 252.1 | - | (13.2) | - | - |
| Net increase (decrease) | | | | | | |
| in cash and cash equivalents | (4.1) | (54.3) | - | 89.4 | (106.2) | (24.3) |

10.4 Changes in investments in subsidiaries

10.4.1 Carabao Holdings (Hong Kong) Limited and its subsidiaries

On 16 March 2021, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to additionally call up the remaining amount of its registered share capital of GBP 0.1 million. Carabao Venture Holdings (Luxembourg) S.à.r.l. (CVHLUX) paid for the share subscription on 16 March 2021.

On 16 March 2021, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to increase its registered share capital from GBP 80.6 million to GBP 83.9 million (increase GBP 3.3 million or EUR 3.9 million). Such subsidiary registered the share capital increase on 16 March 2021.

On 16 March 2021, CVHLUX purchased the additional ordinary shares of ICUK of GBP 3.3 million or EUR 3.9 million and partially made the payment for such share subscription totaling GBP 1.9 million.

On 16 March 2021, the meeting of the Board of Directors of Carabao Holdings (Hong Kong) Limited (CHHK) (a subsidiary) passed a resolution to increase its registered share capital from USD 93.6 million to USD 96.2 million (increase USD 2.6 million). The Company already made the payment for share subscription. Such subsidiary registered the share capital increase on 16 March 2021.

On 15 March 2022, the meeting of the Board of Directors of Carabao Holdings (Hong Kong) Limited (CHHK) (a subsidiary) passed a resolution to increase its registered share capital from USD 96.2 million to USD 100.1 million (increase USD 3.9 million). The Company already made the payment for share subscription. Such subsidiary registered the share capital increase on 15 March 2022.

On 15 March 2022, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to additionally call up the remaining amount of its registered share capital of GBP 1.4 million. Carabao Venture Holdings (Luxembourg) S.à.r.l. (CVHLUX) paid for the share subscription on 15 March 2022.

On 15 March 2022, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to increase its registered share capital from GBP 83.9 million to GBP 85.9 million (increase GBP 2 million or EUR 2.4 million). Such subsidiary registered the share capital increase on 15 March 2022.

On 15 March 2022, CVHLUX purchased the additional ordinary shares of ICUK of GBP 2 million or EUR 2.4 million and partially made the payment for such share subscription totaling GBP 1.5 million.

On 20 May 2022, the meeting of the Board of Directors of Carabao Holdings (Hong Kong) Limited (CHHK) (a subsidiary) passed a resolution to increase its registered share capital from USD 100.1 million to USD 100.7 million (increase USD 0.6 million). The Company already made the payment for share subscription. Such subsidiary registered the share capital increase on 20 May 2022.

On 20 May 2022, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to additionally call up the remaining amount of its registered share capital of GBP 0.5 million. Carabao Venture Holdings (Luxembourg) S.à.r.l. (CVHLUX) paid for the share subscription on 20 May 2022.

10.4.2 Asia Packaging Manufacturing Co., Ltd.

On 20 February 2020, the meeting of the Company's Board of Directors passed a resolution to approve an establishment of Asia Packaging Manufacturing Co., Ltd. (APM), incorporated in Thailand, being engaged in the manufacture and distribution of packaging with a registered capital of Baht 700 million (7,000,000 ordinary shares of Baht 100 each). The Company holds 100 percent interest in APM.

APM registered its establishment with the Ministry of Commerce on 2 March 2020. The share capital was called up at Baht 25 each, or equivalent to 25 percent of its registered share capital. The Company already made payment for such called up capital.

APM additionally called up for its shares which were not fully paid up totaling Baht 525 million. APM has already received such additional call up as detailed as follows:

- Baht 350 million or Baht 50 per share on 16 July 2020
- Baht 70 million or Baht 10 per share on 25 December 2020
- Baht 56 million or Baht 8 per share on 19 January 2021
- Baht 49 million or Baht 7 per share on 9 February 2021

The Company already made payment for such called up capital.

10.4.3 Asia Can Manufacturing Co., Ltd.

On 19 February 2021, the meeting of the Company's Board of Directors passed a resolution to approve the Company to enter into the Share Sale and Purchase Agreement ("SPA") for purchasing of 26 percent interest of the ordinary shares of Asia Can Manufacturing Co., Ltd. (a subsidiary) from overseas unrelated group at a total cost of Baht 550 million. The Company made payment for such share capital on 1 March 2021. As a result of such share purchasing, the Company's holding proportion in such subsidiary increased from 74 percent interest to 100 percent interest.

10.4.4 Carabao Marketing Group Co., Ltd.

On 10 March 2021, the meeting of the Company's Board of Directors passed a resolution to approve an establishment of Carabao Marketing Group Co., Ltd. (CBMG) in Thailand, being engaged in data management, with a registered capital of Baht 1 million (10,000 ordinary shares of Baht 100 each). The Company holds 100 percent interest in CBMG.

CBMG registered its establishment with the Ministry of Commerce on 16 March 2021. The share capital was fully called up and paid by the Company on 29 June 2021.

11. Investment in associate

11.1 Details of associate

| Company's name | Nature of Business | Paid up capital | | Shareholding percentage | | Consolidated | | (Unit: Thousand Baht) | |
|-------------------------------------|--------------------|------------------------|---------|-------------------------|-----------|----------------------|------|-----------------------|------|
| | | | | | | financial statements | | Separate | |
| | | | | | | Carrying amount | | financial statements | |
| | | based on equity method | | Cost | | | | | |
| | | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | | | | (percent) | (percent) | | | | |
| Tawandang Logistics Company Limited | Transportation | 250,000 | 250,000 | 20 | - | 55,959 | - | 51,400 | - |
| Total | | | | | | 55,959 | - | 51,400 | - |

On 15 December 2022, the Company entered into share purchase agreement to make an investment in 20 percent of shares in Tawandang Logistics Company Limited. The Company acquired 0.5 million ordinary shares at a value of Baht 102.8 per share from the existing shareholder for a total consideration of Baht 51.4 million which was totally paid in cash.

The Company recorded such investment as investment in associate because the Company has significant influence in Tawandang Logistics Company Limited.

At present, the Group is in the process of assessing the fair value of identifiable assets acquired and liabilities assumed at the acquisition date of Tawandang Logistics Company Limited. The assessment process is ongoing and mainly relates to the identification and valuation of certain tangible assets. The assessment shall be completed within the measurement period of twelve months from the acquisition date pursuant to the period allowed by Thai Financial Reporting Standard No. 3 (revised 2019) “Business Combinations”. During the measurement period, the Group will make further retrospective adjustment of the provisional amounts recognised at the acquisition date when it obtains complete accounting information for reporting in the financial statements

Fair values of the identifiable assets acquired and liabilities assumed from Tawandang Logistics Company Limited as at the acquisition date based on the estimation performed by the Group are summarised below.

(Unit: Thousand Baht)

Assets

| | |
|-------------------------------|----------------|
| Cash and cash equivalents | 59,825 |
| Trade and other receivables | 82,091 |
| Property, plant and equipment | 552,104 |
| Other assets | 9,916 |
| Total assets | <u>703,936</u> |

Liabilities

| | |
|------------------------------------------------|-----------------|
| Short-term loans from financial institutions | 142,000 |
| Trade and other payables | 80,863 |
| Long-term loans | 195,833 |
| Lease liabilities | 4,189 |
| Provision for long-term employee benefits | 1,246 |
| Other liabilities | 2,630 |
| Total liabilities | <u>426,761</u> |
| Net assets | <u>277,175</u> |
| Shareholding percentage (percent) | <u>20</u> |
| Fair value of net assets acquired | 55,435 |
| Purchase consideration transferred (cash paid) | <u>(51,400)</u> |
| Gain on bargain purchase | <u>4,035</u> |

The Group recognised gain from bargain purchase of Tawandang Logistics Company Limited of Baht 4.0 million, included in share of profit from investment in associate, in the consolidated income statement for the year ended 31 December 2022.

11.2 Share of comprehensive income

The Company recognised its share of profit from investment in associate of Baht 0.5 million in the consolidated income statement for the year ended 31 December 2022.

Share of profit from Tawandang Logistics Company Limited for the year ended 31 December 2022 was calculated from the financial statements prepared by the management of the associated company and not being audited by its auditor.

The Group's management believes that the management accounts of the associated company would not be significantly different from the accounts audited by its auditor.

11.3 Summarised financial information about associate.

Summarised information about financial position

| | (Unit: Million Baht) |
|-----------------------------------------------------|----------------------|
| | 2022 |
| <u>Tawandang Logistics Company Limited</u> | |
| Current assets | 152 |
| Non-current assets | 552 |
| Current liabilities | (224) |
| Non-current liabilities | (202) |
| Net assets | 278 |
| Shareholding percentage (percent) | 20 |
| Carrying amount of associate based on equity method | 56 |

Summarised information about comprehensive income

(Unit: Million Baht)

2022

Tawandang Logistics Company Limited

| | |
|----------------------------|-----|
| Revenue | 627 |
| Profit | 25 |
| Total comprehensive income | 25 |

12. Other non-current financial asset

(Unit: Thousand Baht)

| | Consolidated | | Separate | |
|----------------------------------------------|----------------------|------|----------------------|------|
| | financial statements | | financial statements | |
| | 2022 | 2021 | 2022 | 2021 |
| <u>Equity instrument designated at FVOCI</u> | | | | |
| Non-listed equity instrument | | | | |
| TD Venture Co., Ltd. | 7,500 | - | 7,500 | - |
| Total equity instrument designated at FVOCI | 7,500 | - | 7,500 | - |
| Total financial asset at FVTPL | 7,500 | - | 7,500 | - |

On 21 July 2022, the meeting of the Company's Board of Directors passed a resolution to approve the Company to jointly invest with two related companies (related by shareholders and directors), in establishment of TD Venture Company Limited (TDV) in Thailand, being engaged in the investment in other company (Holding Company), with registered share capital in an amount not exceeding Baht 2,000 million (20,000,000 ordinary shares of Baht 100 each). The Company holds 15 percent interest in TDV.

In addition, the meeting of the Company's Board of Directors passed a resolution agreeing TDV to enter into a joint venture agreement with an unrelated company in establishment of a joint venture company, namely Kasikorn Carabao Company Limited (KBAO), being engaged in the financial services, with registered share capital in an amount not exceeding Baht 4,000 million (40,000,000 ordinary shares of Baht 100 each) with the holding proportion of 50 percent minus 1 share and 50 percent plus 1 share, respectively.

The above non-listed equity investment which the Company considers to be strategic in nature is classified as equity instrument designated at FVOCI.

13. Investment properties

The net book value of investment properties, representing office building for rent, as at 31 December 2022 and 2021 is presented below.

| | (Unit: Thousand Baht) | |
|--------------------------------|-----------------------|----------------|
| | Consolidated | |
| | financial statements | |
| | <u>2022</u> | <u>2021</u> |
| Cost | 139,527 | 139,527 |
| Less: Accumulated depreciation | (41,388) | (36,885) |
| Net book value | <u>98,139</u> | <u>102,642</u> |

A reconciliation of the net book value of investment properties for the years 2022 and 2021 is presented below.

| | (Unit: Thousand Baht) | |
|-------------------------------------|-----------------------|----------------|
| | Consolidated | |
| | financial statements | |
| | <u>2022</u> | <u>2021</u> |
| Net book value at beginning of year | 102,642 | 106,893 |
| Costs of asset improvement | - | 250 |
| Depreciation for the year | (4,503) | (4,501) |
| Net book value at end of year | <u>98,139</u> | <u>102,642</u> |

The fair value of the office building of the subsidiary as at 31 December 2022 was determined at approximately Baht 203.2 million (2021: Baht 180.4 million) using the income approach. The assumption used in the valuation was based on the subsidiary's internal data.

14. Property, plant and equipment

| | Consolidated financial statements | | | | | Assets under construction and installations |
|------------------------|-----------------------------------|------------------------------------|-------------------------|------------------------------------------|----------------|---------------------------------------------|
| | Land and land improvement | Buildings and building improvement | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | |
| Cost | | | | | | |
| As at 1 January 2021 | 2,959,131 | 3,513,189 | 7,066,161 | 205,080 | 217,660 | 719,171 |
| Additions | 508,427 | 68,399 | 173,375 | 43,563 | 9,760 | 329,971 |
| Disposals | - | (42) | (4,445) | (4,502) | (8,723) | - |
| Transfers in (out) | - | 515,322 | 376,697 | 1,751 | - | (893,771) |
| Translation adjustment | - | - | - | 1,200 | - | - |
| As at 31 December 2021 | 3,467,558 | 4,096,868 | 7,611,788 | 247,092 | 218,697 | 155,271 |
| Additions | 25,816 | 29,953 | 126,003 | 20,977 | 19,451 | 165,871 |
| Disposals | - | - | (6,772) | (19,407) | (15,438) | - |
| Transfers in (out) | - | 76,632 | 65,552 | 26 | 4,400 | (146,671) |
| Translation adjustment | - | - | - | (950) | - | - |

| | Consolidated financial statements | | | | | | | (Unit: Thousand Baht) | |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------|-------------------------|------------------------------------------|----------------|--------------------------------------------|------------|------------------------------------------|-----|
| | | | | | | | | Separate financial statements | |
| | Land and land improvement | Buildings and building improvement | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Assets under construction and installation | Total | Furniture, fixtures and office equipment | |
| Accumulated depreciation | | | | | | | | | |
| As at 1 January 2021 | 22,305 | 647,502 | 1,716,515 | 133,063 | 129,040 | - | 2,648,425 | - | - |
| Depreciation for the year | 4,279 | 145,101 | 418,926 | 31,704 | 27,938 | - | 627,948 | 79 | 79 |
| Accumulated depreciation of disposed assets | - | (33) | (4,411) | (4,232) | (8,723) | - | (17,399) | - | - |
| Translation adjustment | - | - | - | 893 | - | - | 893 | - | - |
| As at 31 December 2021 | 26,584 | 792,570 | 2,131,030 | 161,428 | 148,255 | - | 3,259,867 | 79 | 79 |
| Depreciation for the year | 4,451 | 154,094 | 461,557 | 32,736 | 24,179 | - | 677,017 | 185 | 185 |
| Accumulated depreciation of disposed assets | - | - | (6,745) | (16,148) | (15,264) | - | (38,157) | - | - |
| Translation adjustment | - | - | - | (857) | - | - | (857) | - | - |
| As at 31 December 2022 | 31,035 | 946,664 | 2,585,842 | 177,159 | 157,170 | - | 3,897,870 | 264 | 264 |
| Allowance for impairment loss | | | | | | | | | |
| As at 1 January 2021 | - | - | - | - | - | - | - | - | - |
| As at 31 December 2021 | - | - | - | - | - | - | - | - | - |
| Increase during the year (Note 33) | - | 1,025 | 15,151 | - | - | - | 16,176 | - | - |
| As at 31 December 2022 | - | 1,025 | 15,151 | - | - | - | 16,176 | - | - |
| Net book value | | | | | | | | | |
| As at 31 December 2021 | 3,440,974 | 3,304,298 | 5,480,758 | 85,664 | 70,442 | 155,250 | 12,537,386 | 465 | 465 |
| As at 31 December 2022 | 3,462,339 | 3,255,764 | 5,195,578 | 70,579 | 69,940 | 174,508 | 12,228,708 | 325 | 325 |
| Depreciation for the year | | | | | | | | | |
| 2021 (Baht 588.8 million included in manufacturing cost, and the balance in selling and distribution expenses and administrative expenses) | | | | | | | 627,948 | 79 | 79 |
| 2022 (Baht 642.3 million included in manufacturing cost, and the balance in selling and distribution expenses and administrative expenses) | | | | | | | 677,017 | 185 | 185 |

As at 31 December 2022, certain plant and equipment items of the subsidiaries have been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 914.5 million (2021: Baht 782.3 million).

15. Goodwill

Movements in the goodwill account for the years ended 31 December 2022 and 2021 are summarised below.

| | (Unit: Thousand Baht) | |
|-------------------------------------|-----------------------|----------------|
| | Consolidated | |
| | financial statements | |
| | <u>2022</u> | <u>2021</u> |
| Net book value at beginning of year | 549,003 | 494,732 |
| Translation adjustment | (41,811) | 54,271 |
| Net book value at end of year | <u>507,192</u> | <u>549,003</u> |

In testing impairment of goodwill, the Company has determined recoverable amounts of its cash generating units (CGUs) based on value in use calculation using cash flow projections based on 5-year financial budgets approved by the management.

Key assumptions used in calculating value in use under conservative basis are summarised as follows:

| | (Unit: Percent per annum) |
|----------------------|---------------------------|
| Terminal growth rate | 4.0 |
| Discount rate | 12.0 |

The management has determined the growth rate taking into consideration policy, business plan, expected overall market growth rate, and discount rate which are the rates before income tax that relate to the specific risk in that operating segment.

The management has considered the above and believes that there is no impairment for goodwill.

16. Intangible assets

(Unit: Thousand Baht)

| Consolidated financial statements | | | | | | |
|-----------------------------------|-----------|----------|-------------------|---------------------------|-------------------------------------|----------|
| | Trademark | Patents | Computer software | Knowhow for manufacturing | Intangible assets under development | Total |
| 31 December 2022: | | | | | | |
| Cost | 10,000 | 10,000 | 95,191 | 49,986 | 11,182 | 176,359 |
| Less: Accumulated amortisation | (10,000) | (10,000) | (51,345) | - | - | (71,345) |
| Net book value | - | - | 43,846 | 49,986 | 11,182 | 105,014 |
| 31 December 2021: | | | | | | |
| Cost | 10,000 | 10,000 | 82,018 | 49,986 | 12,192 | 164,196 |
| Less: Accumulated amortisation | (10,000) | (10,000) | (39,857) | - | - | (59,857) |
| Net book value | - | - | 42,161 | 49,986 | 12,192 | 104,339 |

(Unit: Thousand Baht)

| Separate financial statements | | | |
|--------------------------------|-------------------|-------------------------------------|---------|
| | Computer software | Intangible assets under development | Total |
| 31 December 2022: | | | |
| Cost | 14,220 | - | 14,220 |
| Less: Accumulated amortisation | (3,118) | - | (3,118) |
| Net book value | 11,102 | - | 11,102 |
| 31 December 2021: | | | |
| Cost | 5,200 | 6,940 | 12,140 |
| Less: Accumulated amortisation | (1,865) | - | (1,865) |
| Net book value | 3,335 | 6,940 | 10,275 |

A reconciliation of the net book value of intangible assets for the years 2022 and 2021 is presented below.

| | Consolidated financial statements | | Separate financial statements | |
|---------------------------------------|-----------------------------------|---------|-------------------------------|--------|
| | 2022 | 2021 | 2022 | 2021 |
| Net book value at beginning of year | 104,339 | 100,277 | 10,275 | 9,127 |
| Acquisition during the year - at cost | 12,306 | 13,823 | 2,080 | 1,668 |
| Amortisation for the year | (11,631) | (9,768) | (1,253) | (520) |
| Translation adjustment | - | 7 | - | - |
| Net book value at end of year | 105,014 | 104,339 | 11,102 | 10,275 |

As at 31 December 2022, the management has assessed the allowance for impairment of intangible assets with indefinite useful lives, which is knowhow for manufacturing. The Company has determined recoverable amounts of its cash generating units (CGUs) based on value in use calculation using cash flow projections based on 5-year financial budgets approved by the management.

Key assumptions used in calculating value in use under conservative basis are summarised as follows:

| | (Unit: Percent per annum) |
|----------------------|---------------------------|
| Terminal growth rate | 2.3 |
| Discount rate | 6.0 |

The management has determined the growth rate taking into consideration policy, business plan, expected overall market growth rate, and discount rate which are the rates before income tax that relate to the specific risk in that operating segment.

The management has considered the above and believes that there is no impairment for such intangible assets.

17. Short-term loans from financial institutions

The short-term loans from financial institutions are promissory notes which carry interest at a reference fixed loan rate of commercial banks. The loans are unsecured loans and no any certain conditions of restrictions stipulated in the agreements.

18. Trade and other payables

| | (Unit: Thousand Baht) | | | |
|--------------------------------------|-----------------------------------|------------------|-------------------------------|---------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Trade payables - related parties | 104,762 | 29,890 | - | - |
| Trade payables - unrelated parties | 777,931 | 620,683 | - | - |
| Other payables - related parties | 15,137 | 23,445 | 7 | 5 |
| Other payables - unrelated parties | 278,101 | 286,763 | 12,250 | 18,298 |
| Accrued expenses - related parties | 3,386 | 1,907 | - | - |
| Accrued expenses - unrelated parties | 348,172 | 410,474 | 34,183 | 68,021 |
| Accrued excise tax | 125,121 | 164,565 | - | - |
| Advance received | 199,984 | 231,005 | - | - |
| Total trade and other payables | <u>1,852,594</u> | <u>1,768,732</u> | <u>46,440</u> | <u>86,324</u> |

19. Long-term loans from financial institutions

| | (Unit: Thousand Baht) | | | |
|------------------------------------------|-----------------------------------|------------------|-------------------------------|------------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Long-term loans | 1,624,650 | 2,193,850 | 900,000 | 1,300,000 |
| Less: Portion due within one year | <u>(1,069,200)</u> | <u>(569,200)</u> | <u>(900,000)</u> | <u>(400,000)</u> |
| Long-term loans - net of current portion | <u>555,450</u> | <u>1,624,650</u> | <u>-</u> | <u>900,000</u> |

Movements of long-term loans from financial institutions for the years ended 31 December 2022 and 2021 are summarised below.

| | (Unit: Thousand Baht) | | | |
|---------------------------------|-----------------------------------|------------------|-------------------------------|------------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Balance at beginning of year | 2,193,850 | 1,063,050 | 1,300,000 | - |
| Add: Increase during the year | - | 1,300,000 | - | 1,300,000 |
| Less: Repayment during the year | <u>(569,200)</u> | <u>(169,200)</u> | <u>(400,000)</u> | <u>-</u> |
| Balance at end of year | <u>1,624,650</u> | <u>2,193,850</u> | <u>900,000</u> | <u>1,300,000</u> |

Long-term loan of the Company

On 16 December 2021, the Company entered into long-term loan agreement with a financial institution with given credit facilities of Baht 1,300 million on which interest is charged at a fixed rate per annum. The loan is repayable in 5 installments over a period of 2 years, with the first installment due in December 2022. This long-term loan is unsecured.

The long-term loan contains a covenant that requires the Company to maintain the consolidated financial statements' debt-to-equity ratio and debentures' credit rating at the prescribed rate.

Long-term loan of the subsidiary

On 12 July 2017, a subsidiary entered into long-term loan agreement with a financial institution with given credit facilities of Baht 1,455 million, which the last drawn down period was within 28 December 2018. The interest charged is at the fixed rate for the first 2 years and the Minimum Loan Rate (MLR) reference rate minus fixed rate per annum for the following years. The loan is repayable every month over a period of 5 years, with the first installment due in August 2019. This long-term loan is unsecured.

On 21 January 2019, such subsidiary entered into an amendment to the agreement, extending the last drawn down period from 28 December 2018 to 31 January 2019.

On 4 November 2020, such subsidiary entered into an amendment to the agreement, extending the last installment period from July 2024 to April 2027.

The long-term loan contains a covenant that requires the subsidiary to maintain the subsidiary's debt-to-equity ratio at the prescribed rate.

20. Leases

20.1 The Group as a lessee

The Group has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 1 - 24 years.

a) Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2022 and 2021 are summarised below.

| | (Unit: Thousand Baht) | | | | | |
|------------------------------------|-----------------------------------|-------------------------|------------------------------------------|----------------|-----------|--------------------------------|
| | Consolidated financial statements | | | | | Separated financial statements |
| | Building and structures | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Total | Building and structures |
| 1 January 2021 | 155,197 | 21,696 | 451 | 126,482 | 303,826 | 57,612 |
| Increase during the year | 38,054 | - | - | 211,283 | 249,337 | - |
| Adjustment from lease reassessment | 9,804 | (8,530) | - | (448) | 826 | - |
| Depreciation for the year | (31,949) | (6,332) | (274) | (72,701) | (111,256) | (2,478) |
| 31 December 2021 | 171,106 | 6,834 | 177 | 264,616 | 442,733 | 55,134 |
| Increase during the year | 317,262 | - | - | 5,254 | 322,516 | - |
| Adjustment from lease reassessment | (22,422) | - | - | - | (22,422) | - |
| Depreciation for the year | (41,893) | (4,973) | (44) | (73,072) | (119,982) | (2,478) |
| 31 December 2022 | 424,053 | 1,861 | 133 | 196,798 | 622,845 | 52,656 |

b) Lease liabilities

| | (Unit: Thousand Baht) | | | |
|--------------------------------------------|-----------------------|-------------|----------------------|-------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Lease liabilities | 848,006 | 485,378 | 74,358 | 77,857 |
| Less: Deferred interest expenses | (210,427) | (35,504) | (19,545) | (21,232) |
| Total | 637,579 | 449,874 | 54,813 | 56,625 |
| Less: Portion due within one year | (111,372) | (103,366) | (1,868) | (1,812) |
| Lease liabilities - net of current portion | 526,207 | 346,508 | 52,945 | 54,813 |
| Of which with related parties | 201,261 | 266,886 | 54,813 | 56,625 |

Movements of the lease liability account during the years ended 31 December 2022 and 2021 are summarised below.

| | (Unit: Thousand Baht) | | | |
|------------------------------------|-----------------------|-------------|----------------------|-------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Balance at beginning of year | 449,874 | 306,671 | 56,625 | 58,383 |
| Add: Additions during the year | 322,516 | 249,337 | - | - |
| Adjustment from lease reassessment | (22,422) | 826 | - | - |
| Accretion of interest | 21,503 | 12,319 | 1,687 | 1,742 |
| Less: Payments during the year | (133,892) | (119,279) | (3,499) | (3,500) |
| Balance at end of year | 637,579 | 449,874 | 54,813 | 56,625 |

A maturity analysis of lease payments is disclosed in Note 35 under the liquidity risk.

c) Expenses relating to leases that are recognised in income statement

| | (Unit: Thousand Baht) | | | |
|---------------------------------------------|-----------------------|-------------|----------------------|-------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Depreciation expense of right-of-use assets | 119,982 | 111,256 | 2,478 | 2,478 |
| Interest expense on lease liabilities | 21,503 | 12,319 | 1,687 | 1,742 |
| Expense relating to short-term leases | 24,913 | 7,705 | - | - |

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2022 of Baht 158.8 million (2021: Baht 127.0 million) (the Company only: Baht 3.5 million (2021: Baht 3.5 million)), including the cash outflows related to short-term leases.

20.2 Group as a lessor

The Group has entered into operating leases for its investment property portfolio consisting of office building (see Note 13) with the lease terms of 3 years.

The Group has future minimum rental receivable under non-cancellable operating leases as at 31 December 2022 and 2021 as follows:

| (Unit: Thousand Baht) | | |
|-------------------------------|---------------|----------------|
| Consolidated | | |
| financial statements | | |
| | <u>2022</u> | <u>2021</u> |
| Within 1 year | 54,723 | 58,733 |
| Over 1 year and up to 2 years | 5,428 | 55,830 |
| Total | <u>60,151</u> | <u>114,563</u> |

21. Debentures

| (Unit: Thousand Baht) | | | | |
|-------------------------------------|---------------|---------------|----------------------|------------------|
| Consolidated/Separate | | | | |
| | Interest rate | Maturity date | financial statements | |
| | (Percent) | | <u>2022</u> | <u>2021</u> |
| No. 1/2021 | 1.27 | 16 July 2023 | 1,500,000 | 1,500,000 |
| Less: Deferred transaction costs | | | (670) | (1,904) |
| Total debentures | | | 1,499,330 | 1,498,096 |
| Less: Portion due within one year | | | (1,499,330) | - |
| Debentures - net of current portion | | | <u>-</u> | <u>1,498,096</u> |

During the years ended 31 December 2022 and 2021, movements in debentures are summarised below.

| (Unit: Thousand Baht) | | |
|----------------------------------------------------------------------------------|------------------|------------------|
| Consolidated/Separate financial statements | | |
| | <u>2022</u> | <u>2021</u> |
| Balance at beginning of year | 1,498,096 | 1,089,631 |
| Add: Debenture issuance during the year | - | 1,500,000 |
| Less: Transaction cost for debenture issuance during the year | - | (2,469) |
| Net cash received from debenture issuance during the year | - | 1,497,531 |
| Add: Amortisation of transaction costs for debenture issuance during the year | 1,234 | 934 |
| Less: Redemptions of debentures during the year | - | (1,090,000) |
| Balance at end of year | <u>1,499,330</u> | <u>1,498,096</u> |

On 16 July 2021, the Company issued debentures No. 1/2021, which are in the name of specific holders, unsubordinated and unsecured, for total number of 1,500,000 units, at the price of Baht 1,000 per unit, totaling Baht 1,500 million. The terms of debentures are 2 years, due on 16 July 2023, at the coupon rate of 1.27 percent per annum. Interest is repayable every 6 months.

On 21 April 2022, the Annual General Meeting of the Company's shareholders approved the issuance and offering of debentures in an amount not exceeding Baht 5,000 million or equivalent amount in other currency.

These debentures contain a covenant that require the Company to maintain the consolidated financial statements' debt to equity ratio at the prescribed rate.

Fair value of debentures, which was the latest price as at 31 December 2022 and 2021, was presented below.

| | Fair value (Baht per unit) | |
|-----------------------|----------------------------|-------------|
| | <u>2022</u> | <u>2021</u> |
| Debentures No. 1/2021 | 996.9 | 999.3 |

22. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

| | (Unit: Thousand Baht) | | | |
|-----------------------------------------|-----------------------------------|----------------|-------------------------------|---------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Provision for long-term employee | | | | |
| benefits at beginning of year | 167,688 | 152,606 | 78,957 | 73,180 |
| Included in income statement: | | | | |
| Current service cost | 17,802 | 17,900 | 1,308 | 3,352 |
| Interest cost | 2,549 | 1,765 | 77 | 275 |
| Included in other comprehensive income: | | | | |
| Actuarial loss (gain) | | | | |
| Demographic assumptions changes | 775 | 1,173 | - | - |
| Financial assumptions changes | (11,856) | (10,024) | (836) | (150) |
| Experience adjustments | 24,115 | 11,635 | 20,760 | 2,300 |
| Benefits paid during the year | <u>(8,075)</u> | <u>(7,367)</u> | <u>-</u> | <u>-</u> |
| Provision for long-term employee | | | | |
| benefits at end of year | <u>192,998</u> | <u>167,688</u> | <u>100,266</u> | <u>78,957</u> |

The Group expects to pay Baht 97.3 million of long-term employee benefits during the next year (the Company only: Baht 92.7 million) (2021: Baht 77.0 million, the Company only: Baht 72.1 million).

As at 31 December 2022, the weighted average duration of the liabilities for long-term employee benefits is 3 - 20 years (the Company only: 3 years) (2021: 4 - 21 years, the Company only: 4 years).

Key actuarial assumptions are summarised below.

| | (Unit: % per annum) | | | |
|----------------------------------------|-----------------------------------|-------------|-------------------------------|-------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Discount rate | 2.0 - 4.0 | 1.0 - 3.0 | 2.0 | 1.0 |
| Future salary increase rate | 5.0 - 6.0 | 5.0 - 6.0 | 6.0 | 6.0 |
| Staff turnover rate (depending on age) | 2 - 46 | 2 - 46 | 2 - 23 | 2 - 23 |

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2022 and 2021 are summarised below.

(Unit: Million Baht)

| | As at 31 December 2022 | | | |
|----------------------|-----------------------------------|---------------------|-------------------------------|---------------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>Increase 1%</u> | <u>Decrease 1%</u> | <u>Increase 1%</u> | <u>Decrease 1%</u> |
| Discount rate | (10.9) | 13.3 | (0.8) | 1.0 |
| Salary increase rate | 12.8 | (10.8) | 0.9 | (0.8) |
| | <u>Increase 20%</u> | <u>Decrease 20%</u> | <u>Increase 20%</u> | <u>Decrease 20%</u> |
| | (13.4) | 17.8 | (0.5) | (0.6) |
| | | | | |

(Unit: Million Baht)

| | As at 31 December 2021 | | | |
|----------------------|-----------------------------------|---------------------|-------------------------------|---------------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>Increase 1%</u> | <u>Decrease 1%</u> | <u>Increase 1%</u> | <u>Decrease 1%</u> |
| Discount rate | (9.3) | 14.9 | (0.8) | 1.0 |
| Salary increase rate | 14.3 | (9.1) | 0.9 | (0.8) |
| | <u>Increase 20%</u> | <u>Decrease 20%</u> | <u>Increase 20%</u> | <u>Decrease 20%</u> |
| | (12.2) | 20.2 | (0.6) | 0.6 |
| | | | | |

23. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

24. Other income

| | Consolidated financial statements | | (Unit: Thousand Baht) Separate financial statements | |
|--------------------------------------------------|--------------------------------------|----------------|-----------------------------------------------------------|----------------|
| | 2022 | 2021 | 2022 | 2021 |
| | | | | |
| Management income | - | - | 317,760 | 317,760 |
| Rental and service income | 62,614 | 50,579 | - | - |
| Overseas transportation service income | 57,127 | - | - | - |
| Scrap sales | 44,612 | 28,551 | - | - |
| Claim refund from the fire | 15,725 | - | - | - |
| Income from sales and trade-off premium goods | 4,593 | 1,344 | - | - |
| Gain on disposals of assets | 3,779 | 4,578 | - | - |
| Gain on exchange | - | 64,975 | - | - |
| Others | 50,280 | 54,974 | 520 | 1,018 |
| Total other income | <u>238,730</u> | <u>205,001</u> | <u>318,280</u> | <u>318,778</u> |

25. Expenses by nature

Significant expenses classified by nature are as follows:

| | Consolidated financial statements | | (Unit: Thousand Baht) Separate financial statements | |
|------------------------------------------------------------------------|-----------------------------------|-----------|--------------------------------------------------------|---------|
| | 2022 | 2021 | 2022 | 2021 |
| | | | | |
| Raw materials and packing materials used | 5,160,733 | 4,478,912 | - | - |
| Purchase of finished goods | 5,034,032 | 3,816,449 | - | - |
| Salaries, wages and other employee benefits | 1,865,777 | 1,882,442 | 161,763 | 212,007 |
| Excise tax | 1,138,184 | 1,191,413 | - | - |
| Depreciation and amortisation | 813,133 | 753,474 | 3,916 | 3,077 |
| Advertising and sales promotion expenses | 729,631 | 755,053 | - | - |
| Consumables used | 562,951 | 440,046 | - | - |
| Utility service expenses | 336,115 | 299,925 | 1 | 1 |
| Freight expenses | 303,391 | 239,011 | - | - |
| Travelling expenses | 267,176 | 191,985 | 197 | 22 |
| Repair and maintenance expenses | 244,226 | 270,691 | 377 | 374 |
| Changes in inventories of finished goods and work in process | 81,459 | (254,132) | - | - |
| Loss on impairment of investment in subsidiary | - | - | 715,394 | - |
| Allowance for impairment loss on building improvement and machinery | 16,176 | - | - | - |

26. Income tax

Income tax for the years ended 31 December 2022 and 2021 is made up as follows:

| | Consolidated | | (Unit: Thousand Baht) | |
|---------------------------------------------------------------|----------------------|----------------|-----------------------|---------------|
| | financial statements | | Separate | |
| | | | financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Current income tax: | | | | |
| Current corporate income tax charge | 415,062 | 522,023 | 41,534 | 32,010 |
| Adjustment in respect of current income tax of previous year | 15,280 | - | - | - |
| Deferred tax: | | | | |
| Relating to origination and reversal of temporary differences | 2,481 | (8,755) | (143,603) | (419) |
| Income tax reported in the income statement | <u>432,823</u> | <u>513,268</u> | <u>(102,069)</u> | <u>31,591</u> |

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2022 and 2021 are as follows:

| | Consolidated financial statements | | (Unit: Thousand Baht) | |
|-----------------------------------------|-----------------------------------|-------------|-------------------------------|-------------|
| | | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Current income tax: | | | | |
| Deferred tax relating to actuarial loss | (2,607) | (557) | (3,985) | (430) |

The reconciliation between accounting profit and income tax is shown below.

| | (Unit: Thousand Baht) | | | |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------|-------------------------------|-----------|
| | Consolidated financial statements | | Separate financial statements | |
| | 2022 | 2021 | 2022 | 2021 |
| Accounting profit before tax | 2,684,014 | 3,356,065 | 1,462,856 | 1,996,873 |
| Applicable tax rate | 16.5%, 19%, 20%, 25% | 16.5%, 19%, 20%, 25% | 20% | 20% |
| Accounting profit before tax multiplied by income tax rate | 525,993 | 673,371 | 292,571 | 399,375 |
| Adjustment in respect of current income tax of previous year | 15,280 | - | - | - |
| Effects of: | | | | |
| Promotional privileges (Note 27) | (82,049) | (112,458) | - | - |
| Income not subject to tax | (6,425) | (5,093) | (394,999) | (367,999) |
| Non-deductible expenses | 9,688 | 8,332 | 372 | 236 |
| Additional expense deductions allowed | (70,627) | (109,294) | (13) | (21) |
| Utilisation of tax loss carried forward | (7,566) | - | - | - |
| Deductible temporary differences and unrecognised tax losses that is used to reduce deferred tax expense | 48,529 | 58,410 | - | - |
| Total | (108,450) | (160,103) | (394,640) | (367,784) |
| Income tax reported in the income statement | 432,823 | 513,268 | (102,069) | 31,591 |

As at 31 December 2022, the subsidiaries have unused tax losses of the year 2017 - 2022 totaling Baht 3,322 million (2021: unused tax losses of the year 2016 - 2021 totaling Baht 3,347 million), on which deferred tax assets have not been recognised as the subsidiaries believe that there is uncertainty of utilisation of such unused tax losses in the future.

The components of deferred tax assets and deferred tax liabilities are as follows:

| | (Unit: Thousand Baht) | | | |
|------------------------------------------------------|-----------------------------------|---------------|-------------------------------|----------------|
| | Consolidated financial statements | | Separate financial statements | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Deferred tax assets | | | | |
| Allowance for impairment of investment in subsidiary | - | - | 442,830 | 299,751 |
| Provision for long-term employee benefits | 33,133 | 28,071 | 14,819 | 10,557 |
| Provision for trade discounts and promotions | 18,605 | 21,910 | - | - |
| Impairment loss on assets | 3,235 | - | - | - |
| Allowance for diminution in value of inventories | 1,387 | 691 | - | - |
| Accrued expenses | 806 | 4,125 | - | - |
| Unused tax losses | 656 | - | - | - |
| Allowance for expected credit losses | 103 | 103 | - | - |
| Total | <u>57,925</u> | <u>54,900</u> | <u>457,649</u> | <u>310,308</u> |
| Deferred tax liabilities | | | | |
| Claim refund from the fire | 3,145 | - | - | - |
| Transaction costs of debentures | 134 | 380 | 134 | 380 |
| Total | <u>3,279</u> | <u>380</u> | <u>134</u> | <u>380</u> |
| Deferred tax assets - net | <u>54,646</u> | <u>54,520</u> | <u>457,515</u> | <u>309,928</u> |

27. Promotional privileges

Asia Pacific Glass Co., Ltd. and Asia Packaging Manufacturing Co., Ltd., subsidiaries, have received promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment. Subject to the imposed conditions, the significant privileges are as follows:

| | Asia Pacific Glass Co., Ltd. | | | Asia Packaging Manufacturing Co., Ltd. | | |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| | Certificate No. | 59-1062-0-00-1-1-0 | 63-0587-1-00-1-1-0 | 64-0556-1-04-1-1-0 | 64-0526-1-00-1-1-0 | |
| | Certificate date | 18 August 2016 | 5 June 2020 | 31 May 2021 | 21 May 2021 | |
| Promotional privileges for | | Manufacture of glass bottle | Manufacture of solar rooftop power | Manufacture of glass bottle | Manufacture of label | Manufacture of film |
| The significant privileges are: | | | | | | |
| | | | | | | |
| 1 | Exemption from corporate income tax on income from the promoted operation. | 6 years (expire on 19 December 2023) (Tax exempted according to investment) | 8 years (expire on 30 January 2029) (Tax exempted according to investment) | 3 years (expire on 31 May 2024) (Tax exempted according to 50 percent of investment) | 3 years (Has not yet started utilizing the privileges) (Tax exempted according to 50 percent of investment) | 5 years (Has not yet started utilizing the privileges) (Tax exempted according to investment) |
| 2 | Exemption from income tax on dividends paid from the promoted operation on which the corporate income tax is exempted throughout the corporate income tax exemption period. | 6 years (expire on 19 December 2023) | 8 years (expire on 30 January 2029) | 3 years (expire on 31 May 2024) | 3 years (Has not yet started utilizing the privileges) (Tax exempted according to investment) | 5 years (Has not yet started utilizing the privileges) (Tax exempted according to investment) |
| 3 | Exemption from import duty on machinery as approved by the board. | - | Granted | Granted | Granted | Granted |
| 4 | Fifty percent reduction of import duty on machinery as approved by the board. | Granted | - | - | - | - |



28. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

29. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as executive chairman.

For management purposes, the Group is organised into business units based on its products and services and has 3 reportable segments as follows:

- (1) Manufacture and distribution of drinks under Group's trademark
- (2) Distribution of OEM products under Group's trademark
- (3) Distribution of other products

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.



The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2022 and 2021.

(Unit: Million Baht)

| | Consolidated financial statements | | | | | | | | | |
|----------------------------------------------|----------------------------------------------------------------|-------------|------------------------------------------------------|-------------|--------------------------------|-------------|-------------|-------------|--------------|--------------|
| | Manufacture and distribution of drinks under Group's trademark | | Distribution of OEM products under Group's trademark | | Distribution of other products | | Others | | Total | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Revenue | | | | | | | | | | |
| Revenue from external customers | 12,591 | 12,622 | 467 | 504 | 5,350 | 3,568 | 807 | 670 | 19,215 | 17,364 |
| Segment gross profit | 4,711 | 5,576 | 54 | 72 | 555 | 260 | 313 | 275 | 5,633 | 6,183 |
| Other income | | | | | | | | | 239 | 205 |
| Selling and distribution expenses | | | | | | | | | (2,099) | (1,862) |
| Administrative expenses | | | | | | | | | (979) | (1,082) |
| Finance income | | | | | | | | | 1 | 1 |
| Finance cost | | | | | | | | | (115) | (89) |
| Share of profit from investment in associate | | | | | | | | | 4 | - |
| Profit before income tax expenses | | | | | | | | | 2,684 | 3,356 |
| Income tax expenses | | | | | | | | | (433) | (513) |
| Profit for the year | | | | | | | | | <u>2,251</u> | <u>2,843</u> |

Geographic information

Revenue from external customers is based on locations of the customers as below.

(Unit: Million Baht)

| | Consolidated financial statements | |
|---------------------------------|-----------------------------------|---------------|
| | <u>2022</u> | <u>2021</u> |
| Revenue from external customers | | |
| Domestic | 12,332 | 10,433 |
| Overseas | | |
| CLMV group | 5,909 | 5,660 |
| China | 467 | 731 |
| United Kingdom | 193 | 128 |
| Others | 314 | 412 |
| Total | <u>19,215</u> | <u>17,364</u> |

In 2022, the Group had revenue from domestic sales at 64 percent (2021: 60 percent) and revenue from overseas sales at 36 percent (2021: 40 percent).

Major customers

In 2022, the Group had 1 major customer with revenue of 10 percent or more than of its consolidated revenue (2021: 1 major customer).

30. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rate of 2 - 15 percent of basic salary. The fund, which is managed by Kasikorn Assets Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2022 by the Group amounting to approximately Baht 37.3 million (2021: Baht 31.7 million) were recognised as expenses (the Company only: Baht 6.2 million (2021: Baht 5.9 million)).

31. Dividends

| Dividend | Approved by | Total dividends (Million Baht) | Dividend per share (Baht) |
|---------------------------------|--------------------------------------------------------------|-----------------------------------|------------------------------|
| <u>The Company</u> | | | |
| <u>For the year 2022</u> | | | |
| Dividend from 2021 income | Annual General Meeting of the Shareholders on 21 April 2022 | 1,000 | 1.00 |
| Interim dividend | Board of Directors' meeting of the Company on 11 August 2022 | 750 | 0.75 |
| Total dividends for 2022 | | 1,750 | |
| <u>For the year 2021</u> | | | |
| Dividend from 2020 income | Annual General Meeting of the Shareholders on 22 April 2021 | 1,500 | 1.50 |
| Interim dividend | Board of Directors' meeting of the Company on 13 August 2021 | 900 | 0.90 |
| Total dividends for 2021 | | 2,400 | |



| Dividend | Approved by | Total dividends (Million Baht) | Dividend per share (Baht) |
|-------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------|------------------------------|
| <u>Subsidiaries</u> | | | |
| <u>For the year 2022</u> | | | |
| <u>Carabao Tawandang Co., Ltd.</u> | | | |
| Interim dividend | Board of Directors' meeting of Carabao Tawandang Co., Ltd. on 23 May 2022 | 300 | 100.00 |
| Interim dividend | Board of Directors' meeting of Carabao Tawandang Co., Ltd. on 19 October 2022 | 1,350 | 450.00 |
| Total | | 1,650 | |
| <u>Asia Pacific Glass Co., Ltd.</u> | | | |
| Interim dividend | Board of Directors' meeting of Asia Pacific Glass Co., Ltd. on 23 May 2022 | 325 | 25.00 |
| Total | | 325 | |
| Total dividends for 2022 | | 1,975 | |
| <u>For the year 2021</u> | | | |
| <u>Carabao Tawandang Co., Ltd.</u> | | | |
| Interim dividend | Board of Directors' meeting of Carabao Tawandang Co., Ltd. on 14 May 2021 | 570 | 190.00 |
| Interim dividend | Board of Directors' meeting of Carabao Tawandang Co., Ltd. on 17 November 2021 | 750 ⁽¹⁾ | 250.00 |
| Total | | 1,320 | |
| <u>Asia Pacific Glass Co., Ltd.</u> | | | |
| Interim dividend | Board of Directors' meeting of Asia Pacific Glass Co., Ltd. on 14 May 2021 | 130 | 10.00 |
| Interim dividend | Board of Directors' meeting of Asia Pacific Glass Co., Ltd. on 12 November 2021 | 390 ⁽¹⁾ | 30.00 |
| Total | | 520 | |
| Total dividends for 2021 | | 1,840 | |

⁽¹⁾ As at 31 December 2021, the Company had dividend receivable of Baht 1,140 million, which the subsidiaries paid to the Company in May 2022.

32. Commitments and contingent liabilities

32.1 Capital commitments

As at 31 December 2022, the Group had capital commitments, relating to the construction of factory buildings and acquisitions of machinery, of Baht 101.6 million (2021: Baht 83.4 million).

32.2 Lease and service commitments

The Group entered into several short-term lease agreements in respect of the lease of accommodation for employees and service agreements. The terms of the agreements are generally about 1 - 3 years.

As at 31 December 2022 and 2021, the future minimum payments required under these non-cancellable lease and service contracts were as follows:

| | Consolidated | | (Unit: Million Baht) | |
|------------------------------|----------------------|-------------|----------------------|-------------|
| | financial statements | | Separate | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Payable: | | | | |
| In up to 1 year | 17.9 | 13.9 | 1.0 | 0.1 |
| In over 1 year up to 3 years | 1.8 | - | 1.3 | - |

32.3 Sponsorship agreements

32.3.1 On 1 November 2016, Carabao Venture Holdings (Luxembourg) S.à.r.l. (a subsidiary) entered into a sponsorship agreement with The Football League Limited which was incorporated in England. Under the condition of this agreement, the subsidiary is entitled to formally use the name and trademark of Carabao Tawandang Co., Ltd. (another subsidiary) to be the title of the football match and to promote the brand and trademark over a period of 3 seasons (from 2017/2018 Season to 2019/2020 Season). The subsidiary is obliged to pay a fee to such company under the terms and conditions specified in this agreement. The agreement is effective for a period of 3 years between 1 June 2017 and 31 May 2020.

On 30 March 2018, Carabao Venture Holdings (Luxembourg) S.à.r.l. entered into an amendment to the agreement to transfer its rights and obligations under the sponsorship agreement with The Football League Limited to Intercarabao Limited (another subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary). The agreement is effective from 30 March 2018 onwards.

On 22 May 2019, such two subsidiaries entered into an amendment to the agreement to extend a period under the sponsorship agreement with The Football League Limited over a period of 2 seasons (from 2020/2021 Season to 2021/2022 Season). The subsidiaries are obliged to pay a fee to such company under the terms and conditions specified in this agreement. The agreement is effective from the date on the agreement until 31 May 2022.

On 7 January 2020, such two subsidiaries entered into an amendment to the agreement to transfer all of its rights and obligations solely to Carabao Tawandang Co., Ltd. The agreement is effective from 1 January 2020 onwards.

On 21 June 2021, Carabao Tawandang Co., Ltd. entered into an amendment to the agreement to extend the period under the sponsorship agreement with The Football League Limited for 2 seasons (from 2022/2023 Season to 2023/2024 Season) which will be expiring on 31 May 2024.

32.3.2 On 5 December 2022, Carabao Tawandang Co., Ltd. (a subsidiary) entered into a sponsorship agreement with a football club in Vietnam concerning the marketing right and public relations as stipulated in the agreement over a period of 2 seasons (from 2023/2024 Season to 2024/2025 Season). The subsidiary is obligated to pay a fee to such company under the terms and conditions specified in this agreement.

32.4 Guarantees

32.4.1 As at 31 December 2022, the Company had guarantee obligations for credit facilities of Baht 118 million of Asia Packaging Manufacturing Co., Ltd. (a subsidiary) and Carabao Tawandang Co., Ltd. (another subsidiary).

32.4.2 As at 31 December 2022, the subsidiaries had outstanding bank guarantees of approximately Baht 35.0 million (2021: Baht 35.0 million) issued by banks on behalf of the subsidiaries to guarantee the use of electricity and natural gas, and the submission of excise tax.

33. Damage from fire incident

On 2 July 2022, there was a fire incident on a machinery in the label production line at the factory of Asia Packaging Manufacturing Co., Ltd. (a subsidiary). The subsidiary managed to control the situation which resulted in only limited damages to other production lines and stocks nearby. As a result, parts of machinery, building improvement and stocks were damaged. However, the subsidiary already had fire insurance that covered all damaged parts of machinery, building improvement and stocks. The insurance company had surveyed and assessed the damage, and finalised the compensation payable to the subsidiary. The reimbursement and expenses relating to the fire were recognised in the Group's income statement as follows;

| | (Unit: Thousand Baht) |
|---------------------------------------------------------------------------------|-----------------------------------------|
| | Consolidated financial statements |
| | <u>2022</u> |
| Insurance reimbursement - not yet received (Note 24) | 15,725 |
| Reimbursement | 15,725 |
| Allowance for damaged inventories | (1,493) |
| Allowance for impairment of building improvement and machinery (Note 14, 25) | (16,176) |
| Other expenses | (1,765) |
| Total expenses relating to the fire | (19,434) |
| Net loss arising from the fire | (3,709) |

34. Fair value hierarchy

As at 31 December 2022 and 2021, the Group had the assets and liabilities for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

| | Consolidated financial statements | | | | | | | |
|-------------------------------------------------------|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Level 1 | | Level 2 | | Level 3 | | Total | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Assets for which fair value was disclosed | | | | | | | | |
| Investment properties | - | - | - | - | 203.2 | 180.4 | 203.2 | 180.4 |
| Liabilities for which fair value was disclosed | | | | | | | | |
| Debentures | - | - | 1,495.4 | 1,498.9 | - | - | 1,495.4 | 1,498.9 |

(Unit: Million Baht)

| | Separate financial statements | | | | | | | |
|-------------------------------------------------------|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Level 1 | | Level 2 | | Level 3 | | Total | |
| | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> | <u>2022</u> | <u>2021</u> |
| Liabilities for which fair value was disclosed | | | | | | | | |
| Debentures | - | - | 1,495.4 | 1,498.9 | - | - | 1,495.4 | 1,498.9 |

35. Financial instruments

35.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, short-term loans to related parties, trade and other payables, short-term and long-term loans from financial institutions, and debentures. The financial risks associated with these financial instruments and how they are managed are described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade and other receivables, deposits with banks and financial institutions, and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and any shipments to customers are generally received cash in advance from customers, including bank guarantee or other forms of credit insurance obtained from reputable banks and other financial institutions.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Executive Committee on an annual basis, and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

Market risk

There are three types of market risk comprising foreign currency risk, interest rate risk and commodity price risk.

Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to its trading transactions and borrowings that are denominated in foreign currencies.

The balances of financial assets and liabilities denominated in foreign currencies as at 31 December 2022 and 2021 are summarised below.

| Foreign currencies | As at 31 December 2022 | | | |
|--------------------|-----------------------------------|-----------------------|------------------------------------|---------|
| | Consolidated financial statements | | Average exchange rate | |
| | Financial assets | Financial liabilities | Bought | Sold |
| | (Million) | (Million) | (Baht per 1 foreign currency unit) | |
| US dollar | 0.8 | 3.4 | 34.3913 | 34.7335 |
| Euro | 0.2 | 0.1 | 36.4494 | 37.2053 |
| Pound sterling | 0.6 | 0.5 | 41.2273 | 42.1004 |
| Hong Kong dollar | - | 0.3 | 4.3909 | 4.4771 |

| Foreign currencies | As at 31 December 2021 | | | |
|--------------------|-----------------------------------|-----------------------|------------------------------------|---------|
| | Consolidated financial statements | | Average exchange rate | |
| | Financial assets | Financial liabilities | Bought | Sold |
| | (Million) | (Million) | (Baht per 1 foreign currency unit) | |
| US dollar | 8.9 | 2.5 | 33.2469 | 33.5929 |
| Euro | 0.4 | 0.5 | 37.5083 | 38.2813 |
| Pound sterling | 0.4 | 0.1 | 44.6476 | 45.5492 |
| Hong Kong dollar | - | 0.5 | 4.2449 | 4.3322 |
| Yuan | - | 0.5 | 5.1828 | 5.3185 |
| Yen | - | 1.8 | 0.2869 | 0.2944 |

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its short-term and long-term loans from financial institutions and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings.

As at 31 December 2022 and 2021, significant financial assets and liabilities that are subject to interest classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements

As at 31 December 2022

| | Fixed interest rates | | | Floating interest rate | Non- interest bearing | Total | Effective interest rate (% per annum) |
|----------------------------------------------|----------------------|--------------|-----------------|------------------------------|-----------------------------|-------|---------------------------------------------|
| | Within 1 year | 1-5 years | Over 5 years | | | | |
| Financial assets | | | | | | | |
| Cash and cash equivalents | - | - | - | 908 | 28 | 936 | 0.01 - 0.45 |
| | - | - | - | 908 | 28 | 936 | |
| Financial liabilities | | | | | | | |
| Short-term loans from financial institutions | 3,518 | - | - | - | - | 3,518 | 1.3 - 1.5 |
| Long-term loans from financial institutions | 900 | - | - | 725 | - | 1,625 | 1.58, MLR minus a margin |
| Lease liabilities | 111 | 292 | 235 | - | - | 638 | 1.8 - 5.5 |
| Debentures | 1,499 | - | - | - | - | 1,499 | 1.3 |
| | 6,028 | 292 | 235 | 725 | - | 7,280 | |

(Unit: Million Baht)

Consolidated financial statements

As at 31 December 2021

| | Fixed interest rates | | | Floating interest rate | Non- Interest bearing | Total | Effective interest rate (% per annum) |
|----------------------------------------------|----------------------|--------------|-----------------|------------------------------|-----------------------------|-------|---------------------------------------------|
| | Within 1 year | 1-5 years | Over 5 years | | | | |
| Financial assets | | | | | | | |
| Cash and cash equivalents | - | - | - | 1,093 | 41 | 1,134 | 0.01 - 0.35 |
| | - | - | - | 1,093 | 41 | 1,134 | |
| Financial liabilities | | | | | | | |
| Short-term loans from financial institutions | 2,812 | - | - | - | - | 2,812 | 0.7 - 1.8 |
| Long-term loans from financial institutions | 400 | 900 | - | 894 | - | 2,194 | 1.58, MLR minus a margin |
| Lease liabilities | 104 | 329 | 17 | - | - | 450 | 1.8 - 4.0 |
| Debentures | - | 1,498 | - | - | - | 1,498 | 1.3 |
| | 3,316 | 2,727 | 17 | 894 | - | 6,954 | |



(Unit: Million Baht)

| Separate financial statements | | | | | | | |
|----------------------------------------------|----------------------|-------|---------|----------|----------|-------|---------------|
| As at 31 December 2022 | | | | | | | |
| | Fixed interest rates | | | Floating | Non- | | Effective |
| | Within | 1-5 | Over | interest | interest | | interest rate |
| | 1 year | years | 5 years | rate | bearing | Total | (% per annum) |
| Financial assets | | | | | | | |
| Cash and cash equivalents | - | - | - | 22 | 8 | 30 | 0.01 - 0.33 |
| Short-term loans to related parties | 7,025 | - | - | - | - | 7,025 | 2.5 |
| | 7,025 | - | - | 22 | 8 | 7,055 | |
| Financial liabilities | | | | | | | |
| Short-term loans from financial institutions | 3,380 | - | - | - | - | 3,380 | 1.3 - 1.5 |
| Long-term loans from financial institutions | 900 | - | - | - | - | 900 | 1.58 |
| Lease liabilities | 2 | 10 | 43 | - | - | 55 | 3.0 |
| Debentures | 1,499 | - | - | - | - | 1,499 | 1.3 |
| | 5,781 | 10 | 43 | - | - | 5,834 | |

(Unit: Million Baht)

| Separate financial statements | | | | | | | |
|----------------------------------------------|----------------------|-------|---------|----------|----------|-------|---------------|
| As at 31 December 2021 | | | | | | | |
| | Fixed interest rates | | | Floating | Non- | | Effective |
| | Within | 1-5 | Over | interest | Interest | | interest rate |
| | 1 year | years | 5 years | rate | bearing | Total | (% per annum) |
| Financial assets | | | | | | | |
| Cash and cash equivalents | - | - | - | 54 | 8 | 62 | 0.01 - 0.20 |
| Short-term loans to related parties | 5,399 | - | - | - | - | 5,399 | 2.5 |
| | 5,399 | - | - | 54 | 8 | 5,461 | |
| Financial liabilities | | | | | | | |
| Short-term loans from financial institutions | 2,665 | - | - | - | - | 2,665 | 0.7 - 0.8 |
| Long-term loans from financial institutions | 400 | 900 | - | - | - | 1,300 | 1.58 |
| Lease liabilities | 2 | 10 | 45 | - | - | 57 | 3.0 |
| Debentures | - | 1,498 | - | - | - | 1,498 | 1.3 |
| | 3,067 | 2,408 | 45 | - | - | 5,520 | |

Commodity price risk

The Group is affected by the price volatility of certain commodities. Its operating activities require a continuous supply of sugar and aluminum coil. Price volatility has depended on the market's demand and supply. The Group has developed and enacted procurement and inventory management policy taking into accounts of forecasted purchasing volume and changes in the price of such commodities.

Liquidity risk

The Group has liquidity policy to maintain the level of cash and cash equivalents to meet its obligation, including having the credit lines with various banks. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2022 and 2021 based on contractual undiscounted cash flows.

(Unit: Million Baht)

| | Consolidated financial statements | | | | |
|----------------------------------------------|-----------------------------------|------------------|--------------|------------|--------------|
| | As at 31 December 2022 | | | | |
| | On demand | Less than 1 year | 1 to 5 years | > 5 years | Total |
| Short-term loans from financial institutions | 3,518 | - | - | - | 3,518 |
| Trade and other payables | - | 1,853 | - | - | 1,853 |
| Lease liabilities | - | 136 | 374 | 338 | 848 |
| Long-term loans from financial institutions | - | 1,094 | 578 | - | 1,672 |
| Debentures | - | 1,510 | - | - | 1,510 |
| Total | 3,518 | 4,593 | 952 | 338 | 9,401 |



(Unit: Million Baht)

| Consolidated financial statements | | | | | |
|----------------------------------------------|--------------|------------------|--------------|-----------|--------------|
| As at 31 December 2021 | | | | | |
| | On demand | Less than 1 year | 1 to 5 years | > 5 years | Total |
| Short-term loans from financial institutions | 2,806 | 6 | - | - | 2,812 |
| Trade and other payables | - | 1,769 | - | - | 1,769 |
| Lease liabilities | - | 115 | 352 | 18 | 485 |
| Long-term loans from financial institutions | - | 610 | 1,672 | - | 2,282 |
| Debentures | - | 19 | 1,510 | - | 1,529 |
| Total | 2,806 | 2,519 | 3,534 | 18 | 8,877 |

(Unit: Million Baht)

| Separate financial statements | | | | | |
|----------------------------------------------|--------------|------------------|--------------|-----------|--------------|
| As at 31 December 2022 | | | | | |
| | On demand | Less than 1 year | 1 to 5 years | > 5 years | Total |
| Short-term loans from financial institutions | 3,380 | - | - | - | 3,380 |
| Trade and other payables | - | 46 | - | - | 46 |
| Lease liabilities | - | 3 | 18 | 53 | 74 |
| Long-term loans from financial institutions | - | 909 | - | - | 909 |
| Debentures | - | 1,510 | - | - | 1,510 |
| Total | 3,380 | 2,468 | 18 | 53 | 5,919 |

(Unit: Million Baht)

| Separate financial statements | | | | | |
|----------------------------------------------|--------------|------------------|--------------|-----------|--------------|
| As at 31 December 2021 | | | | | |
| | On demand | Less than 1 year | 1 to 5 years | > 5 years | Total |
| Short-term loans from financial institutions | 2,665 | - | - | - | 2,665 |
| Trade and other payables | - | 86 | - | - | 86 |
| Lease liabilities | - | 3 | 18 | 57 | 78 |
| Long-term loans from financial institutions | - | 420 | 909 | - | 1,329 |
| Debentures | - | 19 | 1,510 | - | 1,529 |
| Total | 2,665 | 528 | 2,437 | 57 | 5,687 |

35.2 Fair values of financial instruments

The methods and assumptions used by the Group in estimating the fair value of financial instruments are as follows:

- a) For financial assets and liabilities which have short-term maturity, including cash and cash equivalents, trade and other receivables, short-term loans to related parties, dividend receivable, trade and other payables and short-term loans from financial institutions, their carrying amounts in the statement of financial position approximate their fair value.
- b) For fixed rate debentures, their fair value is estimated by discounting expected future cash flows by the current market interest rate of the loans with similar terms and conditions.
- c) For long-term loans carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximate their fair value.

During the current year, there were no transfers within the fair value hierarchy.

36. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2022, the Group's debt-to-equity ratio was 0.90:1 (2021: 0.90:1) and the Company's was 0.94:1 (2021: 0.87:1).

37. Events after the reporting period

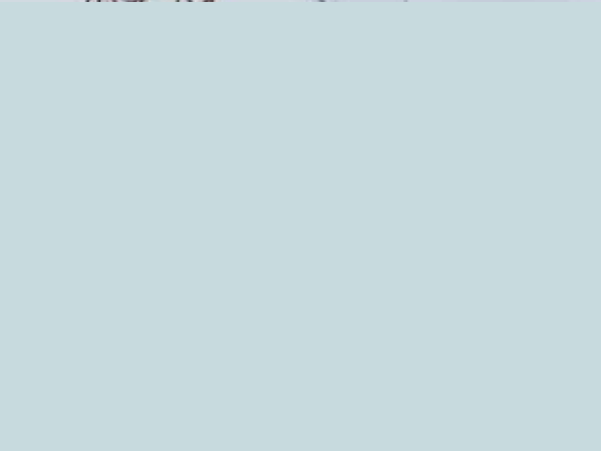
- 37.1 On 12 January 2023, the meeting of the Board of Directors of Carabao Holdings (Hong Kong) Limited (CHHK) (a subsidiary) passed a resolution to increase its registered share capital from USD 100.7 million to USD 104.8 million (increase USD 4.1 million). The Company already made the payment for share subscription. Such subsidiary registered the share capital increase on 12 January 2023.
- 37.2 On 12 January 2023, the meeting of the Board of Directors of Intercarabao Limited (ICUK) (a subsidiary) passed a resolution to increase its registered share capital from GBP 85.9 million to GBP 89.3 million (increase GBP 3.4 million or EUR 3.8 million). Such subsidiary registered the share capital increase on 12 January 2023.
- 37.3 On 18 January 2023, the meeting of the Board of Directors of Asia Carabao Venture Co., Ltd. (ACV) (a subsidiary) passed resolutions approving the subsidiary to additionally call up the remaining amount of its registered share capital of Baht 15 million and to increase its registered capital of Baht 164 million (1,640,000 ordinary shares of Baht 100 each), from Baht 20 million (200,000 ordinary shares of Baht 100 each), to be Baht 184 million (1,840,000 ordinary shares of Baht 100 each). The Company made the full payment for share subscription on 6 February 2023 and the subsidiary registered the share capital increase with the Ministry of Commerce on 14 February 2023.



37.4 On 17 February 2023, the meeting of the Company's Board of Directors pass a resolution approving the Company to enter into long-term loan agreement with a financial institution for credit facilities not more than Baht 1,500 million. The loan is unsecured and repayable over a period of 3 years.

38. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 17 February 2023.



PART 4

ATTACHMENT



Report of Board of Directors' Responsibilities for the Financial Reporting

The Board of Directors is responsible for the Company's financial statements as well as information disclosed in the 56-1 One Report. The Company's financial statements are prepared in accordance with the applicable reporting standards, using proper judgement and incorporating sufficient level of disclosure in the notes to financial statements for the benefits of shareholders and investors.

The Board of Directors manages to reinforce effective risk management and internal control procedures so as to ensure the Company is able to keep information in complete and adequate order for continuing businesses with no fraud and free from unusual operations. The Board of Directors has set up audit committee with duties on performing review of accounting policies and also reasonableness of internal control and financial reporting for the basis of presenting financial position, revenue, expenses and cash flows that are fairly presented and result from prudent management.

The Company's financial statements are audited by the certified auditor EY Office Limited. The Board of Directors has supported the management to prepare and disclose information and other documents necessary for the auditor to independently conduct audit and express opinion in accordance with the standards. In this connection, the auditor's opinion is considered consistent with the management's or audit committee's, and it is included in the independent auditor's report and so the 56-1 one report.

The Board of Directors has considered and viewed that the Company's internal control and risk management procedures are effective to a sufficient extent where reasonable assurance is formed on various systems consistently implemented by the Company with adherence to good corporate governance including appropriate risk management and fairness of the Company's financial statements for the fiscal year period ending 31 December 2022 pursuant to the applicable reporting standards and relevant regulations.

Ms. Nutchamai Thanombooncharoen
Chairman of the Board of Directors

Mr. Pongsarn Klongwathanakit
Chief Financial Officer

Attachment 1 Details of Directors, Management, Controlling Persons and Company Secretary



Details of Directors

1. Ms. Nutchamai Thanombooncharoen

| | |
|---------------------------------|----------------------------------|
| Age | 60 |
| The date of appointment | 18 March 2014 |
| Total number of service tenure | 8 years 9 months |
| Shareholding in the Company (%) | 22.2 |
| Familial relationship | Mother of Ms. Nutchanok Vongswat |

Current Position

Chairman of the Board of Directors

Educational Qualifications/Training

- B.A. (Social Sciences), Silpakorn University
- M.A. (Commerce and Accountancy), Thammasat University

Training History

- Role of the Chairman Program (RCP) Class 51/2022, Thai Institute of Directors (IOD)
- Director Certification Program (DCP) Class 184/2014, Thai Institute of Directors (IOD)
- Financial Statements for Directors (FSD) Class 23/2014, Thai Institute of Directors (IOD)
- Risk Management Committee Program (RMP) Class 4/2014, Thai Institute of Directors (IOD)
- Transformative HR System, Panyapiwat Institute of Management (PIM)
- Top Management Program, Capital Market Academy (CMA) Class 16
- Top Executive Program in Commerce and Trade (TEPCoT)
- Diploma, National Defence College (NDC)
- Certificate Course in Good Governance for Medical Executives, King Prajadhipok's Institute and the Medical Council of Thailand. (PTP)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Chairman of the Board of Directors |
| 2014 - 2022 | Vice Chairman of the Board of Directors / Vice Chairman of the Executive Committee / Vice Chairman of the Risk Management Committee / Member of the Nomination and Remuneration Committee and Managing Director |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------|
| 2014 - Present | Member of the Board of Directors, CJ Express Group Co., Ltd |
| 2017 - 2022 | Member of the Board of Directors / Member of the Executive Committee of Tawandang F&B Co., Ltd. |
| 2015 - 2022 | Member of the Board of Directors and Member of the Executive Committee of Tawandang Brewery 1999 Co.,Ltd. |
| 2014 - 2022 | Vice Chairman of the Board of Directors Asia Pacific Glass Co., Ltd. |
| 2013 - 2022 | Managing Director Carabao Tawandang Co., Ltd. |
| 2012 - 2022 | Managing Director Tawandang DCM Co., Ltd. |
| 2005 - 2022 | Member of the Board of Directors and Member of the Executive Committee Tawandang German Brewery Co., Ltd. |
| 2002 - 2022 | Member of the Board of Directors Carabao Tawandang Co., Ltd |
| 2002 - 2013 | Deputy Managing Director Carabao Tawandang Co., Ltd. |
| 1999 - 2022 | Member of the Board of Directors and Member of the Executive Committee Tawandang Brewery Co., Ltd. |

2. Mr. Sathien Sathientham

| | |
|----------------------------------------|-----------------------------------|
| Age | 68 |
| The date of appointment | 18 March 2014 |
| Total number of service tenure | 8 Years 10 Months |
| Shareholding in the Company (%) | 32.1 |
| Familial relationship | Father of Mr. Romtham Sathientham |

Current Position

Vice Chairman of the Board of Directors
 Chairman of the Executive Committee
 Chairman of the Nomination and Remuneration Committee
 Chief Executive Officer

Educational Qualifications/Training

- B.A. (Political Science), Sukhothai Thammathirat Open University

Training History

- Director Accreditation Program (DAP) #19/2004, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Vice Chairman of the Board of Directors / Chairman of the Executive Committee / Chairman of the Nomination and Remuneration Committee / Chief Executive Officer |
| 2014 - 2022 | Chairman of the Board of Directors / Chairman of the Executive Committee / Chairman of the Nomination and Remuneration Committee / Chief Executive Officer |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------|
| Present | Executive Board / Executive Board of Fund, Account, Budget and Assets, King Prajadhipok's Institute |
| Present | Consultant to Audit Committee and monitoring of the Police Administration, Bangkok |
| 2021 — Present | Director, CJ More Co., Ltd |
| 2021 — Present | Director, TD Supply Chain Co., Ltd. |
| 2020 — Present | Director, A Woody Drink Co., Ltd. |
| 2018 — Present | Director, TD Tawandang Co., Ltd. |
| 2013 — Present | Director, CJ Express Group Co., Ltd. |
| 2012 — Present | Chairman of the Board of Directors, Tawandang DCM Co., Ltd. |
| 2012 — Present | Chairman of the Board of Directors, Asia Pacific Glass Co., Ltd. |
| 2001 — Present | Chairman of the Board of Directors, Carabao Tawandang Co., Ltd. |



3. Mr. Yuenyong Opakul

| | |
|----------------------------------------|-------------------|
| Age | 68 |
| The date of appointment | 18 March 2014 |
| Years in the position | 7 Years 10 Months |
| Shareholding in the Company (%) | 14.2 |
| Familial relationship | - None |

Current Position

Member of the Board of Directors

Senior Deputy Managing Director

Educational Qualifications/Training

- Honorary Doctorate (Liberal Arts), Bangkok Thonburi University
- Honorary Doctorate (Thai Popular Music), Ramkhamhaeng University

Training History

- Director Accreditation Program (DAP) Class 112/2014, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|----------------------------------|
| 2014 - Present | Senior Deputy Managing Director |
| 2013 - Present | Member of the Board of Directors |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|-------------------------------------------------------------------------------------------------|
| 2014 — Present | Member of the Board of Directors, Asia Pacific Glass Co., Ltd. |
| 2014 — Present | Member of the Board of Directors, Tawandang DCM Co., Ltd. |
| 2002 — Present | Member of the Board of Directors / Senior Deputy Managing Director, Carabao Tawandang Co., Ltd. |

4. Mrs. Wongdao Thanombooncharoen

| | |
|---------------------------------|-------------------------------------------|
| Age | 60 |
| The date of appointment | 22 April 2021 |
| Years in the position | 1 Year 8 Months |
| Shareholding in the Company (%) | 1.82 |
| Familial relationship | Sister of Ms. Nutchamai Thanombooncharoen |

Current Position

Member of the Board of Directors
 Member of the Executive Committee
 Senior Deputy Managing Director
 Member of the Nomination and Remuneration Committee
 Member of the Sustainability Development Committee

Educational Qualifications/Training

- Bachelor of Arts, Journalism and Mass Communication, Thammasat University

Training History

- Director Certification Program (DCP) #206/2015, Thai Institute of Directors (IOD)
- Financial Statements for Directors (FSD) #23/2014, Thai Institute of Directors (IOD)
- Risk Management Committee Program (RMP) #4/2014, Thai Institute of Directors (IOD)
- Director Accreditation Program (DAP) #112/2014, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Member of the Nomination and Remuneration Committee / Member of the Sustainability Development Committee / Member of the Executive Committee |
| 2021 - Present | Member of the Board of Directors |
| 2020 - Present | Senior Deputy Managing Director |
| 2014 - 2018 | Member of Executive Committee / Member of the Risk Management Committee / Senior Deputy Managing Director |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------|
| 2022 - Present | Member of the Board of Directors, Asia Can Manufacturing Co., Ltd. |
| 2020 - Present | Member of the Board of Directors, Asia Packaging Manufacturing Co., Ltd. / Asia Carabao Venture Co., Ltd. |
| 2014 - Present | Member of the Board of Directors and Senior Deputy Managing Director, Carabao Tawandang Co., Ltd. |
| 2014 - Present | Member of the Board of Directors and Senior Deputy Managing Director, Tawandang DCM Co., Ltd. |
| 2013 - Present | Member of the Board of Directors and Senior Deputy Managing Director, Asia Pacific Glass Co., Ltd. |
| 2018 - 2020 | Managing Director, CJ Express Group Co., Ltd. |

5. Mr. Kamoldist Smuthkochorn

| | |
|-------------------------------------|------------------|
| Age | 63 |
| The date of appointment | 7 August 2015 |
| Total number of service tenure | 7 years 4 Months |
| Share Ratio (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Directors
 Member of the Executive Committee
 Member of the Risk Management Committee
 Deputy Managing Director and Marketing

Educational Qualifications/Training

- Bachelor of Technology (Hons.), Computing Studies, University of Bradford

Training History

- Director Accreditation Program (DAP), Class 198/2022, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|----------------------------------------------------------------------------------------------------------|
| 2015 - Present | Member of the Board of Directors |
| 2014 - Present | Member of the Executive Committee and Member of the Risk Management Committee / Deputy Managing Director |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|----------------------------------------------------------------------------------------------------------|
| 2022 - Present | Member of the Board of Directors, A Woody Drink Co., Ltd. |
| 2020 - Present | Member of the Board of Directors, Asia Packaging Manufacturing Co., Ltd., Asia Carabao Venture Co., Ltd. |
| 2017 - Present | Member of the Board of Directors, Asia Can Manufacturing Co., Ltd. |
| 2015 - Present | Member of the Board of Directors, Carabao Tawandang Co., Ltd. |
| 2015 - Present | Member of the Board of Directors, Asia Pacific Glass Co., Ltd. |
| 2015 - Present | Member of the Board of Directors, Tawandang DCM Co., Ltd. |
| 2014 - Present | Deputy Managing Director-Marketing, Tawandang DCM Co., Ltd. |
| 2014 - Present | Deputy Managing Director- Marketing, Carabao Tawandang Co., Ltd. |
| 2002 - 2013 | Director of Marketing, Carabao Tawandang Co., Ltd. |

6. Mr. Romtham Sathientham

| | |
|--------------------------------------------|--------------------------------|
| Age | 38 |
| The date of appointment | 21 December 2016 |
| Years in the position | 6 Years 1 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | Son of Mr. Sathien Sathientham |

Current Position

Member of the Board of Directors
 Member of the Executive Committee
 Member of the Risk Management Committee
 Managing Director

Educational Qualifications/Training

- Bachelor of Marketing, University of Wollongong, NSW, Australia
- Master of International Business, University of Queensland, QLD, Australia

Training History

- Director Accreditation Program (DAP) Class 174/2020, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|------------------------------------------------------------------------------------------|
| 2023 - Present | Managing Director |
| 2017 - Present | Board of Directors / Member of Executive Committee / Member of Risk Management Committee |
| 2016 - Present | Member of the Board of Directors / Member of Executive |
| 2018 - 2022 | Deputy Managing Director |
| 2016 - 2018 | Director of CEO's Office |

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|-------------|----------------------------------------------------|
| 2014 - 2015 | Department Director, CJ Express Group Co., Ltd. |
| 2012 - 2013 | Department Director, Tawandang Singapore Co., Ltd. |

7. Mrs. Saowanee Kamolbutr (Independent Director)

| | |
|--------------------------------------------|-------------------|
| Age | 70 |
| The date of appointment | 18 March 2014 |
| Total number of service tenure | 8 years 10 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Directors
 Chairman of the Audit Committee
 Vice Chairman of the Nomination and Remuneration Committee
 Member of the Risk Management Committee

Educational Qualifications/Training

- Master of Arts in Political Science (Public Administration) (M.Pol.Sc.), Thammasat University
- Bachelor of Arts in Political Science (Public Administration), Thammasat University

Training History

- Financial Statement for Director (FSD) Class 45/2022, Thai Institute of Directors (IOD)
- Director Leadership Certificate Program (DLCP) Class 4/2022, Thai Institute of Directors (IOD)
- IT Governance and Cyber Resilience Program (ITG) Class 15/2020, Thai Institute of Directors (IOD)
- Boards that make a difference (BMD) Class 9/2019 Thai Institute of Directors (IOD)
- Advance Audit Committee Program (ACP) Class 17/2014, Thai Institute of Directors (IOD)
- Role of the Chairman Program (RCP) Class 23/2010, Thai Institute of Directors (IOD)
- Financial Institutions Governance Program (FGP) Class 1/2010, Thai Institute of Directors (IOD)
- Role of the Compensation Committee (RCC) Class 8/2009, Thai Institute of Directors (IOD)
- Director Certification Program (DCP) Class 69/2006, Thai Institute of Directors (IOD)
- National Defense College Class 2005 (NDC)
- Certificate, Top Management Program, Capital Market Academy (CMA), Class 7
- Senior Executive Program (Kellogg — Sasin)
- The Management Development Program, Wharton School
- Advanced Security Management Program Alumni (ASMA.) Class.4, The Association National Defense College of Thailand under the Royal Patronage of His Majesty the King

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2021 - Present | Member of the Board of Directors / Chairman of the Audit Committee / Member of the Risk Management Committee / Vice Chairman of the Nomination and Remuneration Committee |
| 2014 - 2021 | Independent Director / Chairman of the Audit Committee / Chairman of the Risk Management Committee / Vice Chairman of the Nomination and Remuneration Committee |

Position in Other Listed Company

| | |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2021 - Present | Independent Director / Member of Audit Committee, Thitikorn PCL. |
| 2016 - Present | Independent Director / Member of Audit Committee / Chairman of Good Corporate Governance Committee / Member of Risk Management Committee: FN Factory Outlet PCL. |
| 2012 - Present | Independent Director and Chairman of Corporate Governance Committee, T.K.S. Technology PCL. |
| 2020 - 2023 | Independent Director / Chairman of the Audit Committee, Global Power Synergy Public PCL. |
| 2017 - 2018 | Independent Director / Member of Audit Committee Pacific Pipe PCL. |
| 2016 - 2020 | Independent Director / Member of Audit Committee: Glow Energy PCL. |
| 2009 - 2013 | Chairman of the Board of Directors, TMB Bank PCL. |
| 2009 - 2013 | Director, Don Muang Tollway PCL. |

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------------------|
| 2021 - Present | Chairman of Board of Directors, AIRA Asset Management Co., Ltd. |
| 2019 - 2022 | Honorary Directors, Southeast Bangkok College |
| 2014 - 2020 | Director and Chairman, Small and Medium Enterprise Development Bank of Thailand (SME Bank) |
| 2014 - 2019 | Advisor, The Committee on Economics, Monetary Affairs and Finance, The Committee of the National Legislative Assembly |
| 2014 - 2018 | Honorary Director, Rajapark Institute |
| 2012 - 2013 | Chairman of the Executive Director, Retail Business Unit, Thai Yarnyon Co.,Ltd |
| 2009 - 2012 | Deputy Permanent Secretary, Ministry of Finance |

8. Mr. Kanit Patsaman (Independent Director)

| | |
|-------------------------------------|------------------|
| Age | 60 |
| The date of appointment | 1 October 2014 |
| Total number of service tenure | 8 Years 3 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Directors
 Member of the Audit Committee
 Member of the Nomination and Remuneration Committee
 Member of the Risk Management Committee
 Member of the Sustainable Development Committee

Educational Qualifications/Training

- MBA, National Institute of Development Administration
- Bachelor of Economics, Ramkhamhaeng University

Training History

- Ethical Leadership Program (ELP) Class 24/2021, Thai Institute of Directors (IOD)
- Director Briefing (O-DB) Class 1/2021 and Class 14/2021
- National Director Conference (NDC) Class 1/2021
- Board War Room Series (O-War Room) Class 5/2020
- Seminar on Business Driving for Sustainability 2020 by Specialist and Executive from Sustainable Business Development Department (SET)
- Online seminar with the Audit Committee of Listed Companies
- Online seminar on Anti-Corruption conducted by Resource Persons of the Thai Institute of Director and Private Sector
- Role of the Chairman Program (RCP) Class 45/2019, Thai Institute of Directors (IOD)
- Driving Company Success with IT Governance (ITG) Class 5/2016, Thai Institute of Directors (IOD)
- Director Certification Program (DCP) Class 156/2012, Thai Institute of Directors (IOD)
- Audit Committee Program (ACP) Class 40/2012, Thai Institute of Director (IOD)
- Corporate Governance for Board of Directors and Top Management of State Enterprise and Public Organization (PDI) Class 11, King Prajadhipok's Institute

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Member of Sustainable Development Committee |
| 2016 - present | Member of the Board of Directors and Member of Audit Committee, Member of Nomination and Remuneration Committee / Member of Risk Management Committee |
| 2014 - 2016 | Member of the Board of Directors |

Position in Other Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Independent Director / Chairman of the Audit Committee / Member of the Nomination and Remuneration Committee, Aurora Design Public Company Limited |
| 2017 - Present | Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainable Development Committee, Rraram 9 Hospital Public Company Limited |

Position in Non-Listed Company

| | |
|-------------|----------------------------------------------------------------------------------------------------------------------------|
| 2013 - 2014 | Member of the Board of Directors, Bank for Agriculture and Agricultural Co-operatives |
| 2013 | Member of the Board of Directors, Thai Credit Guarantee Corporation |
| 2012 - 2014 | Member of the Board of Directors, National Housing Authority |
| 2005 - 2013 | Advisor to Liquidation directors and authorized representative of liquidation directors, Thai Asset Management Corporation |

9. Mr. Nha-kran Laohawilai (Independent Director)

| | |
|--------------------------------------------|------------------|
| Age | 57 |
| The date of appointment | 22 June 2020 |
| Total year of service tenure | 2 Years 7 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Directors

Member of the Audit Committee

Member of the Sustainable Development Committee

Educational Qualifications/Training

- Master of Science, Computer, Rungsit University
- Bachelor of Arts, Major of newspaper, Chulalongkorn University

Training History

- Director Accreditation Program (DAP), Class 174/2020, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|------------------------------------------------------------------|
| 2022 - Present | Member of the Sustainable Development Committee |
| 2020 - Present | Member of the Board of Directors / Member of the Audit Committee |

Position in Other Listed Company

| | |
|----------------|-------------------------------------------------------------------------------------------|
| 2022 - Present | Individual Director / Member of the Nomination and Remuneration Committee, Thitikorn PCL. |
| 2018 - 2019 | Editor in Chief, Bangkok Post Publishing PCL. |
| 2016 - 2018 | Deputy Chief Operating Officer, Post Publishing PCL. |
| 2013 - 2016 | Deputy Editor, Post Publishing PCL. |

Position in Non-Listed Company

| | |
|-------------|-----------------------------------------------|
| 2020 - 2021 | Vice President News, BEC Multimedia Co., Ltd. |
|-------------|-----------------------------------------------|

10. Mr. Predee Daochai (Independent Director)

| | |
|--------------------------------------------|-----------------|
| Age | 64 |
| The date of appointment | 22 April 2021 |
| Total number of service tenure | 1 year 9 months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Director

Chairman of the Risk Management Committee

Chairman of the Sustainable Development Committee

Educational Qualifications/Training

- Honorary Doctorate in Business Administration, Southeast Bangkok College, Thailand
- Master's Degree (MCL), University of Illinois at Urbana-Champaign, USA
- Barrister-at-Laws, Institute of Legal Education, Thai Bar Association, Thailand
- Bachelor of Laws (Honors) Thammasat University, Thailand

Training History

- Board Nomination and Compensation Program (BNCP), Class 14/2022, Thai Institute of Directors Association (IOD)
- Role of the Chairman Program (RCP), Class 51/2022, Thai Institute of Directors Association (IOD)
- Corporate Governance for Capital Market Intermediaries (CGI), Class 11/2016, Thai Institute of Directors Association (IOD)
- Executive Program "Energy Literacy for a Sustainable Future", Class 8/2016, Thailand Energy Academy
- Capital Market Academy Leader Program, Class 20/2015, Capital Market Academy
- Ethical Leadership Program (ELP), Class 1/2015, Thai Institute of Directors Association (IOD)
- Financial Institutions Governance Program (FGP), Class 1/2010, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) Class 56/2005, Thai Institute of Directors Association (IOD)
- The Joint State - Private Sector Course, Class 24, National Defence College
- Executive Program on Risk Management, The Institute of International Finance, UK
- Executive Program, Singularity University, Silicon Valley, California, USA
- Making Innovation Happen Programme, London Business School, UK
- Influence and Negotiation Strategies Program, Stanford Graduate School of Business, USA
- Breakthrough Program for Senior Executives, IMD Business School, Switzerland
- Advanced Management Program (AMP), Harvard Business School, USA

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|---------------------------------------------------------------------------|
| 2022 - Present | Chairman of Sustainable Development Committee |
| 2021 - Present | Member of the Board Directors / Chairman of the Risk Management Committee |

Position in Other Listed Company

| | |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 2023 - Present | Independent Director, Bangkok Bank Co., Ltd. |
| 2022 - Present | Independent Director / Member of Audit and Risk Committee, Advanced Info Service Public Company Limited |
| 2022 - Present | Independent Director, Gulf Energy Development Public Company Limited |
| 2021 - Present | Independent Director / Chairman of the Nomination and Remuneration Committee, Bangkok Dusit Medical Services Public Company Limited |
| 2013 - 2020 | Director and President, KASIKORNBANK Public Company Limited |

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------|
| 2022 - Present | Director, Advanced Wireless Network Company Limited |
| 2022 - Present | Director, Siam Motors Company Limited |
| 2021 - Present | Director, Siam Paragon Development Company Limited |
| 2021 - Present | Director, Siam Paragon Retail Company Limited |
| 2021 - 2022 | Chairman of the Executive Committee / Group CEO, The Mall Group |
| 2021 - 2021 | Director, JD Food Public Company Limited |
| 2020 - 2020 | Minister, Ministry of Finance |
| 2020 - 2020 | Chairman, Bank for Agriculture and Agricultural Cooperatives |
| 2020 - 2020 | Chairman, Beacon Venture Capital Company Limited |
| 2020 - 2020 | Chairman, National Digital ID Company Limited |
| 2017 - 2020 | Chairman, National ITMX Company Limited |
| 2016 - 2020 | Committee, ASEAN Bankers Association |
| 2016 - 2020 | Member, National Strategy Committee |
| 2016 - 2020 | Committee, Payment Systems Committee, The Bank of Thailand |
| 2016 - 2020 | Member of the Board, Thailand Board of Investment (BOI) |
| 2016 - 2020 | EEC Policy Committee, Eastern Economic Corridor |
| 2016 - 2020 | Member of the Board, Office of SMEs Promotion |
| 2016 - 2020 | Chairman, Thai Bankers Association |
| 2016 - 2019 | Member, National Legislative Assembly |
| 2016 - 2020 | Chairman, KASIKORN Securities Public Company Limited |
| 2015 - 2020 | Vice Chairman and Chairman of the Corporate Governance Committee, Thai Institute of Directors Association |
| 2015 - 2019 | Director, Dole Thailand Limited |
| 2014 - 2016 | Chairman, Kasikorn Asset Management Company Limited |
| 2013 - 2020 | Chairman, KASIKORN Factory and Equipment Company Limited |
| 2010 - 2020 | Director, Muang Thai Group Holding Company Limited |



11. Ms. Nutchanok Vongswat

| | |
|--------------------------------------------|---------------------------------------------|
| Age | 34 |
| The date of appointment | 22 June 2020 |
| Total number of service tenure | 2 Years 6 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | Daughter of Ms. Nutchamai Thanombooncharoen |

Current Position

Member of the Board of Director

Member of the Risk Management Committee

Educational Qualifications/Training

- Master of Business Administrative (Financial Management), Graduate Institute of Business Administration Sasin of Chulalongkorn University
- Academy of Arts University, San Francisco, CA, USA

Training History

- Director Accreditation Program (DAP) #174/2020, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

2019 - Present Member of the Board of Director / Member of the Risk Management

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|----------------|-------------------------------------------------------------|
| 2016 - Present | Member of the board of director, Sahamit Products Co., Ltd. |
| 2018 - 2019 | Assistant Managing Director, Carabao Tawandang Co., Ltd. |
| 2015 - 2016 | Manager, Tawandang DCM Co., Ltd. |
| 2014 - 2015 | Investor Relation, Carabao Tawandang Co., Ltd. |

12. GENERAL Siripong Wongskhunti (Independent Director)

| | |
|-------------------------------------|------------------|
| Age | 61 |
| The date of appointment | 11 November 2016 |
| Years in the position | 6 Years 2 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Director

Educational Qualifications/Training

- Military Academy, Class 20
- Bachelor of Science, Chulachomklao Royal Military Academy, Class 31
- Master of Political Science, Thammasat University

Training History

- Advance Master of Management Program, Class 4/2020, National Institute of Development Administration (NIDA)
- Director Accreditation Program (DAP) #137/2017, Thai Institute of Directors (IOD)
- Top Management Program, Class 24/2017 Capital Market Academy (CMA)
- Top Management Program in Energy Science Class 7/2016, Institute of Energy Science
- The National Defense College Program Class 57/2015
- Generic Technology Course, DSTO, Australia 1994
- Command and General Staff Officer Course, Class 71/1992 Command and General Staff College

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

2016 - Present Member of the Board of Director

Position in Other Listed Company

-None-

Position in Non-Listed Company

| | |
|-------------|------------------------------------------------------------------------------------------|
| 2018 - 2021 | Director — General the War Veterans Organization of Thailand (Retirement) |
| 2015 - 2017 | Director — General, Defense Energy Department, Defense Industry and Energy Centre |
| 2013 - 2014 | Deputy Director — General, Defense Energy Department, Defense Industry and Energy Centre |
| 2013 | Expert, Office of the Permanent Secretary of Defense |

13. Mr. Sanchai Jullamon (Independent Director)

| | |
|-------------------------------------|------------------------|
| Age | 62 |
| The date of appointment | 12 November 2021 |
| | 8 July 2014 - May 2019 |
| Years in the position | 8 Year 2 Months |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Member of the Board of Director

Educational Qualifications/Training

- Master of Laws, Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University

Training History

- The Rule of Law for Democracy" Class 6/2018, College of the Constitutional Court
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, #19, King Prajadhipok's Institute
- The program of Senior Executives of Justice Administration, Class 18, Office of Courts of Justice
- Director Accreditation Program (DAP) #113/2014, Thai Institute of Directors (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|---------------------------------------------------------------------------------------------------------|
| 2021 - Present | Member of the Board of Director |
| 2016 - 2019 | Independent Director, Member of Audit Committee and Member of the Nomination and Remuneration Committee |
| 2014 - 2016 | Independent Director |

Position in Other Listed Company

| | |
|-------------|-----------------------------------|
| 2013 - 2018 | Legal Consultant, Thai Foods PCL. |
|-------------|-----------------------------------|

Position in Non-Listed Company

| | |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 2013 - Present | Legal Consultant, B&W CASES Co., Ltd. (Subsidiary company of Double A) |
| 2002 - Present | Partner and Legal Consultant, C & K Law Office |
| 2019 - 2021 | Senator |
| 2012 - 2013 | Director General, The Zoological Park Organization under The Royal Patronage of H.M. The King, Ministry of Natural Resources and Environment. |

14. Mr. Pongsarn Klongwathanakith

| | |
|--------------------------------------------|--------------|
| Age | 54 |
| The date of appointment | 1 April 2015 |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Chief Financial Officer

Assistant Managing Director

Member of Executive Committee

Member of Risk Management Committee

Educational Qualifications/Training

- Bachelor's Degree in mechanical engineering, Ohio State University, Columbus, USA.
- Master of Business Administration, Sasin Graduate Institute of Business Administration

Training History

- TLCA CFO Professional Development Program #6/2022

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

| | |
|----------------|--------------------------------------------------------------------------------------------------------|
| 2015 - Present | Member of Executive Committee / Member of Risk Management Committee / Chief Financial Officer (CFO) |
|----------------|--------------------------------------------------------------------------------------------------------|

Position in Other Listed Company

| | |
|-------------|-----------------------------------------------------------------------------------------------|
| 2012 - 2015 | Assistant Managing Director of Corporate Finance & Equity Capital Market, CIMB Thai Bank PCL. |
| 2001 - 2011 | Senior Director of Wanichthanakij department, Maybank Kim Eng PLC. |

Position in Non-Listed Company

| | |
|----------------|--------------------------------------------------------------------------------------------------------------------------|
| 2022 - Present | Member of the Board of Directors, Kasikorn Carabao Co., Ltd. |
| 2020 - Present | Member of the Board of Directors, Asia Packaging Manufacturing Co., Ltd./ Asia Carabao Venture Co., Ltd. |
| 2017 - Present | Member of the Board of Directors, Asia Can Manufacturing Co., Ltd. |
| 2015 - Present | Member of the Board of Directors, Carabao Tawandang Co., Ltd / Asia Pacific Glass Co., Ltd. / Tawandang DCM Co., Ltd. |
| 2022 - Present | Independent Director of Silkspan Public Company Limited |

15 . Mr. Waranchai Jensiriwanich

| | |
|-------------------------------------|--------------|
| Age | 51 |
| The date of appointment | 24 July 2015 |
| Shareholding in the Company (%) | - None - |
| Family Relationship with Management | - None - |

Current Position

Company Secretary and Legal Director

Educational Qualifications/Training

- Master Business Administration, University of the Thai Chamber of Commerce
- Bachelor of Laws, Thammasat University

Training History

- Certificate of Senior Executives on Justice Administration Class 27/2022
- Anti-Corruption Practice Guide (ACPG), Class 13/2014, Thai Institute of Directors Association (IOD)
- Company Secretary Program (CSP), Class 8/2004, Thai Institute of Directors Association (IOD)

Work Experience the past 5 years.

Position in Carabao Group Public Company Limited

2015 - Present Company Secretary and Director of Legal Department

Position in Other Listed Company

2003 - 2015 Senior Director of Legal Department and Company Secretary Maybank Kim Eng PLC.

Position in Non-Listed Company

2022 - Present Director, TD Venture Company Limited
 2021 - Present Director, Carabao Marketing Group Company Limited
 2021 - Present Director, Retail Data Management Company Limited

Development of the person taking the highest responsibility in finance and accounting and the person supervising accounting

Name Mr. Pongsarn Klongwathanakith
Position Chief Financial Officer

| Training Course year 2022 | Training Hours |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| TLCA TLCA CFO Professional Development Program (TLCA CFO CPD) 8/2022, in the topic of "ESG Bonds in Corporate Financing" | 2 |
| TLCA Online seminar in the topic of the Nomination and Appointment of Directors | 2 |
| TLCA TLCA CFO Professional Development Program (TLCA CFO CPD) #6/2022, in the topic of "The Role of CFO to the organizational sustainability" | 2 |
| TLCA TLCA CFO Professional Development Program (TLCA CFO CPD) #5/2022, in the topic of "Restructuring Business for Growth" | 2 |
| TLCA TLCA CFO Professional Development Program (TLCA CFO CPD) #4/2022 | 2 |
| TLCA Online seminar in the topic of "Readiness for PDPA 2022" | 2 |

Name Mr. Ratchapon Rojchyaroon
Position Accounting Director

| Training in Year 2022 | Training Hours |
|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Federation of Accounting Professions - Under the Royal Patronage of His Majesty the King The process of closing Financial Statements | 7 |
| Federation of Accounting Professions - Under the Royal Patronage of His Majesty the King The basic of Financial | 7 |
| Federation of Accounting Professions - Under the Royal Patronage of His Majesty the King Financial Statement Analysis for Management Decisions | 7 |

Attachment 2 The detail of the subsidiaries' director

Director of the Subsidiaries and Associate

| Name | CBD | APG | DCM | ACM | APM | ACV | AWD | CBMG | TWD |
|----------------------------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|
| 1. Mr. Sathien Sathientham | X | X | X | - | - | - | X | - | - |
| 2. Mr. Yuenyong Opakul | ✓ | ✓ | ✓ | - | - | - | - | - | - |
| 3. Mrs. Wongdao Thanombooncharoen | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - | - | - |
| 4. Mr. Kamoldist Smuthkochorn | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - | - |
| 5. Mr. Pongsarn Klongwathanakith (CFO) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | - | - | - |
| 6. Mr. Kritpong Nillawong | - | - | - | - | - | - | ✓ | - | - |
| 7. Mr. Wutthitorn Milintachinda | - | - | - | - | - | - | ✓ | - | - |
| 8. Mrs. Kanyaluck Milintachinda | - | - | - | - | - | - | ✓ | - | - |
| 9. Mr. Waranchai Jensiriwanich | - | - | - | - | - | - | - | X | ✓ |
| 10. Ms. Wipara Prutnatee | - | - | - | - | - | - | - | ✓ | - |

X Chairman of Board of Director
 ✓ Director

Subsidiaries

CBD = Carabao Tawandang Company Limited

APG = Asia Pacific Glass Company Limited

DCM = Tawandang DCM Company Limited

ACM = Asia Can Manufacturing Company Limited

APM = Asia Packaging Manufacturing Company Limited

ACV = Asia Carabao Venture Company Limited

AWD = A Woody Drink Company Limited

CBMG = Carabao Marketing Group Company Limited

Associate

TWD = Tawandang Logistic Company Limited

Attachment 3 Profile - Head of Internal Audit

| Mr. Suparak Inthajak / Director of Internal Audit | |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Age | 45 |
| Education | <ul style="list-style-type: none"> Bachelor of Accountancy, Thammasat University Master of Administrative for Executive, Chulalongkorn University |
| Shareholding in the Company (%) | - None - |
| Familial relationship | - None - |
| Experience (5 years past experiences) | 2021 - Present Director of Internal Audit Carabao Group Public Company Limited 2016 - 2020 Director PricewaterhouseCoopers ABAS Ltd. |
| Professional Certificate | <ul style="list-style-type: none"> Certified Public Accountant, CPA |

Attachment 4 Assets used in Business Operation

1. Assets Used in Business Operation

| Type /Nature of Assets | Net book value as at 31 December 2022 (Million Baht) | Obligation |
|-----------------------------------------------|---------------------------------------------------------|------------|
| 1. Land and land improvement | 3,462.3 | None |
| 2. Buildings and building improvement | 3,255.8 | None |
| 3. Machinery and equipment | 5,195.6 | None |
| 4. Furniture, fixtures, and office equipment | 70.6 | None |
| 5. Motor vehicles | 69.9 | None |
| 6. Assets under construction and installation | 174.5 | None |
| Total | 12,228.7 | |

1.1 Land and land improvement as of 31 December 2022

| Ownership | | CBD |
|------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------|
| Location and area size (Rai-Ngan-Wah) | : | Land in Silom area, Silom Sub-District, Bangrak District, Bangkok (6 parcels), with the area of 5-2-33.5. |
| Possessory objective | : | Location of head quarter of the Group and for commercial benefits. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 2,155.0 |
| Obligation | : | None |
| Ownership | | CBD |
| Location and area size (Rai-Ngan-Wah) | : | Land in Bang Bo area, Bang Prieng Sub-District, Bang Bo District, Samutprakarn (84 parcels), with the area of 23-0-63. |
| Possessory objective | : | Location of factory for energy drink and beverage production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 116.1 |
| Obligation | : | None |
| Ownership | | CBD |
| Location and area size (Rai-Ngan-Wah) | : | Land in Cha-am area, Cha-am Sub-District, Cha-am District, Phetchaburi (1 parcel), with the area of 0-2-59.4. |
| Possessory objective | : | Guesthouse |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 16.5 |
| Obligation | : | None |
| Ownership | | CBD |
| Location and area size (Rai-Ngan-Wah) | : | Land in Bangpakong area, Pimpa Sub-District, Bangpakong District, Chachoengsao (7 parcels), with the area of 88-1-11. |
| Possessory objective | : | Location of factory for energy drink and beverage production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 386.1 |
| Obligation | : | None |

| Ownership | | CBD |
|---------------------------------------|---|-----------------------------------------------------------------------------------------------------|
| Location and area size (Rai-Ngan-Wah) | : | Land in Bang Pra Sub-District, Mueang District, Chachoengsao (1 parcel), with the area of 4-1-57.1. |
| Possessory objective | : | Learning Center |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 21.0 |
| Obligation | : | None |

| Ownership | | CBD |
|---------------------------------------|---|-------------------------------------------------------------------------------------------------------|
| Location and area size (Rai-Ngan-Wah) | : | Land in Bangpood Sub-District, Pak Kret District, Nonthaburi (14 parcel), with the area of 24-0-54.7. |
| Possessory objective | : | Learning Center and warehouse |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 357.9 |
| Obligation | : | None |

| Ownership | | APG |
|---------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Location and area size (Rai-Ngan-Wah) | : | Land in Bangpakong area, Pimpa Sub-District, Bangpakong District, Chachoengsao (15 parcels), with the area of 119-1-30, and (1 parcel), with the area of 10-1-50. |
| Possessory objective | : | Location of factory for amber glass bottles production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 382.1 |
| Obligation | : | None |

| Ownership | | ACM |
|---------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Location and area size (Rai-Ngan-Wah) | : | Land in Bangpakong area, Pimpa Sub-District, Bangpakong District, Chachoengsao with the area of 31-3-85, based on the long-term lease agreement with APG. |
| Possessory objective | : | Location of factory for aluminum can production. |
| Type of ownership | : | Lessee (APG is the owner of this land) |
| Net book value (Million Baht) | : | 27.6 |
| Obligation | : | None |

As at 31 December 2022, net book value of land and land improvement totaling Baht 3,462.3 million.

1.2 Buildings and building improvement as of 31 December 2022

| Ownership | | CBD |
|-------------------------------|---|----------------------------------------------------------------------------------|
| Location | : | Office building and shop house at Silom sub-District, Bangrak District, Bangkok. |
| Possessory objective | : | Location of head quarter of the Group and for commercial benefits. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 51.8 |
| Obligation | : | None |

| Ownership | | CBD |
|-------------------------------|---|----------------------------------------------------------------------|
| Location | : | Factory at Bang Prieng Sub-District, Bang Bo District, Samutprakarn. |
| Possessory objective | : | Factory for energy drink and beverage production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 54.2 |
| Obligation | : | None |

| Ownership | | CBD |
|-------------------------------|---|------------------------------------------------------------------------|
| Location | : | Factory at Pimpa Sub-District, Bangpakong District, Chachoengsao. |
| Possessory objective | : | Factory for energy drink and beverage production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 1,487.2 |
| Obligation | : | None |
| Ownership | | CBD |
| Location | : | Guesthouse at Cha-am Sub-District, Cha-am District, Phetchaburi. |
| Possessory objective | : | Guesthouse |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 12.7 |
| Obligation | : | None |
| Ownership | | CBD |
| Location | : | Warehouse at Bangpood Sub-District, Pak Kret District, Nonthaburi. |
| Possessory objective | : | Warehouse |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 21.0 |
| Obligation | : | None |
| Ownership | | APG |
| Location | : | Factory |
| Possessory objective | : | Location of machinery and equipment for amber glass bottle production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 804.7 |
| Obligation | : | None |
| Ownership | | ACM |
| Location | : | Factory |
| Possessory objective | : | Location of machinery and equipment for aluminum can production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 367.8 |
| Obligation | : | None |
| เจ้าของกรรมสิทธิ์ | | APM |
| Location | : | Factory |
| Possessory objective | : | Location of machinery and equipment for packaging production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 456.4 |
| Obligation | : | None |

As at 31 December 2022, net book value of Buildings and building improvement totaling Baht 3,255.8 million.

1.3 Machinery and equipment as of 31 December 2022

| Ownership | | CBD |
|-------------------------------|---|----------------------------|
| Assets | : | Machinery and equipment |
| Possessory objective | : | Production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 2,359.5 |
| Obligation | : | None |
| Ownership | | DCM |
| Assets | : | Equipment |
| Possessory objective | : | Business operation support |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 0.1 |
| Obligation | : | None |
| Ownership | | APG |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 1,201.1 |
| Obligation | : | None |
| Ownership | | ACM |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 1,362.5 |
| Obligation | : | None |
| Ownership | | APM |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 272.4 |
| Obligation | : | None |

As at 31 December 2022, Net book value of Machinery and equipment totaling Baht 5,195.6 million.

1.4 Furniture, fixtures, and office equipment as of 31 December 2022

| Ownership | CBG |
|-------------------------------|---------------------------------------------|
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 0.3 |
| Obligation | : None |
| Ownership | CBD |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 39.0 |
| Obligation | : None |
| Ownership | DCM |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 12.8 |
| Obligation | : None |
| เจ้าของกรรมสิทธิ์ | APG |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 6.8 |
| Obligation | : None |
| Ownership | ACM |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 5.7 |
| Obligation | : None |
| Ownership | APM |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 5.2 |
| Obligation | : None |
| Ownership | ICUK |
| Assets | : Furniture, fixtures, and office equipment |
| Possessory objective | : Business operation support |
| Type of ownership | : Owner |
| Net book value (Million Baht) | : 0.8 |
| Obligation | : None |

As at 31 December 2022, net book value of Furniture, fixtures, and office equipment totaling Baht 70.6 million.

1.5 Motor vehicles as of 31 December 2022

| Ownership | | CBD |
|-------------------------------|---|--------------------------------------------------|
| Assets | : | Motor vehicles |
| Possessory objective | : | Motor vehicles for operation team and management |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 9.1 |
| Obligation | : | None |
| Ownership | | CBD |
| Assets | : | Vehicles in factory |
| Possessory objective | : | Factory vehicles |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 41.8 |
| Obligation | : | None |
| Ownership | | DCM |
| Assets | : | Motor vehicles |
| Possessory objective | : | Motor vehicles for Sales representative |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 0.2 |
| Obligation | : | None |
| Ownership | | APG |
| Assets | : | Vehicles in factory |
| Possessory objective | : | Factory vehicles |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 7.5 |
| Obligation | : | None |
| Ownership | | ACM |
| Assets | : | Vehicles in factory |
| Possessory objective | : | Factory vehicles |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 7.2 |
| Obligation | : | None |
| Ownership | | APM |
| Assets | : | Vehicles in factory |
| Possessory objective | : | Factory vehicles |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 4.1 |
| Obligation | : | None |

As at 31 December 2022, net book value of Motor vehicles totaling Baht 69.9 million.

1.6 Assets under construction and installation as of 31 December 2022

| Ownership | | CBD |
|----------------------|---|--------------------------------------------------------------------|
| Assets | : | Office building improvement |
| Possessory objective | : | Location of head quarter of the Group and for commercial benefits. |
| Type of ownership | : | Owner |

| Ownership | | CBD |
|-------------------------------|---|------------------------------------------------------------------------|
| Net book value (Million Baht) | : | 24.8 |
| Obligation | : | None |
| Ownership | | CBD |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Carabao beverage production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 1.5 |
| Obligation | : | None |
| Ownership | | APG |
| Assets | : | Factory building improvement |
| Possessory objective | : | Location of machinery and equipment for amber glass bottle production. |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 42.9 |
| Obligation | : | None |
| Ownership | | APG |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Amber glass bottle production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 22.0 |
| Obligation | : | None |
| Ownership | | ACM |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Aluminum can production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 9.6 |
| Obligation | : | None |
| Ownership | | APM |
| Assets | : | Factory building improvement |
| Possessory objective | : | Location of factory for packaging production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 0.9 |
| Obligation | : | None |
| Ownership | | APM |
| Assets | : | Machinery and equipment |
| Possessory objective | : | Packaging production |
| Type of ownership | : | Owner |
| Net book value (Million Baht) | : | 72.8 |
| Obligation | : | None |

As at 31 December 2022, net book value of Assets under construction and installation totaling Baht 174.5 million. In total, fixed assets in business operation amounted to Baht 12,228.7 million.

2. Intangible assets

| Intangible assets | Possessory objective |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trademarks | 70 Registered trademarks for production, marketing and distribution of energy drink and other beverage as of 31 December 2022 have been registered with the Ministry of Commerce in Thailand. Moreover, the Group has a policy to register and maintain the trademarks in such overseas distribution. |
| Computer software | Computer software right is using for business operation for the Group such as software for accounting, management report, inventory, and general operation. |
| Patent | Patent, a joint venture contract between the Company and SHOWA DENKO Group, is knowledge and skill that has been used for aluminum production of Asia Can Manufacturing Co.,Ltd. ("ACM"). |

3. Investment policy in subsidiaries and associate

As at 31 December 2022, the Company has invested in subsidiaries as following

| Company's name | Percentage of share-holding both direct and indirect (Percent) | Nature of business |
|----------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| CBD | 100 | Manufacture, marketing, and distribution of energy drinks and other beverages. |
| DCM | 100 | Domestic distribution management. |
| APG | 100 | Manufacture and procuring glass bottles as packaging materials for energy drinks and other beverages. |
| CTHK | 100 | International trading business. |
| CHHK | 100 | Holding Company |
| ACM | 100 | Manufacture and procuring aluminum cans as packaging materials for energy drinks and other beverages. |
| CVHLUX | 84 | Holding Company |
| ICUK | 84 | Marketing, sales and distribution the energy drinks under Carabao trademarks in the United Kingdom and other countries outside Asia. |
| AWD | 85 | Marketing and distribution of beverage. |
| APM | 100 | Manufacture and distribution of packaging. |
| ACV | 100 | Holding Company |

As at 31 December 2022, the Company has invested in an associate as following

| Company's name | Percentage of share-holding both direct and indirect (Percent) | Nature of business |
|----------------|----------------------------------------------------------------|--------------------|
| TWD | 20 | Transportation |

The Company has policy to invest in subsidiaries and joint ventures that support the business operation and create synergy by increasing sales channel and profitability. Hence, the Company will consider the investment proportion, expected profits, possible risks, and financial status of the Company before deciding to invest in various projects. The decision has to be approved and agreed by the Board of Directors of the Company or Shareholders' Meeting (as the case may be). The Company will appoint the representatives who have qualifications and experiences to join the Board of such Company to set up significant policy and supervise the operation of the subsidiaries and the joint ventures.

Attachment 5 Corporate Governance and Code of Conduct

<https://investor.carabagroup.com/th/corporate-governance/corporate-governance-policy-and-others>

Attachment 6 Report of the Audit Committee

The Audit Committee of Carabao Group Public Company Limited (the Company) consists of three independent members with ability, expertise and experience in various sectors such as legal affairs, organization management, financial accounting and taxes as well as economics who are considered suitably qualified in reviewing the reliability of the financial statements and performing the duties of Audit Committee in accordance with the regulations of The Securities and Exchange Commission, Thailand (SEC), the Stock Exchange of Thailand (SET), namely, Mrs. Saowanee Kamolbutr, the Chairman of the Audit Committee, Mr. Kanit Patsaman and Mr. Nha-Kran Loahavilai, the Audit Committee members, with the Director of Internal Audit as the secretary of the Audit Committee. The three audit committee members have not in any way involved in the management nor held any positions in the Company and its subsidiaries.

The Audit Committee had performed its tasks upon roles and responsibilities entrusted by the Board of Directors and the Company's Charter of Audit Committee with its expertise and independence to access all information as stated in the Stock Exchange of Thailand's requirements. The Audit Committee also provided advice and monitored in related matters through good collaboration with the management, internal auditor, and the Company's auditor to ensure that the Company's operations are performed accurately in accordance with its strategies and objectives, and were carried out with transparency, honesty, and fairness to ensure the sustainability development of the company.

In 2022, the Committee held a total of 5 meetings with perfect attendance from all Audit Committees. The Audit Committee reported its performance to the Company's Board of Directors on a quarterly and annual basis. The Committee's significant activities are summarized as follows:

1. Review of the financial statements

- The Audit Committee reviewed the annual and quarterly financial statements in which External Auditor gave the unqualified opinion of both the Company and its subsidiaries before proposing them to the Board of Directors for approval. In doing so, the Committee ensured that the financial statements, as well as significant information on transactions between the Company, its subsidiaries and other affiliates, or transactions with tendency to cause conflict of interests were completely, accurately prepared, and reliably disclosed.
- In this connection, the statutory auditors were invited to the meeting of the Audit Committee to discuss and clarify on significant issues relating to the financial statements prepared by the Company's Management in compliance with the Thai Accounting Standards and Thai Financial Reporting Standards including related interpretations and guidelines promulgated by the Federation of Accounting Professions. The Audit Committee could then verify whether sufficient significant information was disclosed and related transactions were accurately and properly done as required by the aforementioned standards, interpretations, guidelines, and principles.

The Audit Committee reviewed the annual and quarterly financial statements and obtained sufficient clarifications from External Auditor and the management to confirm that the financial statements and the noted disclosure in financial statements comply with the aforementioned laws, standards, interpretations, guidelines and principles. The Audit Committee then endorsed the financial statements reviewed and audited by the Company's external auditor without reservation.

- Furthermore, a joint meeting was held between the Audit Committee and the statutory auditors in compliance with the Practice Guidance issued by the Stock Exchange of Thailand, allowing both parties to discuss any issue of interests to the two sides without participation of the Management on annual audit plan and scope for the year 2023.

2. Appointment of the External Auditor and the Review of the audit fee

The Audit Committee reviews and makes a resolution for the Board of Directors to propose in the 2023 Annual General Meeting of shareholders in appointing EY Office Limited as the external audit firm of the Company for the year 2023. The Audit Committee carried out the evaluation of the quality of services of EY Office Limited, the statutory auditors, and the worthiness of their remuneration, taking into consideration the following factors - professionalism, efficiency, and independence.

The Audit Committee was of the view that EY Office Limited, the statutory auditors, had given satisfactory services accordingly, providing the Company with useful advice and recommendations, which were helpful for the Company's Annual Financial Statement and internal control improvements.

3. Related party transactions or Conflict of Interest transactions

The Audit Committee reviewed the appropriateness of related transactions or transactions that may cause conflict of interest. In addition, the Audit Committee instructed the Internal Auditors to emphasize reviewing related transactions between the company, its subsidiaries and related parties and report those transactions to the Audit Committee meeting every quarter. The review showed that the related transactions by the Company in 2022 were done based on normal business practice, reasonable, and in the best interest of the Company's business. These related transactions were transparent, with related information disclosed fully and accurately in accordance with the related party policy, regulations of The Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET).

4. Monitoring of the Company's operations

The Audit Committee played its part in monitoring the Company's operations following the principles and the guidance on good corporate governance from the Stock Exchange of Thailand. The Committee has strictly and continuously followed the aforementioned guidelines through the internal audit performance to ensure that the Company's operations were consistently carried out with good corporate governance principles.

5. Approval of the scope of work and the annual audit plan of the Company's internal audit.

The Audit Committee reviewed and approved the scope of work and the annual audit plan for the year 2022 which embedded the Company's business strategic direction and corporate risks. Additionally, the performances of the internal audit were regularly monitored, with the Company's risk management and internal controls being taken into consideration. Moreover, the Audit Committee regularly reviews the Internal Audit Charter and recognizes the importance of Internal Auditor's competency development to execute the audit work efficiently.

6. Review of the internal control systems and risk management

The Audit Committee regularly reviewed the adequacy and appropriateness of the Company's internal control systems through the Internal Auditor and the External Auditor reports. This is to ensure that the Company's internal controls complied with laws, regulations, three lines of defense model and COSO control framework. In this regard, reports presented by the Internal Auditor were carefully considered and followed up to ensure that rectification and/or improvements on controls and preventive measures were conducted by the management in a proper and timely manner. Additionally, the External Auditor gave opinion that the company and its subsidiaries have good internal controls and were operated in an efficient and effective manner with no significant control weakness.

Moreover, the Audit Committee reviewed the adequacy of the Company's risk management process and proceeded with audit, particularly for high risk areas. This is to ensure that the Management implemented risk mitigation plans in an efficient and effective manner.

7. Roles of the Audit Committee

- The Audit Committee performed its duties independently from the Board of Executive Directors and the Management with strong emphasis on internal controls to ensure that good corporate governance and adequate internal controls were appropriately applied. Significant issues based on the issues reported by the internal audit for the year 2022 were regularly presented to the Board of Directors.
- To ensure that the Committee's roles are carried out efficiently and at the same time the Company's good corporate governance is being properly practiced, the self-assessment on the Audit Committee's performances was undertaken by the Committee taking the guidelines issued by the Stock Exchange of Thailand as the basis. The assessment results were at "Satisfactory" level.

In the view of the Audit Committee, the Company's good corporate governance is adequately, transparently, and reliably carried out. The Company's overall internal control systems are adequate. Discrepancies in the control systems or transactions that might cause conflict of interests and may significantly affect the Company's operations have not been noted. Besides, the Company constantly refined its operation for a better quality which is an important part to push the Company sustainably and stably grow.

Mrs. Saowanee Kamolbutr
Chairman of the Audit Committee

Report of the Nomination and Remuneration Committee

The Board of Directors is considering appointing a Recruitment and Remuneration Determination Committee that consists of a certain number of members who have appropriate qualifications and that consists of a certain number of independent members who will determine policies with respect to the recruitment of persons who will become directors and/or top executives and who will screen persons who have appropriate qualifications before submitting their names to the Board of Directors or the shareholders' meetings. The Recruitment and Remuneration Determination Committee also has an important role in considering criteria for the determination of remunerations of directors and top executives in order to ensure that their remuneration is appropriate and reflects directors and executives' abilities to perform their duties in accordance with the relevant targets.

The Nomination and Remuneration Committee of the company consists of 4 directors.

- | | |
|----------------------------------|------------------------------------------------------------|
| 1. Mr. Sathien Sathientham | Chairman of the Nomination and Remuneration Committee |
| 2. Mrs. Saowanee Kamolbutr | Vice chairman of the Nomination and Remuneration Committee |
| 3. Mrs Wongdao Thanombooncharoen | Member of the Nomination and Remuneration Committee |
| 4. Mr. Kanit Patsaman | Member of the Nomination and Remuneration Committee |

Roles and Responsibilities of the Nomination and Remuneration Committee as stated on the charter which will be shown on the company's website.

Year 2022, the Nomination and Remuneration Committee was held the meeting 2 times for consideration of the important agenda as follows,

1. To review and propose names of candidates who were qualified legally and in compliance with the rules and regulations related to the directorship which its office term expired by considering the nomination, selection, and proposal for persons whose qualifications, experiences, knowledge, and abilities encouraged and suited the Company's business types. The names were then proposed to the Board of Directors' meetings and the Annual General Shareholders' Meeting. However, the Director who has conflict of interest will abstain voting.
2. To consider the remuneration of the Board of Directors and the committees by considering suitability for duties, entrusted responsibilities, performance, and the remuneration rate compared with the industry benchmark in order to be taken into consideration by the board of directors and the Annual General Shareholders' Meeting for approval.
3. To considers the remuneration of the management (Deputy Managing Director upwards) both of the Bonus and the company performance year 2022 including the salary increase for the year 2023, whereby considering the appropriateness performance of each position's assigned duties and responsibilities comparison of the key performance indicator of the company such as the growth ratio of net profit and cost saving etc.
4. To organize a performance evaluation of the Nomination and Remuneration Committee year 2022 and present the results of the performance evaluation report to the Board of Directors in order to improve the performance to be efficient together with revealing the evaluation's results in the annual report.

Mr. Sathien Sathientham

Chairman of the Nomination and Remuneration Committee

Report of the Risk Management Committee

The Risk Management Committee was established by the Board of Directors with duties to promote and support the establishment of an enterprise-wide risk management system for the Company and to embed as organizational culture. This is to provide reasonable assurance among all stakeholders that the Company operations are geared towards effective and efficient achievement of corporate goals and objectives and in accordance with risk appetite level.

The Risk Management Committee is comprised of 7 members, including Independent Directors, Non - Executive Director and Executive Directors, all of whom are knowledgeable, competent, highly experienced that are beneficial to the Company's risk management. The Committee performs its duties as designated by the Board of Directors and within the purview of power and responsibility defined in the Risk Management Committee's Charter.

In 2022, the Committee held 4 meetings with the following significant matters:

1. Considered the significant corporate risks, including new emerging risks and reviewed the adequacy and appropriateness of risk management plans along with measures to control risk to be at risk appetite level.
2. Give recommendations and support to develop risk management to the appropriate level of risk appetite for the organization. The risk management shall cover the significant corporate risks including environmental, social, governance, fraud and corruption risks.
3. Followed up the progress and evaluated all risk assessment and business outlook that may have significant impact on the organization by setting risk indicators for monitored and proposed recommendations to the management for improvement of management to be at risk appetite level.
4. Conducted an annual review of the risk policy and framework of risk management in the organization.
5. Supported and created risk management culture within the organization so that all employees are involved in risk management.
6. Reported risk management results throughout the organization to the Board of Directors every quarter.

In summary, the Risk Management Committee is committed to perform its duties to maintaining and improving the Company's risk management system to ensure that the Company shall operate effectively and efficiency to achieve the Company's sustainable business goals under the changing business environment.

Mr. Predee Daochai

Chairman of the Risk Management Committee

Report of the Sustainability Development Committee

The Sustainability Development Committee of Carabao Group Public Company Limited is appointed by the Board of Directors to have roles, duties, and responsibilities in accordance with the Charter of the Sustainability Development Committee to supervise the company's good governance, to be able to grow business sustainably under good corporate governance principles and ethics throughout the business value chain in accordance with the expectations of stakeholders, while taking environmental, social, and good governance into account in accordance with domestic and international standards.

The Board of Directors has resolved to appoint Mr. Predee Daochai as the Chairman of the Sustainability Development Committee. At present, the Sustainability Development Committee consists of 5 members who are independent directors, executive directors, and executives of the Group. In 2022, there were total 3 meetings, arranged quarterly, with all members attended 100% of all 3 meetings.

The Sustainability Development Committee has the following key performance in 2022 :

1. Provide advice to the Board of Directors on strategy, goals, commitments, and operational guidelines related to sustainability development, to promote sustainable business development.
2. Suggest issues related to sustainability development that may affect stakeholders, business, operations, performance or reputation of the Group, to the Board of Directors.
3. Provide recommendations for the preparation and review of policies related to sustainability development, such as the preparation of environmental policies to determine environmental management guidelines and systems, and demonstrate commitment in measuring and reducing the environmental impact of the Group's business activities, improving occupational health and safety policies, and promoting a culture of operational safety, etc.
4. Provide advice on the principles for collecting and disclosing important information on sustainability development, including answering questionnaires and collecting sustainability data, such as Thailand Sustainability Investment (THSI), S&P ESG CSA, and the 2021 Corporate Greenhouse Gas Accounting, etc., which helped Carabao Group improving its sustainability data significantly, such as:
 - Ranked in Thailand Sustainability Investment (THSI) in its first year assessment.
 - Participating in global sustainability assessment, S&P ESG CSA has seen a significant increase in scores from 2021.
 - Certified on Carbon Footprint of Organization (CFO) by the Greenhouse Gas Management Organization, which the data has been verified by third-party auditor.
 - ESG Data Report disclosure (Sustainability Mini Report)
5. Follow up and advise on gap analysis from assessment responses and sustainability data verification results. Strategize and drive sustainability development to develop the company towards sustainability covering the economic, environmental, and social dimensions.
6. Promote knowledge and understanding of sustainability development for the Board of Directors, executives, and employees, and promote the Group's operations in accordance with important principles and practices regarding sustainability development.
7. Monitor the Group's performance related to sustainability development in accordance with the goals, strategies, policies and practices regarding sustainable business operations and report to the Board of Directors.

Mr. Predee Daochai

Chairman of the Sustainability Development Committee



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