



CARABAO GROUP

CBG OPP DAY FY2021

22 February 2022

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Agenda

CBG Summary

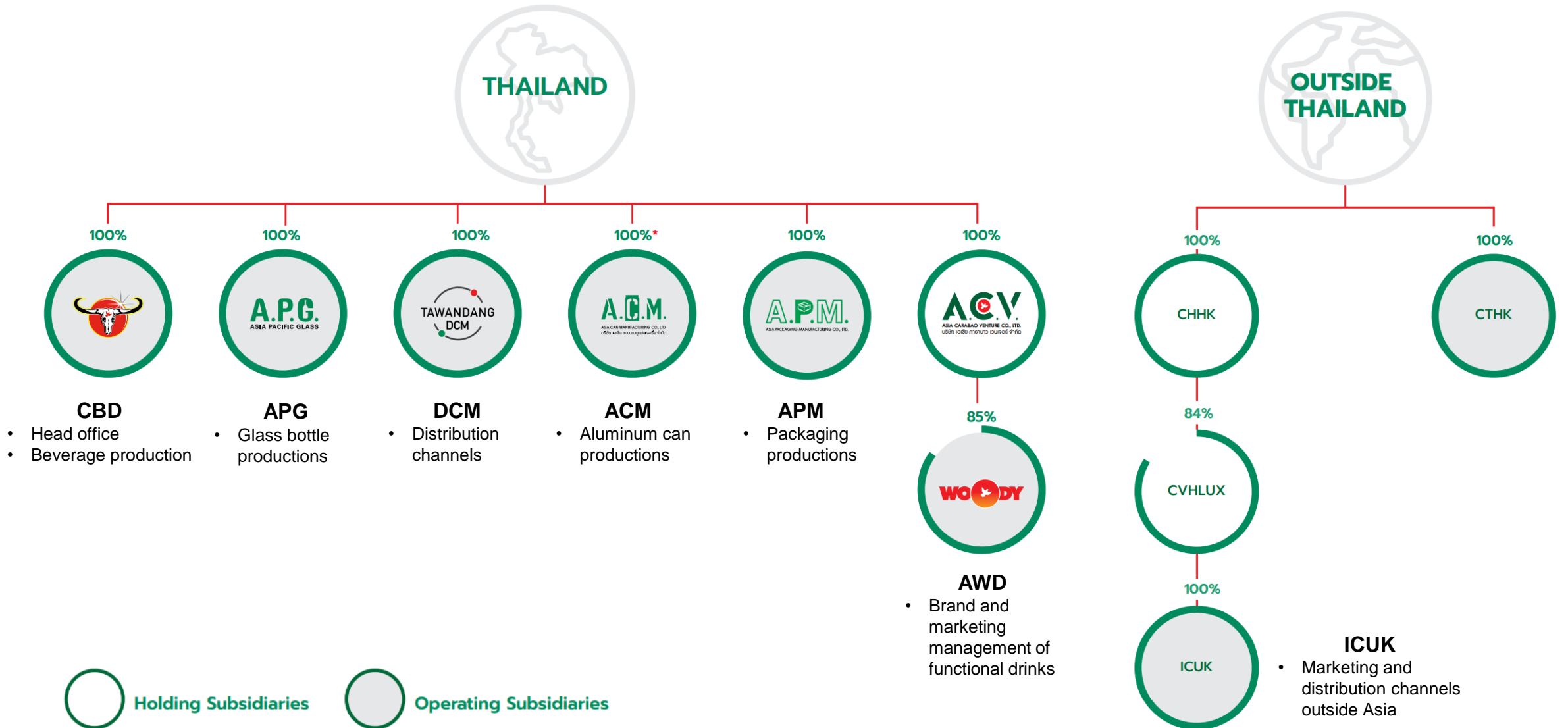
Financial Performance

Business Outlook

Q&A



Company Structure



Remark: * CBG's shareholding in ACM increased to 100% from 74% on March 1, 2021 by shares acquired from SHOWA DENKO Group, with reference to resolutions of the Board of Director's Meeting No.1/2021 on February 19, 2021

CBG 4Q21 Summary

4Q21 Review

- Revenue increase by 2.9% YoY was mainly due to growth in revenue from 3rd party distribution which was the result of more various products and more efficiency in distribution system.
- Gross profit margin for Branded Own in 4Q21 decreased by 6.2 ppt (YoY) was mainly due to the higher raw materials price, especially aluminium coil.
- Gross profit margin for 3rd party distribution in 4Q21 increased by 1.6 ppt (YoY) was mainly due to higher proportion of high margin product

Financial Performance

	4Q21	FY21
Revenue (THB mn)	4,382	17,364
Net Profit* (THB mn)	613	2,881
%GP Branded Own	41.1%	44.2%
%GP Branded OEM	12.9%	14.2%
%GP 3 rd Party Dist.	7.9%	7.3%
ROE*	28.6%	

FY21 MARKET SHARE

- Energy drinks market (Volume) in FY21: -7.5% YoY
 - Carabao dang FY21 Sales -5% YoY
- Healthy shot market (Volume) in FY21: +0.1% YoY
 - Woody C+ Lock Sales +1% YoY

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Financial Performance

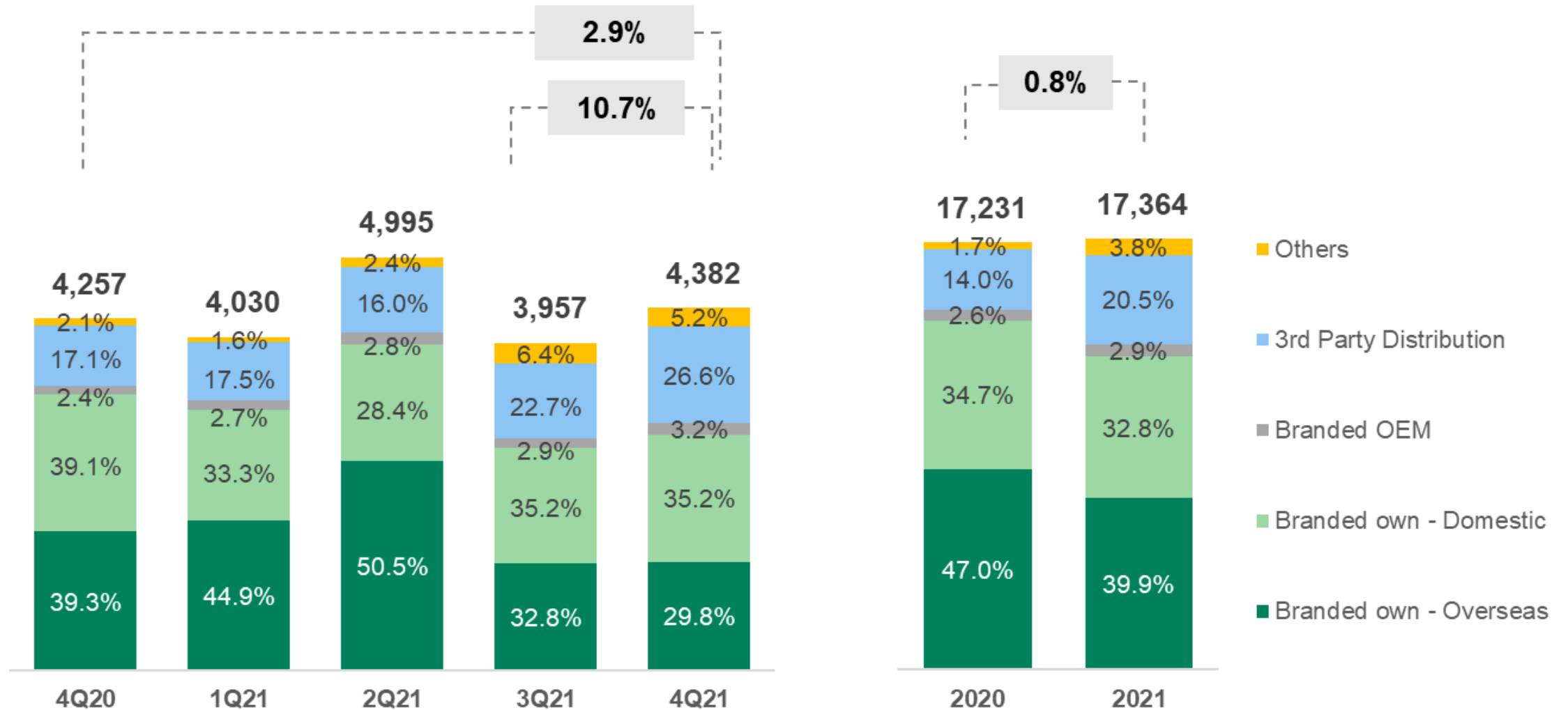
Business Outlook

Q&A



Performance

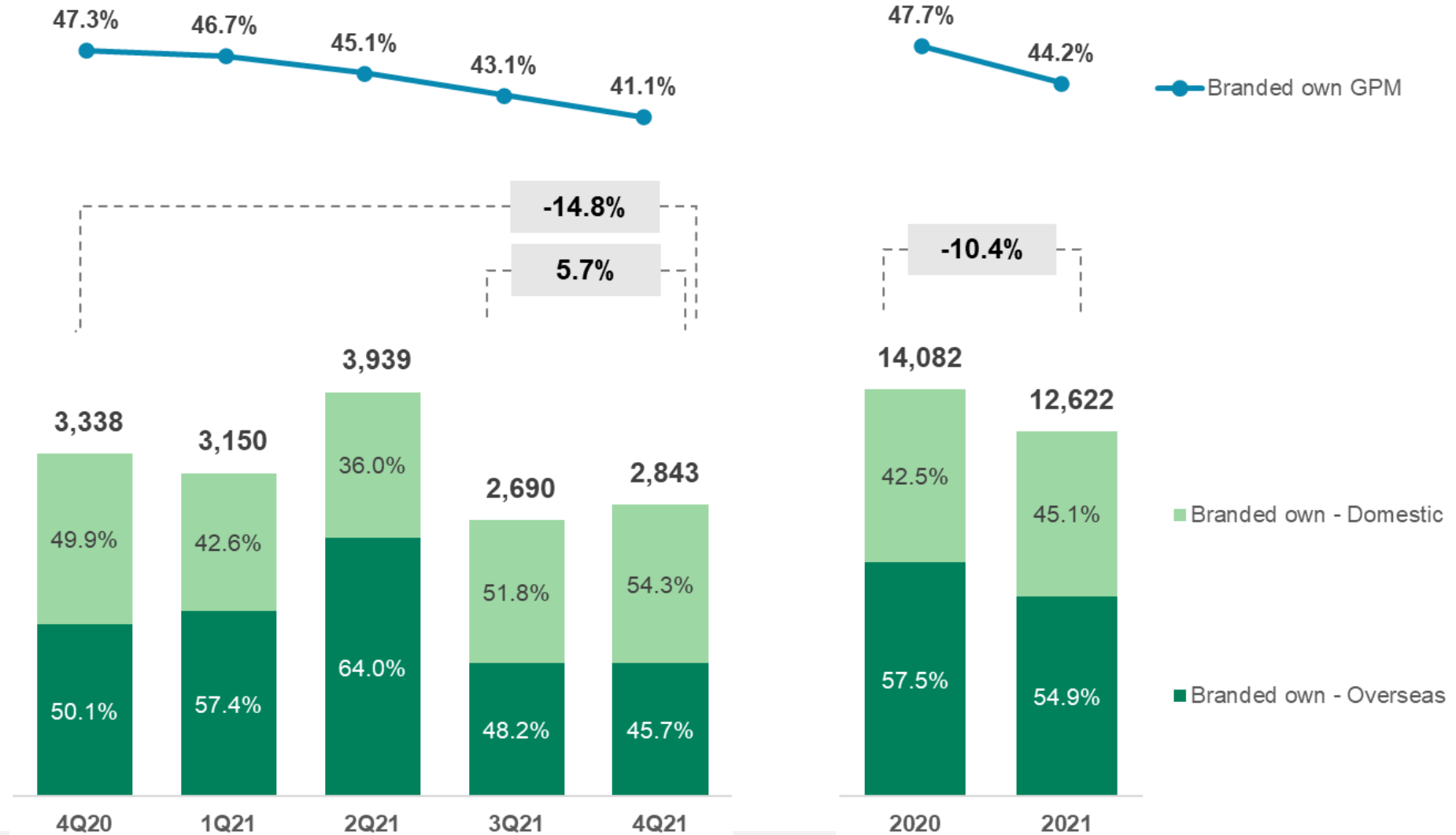
CBG Sales



Branded Own

Revenue breakdown (Domestic and Overseas)

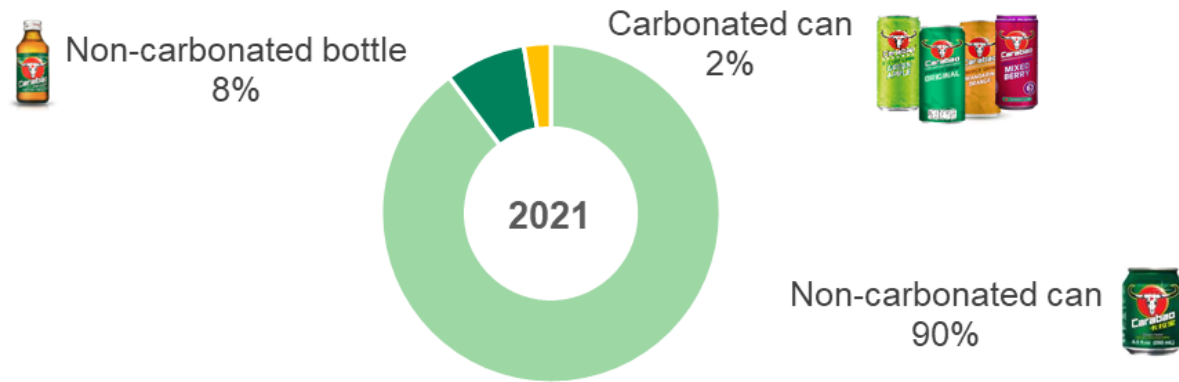
Sales (THB mn) and Gross Profit Margin



Branded Own

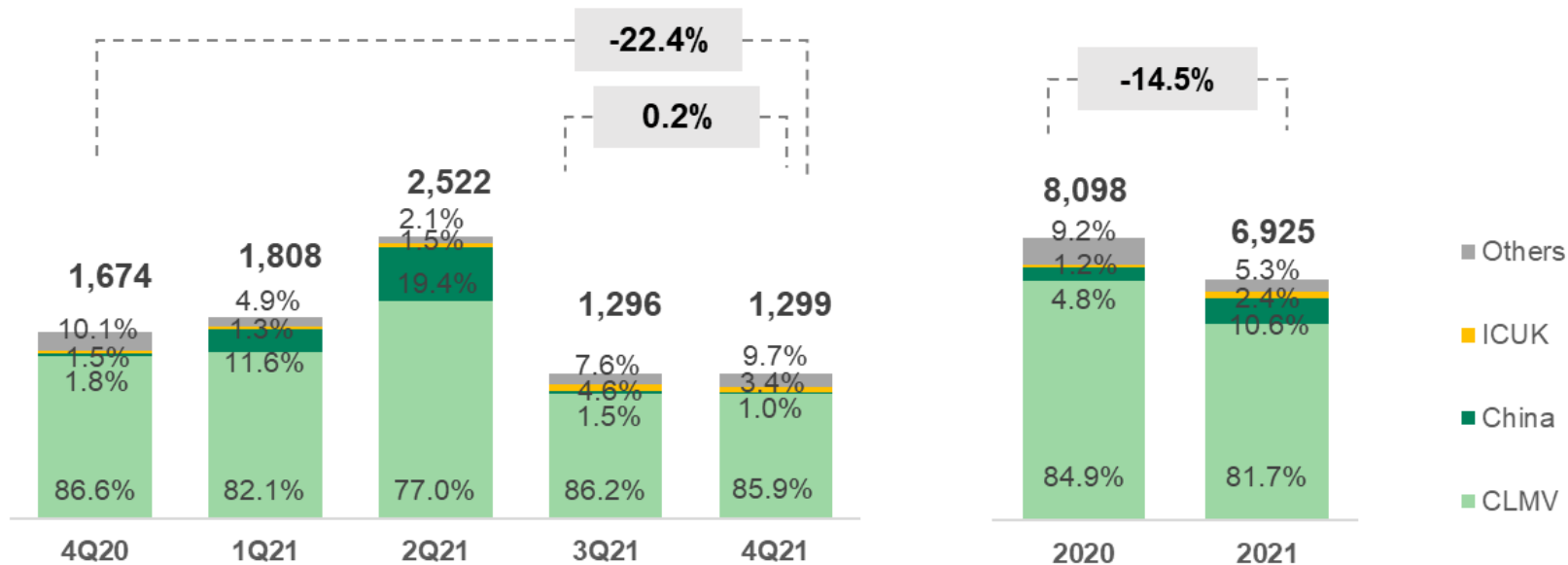
Revenue breakdown (Overseas)

Overseas Sales by Product



Country	4Q21	%YoY	%QoQ	2021	%YoY
CLMV	1,116	-23.0%	-0.1%	5,660	-17.7%
China	13	-56.6%	-35.5%	731	89.7%
ICUK	44	71.6%	-27.3%	166	74.5%
Others	132	-22.2%	33.1%	375	-49.5%

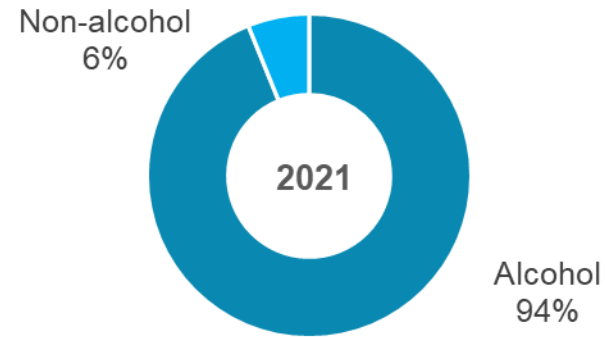
Overseas Sales by Geography (THB mn)



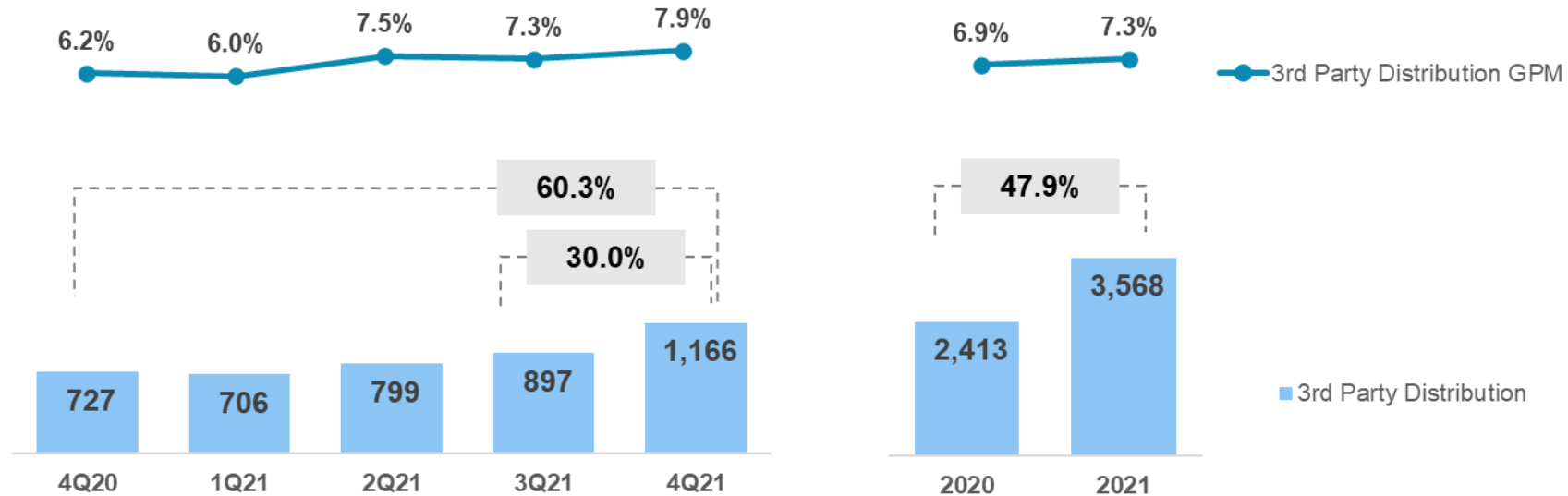
Distribution for 3rd Party

Revenue breakdown

3rd Party Distribution Sales by Product



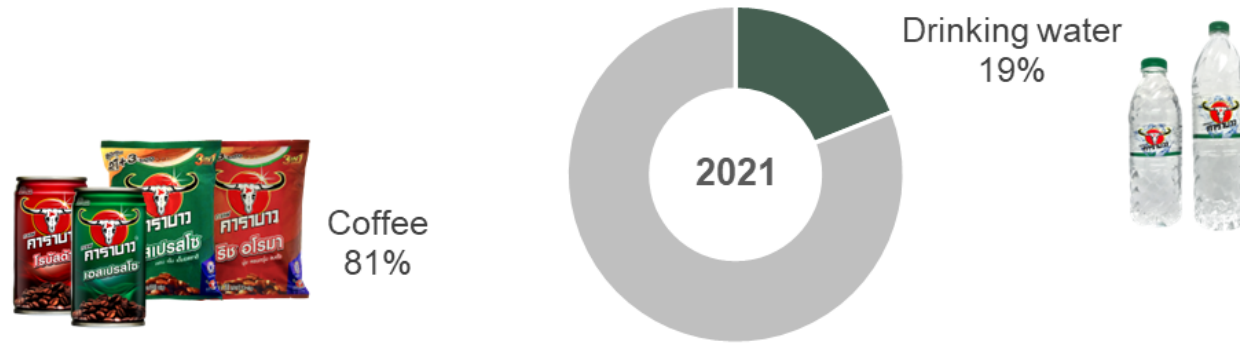
Sales (THB mn) and Gross Profit Margin



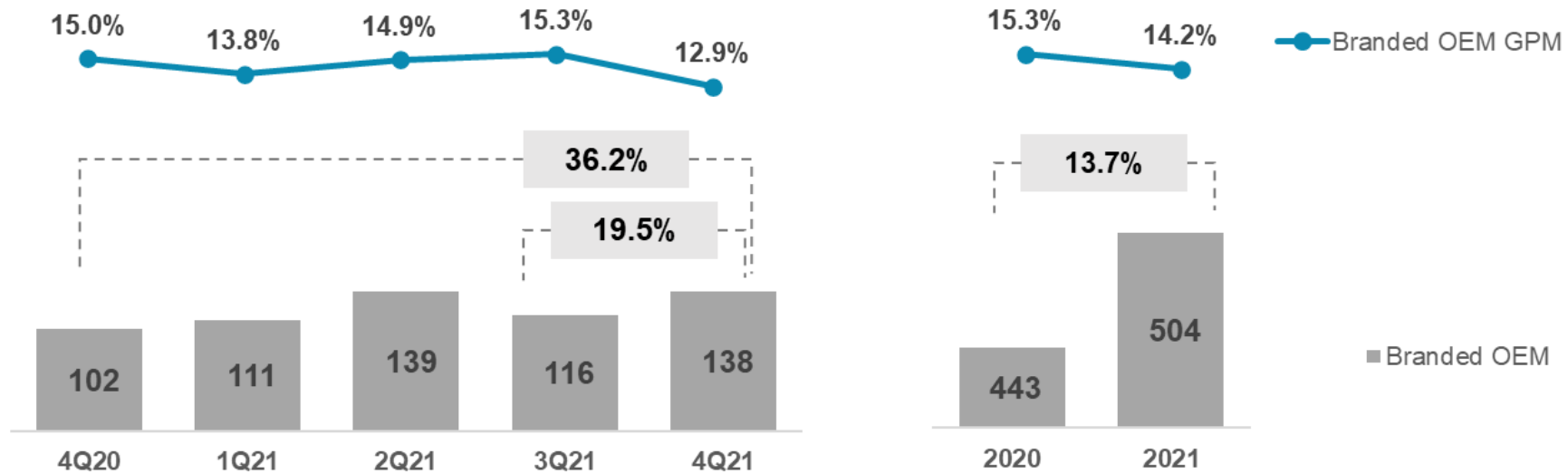
Branded OEM

Revenue breakdown

Branded OEM Sales by Product

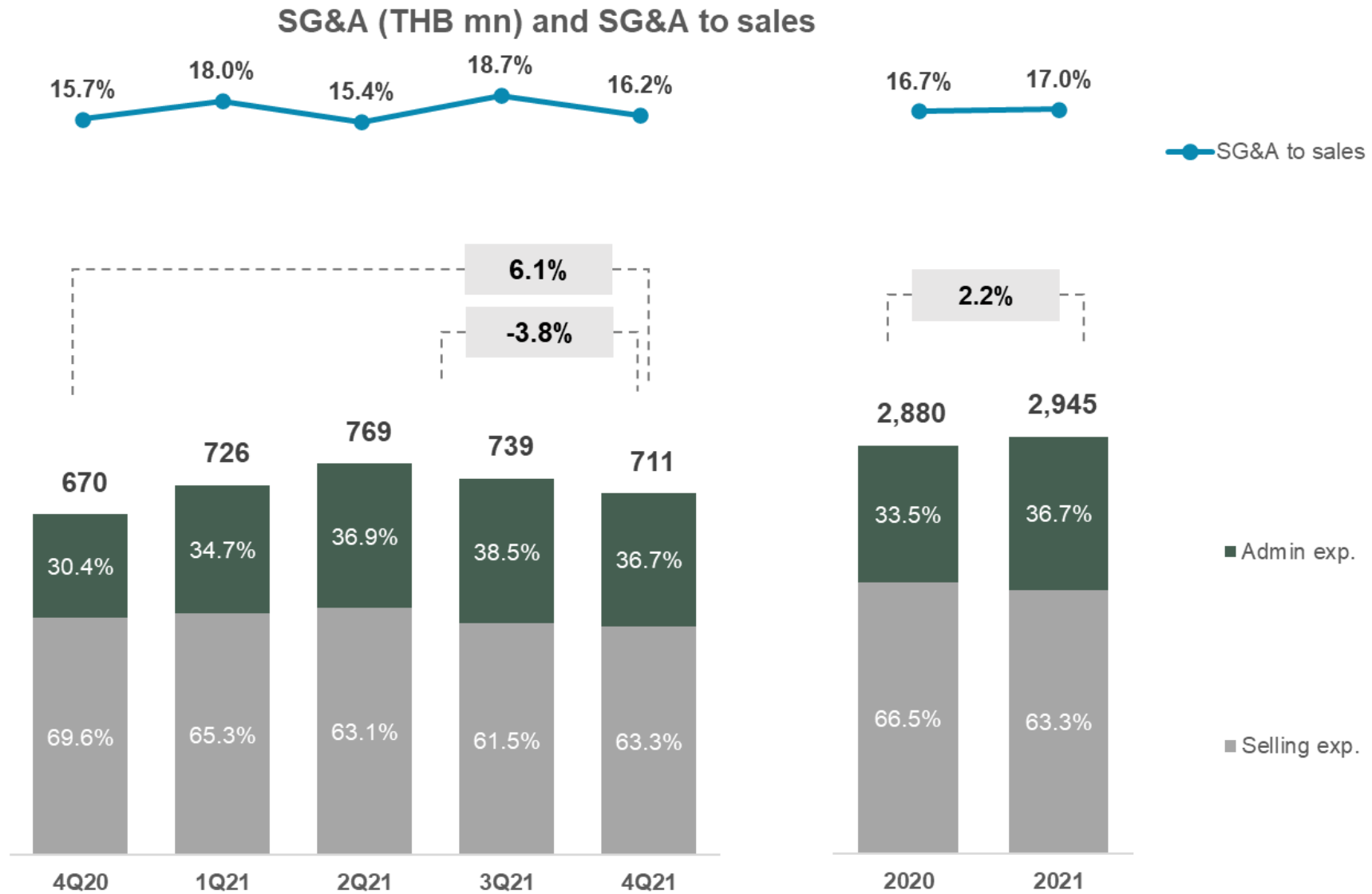


Sales (THB mn) and Gross Profit Margin



SG&A

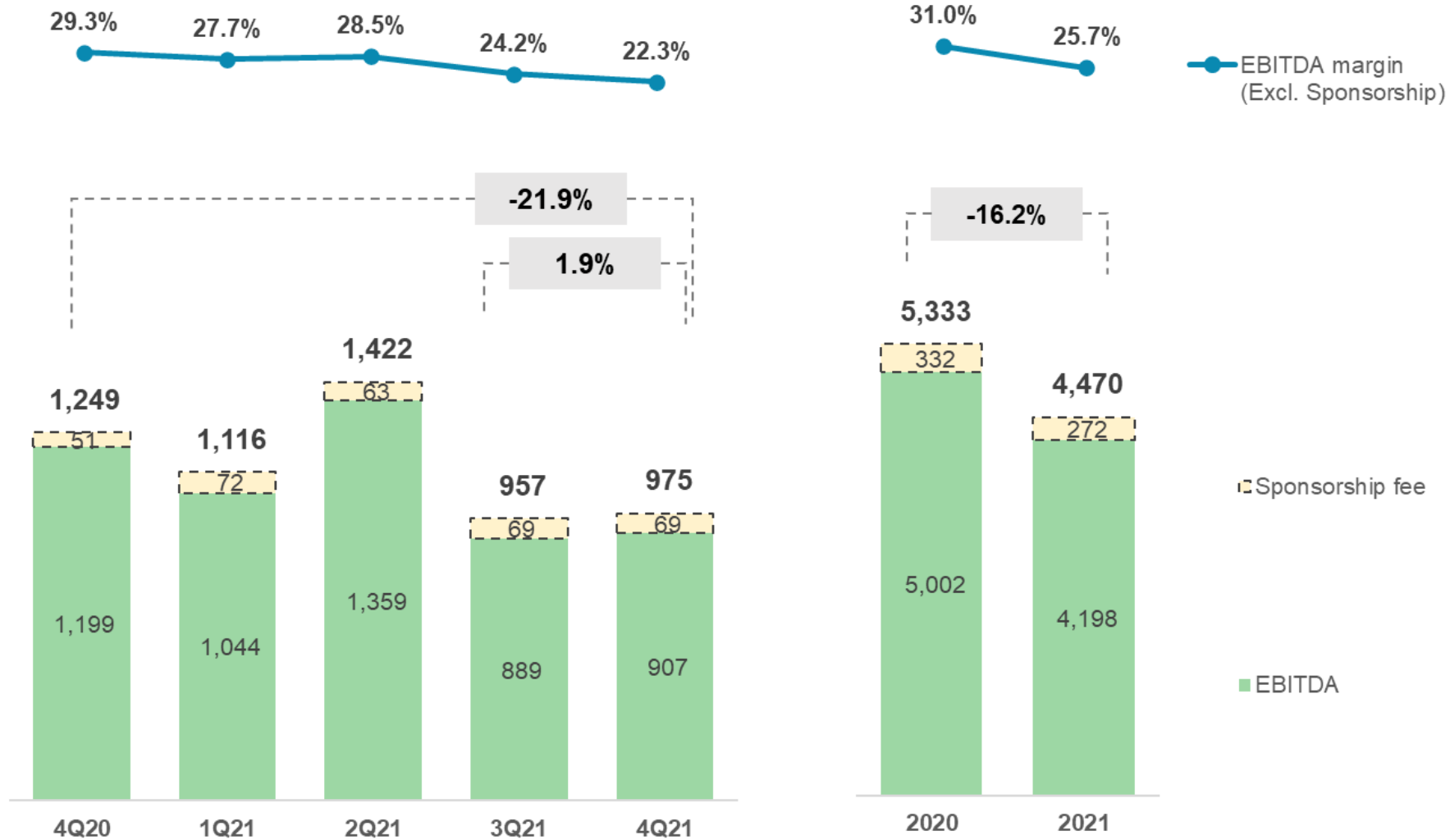
SG&A breakdown



Profitability Trend

Consolidated EBITDA

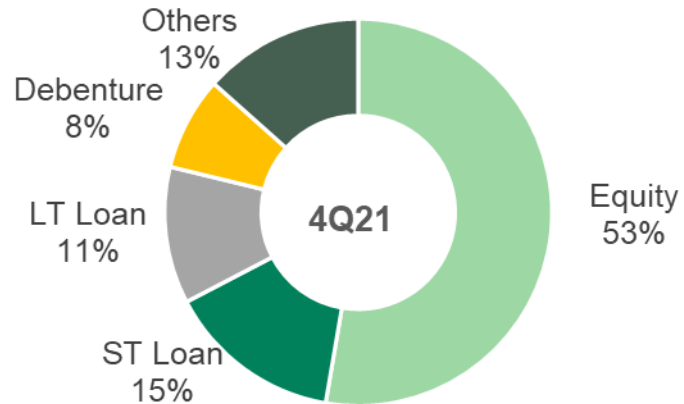
EBITDA (THB mn) and EBITDA margin



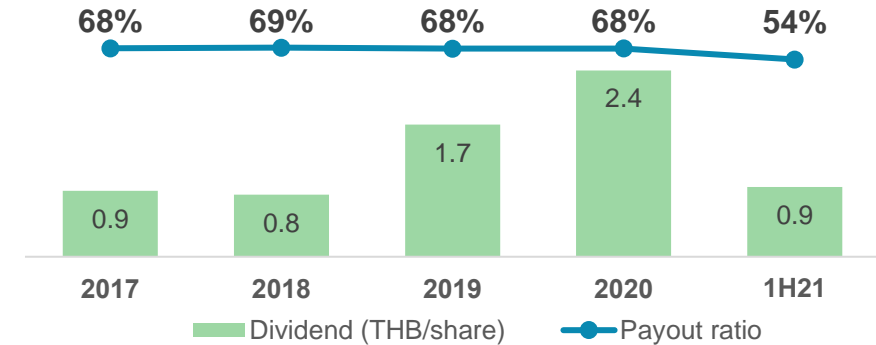
Capital Management

Capital structure & Key financial ratios

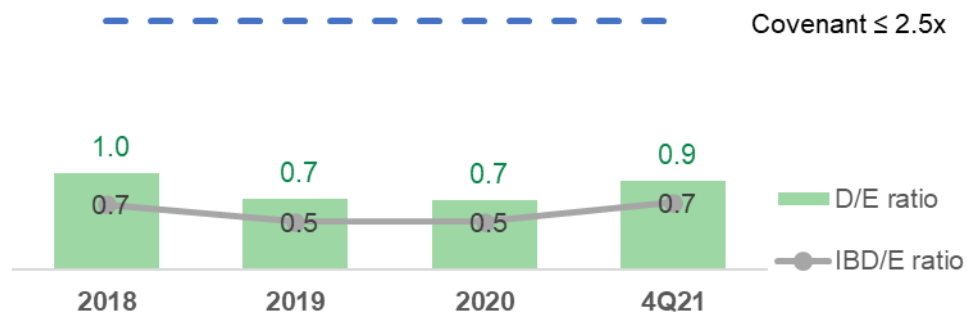
Capital structure as of Dec 2021



Dividend payment



Gearing ratios



Key financial ratios

Profitability Ratios	4Q20	3Q21	4Q21
Gross profit margin	39.3%	34.1%	31.4%
EBITDA margin	23.5%	15.4%	15.2%
Net profit margin	20.5%	15.2%	14.0%
ROA**	27.2%	21.6%	19.0%
ROE*	38.1%	33.6%	28.6%

Remark: * Contributing to major shareholders of the company
 ** Return = EBIT

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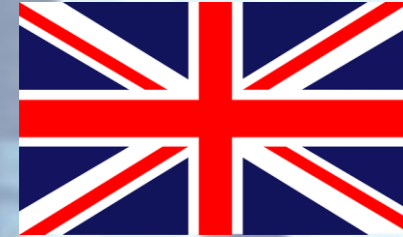
Financial Performance

Business Outlook

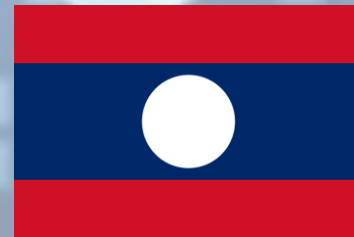
Q&A



Strong Growth in 2022



Recovering from Covid



Aim to take advantage of early entry in CBD Market

To launch a couple of product or more in 2022

Ranging from Soft drink to functional drink



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Appendix



Statement of financial position

Unit: THB mn

ASSETS	Dec-20	Dec-21	Change	LIABILITIES	Dec-20	Dec-21	Change
Current Assets				Current Liabilities			
Cash, Cash Equivalents	947	1,134	188	Short-term loans	2,335	2,812	477
Current Investments	0	0	0	Trade and other payable	1,573	1,769	196
Trade and other receivable	1,420	1,756	335	Current portion of long-term loans	169	569	400
Inventories	1,489	2,337	848	Current portion of Debentures	1,090	0	-1,090
Other current assets	136	155	19	Other current liabilities	488	278	-211
Total Current Assets	3,992	5,382	1,389	Total Current Liabilities	5,655	5,427	-228
Non-Current Assets				Long-term loans	894	1,625	731
Long-term Investment	0	0	0	Debentures	0	1,498	1,498
Investment Properties	107	12,537	12,430	Other non-current liabilities	380	525	144
Property, plant & equipment	12,032	103	-11,929	Total non-current liabilities	1,274	3,648	2,373
Intangible Assets	100	104	4	Total Liabilities	6,929	9,075	2,145
Goodwill	495	549	54	SHAREHOLDERS' EQUITY			
Other non-current assets	361	511	150	Issued and fully paid-up share capital	1,000	1,000	0
Total Non-Current Assets	13,094	13,804	710	Premium on shares	3,963	3,963	0
Total Assets	17,087	19,186	2,099	Retained earnings	5,051	5,530	479
Key ratios				Other components of shareholders' equity	-58	-283	-226
D/E	0.70	0.89	0.19	Equity attributable to owners of the Company	9,956	10,209	253
IBD/E	0.48	0.68	0.20	Non-controlling interests of the subsidiary	201	-99	-300
ROA**	27.2%	19.0%	-8.2%	Total shareholders' equity	10,157	10,111	-47
ROE*	38.1%	28.6%	-9.5%	Total liabilities and Equity	17,087	19,186	2,099

Remark: * Net profit / Averaged equity contributing to major shareholders of the company

** EBIT / Averaged total assets



Statement of comprehensive income

Unit: THB mn

	4Q20	3Q21	4Q21	%YoY	%QoQ	2020	2021	%YoY
Revenue from sales	4,257	3,957	4,382	2.9%	10.7%	17,231	17,364	0.8%
Costs of goods sold	2,585	2,608	3,004	16.2%	15.2%	10,173	11,181	9.9%
Gross profits	1,671	1,349	1,378	-17.6%	2.2%	7,058	6,183	-12.4%
Selling expenses	466	454	450	-3.4%	-1.0%	1,915	1,863	-2.7%
G&A expenses	204	285	261	28.0%	-8.4%	965	1,082	12.1%
Operating profits	1,002	610	667	-33.4%	9.4%	4,178	3,239	-22.5%
Other income	25	86	45	78.6%	-47.6%	158	205	30.1%
Other expenses	0	0	0	N.A.	N.A.	6	0	N.A.
EBIT	1,027	696	712	-30.7%	2.4%	4,329	3,444	-20.5%
EBITDA	1,198	889	906	-24.3%	2.0%	4,998	4,197	-16.0%
Interest incomes	1	0	0	-33.0%	13744.2%	4	1	-76.2%
Interest expenses	23	23	24	4.1%	4.4%	107	89	-16.9%
EBT	1,005	673	689	-31.4%	2.4%	4,227	3,356	-20.6%
Income tax expenses	132	82	86	-34.7%	5.8%	667	513	-23.1%
Net profits for the period	873	591	603	-31.0%	1.9%	3,559	2,843	-20.1%
Net profits attributed to the Company's shareholders	873	601	613	-29.8%	1.9%	3,525	2,881	-18.3%
Key ratios								
Gross profit margin	39.3%	34.1%	31.4%	-7.8%	-2.6%	41.0%	35.6%	-5.4%
Operating margin	23.5%	15.4%	15.2%	-8.3%	-0.2%	24.2%	18.7%	-5.6%
Net profit margin	20.5%	15.2%	14.0%	-6.5%	-1.2%	20.5%	16.6%	-3.9%
EBITDA margin	24.1%	17.6%	16.3%	-7.9%	-1.3%	25.1%	19.8%	-5.3%

Company Overview

Carabao is the 2nd largest energy drink company in Thailand and a successful overseas business

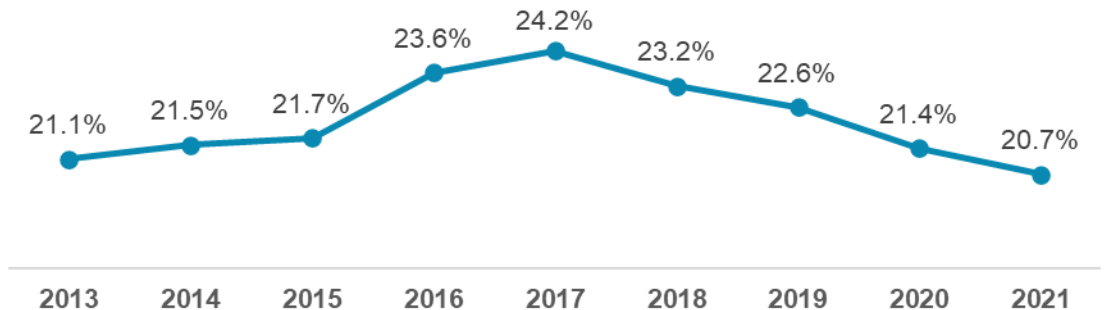
Business overview

- Founded in 2001 as a partnership between 3 founders one of which is the leading singer of Carabao (Thai legendary folk band), the Carabao Group is now the **2nd largest energy drink company** in Thailand with **20.7% market share¹**
- Its main product, Carabao Energy Drink, is packaged into amber glass bottles or aluminum cans. Other branded products include bottled water, coffee, Carabao Sport electrolyte drink.
- Vertically integrated business model - CBG manufactures and distributes its own products, while excess distribution is maximized by distributing 3rd party products
- Carabao has strong in-house production capabilities of glass bottle and aluminum can (production commenced in late 4Q/18)
- Started to diversify product portfolio into functional drink segment by launching WOODY C+ Lock in March 2020
- Strong local distribution channel with presence in both traditional and modern channels
 - Over 50 first tier agents
 - 31 distribution centers across Thailand
 - >300 cash vans (direct distribution) covering c.180,000 retailers
- Successfully tapped into global markets
 - Strong presence in international markets including Cambodia, Myanmar, Vietnam, Laos, China and other countries
 - Opportunities in new export markets thanks to the fame of **Carabao Cup**

Product overview

Categories	Product Portfolio
Energy drink	
Coffee	 3-in-1 instant coffee RTD coffee drink
Others branded products	 Carabao Sport electrolyte drink Drinking water WOODY C+ Lock Functional drink

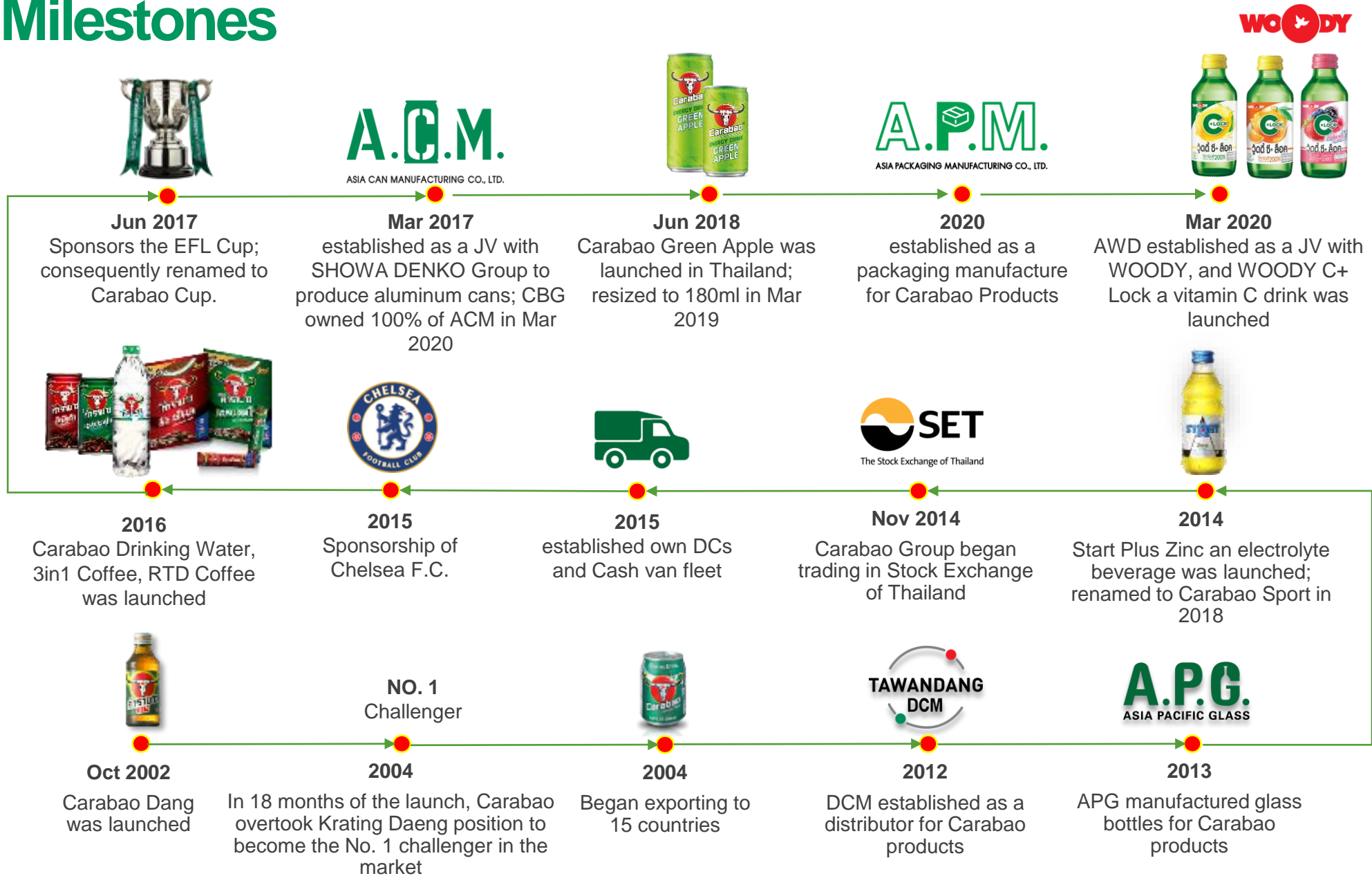
Carabao's market share evolution¹



Remark: 1. Nielsen energy drink market report, as of September 2021 ("Nielsen Report"), in terms of volume.

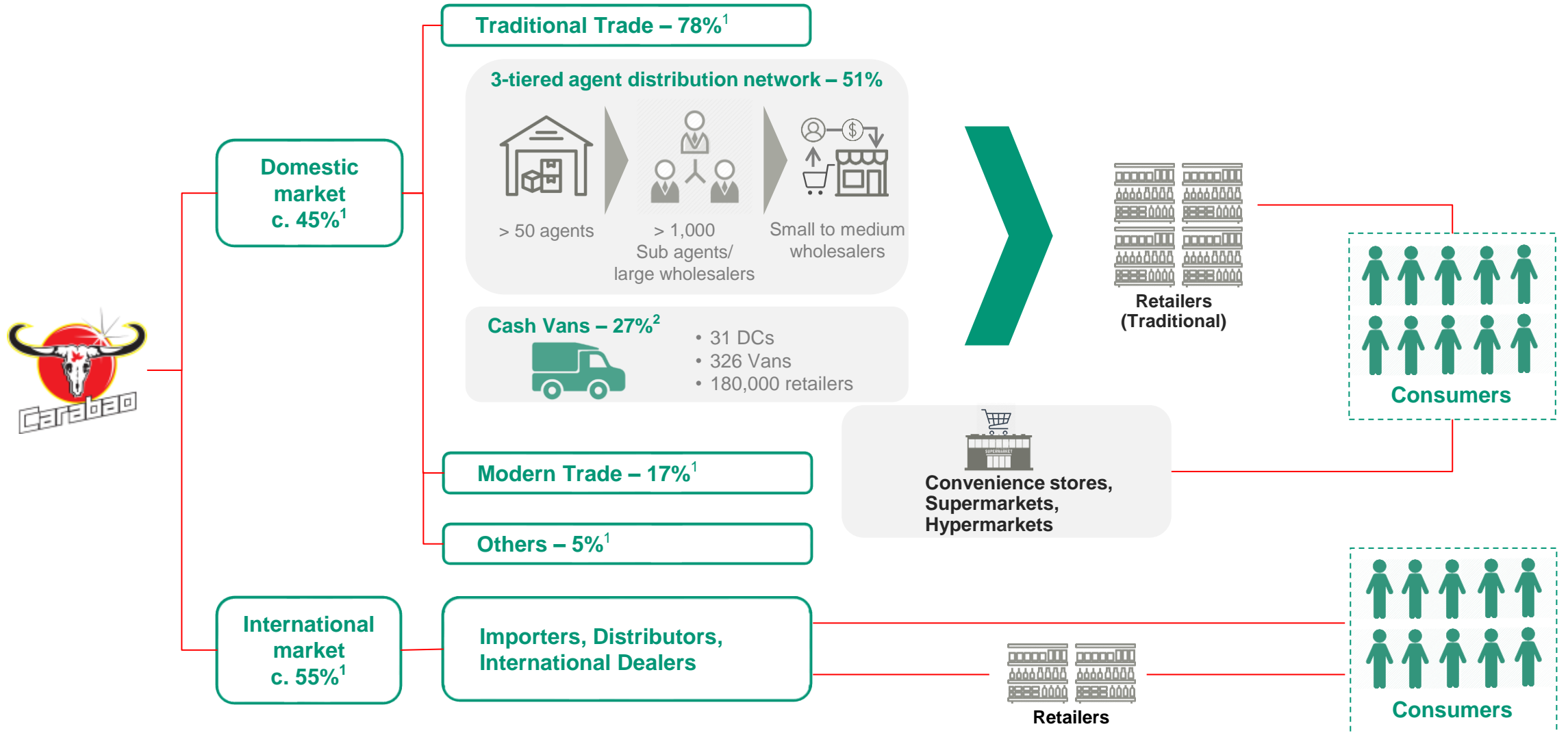
Note: Since 2018, the market has been driven by some niched players, combining herbal ingredients with energy drinks, which Nielsen categorizes these as energy drink segment.

Key Milestones



Distribution Channels

Strong distribution network covering both modern and traditional trade with unique cash van strategy



Note: 1. Sales Figure, 2021

2. Launched in 2Q15. Reached 31 distribution centers in March 2017

Distribution Channels

International market



EUROPE

- United Kingdom
- Netherlands
- Germany
- Greece
- Bulgaria
- Poland
- Italy
- Iceland
- Malta
- Azerbaijan
- Czech Republic
- Denmark
- Estonia
- Norway
- Sweden

ASIA

- Afghanistan
- Yemen
- Israel
- China
- Cambodia
- Myanmar
- Vietnam
- Laos
- Brunei
- South Korea
- Malaysia
- United Arab Emirates
- India
- Iran

AFRICA

- Nigeria
- Africa
- South Africa
- Senegal
- Ghana
- Mauritius
- Djibouti
- Somalia
- Libya
- Pakistan
- Kenya

NORTH AMERICA

- USA
- Mexico

SOUTH AMERICA

- Brazil
- Trinidad
- Uruguay
- Bolivia

OCEANIA

- Australia
- Tonga
- Papua New Guinea

Marketing Channels

Be wealthy and modern world class brand



ABOVE THE LINE

- **TV commercials** for wider reach
- **Print ads** in magazines, newspapers and posters



- Celebrity spokesperson promoting our brand, as well as enhancing corporate image
- Contributes significantly to establishing our brand
- Regularly sponsor events which appeal to global target consumers

BRAND AMBASSADOR

BELOW THE LINE

- **On-ground marketing**
- More than 80 BaoDang Girl Teams, consisting of c.600 members, promote social activities



Manufacturing Facilities

State-of-the-art manufacturing facilities to ensure safe and efficient production



Filling production facilities

- Production capacity of 2.5 billion bottles p.a.
- Production capacity of 2.0 billion cans p.a.

Certifications:



Glass bottle manufacturing facility

- Production capacity of 1.3 billion bottles p.a.
- Maximum molten glass production of 310X2 tons per day



Packaging manufacturing facility

- Engaged in the manufacture and distribution of packaging such as film, carton box and label.
- Expect to start commercial operation in 2Q21



Aluminum can manufacturing facility

- Production capacity of 1.0 billion cans p.a.
- Technology knowhow supported by SHOWA DENKO Group, a leading aluminum company from Japan

Management Team

Key success of the company

VISION

World Class Product, World Class Brand

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



Mr. Sathien Setthasit
Chief Executive Officer

Co-Founder of the Group in 2001



Ms. Nutchamai Thanombooncharoen
Managing Director

Co-Founder of the Group in 2001



Mr. Yuenyong Opakul (Add)
Senior Deputy Managing Director

- Co-Founder of the Group in 2001
- Lead singer of Carabao
- Brand Ambassador of Carabao energy drink



Mr. Kamoldist Smuthkochorn
Deputy Managing Director – Production

Been with the Group since 2002



Mr. Romtham Setthasit
Deputy Managing Director – Int'l Business

Been with the Group since 2015



Mr. Pongsarn Klongwathanakith
Chief Financial Officer

Joined in 2015, from CIMB Investment Bank

Brand Recognition

Carabao is Thailand's legendary music-for-life & one of the most respected band in Thailand



