

# CARABAO GROUP

THAILAND / FOOD & BEVERAGE

## CBG TB

**BUY**

UNCHANGED

TARGET PRICE	THB88.00
CLOSE	THB78.50
UP/DOWNSIDE	+12.1%
PRIOR TP	THB88.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	-0.9%

## Still able to gain market share

- Expect 4Q24 total revenue to hit a record high, supported by higher market share in energy drinks and seasonality.
- Management has set a revenue growth target of 20% y-y for 2025.
- We maintain our 2025E profit growth at 10.6% and TP at THB88.

### Expect strong 4Q24 profit, supported by record high revenue

We expect a 4Q24 net profit of THB810m (+9.3% q-q, +25% y-y), the highest quarterly profit of 2024, driven by record domestic revenue, mainly from energy drinks. CBG's market share in November increased to 25.6% from 25.1% in October, averaging 25.4% in 4QTD compared to 24.8% in 3Q24. There is potential for a new high of 26% in December, boosted by ongoing promotions in CVS. In addition, we project the alcohol sales segment to accelerate, along with the seasonality. Aside from that, revenue from Cambodia and Myanmar should recover q-q. Therefore, we estimate CBG's 4Q24 total revenue to grow by 13.6% q-q and 9% y-y.

### Rising costs and expenses

We assume the 4Q24 gross margin to drop q-q to 27.3% from 28.1% in 3Q24, despite higher capacity utilization. This is mainly due to an increase in the cost of aluminum coils, which is in line with global market prices (+7.5% q-q, +17% y-y). As a result, the gross margin for exported energy drinks will be affected. We expect SG&A to sales to remain stable at 11%, similar to 3Q24, but overall expenses are expected to increase, including marketing costs and potential employee bonuses. Despite these challenges, we still expect CBG's performance to remain strong.

### Aggressive target for 2025

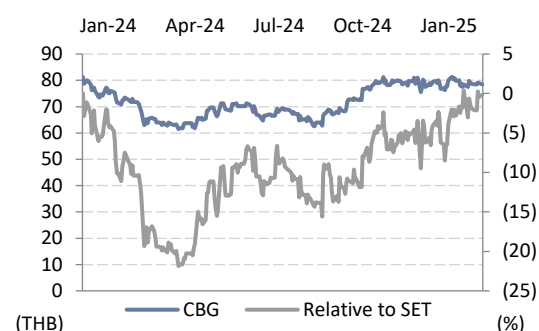
Management has set a revenue growth target of 20% y-y for 2025, driven by domestic sales. For overseas sales, they aim for high single-digit growth. CBG has already started locking in lower sugar prices for the new sugar batch (down 10% y-y) and is working on reformulating its products to reduce sugar content to below 6g, avoiding impacts from the sugar tax phase 4 (April 2025). In addition, CBG is sourcing aluminum coils from Japan after China canceled the 13% export tax rebate on aluminum and copper, making imports from China more expensive. The company is locking in 1Q25 prices at around USD2,500-2,600/tonne, which is manageable.

### Maintain profit growth estimate and target price in 2025

Assuming in-line 4Q24 results, CBG's 2024 net profit would be at THB2.87b (+49% y-y). We maintain our 2025E net profit to grow by 10.6% y-y, with more conservative assumptions than management's targets. Our 2025 TP is set at THB88, based on a 28x P/E. CBG is preparing to run a beverage factory in Myanmar in 2Q25 (machine relocation is complete) and plans to expand its third glass production line in Thailand, which would increase production capacity by 30%, with operations expected to begin in 3Q26.

### KEY STOCK DATA

YE Dec (THB m)	2023	2024E	2025E	2026E
Revenue	18,853	20,778	22,328	23,618
Net profit	1,924	2,870	3,175	3,421
EPS (THB)	1.92	2.87	3.18	3.42
vs Consensus (%)	-	2.0	(0.4)	(2.3)
EBITDA	3,245	4,461	4,844	5,158
Recurring net profit	1,924	2,870	3,175	3,421
Core EPS (THB)	1.92	2.87	3.18	3.42
Chg. In EPS est. (%)	-	0.0	1.0	3.0
EPS growth (%)	(15.8)	49.2	10.6	7.7
Core P/E (x)	40.8	27.4	24.7	22.9
Dividend yield (%)	1.1	1.8	2.0	2.2
EV/EBITDA (x)	25.6	18.8	17.3	16.3
Price/book (x)	6.8	5.9	5.3	4.8
Net debt/Equity (%)	41.2	43.5	38.5	33.6
ROE (%)	17.4	23.2	22.7	21.8



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(1.9)	(0.6)	(3.7)
Relative to country (%)	3.8	4.6	0.2
Mkt cap (USD m)	2,267		
3m avg. daily turnover (USD m)	7.0		
Free float (%)	29		
Major shareholder	Sathienthamholding Co Ltd (25%)		
12m high/low (THB)	82.50/61.25		
Issued shares (m)	1,000.00		

Sources: Bloomberg consensus; FSSIA estimates



**Sureeporn Teewasuwet**

Fundamental Investment Analyst on Securities; License no. 040694  
sureeporn.t@fssia.com, +66 2646 9972

Investment thesis

We expect the 2024 energy drink market to record moderate growth of 3% y-y, supported by a low base and a slight consumption recovery. We began to see higher profitability from 2H23 due to lower packaging and utility costs. Our positive outlook is based on the stronger earnings momentum for the end of 2024, with 1Q24 projected to be the lowest point of the year. We anticipate a gradual increase in beer market share to around 2-3%, which will require time to expand, particularly through the traditional trade channel. However, this modest market share target might be sufficient to support strong profit growth this year.

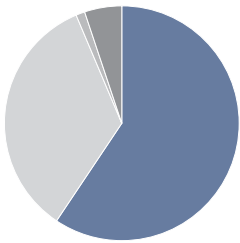
Company profile

Established in 2002, CBG is a joint investment of Mr. Sathien Sathientham, Ms. Nutchamai Thanombooncharoen, and Mr. Yeunyong Opakul (Add Carabao). It is a holding company with investments in subsidiaries that manufacture, market, and distribute energy drinks and other beverages in domestic and overseas markets. Its core product is the Carabao Dang energy drink.

[www.carabaogroup.com](http://www.carabaogroup.com)

Principal activities (revenue, 2023)

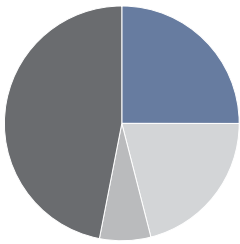
- Branded own - 59.4 %
- 3rd party distribution - 34.3 %
- Branded OEM - 1.2 %
- Others (Packaging) - 5.1 %



Source: Carabao Group

Major shareholders

- Sathienthamholding Co Ltd - 25.0 %
- Ms Nutchamai Thanombooncharoen - 21.0 %
- Mr Yuenyong Opakul - 7.1 %
- Others - 46.9 %



Source: Carabao Group

Catalysts

Potential catalysts for CBG’s earnings growth in 2024-25 are 1) revenue growth driven by rising market share; 2) declining packaging and raw material costs; 3) successful new product launches; and 4) a successful production line established in Myanmar.

Risks to our call

Downside risks to our P/E-based TP are 1) a slower-than-expected recovery in consumption; 2) higher competition in the domestic energy drink market; 3) a potential rise in packaging and raw material costs; and 4) regulatory risks from domestic and international markets.

Event calendar

Date	Event
February 2025	4Q24 results announcement

Key assumptions

	2024E	2025E	2026E
Branded Own growth (%)	8.1	6.5	5.2
Branded OEM growth (%)	29.7	10.0	10.0
3rd party growth (%)	16.5	9.2	6.6
Other-packaging (%)	(11.5)	5.0	5.0
Total revenue growth (%)	10.2	7.5	5.8
Gross margin (%)	27.5	27.8	28.0

Source: FSSIA estimates

Earnings sensitivity

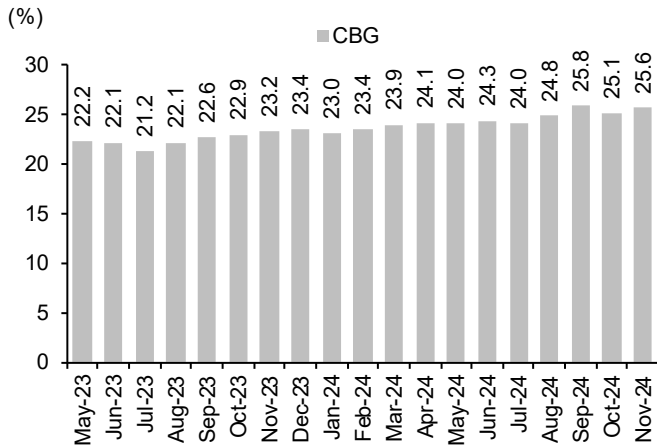
- For every 1% increase in revenue, we estimate 2025 net profit to rise by 1.3%, and vice versa, all else being equal.
- For every 0.5% increase in GPM, we estimate 2025 net profit to rise by 4.2%, and vice versa, all else being equal.
- For every 0.2% increase in SG&A, we estimate 2025 net profit to fall by 1.7%, and vice versa, all else being equal.

Source: FSSIA estimates

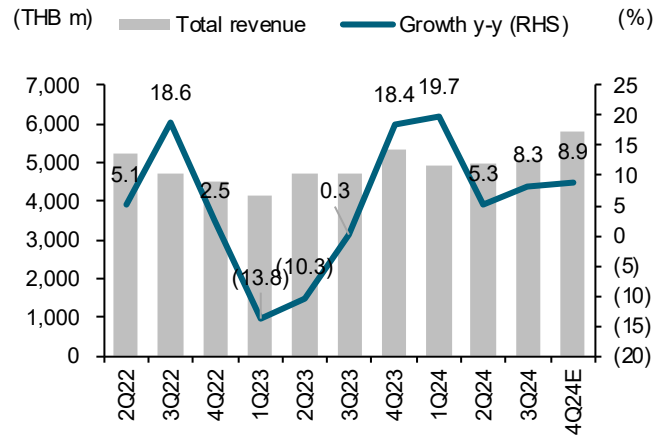
## Exhibit 1: CBG – 4Q24 earnings preview

	4Q23	1Q24	2Q24	3Q24	4Q24E	----- Change -----		2023	2024E	Change	% 9M24
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)	(THB m)	(THB m)	(y-y%)	to 2024E
Sales	5,316	4,935	4,954	5,098	5,791	13.6	8.9	18,853	20,778	10.2	72.1
Cost of sales	3,975	3,613	3,583	3,667	4,210	14.8	5.9	13,974	15,073	7.9	72.1
Gross profit	1,341	1,322	1,371	1,431	1,581	10.5	17.9	4,879	5,705	16.9	72.3
SG&A	564	576	533	576	645	11.9	14.4	2,660	2,331	(12.4)	72.3
Operating profit	819	787	876	932	1,013	8.7	23.7	2,407	3,608	49.9	71.9
Interest expense	52	45	37	33	36	10.1	(31.3)	183	151	(17.6)	76.2
Tax expense	115	123	158	168	181	7.8	57.0	337	630	87.0	71.2
Reported net profit	649	628	691	741	810	9.3	24.8	1,924	2,870	49.2	71.8
Core profit	649	628	691	741	810	9.3	24.8	1,924	2,870	49.2	71.8
<b>Key Ratios (%)</b>						<b>(ppt)</b>	<b>(ppt)</b>				
Gross margin	25.2	26.8	27.7	28.1	27.3	(0.8)	2.1	25.9	27.5	1.6	
SG&A / Sales	10.6	11.7	10.8	11.3	11.1	(0.2)	0.5	14.1	11.2	(2.9)	
Operating margin	15.4	16.0	17.7	18.3	17.5	(0.8)	2.1	12.8	17.4	4.6	
Net margin	12.2	12.7	13.9	14.5	14.0	(0.5)	1.8	10.2	13.8	3.6	
Core margin	12.2	12.7	13.9	14.5	14.0	(0.5)	1.8	10.2	13.8	3.6	
<b>Operating Statistics (THB m)</b>											
Branded Own sales	2,896	2,838	2,900	3,020	3,340	10.6	15.3	11,196	12,098	8.1	72.4
Branded Own - domestic	1,505	1,318	1,445	1,827	2,028	11.0	34.7	5,844	6,618	13.2	69.4
Branded Own - overseas	1,391	1,520	1,455	1,193	1,312	10.0	(5.6)	5,353	5,481	2.4	76.1
Branded OEM sales	59	72	70	79	80	1.3	35.6	232	301	29.7	73.4
3rd party sales	2,088	1,823	1,723	1,824	2,152	18.0	3.1	6,458	7,522	16.5	71.4
Other (packaging)	273	202	261	175	218	24.6	(20.1)	967	856	(11.5)	74.5
CBG's market share (%)	23.2	23.4	24.1	24.9	25.6	0.7	2.4	22.1	24.0	1.9	
Domestic sales (% of total sales)	73.6	69.2	70.6	76.6	77.3	0.7	3.8	64.2	71.4	7.2	
Overseas sales (% of total sales)	26.4	30.8	29.4	23.4	22.7	(0.7)	(3.8)	35.8	28.6	(7.2)	
Domestic sales (THB m)	3,911	3,414	3,499	3,905	4,478	14.7	14.5	13,457	15,297	13.7	70.7
Overseas sales (THB m)	1,405	1,520	1,455	1,193	1,312	10.0	(6.6)	5,396	5,481	1.6	76.1
CLMV	1,201	1,364	1,333	1,010	1,165	15.4	(3.0)	4,639	4,872	5.0	76.1
China	0	0	0	0	0	nm	nm	88	0	(100.0)	nm
UK	46	53	54	56	47	(16.1)	2.2	189	210	11.1	77.6
Others	159	104	68	183	100	(45.4)	(37.1)	480	455	(5.2)	78.0
GM - Branded Own (%)	37.5	38.9	38.9	39.8	38.7	(1.1)	1.2	35.6	39.1	3.5	
GM - Branded OEM (%)	18.6	16.7	15.7	19.0	19.5	0.5	0.9	15.9	17.8	1.9	
GM - 3rd party (%)	8.2	9.2	9.5	9.4	9.8	0.4	1.6	9.3	9.5	0.2	
GM - other (%)	25.6	18.8	26.4	24.6	27.0	2.4	1.4	26.5	24.4	(2.1)	
Aluminum price (USD per tonne)	2,226	2,241	2,565	2,421	2,604	7.5	17.0	2,288	2,458	7.4	
Sugar price (US cent per pound)	25.6	22.6	19.6	19.8	21.5	8.6	(16.0)	20.9	20.7	(0.9)	

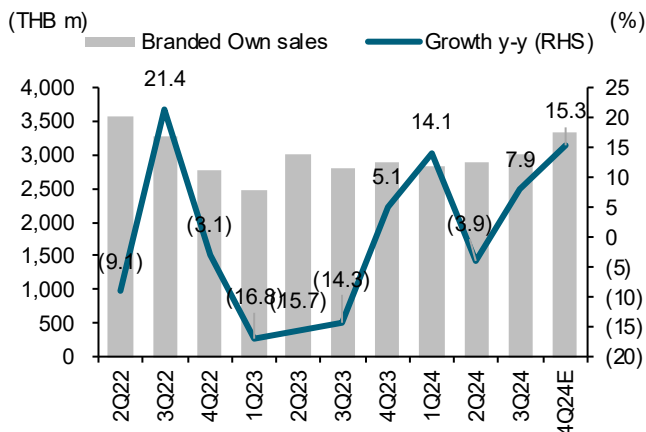
Sources: CBG, FSSIA estimates

**Exhibit 2: CBG's energy drink market share by volume**

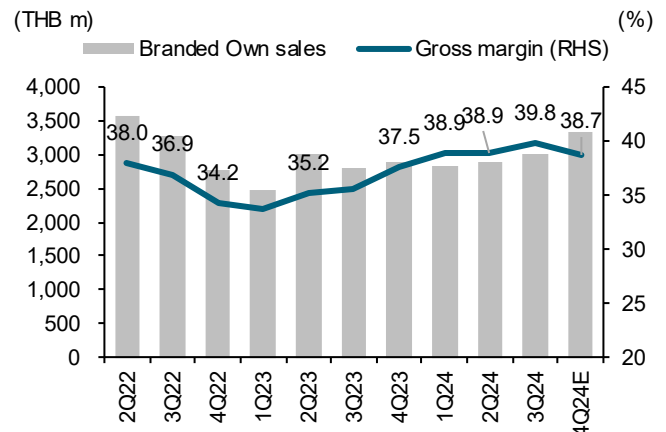
Sources: CBG, FSSIA's compilation

**Exhibit 3: Quarterly total revenue and growth**

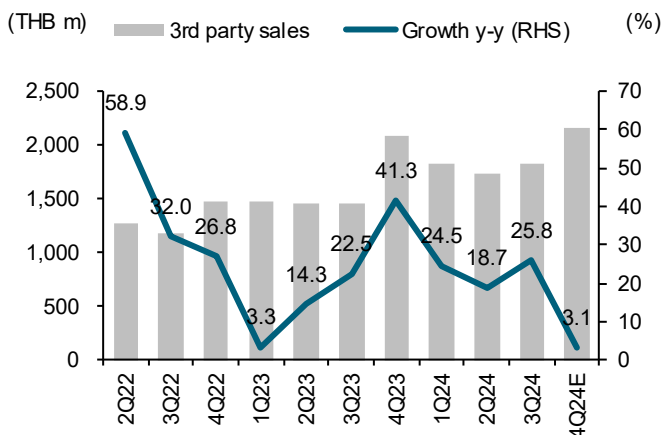
Sources: CBG, FSSIA estimates

**Exhibit 4: Quarterly revenue from branded own and growth**

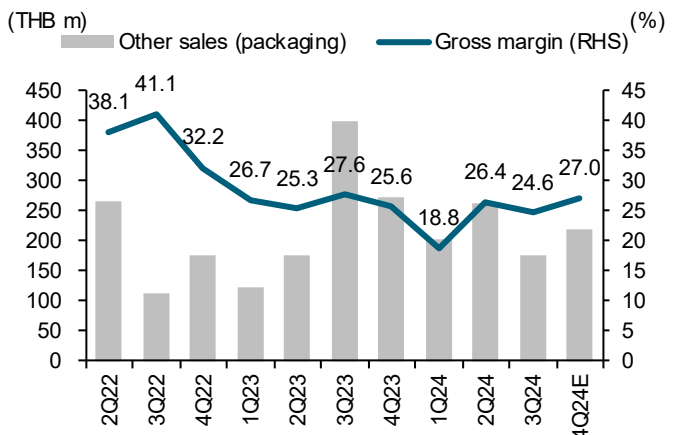
Sources: CBG, FSSIA estimates

**Exhibit 5: Gross margin for branded own segment**

Sources: CBG, FSSIA estimates

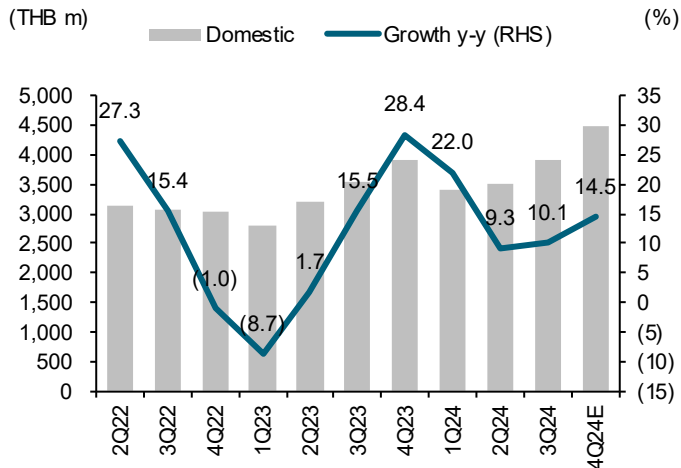
**Exhibit 6: Quarterly revenue from 3rd party and growth**

Sources: CBG, FSSIA estimates

**Exhibit 7: Quarterly revenue from packaging and gross margin**

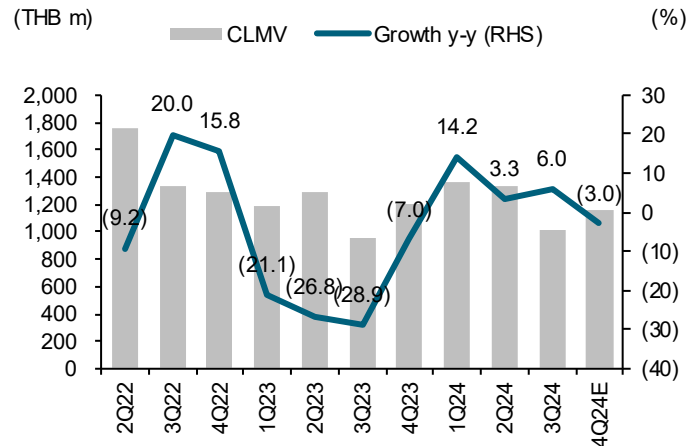
Sources: CBG, FSSIA estimates

Exhibit 8: Domestic revenue and growth



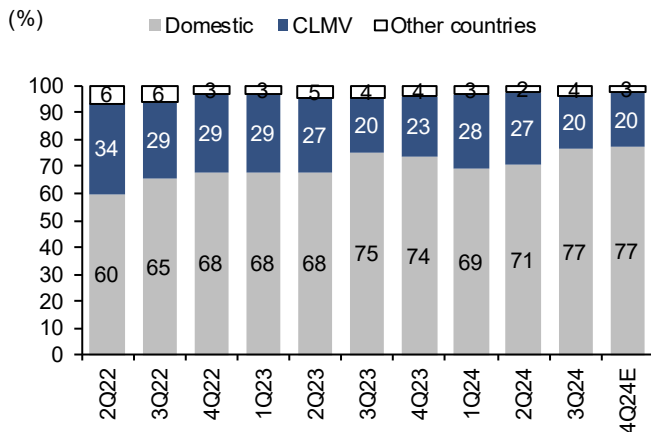
Sources: CBG, FSSIA estimates

Exhibit 9: CLMV revenue and growth



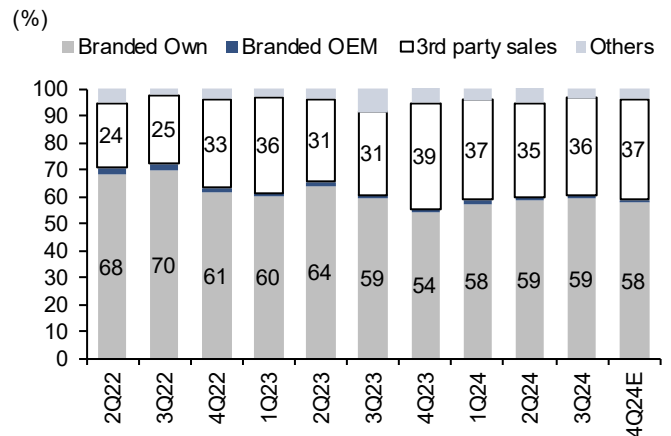
Sources: CBG, FSSIA estimates

Exhibit 10: Quarterly revenue contribution by destination



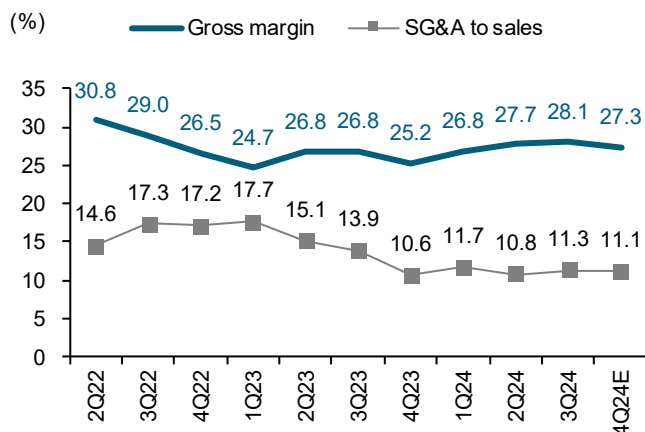
Sources: CBG, FSSIA estimates

Exhibit 11: Revenue contribution by segment



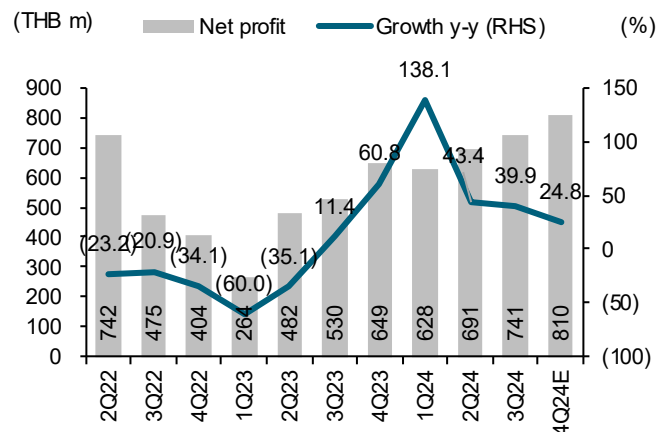
Sources: CBG, FSSIA estimates

Exhibit 12: Quarterly gross margin and SG&amp;A to sales



Sources: CBG, FSSIA estimates

Exhibit 13: Quarterly net profit and growth



Sources: CBG, FSSIA estimates

## Financial Statements

### Carabao Group

Profit and Loss (THB m) Year Ending Dec	2022	2023	2024E	2025E	2026E
Revenue	19,215	18,853	20,778	22,328	23,618
Cost of goods sold	(13,582)	(13,974)	(15,073)	(16,120)	(17,005)
<b>Gross profit</b>	<b>5,633</b>	<b>4,879</b>	<b>5,705</b>	<b>6,209</b>	<b>6,613</b>
Other operating income	239	188	234	223	236
Operating costs	(3,078)	(2,660)	(2,331)	(2,456)	(2,574)
<b>Operating EBITDA</b>	<b>3,607</b>	<b>3,245</b>	<b>4,461</b>	<b>4,844</b>	<b>5,158</b>
Depreciation	(813)	(838)	(853)	(868)	(883)
Goodwill amortisation	0	0	0	0	0
<b>Operating EBIT</b>	<b>2,794</b>	<b>2,407</b>	<b>3,608</b>	<b>3,976</b>	<b>4,275</b>
Net financing costs	(114)	(178)	(146)	(149)	(150)
Associates	5	8	15	17	18
Recurring non-operating income	5	8	15	17	18
Non-recurring items	0	0	0	0	0
<b>Profit before tax</b>	<b>2,684</b>	<b>2,237</b>	<b>3,477</b>	<b>3,843</b>	<b>4,142</b>
Tax	(433)	(337)	(630)	(689)	(742)
<b>Profit after tax</b>	<b>2,251</b>	<b>1,900</b>	<b>2,847</b>	<b>3,155</b>	<b>3,400</b>
Minority interests	35	24	23	21	21
Preferred dividends	0	0	0	0	0
Other items	-	-	-	-	-
<b>Reported net profit</b>	<b>2,286</b>	<b>1,924</b>	<b>2,870</b>	<b>3,175</b>	<b>3,421</b>
<b>Non-recurring items &amp; goodwill (net)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Recurring net profit</b>	<b>2,286</b>	<b>1,924</b>	<b>2,870</b>	<b>3,175</b>	<b>3,421</b>
<b>Per share (THB)</b>					
Recurring EPS *	2.29	1.92	2.87	3.18	3.42
Reported EPS	2.29	1.92	2.87	3.18	3.42
DPS	1.50	0.90	1.44	1.59	1.71
Diluted shares (used to calculate per share data)	1,000	1,000	1,000	1,000	1,000
<b>Growth</b>					
Revenue (%)	10.7	(1.9)	10.2	7.5	5.8
Operating EBITDA (%)	(14.1)	(10.0)	37.5	8.6	6.5
Operating EBIT (%)	(18.9)	(13.8)	49.9	10.2	7.5
Recurring EPS (%)	(20.6)	(15.8)	49.2	10.6	7.7
Reported EPS (%)	(20.6)	(15.8)	49.2	10.6	7.7
<b>Operating performance</b>					
Gross margin inc. depreciation (%)	29.3	25.9	27.5	27.8	28.0
Gross margin exc. depreciation (%)	33.5	30.3	31.6	31.7	31.7
Operating EBITDA margin (%)	18.8	17.2	21.5	21.7	21.8
Operating EBIT margin (%)	14.5	12.8	17.4	17.8	18.1
Net margin (%)	11.9	10.2	13.8	14.2	14.5
Effective tax rate (%)	16.1	15.1	18.1	17.9	17.9
Dividend payout on recurring profit (%)	65.6	46.8	50.0	50.0	50.0
Interest cover (X)	24.5	13.5	24.9	26.7	28.6
Inventory days	72.2	69.6	61.3	61.4	61.6
Debtor days	40.7	45.7	39.3	38.6	38.9
Creditor days	51.8	54.2	54.3	54.2	54.4
Operating ROIC (%)	14.2	12.2	17.3	16.8	16.7
ROIC (%)	13.5	11.6	16.5	16.2	16.1
ROE (%)	21.9	17.4	23.2	22.7	21.8
ROA (%)	11.9	10.3	14.2	14.2	14.2
* Pre-exceptional, pre-goodwill and fully diluted					
<b>Revenue by Division (THB m)</b>					
Branded own	12,591	11,196	12,098	12,883	13,552
3rd party distribution	5,350	6,458	7,522	8,215	8,758
Branded OEM	467	232	301	331	364
Others (Packaging)	807	967	856	899	944

Sources: Carabao Group; FSSIA estimates

## Financial Statements

### Carabao Group

Cash Flow (THB m) Year Ending Dec	2022	2023	2024E	2025E	2026E
Recurring net profit	2,286	1,924	2,870	3,175	3,421
Depreciation	813	838	853	868	883
Associates & minorities	-	-	-	-	-
Other non-cash items	(19)	(61)	6	17	(12)
Change in working capital	(1,117)	992	(95)	(187)	(156)
<b>Cash flow from operations</b>	<b>1,963</b>	<b>3,694</b>	<b>3,635</b>	<b>3,873</b>	<b>4,136</b>
Capex - maintenance	(737)	(822)	(3,303)	(2,257)	(2,296)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(16)	(26)	55	(4)	(4)
<b>Cash flow from investing</b>	<b>(753)</b>	<b>(848)</b>	<b>(3,248)</b>	<b>(2,261)</b>	<b>(2,300)</b>
Dividends paid	(1,760)	(1,156)	(1,435)	(1,588)	(1,710)
Equity finance	0	0	0	0	0
Debt finance	326	(1,438)	663	8	43
Other financing cash flows	27	(5)	28	17	14
<b>Cash flow from financing</b>	<b>(1,408)</b>	<b>(2,598)</b>	<b>(744)</b>	<b>(1,563)</b>	<b>(1,653)</b>
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
<b>Net other adjustments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Movement in cash</b>	<b>(198)</b>	<b>248</b>	<b>(357)</b>	<b>50</b>	<b>183</b>
Free cash flow to firm (FCFF)	1,324.54	3,029.30	538.25	1,768.49	1,993.68
Free cash flow to equity (FCFE)	1,562.23	1,403.93	1,078.24	1,637.24	1,893.52
<b>Per share (THB)</b>					
FCFF per share	1.32	3.03	0.54	1.77	1.99
FCFE per share	1.56	1.40	1.08	1.64	1.89
Recurring cash flow per share	3.08	2.70	3.73	4.06	4.29
Balance Sheet (THB m) Year Ending Dec	2022	2023	2024E	2025E	2026E
Tangible fixed assets (gross)	16,143	17,819	19,525	21,262	23,028
Less: Accumulated depreciation	(3,291)	(4,944)	(3,905)	(4,252)	(4,606)
<b>Tangible fixed assets (net)</b>	<b>12,852</b>	<b>12,875</b>	<b>15,620</b>	<b>17,009</b>	<b>18,422</b>
<b>Intangible fixed assets (net)</b>	<b>612</b>	<b>629</b>	<b>597</b>	<b>598</b>	<b>599</b>
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	162	173	173	173	173
Cash & equivalents	936	1,184	827	877	1,060
A/C receivable	2,533	2,192	2,277	2,447	2,588
Inventories	2,718	2,295	2,478	2,650	2,795
Other current assets	160	131	104	112	118
<b>Current assets</b>	<b>6,347</b>	<b>5,802</b>	<b>5,686</b>	<b>6,085</b>	<b>6,562</b>
Other assets	66	65	42	45	47
<b>Total assets</b>	<b>20,039</b>	<b>19,543</b>	<b>22,117</b>	<b>23,910</b>	<b>25,803</b>
Common equity	10,683	11,491	13,222	14,809	16,520
Minorities etc.	(118)	(178)	(172)	(155)	(167)
<b>Total shareholders' equity</b>	<b>10,565</b>	<b>11,312</b>	<b>13,050</b>	<b>14,654</b>	<b>16,353</b>
Long term debt	1,082	3,747	3,655	3,558	3,407
Other long-term liabilities	205	201	229	246	260
<b>Long-term liabilities</b>	<b>1,287</b>	<b>3,948</b>	<b>3,884</b>	<b>3,804</b>	<b>3,667</b>
A/C payable	1,853	2,045	2,189	2,341	2,469
Short term debt	6,198	2,095	2,850	2,955	3,149
Other current liabilities	137	143	145	156	165
<b>Current liabilities</b>	<b>8,187</b>	<b>4,283</b>	<b>5,184</b>	<b>5,452</b>	<b>5,784</b>
<b>Total liabilities and shareholders' equity</b>	<b>20,039</b>	<b>19,543</b>	<b>22,117</b>	<b>23,910</b>	<b>25,803</b>
Net working capital	3,422	2,430	2,525	2,711	2,867
Invested capital	17,114	16,171	18,956	20,536	22,108
* Includes convertibles and preferred stock which is being treated as debt					
<b>Per share (THB)</b>					
Book value per share	10.68	11.49	13.22	14.81	16.52
Tangible book value per share	10.07	10.86	12.62	14.21	15.92
<b>Financial strength</b>					
Net debt/equity (%)	60.0	41.2	43.5	38.5	33.6
Net debt/total assets (%)	31.7	23.8	25.7	23.6	21.3
Current ratio (x)	0.8	1.4	1.1	1.1	1.1
CF interest cover (x)	14.7	8.9	8.4	12.0	13.6
Valuation	2022	2023	2024E	2025E	2026E
<b>Recurring P/E (x) *</b>	<b>34.3</b>	<b>40.8</b>	<b>27.4</b>	<b>24.7</b>	<b>22.9</b>
<b>Recurring P/E @ target price (x) *</b>	<b>38.5</b>	<b>45.7</b>	<b>30.7</b>	<b>27.7</b>	<b>25.7</b>
Reported P/E (x)	34.3	40.8	27.4	24.7	22.9
Dividend yield (%)	1.9	1.1	1.8	2.0	2.2
Price/book (x)	7.3	6.8	5.9	5.3	4.8
Price/tangible book (x)	7.8	7.2	6.2	5.5	4.9
EV/EBITDA (x) **	23.5	25.6	18.8	17.3	16.3
EV/EBITDA @ target price (x) **	26.1	28.5	21.0	19.3	18.1
EV/invested capital (x)	5.0	5.1	4.4	4.1	3.8
* Pre-exceptional, pre-goodwill and fully diluted    ** EBITDA includes associate income and recurring non-operating income					

Sources: Carabao Group; FSSIA estimates



# Carabao Group PCL (CBG TB)

## FSSIA ESG rating


**51.54 /100**

### Exhibit 14: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★☆	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★☆☆	>39-59	<b>Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.</b>
★★☆☆☆	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★☆☆☆☆	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

### Exhibit 15: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings						Bloomberg	
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
CBG	51.54	--	Y	Y	4.00	4.00	Declared	High	59.58	B	--	33.28	56.00	2.14	41.92
ICHI	43.67	--	Y	Y	5.00	5.00	Certified	High	61.36	--	--	--	18.00	--	--
OSP	61.48	--	Y	Y	5.00	4.00	Declared	Medium	68.64	BBB	--	63.08	51.00	3.00	63.65
SAPPE	35.25	--	Y	Y	4.00	5.00	Certified	Medium	--	--	--	--	--	--	--
TACC	15.00	--	--	--	5.00	5.00	--	--	--	--	--	--	--	--	--

Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

### Exhibit 16: ESG score by Bloomberg

FY ending Dec 31	FY 2020	FY 2021	FY 2022
<b>ESG financial materiality scores - ESG score</b>	<b>1.42</b>	<b>2.14</b>	<b>—</b>
BESG environmental pillar score	0.67	1.92	—
BESG social pillar score	0.74	0.78	—
BESG governance pillar score	3.60	4.25	—
<b>ESG disclosure score</b>	<b>34.38</b>	<b>41.92</b>	<b>—</b>
Environmental disclosure score	20.27	31.89	—
Social disclosure score	19.20	30.20	—
Governance disclosure score	63.58	63.58	—
<b>Environmental</b>			
Emissions reduction initiatives	Yes	Yes	No
Climate change policy	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No
Risks of climate change discussed	Yes	Yes	Yes
GHG scope 1	—	16	82
GHG scope 2 location-based	—	43	42
GHG Scope 3	—	1	74
Carbon per unit of production	—	—	—
Biodiversity policy	No	No	No
Energy efficiency policy	Yes	Yes	No
Total energy consumption	90	135	—
Renewable energy use	—	6	—
Electricity used	90	88	—
Fuel used - natural gas	—	—	—

Sources: Bloomberg; FSSIA's compilation



**Exhibit 17: ESG score by Bloomberg (cont.)**

FY ending Dec 31	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No
Waste reduction policy	Yes	Yes	No
Hazardous waste	—	0	—
Total waste	5	7	—
Waste recycled	4	7	—
Waste sent to landfills	—	0	—
Environmental supply chain management	No	No	No
Water policy	Yes	Yes	Yes
Water consumption	3,070,910	1,110,020	—
<b>Social</b>			
Human rights policy	Yes	Yes	Yes
Policy against child labor	No	No	No
Quality assurance and recall policy	Yes	Yes	Yes
Consumer data protection policy	No	No	No
Equal opportunity policy	No	No	No
Gender pay gap breakout	No	No	Yes
Pct women in workforce	33	34	—
Pct disabled in workforce	—	—	—
Business ethics policy	No	Yes	Yes
Anti-bribery ethics policy	No	Yes	Yes
Health and safety policy	Yes	Yes	Yes
Lost time incident rate - employees	0	0	—
Total recordable incident rate - employees	—	—	—
Training policy	Yes	Yes	Yes
Fair remuneration policy	No	No	No
Number of employees – CSR	2,993	3,232	3,325
Employee turnover pct	—	—	—
Total hours spent by firm - employee training	38,150	33,137	—
Social supply chain management	No	No	No
<b>Governance</b>			
<b>Board size</b>	<b>11</b>	<b>13</b>	<b>13</b>
<b>No. of independent directors (ID)</b>	<b>5</b>	<b>6</b>	<b>6</b>
No. of women on board	4	4	4
No. of non-executive directors on board	6	7	8
Company conducts board evaluations	Yes	Yes	Yes
No. of board meetings for the year	7	6	6
Board meeting attendance pct	91	100	95
Board duration (years)	—	—	—
Director share ownership guidelines	No	No	No
Age of the youngest director	—	—	—
Age of the oldest director	—	—	—
<b>No. of executives / company managers</b>	<b>7</b>	<b>7</b>	<b>6</b>
No. of female executives	2	2	1
Executive share ownership guidelines	No	No	No
<b>Size of audit committee</b>	<b>3</b>	<b>3</b>	<b>3</b>
No. of ID on audit committee	3	3	3
Audit committee meetings	5	5	5
Audit meeting attendance %	100	100	100
<b>Size of compensation committee</b>	<b>4</b>	<b>4</b>	<b>4</b>
No. of ID on compensation committee	2	2	2
No. of compensation committee meetings	2	4	2
Compensation meeting attendance %	100	100	100
<b>Size of nomination committee</b>	<b>4</b>	<b>4</b>	<b>4</b>
No. of nomination committee meetings	2	4	2
Nomination meeting attendance %	100	100	100
<b>Sustainability governance</b>			
Verification type	No	No	No

Sources: Bloomberg; FSSIA's compilation

## Disclaimer for ESG scoring

ESG score	Methodology	Rating																			
The Dow Jones Sustainability Indices ( <a href="#">DJSI</a> ) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																			
SET ESG Ratings List ( <a href="#">SETESG</a> ) by The Stock Exchange of Thailand ( <a href="#">SET</a> )	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for <b>SETESG inclusion</b> , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. <b>SETESG Index</b> is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																			
<b>CG Score</b> by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																			
<b>AGM level</b> By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&amp;A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
<a href="#">Thai CAC</a> By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
<a href="#">Morningstar Sustainabilitys</a>	The Sustainabilitys' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality &amp; peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
0-10	10-20	20-30	30-40	40+																	
<a href="#">ESG Book</a>	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
<a href="#">MSCI</a>	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td><b>AAA</b></td><td>8.571-10.000</td><td rowspan="3"><b>Leader:</b></td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td><b>AA</b></td><td>7.143-8.570</td></tr><tr><td><b>A</b></td><td>5.714-7.142</td></tr><tr><td><b>BBB</b></td><td>4.286-5.713</td><td rowspan="3"><b>Average:</b></td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td><b>BB</b></td><td>2.857-4.285</td></tr><tr><td><b>B</b></td><td>1.429-2.856</td></tr><tr><td><b>CCC</b></td><td>0.000-1.428</td><td><b>Laggard:</b></td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>	<b>AAA</b>	8.571-10.000	<b>Leader:</b>	leading its industry in managing the most significant ESG risks and opportunities	<b>AA</b>	7.143-8.570	<b>A</b>	5.714-7.142	<b>BBB</b>	4.286-5.713	<b>Average:</b>	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	<b>BB</b>	2.857-4.285	<b>B</b>	1.429-2.856	<b>CCC</b>	0.000-1.428	<b>Laggard:</b>	lagging its industry based on its high exposure and failure to manage significant ESG risks
<b>AAA</b>	8.571-10.000	<b>Leader:</b>	leading its industry in managing the most significant ESG risks and opportunities																		
<b>AA</b>	7.143-8.570																				
<b>A</b>	5.714-7.142																				
<b>BBB</b>	4.286-5.713	<b>Average:</b>	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers																		
<b>BB</b>	2.857-4.285																				
<b>B</b>	1.429-2.856																				
<b>CCC</b>	0.000-1.428	<b>Laggard:</b>	lagging its industry based on its high exposure and failure to manage significant ESG risks																		
<a href="#">Moody's ESG solutions</a>	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																				
<a href="#">Refinitiv ESG rating</a>	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; &gt;25 to 50 = satisfactory; &gt;50 to 75 = good; and &gt;75 to 100 = excellent.)</i>																				
<a href="#">S&amp;P Global</a>	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
<b>Bloomberg</b>	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

[Rating](#) regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Sureeporn Teewasuwet FSS International Investment Advisory Securities Co., Ltd

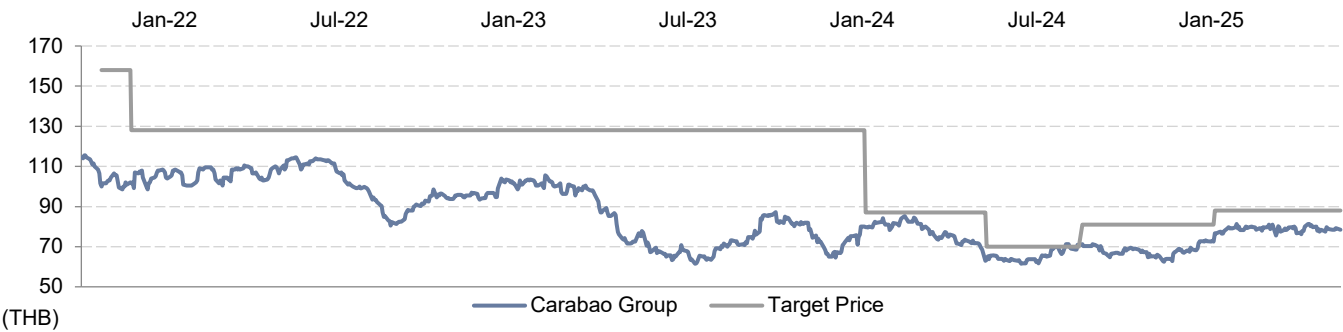
The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s) was, is, or will be, directly or indirectly, related to the specific recommendations or views expressed herein.

This report has been prepared by FSS International Investment Advisory Securities Company Limited (FSSIA). The information herein has been obtained from sources believed to be reliable and accurate; however FSSIA makes no representation as to the accuracy and completeness of such information. Information and opinions expressed herein are subject to change without notice. FSSIA has no intention to solicit investors to buy or sell any security in this report. In addition, FSSIA does not guarantee returns nor price of the securities described in the report nor accept any liability for any loss or damage of any kind arising out of the use of such information or opinions in this report. Investors should study this report carefully in making investment decisions. All rights are reserved.

This report may not be reproduced, distributed or published by any person in any manner for any purpose without permission of FSSIA. Investment in securities has risks. Investors are advised to consider carefully before making investment decisions.

History of change in investment rating and/or target price

Carabao Group (CBG TB)



Sureeporn Teewasuwet started covering this stock from 20-Nov-2023

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Carabao Group	CBG TB	THB 78.50	BUY	Downside risks to our P/E-based TP are 1) a slower-than-expected recovery in consumption; 2) higher competition in the domestic energy drink market; 3) a potential rise in packaging and raw material costs; and 4) regulatory risks from domestic and international markets.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 06-Jan-2025 unless otherwise stated.

## RECOMMENDATION STRUCTURE

### Stock ratings

Stock ratings are based on absolute upside or downside, which we define as  $(\text{target price}^* - \text{current price}) / \text{current price}$ .

**BUY (B).** The upside is 10% or more.

**HOLD (H).** The upside or downside is less than 10%.

**REDUCE (R).** The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

\* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

### Industry Recommendations

**Overweight.** The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

**Neutral.** The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

**Underweight.** The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

### Country (Strategy) Recommendations

**Overweight (O).** Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Neutral (N).** Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Underweight (U).** Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.