

# CARABAO GROUP

THAILAND / FOOD & BEVERAGE

## CBG TB

**BUY**  
UNCHANGED

## Cambodia issue begins to impact

- 2Q25 profit may slightly miss previous expectation due to Cambodia issue, but should still grow by 5% q-q and 16% y-y.
- Starting to see downside risk to our 2025E profit from high domestic competition and Cambodia's logistical obstacles.
- The stock price has declined 30% YTD, partly reflecting the risks.

TARGET PRICE	THB74.00
CLOSE	THB54.50
UP/DOWNSIDE	+35.8%
PRIOR TP	THB74.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+6.8%

### KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	20,964	22,526	23,826	24,931
Net profit	2,843	3,199	3,446	3,603
EPS (THB)	2.84	3.20	3.45	3.60
vs Consensus (%)	-	1.1	(0.8)	(5.2)
EBITDA	4,425	4,873	5,189	5,394
Recurring net profit	2,843	3,199	3,446	3,603
Core EPS (THB)	2.84	3.20	3.45	3.60
Chg. In EPS est. (%)	-	-	-	-
EPS growth (%)	47.7	12.5	7.7	4.6
Core P/E (x)	19.2	17.0	15.8	15.1
Dividend yield (%)	2.4	2.6	2.8	3.0
EV/EBITDA (x)	12.7	11.8	11.1	10.6
Price/book (x)	4.1	3.6	3.2	2.8
Net debt/Equity (%)	13.0	22.1	17.8	13.8
ROE (%)	23.0	22.5	21.2	19.8

### Cambodia issue may slightly affect 2Q25 profit

We expect 2Q25 net profit be THB801m (+5% q-q, +16% y-y), slightly lower than previously anticipated (previously expected at THB828m), due to the closure of the Thai-Cambodian border. This has caused some orders to be delayed and shifted to 3Q25. However, domestic revenue should grow well, led by energy drinks, which we estimate to grow 7% q-q and 26% y-y. Distribution revenue should rise 2% q-q and 22% y-y. As a result, we assume 2Q25 total revenue to grow by 5% q-q and 13% y-y.

### Accelerating construction of the Cambodian plant

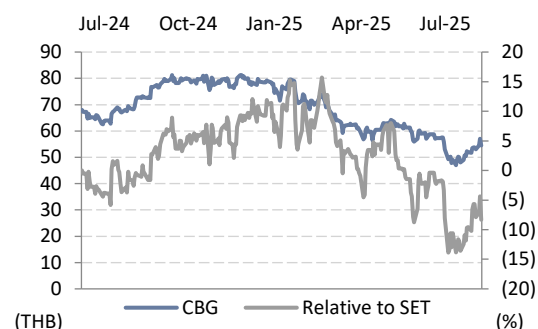
Currently, CBG has switched to shipping goods into Cambodia by sea. The Cambodian agent is covering the shipping costs. However, if the situation persists, the company may need to share some of the burden. Due to the shift in some orders, the company has revised its revenue growth target for Cambodia in 3Q25 up from 5% q-q to 10% q-q. Despite logistical obstacles, overall demand in Cambodia remains stable. The company is accelerating the construction of its Cambodian plant and relocating machinery from Thailand, with the commercial run timeline moved up by one month to December 2025.

### Facing two key risks in 2H25

CBG targets overall revenue growth of 20% y-y in 2025, though there is potential downside (we forecast +7.5% y-y). As of May, its domestic market share dropped to 25.1% (-0.6% m-m), noticeably below the year-end target of 29%. The company may revise the target down to 27%, though we view even this as quite challenging. The company plans to ramp up marketing efforts in 2H25 along with accelerating the construction of new plants in Myanmar and Cambodia. In addition, raw material prices for sugar and aluminum remain low and manageable.

### Starting to see downside risk to 2025E P/E

We are more conservative on the profit outlook for 2H25 following the decline in market share in 2Q25 and emerging impacts from the logistics issues in Cambodia. As such, our 2025 profit forecast of THB3.19b (+12.5% y-y) now appears to have more downside risk. However, the stock has already declined 30% YTD, reflecting heightened competition in the energy drink market and the impact of the border closure. We maintain our BUY rating with a TP of THB74.



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	7.5	(5.8)	(16.8)
Relative to country (%)	3.2	(7.6)	(5.3)
Mkt cap (USD m)	1,753		
3m avg. daily turnover (USD m)	5.3		
Free float (%)	29		
Major shareholder	Sathienthamholding Co Ltd (25%)		
12m high/low (THB)	82.00/46.50		
Issued shares (m)	1,000.00		

Sources: Bloomberg consensus; FSSIA estimates



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## Investment thesis

We expect the 2025 energy drink market to record moderate growth of 3-5% y-y. Meanwhile, management has set a domestic revenue growth target of 20-30% y-y, aiming to increase its market share to 29% by the end of 2025, up from 26% by the end of 2024. We view the goal as aggressive amid increasing competition. In addition, CBG will begin launching several projects in 2025, including 1) a new sugar tax-exempted beverage formula; 2) reducing raw material usage by developing thinner packaging; and 3) a beverage factory in Myanmar in 3Q25. Overall, we need to monitor several factors, as they present both upside and downside risks to performance this year.

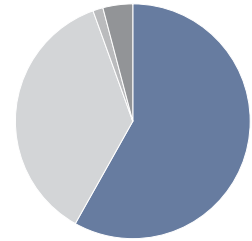
## Company profile

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, 2024)

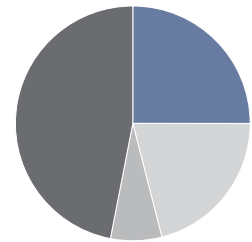
- Branded own - 58.1 %
- 3rd party distribution - 36.4 %
- Branded OEM - 1.4 %
- Others (Packaging) - 4.1 %



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 2025 are 1) revenue growth driven by rising market share; 2) lower packaging and raw material costs; 3) successful new product launches; and 4) a successful production line 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
8 August 2025	2Q25 results announcement

## Key assumptions

	2025E	2026E	2027E
Branded Own growth (%)	6.5	5.2	4.4
Branded OEM growth (%)	10.0	10.0	10.0
3rd party growth (%)	9.2	6.6	4.8
Other-packaging (%)	5.0	5.0	5.0
Total revenue growth (%)	7.5	5.8	4.6
Gross margin (%)	27.8	28.0	27.9

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.

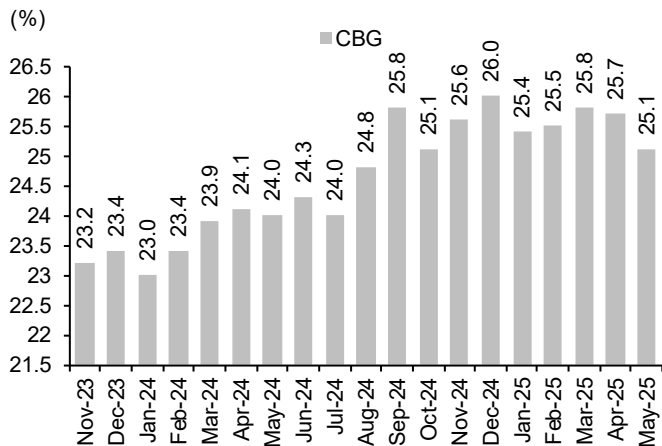
Source: FSSIA estimates

## Exhibit 1: CBG – 2Q25 earnings preview

	2Q24	3Q24	4Q24	1Q25	2Q25E	----- Change -----		2024	2025E	Change	% 1H25E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)	(THB m)	(THB m)	(y-y%)	to 2025E
Sales	4,954	5,098	5,978	5,328	5,602	5.1	13.1	20,964	22,526	7.5	48.5
Cost of sales	3,583	3,667	4,381	3,866	4,078	5.5	13.8	15,243	16,269	6.7	48.8
Gross profit	1,371	1,431	1,597	1,462	1,524	4.2	11.1	5,721	6,257	9.4	47.7
SG&A	533	576	663	537	560	4.4	5.0	2,349	2,478	5.5	44.3
Operating profit	876	932	977	965	1,013	5.0	15.8	3,572	4,005	12.1	49.4
Interest expense	37	33	31	25	24	(2.4)	(35.0)	146	156	7.3	31.1
Tax expense	158	168	171	191	198	3.9	25.4	619	694	12.0	56.0
Reported net profit	691	741	783	760	801	5.3	15.9	2,843	3,199	12.5	48.8
Core profit	691	741	783	760	801	5.3	15.9	2,843	3,199	12.5	48.8
<b>Key Ratios (%)</b>						<b>(ppt)</b>	<b>(ppt)</b>				
Gross margin	27.7	28.1	26.7	27.4	27.2	(0.2)	(0.5)	27.3	27.8	0.5	
SG&A / Sales	10.8	11.3	11.1	10.1	10.0	(0.1)	(0.8)	11.2	11.0	(0.2)	
Operating margin	17.7	18.3	16.3	18.1	18.1	(0.0)	0.4	17.0	17.8	0.7	
Net margin	13.9	14.5	13.1	14.3	14.3	0.0	0.3	13.6	14.2	0.6	
Core margin	13.9	14.5	13.1	14.3	14.3	0.0	0.3	13.6	14.2	0.6	
<b>Operating Statistics (THB m)</b>											
Branded Own sales	2,900	3,020	3,432	3,009	3,258	8.3	12.4	12,190	12,980	6.5	48.3
Branded Own - domestic	1,445	1,827	2,045	1,699	1,818	7.0	25.8	6,635	6,967	5.0	50.5
Branded Own - overseas	1,455	1,193	1,387	1,310	1,440	10.0	(1.0)	5,555	6,013	8.3	45.7
Branded OEM sales	70	79	72	59	55	(6.8)	(21.4)	293	322	10.0	35.4
3rd party sales	1,723	1,824	2,251	2,062	2,103	2.0	22.1	7,621	8,321	9.2	50.1
Other (packaging)	261	175	222	198	185	(6.6)	(29.1)	860	903	5.0	42.4
CBG's market share (%)	24.1	24.9	25.6	25.5	25.4	(0.1)	1.3	24.5	26.4	1.9	
Domestic sales (% of total sales)	70.6	76.6	76.8	75.4	74.3	(1.1)	3.7	73.2	73.3	0.1	
Overseas sales (% of total sales)	29.4	23.4	23.2	24.6	25.7	1.1	(3.7)	26.8	26.7	(0.1)	
Domestic sales (THB m)	3,499	3,905	4,590	4,018	4,161	3.6	18.9	15,352	16,513	7.6	
Overseas sales (THB m)	1,455	1,193	1,387	1,310	1,440	10.0	(1.0)	5,612	6,013	7.2	
GM - Branded Own (%)	38.9	39.8	38.7	40.3	40.3	0.0	1.4	39.0	39.8	0.8	
GM - Branded OEM (%)	15.7	19.0	18.1	16.0	15.8	(0.2)	0.1	17.1	16.0	(1.1)	
GM - 3rd party (%)	9.5	9.4	9.0	9.1	9.0	(0.1)	(0.5)	9.2	9.7	0.4	
GM - other (%)	26.4	24.6	24.3	25.8	25.0	(0.8)	(1.4)	24.1	26.0	1.9	
Aluminum price (USD per tonne)	2,565	2,421	2,604	2,625	2,455	(6.5)	(4.3)	2,458	2,500	1.7	
Sugar price (US cent per pound)	19.6	19.8	21.5	19.4	17.4	(10.1)	(11.0)	20.7	19.5	(5.8)	

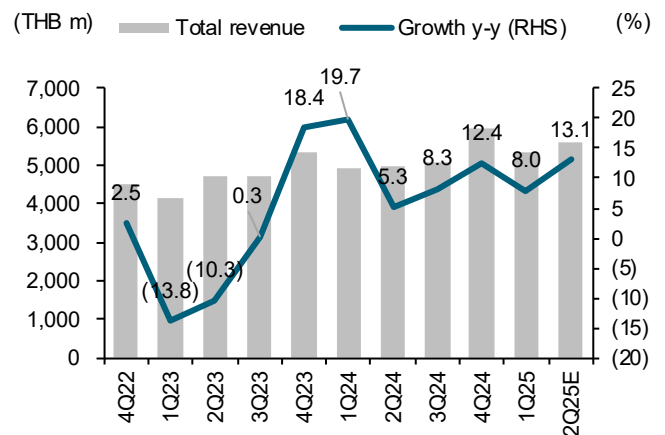
Sources: CBG, FSSIA estimates

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

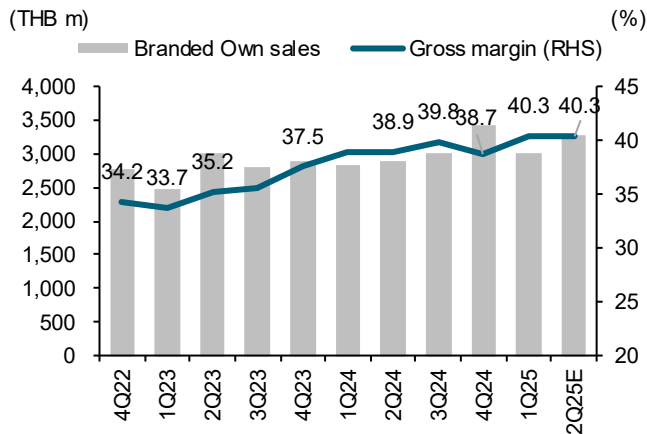


Sources: CBG, FSSIA's compilation

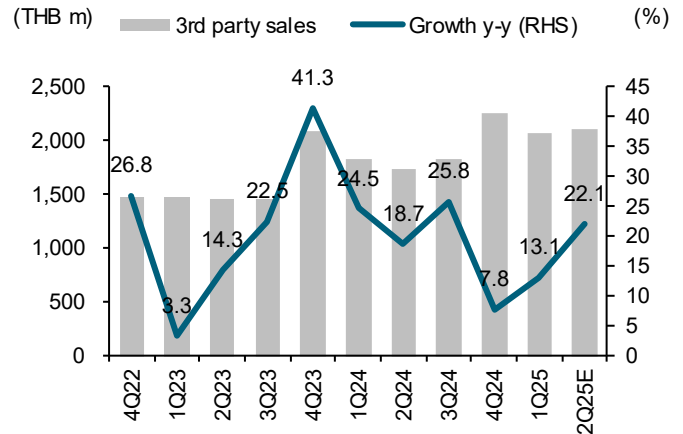
## Exhibit 3: Quarterly total revenue and growth



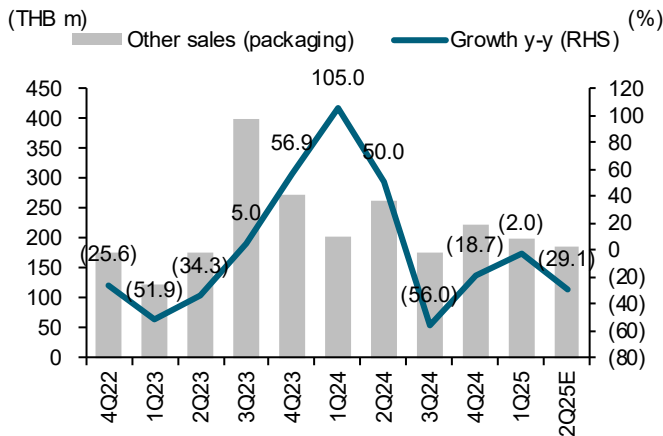
Sources: CBG, FSSIA estimates

**Exhibit 4: Quarterly revenue from Branded Own and margin**

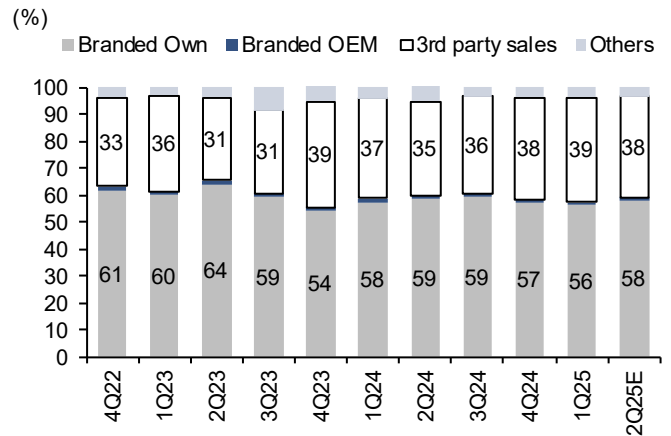
Sources: CBG, FSSIA estimates

**Exhibit 5: Quarterly revenue from 3rd party and growth**

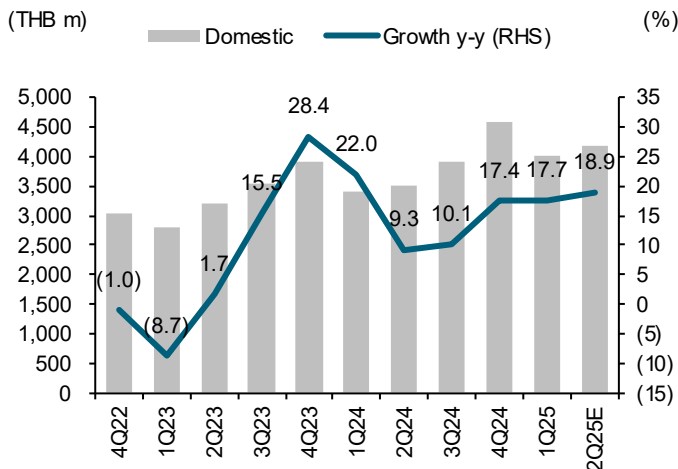
Sources: CBG, FSSIA estimates

**Exhibit 6: Quarterly revenue from Packaging and growth**

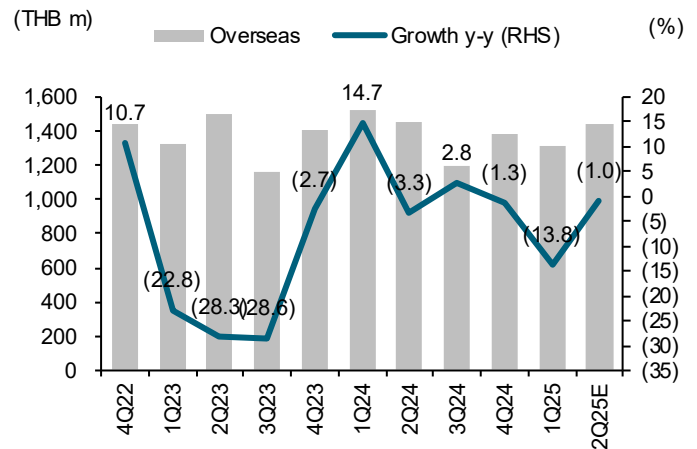
Sources: CBG, FSSIA estimates

**Exhibit 7: Revenue breakdown by product segment**

Sources: CBG, FSSIA estimates

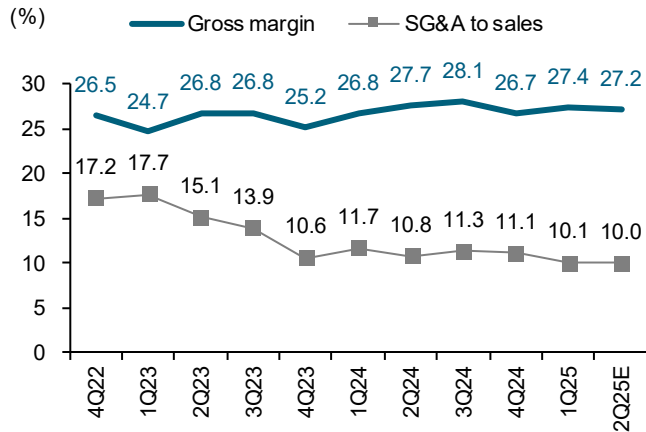
**Exhibit 8: Domestic revenue and growth**

Sources: CBG, FSSIA estimates

**Exhibit 9: Overseas revenue and growth**

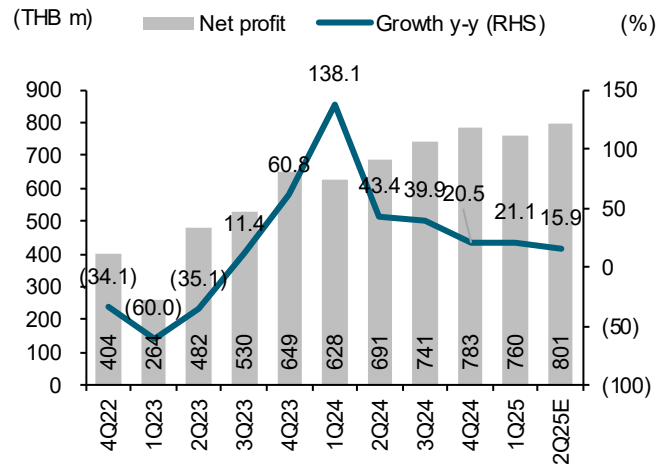
Sources: CBG, FSSIA estimates

Exhibit 10: Quarterly gross margin and SG&amp;A to sales



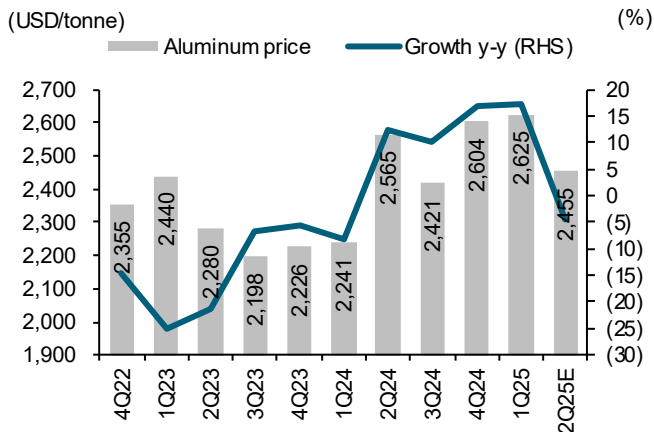
Sources: CBG, FSSIA estimates

Exhibit 11: Quarterly net profit and growth



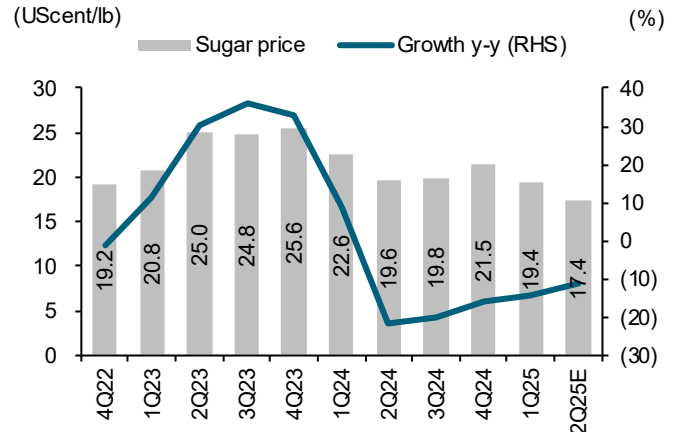
Sources: CBG, FSSIA estimates

Exhibit 12: Aluminium price



Sources: Bloomberg, FSSIA estimates

Exhibit 13: Sugar price



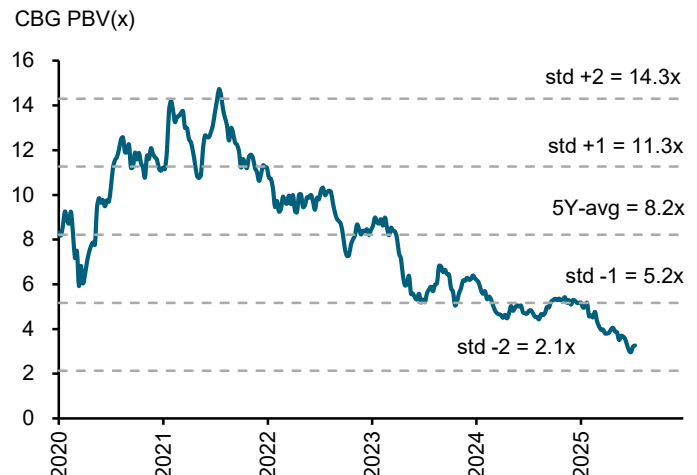
Sources: Bloomberg, FSSIA estimates

Exhibit 14: Historical P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 15: Historical P/BV band



Sources: Bloomberg, FSSIA estimates

## Financial Statements

### Carabao Group

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	18,853	20,964	22,526	23,826	24,931
Cost of goods sold	(13,974)	(15,243)	(16,269)	(17,162)	(17,967)
<b>Gross profit</b>	<b>4,879</b>	<b>5,721</b>	<b>6,257</b>	<b>6,664</b>	<b>6,964</b>
Other operating income	188	200	225	238	249
Operating costs	(2,660)	(2,349)	(2,478)	(2,597)	(2,717)
<b>Operating EBITDA</b>	<b>3,245</b>	<b>4,425</b>	<b>4,873</b>	<b>5,189</b>	<b>5,394</b>
Depreciation	(838)	(853)	(868)	(883)	(898)
Goodwill amortisation	0	0	0	0	0
<b>Operating EBIT</b>	<b>2,407</b>	<b>3,572</b>	<b>4,005</b>	<b>4,306</b>	<b>4,496</b>
Net financing costs	(178)	(140)	(149)	(150)	(151)
Associates	8	14	17	18	18
Recurring non-operating income	8	14	17	18	18
Non-recurring items	0	0	0	0	0
<b>Profit before tax</b>	<b>2,237</b>	<b>3,447</b>	<b>3,873</b>	<b>4,173</b>	<b>4,363</b>
Tax	(337)	(619)	(694)	(748)	(782)
<b>Profit after tax</b>	<b>1,900</b>	<b>2,827</b>	<b>3,179</b>	<b>3,425</b>	<b>3,581</b>
Minority interests	24	15	21	21	23
Preferred dividends	0	0	0	0	0
Other items	-	-	-	-	-
<b>Reported net profit</b>	<b>1,924</b>	<b>2,843</b>	<b>3,199</b>	<b>3,446</b>	<b>3,603</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>1,924</b>	<b>2,843</b>	<b>3,199</b>	<b>3,446</b>	<b>3,603</b>
<b>Per share (THB)</b>					
Recurring EPS *	1.92	2.84	3.20	3.45	3.60
Reported EPS	1.92	2.84	3.20	3.45	3.60
DPS	0.90	1.30	1.44	1.55	1.62
Diluted shares (used to calculate per share data)	1,000	1,000	1,000	1,000	1,000
<b>Growth</b>					
Revenue (%)	(1.9)	11.2	7.5	5.8	4.6
Operating EBITDA (%)	(10.0)	36.4	10.1	6.5	4.0
Operating EBIT (%)	(13.8)	48.4	12.1	7.5	4.4
Recurring EPS (%)	(15.8)	47.7	12.5	7.7	4.6
Reported EPS (%)	(15.8)	47.7	12.5	7.7	4.6
<b>Operating performance</b>					
Gross margin inc. depreciation (%)	25.9	27.3	27.8	28.0	27.9
Gross margin exc. depreciation (%)	30.3	31.4	31.6	31.7	31.5
Operating EBITDA margin (%)	17.2	21.1	21.6	21.8	21.6
Operating EBIT margin (%)	12.8	17.0	17.8	18.1	18.0
Net margin (%)	10.2	13.6	14.2	14.5	14.5
Effective tax rate (%)	15.1	18.0	17.9	17.9	17.9
Dividend payout on recurring profit (%)	46.8	45.7	45.0	45.0	45.0
Interest cover (X)	13.5	25.6	26.9	28.8	29.8
Inventory days	69.6	57.3	58.0	61.6	61.7
Debtor days	45.7	31.6	31.6	38.9	39.1
Creditor days	54.2	45.5	46.2	54.4	54.5
Operating ROIC (%)	12.2	19.4	20.0	18.4	17.8
ROIC (%)	11.6	18.4	19.1	17.7	17.1
ROE (%)	17.4	23.0	22.5	21.2	19.8
ROA (%)	10.3	15.5	15.4	13.9	13.4
* Pre-exceptional, pre-goodwill and fully diluted					
<b>Revenue by Division (THB m)</b>					
Branded own	11,196	12,190	12,980	13,652	14,248
3rd party distribution	6,458	7,621	8,321	8,871	9,298
Branded OEM	232	293	322	355	390
Others (Packaging)	967	860	903	948	996

Sources: Carabao Group; FSSIA estimates

## Financial Statements

### Carabao Group

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	1,924	2,843	3,199	3,446	3,603
Depreciation	838	853	868	883	898
Associates & minorities	-	-	-	-	-
Other non-cash items	(61)	60	(36)	(12)	(12)
Change in working capital	992	617	(923)	(157)	(134)
<b>Cash flow from operations</b>	<b>3,694</b>	<b>4,372</b>	<b>3,108</b>	<b>4,160</b>	<b>4,355</b>
Capex - maintenance	(822)	(372)	(3,334)	(2,296)	(2,335)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(26)	3	31	(4)	(3)
<b>Cash flow from investing</b>	<b>(848)</b>	<b>(369)</b>	<b>(3,303)</b>	<b>(2,300)</b>	<b>(2,338)</b>
Dividends paid	(1,156)	(1,106)	(1,440)	(1,551)	(1,621)
Equity finance	0	0	0	0	0
Debt finance	(1,438)	(2,750)	3,421	43	43
Other financing cash flows	(5)	53	(6)	14	12
<b>Cash flow from financing</b>	<b>(2,598)</b>	<b>(3,803)</b>	<b>1,976</b>	<b>(1,493)</b>	<b>(1,566)</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>248</b>	<b>200</b>	<b>1,781</b>	<b>367</b>	<b>450</b>
Free cash flow to firm (FCFF)	3,029.30	4,149.33	(38.44)	2,017.55	2,175.03
Free cash flow to equity (FCFE)	1,403.93	1,306.34	3,220.70	1,917.50	2,071.81
<b>Per share (THB)</b>					
FCFF per share	3.03	4.15	(0.04)	2.02	2.18
FCFE per share	1.40	1.31	3.22	1.92	2.07
Recurring cash flow per share	2.70	3.76	4.03	4.32	4.49
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	16,929	17,208	18,945	20,711	22,507
Less: Accumulated depreciation	(4,054)	(4,832)	(3,789)	(4,142)	(4,501)
<b>Tangible fixed assets (net)</b>	<b>12,875</b>	<b>12,376</b>	<b>15,156</b>	<b>16,569</b>	<b>18,006</b>
<b>Intangible fixed assets (net)</b>	<b>629</b>	<b>607</b>	<b>598</b>	<b>599</b>	<b>600</b>
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	173	189	189	189	189
Cash & equivalents	1,184	1,384	3,165	3,532	3,983
A/C receivable	2,192	1,434	2,469	2,611	2,732
Inventories	2,295	2,224	2,674	2,821	2,953
Other current assets	131	97	113	119	125
<b>Current assets</b>	<b>5,802</b>	<b>5,139</b>	<b>8,421</b>	<b>9,083</b>	<b>9,793</b>
Other assets	65	67	45	48	50
<b>Total assets</b>	<b>19,543</b>	<b>18,378</b>	<b>24,408</b>	<b>26,488</b>	<b>28,637</b>
Common equity	11,491	13,209	15,283	17,178	19,160
Minorities etc.	(178)	(119)	(155)	(167)	(179)
<b>Total shareholders' equity</b>	<b>11,312</b>	<b>13,091</b>	<b>15,128</b>	<b>17,011</b>	<b>18,981</b>
Long term debt	3,747	849	3,558	3,407	3,256
Other long-term liabilities	201	254	248	262	274
<b>Long-term liabilities</b>	<b>3,948</b>	<b>1,102</b>	<b>3,806</b>	<b>3,669</b>	<b>3,530</b>
A/C payable	2,045	1,540	2,362	2,492	2,609
Short term debt	2,095	2,243	2,955	3,149	3,343
Other current liabilities	143	402	158	167	175
<b>Current liabilities</b>	<b>4,283</b>	<b>4,185</b>	<b>5,475</b>	<b>5,808</b>	<b>6,126</b>
<b>Total liabilities and shareholders' equity</b>	<b>19,543</b>	<b>18,378</b>	<b>24,408</b>	<b>26,488</b>	<b>28,637</b>
Net working capital	2,430	1,813	2,736	2,893	3,027
Invested capital	16,171	15,052	18,723	20,297	21,871
* Includes convertibles and preferred stock which is being treated as debt					
<b>Per share (THB)</b>					
Book value per share	11.49	13.21	15.28	17.18	19.16
Tangible book value per share	10.86	12.60	14.68	16.58	18.56
<b>Financial strength</b>					
Net debt/equity (%)	41.2	13.0	22.1	17.8	13.8
Net debt/total assets (%)	23.8	9.3	13.7	11.4	9.1
Current ratio (x)	1.4	1.2	1.5	1.6	1.6
CF interest cover (x)	8.9	10.3	22.6	13.8	14.7
Valuation	2023	2024	2025E	2026E	2027E
<b>Recurring P/E (x) *</b>	<b>28.3</b>	<b>19.2</b>	<b>17.0</b>	<b>15.8</b>	<b>15.1</b>
<b>Recurring P/E @ target price (x) *</b>	<b>38.5</b>	<b>26.0</b>	<b>23.1</b>	<b>21.5</b>	<b>20.5</b>
Reported P/E (x)	28.3	19.2	17.0	15.8	15.1
Dividend yield (%)	1.7	2.4	2.6	2.8	3.0
Price/book (x)	4.7	4.1	3.6	3.2	2.8
Price/tangible book (x)	5.0	4.3	3.7	3.3	2.9
EV/EBITDA (x) **	18.2	12.7	11.8	11.1	10.6
EV/EBITDA @ target price (x) **	24.2	17.1	15.8	14.8	14.2
EV/invested capital (x)	3.6	3.7	3.1	2.8	2.6
* 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 16: 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 17: 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 18: 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 19: 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
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<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

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History of change in investment rating and/or target price

Carabao Group (CBG TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
20-Nov-2023	HOLD	87.00	04-Mar-2024	BUY	70.00	18-Sep-2024	BUY	88.00
19-Feb-2024	BUY	87.00	24-May-2024	BUY	81.00	21-May-2025	BUY	74.00

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 54.50	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 16-Jul-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.