

Carabao Group

Domestic Energy Drink Supply Chain Map

Executive Summary

Carabao Group operates a highly vertically integrated supply chain for its domestic energy drink business in Thailand. The group has strategically invested in backward integration through in-house packaging material production (glass bottles, aluminum cans, labels, cartons) while maintaining control over distribution through its subsidiary Tawandang DCM. This structure minimizes dependence on external suppliers while achieving economies of scale and supply chain efficiency.

Key Position: Carabao sits at the center of the supply chain as both manufacturer and brand owner, with ownership stakes in upstream packaging operations and full control of downstream distribution to approximately 180,000 retail outlets nationwide.

Supply Chain Overview: Upstream to Downstream

Stage 1: Raw Material Suppliers (External)

Category	Supplier/Source	Details
Sugar	Mitr Phol Group	Thailand's largest sugar producer; primary supplier
	Khonburi Sugar Public Co.	Secondary sugar supplier
Taurine	Third-party suppliers	997 tons consumed in 2024; 800mg per 150ml serving
Caffeine	Third-party suppliers	50mg per 150ml serving (Thai formula)
B Vitamins	Third-party suppliers	B3 (Niacinamide), B5 (Dexpanthenol), B6, B12
Other Ingredients	Third-party suppliers	Inositol, citric acid, sodium benzoate, flavorings, colorings (caramel, Allura Red E129)
Purified Water	In-house treatment	Non-carbonated water base for Thai market products
Aluminum Sheets	External suppliers	Raw aluminum for ACM can manufacturing
Silica Sand/Glass Materials	External suppliers	Raw materials for APG glass bottle production

Stage 2: Packaging Material Production (Carabao-Owned Subsidiaries)

Entity	Ownership	Product	Capacity / Notes
Asia Pacific Glass Co., Ltd. (APG)	Carabao Group subsidiary	Glass bottles	640 tons molten glass/day; ~1.3 billion amber bottles p.a.
Asia Can Manufacturing Co., Ltd. (ACM)	JV: 74% Carabao, 26% Showa Aluminum Can (Showa Denko/Resonac)	Aluminum cans	~1 billion cans p.a.; D&I process; 31-rai facility
Asia Packaging Manufacturing Co., Ltd. (APM)	Carabao Group subsidiary	Carton boxes, OPP labels, shrink film	1,222.57-ton annual waste reduction (2024)
Hanacans (Showa Denko subsidiary)	External JV partner	Aluminum can lids/ends	Priority supply rights to ACM

Location: All facilities co-located at Bangpakong, Chachoengsao Province – industrial cluster concept enabling lean production.

Stage 3: Manufacturing & Filling Operations

Entity	Details
Carabao Tawandang Co., Ltd. (CBD)	Role: Manufacturing, marketing, selling and distributing energy drinks Location: Bangpakong, Chachoengsao Province Capacity: 2,500 million cans + 2,400 million bottles per year Products: Carabao Dang, Carabao Sport, functional drinks

Entity	Details
Third-Party Contract Manufacturers	Equipment: 8 Kronos AG (Germany) filling and packaging lines Technology: STARLIMS digital laboratory information management system Output: ~1,200 bottles per minute; 74,000 cans per hour (latest line)
	Products outsourced: Drinking water, Coffee 3-in-1, RTD Coffee Reason: Non-core products; managed under DCM portfolio Terms: Local Thai manufacturers under contract arrangements

Stage 4: Distribution (Carabao-Owned)

Entity	Details
Tawandang DCM Co., Ltd. (DCM)	Role: Manages all domestic distribution channels Distribution Centers: 31 centers nationwide Cash Vans: 330 vehicles for direct retail delivery Retail Coverage: ~180,000 identified retailers Database: CRM system for retailer analysis (size, order patterns, payment) Additional Function: Third-party distribution services (food & non-food) Field Force: 1,500+ headcount for marketing and sales
Tawandang Logistics Co., Ltd.	Ownership: 20% acquired by Carabao Group from CJ Express (Dec 2024) Role: Logistics support for distribution network

Distribution Channels:

- Traditional Trade: Multi-tiered agent/wholesaler system, direct retailer delivery via cash vans
- Modern Trade: Direct relationships with hypermarkets, supermarkets, convenience stores

Stage 5: Retail Channels

Modern Trade Partners:

Retailer	Parent Company	Store Count / Format
7-Eleven	CP All PCL	~12,740 stores; dominant convenience chain
Lotus's (formerly Tesco Lotus)	CP Group	Hypermarkets + Lotus Express convenience
Big C	BJC / TCC Group	153 hypermarkets + 1,430 Mini Big C
Tops Supermarket / FamilyMart	Central Retail	Supermarkets + ~900 FamilyMart stores
Makro	CP Group	Cash & carry wholesale format
CJ Express / CJ Supermarket	CJ Express Group (Sathien Setthasit)	~900+ stores across 40 provinces
TD Tawandang	Sathien Setthasit	300+ small convenience stores (50-100 sqm)

Traditional Trade:

- Regional wholesalers and agents (multi-tiered system)
- Independent grocery stores ("mom and pop" shops)
- Petrol station convenience stores: PTT Jiffy, Shell Select, TigerMart
- Wet markets and roadside vendors

Stage 6: Marketing & End Consumer

Component	Details
Carabao Marketing Group Co., Ltd.	Online applications, digital marketing, brand development
Carabao Girls ("Sao Bao Dang")	Thailand's largest grassroots marketing team; brand ambassadors; direct consumer engagement
Brand Ambassador	Aed Carabao (Yuenyong Opakul) – co-founder and lead singer of Carabao band

End Consumer Demographics (Thailand):

- Total addressable market: ~8 million Thai energy drink consumers
- Bangkok: 19% of consumers
- Other urban areas: 32% of consumers
- Rural provinces: 49% of consumers

- Target positioning: "Everyday hero" – energy for everyday life (differentiated from extreme sports positioning)
- Market share: ~26.5% of Thai energy drink market (as of mid-2025)

Key Stakeholder Summary

Stakeholder Type	Entity Name	Relationship to Carabao
Carabao Group Subsidiaries		
	Carabao Tawandang Co., Ltd. (CBD)	Manufacturing & marketing (core)
	Tawandang DCM Co., Ltd. (DCM)	Distribution arm
	Asia Pacific Glass Co., Ltd. (APG)	Glass bottle production
	Asia Packaging Manufacturing Co., Ltd. (APM)	Secondary packaging materials
	Carabao Marketing Group Co., Ltd.	Digital marketing & applications
	Asia Carabao Venture Co., Ltd. (ACV)	Holding company for ventures
	A Woody Drink Co., Ltd.	JV (85% ACV, 15% Vuthithorn Milintachinda) – Woody C+ brand
Joint Venture Partners		
	Showa Aluminum Can Corporation	26% stake in ACM (aluminum can JV)
	Showa Denko (Resonac)	Parent of Showa Aluminum Can; Hanacans (can lid supplier)
Key Raw Material Suppliers		
	Mitr Phol Group	Primary sugar supplier
	Khonburi Sugar Public Co.	Secondary sugar supplier
Equipment Suppliers		
	Krones AG (Germany)	8 filling & packaging lines
	STARLIMS	Laboratory information management system
Related Retail (Sathien Setthasit)		
	CJ Express Group Co., Ltd.	~900+ stores; supports Carabao distribution
	TD Tawandang	Small-format convenience stores

Where Carabao Sits in the Supply Chain

Carabao Group occupies the central position as the **manufacturer, brand owner, and distribution controller**. The company has strategically integrated backwards into packaging materials (APG, ACM, APM) and forwards into distribution (DCM), creating a highly controlled supply chain with minimal reliance on third parties for core operations.

Vertical Integration Advantages:

- Cost control through in-house packaging production
- Quality assurance across the value chain
- Supply security and flexibility in production scheduling
- Direct retail relationships through DCM's 180,000+ retailer network
- Real-time market feedback through grassroots marketing team

External Dependencies:

- Raw materials (sugar, taurine, caffeine, vitamins) – commodity sourcing
- Aluminum and glass raw materials for packaging subsidiaries
- Third-party retailers for end-consumer sales (no direct-to-consumer channel)

- Contract manufacturers for non-core products (water, coffee)

Notes

This supply chain map focuses on Carabao's **domestic Thai energy drink operations**. Export operations involve additional stakeholders including Intercarabao Limited (UK), Carabao Trading (Hong Kong), and international distributors, which are outside the scope of this domestic analysis.

Sources: Carabao Group official website, annual reports, SET filings, industry publications, and third-party research.