

This is the supply chain map for Carabao Group (CBG) in Thailand, detailing the flow from upstream raw materials to the end consumer.

The Carabao Supply Chain Map (Domestic Market)

Carabao sits in a **vertically integrated** position. Unlike many competitors who outsource packaging or distribution, Carabao owns its own glass, can, and packaging factories, as well as its own distribution network.

1. Upstream: Raw Materials & Packaging Inputs

Inputs are split into two categories: "Owned" (Packaging) and "External" (Ingredients).

A. Packaging (Internalized)

Carabao creates its own packaging to control costs and supply stability.

- **Glass Bottles: Asia Pacific Glass Co., Ltd. (APG)**
 - *Relationship:* Subsidiary.
 - *Role:* Manufactures amber glass bottles for Carabao Dang.
- **Aluminum Cans: Asia Can Manufacturing Co., Ltd. (ACM)**
 - *Relationship:* Subsidiary (Previously a JV with Showa Denko, now fully owned).
 - *Role:* Manufactures aluminum cans for Carabao energy drinks.
- **Labels & Cartons: Asia Packaging Manufacturing Co., Ltd. (APM)**
 - *Relationship:* Subsidiary.
 - *Role:* Produces shrink films, labels, and corrugated carton boxes.

B. Raw Ingredients (External)

Carabao sources these from commodity markets. Specific supplier names are trade secrets, but they fall into these categories:

- **Sugar:** Sourced from major Thai domestic sugar producers (e.g., typically companies like **Mitr Phol** or **Thai Roong Ruang**, though specific contracts are undisclosed).
- **Active Ingredients: Taurine, Caffeine, Vitamins (B6, B12).**
 - *Source:* Global and regional chemical/food ingredient suppliers (names undisclosed).
- **Water:** Processed on-site at the manufacturing facility.

2. Midstream: Manufacturing & Processing

This is the core "Carabao" entity where inputs are combined.

- **Manufacturer: Carabao Tawandang Co., Ltd. (CBD)**
 - *Relationship:* Core Subsidiary.
 - *Location:* **Bangpakong Production Complex** (Chachoengsao Province).
 - *Role:* Receives cans/bottles from APG/ACM and ingredients from external suppliers; fills, seals, and quality-checks the final product.
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3. Downstream: Distribution & Logistics

Carabao acts as its own primary distributor, partnering with specialists for physical trucking.

- **Primary Distributor: Tawandang DCM Co., Ltd. (DCM)**
 - *Relationship:* Subsidiary.
 - *Role:* The "brain" of distribution. It manages the strategy, the agent network, and the "Sao Bao" (marketing/sales girls) teams.
 - **Logistics & Trucking: TD M Logistics Co., Ltd. (TDM)**
 - *Relationship:* Joint Venture.
 - *Structure:* 65% owned by **Tawandang Logistics (TWD)** + 35% owned by **Mena Transport PCL**.
 - *Role:* Provides the physical truck fleet (4-wheel to 18-wheel trucks) to move goods from the Bangpakong factory to distribution centers nationwide.
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4. Downstream: Retail Channels

The product splits into two distinct retail flows.

Channel A: Modern Trade (Large Retailers)

- **Convenience Stores:**
 - **CJ Express Group Co., Ltd. (CJ More):** *Crucial Note:* This is a **Related Party**, not a subsidiary. It is owned by Mr. Sathien Setthasit (Carabao's CEO) and key shareholders. It serves as a "guaranteed" shelf space for Carabao.
 - **CP All PCL (7-Eleven):** The dominant external retail partner.
- **Supermarkets/Cash & Carry:**
 - **Siam Makro (Makro):** Wholesale partner.
 - **Lotus's & Big C:** Hypermarket partners.

Channel B: Traditional Trade (The "General Public" Route)

- **Tier 1 Agents:** ~31 regional distribution centers managed by **DCM**.
 - **Tier 2 Sub-Agents:** Local wholesalers.
 - **Points of Sale:** ~180,000+ local "Mom-and-Pop" shops (*Cho-Huay*) across Thailand.
 - *Support:* Carabao's "Cash Vans" service these small shops directly to bypass inactive wholesalers if necessary.
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5. End Customer

- **Target Segments:** Blue-collar workers, truck drivers, and general mass-market consumers.

Summary of Stakeholder Roles

Stakeholder Name	Role in Chain	Relationship to Carabao
Asia Pacific Glass (APG)	Glass Bottle Supplier	Subsidiary (Owned)
Asia Can Mfg (ACM)	Can Supplier	Subsidiary (Owned)
Carabao Tawandang (CBD)	Manufacturer	Subsidiary (Owned)
Tawandang DCM	Distributor	Subsidiary (Owned)
Mena Transport PCL	Trucking/Logistics	JV Partner (via TDM)
CJ Express (CJ More)	Retailer	Related Party (Same Owners)
CP All (7-Eleven)	Retailer	External Partner