

## Tax Strategy & Governance

The company commits to comply with all tax laws and regulations in its countries of operation and not to use secrecy jurisdictions or so-called "tax havens" for tax avoidance. The adoption of a formal tax policy serves to guide company practices and provide investors, regulators, and other external stakeholders and comparative information as below also available within the financial statement in the 2025 annual report.

## Global Tax Reporting

Global Tax paid as the table below: (Summary Tax Information FY2022- 2025)

| Parameters                               | 2022            | 2023            | 2024            | 2025           |
|------------------------------------------|-----------------|-----------------|-----------------|----------------|
| Number of employees (Person)             | 71,591          | 64,645          | 74,643          | 77,899         |
| Revenue (Baht)                           | 469,131,439,242 | 489,949,167,345 | 512,041,888,147 | 520,706,351    |
| Profit (Loss) before tax (Baht)          | 10,410,668,467  | 11,133,839,204  | 13,570,923,194  | 11,970,188,128 |
| Income tax accrued (Current year) (Baht) | 951,189,844     | 971,087,422     | 1,079,071,579   | 644,428,564    |
| Income tax paid (Baht)                   | 3,635,698,357   | 3,345,399,017   | 2,901,796,214   | 3,539,719,966  |
| Earnings before Tax (Baht)               | 10,410,668,467  | 11,133,839,204  | 13,570,923,194  | 11,970,188,128 |
| Reported Tax (million Baht)              | 2,728,827,225   | 2,534,760,158   | 3,026,147,516   | 2,644,996,976  |
| Cumulative acceptable adjustment         | 0               | 0               | 0               | 0              |
| Cash Taxes Paid (Baht)                   | 3,635,698,357   | 3,345,399,017   | 2,901,796,214   | 3,539,719,966  |

| Primary activities                                                                                                                                                                                                                                                                   | Names of all the resident entities                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wholesale Business (Makro)</b><br><b>Business Activity:</b> Distribution of fresh, dry, and non-food goods (third-party and private labels) to HoReCa, retailers, and prosumers.                                                                                                  | <ul style="list-style-type: none"> <li>• Makro ROH Company Limited</li> <li>• ARO Commercial Company Limited</li> <li>• Makro (Guangzhou) Food Company Limited</li> </ul>                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• CP Wholesale India Private Limited</li> <li>• Makro (Cambodia) Company Limited</li> <li>• CP Aextra AC Corporate</li> </ul>                                                                                                                                             |
| <b>Foodservice</b><br><b>Business Activity:</b> Import, export, and distribution of premium food products (including meat, seafood, plant-based foods, dairy products, bakery and pastries, beverages, processed meat products, fine-dining and delicatessen, fruits and vegetables. | <ul style="list-style-type: none"> <li>• Siam Food Service Limited</li> <li>• Indoguna Vina Food Service Company Limited</li> <li>• Indoguna (Cambodia) Private Limited</li> <li>• Indoguna (Singapore) Private Limited</li> <li>• Indoguna Dubai L.L.C.</li> <li>• Indoguna Lordly Company Limited</li> </ul>                                             | <ul style="list-style-type: none"> <li>• Just Meat Company Limited</li> <li>• Maxzi The Good Food Restaurant &amp; Café Limited Liability Company</li> <li>• Maxzi Global FZCO</li> <li>• Indoguna Muscat L.L.C.</li> <li>• Renewed Hope Pte.Ltd.</li> </ul>                                                     |
| <b>Retail and Mall (Lotus's)</b><br><b>Business Activity:</b> retail business and manages rental space in shopping center.                                                                                                                                                           | <ul style="list-style-type: none"> <li>• CP. Retail Development Company Limited (100%-Lotuss Stores (Malaysia) Sdn Bhd)</li> <li>• Smart Distribution Service Co., Ltd.</li> <li>• Aextra Growth Plus Co., Ltd. (100% -Aextra Happitat Co., Ltd.)</li> <li>• Retail Properties Company Limited</li> <li>• Lotus's Money Service Company Limited</li> </ul> | <ul style="list-style-type: none"> <li>• Aextra Future City Property REIT Co., LTD</li> <li>• Synergistic Property Development Company</li> <li>• Sukhumvit Mixed-Use Co., LTD</li> <li>• Sukhumvit Living Co., LTD</li> <li>• Aextra Future City Freehold and Leasehold Real Estate Investment Trust</li> </ul> |

# Tax Reporting (by Country)

Tax paid in each country as the table below: (Summary Tax Information FY2024- 2025)

FY2024 (Unit:THB)

| Country                                                                         | Primary activities | Number of employees (person) | Total Revenue     | Profit (Loss) before tax* | Income tax accrued (current year)* | Income Tax Expense/paid |
|---------------------------------------------------------------------------------|--------------------|------------------------------|-------------------|---------------------------|------------------------------------|-------------------------|
| Global Tax Reporting                                                            | Wholesale & Retail | 74,643                       | 512,041,888,147   | 13,570,923,194            | 1,079,071,579                      | (2,901,796,214)         |
| Thailand                                                                        | Wholesale & Retail | 66,176                       | 235,005,975.28    | (320,615,333,052.10)      | 0                                  | 0                       |
| Cambodia                                                                        | Wholesale          | 620                          | 3,972,252,142.96  | (13,166,589.93)           | 0                                  | 49,498,635.05           |
| China                                                                           | Wholesale          | n/a                          | 70,366.37         | (23,293,615.63)           | 0                                  | 0                       |
| India                                                                           | Wholesale          | 517                          | 4,253,600,299.20  | (352,753,865.72)          | 0                                  | 0                       |
| Malaysia                                                                        | Retail             | 7,092                        | 39,357,707,800.95 | 744,412,708.10            | 305,749,032.92                     | (7,833,506.22)          |
| Myanmar                                                                         | Wholesale          | 238                          | 3,063,681,917.36  | 41,280,558.18             | 0                                  | 22,666,343.36           |
| Other<br>(e.g. Hong Kong, Oman, Singapore, United Arab Emirates , Vietnam etc.) | Wholesale & Retail | n/a                          | 461,159,569,645   | 333,789,777,051           | 773,322,546                        | (2,966,127,686)         |

Note: \*Profit (Loss) before tax = Operating Profit/ (Loss)      \*Income tax accrued (current year) = Current Tax Expense

# Global Tax Reporting (by Country)

Tax paid in each country as the table below: (Summary Tax Information FY2024- 2025)

FY2025 (Unit:THB)

| Country                                                                        | Primary activities | Number of employees (person) | Total Revenue      | Profit (Loss) before tax* | Income tax accrued (current year)* | Income Tax Expense/paid |
|--------------------------------------------------------------------------------|--------------------|------------------------------|--------------------|---------------------------|------------------------------------|-------------------------|
| Global Tax Reporting                                                           | Wholesale & Retail | 77,899                       | 520,706,351,252    | 11,970,188,128            | 644,428,564                        | 3,539,719,966           |
| Thailand                                                                       | Wholesale & Retail | 66,361                       | 90,962,750.18      | 68,767,525.83             | 0                                  | 0                       |
| Cambodia                                                                       | Wholesale          | 586                          | 3,046,626,171.20   | (68,728,013.75)           | 0                                  | 28,268,703.92           |
| China                                                                          | Wholesale          | n/a                          | 19,170.63          | (12,730,676.88)           | 0                                  | 0                       |
| India                                                                          | Wholesale          | 569                          | 3,942,267,681.35   | (279,940,417.95)          | 0                                  | 0                       |
| Malaysia                                                                       | Retail             | 9,883                        | 42,422,959,810.86  | 1,119,669,982.04          | 517,647,521.53                     | (117,166,298.73)        |
| Myanmar                                                                        | Wholesale          | 500                          | 4,018,143,681.51   | 15,076,856.72             | 0                                  | 25,039,267.33           |
| Philippines                                                                    | Wholesale          | 0                            | 29,325.10          | (8,940,547.29)            | 0                                  | 0                       |
| Other<br>(e.g. Hong Kong, Oman, Singapore, United Arab Emirates, Vietnam etc.) | Wholesale & Retail | n/a                          | 467,185,342,661.17 | 11,137,013,419.28         | 126,781,042.47                     | 3,603,578,293.48        |

Note: \*Profit (Loss) before tax = Operating Profit/ (Loss)      \*Income tax accrued (current year) = Current Tax Expense