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.

Primary activities	Names of all the resident entities	
Wholesale Business (Makro) **Business Activity:** Distribution of fresh, dry, and non-food goods (third-party and private labels) to HoReCa, retailers, and prosumers.	• Makro ROH Company Limited • ARO Commercial Company Limited • Makro (Guangzhou) Food Company Limited	• CP Wholesale India Private Limited • Makro (Cambodia) Company Limited • CP Axtra AC Corporate
Foodservice **Business Activity:** 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.	• Siam Food Service Limited • Indoguna Vina Food Service Company Limited • Indoguna (Cambodia) Private Limited • Indoguna (Singapore) Private Limited • Indoguna Dubai L.L.C. • Indoguna Lordly Company Limited	• Just Meat Company Limited • Maxzi The Good Food Restaurant & Café Limited Liability Company • Maxzi Global FZCO • Indoguna Muscat L.L.C. • Renewed Hope Pte.Ltd.
Retail and Mall (Lotus's) **Business Activity:** retail business and manages rental space in shopping center.	• CP. Retail Development Company Limited (100%-Lotuss Stores (Malaysia) Sdn Bhd) • Smart Distribution Service Co., Ltd. • Axtra Growth Plus Co., Ltd. (100% -Axtra Happitat Co., Ltd.) • Retail Properties Company Limited • Lotus's Money Service Company Limited	• Axtra Future City Property REIT Co., LTD • Synergistic Property Development Company • Sukhumvit Mixed-Use Co., LTD • Sukhumvit Living Co., LTD • Axtra Future City Freehold and Leasehold Real Estate Investment Trust

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	520,706,351,252
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 (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

Tax Reporting (by Country)

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

Unit:THB

Country	Primary activities	Reporting Year	Number of employees (person)	Total Revenue	Profit (Loss) before tax*	Income tax accrued (current year)*	Income Tax Expense/paid
Global Tax Reporting	**Wholesale & Retail**	**2024**	**74,643**	**512,041,888,147**	**13,570,923,194**	**1,079,071,579**	**(2,901,796,214)**
		2025	**77,899**	**520,706,351,252**	**11,970,188,128**	**644,428,564**	**3,539,719,966**
Thailand	Wholesale & Retail	2024	66,176	235,005,975.28	(320,615,333,052.10)	0	0
		2025	66,361	90,962,750.18	68,767,525.83	0	0
Cambodia	Wholesale	2024	620	3,972,252,142.96	(13,166,589.93)	0	49,498,635.05
		2025	586	3,046,626,171.20	(68,728,013.75)	0	28,268,703.92
China	Wholesale	2024	n/a	70,366.37	(23,293,615.63)	0	0
		2025	n/a	19,170.63	(12,730,676.88)	0	0
India	Wholesale	2024	517	4,253,600,299.20	(352,753,865.72)	0	0
		2025	569	3,942,267,681.35	(279,940,417.95)	0	0
Malaysia	Retail	2024	7,092	39,357,707,800.95	744,412,708.10	305,749,032.92	(7,833,506.22)
		2025	9,883	42,422,959,810.86	1,119,669,982.04	517,647,521.53	(117,166,298.73)
Myanmar	Wholesale	2024	238	3,063,681,917.36	41,280,558.18	0	22,666,343.36
		2025	500	4,018,143,681.51	15,076,856.72	0	25,039,267.33
Other (e.g. Hong Kong, Oman, Singapore, United Arab Emirates , Vietnam etc.)	Wholesale & Retail	2024	n/a	461,159,569,645	333,789,777,051	773,322,546	(2,966,127,686)
		2025	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