



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CENTRAL RETAIL CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CENTRAL RETAIL CORPORATION PUBLIC COMPANY LIMITED

Symbol : CRC

Address : 22 Soi Somkid, Ploenchit Road, Lumpini, Pathumwan

Province : Bangkok

Postcode : 10330

Business : Retail and wholesale business operations with Multi-Format and Multi-Category Platform through shares held in subsidiaries and associated companies.

Registration Number : 0107562000386

Telephone : 0-2650-3600

Website : <https://www.centralretail.com/>

Email : ir@central.co.th

Total Shares Sold (shares)

Common Stock : 6,031,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	195,653,806.43	236,244,783.31	248,688,433.29
Hardline (Thousand baht)	67,950,326.67	78,218,188.30	79,844,632.50
FOOD (Thousand baht)	78,270,854.37	93,783,819.95	96,072,045.71
FASHION (Thousand baht)	49,432,625.39	64,242,775.06	72,771,755.08

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Hardline (%)	34.73	33.11	32.11
FOOD (%)	40.00	39.70	38.63
FASHION (%)	25.27	27.19	29.26

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	195,653,806.43	236,244,783.31	248,688,433.29
Domestic (Thousand baht)	141,025,269.95	163,942,261.17	177,416,226.77
International (Thousand baht)	54,628,536.48	72,302,522.14	71,272,206.52
Vietnam (Thousand baht)	42,740,871.04	57,526,477.80	53,638,431.64
Italy (Thousand baht)	11,833,897.14	14,772,541.36	17,630,666.35
Other countries (Thousand baht)	53,768.30	3,502.98	3,108.53

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	72.08	69.40	71.34
International (%)	27.92	30.60	28.66
Vietnam (%)	78.24	79.56	75.26
Italy (%)	21.66	20.43	24.74
Other countries (%)	0.10	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	13,862,603.13	16,346,747.09	17,250,165.10
Other income from operations (Thousand baht)	13,641,313.46	16,133,029.00	16,952,424.22
Other income not from operations (Thousand baht)	221,289.67	213,718.09	297,740.88
Dividend income (Thousand baht)	0.00	3,576.16	5,307.70
Interest income (Thousand baht)	221,289.67	210,141.93	292,433.18

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	279,077.23	820,055.07	990,008.19

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	9,000.00	12,000.00	64,000.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Macroeconomic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Economic risk

Operational Risk

- Impact from population structure

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Income volatility

Geopolitical Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Economic risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Competition Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations

- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Cybersecurity Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system

- Human error in business operations
- Information security and cyber-attack
- Delays in the development of future projects
- Corruption
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

IT Infrastructure Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

- Property lease agreement execution
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Distribution and Inventory Management Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties

- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption
- Inventory risk
- Pandemic risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks from Overseas Business Operations: Vietnam

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy

- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Competition risk
- Economic risk
- Pandemic risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

- System disruption risk

- Inventory risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Income volatility

Risks from Overseas Business Operations: Italy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies

- Damage to company image and reputation
- Economic risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption
- System disruption risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Foreign exchange

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Economic risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Interest Rate

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk
- New business risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Liquidity risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Economic risk

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

risks arising from the cost-of-living crisis.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk
- Economic risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks arising from terrorism.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- Other

Operational Risk

- Safety, occupational health, and working environment

ESG Risk-Environment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

ESG Risk-Social

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- ESG risk

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Impact on human rights

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

- Legal risk

ESG Risk-Governance

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on human rights

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk to Securities Holder (2.2.2)

Limitations on the propotio of shareholding by foreigner prescribed by Thai law and the Company's regulations

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk of significant fluctuations in share price

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.centralretail.com/u/th/2023/one-report/attachment-5.10>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.centralretail.com/storage/document/esg-reporting/crc-environmental-policy-th.pdf>

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	N/A	81,613.59	3,937,788.54
Gasoline (Litres)	N/A	4,073,995.38	3,944,426.67
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	N/A	2,461,246.74	1,005,101.66

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	1,120,997,000.00	701,909,038.51	693,938,134.59

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	6,670,000.00	5,413,066.34	6,226,154.59

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	N/A	28,504,847.30
Hazardous waste (Kilograms)	N/A	N/A	48,593.63
Total waste generated (Kilograms)	0.00	0.00	28,553,440.93

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	39,527.00	45,545.65	42,577.00
Scope 2 (Tons of carbon dioxide equivalents)	384,588.00	321,490.71	296,986.00

Scope 3 (Tons of carbon dioxide equivalents)	37,183.00	82,099.46	554,191.25
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	461,298.00	449,135.82	893,754.25

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.centralretail.com/storage/document/cg-policy/crc-human-right-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	19,945	23,429	22,942
Number of female employees (Persons)	33,198	37,905	37,565
Total number of employees (Persons)	53,143	61,334	60,507

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	19,555,000,000.00	22,609,000,000.00	24,916,000,000.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	13.80	14.90	18.60
Employee development and training expenses (baht)	141,960,000.00	138,580,000.00	193,688,988.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	105	108	173
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	N/A	35.94	37.47

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy	: Yes
Company website on corporate governance policy	: https://www.centralretail.com/storage/document/cg-policy/crc-policies-good-corporate-governance-policy-th.pdf

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline	: Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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Policy and Guideline related to the Code of Conduct

Company policy and guideline	: Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing
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**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	5	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASARN TRAIRATVORAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	6 Sep 2019	Corporate Management, Risk Management, Human Resource Management, Finance, Law, Economics, Sustainability, Corporate Social Responsibility, Strategic Management, Governance/ Compliance, Business Administration, Engineering, Marketing, Accounting, Leadership, Commerce

2.	Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Feb 2022	Human Resource Management, Corporate Management, Economics, Finance, Strategic Management, Risk Management, Governance/ Compliance, Business Administration, Corporate Social Responsibility, Sustainability, Commerce
3.	Mr. SUTHIKIATI CHIRATHIVAT Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	6 Sep 2019	Risk Management, Strategic Management, Economics, Corporate Management, Business Administration, Marketing, Commerce
4.	Mr. TOS CHIRATHIVAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	6 Sep 2019	Corporate Management, Economics, Strategic Management, Human Resource Management, Commerce, Business Administration, Marketing
5.	Mr. PRIN CHIRATHIVAT Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	6 Sep 2019	Risk Management, Economics, Strategic Management, Accounting, Finance

6.	<p>Mr. SUTHILAKSH CHIRATHIVAT</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	6 Sep 2019	<p>Economics, Commerce, Finance, Risk Management, Strategic Management, Corporate Management</p>
7.	<p>Mr. PICHAIR CHIRATHIVAT</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	6 Sep 2019	<p>Corporate Management, Marketing, Risk Management, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Business Administration, Commerce</p>
8.	<p>Mr. YOL PHOKASUB</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	6 Sep 2019	<p>Corporate Management, Economics, Strategic Management, Risk Management, Human Resource Management, Governance/ Compliance, Finance, Information & Communication Technology, Marketing, Digital Marketing, Sustainability, Corporate Social Responsibility, Commerce, IT Management, Business Administration</p>
9.	<p>Mrs. YUWADEE CHIRATHIVAT</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Science in Journalism</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	6 Sep 2019	<p>Corporate Management, Marketing, Economics, Risk Management, Digital Marketing, Strategic Management, Business Administration, Information & Communication Technology, Law, Accounting, Finance, IT Management, Commerce</p>

10.	<p>Mrs. PRATANA MONGKOLKUL</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	6 Sep 2019	<p>Corporate Management, Economics, Accounting, Finance, Law, Commerce, Business Administration, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>
11.	<p>Mr. KANCHIT BUNAJINDA</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Sep 2019	<p>Corporate Management, Risk Management, Economics, Strategic Management, Finance, Law, Commerce, Business Administration, Corporate Social Responsibility, Sustainability, Governance/ Compliance</p>
12.	<p>Mrs. PATAREEYA BENJAPOLCHAI</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Sep 2019	<p>Risk Management, Governance/ Compliance, Corporate Management, Economics, Strategic Management, Sustainability, Corporate Social Responsibility, Law, Accounting, Business Administration, Finance, Audit, Commerce</p>
13.	<p>Mr. SOMPONG TANTAPART</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	6 Sep 2019	<p>Corporate Management, Accounting, Finance, Business Administration, Human Resource Management, Audit, Law, Commerce</p>

14.	Mr. SUTHIPHAND CHIRATHIVAT Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	13 Nov 2020	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Business Administration, Accounting, Commerce
15.	Mr. SUDHITHAM CHIRATHIVAT Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Operations Research Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	21 Dec 2021	Corporate Management, Economics, Strategic Management, Risk Management, Sustainability, Corporate Social Responsibility, Marketing, Governance/ Compliance, Commerce, Business Administration

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PRATANA MONGKOLKUL [1] Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	6 Sep 2019	Corporate Management, Economics, Accounting, Finance, Law, Commerce, Business Administration, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Audit, Governance/ Compliance
2. Mrs. PATAREEYA BENJAPOLCHAI Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	6 Sep 2019	Risk Management, Governance/ Compliance, Corporate Management, Economics, Strategic Management, Sustainability, Corporate Social Responsibility, Law, Accounting, Business Administration, Finance, Audit, Commerce
3. Mr. SOMPONG TANTAPART Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	6 Sep 2019	Corporate Management, Accounting, Finance, Business Administration, Human Resource Management, Audit, Law, Commerce

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. TOS CHIRATHIVAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	6 Sep 2019
2. Mrs. YUWADEE CHIRATHIVAT Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Master of Science in Journalism Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Sep 2019
3. Mr. YOL PHOKASUB Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Sep 2019
4. Mr. Suthisarn Chirathivat Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Computer Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Dec 2021

5.	Mr. Panet Mahankanurak	Member of the executive committee	1 Jun 2023
	Gender: Male		
	Age: 53 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Policy Committee	Mr. KANCHIT BUNAJINDA	Chairman
	Mrs. PATAREEYA BENJAPOLCHAI	Member
	Mr. PRIN CHIRATHIVAT	Member
	Mr. YOL PHOKASUB	Member
Nomination and Remuneration Committee	Mr. ROONGROTE RANGSIYOPASH	Chairman
	Mr. SOMPONG TANTAPART	Member
	Mr. SUTHIPHAND CHIRATHIVAT	Member
	Mr. TOS CHIRATHIVAT	Member
Corporate Governance and Sustainability Committee	Mrs. PATAREEYA BENJAPOLCHAI	Chairman
	Mr. PICHAI CHIRATHIVAT	Member
	Mr. YOL PHOKASUB	Member
	Mrs. PRATANA MONGKOLKUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Policy Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. YOL PHOKASUB Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering	CHIEF EXECUTIVE OFFICER	6 Sep 2019	Corporate Management, Economics, Strategic Management, Risk Management, Human Resource Management, Governance/ Compliance, Finance, Information & Communication Technology, Marketing, Digital Marketing, Sustainability, Corporate Social Responsibility, Commerce, IT Management, Business Administration
2. Mr. Olivier Langlet Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Foreign Trade and International Relations	Chief Executive Officer - Central Retail Vietnam	1 Jun 2021	Commerce, Corporate Management, Economics
3. Mr. Pierluigi Cocchini Gender: Male Age: 55 years old Highest level of education: Below a bachelor's degree Major: Scientific High School	Chief Executive Officer - Rinascente	6 Sep 2019	Commerce, Corporate Management
4. Mr. Philippe Jean Broianigo Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Management	Chief Executive Officer - Property and Business Development	6 Sep 2019	Commerce, Corporate Management, Marketing

5.	Mr. Panet Mahankanurak [1] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jun 2023	Business Administration, Engineering, Accounting, Finance
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	93,000,000.00	100,000,000.00	76,000,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 22,942

Number of female employees (persons) : 37,565

Total number of employees (persons) : 60,507

Employee Remuneration

Total employee remuneration : 24,916,000,000.00

Provident fund

Total number of employees (persons) : 60,507

Number of employees contributing to the PVD (persons) : 8,749

Percentage of employees who are members (%) : 19.65

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Yingyai Eumkhong	EuYingyai@central.co.th	

- Company secretary

General information	Email	Telephone
1. Mrs. Ngamchit Kiattavith	KiNgamchit@central.co.th	0 2650 3600

- Head of internal audit

General information	Email	Telephone
1. Mr. Phisoot Suksangtip	SuPhisoot@central.co.th	

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Lasanan Leelamanee	LeLasanan@central.co.th	

• Head of investor relations

General information	Email	Telephone
1. Ms. Rangsirach Pornsutee	PoRangsirach@central.co.th	0 2650 3600 ต่อ 1563-1564

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	<p>1. Ms. Pornthip Rimdusit Email: - Telephone: -</p> <p>2. Mr. Watchara Pattarapitak Email: - Telephone: -</p> <p>3. Mr. Krit Thammatadto Email: - Telephone: -</p>	7,180,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASARN TRAIRATVORAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 6 Sep 2019	Corporate Management, Risk Management, Human Resource Management, Finance, Law, Economics, Sustainability, Corporate Social Responsibility, Strategic Management, Governance/ Compliance, Business Administration, Engineering, Marketing, Accounting, Leadership, Commerce
2. Mr. SUTHILAKSH CHIRATHIVAT Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 6 Sep 2019	Economics, Commerce, Finance, Risk Management, Strategic Management, Corporate Management

3.	<p>Mrs. PRATANA MONGKOLKUL</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 6 Sep 2019</p>	<p>Corporate Management, Economics, Accounting, Finance, Law, Commerce, Business Administration, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>
4.	<p>Mr. SOMPONG TANTAPART</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 6 Sep 2019</p>	<p>Corporate Management, Accounting, Finance, Business Administration, Human Resource Management, Audit, Law, Commerce</p>
5.	<p>Mr. SUDHITHAM CHIRATHIVAT</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Operations Research</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 21 Dec 2021</p>	<p>Corporate Management, Economics, Strategic Management, Risk Management, Sustainability, Corporate Social Responsibility, Marketing, Governance/ Compliance, Commerce, Business Administration</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASARN TRAIRATVORAKUL	Chairman of the board	Participating
Mr. ROONGROTE RANGSIYOPASH	Director	Participating
Mr. SUTHIKIATI CHIRATHIVAT	Vice Chairman	Participating
Mr. TOS CHIRATHIVAT	Director	Participating
Mr. PRIN CHIRATHIVAT	Director	Participating
Mr. SUTHILAKSH CHIRATHIVAT	Director	Participating
Mr. PICHAIR CHIRATHIVAT	Director	Participating

Mr. YOL PHOKASUB	Director	Participating
Mrs. YUWADEE CHIRATHIVAT	Director	Participating
Mrs. PRATANA MONGKOLKUL	Director	Participating
Mr. KANCHIT BUNAJINDA	Director	Participating
Mrs. PATAREEYA BENJAPOLCHAI	Director	Participating
Mr. SOMPONG TANTAPART	Director	Participating
Mr. SUTHIPHAND CHIRATHIVAT	Director	Participating
Mr. SUDHITHAM CHIRATHIVAT	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 9

Date of AGM meeting : 28 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PRASARN TRAIRATVORAKUL (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2. Mr. ROONGROTE RANGSIYOPASH (Director)	-	9/9	Participating	Did not hold the meeting
3. Mr. SUTHIKIATI CHIRATHIVAT (Vice Chairman)	-	9/9	Participating	Did not hold the meeting

4.	Mr. TOS CHIRATHIVAT (Director)	-	8/9	Participating	Did not hold the meeting
5.	Mr. PRIN CHIRATHIVAT (Director)	-	9/9	Participating	Did not hold the meeting
6.	Mr. SUTHILAKSH CHIRATHIVAT (Director)	-	9/9	Participating	Did not hold the meeting
7.	Mr. PICHAIR CHIRATHIVAT (Director)	-	9/9	Participating	Did not hold the meeting
8.	Mr. YOL PHOKASUB (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mrs. YUWADEE CHIRATHIVAT (Director)	-	8/9	Participating	Did not hold the meeting
10.	Mrs. PRATANA MONGKOLKUL (Director)	-	9/9	Participating	Did not hold the meeting
11.	Mr. KANCHIT BUNAJINDA (Director)	-	9/9	Participating	Did not hold the meeting
12.	Mrs. PATAREEYA BENJAPOLCHAI (Director)	-	9/9	Participating	Did not hold the meeting
13.	Mr. SOMPONG TANTAPART (Director)	-	9/9	Participating	Did not hold the meeting
14.	Mr. SUTHIPHAND CHIRATHIVAT (Director)	-	9/9	Participating	Did not hold the meeting
15.	Mr. SUDHITHAM CHIRATHIVAT (Director)	-	9/9	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PRASARN TRAIRATVORAKUL (Chairman of the board)	-	792,000.00	1,402,750.00	No
2.	Mr. ROONGROTE RANGSIYOPASH (Director)	-	685,000.00	783,500.00	No
3.	Mr. SUTHIKIATI CHIRATHIVAT (Vice Chairman)	-	405,000.00	745,000.00	No

4.	Mr. TOS CHIRATHIVAT (Director)	-	535,000.00	745,000.00	No
5.	Mr. PRIN CHIRATHIVAT (Director)	-	545,000.00	745,000.00	No
6.	Mr. SUTHILAKSH CHIRATHIVAT (Director)	-	405,000.00	745,000.00	No
7.	Mr. PICHAIR CHIRATHIVAT (Director)	-	545,000.00	745,000.00	No
8.	Mr. YOL PHOKASUB (Director)	-	405,000.00	N/A	No
9.	Mrs. YUWADEE CHIRATHIVAT (Director)	-	360,000.00	745,000.00	No
10.	Mrs. PRATANA MONGKOLKUL (Director)	-	1,385,000.00	983,500.00	No
11.	Mr. KANCHIT BUNAJINDA (Director)	-	635,000.00	745,000.00	No
12.	Mrs. PATAREEYA BENJAPOLCHAI (Director)	-	1,435,000.00	925,000.00	No
13.	Mr. SOMPONG TANTAPART (Director)	-	1,310,000.00	925,000.00	No
14.	Mr. SUTHIPHAND CHIRATHIVAT (Director)	-	580,000.00	745,000.00	No
15.	Mr. SUDHITHAM CHIRATHIVAT (Director)	-	405,000.00	745,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. PRATANA MONGKOLKUL (Chairman of the audit committee)	-	12/12
2.	Mrs. PATAREEYA BENJAPOLCHAI (Audit committee)	-	12/12
3.	Mr. SOMPONG TANTAPART (Audit committee)	-	12/12