



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CENTRAL RETAIL CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	21
Corporate Governance	
Corporate Governance Policy	26
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	27
Performance Report on Corporate Governance	40

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 (Multi-Format, Multi-Category, Omnichannel Retail and Wholesale Platform) through holding shares 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

	2022	2023	2024
Total revenue from operations (Thousand baht)	236,244,783.31	248,688,433.29	262,804,379.14
Hardline (Thousand baht)	78,218,188.30	79,844,632.50	79,887,961.31
FOOD (Thousand baht)	93,783,819.95	96,072,045.71	105,205,307.54
FASHION (Thousand baht)	64,242,775.06	72,771,755.08	77,711,110.29

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Hardline (%)	33.11	32.11	30.40
FOOD (%)	39.70	38.63	40.03
FASHION (%)	27.19	29.26	29.57

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	236,244,783.31	248,688,433.29	262,804,379.14
Domestic (Thousand baht)	163,942,261.17	177,416,226.77	191,016,490.40
International (Thousand baht)	72,302,522.14	71,272,206.52	71,787,888.74
Vietnam (Thousand baht)	57,526,477.80	53,638,431.64	53,206,146.48
Italy (Thousand baht)	14,772,541.36	17,630,666.35	18,433,839.39
Other countries (Thousand baht)	3,502.98	3,108.53	147,902.88

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	69.40	71.34	72.68
International (%)	30.60	28.66	27.32
Vietnam (%)	79.56	75.26	74.12
Italy (%)	20.43	24.74	25.68
Other countries (%)	0.00	0.00	0.21

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	16,346,747.09	17,250,165.10	18,604,463.97
Other income from operations (Thousand baht)	16,133,029.00	16,952,424.22	18,342,382.10
Other income not from operations (Thousand baht)	213,718.09	297,740.88	262,081.87
Dividend income (Thousand baht)	3,576.16	5,307.70	10,610.33
Interest income (Thousand baht)	210,141.93	292,433.18	251,471.54

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

	2022	2023	2024
Share of profit (Thousand baht)	820,055.07	990,008.19	215,064.70

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)	2022	2023	2024
R&D expenses in the past 3 years	12,000.00	64,000.00	100,000.00

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
- 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

Data Privacy 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 Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Reliance on large customers or few customers

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 Risks

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 customers or few customers

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

Corporate Dispute Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- 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
- Corruption

Compliance Risk

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

The risk of conducting business in 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 customers or few customers
- 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

The risk of conducting business in 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

Financial Risk

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

Human Rights Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk

Operational Risk

- Human error in business operations
- 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

Emerging Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain
- Competition risk
- ESG risk

Operational Risk

- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Impact on the environment
- System disruption risk

Sustainability Risk (ESG Risk)

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

Black Swan Risks (A risk with a low probability of occurring but high impact)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

- Climate change and disasters

Risk to Securities Holder (2.2.2)

Limitations on the proportion 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

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risks to Foreign Securities Investments

Risk Management Measures: Yes

Related Risk Topics

- Foreign Investment Risk

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/th/who-we-are/our-purpose>
(if applicable)

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>
(if applicable)

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

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	81,613.59	5,726,682.46	5,602,736.54
Gasoline (Litres)	4,073,995.38	4,507,933.63	4,000,445.45
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)	2,461,246.74	1,125,101.66	822,574.38

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

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	701,909,038.51	670,140,566.00	759,796,955.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	5,413,066.34	4,894,113.53	6,306,865.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	0.00	30,598,000.00	39,811,374.00
Hazardous waste (Kilograms)	0.00	49,000.00	378,582.00
Total waste generated (Kilograms)	0.00	30,647,000.00	40,189,956.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	45,545.65	48,387.00	97,825.00
Scope 2 (Tons of carbon dioxide equivalents)	321,490.71	334,953.00	379,748.00
Scope 3 (Tons of carbon dioxide equivalents)	82,099.46	484,572.00	593,024.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	449,135.82	867,912.00	1,070,597.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

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

	2022	2023	2024
Number of male employees (Persons)	23,429	22,942	24,382
Number of female employees (Persons)	37,905	37,565	40,437
Total number of employees (Persons)	61,334	60,507	64,819

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	22,609,000,000.00	24,916,000,000.00	25,610,000,000.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	14.90	18.60	23.02
Employee development and training expenses (baht)	138,580,000.00	193,688,988.00	135,230,328.00

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	108	173	191
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	35.94	37.47	36.82

• **Significant labor dispute**

	2022	2023	2024
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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

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

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	11	73.33
Number of female directors	4	26.67
Number of executive directors	2	13.33
Number of non-executive directors	13	86.67
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: 72 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	15 Mar 2019	Risk Management, Finance, Law, Sustainability, Governance/ Compliance

2.	Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	14 Nov 2022	Human Resource Management, Corporate Management, Finance, Strategic Management, Risk Management
3.	Mr. TOS CHIRATHIVAT Gender: Male Age: 60 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	12 May 1995	Corporate Management, Economics, Strategic Management, Human Resource Management, Marketing
4.	Mr. PRIN CHIRATHIVAT Gender: Male Age: 62 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	12 May 1995	Risk Management, Economics, Strategic Management, Accounting, Finance
5.	Mr. SUTHILAKSH CHIRATHIVAT Gender: Male Age: 68 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	12 May 1995	Economics, Commerce, Risk Management, Strategic Management, Corporate Management

6.	Mr. PICHAIR CHIRATHIVAT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	21 May 2018	Corporate Management, Marketing, Risk Management, Sustainability, Brand Management
7.	Mr. YOL PHOKASUB Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	21 May 2018	Strategic Management, Risk Management, Finance, Digital Marketing, IT Management
8.	Mrs. YUWADEE CHIRATHIVAT Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Master of Science in Journalism Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	21 May 2018	Corporate Management, Marketing, Risk Management, Digital Marketing, Fashion
9.	Mrs. PRATANA MONGKOLKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	15 Mar 2019	Accounting, Finance, Business Administration, Risk Management, Audit

10.	Mr. KANCHIT BUNAJINDA Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	15 Mar 2019	Risk Management, Strategic Management, Finance, Business Administration, Governance/ Compliance
11.	Mrs. PATAREEYA BENJAPOLCHAI Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	15 Mar 2019	Sustainability, Law, Accounting, Audit, Risk Management
12.	Mr. SOMPONG TANTAPART Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	15 Mar 2019	Accounting, Finance, Human Resource Management, Audit, Law
13.	Mr. SUTHIPHAND CHIRATHIVAT Gender: Male Age: 71 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	Economics, Strategic Management, Risk Management, Finance, Accounting

14.	Mr. SUDHITHAM CHIRATHIVAT Gender: Male Age: 77 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, Marketing, Governance/ Compliance
15.	Ms. SUKULAYA UAHWATANASAKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	25 Apr 2024	Fashion, Commerce, Accounting, Finance, Marketing

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. SUTHIKIATI CHIRATHIVAT Gender: Male Age: 82 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)	Date position was assumed: 15 Mar 2019 Date directorship ended: 19 Feb 2024	No replacement director

Other Information pertaining to committees

The Chairman is an independent director	: Yes
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: 60 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	15 Mar 2019	Accounting, Finance, Business Administration, Risk Management, Audit
2. Mrs. PATAREEYA BENJAPOLCHAI Gender: Female Age: 70 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	15 Mar 2019	Sustainability, Law, Accounting, Audit, Risk Management
3. Mr. SOMPONG TANTAPART Gender: Male Age: 67 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	15 Mar 2019	Accounting, Finance, Human Resource Management, Audit, Law

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

Remark : The Audit Committee comprises three independent directors with the qualification require by the Audit Committee Charter and in accordance with the criteria of the Capital Market Supervisory Board as follows.

1. Mrs. Pratana Mongkolkul Chairman of the Audit Committee

2. Mrs. Patareeya Benjapolchai Member of the Audit Committee
 3. Mr. Sompong Tantapart Member of the Audit Committee
 Remark: all members of the Audit Committee are an independent director.

3 Members of the Audit Committee above who have enough knowledge and experience to appraise the reliability of the Company's financial statement.

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. TOS CHIRATHIVAT Gender: Male Age: 60 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: 71 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: 63 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: 57 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	1 Jun 2023
	Gender: Male	executive committee	
	Age: 54 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
Business Unit Advisory Committee	Mr. ROONGROTE RANGSIYOPASH	Chairman
	Mrs. PRATANA MONGKOLKUL	Member
	Mrs. YUWADEE CHIRATHIVAT	Member
	Mr. Piya Nguiakaramahawongse	Member
	Mr. Preecha Ekkunagul	Member
Independent Directors	Mr. ROONGROTE RANGSIYOPASH	Chairman
	Mrs. PRATANA MONGKOLKUL	Member
	Mrs. PATAREEYA BENJAPOLCHAI	Member
	Mr. SOMPONG TANTAPART	Member
	Mr. KANCHIT BUNAJINDA	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: 63 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Executive Officer	6 Sep 2019	Strategic Management, Risk Management, Finance, Digital Marketing, IT Management
2. Mr. Olivier Langlet Gender: Male Age: 55 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: 56 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. Panet Mahankanurak [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jun 2023	Business Administration, Engineering, Accounting, Finance, Risk Management
5. Mr. Lertvit Pumipitak Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Real Estate Business	President - Property & Business Development	1 Feb 2024	Business Administration

[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

	2022	2023	2024
Total executive remuneration (baht)	100,000,000.00	76,000,000.00	107,000,000.00

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) : 24,382

Number of female employees (persons) : 40,437

Total number of employees (persons) : 64,819

Employee Remuneration

Total employee remuneration : 25,610,000,000.00

Provident fund

Total number of employees (persons) : 64,819

Number of employees contributing to the PVD (persons) : 9,284

Percentage of employees who are members (%) : 28.00

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 Leelamane	LeLasanan@central.co.th	

- Head of investor relations

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

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mrs. VIPAVAN PATTAVANVIVEK Email: vipavan@kpmg.co.th Telephone: -	41,913,963.00	Details: service fees for the preparation of report according to the tax regulations, of 0.05 million Baht to KPMG in Thailand, 2.02 million Baht to KPMG International. Total service fee (baht): 2,066,495.83
	2. Mr WATCHARA PATTARAPITAK Email: watcharap@kpmg.co.th Telephone: -		
	3. Mr KRIT DHAMMATHATTO Email: kritt@kpmg.co.th Telephone: -		

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: 72 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: 15 Mar 2019	Risk Management, Finance, Law, Sustainability, Governance/ Compliance
2. Mr. SUTHILAKSH CHIRATHIVAT Gender: Male Age: 68 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: 12 May 1995	Economics, Commerce, Risk Management, Strategic Management, Corporate Management
3. Mrs. PRATANA MONGKOLKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 15 Mar 2019	Accounting, Finance, Business Administration, Risk Management, Audit

4.	Mr. SOMPONG TANTAPART Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 15 Mar 2019	Accounting, Finance, Human Resource Management, Audit, Law
5.	Mr. SUDHITHAM CHIRATHIVAT Gender: Male Age: 77 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	Date position was assumed: 21 Dec 2021	Corporate Management, Economics, Strategic Management, Marketing, Governance/ Compliance

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. SUKULAYA UAHWATANASAKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Apr 2024	Fashion, Commerce, Accounting, Finance, Marketing

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	Chairman of the board	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
Ms. SUKULAYA UAHWATANASAKUL	Director	Participating
Mr. SUTHIKIATI CHIRATHIVAT	Vice Chairman	Non-participating

- Remark : Additionally, to enhance directors' knowledge and abilities for their performance of duties, the Company has provided directors with the following:
- Visits to the Company's and its subsidiaries' department stores abroad for them to acknowledge management, business progress, economic conditions, risks and market trends, and also for them to communicate corporate governance and sustainability guidelines to senior executives there.
 - Visits to leading department stores in various countries, including those operated by competitors, to enrich their knowledge and experience for the Company's further business development.
 - Regular discussions between the Board of Directors and subsidiaries' senior executives for the exchange of knowledge, viewpoints and experience in business operations, which are held before the Board of Directors' meetings.
 - Training on various topics such as risk management, anti-corruption, and insider trading prevention.

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 10

Date of AGM meeting : 25 Apr 2024

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. PRASARN TRAIRATVORAKUL (Chairman of the board)	-	10/10	Participating	Did not hold the meeting
2.	Mr. ROONGROTE RANGSIYOPASH (Chairman of the board)	-	10/10	Participating	Did not hold the meeting
3.	Mr. TOS CHIRATHIVAT (Director)	-	9/10	Participating	Did not hold the meeting
4.	Mr. PRIN CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
5.	Mr. SUTHILAKSH CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
6.	Mr. PICHAIR CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
7.	Mr. YOL PHOKASUB (Director)	-	10/10	Participating	Did not hold the meeting
8.	Mrs. YUWADEE CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
9.	Mrs. PRATANA MONGKOLKUL (Director)	-	10/10	Participating	Did not hold the meeting
10.	Mr. KANCHIT BUNAJINDA (Director)	-	10/10	Participating	Did not hold the meeting
11.	Mrs. PATAREEYA BENJAPOLCHAI (Director)	-	10/10	Participating	Did not hold the meeting
12.	Mr. SOMPONG TANTAPART (Director)	-	10/10	Participating	Did not hold the meeting
13.	Mr. SUTHIPHAND CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
14.	Mr. SUDHITHAM CHIRATHIVAT (Director)	-	10/10	Participating	Did not hold the meeting
15.	Ms. SUKULAYA UAHWATANASAKUL (Director)	-	7/7	Non-participating	Did not hold the meeting
16.	Mr. SUTHIKIATI CHIRATHIVAT (Vice Chairman)	19 Feb 2024	1/1	Non-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)	-	880,000.00	1,469,163.00	No
2.	Mr. ROONGROTE RANGSIYOPASH (Chairman of the board)	-	450,000.00	847,025.00	No
3.	Mr. TOS CHIRATHIVAT (Director)	-	405,000.00	802,750.00	No
4.	Mr. PRIN CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
5.	Mr. SUTHILAKSH CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
6.	Mr. PICHAIR CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
7.	Mr. YOL PHOKASUB (Director)	-	450,000.00	0.00	No
8.	Mrs. YUWADEE CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
9.	Mrs. PRATANA MONGKOLKUL (Director)	-	450,000.00	1,047,025.00	No
10.	Mr. KANCHIT BUNAJINDA (Director)	-	450,000.00	802,750.00	No
11.	Mrs. PATAREEYA BENJAPOLCHAI (Director)	-	450,000.00	982,750.00	No
12.	Mr. SOMPONG TANTAPART (Director)	-	450,000.00	982,750.00	No
13.	Mr. SUTHIPHAND CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
14.	Mr. SUDHITHAM CHIRATHIVAT (Director)	-	450,000.00	802,750.00	No
15.	Ms. SUKULAYA UAHWATANASAKUL (Director)	-	315,000.00	0.00	No
16.	Mr. SUTHIKIATI CHIRATHIVAT (Vice Chairman)	19 Feb 2024	45,000.00	107,899.00	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