



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CENTRAL RETAIL CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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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 : Operate as multi-format,multi-category retailing platform in Thailand, Italy, and Vietnam. Also a pioneer in omni-channel retailing in Thailand, complementing retail store network and merchandise offerings with leading positions among store-based retailers in online traffic.

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*

	2020	2021	2022
Total (Thousand baht)	194,311,434.38	195,653,806.43	236,244,783.31
Hardline (Thousand baht)	55,654,043.89	67,950,326.67	78,218,188.30
FOOD (Thousand baht)	85,412,750.71	78,270,854.37	93,783,819.95
FASHION (Thousand baht)	53,244,639.78	49,432,625.39	64,242,775.06

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Hardline (%)	28.64	34.73	33.11
FOOD (%)	43.96	40.00	39.70
FASHION (%)	27.40	25.27	27.19

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	194,311,434.38	195,653,806.43	236,244,783.31
Domestic (Thousand baht)	140,104,262.28	141,025,269.95	163,942,261.17
International (Thousand baht)	54,207,172.10	54,628,536.48	72,302,522.14
Vietnam (Thousand baht)	44,611,343.48	42,740,871.04	57,526,477.80
Italy (Thousand baht)	8,861,076.20	11,833,897.14	14,772,541.36
Other countries (Thousand baht)	734,752.42	53,768.30	3,502.98

	2020	2021	2022
Total (%)	100.00	100.00	100.00

Domestic (%)	72.10	72.08	69.40
International (%)	27.90	27.92	30.60
Vietnam (%)	82.30	78.24	79.56
Italy (%)	16.35	21.66	20.43
Other countries (%)	1.36	0.10	0.00

*Excluding the profit margins in the associated companies

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)	2020	2021	2022
R&D expenses in the past 3 years	N/A	9,000.00	12,000.00

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)

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

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 from population structure
- Impact on human rights
- Corruption

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

Economic 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

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 from population structure
- Impact on human rights
- Corruption

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

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
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

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 human rights
- Corruption

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

IT Infrastructure 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

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 human rights
- Corruption

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

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
- 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

- 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 from population structure
- Impact on human rights
- Corruption

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

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

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 from population structure
- Impact on human rights
- Corruption

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

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
- 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

- 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
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption

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
- 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
- Damage to company image and reputation

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
- Climate change and disasters

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

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

Interest Rate

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
- Damage to company image and reputation

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

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

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

Liquidity 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

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 from population structure
- Impact on human rights
- Corruption

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

Risk of consumers' changing preferences due to climate change awareness

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
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence

- 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 from population structure
- Impact on human rights
- Corruption

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

Risk from the increasing role of e-Commerce business

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

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
- Corruption

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

ESG Risk-Environment

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

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
- 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 from population structure
- Impact on human rights
- Corruption

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

ESG Risk–Social

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

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 from population structure
- Impact on human rights
- Corruption

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

ESG Risk-Governance

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

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

- 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 from population structure
- Impact on human rights
- Corruption

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

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

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/2022/one-report/attachment-5.10>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

	2020	2021	2022
Diesel (Litre)	N/A	N/A	71,124.38
Gasoline (Litre)	N/A	N/A	6,192,543.03
LPG (Kilogram)	N/A	N/A	2,461,246.74

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	1,081,131,000.00	1,249,864,000.00	1,032,765,794.69

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	6,798,546.50	6,672,745.59	12,500,563.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	72,234,575.68	67,861,420.43	49,530,541.90
Hazardous waste (kg)	17,755.68	13,390.26	42,790.00
Total (kg)	72,252,331.36	67,874,810.69	49,573,331.90

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	6,898.00	39,527.00	33,718.00
Scope 2 (Tons of carbon dioxide equivalents)	518,306.00	384,588.00	471,685.00
Scope 3 (Tons of carbon dioxide equivalents)	112,451.00	37,183.00	81,508.37
Total (Tons of carbon dioxide equivalents)	637,655.00	461,298.00	586,911.37

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

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

	2020	2021	2022
Number of male employees (persons)	22,272	19,945	23,429
Number of female employees (persons)	36,338	33,198	37,905
Total (persons)	58,610	53,143	61,334

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	19,555,000,000.00	22,609,000,000.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	10	14	15
Employee development and training expenses (baht)	104,680,000.00	141,960,000.00	138,580,000.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	154	105	108

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	N/A	35.94

• **Significant labor dispute**

	2020	2021	2022
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/u/th/2022/one-report/attachment-5.1>

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	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: 70 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: Original director	6 Sep 2019	Corporate Management, Risk Management, Human Resource Management, Finance, Law, Economics, Sustainability, Strategic Management, Governance/ Compliance, Marketing, Accounting

2.	Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 59 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: Newly appointed director to replace ex-director	26 Feb 2022	Corporate Management, Human Resource Management
3.	Mr. SUTHIKIATI CHIRATHIVAT Gender: Male Age: 80 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	Economics, Commerce, Marketing, Corporate Management, Strategic Management, Risk Management
4.	Mr. TOS CHIRATHIVAT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	6 Sep 2019	Corporate Management, Economics, Strategic Management, Human Resource Management, Commerce, Marketing
5.	Mr. PRIN CHIRATHIVAT Gender: Male Age: 60 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, Commerce, Finance, Strategic Management

6.	Mr. SUTHILAKSH CHIRATHIVAT Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	6 Sep 2019	Economics, Commerce, Strategic Management, Risk Management
7.	Mr. PICHAIR CHIRATHIVAT Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	6 Sep 2019	Corporate Management, Marketing, Risk Management, Governance/ Compliance, Sustainability, Commerce
8.	Mr. YOL PHOKASUB Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	6 Sep 2019	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Information & Communication Technology, Marketing, Digital Marketing, Commerce, Law, IT Management, Accounting
9.	Mrs. YUWADEE CHIRATHIVAT Gender: Female Age: 69 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	6 Sep 2019	Corporate Management, Marketing, Economics, Risk Management, Digital Marketing, Strategic Management, Commerce, Information & Communication Technology, Law, Accounting, Finance, IT Management

10.	<p>Mrs. PRATANA MONGKOLKUL</p> <p>Gender: Female</p> <p>Age: 58 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>Economics, Accounting, Finance, Law, Strategic Management, Audit</p>
11.	<p>Mr. KANCHIT BUNAJINDA</p> <p>Gender: Male</p> <p>Age: 55 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: Re-elected as director</p>	6 Sep 2019	<p>Corporate Management, Risk Management, Economics, Strategic Management, Finance, Governance/ Compliance, Sustainability</p>
12.	<p>Mrs. PATAREEYA BENJAPOLCHAI</p> <p>Gender: Female</p> <p>Age: 68 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>Governance/ Compliance, Sustainability, Law, Accounting, Audit</p>
13.	<p>Mr. SOMPONG TANTAPART</p> <p>Gender: Male</p> <p>Age: 65 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: Original director</p>	6 Sep 2019	<p>Corporate Management, Accounting, Finance, Law, Audit, Human Resource Management</p>

14.	Mr. SUTHIPHAND CHIRATHIVAT Gender: Male Age: 69 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	13 Nov 2020	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Accounting
15.	Mr. SUDHITHAM CHIRATHIVAT Gender: Male Age: 75 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	21 Dec 2021	Corporate Management, Economics, Strategic Management, Risk Management, Sustainability, Marketing, Governance/ Compliance, Commerce

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.	<p>Mrs. PRATANA MONGKOLKUL [1]</p> <p>Gender: Female</p> <p>Age: 58 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>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Sep 2019	Economics, Accounting, Finance, Law, Strategic Management, Audit
2.	<p>Mrs. PATAREEYA BENJAPOLCHAI [1]</p> <p>Gender: Female</p> <p>Age: 68 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>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Sep 2019	Governance/ Compliance, Sustainability, Law, Accounting, Audit
3.	<p>Mr. SOMPONG TANTAPART [1]</p> <p>Gender: Male</p> <p>Age: 65 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>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Sep 2019	Corporate Management, Accounting, Finance, Law, Audit, Human Resource Management

[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: 58 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: 69 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: 61 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: 55 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. Ty Chirathivat	Member of the	1 Mar 2022
	Gender: Male	executive committee	
	Age: 45 years old		
	Highest level of education: Bachelor's degree		
	Major: Economics and Accounting		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

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

Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Policy Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : The Corporate Governance and Sustainability Committee

Sub-committees responsible for corporate sustainability development : The 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: 61 years old Highest level of education: Bachelor's degree Major: Engineering	CHIEF EXECUTIVE OFFICER	6 Sep 2019	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Information & Communication Technology, Marketing, Digital Marketing, Commerce, Law, IT Management, Accounting
2. Mr. Olivier Langlet Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Foreign Trade and International Relations	Chief Executive Officer - Vietnam	1 Jun 2021	Commerce, Corporate Management
3. Mr. Philippe Jean Broianigo Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management	Chief Executive Officer - Property and Business Development	6 Sep 2019	Corporate Management, Commerce
4. Mr. Pierluigi Cocchini Gender: Male Age: 54 years old Highest level of education: Below a bachelor's degree Major: Scientific high school	Chief Executive Officer - Rinascente	6 Sep 2019	Corporate Management, Commerce

5.	Mr. Ty Chirathivat [1] Gender: Male Age: 45 years old Highest level of education: Bachelor's degree Major: Economics and Accounting	Chief Financial Officer	1 Mar 2022	Economics, Accounting, Finance, Data Management, Data Analysis, Statistics, Budgeting
6.	Mr. Yingyai Eumkhong [2] Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Accounting	Head of Finance and Accounting	6 Sep 2019	Accounting, Finance

[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

	2020	2021	2022
Total executive remuneration (baht)	150,000,000.00	93,000,000.00	100,000,000.00

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) : 23,429

Number of female employees (persons) : 37,905

Total (persons) : 61,334

Employee Remuneration

Total employee remuneration : 22,609,000,000.00

Provident fund

Total number of employees (persons) : 61,334

Number of employees contributing to the PVD (persons) : 8,582

Percentage of employees who are members (%) : 13.99

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 Kiattanavith	KiNgamchit@central.co.th	0 2650 3600

- Head of internal audit

General information	Email	Telephone
1. Mr. Phisoot Suksangtip	SuPhisoot@central.co.th	02 650 3600

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Lasanan Leelamanee	LeLasanan@central.co.th	02 650 3600

• Head of investor relations

General information	Email	Telephone
1. Ms. Rangsirach Pornsutee	PoRangsirach@central.co.th	02 650 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: pornthipr@kpmg.co.th Telephone: -</p> <p>2. Mr. Watchara Pattarapitak Email: Watcharap@kpmg.co.th Telephone: -</p> <p>3. Mr. Krit Thammatadto Email: Kritt@kpmg.co.th Telephone: -</p>	7,100,000.00	-

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. TOS CHIRATHIVAT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 6 Sep 2019	Corporate Management, Economics, Strategic Management, Human Resource Management, Commerce, Marketing
2. Mr. PICHAIR CHIRATHIVAT Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 6 Sep 2019	Corporate Management, Marketing, Risk Management, Governance/ Compliance, Sustainability, Commerce
3. Mr. YOL PHOKASUB Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 6 Sep 2019	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Information & Communication Technology, Marketing, Digital Marketing, Commerce, Law, IT Management, Accounting

4.	Mr. KANCHIT BUNAJINDA Gender: Male Age: 55 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: Re-elected as director	Date position was assumed: 6 Sep 2019	Corporate Management, Risk Management, Economics, Strategic Management, Finance, Governance/ Compliance, Sustainability
5.	Mr. SUTHIPHAND CHIRATHIVAT Gender: Male Age: 69 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 13 Nov 2020	Corporate Management, Economics, Strategic Management, Risk Management, Finance, Accounting

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 59 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: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2022	Corporate Management, Human Resource Management

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 : 29 Apr 2022

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)	-	7/7	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)	-	9/9	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)	-	765,000.00	1,302,500.00	No

2.	Mr. ROONGROTE RANGSIYOPASH (Director)	-	294,000.00	587,071.00	No
3.	Mr. SUTHIKIATI CHIRATHIVAT (Vice Chairman)	-	378,000.00	690,000.00	No
4.	Mr. TOS CHIRATHIVAT (Director)	-	336,000.00	690,000.00	No
5.	Mr. PRIN CHIRATHIVAT (Director)	-	378,000.00	690,000.00	No
6.	Mr. SUTHILAKSH CHIRATHIVAT (Director)	-	378,000.00	690,000.00	No
7.	Mr. PICHAIR CHIRATHIVAT (Director)	-	378,000.00	690,000.00	No
8.	Mr. YOL PHOKASUB (Director)	-	378,000.00	0.00	No
9.	Mrs. YUWADEE CHIRATHIVAT (Director)	-	378,000.00	690,000.00	No
10.	Mrs. PRATANA MONGKOLKUL (Director)	-	378,000.00	917,000.00	No
11.	Mr. KANCHIT BUNAJINDA (Director)	-	378,000.00	690,000.00	No
12.	Mrs. PATAREEYA BENJAPOLCHAI (Director)	-	378,000.00	762,000.00	No
13.	Mr. SOMPONG TANTAPART (Director)	-	378,000.00	762,000.00	No
14.	Mr. SUTHIPHAND CHIRATHIVAT (Director)	-	378,000.00	690,000.00	No
15.	Mr. SUDHITHAM CHIRATHIVAT (Director)	-	378,000.00	690,000.00	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