

CENTRAL RETAIL CORP

THAILAND / COMMERCE

CRC TB

BUY

UNCHANGED

2Q25 results at first glance

ผลประกอบการ 2Q25 ต่ำกว่าเราและตลาดคาด 8% และ 11% ตามลำดับ

Highlights

- CRC รายงานกำไรสุทธิ 2Q25 ที่ 1,143 ล้านบาท ลดลง 31% y-y และ 51% q-q หากตัดรายการพิเศษออก กำไรหลักอยู่ที่ 1,349 ล้านบาท ลดลง 16% y-y และ 45% q-q ต่ำกว่าประมาณการของเราและ BBG consensus 8% และ 11% ตามลำดับ
- ปัจจัยกดดันหลักต่อกำไรสุทธิ 2Q25 มาจาก GPM ที่อ่อนตัวลงและ SG&A/Sales ที่สูงขึ้น y-y แต่ชดเชยซึ่งถูกชดเชยบางส่วนจากดอกเบี้ยจ่ายที่ลดลง y-y
- รายได้รวม 2Q25 ลดลง 0.6% y-y โดย SSS ลดลง 6% y-y จาก SSS ธุรกิจไทยที่อ่อนตัว และการแข็งค่าของบาทเมื่อเทียบกับ VND และ EUR ใน 2Q25 ยอดขายแพชั่นและอาร์ตไลน์ลดลง 1.3% y-y และ 4.6% y-y ตามลำดับ ขณะที่ธุรกิจอาหารเติบโต 3.1% y-y จากการขยาย Go Wholesale และรายได้ค่าเช่าเพิ่มขึ้น 1.6% y-y
- GPM 2Q25 อยู่ที่ 25.7% ลดลงจาก 26.1% ใน 2Q24 จาก 1) สัดส่วนยอดขายธุรกิจอาหารเพิ่มขึ้น โดยเฉพาะ Go Wholesale และ 2) กิจกรรมโปรโมชั่นที่สูงขึ้น
- SG&A/Revenue 2Q25 อยู่ที่ 28.0% เพิ่มขึ้นจาก 27.7% 26.2% ใน 2Q24 จากการขยายสาขา และขณะที่ยอดขายรวมลดลง y-y
- ส่วนแบ่งกำไร 2Q25 อยู่ที่ 103 ล้านบาท ลดลงจาก 164 ล้านบาท ใน 2Q24 จากการไม่มีส่วนแบ่งกำไรจาก Grab
- ปัจจัยบวกใน 2Q25 มาจากดอกเบี้ยจ่ายที่ลดลง y-y ตามอัตราดอกเบี้ยนโยบายที่ลดลง โดยหนี้ดอกเบี้ยลอยตัวคิดเป็น 87% ของหนี้รวม ทำให้ CRC ควรได้ประโยชน์ต่อเนื่องจากแนวโน้มดอกเบี้ยขาลง

Outlook

- กำไรสุทธิ 1H25 คิดเป็น 45% ของประมาณการกำไรทั้งปี 2025 (เทียบกับ 47-50% ใน 1H23-24) คาดว่ามี Downside ต่อประมาณการเราและ BBG consensus ราว 5-8% ข้อมูล QTD SSS ช่วง 1 ก.ค. – 8 ส.ค. 2025 อยู่ที่ -5% y-y ใกล้เคียงกับ 2Q25 โดยถูกกดดันจากบาทแข็งและ SSS ในประเทศที่อ่อนตัว
- เรายังเชื่อมั่นในแนวโน้มธุรกิจระยะยาวของ CRC แต่คาดว่าราคาหุ้นจะถูกกดดันจากผลประกอบการ 2Q25 ที่ต่ำกว่าคาด อย่างไรก็ตาม เนื่องจากราคาหุ้นปัจจุบันที่มีให้ส่วนลดจำกัดเมื่อเทียบกับค่า P/E ของกลุ่ม แนะนำซื้อเมื่ออ่อนตัว ให้ราคาเป้าหมายอิง DCF ที่ 26 บาท

TARGET PRICE

THB26.00

CLOSE

THB21.50

UP/DOWNSIDE

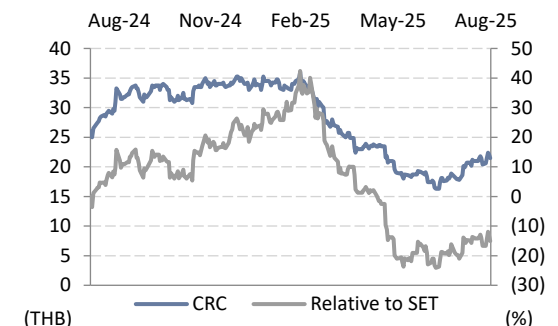
+20.9%

TP vs CONSENSUS

+12.4%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	262,542	265,252	276,835	289,253
Net profit	8,136	8,391	9,217	10,316
EPS (THB)	1.35	1.39	1.53	1.71
vs Consensus (%)	-	(3.3)	(3.7)	(1.5)
EBITDA	34,506	33,659	34,607	36,157
Recurring net profit	8,742	8,518	9,217	10,316
Core EPS (THB)	1.45	1.41	1.53	1.71
EPS growth (%)	11.1	(2.6)	8.2	11.9
Core P/E (x)	14.8	15.2	14.1	12.6
Dividend yield (%)	2.8	2.9	3.2	3.5
EV/EBITDA (x)	7.7	7.6	7.3	6.9
Price/book (x)	1.9	1.8	1.6	1.5
Net debt/Equity (%)	182.1	158.7	142.5	127.7
ROE (%)	12.9	11.9	12.0	12.5



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	18.8	3.9	(19.6)
Relative to country (%)	5.3	(0.5)	(17.3)
Mkt cap (USD m)	4,009		
3m avg. daily turnover (USD m)	16.7		
Free float (%)	58		
Major shareholder	Chirathivat family (67%)		
12m high/low (THB)	36.00/15.80		
Issued shares (m)	6,031.00		

Sources: Bloomberg consensus; FSSIA estimates



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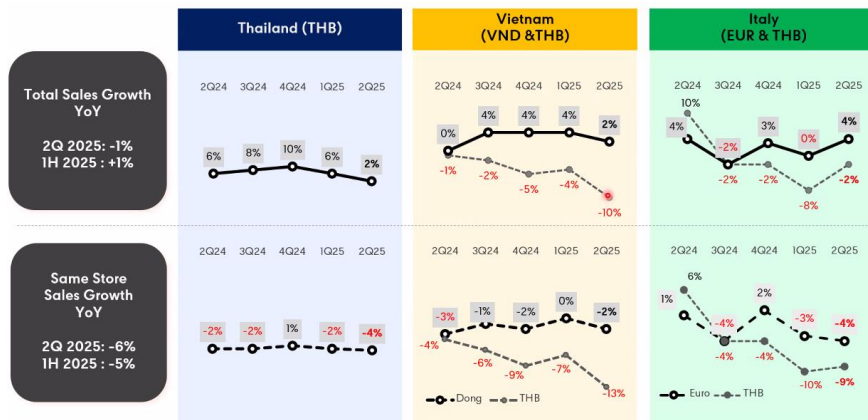
บทวิเคราะห์ฉบับนี้แปลมาจากต้นฉบับภาษาอังกฤษ ที่ออกรายงานเมื่อวันที่ 13 สิงหาคม 2025

Exhibit 1: CRC – 2Q25 results summary

Year to Dec 31	1Q24 (THB m)	2Q24 (THB m)	3Q24 (THB m)	4Q24 (THB m)	1Q25 (THB m)	2Q25 (THB m)	Change (q-q%)	(y-y%)
Retail sales	60,347	56,242	55,935	61,946	62,097	55,856	(10)	(1)
Rental and rendering services	2,416	2,476	2,404	2,434	2,404	2,424	1	(2)
Other income	4,440	4,194	4,381	5,083	4,737	4,265	(10)	2
Total revenue	67,203	62,912	62,720	69,462	69,239	62,545	(10)	(1)
Cost of retail sales	(44,849)	(41,284)	(41,227)	(44,991)	(46,781)	(41,490)	(11)	0
Cost of rental and rendering services	(611)	(596)	(608)	(593)	(600)	(579)	(3)	(3)
Gross profit	21,743	21,032	20,886	23,878	21,858	20,476	(6)	(3)
Investment income	52	90	48	72	41	100	141	11
Operating costs	(17,530)	(17,695)	(17,588)	(18,990)	(17,538)	(17,563)	0	(1)
Operating profit	4,266	3,427	3,345	4,961	4,361	3,012	(31)	(12)
Interest expense	(1,140)	(1,303)	(1,307)	(1,245)	(1,116)	(1,083)	(3)	(17)
Profit before tax	3,125	2,124	2,038	3,716	3,246	1,929	(41)	(9)
Tax	(760)	(555)	(436)	(882)	(787)	(589)	(25)	6
Associates	306	164	151	252	143	103	(28)	(37)
Minority interests	(147)	(121)	(117)	(115)	(138)	(94)	(32)	(22)
Non recurring items	(353)	47	494	(794)	(126)	(206)	63	(538)
Reported net profit	2,171	1,660	2,129	2,176	2,337	1,143	(51)	(31)
Normalized profit	2,524	1,613	1,635	2,970	2,464	1,349	(45)	(16)
EPS (THB)	0.36	0.28	0.35	0.36	0.39	0.19	(51)	(31)
Normalized EPS (THB)	0.42	0.27	0.27	0.49	0.41	0.22	(45)	(16)
Key Ratios	(%)	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)
Retail sales margin	25.7	26.6	26.3	27.4	24.7	25.7	1.1	(0.9)
Rental and rendering services margin	74.7	75.9	74.7	75.6	75.1	76.1	1.1	0.2
Gross margin from sales	25.1	26.1	25.7	27.0	24.7	25.7	1.0	(0.4)
EBIT margin	6.3	5.4	5.3	7.1	6.3	4.8	(1.5)	(0.6)
Recurring net margin	3.8	2.7	2.7	4.4	3.8	2.3	(1.5)	(0.4)
SG&A / revenue	26.2	27.7	26.9	27.0	25.5	28.0	2.5	0.3
Effective tax rate	24.3	26.1	21.4	23.7	24.2	30.5	6.3	4.4
Operational Statistics	(%)	(%)	(%)	(%)	(%)	(%)		
Total SSSG	1.0	(1.0)	(3.0)	(1.0)	(4.0)	(6.0)		
---Fashion	2.0	3.0	(2.0)	1.0	(4.0)	(6.0)		
---Hardline	(5.0)	(8.0)	(9.0)	(5.0)	(7.0)	(8.0)		
---Food	4.0	(1.0)	(1.0)	(2.0)	(3.0)	(4.0)		
SSSG by country								
---Thailand	0.0	(2.0)	(2.0)	1.0	(2.5)	(4.0)		
---Vietnam	2.0	(4.0)	(6.0)	(9.0)	(7.0)	(13.0)		
---Italy	9.0	6.0	(4.0)	(4.0)	(10.0)	(9.0)		

Sources: CRC; FSSIA estimates

Exhibit 2: CRC's SSS momentum for local and THB currency



Source: CRC

Financial Statements

Central Retail Corp

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	248,391	262,542	265,252	276,835	289,253
Cost of goods sold	(164,941)	(174,758)	(178,883)	(186,999)	(195,600)
Gross profit	83,449	87,784	86,369	89,836	93,653
Other operating income	0	0	0	0	0
Operating costs	(70,171)	(71,378)	(71,016)	(73,764)	(76,277)
Operating EBITDA	31,000	34,506	33,659	34,607	36,157
Depreciation	(17,722)	(18,100)	(18,306)	(18,536)	(18,781)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	13,278	16,406	15,354	16,071	17,376
Net financing costs	(4,349)	(4,743)	(4,278)	(4,086)	(3,964)
Associates	990	215	500	510	520
Recurring non-operating income	995	226	500	510	520
Non-recurring items	148	(605)	(127)	0	0
Profit before tax	10,072	11,283	11,449	12,495	13,932
Tax	(1,550)	(2,646)	(2,547)	(2,757)	(3,085)
Profit after tax	8,523	8,637	8,902	9,738	10,847
Minority interests	(506)	(501)	(511)	(521)	(531)
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
Reported net profit	8,016	8,136	8,391	9,217	10,316
Non-recurring items & goodwill (net)	(148)	605	127	0	0
Recurring net profit	7,868	8,742	8,518	9,217	10,316
Per share (THB)					
Recurring EPS *	1.30	1.45	1.41	1.53	1.71
Reported EPS	1.33	1.35	1.39	1.53	1.71
DPS	0.55	0.60	0.62	0.68	0.76
Diluted shares (used to calculate per share data)	6,031	6,031	6,031	6,031	6,031
Growth					
Revenue (%)	5.2	5.7	1.0	4.4	4.5
Operating EBITDA (%)	7.8	11.3	(2.5)	2.8	4.5
Operating EBIT (%)	14.5	23.6	(6.4)	4.7	8.1
Recurring EPS (%)	13.5	11.1	(2.6)	8.2	11.9
Reported EPS (%)	11.7	1.5	3.1	9.9	11.9
Operating performance					
Gross margin inc. depreciation (%)	33.6	33.4	32.6	32.5	32.4
Gross margin exc. depreciation (%)	40.7	40.3	39.5	39.1	38.9
Operating EBITDA margin (%)	12.5	13.1	12.7	12.5	12.5
Operating EBIT margin (%)	5.3	6.2	5.8	5.8	6.0
Net margin (%)	3.2	3.3	3.2	3.3	3.6
Effective tax rate (%)	17.1	23.9	23.0	23.0	23.0
Dividend payout on recurring profit (%)	42.2	41.4	43.8	44.5	44.5
Interest cover (X)	3.3	3.5	3.7	4.1	4.5
Inventory days	111.7	109.4	108.6	106.0	104.5
Debtor days	8.1	7.4	7.1	7.0	7.0
Creditor days	101.2	97.1	96.1	95.9	96.6
Operating ROIC (%)	20.3	19.2	17.2	19.1	21.8
ROIC (%)	5.8	5.9	5.6	5.9	6.3
ROE (%)	12.2	12.9	11.9	12.0	12.5
ROA (%)	4.3	4.4	4.2	4.4	4.6

* Pre exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Sales of goods	221,926	234,470	237,045	247,675	258,886
Rental services	7,785	7,889	7,980	8,150	8,405
Rendering services	1,727	1,841	1,802	1,883	1,968
Other income	16,952	18,342	18,425	19,128	19,994

Sources: Central Retail Corp; FSSIA estimates

Financial Statements

Central Retail Corp

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	7,868	8,742	8,518	9,217	10,316
Depreciation	17,722	18,100	18,306	18,536	18,781
Associates & minorities	(68)	(298)	0	0	0
Other non-cash items	539	850	492	577	569
Change in working capital	274	(1,681)	991	1,435	1,562
Cash flow from operations	26,337	25,712	28,306	29,766	31,228
Capex - maintenance	(26,174)	(27,796)	(15,000)	(16,500)	(17,325)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(372)	1,264	(1,664)	(5,270)	(5,626)
Other investments (net)	0	0	0	0	0
Cash flow from investing	(26,546)	(26,532)	(16,664)	(21,770)	(22,951)
Dividends paid	(3,317)	(3,619)	(3,732)	(4,099)	(4,588)
Equity finance	237	(2,600)	302	302	302
Debt finance	2,486	2,002	(7,367)	(3,906)	(3,690)
Other financing cash flows	0	0	0	0	0
Cash flow from financing	(594)	(4,217)	(10,797)	(7,704)	(7,976)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(803)	(5,036)	845	292	301
Free cash flow to firm (FCFF)	4,432.31	4,175.30	16,125.33	12,297.34	12,465.71
Free cash flow to equity (FCFE)	2,276.66	1,182.62	4,274.73	4,089.83	4,587.02

Per share (THB)					
FCFF per share	0.73	0.69	2.67	2.04	2.07
FCFE per share	0.38	0.20	0.71	0.68	0.76
Recurring cash flow per share	4.32	4.54	4.53	4.70	4.92

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	128,631	140,550	155,550	172,050	189,375
Less: Accumulated depreciation	(71,134)	(73,357)	(91,663)	(110,199)	(128,980)
Tangible fixed assets (net)	57,497	67,193	63,887	61,851	60,395
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	26,190	27,233	27,801	28,387	28,990
Cash & equivalents	14,814	9,777	10,622	10,914	11,215
A/C receivable	18,238	18,262	18,315	18,542	18,785
Inventories	46,413	47,462	48,092	49,762	51,515
Other current assets	492	538	544	568	593
Current assets	79,956	76,041	77,574	79,786	82,108
Other assets	123,455	120,583	121,827	127,147	132,850
Total assets	287,097	291,049	291,089	297,171	304,343
Common equity	67,060	68,977	73,938	79,357	85,387
Minorities etc.	3,201	3,404	3,914	4,435	4,967
Total shareholders' equity	70,260	72,381	77,852	83,793	90,354
Long term debt	84,662	73,296	63,909	65,360	65,338
Other long-term liabilities	13,669	14,389	14,537	15,172	15,853
Long-term liabilities	98,331	87,685	78,446	80,533	81,191
A/C payable	41,831	41,544	43,015	45,478	48,106
Short term debt	54,895	68,264	70,283	64,926	61,258
Other current liabilities	21,779	21,176	21,366	22,314	23,307
Current liabilities	118,505	130,984	134,664	132,718	132,671
Total liabilities and shareholders' equity	287,097	291,049	290,962	297,044	304,216
Net working capital	1,532	3,543	2,571	1,079	(520)
Invested capital	208,673	218,552	216,087	218,464	221,714

* Includes convertibles and preferred stock which is being treated as debt

Per share (THB)					
Book value per share	11.12	11.44	12.26	13.16	14.16
Tangible book value per share	11.12	11.44	12.26	13.16	14.16
Financial strength					
Net debt/equity (%)	177.5	182.1	158.7	142.5	127.7
Net debt/total assets (%)	43.5	45.3	42.5	40.2	37.9
Current ratio (x)	0.7	0.6	0.6	0.6	0.6
CF interest cover (x)	1.5	1.2	2.0	2.0	2.2

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	16.5	14.8	15.2	14.1	12.6
Recurring P/E @ target price (x) *	19.9	17.9	18.4	17.0	15.2
Reported P/E (x)	16.2	15.9	15.5	14.1	12.6
Dividend yield (%)	2.6	2.8	2.9	3.2	3.5
Price/book (x)	1.9	1.9	1.8	1.6	1.5
Price/tangible book (x)	1.9	1.9	1.8	1.6	1.5
EV/EBITDA (x) **	8.3	7.7	7.6	7.3	6.9
EV/EBITDA @ target price (x) **	9.2	8.5	8.4	8.1	7.7
EV/invested capital (x)	1.2	1.2	1.2	1.2	1.1

* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income

Sources: Central Retail Corp; FSSIA estimates

Central Retail Corporation PCL (CRC TB)

FSSIA ESG rating



74.92 /100

Exhibit 3: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 4: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings					Bloomberg		
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BJC	79.24	Y	Y	AA	5.00	4.00	--	Medium	72.74	AA	--	59.67	92.00	4.32	61.31
CPALL	75.48	Y	Y	AAA	5.00	4.00	Certified	Medium	67.76	A	34.00	64.69	88.00	--	--
CPAXT	53.49	--	Y	AA	5.00	5.00	Certified	--	--	BBB	--	--	84.00	3.90	67.20
CRC	74.92	--	Y	AA	5.00	5.00	Certified	Low	67.96	BBB	--	65.58	84.00	5.15	58.56

Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

Exhibit 5: ESG score by Bloomberg

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ESG financial materiality scores - ESG score	1.77	2.38	2.17	5.19	5.15
BESG environmental pillar score	1.58	1.37	1.29	6.27	6.35
BESG social pillar score	0.78	2.04	2.18	5.69	5.54
BESG governance pillar score	3.20	3.99	3.16	3.77	3.70
ESG disclosure score	37.16	43.07	43.18	57.05	58.56
Environmental disclosure score	16.25	15.37	15.71	36.91	34.37
Social disclosure score	25.82	32.62	32.62	53.05	53.84
Governance disclosure score	69.30	81.10	81.10	81.10	87.36
Environmental					
Emissions reduction initiatives	Yes	Yes	Yes	Yes	Yes
Climate change policy	No	No	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No
GHG scope 1	47	7	40	46	48
GHG scope 2 location-based	469	518	385	321	335
GHG Scope 3	71	112	37	82	485
Carbon per unit of production	—	—	—	—	—
Biodiversity policy	No	Yes	Yes	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes
Total energy consumption	1,046	—	—	757	776
Renewable energy use	—	—	—	—	—
Electricity used	946	1,081	1,250	702	670
Fuel used - natural gas	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 6: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Fuel used - crude oil/diesel	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes
Hazardous waste	0	0	0	0	0
Total waste	6	72	68	0	31
Waste recycled	—	—	—	10	—
Waste sent to landfills	—	—	—	—	—
Environmental supply chain management	No	No	No	Yes	Yes
Water policy	No	No	No	No	Yes
Water consumption	6,869	6,731	6,623	—	—
Social					
Human rights policy	No	Yes	Yes	Yes	Yes
Policy against child labor	No	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No	No
Consumer data protection policy	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	No	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	Yes	Yes
Pct women in workforce	—	63	62	62	62
Pct disabled in workforce	1	1	1	0	0
Business ethics policy	No	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	0	0	0	0	0
Total recordable incident rate - employees	—	—	—	—	—
Training policy	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	Yes	Yes
Number of employees – CSR	58,425	58,610	53,143	61,334	60,507
Employee turnover pct	50	48	31	42	40
Total hours spent by firm - employee training	391,448	527,020	739,473	913,877	1,131,480
Social supply chain management	No	No	No	No	Yes
Governance					
Board size	15	15	14	15	15
No. of independent directors (ID)	5	5	4	5	5
No. of women on board	4	4	3	3	3
No. of non-executive directors on board	14	13	12	14	14
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	13	11	10	9	9
Board meeting attendance pct	89	96	100	99	99
Board duration (years)	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No
Age of the youngest director	52	53	54	55	56
Age of the oldest director	79	80	79	80	81
No. of executives / company managers	6	7	7	6	6
No. of female executives	0	1	1	0	0
Executive share ownership guidelines	No	No	No	No	No
Size of audit committee	3	3	3	3	3
No. of ID on audit committee	3	3	3	3	3
Audit committee meetings	10	13	13	12	12
Audit meeting attendance %	97	100	100	100	100
Size of compensation committee	4	3	3	4	4
No. of ID on compensation committee	2	2	1	2	2
No. of compensation committee meetings	—	5	4	4	5
Compensation meeting attendance %	—	100	100	100	100
Size of nomination committee	4	3	3	4	4
No. of nomination committee meetings	—	5	4	4	5
Nomination meeting attendance %	—	100	100	100	100
Sustainability governance					
Verification type	No	No	No	No	Yes

Sources: Bloomberg; FSSIA's compilation

Disclaimer for ESG scoring

ESG score	Methodology	Rating																			
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																			
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for SETESG inclusion , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. SETESG Index is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																			
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																			
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
Morningstar Sustainabilitys	The Sustainabilitys' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
0-10	10-20	20-30	30-40	40+																	
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="3">Leader:</td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td></tr><tr><td>BBB</td><td>4.286-5.713</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td></tr><tr><td>CCC</td><td>0.000-1.428</td><td>Laggard:</td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>	AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																				
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																				
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

[Rating](#) regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Kampon Akaravarinchai FSS International Investment Advisory Securities Co., Ltd

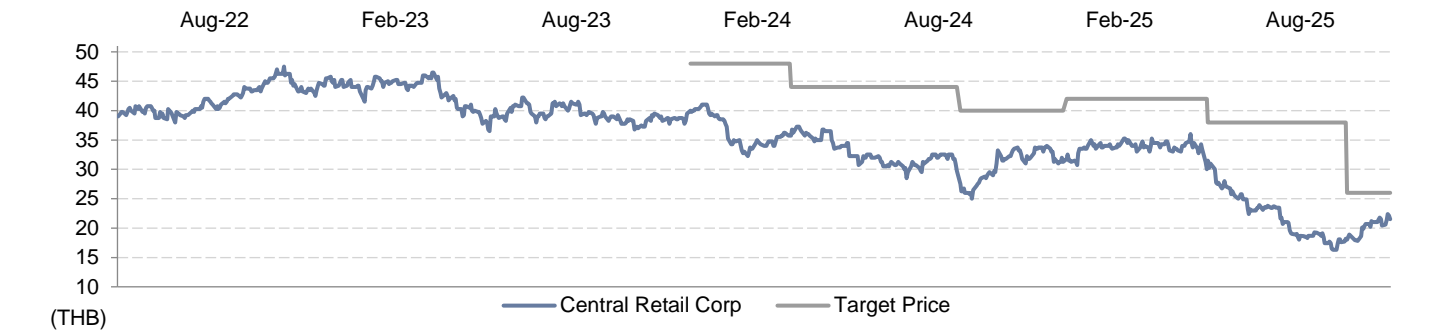
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History of change in investment rating and/or target price

Central Retail Corp (CRC TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
15-Dec-2023	BUY	48.00	02-Aug-2024	BUY	40.00	04-Mar-2025	BUY	38.00
12-Mar-2024	BUY	44.00	01-Nov-2024	BUY	42.00	01-Jul-2025	BUY	26.00

Kampon Akaravarinchai started covering this stock from 01-Jul-2025

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Central Retail Corp	CRC TB	THB 21.50	BUY	Downside risks to our DCF-based TP include 1) a decline in domestic purchasing power, 2) lower-than-expected tourist arrivals, 3) an absence of the government's stimulus, and 4) a slower-than-expected economic growth in Vietnam and Thailand.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 08-Aug-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

BUY (B). The upside is 10% or more.

HOLD (H). The upside or downside is less than 10%.

REDUCE (R). The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.