

# CENTRAL RETAIL CORP

THAILAND / COMMERCE

CRC TB

## BUY

UNCHANGED

## Key takeaways from analyst meeting

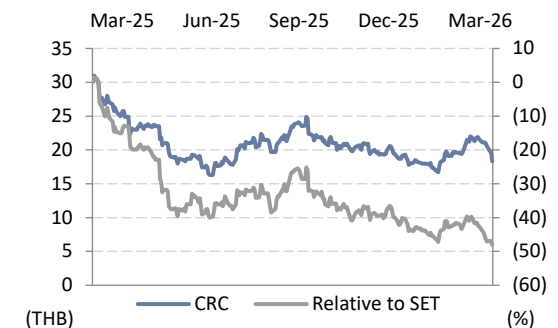
TARGET PRICE	THB23.00
CLOSE	THB18.30
UP/DOWNSIDE	+25.7%
TP vs CONSENSUS	+2.9%

### Highlights

- Management remains positive on business expansion in Vietnam and a recovery in Thailand. However, the situation and potential consumption impact from the war remain key risks to monitor.
- Management assesses impacts from the Middle East conflicts in three areas: 1) higher freight costs, with freight expenses estimated at around 0.7–0.8% of COGS; 2) higher logistics costs, which are still being assessed (we expect this could account c1–2% of COGS following sector practice); and 3) softer Middle East tourist arrivals. Tourist-related sales account for around 15% of department store sales, with Middle East tourists contributing around 3–9% of tourist sales. This is implying a potential impact of roughly 0.1–0.3% of total sales.
- For the 40% acquisition of JD Sports, CRC invested around THB530m, implying a forward P/E of around 5.3x based on management's expected profit contribution of roughly THB100m per year. We already incorporated JD Sports share of profit in our current forecasts. Strategically, the investment aims to penetrate the premium sportswear segment both within CRC and outside CRC. This should also improve CRC's access to international brands, similarly to the Rev Runnr acquisition to ride the HOKA growth trend.
- Management guided on an effective tax rate for 2026 of c22–23%, mainly reflecting Vietnam operations where tax remains higher than normal, but it should decline on a y-y.
- SSS for Jan–Feb 26 dropped by 4% y-y, dragged by a decline in Fashion and Hardline for -8% and -6%, respectively. The Food business remained resilient at 2.5% y-y growth on the back of strong Vietnam's SSS momentum.
- We maintain our 2026 profit growth forecast of 5.7% y-y, supported by the divestment of Nguyen Kim, the JD Sports investment, and organic recovery. However, if we include Rinascente profit in 2025, the 2026 would still drop by 3.3%.
- We are positive on CRC's long-term outlook given the exposure in Vietnam business. We expect a potential P/E re-ratings for CRC on the back of strong Vietnam SSS recovery, however; the current share price is still trading at 14.1x 2026E P/E in line with peers which expect more limited earnings growth. We maintain BUY on CRC with a target price of THB23.00/share.

### KEY STOCK DATA

YE Dec (THB m)	2025	2026E	2027E	2028E
Revenue	252,905	251,044	260,488	271,454
Net profit	7,411	7,855	8,742	9,204
EPS (THB)	1.23	1.30	1.45	1.53
vs Consensus (%)	-	(1.1)	(0.4)	0.1
EBITDA	32,500	31,093	31,990	32,456
Recurring net profit	8,125	7,855	8,742	9,204
Core EPS (THB)	1.35	1.30	1.45	1.53
EPS growth (%)	(7.1)	(3.3)	11.3	5.3
Core P/E (x)	13.6	14.1	12.6	12.0
Dividend yield (%)	9.9	3.2	3.5	3.7
EV/EBITDA (x)	6.5	6.8	6.4	6.1
Price/book (x)	1.7	1.5	1.3	1.2
Net debt/Equity (%)	139.8	122.6	99.7	83.4
ROE (%)	12.1	11.2	11.0	10.3



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(5.7)	(6.2)	(36.8)
Relative to country (%)	(8.3)	(13.7)	(46.2)
Mkt cap (USD m)	3,507		
3m avg. daily turnover (USD m)	10.0		
Free float (%)	58		
Major shareholder	Chirathivat family (67%)		
12m high/low (THB)	30.89/15.25		
Issued shares (m)	6,031.00		

Sources: Bloomberg consensus; FSSIA estimates


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**Exhibit 1: CRC restatement of NPAT**

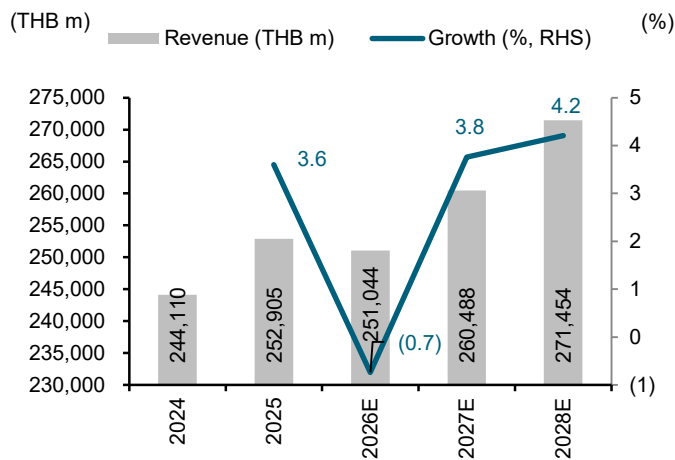
CRC's 2024-25 PNL restatement to reflect only TH + VN	BUs	2024A	2025A	2026E	2027E	2028E
NPAT: continue operation	TH + VN	7,133	6,721	7,855	8,742	9,204
<b>Core NPAT: continue operation</b>	<b>TH + VN</b>	<b>7,738</b>	<b>7,432</b>	<b>7,855</b>	<b>8,742</b>	<b>9,204</b>
y-y growth (%)			(4.0)	5.7	11.3	5.3
Core NPAT: discontinue operation	ITA	1,003	693*	-	-	-
NPAT: discontinue and continue operation	TH + VN + ITA	8,136	7,411			
<b>Core NPAT: discontinue and continue operation</b>	<b>TH + VN + ITA</b>	<b>8,742</b>	<b>8,125</b>	<b>7,858</b>	<b>8,745</b>	<b>9,207</b>
y-y growth (%) base on actual business			(7.1)	(3.3)**	11.3	5.3

\*Rinascente Core NPAT from 1 Jan - 18 Nov 25

\*\* -3.3% earnings decrease imply the change on Core NPAT after divestment of Rinascente

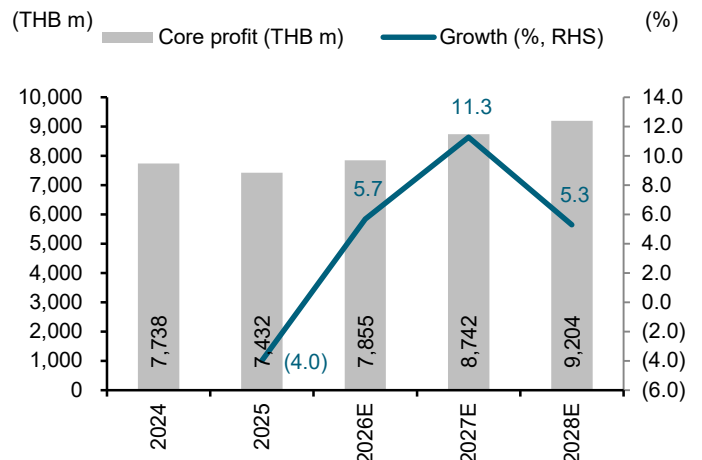
Sources: CRC; FSSIA's estimate

**Exhibit 2: Revenue and growth momentum**



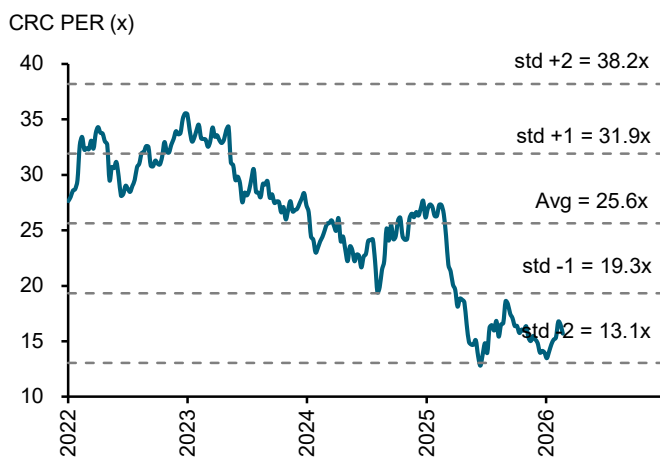
Sources: CRC; FSSIA's compilation \*restatement financial reported

**Exhibit 3: Core profit and growth momentum**



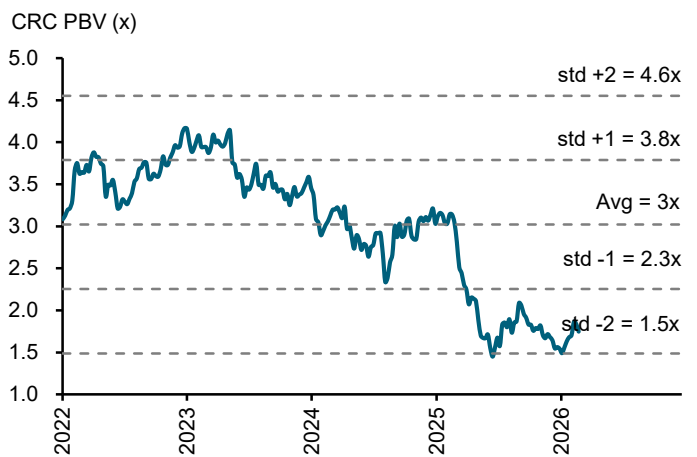
Sources: CRC; FSSIA's compilation \*restatement financial reported

**Exhibit 4: Rolling one-year forward P/E band**



Sources: Bloomberg, FSSIA estimates

**Exhibit 5: Rolling one-year forward P/BV band**



Sources: Bloomberg, FSSIA estimates

## Financial Statements

### Central Retail Corp

Profit and Loss (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Revenue	244,110	252,905	251,044	260,488	271,454
Cost of goods sold	(166,811)	(168,171)	(171,563)	(177,961)	(185,672)
<b>Gross profit</b>	<b>77,299</b>	<b>84,735</b>	<b>79,481</b>	<b>82,526</b>	<b>85,782</b>
Other operating income	0	0	0	0	0
Operating costs	(62,691)	(70,299)	(66,415)	(68,523)	(71,271)
<b>Operating EBITDA</b>	<b>32,708</b>	<b>32,500</b>	<b>31,093</b>	<b>31,990</b>	<b>32,456</b>
Depreciation	(18,100)	(18,065)	(18,027)	(17,987)	(17,946)
Goodwill amortisation	0	0	0	0	0
<b>Operating EBIT</b>	<b>14,608</b>	<b>14,436</b>	<b>13,066</b>	<b>14,004</b>	<b>14,511</b>
Net financing costs	(4,306)	(3,650)	(3,373)	(3,231)	(3,154)
Associates	1,218	1,176	575	612	621
Recurring non-operating income	1,229	1,198	575	612	621
Non-recurring items	(605)	(714)	0	0	0
<b>Profit before tax</b>	<b>10,926</b>	<b>11,270</b>	<b>10,268</b>	<b>11,385</b>	<b>11,978</b>
Tax	(2,289)	(3,482)	(2,035)	(2,262)	(2,385)
<b>Profit after tax</b>	<b>8,637</b>	<b>7,788</b>	<b>8,232</b>	<b>9,123</b>	<b>9,593</b>
Minority interests	(501)	(377)	(377)	(381)	(389)
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
<b>Reported net profit</b>	<b>8,136</b>	<b>7,411</b>	<b>7,855</b>	<b>8,742</b>	<b>9,204</b>
<b>Non-recurring items &amp; goodwill (net)</b>	<b>605</b>	<b>714</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Recurring net profit</b>	<b>8,742</b>	<b>8,125</b>	<b>7,855</b>	<b>8,742</b>	<b>9,204</b>
<b>Per share (THB)</b>					
Recurring EPS *	1.45	1.35	1.30	1.45	1.53
Reported EPS	1.35	1.23	1.30	1.45	1.53
DPS	0.60	1.81	0.58	0.64	0.68
Diluted shares (used to calculate per share data)	6,031	6,031	6,031	6,031	6,031
<b>Growth</b>					
Revenue (%)	(1.7)	3.6	(0.7)	3.8	4.2
Operating EBITDA (%)	5.5	(0.6)	(4.3)	2.9	1.5
Operating EBIT (%)	10.0	(1.2)	(9.5)	7.2	3.6
Recurring EPS (%)	11.1	(7.1)	(3.3)	11.3	5.3
Reported EPS (%)	1.5	(8.9)	6.0	11.3	5.3
<b>Operating performance</b>					
Gross margin inc. depreciation (%)	31.7	33.5	31.7	31.7	31.6
Gross margin exc. depreciation (%)	39.1	40.6	38.8	38.6	38.2
Operating EBITDA margin (%)	13.4	12.9	12.4	12.3	12.0
Operating EBIT margin (%)	6.0	5.7	5.2	5.4	5.3
Net margin (%)	3.6	3.2	3.1	3.4	3.4
Effective tax rate (%)	23.6	34.5	21.0	21.0	21.0
Dividend payout on recurring profit (%)	41.4	134.4	44.5	44.5	44.5
Interest cover (X)	3.7	4.3	4.0	4.5	4.8
Inventory days	115.2	110.5	103.8	101.4	99.5
Debtor days	8.0	6.5	5.6	5.4	5.4
Creditor days	102.3	95.8	90.0	90.0	90.4
Operating ROIC (%)	17.2	13.7	15.2	16.4	17.2
ROIC (%)	5.7	5.1	5.9	6.1	6.2
ROE (%)	12.9	12.1	11.2	11.0	10.3
ROA (%)	4.3	4.1	4.3	4.5	4.5
* Pre exceptional, pre-goodwill and fully diluted					
<b>Revenue by Division (THB m)</b>					
Sales of goods	217,483	219,102	223,420	232,073	241,927
Rental services	7,808	7,970	8,259	8,518	8,786
Rendering services	1,422	1,305	1,461	1,518	1,582
Other income	17,397	24,529	17,904	18,378	19,159

Sources: Central Retail Corp; FSSIA estimates

## Financial Statements

### Central Retail Corp

Cash Flow (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Recurring net profit	8,742	8,125	7,855	8,742	9,204
Depreciation	18,100	18,065	18,027	17,987	17,946
Associates & minorities	(298)	38	0	0	0
Other non-cash items	1,853	1,711	(345)	752	309
Change in working capital	(1,681)	(3,430)	(408)	1,748	978
<b>Cash flow from operations</b>	<b>26,716</b>	<b>24,508</b>	<b>25,129</b>	<b>29,228</b>	<b>28,438</b>
Capex - maintenance	(27,796)	(15,993)	(17,592)	(18,472)	(19,026)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	1,264	37,765	(8,744)	(3,704)	(4,225)
Other investments (net)	0	0	0	0	0
<b>Cash flow from investing</b>	<b>(26,532)</b>	<b>21,772</b>	<b>(26,336)</b>	<b>(22,175)</b>	<b>(23,251)</b>
Dividends paid	(3,317)	(10,916)	(6,716)	(3,493)	(3,888)
Equity finance	(1,597)	687	4,810	4,810	4,810
Debt finance	2,002	(34,820)	128	(7,670)	(5,589)
Other financing cash flows	0	0	0	0	0
<b>Cash flow from financing</b>	<b>(2,912)</b>	<b>(45,049)</b>	<b>(1,779)</b>	<b>(6,354)</b>	<b>(4,667)</b>
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	3,329	0	0
<b>Net other adjustments</b>	<b>(2,308)</b>	<b>(1,113)</b>	<b>3,329</b>	<b>(395)</b>	<b>(206)</b>
<b>Movement in cash</b>	<b>(5,036)</b>	<b>118</b>	<b>343</b>	<b>304</b>	<b>313</b>
Free cash flow to firm (FCFF)	4,739.87	50,167.72	2,415.77	10,542.88	8,610.78
Free cash flow to equity (FCFE)	(122.05)	10,347.61	2,249.59	(1,012.22)	(608.43)

#### Per share (THB)

FCFF per share	0.79	8.32	0.40	1.75	1.43
FCFE per share	(0.02)	1.72	0.37	(0.17)	(0.10)
Recurring cash flow per share	4.71	4.63	4.23	4.56	4.55

Balance Sheet (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Tangible fixed assets (gross)	140,550	135,987	153,579	172,051	191,077
Less: Accumulated depreciation	(73,357)	(70,866)	(88,893)	(106,879)	(124,825)
<b>Tangible fixed assets (net)</b>	<b>67,193</b>	<b>65,121</b>	<b>64,687</b>	<b>65,172</b>	<b>66,252</b>
<b>Intangible fixed assets (net)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	27,233	23,451	24,012	24,590	25,186
Cash & equivalents	9,777	9,895	10,238	10,542	10,856
A/C receivable	18,262	13,887	13,859	14,002	14,169
Inventories	47,462	43,455	43,861	45,009	46,451
Other current assets	538	3,057	3,034	3,149	3,281
<b>Current assets</b>	<b>76,041</b>	<b>70,294</b>	<b>70,993</b>	<b>72,703</b>	<b>74,756</b>
Other assets	120,583	87,982	96,068	99,682	103,879
<b>Total assets</b>	<b>291,049</b>	<b>246,849</b>	<b>255,760</b>	<b>262,147</b>	<b>270,073</b>
Common equity	68,977	65,469	74,640	84,303	94,223
Minorities etc.	3,404	3,819	4,196	4,577	4,965
<b>Total shareholders' equity</b>	<b>72,381</b>	<b>69,287</b>	<b>78,835</b>	<b>88,880</b>	<b>99,188</b>
Long term debt	73,296	56,978	55,279	51,965	42,922
Other long-term liabilities	14,389	13,073	12,977	13,465	14,032
<b>Long-term liabilities</b>	<b>87,685</b>	<b>70,052</b>	<b>68,256</b>	<b>65,430</b>	<b>56,954</b>
A/C payable	41,544	37,261	38,483	40,406	42,665
Short term debt	68,264	49,761	51,589	47,233	50,687
Other current liabilities	21,176	20,487	18,597	20,199	20,579
<b>Current liabilities</b>	<b>130,984</b>	<b>107,510</b>	<b>108,669</b>	<b>107,837</b>	<b>113,931</b>
<b>Total liabilities and shareholders' equity</b>	<b>291,049</b>	<b>246,849</b>	<b>255,760</b>	<b>262,147</b>	<b>270,073</b>
Net working capital	3,543	2,651	3,675	1,556	657
Invested capital	218,552	179,205	188,442	191,000	195,973

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

#### Per share (THB)

Book value per share	11.44	10.86	12.38	13.98	15.62
Tangible book value per share	11.44	10.86	12.38	13.98	15.62

#### Financial strength

Net debt/equity (%)	182.1	139.8	122.6	99.7	83.4
Net debt/total assets (%)	45.3	39.2	37.8	33.8	30.6
Current ratio (x)	0.6	0.7	0.7	0.7	0.7
CF interest cover (x)	1.0	3.8	1.7	0.7	0.8

Valuation	2024	2025	2026E	2027E	2028E
<b>Recurring P/E (x) *</b>	<b>12.6</b>	<b>13.6</b>	<b>14.1</b>	<b>12.6</b>	<b>12.0</b>
<b>Recurring P/E @ target price (x) *</b>	<b>15.9</b>	<b>17.1</b>	<b>17.7</b>	<b>15.9</b>	<b>15.1</b>
Reported P/E (x)	13.6	14.9	14.1	12.6	12.0
Dividend yield (%)	3.3	9.9	3.2	3.5	3.7
Price/book (x)	1.6	1.7	1.5	1.3	1.2
Price/tangible book (x)	1.6	1.7	1.5	1.3	1.2
EV/EBITDA (x) **	7.5	6.5	6.8	6.4	6.1
EV/EBITDA @ target price (x) **	8.4	7.4	7.7	7.3	7.0
EV/invested capital (x)	1.1	1.2	1.1	1.1	1.0

\* 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**

★★★★★

**84.99 /100**

## Exhibit 6: 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 7: 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	78.20	Y	Y	AAA	5.00	4.00	--	Medium	68.83	AA	--	63.59	92.00	3.62	65.38
CPALL	74.85	Y	Y	AAA	5.00	4.00	Certified	Medium	66.05	A	34.00	61.34	88.00	--	--
CPAXT	57.87	--	--	AAA	5.00	5.00	Certified	--	--	BBB	--	63.68	88.00	4.51	71.02
CRC	84.99	Y	Y	AAA	5.00	5.00	Certified	Low	66.19	BBB	--	68.64	85.00	5.01	69.76

Sources: SETTRADE.com; FSSIA's compilation

## Exhibit 8: ESG score by Bloomberg

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>ESG financial materiality scores - ESG score</b>	<b>1.77</b>	<b>2.38</b>	<b>2.17</b>	<b>4.52</b>	<b>4.88</b>	<b>5.01</b>
BESG environmental pillar score	1.58	1.37	1.29	3.50	4.10	3.84
BESG social pillar score	0.78	2.04	2.18	6.40	6.31	7.02
BESG governance pillar score	3.20	3.99	3.16	3.88	4.34	4.40
<b>ESG disclosure score</b>	<b>37.16</b>	<b>43.07</b>	<b>43.18</b>	<b>64.38</b>	<b>67.67</b>	<b>69.76</b>
Environmental disclosure score	16.25	15.37	15.71	58.92	61.73	61.73
Social disclosure score	25.82	32.62	32.62	53.05	53.84	53.84
Governance disclosure score	69.30	81.10	81.10	81.10	87.36	93.62
<b>Environmental</b>						
Emissions reduction initiatives	Yes	Yes	Yes	Yes	Yes	Yes
Climate change policy	No	No	Yes	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No	No
GHG scope 1	47	7	40	54	63	111
GHG scope 2 location-based	469	518	385	436	479	593
GHG Scope 3	71	112	37	82	487	760
Carbon per unit of production	—	—	—	—	—	—
Biodiversity policy	No	Yes	Yes	Yes	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	1,046	—	—	1,031	1,168	1,414
Renewable energy use	—	—	—	79	134	173
Electricity used	946	1,081	1,250	963	1,049	1,301
Fuel used - natural gas	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

## Exhibit 9: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuel used - crude oil/diesel	No	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous waste	0	0	0	0	0	0
Total waste	6	72	68	98	98	72
Waste recycled	—	—	—	10	8	9
Waste sent to landfills	—	—	—	—	90	63
Environmental supply chain management	No	No	No	Yes	Yes	Yes
Water policy	No	No	No	No	Yes	Yes
Water consumption	6,869	6,731	6,623	1,470	1,420	2,070
<b>Social</b>						
Human rights policy	No	Yes	Yes	Yes	Yes	Yes
Policy against child labor	No	Yes	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No	No	No
Consumer data protection policy	Yes	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	No	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	Yes	Yes	Yes
Pct women in workforce	—	63	62	62	62	62
Pct disabled in workforce	1	1	1	0	0	0
Business ethics policy	No	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	0	0	0	0	0	0
Total recordable incident rate - employees	—	—	—	—	—	—
Training policy	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	Yes	Yes	Yes
Number of employees – CSR	58,425	58,610	53,143	61,334	60,507	64,819
Employee turnover pct	50	48	31	42	40	39
Total hours spent by firm - employee training	391,448	527,020	739,473	913,877	1,131,480	1,886,230
Social supply chain management	No	No	No	No	Yes	Yes
<b>Governance</b>						
<b>Board size</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>No. of independent directors (ID)</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
No. of women on board	4	4	3	3	3	4
No. of non-executive directors on board	14	13	12	14	14	13
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	13	11	10	9	9	10
Board meeting attendance pct	89	96	100	99	99	99
Board duration (years)	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No
Age of the youngest director	52	53	54	55	56	55
Age of the oldest director	79	80	79	80	81	77
<b>No. of executives / company managers</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>5</b>
No. of female executives	0	1	1	0	0	0
Executive share ownership guidelines	No	No	No	No	No	No
<b>Size of audit committee</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
No. of ID on audit committee	3	3	3	3	3	3
Audit committee meetings	10	13	13	12	12	12
Audit meeting attendance %	97	100	100	100	100	100
<b>Size of compensation committee</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
No. of ID on compensation committee	2	2	1	2	2	2
No. of compensation committee meetings	—	5	4	4	5	8
Compensation meeting attendance %	—	100	100	100	100	97
<b>Size of nomination committee</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
No. of nomination committee meetings	—	5	4	4	5	8
Nomination meeting attendance %	—	100	100	100	100	97
<b>Sustainability governance</b>						
Verification type	No	No	No	No	Yes	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 <b>SETESG inclusion</b> , 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. <b>SETESG Index</b> 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&amp;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 Sustainalytics	The Sustainalytics' 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 &amp; 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 border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>NEGL</th> <th>Low</th> <th>Medium</th> <th>High</th> <th>Severe</th> </tr> </thead> <tbody> <tr> <td>0-10</td> <td>10-20</td> <td>20-30</td> <td>30-40</td> <td>40+</td> </tr> </tbody> </table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
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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 border="1" style="margin-left: auto; margin-right: auto;"> <tbody> <tr> <td><b>AAA</b></td> <td>8.571-10.000</td> <td rowspan="3"><b>Leader:</b></td> <td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td> </tr> <tr> <td><b>AA</b></td> <td>7.143-8.570</td> </tr> <tr> <td><b>A</b></td> <td>5.714-7.142</td> </tr> <tr> <td><b>BBB</b></td> <td>4.286-5.713</td> <td rowspan="3"><b>Average:</b></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><b>BB</b></td> <td>2.857-4.285</td> </tr> <tr> <td><b>B</b></td> <td>1.429-2.856</td> </tr> <tr> <td><b>CCC</b></td> <td>0.000-1.428</td> <td><b>Laggard:</b></td> <td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td> </tr> </tbody> </table>	<b>AAA</b>	8.571-10.000	<b>Leader:</b>	leading its industry in managing the most significant ESG risks and opportunities	<b>AA</b>	7.143-8.570	<b>A</b>	5.714-7.142	<b>BBB</b>	4.286-5.713	<b>Average:</b>	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	<b>BB</b>	2.857-4.285	<b>B</b>	1.429-2.856	<b>CCC</b>	0.000-1.428	<b>Laggard:</b>	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; &gt;25 to 50 = satisfactory; &gt;50 to 75 = good; and &gt;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) "SETESG". 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, CISA FSS International Investment Advisory Securities Co., Ltd

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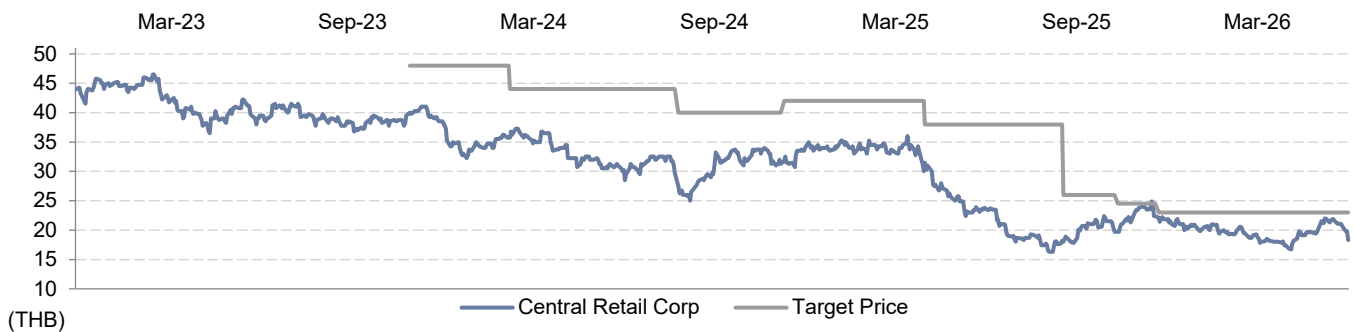
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**History of change in investment rating and/or target price**

**Central Retail Corp (CRC TB)**



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
15-Dec-2023	BUY	48.00	01-Nov-2024	BUY	42.00	15-Aug-2025	BUY	24.50
12-Mar-2024	BUY	44.00	04-Mar-2025	BUY	38.00	19-Sep-2025	HOLD	23.00
02-Aug-2024	BUY	40.00	01-Jul-2025	BUY	26.00	31-Oct-2025	BUY	23.00

Kampon Akaravarinchai, CISA 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 18.30	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 04-Mar-2026 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.