

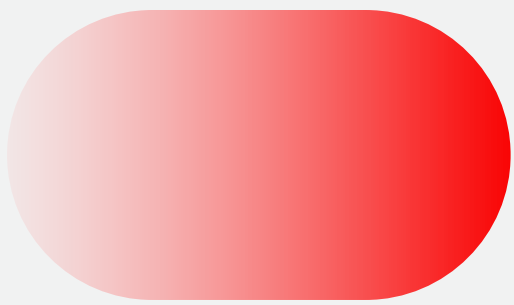
# CENTRALRETAIL TIMES

ISSUE 03 | JULY 2022



LEADING  
WITH WE

# CON- TENTS



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# MESSAGE FROM CEO

To our **customers**,  
**employees**, **partners**,  
**shareholders** and  
the **communities**  
we serve:





*In 2021, Central Retail was faced with a true test of resilience as the challenges and uncertainties imposed by the COVID-19 outbreak continued to unfold. Leading active change under the concept of **Resilience Reimagined**, we experienced profound transformation as we reinvented our business and turned crisis into opportunity.*

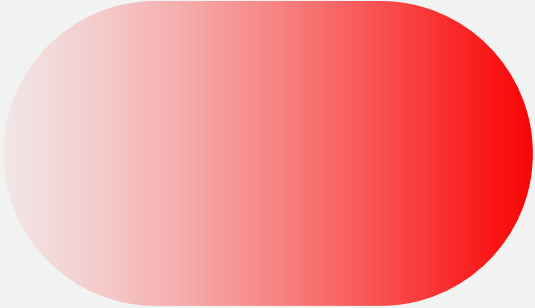


Moving forward in the face of adversity, we built on our resilient mindset to instill an **anti-fragile** DNA within the organisation to tackle challenges with maximised strength, flexibility and confidence. Throughout the year, we scaled the Central Retail Ecosystem by investing in full-fledged omnichannel platforms, adapted our business model and portfolio and made strategic acquisitions to better serve changing consumer demands, turning 2021 into a profitable year.

Looking ahead, we put our full focus on deploying the **CRC Retailelligence** strategy that enables us to stay ahead of customer needs and the rapid digital transformation. We continue to reinvent the next-gen omnichannel platform by leveraging data and new digital technologies to unlock personalised experiences in real time, whilst also accelerating local and global expansion across core business segments and driving new growth engines via strategic partnerships to reinforce our leadership position as the retailer of the future. Along with our business ambitions, we also commit to creating shared value for all stakeholders. By setting clear corporate goals and making actionable steps towards becoming a model organisation for sustainable development, Central Retail creates long-term, positive impact on people's lives, society, and the world.

Leading with 'We', Central Retail recognises the success today is not only ours, but a united effort. I would like to take this opportunity to express our appreciation to all customers, partners, and employees for your enormous contributions to help drive inclusive growth. Charging ahead alongside our trusted stakeholders as one collective force, let us journey towards the forefront of the global retail landscape, together.

**Yol Phokasub**  
Chief Executive Officer







# UPLIFTING LIVES



# As you evolve, we evolve

At the heart of everything we do, we start with people. Every product and service we deliver is carefully curated to match everchanging needs and stay ahead of trends relevant to the times. We connect everyone to dynamic destinations, expanding both locally and globally to touch the lives of local communities by reimagining spaces, introducing new store formats, and bringing in exciting experiences that uplift everyday life. And as we grow our presence, we actively work to gain a deeper understanding of the unique customer segments and their distinct needs – tapping into new growth engines such as health, wellness, and pet care to better cater to inclusion and diversity.



# NEW DESTINATIONS



*Central Department Store*

## Transforming spaces to serve modern consumers

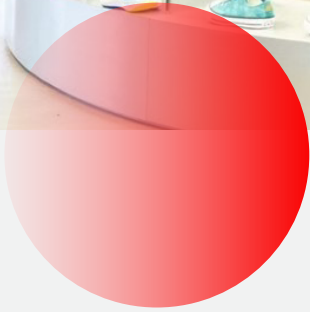
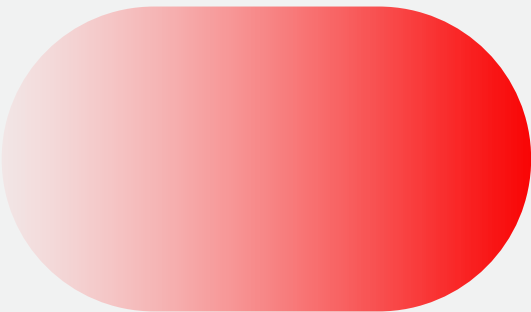
Central Department Store seeks to evolve its retail spaces and services, ensuring the best customer experiences nationwide. Starting with the transformation of Robinson Khon Kaen into **Central Khon Kaen** under the concept of 'The New Shopping Playground of Isan', this renovation project features new brands and refreshed spaces that blend local elements unique to the province.







Another highlight renovation project is the **Central Rama 2** branch, which designed its spaces based on the concept of **‘Seamless Integration & Variety’**, showcasing a comprehensive variety of products set in modern designs. As a one-stop shopping destination, Central Rama 2 houses a unique theme in every floor with over 700 global brands along with new zones such as ‘Central Street’ that features an expansive collection of streetwear brands.







Robinson Department Store

# Unlocking dynamic shopping experiences for communities



Upholding our mission to serve everyone's lifestyle needs and improve the quality of life of surrounding communities, Central Retail marched forward in launching and renovating Robinson branches throughout the year. Starting with **Robinson Ayutthaya 2**, we launched our second shopping destination in Ayutthaya, blending the locality's DNA with modernity and offering over 300 brands of products and services. As the area shows high potential with a high number of expats, tourists and local families, Central Retail created next-level experiences of eating, shopping and travelling to serve the growing demand.





*Robinson Lifestyle*

# Delivering all-day happiness in a thriving region

To tap into the growing potential of the EEC region, Central Retail launched **Robinson Lifestyle** in response to the increasing purchasing power and growing demand of thriving consumer lifestyles in the area. The destinations aim to deliver all-day happiness, featuring an expansive array of shopping experiences, including technology and gadgets, entertainment and exercise facilities, a beauty and health hub and comprehensive car care services. Through this project, Central Retail created over 1,000 jobs for the local community, uplifting quality of life.





# Curating dynamic shopping experiences

Central Marketing Group under Central Retail has welcomed the launch of new stores throughout the year to serve the diverse needs and lifestyles of consumers, with brand highlights including Clarins, Polo Ralph Lauren, and The Body Shop.



**Clarins Skin Suites** offers expertly curated skincare products and treatments with new spa equipment and functionalities, a truly Parisian luxury experience conveniently accessible at Central Rama II.







Another highlight is the opening of **Polo Ralph Lauren** at CentralwOrld, which is the epitome of timeless American heritage and style.



With the launch of **The Body Shop**'s first workshop concept store under the theme of 'Visibly Sustainable', consumers can browse mindful beauty and skincare products that are respectful of all animals and the environment.







*Tops market*

# Taking everyday convenience to the next level

Central Retail launched a new model for **Tops market** with the first standalone supermarket on Pattanakarn 30. Catering to modern consumers who prefer to shop near home without worrying about commuting, Tops market recognised the spending potential of consumers in the area and launched the new store, which features over 17,000 items, new services and sustainability innovations in line with the CRC Retail Intelligence strategy that focuses on retail innovations to elevate customer experience.





# The one-stop destination for school, work and business

The pandemic has impacted everyday life across all generations, and models of learning and working are constantly evolving. Responding to these changes, **B2S and OfficeMate** launched a new branch at Robinson Samutprakarn under the concept of ‘**Learn & Work Destination**’ to comprehensively serve modern school, work and business needs. Curating over 100,000 items, the store is a one-stop destination for everyday consumers and business owners alike to find everything they need and more.







Thai Watsadu

# Bringing quality home solutions to Chaiyaphum



To meet the growing demand in the real estate market in northeastern provinces, Central Retail invested 500 million baht to launch the **Thai Watsadu Chaiyaphum** branch. Located in a strategic and high potential location, the new branch is positioned as a mega home product mall that provides a complete assortment of high quality home products at value prices. Beyond delivering quality products and services, the new branch has also generated income for the local community, driving inclusive growth for all.











GO!, Vietnam

# Scaling expansion plans to elevate everyday lives



Despite the challenges and impacts made by Covid-19, Central Retail in Vietnam continually strives to strengthen our footprint across the country.

From Apr 2021 till Jun 2022, Central Retail in Vietnam officially put 4 GO! Malls into operation, including **GO! Thai Nguyen**, **GO! Thai Binh**, **GO! Ba Ria** and **GO! Lao Cai**, covering a total of an impressive area of close to 60,000 sqm NLA; and on top of that, opened the first mini-go in the Southern Region, in Go Dau (Tay Ninh Province).

Central Retail in Vietnam aims to not only provide a quality shopping experience to accommodate all customers' diversified needs but also affirm our commitment to contributing to the provincial socio-economic development, developing trade & retail services and creating jobs for local communities.







*Rinascente, Italy*

# Unveiling a new Rinascente Rome Piazza Fiume in 2023



An integral part of Central Retail’s growth strategy is the renovation of existing stores to stay ahead of changing trends and deliver modernised experiences. Our renovation ambitions for Rinascente department stores in Italy is just one of many examples. In celebration of its 60th anniversary, the historic Rinascente Rome Piazza Fiume announced its renovation project set to be completed in August 2023. The reimagining of the store will involve all spaces, from exterior and shop windows to all eight floors within the store. New features include a new lift running vertically across the facade overlooking the garden, a new space with an expansive work area, a garden with panoramic views and a small outdoor cafeteria. Through these efforts, Central Retail aims to enhance its existing spaces and services to better serve the surrounding communities in the heart of Rome.



# NEW INNOVATION



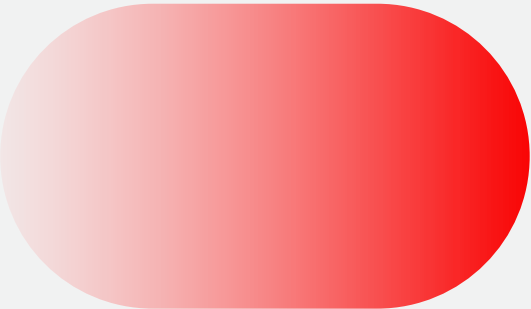
Supersports

## Taking the retail world beyond space and time



As the retail world continues to evolve with the advancement of new digital technologies, Supersports joined hands with AIS 5G to launch Thailand's first virtual sporting goods store – '**Supersports V-Store**' located in AIS 5G's virtual V-AVENUE.CO shopping mall. The two-floor virtual store showcases the best of Supersports brands and offers over 13 categories of sporting products. The move is a step forward in taking the retail world beyond space and time, enabling the company to connect the needs of modern consumers.





Central Marketing Group

# Maximising payment freedom



With Thai consumers today looking for more flexible and choice of payment methods, Central Marketing Group has partnered with ATOME, the leading ‘**Buy now, Pay later**’ platform in Asia, to offer a new payment option for shoppers. With the Atome App, customers can shop at any CMG store and split their purchases into three equal deferred payments with zero interest. Requiring no credit card, the application is very easy and has no monthly fees, delivering more convenient and affordable payment solutions to new generation consumers.





# Pioneering supermarket subscription services

To cater to modern shoppers who demand speed and convenience, Tops online launched ‘**Tops PRIME**’, a monthly subscription programme for unlimited deliveries. At only 99 baht a month, subscribers can browse over 20,000 items and enjoy free standard and 1-hour express deliveries when spending a minimum of 100 baht. The affordable monthly fee, delivery options and expansive coverage offer young consumers a seamless shopping experience, which is in line with the CRC Retaillignce strategy that focuses on retail innovation.







Thai Watsadu

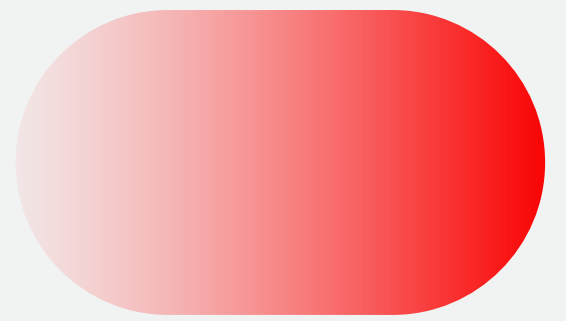
# Scaling sustainability innovation

To reinforce the company’s sustainability commitment and drive shared value for society, Central Retail adopted clean energy EV trucks for logistics operations of brands under CRC Thai Watsadu. The initiative has helped reduce carbon dioxide emissions and the company expects to grow the electric truck fleet to 30 vehicles by 2023, which is comparable to planting over 200 trees per year. Beyond environmental impact, the EV trucks have also strengthened logistics operations, improving cost efficiency and reducing the external impact of rising oil prices around the world.





# NEW CARE



*Central Department Store*

## Enriching the parent community

At Central Retail, being 'Central to Life' means the ability to serve diverse needs and create communities that connect people together. With this commitment, Central and Robinson Department Stores launched 'My Little Club', which is a membership-based club offering exclusive shopping experiences, products and services for parents and their little ones. Members can receive a 5% discount as well as special offers on over 40 products. Additionally, members can also benefit from the Baby Personal Shopper service for a seamless and convenient shopping experience. Beyond the products and services, parents can also get access to exclusive activities, diverse tips, and resources on child development.

*PET 'N ME*

## One-stop destination for all pet lovers



In today's generation, people are building smaller families and are looking to pets to help fulfil their everyday lives. To serve this growing demand for pet care supplies and services, Central Retail launched **PET 'N ME**, a one-stop destination for the pet parents' community. Reimagining traditional expectations of pet shops, the store includes a variety of products and services, including high quality pet food, supplies, grooming services that can be easily accessed across omnichannel platforms to maximise convenience for pet parents. Beyond pet products, customers can also enjoy the pet park, cafe, and wellness center available within the store to pamper their special ones.





Tops Green

# Uplifting local livelihoods through new retail concepts



At Central Retail, we drive the growth of our business by meeting the needs of consumers whilst also creating shared value with every sector. Recognising our role in the communities we serve, Central Retail launched a community-oriented concept store, **Tops Green**, the first green store in Thailand. A new landmark in Chiang Mai, the store curates 100% natural and environmentally friendly products, including handmade items, design products and local produce so the community can generate additional income and uplift their livelihoods. The store offers more than 1,200 quality products from 13 communities and 14 organic producers. Beyond the products, Tops Green also delivers a unique service experience where the store uses the local Northern dialect to make residents feel that Tops Green is truly created for the livelihoods of Chiang Mai residents, both consumers and producers alike.



# NEW VALUES

Thai Watsadu & BnB home

## Turning crisis into an opportunity for growth



During the pandemic, the demand for home repair and furnishing products was still on the rise, and Thai Watsadu moved quickly to turn crisis into opportunity. Investing over THB 2 billion, we launched 5 new Thai Watsadu branches nationwide, offering a comprehensive suite of home and construction materials along with expert design consultations and repair services. The Thai Watsadu Srisamarn branch is one of the highlight developments with over 20,000 square metres in retail space and designed with a hybrid format, consisting of over 40,000 product items across Thai Watsadu and the newly rebranded 'BnB home'. Here, customers can seamlessly tend to all their home construction and design needs with maximised convenience. Through Central Retail's relentless effort to expand our offerings throughout times of crisis, we aim to stimulate Thailand's economy to speed up recovery.





go! WOW

# Unveiling dynamic and value shopping experiences



With growth trends in the home convenience segment, consumers are shopping for decorations and items for home repairs to meet the needs of their daily lives. Responding to this market demand, CRC Thai Watsadu, retail leader in building supplies and construction materials under Central Retail, launched a new format under the name ‘go! WOW’. Housing over 14,000 home products for everyday needs, go! WOW is positioned as a variety store with affordable and high quality products targeting customers of every age and gender segment. Through the launch of go! WOW, it reflects Central Retail’s commitment to innovating new store formats to better serve changing customer demands.



go! Power

# Where quality meets accessibility

In an era where cost of living is increasing during challenging economic times, Central Retail aims to support customers by creating new value through shopping experiences that balances quality with accessibility. Power Buy, the retail leader in electrical appliances, IT products and electronics under Central Retail, launched ‘go! Power’, an electronics store that curates a variety of high quality products with flexible payment options. To maximise value for customers, the company partnered with Suchitra Chayo Sabai Leasing so customers can simply use their national ID to apply for payment installation options, making high quality electronics accessible to all.



# NEW EATS

Central Food Hall

## Southern Bangkok's new food destination

Reinforcing its position as the world-class leader of food retail, Central Food Retail renovated the Central Rama II branch under the concept of **'A symphony of taste'**, curating the best food products and ingredients from around the world, street food stalls and Michelin-star eateries. Serving the growing demands of consumers with high spending power, Central Food Retail renovated the store into a world-class food destination with over 37,000 categories of food products, connecting customers to new, captivating flavours and experiences.





Lofter

# Curating Thailand’s best culinary legends



To connect visitors with the best authentic Thai cuisines, Central Chidlom launched ‘**LOFTER**’ under the concept of ‘Eat Happily Like a Thai’. Within LOFTER, customers can explore over 30 of Thailand’s most renowned food vendors. Whether it’s the ‘Local Legend Zone’ packed with the best hidden gems or other specialty zones such as rice dishes, noodles, snacks, deep-fried dishes or desserts, visitors can enjoy endless flavours all in one place. Beyond food, visitors can create even more memorable moments with live music and performances, along with various lifestyle workshops and events.



Living House

# Foodie haven in the heart of Bangkok

Curating over 20 food vendors, ‘**Living House Co-Living & Eating Space**’ offers a diverse selection of dishes for customers to enjoy, from main dishes, appetisers to desserts. Within the space, customers can find the Rice Zone that features culinary legends such as ‘Saint Louis Stewed Pork’ known for its iconic sweet and savoury flavours. In the Noodles Zone, choose from a variety such as ‘Heameng Duck Noodles Town in Town’ known for aromatic soups and delicious duck. In the Snack Zone, there will be an assortment of must-have snacks from around town that can be conveniently enjoyed such as ‘Yaowarat Toasted Bread’ that is known for its long queues in Chinatown. By bringing a myriad of local favourites, Central Retail makes customer experiences even more enjoyable and exciting for food lovers.





# INCLUSIVE GROWTH



# Your ally for growth

In an era shaped by unforeseen uncertainties, it is vital to connect with the right partners who share a mutual vision to stay ahead of any challenge with confidence. At Central Retail, we drive inclusive growth through strategic partnerships and acquisitions across categories. By fusing diverse forces, we expand our capabilities and integrate new technologies to enter new categories and enhance customer experiences. Beyond business partnerships, we also work alongside local communities as an active agent of change, driving sustainable growth across all levels. Through these efforts, we take pride in our collective achievements as reflected by our awards and recognition.



# BUSINESS PARTNERSHIP

**CENTRAL  
RETAIL**

**mercular.**

## **CRC** invests in **Mercular**

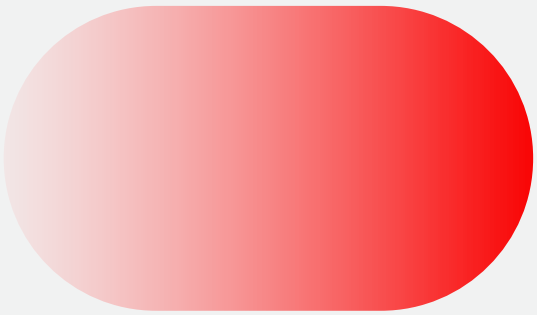
creating a 'New Retail' phenomenon by innovating  
new shopping experience for millennials.

Mercular

## Enabling emerging startups for inclusive growth

Central Retail has long been committed to supporting and growing the potential of Thai startups to create growth opportunities for all. Seeing the potential in Mercular, a hobby and lifestyle commerce platform, Central Retail invested in the brand through Power Buy to extend its existing e-commerce platforms. Together, Central Retail and Mercular deliver a new retail experience, offering a comprehensive suite of hobby and lifestyle products, including headphones, cameras, gaming devices, collectibles and toys amongst others. The collaboration not only enabled Mercular to strengthen its competitive edge via omnichannel platforms but also reinforced CRC's ambition to keep innovating fun and exciting shopping experiences for customers.





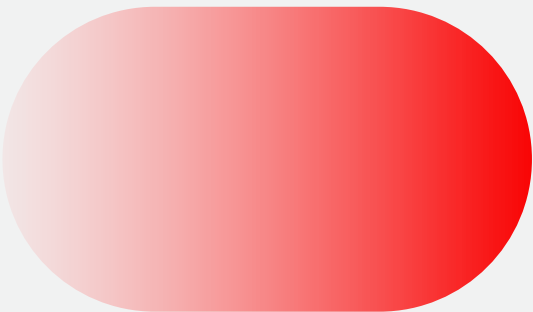
Mastercard

# Uniting forces to boost economic recovery

Seeing the importance of long-term partnerships and mutual growth, Central Retail has many valued partners we have grown alongside throughout the years. One of our most prominent partners is Mastercard, collaborating over the last 17 years to bring rewarding experiences to consumers. Our most recent collaboration was the launch of ‘FRIDAY – Pay with Mastercard’ campaign to stimulate the Thai economy. Under this campaign, The 1 members and Dolfin Wallet users can enjoy their shopping experiences simply by paying via Mastercard from THB 1,000/receipt, both in-store and online, and receive an exclusive cash coupon up to THB 130 every Friday throughout 2021. With the campaign set to generate over THB 3 billion in sales, the partnership boosted domestic spending for the post-COVID economic recovery.







Grab

# Expanding CRC's ecosystem through integrated strengths



To reinforce Central Retail’s leadership position as the most complete Digital Retail company in Thailand, the company acquired stakes in Grab, ASEAN’s first Decacorn. As ASEAN’s number one Superapp, Grab’s comprehensive services in business, transport, food delivery, logistics, hotel and accommodation booking, and financial services serve the needs of consumers across holistic experience aspects. Through Grab’s unique capabilities, the closing of this deal allowed Central Retail to better fulfill our purpose in being ‘Central to Life’ for all by enhancing our digital retail ecosystem to deliver more comprehensive and convenient services.





# Kerry Express joins forces with Central Retail to shake up the nation's logistics industry with **KERRY XL**, express delivery service for large bulky items, further reinforcing its position as No.1 in Thailand



Mr. Alex Ng  
Chief Executive Officer  
Kerry Express (Thailand) Public Company Limited



Mr. Ty Chirathivat  
Deputy Chief Financial Officer  
Central Retail Corporation Public Company Limited

Kerry XL

## Joining forces to accelerate Next-Gen omnichannel platform



When it comes to the everyday needs of Thai consumers, 'delivery services' are a key part of life, especially during the pandemic. Central Retail saw the golden opportunity to better serve customers via delivery services for larger items, and together with Kerry Express (Thailand), launched 'Kerry XL', a unique and fast delivery platform serving the pick-up and deliveries of large, bulky items. Kerry XL users will also have access to value-added services, including loyalty programmes, cash-on-delivery services, insurance on packages and assembly and installation services. The strategic partnership with Kerry Express allows Central Retail to enhance customer experience across the next-gen omnichannel platform and strengthen our retail leadership under the 'CRC Retaillignce' strategy.





# CRC INVESTS IN THE PARENTINC

Strengthening Central Retail and The Parentinc applications in serving the needs of every lifestyle and curating complete solutions for Mom & Kids, expanding its customer base across Asia

*The Parentinc*

## Growing the Mom & Kids community together



Sharing the vision to build value and inspire confidence in parenting, Central Retail joined forces with The Parentinc, the Singapore-based tech company behind the Asianparent – the largest content and community platform for parents in Southeast Asia. The partnership will provide parents access to information and valuable services, including content on health, parenting tips, family planning, child development and child care. These efforts not only allow Central Retail to expand its presence in the Mom & Kids segment but also sustainably grow The Parentinc’s community network in the region.







# COMMUNITY PARTNERSHIP

Hug Thai

## Forging powerful synergy in times of crisis

Central Retail, along with over 15,000 partners within Central Group, joined forces to provide full support in the fight against COVID-19. Starting with leveraging the group's retail spaces as vaccination centres, the company plays a crucial role in pushing for mass vaccination across the nation. We also partnered with SMEs to connect them to growth opportunities, consequently promoting local tourism to speed up economic recovery. Central Retail also launched a mid-year campaign that offers promotions of up to 90% to lower every spending. Through these efforts, we have seen the power of synergy overcoming any challenges that come our way.







Jing Jai Market

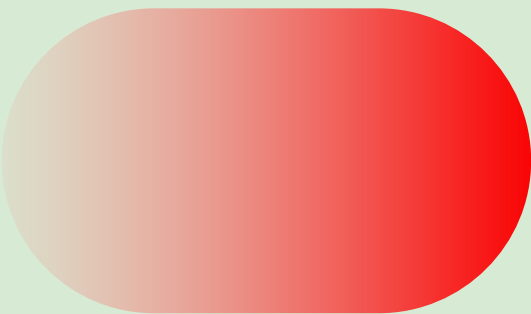
# Connecting local farmers to growth opportunities

One of Central Retail’s commitments is to help drive social impact and create shared value for all. Through this commitment, the company has launched ‘Jingjai Farmers Market’ to strengthen the local economy by driving sustainable income for Thai farmers. The market was launched for the first time in Bangkok under the event name ‘Jingjai Mahanakorn’, which curates a selection of organic fruits and vegetables, along with over 1,000 items of quality, locally-grown produce that are sold directly to consumers by Thai farmers across the nation. With all proceeds going directly to farmers and SMEs, Jing Jai Farmers’ Market events have helped 6,632 households and generated an annual income of 200 million baht for Thai farmers.





# Uplifting people and the planet



One of Thailand’s major environmental challenges is deforestation, which has caused detrimental consequences in air pollution, global warming and the wellbeing of communities. Seeing the need to address this issue, Central and Robinson Department Stores launched the ‘**CENTRAL / ROBINSON LOVE THE EARTH**’ campaign to promote environmental conservation, inviting Thais to take part in the goal of planting 75,000 trees across the nation. Beyond this initiative, Central and Robinson are also pushing forward ‘**Say No to Plastic Bags**’ policies and practicing ‘**reduce-reuse-recycle**’ across the business to uplift the quality of life for people and the planet.







Central Retail Vietnam

# Equal opportunities for future generation

Central Retail in Vietnam has always been committed to Corporate Social Responsibility since the early day of its operation. During the last months, we have donated to 9 educational projects across primary school and secondary school in local communities where we operate, such as building and renovating school infrastructure and facilities; donating teaching and kitchen equipment, all of which is worth more than 260,000 USD. As one of the main CSR pillars, we continue to be committed to improving the quality and accessibility of school infrastructure and educational equipment, helping the disadvantaged community, providing better teaching and learning facilities for young children, and driving sustainable growth for all.

Rinascente, Italy

# Celebrating sustainable beauty

At Rinascente, collaborative projects with organisations such as the Humanitas Foundation for Research have always been a priority in drawing the public’s attention to important issues. To create shopping experiences that offer sustainable and quality products, Rinascente launched the **Beauty Bar**, in which 30% of the beauty brands are completely sustainable and eco-friendly, using only natural, certified and organic ingredients. There are also vegan and cruelty-free brands and products with recyclable packaging. These efforts not only bring new and quality-driven beauty products to consumers but also promote more mindful shopping.





# TOGETHER IN DIVERSITY

## Central Retail is committed to inclusivity

celebrating every one, no matter your race, gender, or who you love. We aim to be Central to all dimensions of life, where everybody belongs, every day.

To celebrate Pride Month 2022, we present diverse perspectives from employees to celebrate all authentic selves and reinforce a workplace of equality and inclusion.



“

As a transgender, this organisation has created a trans-inclusive workplace that allows me to perform to my full potential. Thank you for supporting diversity and welcoming every individual to drive organisational growth together.

”

**Vatcharamethin Emmanoch**

*Senior Specialist Setup &  
Development Manager (Bakery)  
Central Food Retail*



“

When given an opportunity, it can create positive change in life. Central Retail offers opportunities that help employees reach their full potential. Here, I am given the opportunity to grow and to fully take pride in the work I do everyday.

”

**Prissana Dangubol**

*Personal Shopper  
Central Department Store, Salaya*

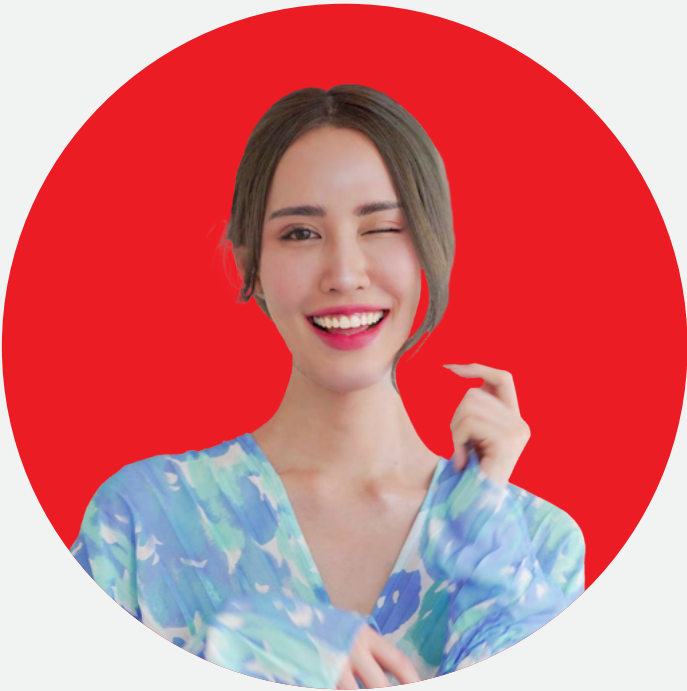


“

Many people think gender differences are unacceptable at work, but it is not the case here. We work in a supportive environment where everyone listens to each other's opinion without stereotypes, and that gives me the positive energy to go to work every day.

”

**Vatchrachol Plubplathong**  
Marketing Communication Specialist  
Tops Vita



“

Being in a wheelchair has never been a barrier in working at this organisation because I have supportive colleagues and a work environment that is open and inclusive.

”

**Thanchanok Makham**  
Outbound Mahatai Staff  
Power Buy

“

It's an enriching experience to be in a multi-generational workplace where there is respect in differences and you can build on knowledge-sharing relationships. By tapping into unique strengths, it can truly lead to unlimited creativity.

”

**Asitara Petnam-ek**  
Head of MLB  
Central Marketing Group



“

Communication at work is not an issue despite my hearing impairment because I have an understanding and encouraging team that respect diversity and fully believe in my potential.

”

**Cheewin Piriya-charukul**  
HR Department Manager  
Robinson Department Store



# OUR ACHIEVEMENTS

## Corporate Achievement & Governance Excellence

**Central Retail**  
Global Best Employer Brand  
2022

Asian Excellence Awards

IDC Future Enterprise Awards

The Certificate of merit from  
the minister of industry  
and trade Vietnam

5 Star or an excellence of  
the corporate Governance  
Report of Thai Listed  
Companies

Institutional Investor  
[II Awards]

IR Magazine Awards  
South East Asia

## Corporate(Staff) Well-Being & Sustainability Excellence

**Central Retail**  
Thailand Sustainability  
Investment [THSI]

The Asia's Best Employer Brand

Organization that Empowers  
Persons with Disabilities

Global CSR Awards

ISO 45001 Certification in  
Occupational Health  
and Safety

**Thai Watsadu**  
Best Employer Awards Thailand

**Central Food Retail**  
AMCHAM Corporate Social  
Responsibility Excellence  
Recognition

**OfficeMate**  
The Outstanding Award for  
Safety, Occupational Health  
and Work Environment

**Central Retail Vietnam**  
CSR Certificate of Recognition

Excellent Contribution to  
the City in the Prevention  
and Control of Covid-19  
pandemic





# Business Excellence

**Supersports**  
The Retail Partner of  
the Year 2021 and Celebration  
of Success 2021

**Central Food Retail**  
Best In eCommerce

Excellence in Agricultural  
Commodity and Food Standards

Top 8 Stores to visit

**Central Department Store**  
Thailand Corporate Excellence

**OfficeMate**  
Service & Retail Franchise  
Popular vote Awards

The Best eService Provider

The Best Retail Franchise

**Central Retail Vietnam**  
Top 10 Reputable Retail  
Companies in Vietnam

The Certificate of Merit from  
the Ministry of Agriculture  
and Rural Development

# Marketing & Branding Excellence

**Central Department Store**  
Asia's Top influential brands

Spikes Asia award

Thailand's Most Admired brand

**Central Food Retail**  
Asia's Top influential brands

Best Brand performance on  
Social media Supermarket

**Robinson Department Store**  
MobEx Awards







# CENTRAL TO TOMORROW



# Let's journey into the future

To unlock exponential growth and secure a sustainable future, our next move forward is defined by the convergence of human capability and tech-empowered intelligence. Through this approach, we introduce 'CRC Retalligence' as our growth strategy towards 2026 to chart the course of a new consumer paradigm, creating smarter, more immersive and hyper-personalised experiences. And behind our growth ambitions, we are backed by a powerful army of people who share our vision to always evolve, challenge the norm and innovate new experiences that redefine the future of retail.



# CRC RETAILLIGENCE

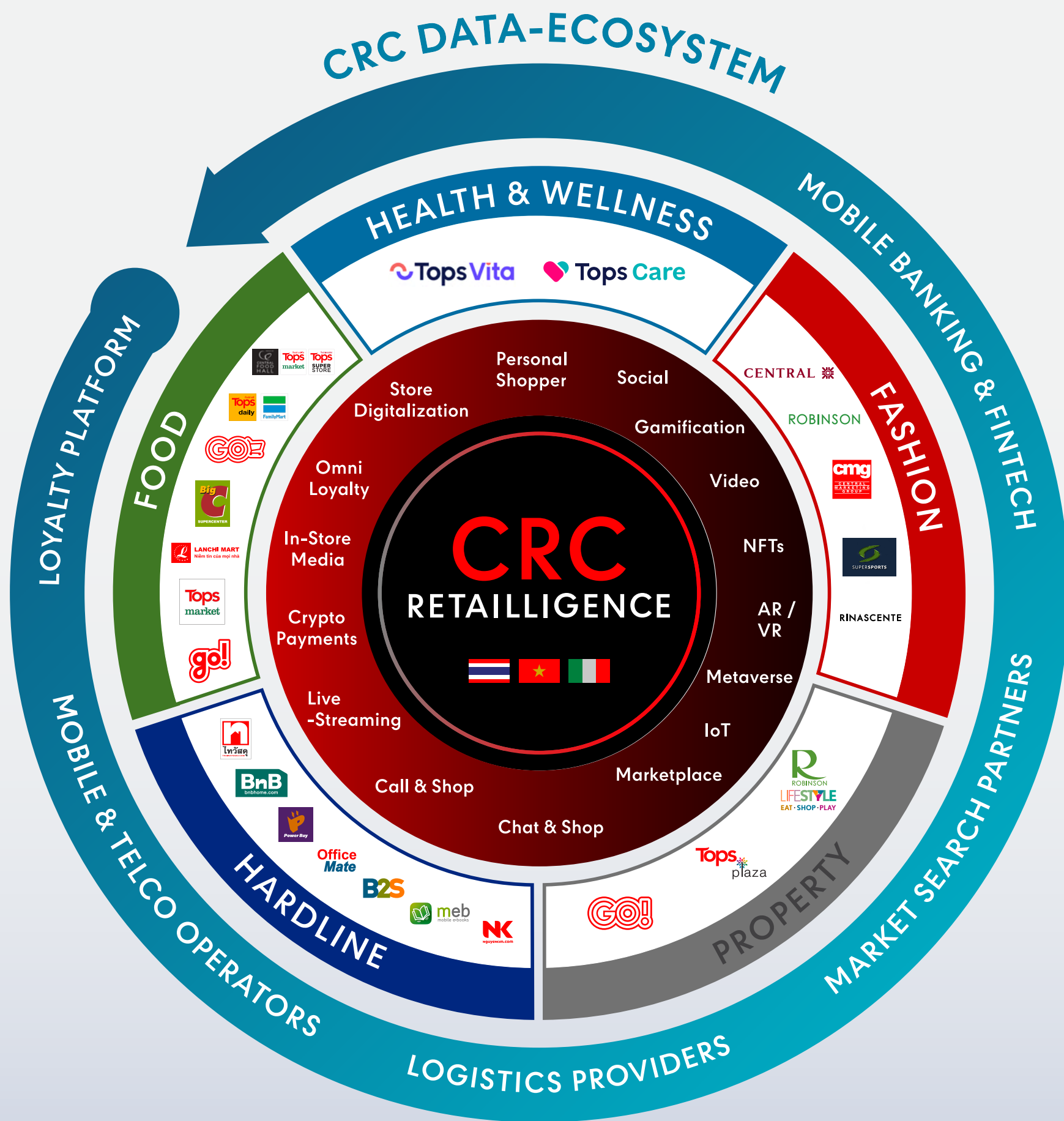


## Accelerating our transformation as the retailer of the future

As we journey ahead to shape the future of retail, we are guided by the 'CRC Retaillelligence' strategy to achieve our growth ambitions for the next five years. Through this strategy, the company aims to drive up revenue by 2.5 times, expanding across all business segments, including food, fashion, hardline, property and new businesses whilst also leveraging data and new digital technologies to unlock seamless and hyper-personalised experiences. And by building our capabilities through new growth engines and strategic partnerships, the 'CRC Retaillelligence' strategy will also allow us to establish our leadership in new territories.

Through the 'CRC Retaillelligence' strategy that harnesses the power of digital intelligence, we are well-positioned to succeed in the new reality by building an organisation that's more flexible, integrated, resilient and constantly ready to experiment, securing a solid foundation for future growth. And with disruption happening at a much faster pace today, we will continue to equip ourselves to be future-ready so we can aim high and take on tomorrow with confidence.





# 2026 ASPIRATION

**2.5X**

---

REVENUE

**3.5X**

---

EBITDA

**100,000 MB**

---

INVESTMENT



# CRC ARMY



- 1
- 2
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1. **Pierluigi Cocchini**

Chief Executive Officer of Rinascente
2. **Panchalee Weeratammawat**

Chief People Officer of Central Retail
3. **David Llamas**

Chief Digital Officer of Central Retail
4. **Olivier Langlet**

Chief Executive Officer of Central Retail Vietnam
5. **Philippe Jean Broianigo**

Chief Executive Officer of Property and Business Development
6. **Natira Boonsri**

Chief Commercial Officer of Central Retail
7. **Stephane Coum**

Chief Executive Officer of Central Food Retail
8. **Ty Chirathivat**

Chief Financial Officer of Central Retail
9. **Yol Phokasub**

Chief Executive Officer of Central Retail



“

CRC Retelligence signifies our game-changing step forward in bringing the best of **people, technology** and **data** to reimagine experiences across the retail value chain and **unlock inclusive growth.**

”

**K. Yol Phokasub**  
Chief Executive Officer



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- 10. Suthisarn Chirathivat**  
Chief Executive Officer of  
CRC Thai Watsadu
- 11. Olivier Georges Bron**  
Chief Executive Officer of  
Central Department Store
- 12. Laurent Pauze**  
Chief Executive Officer -  
Brands and Non-Food

- 13. Chitlada Hanvoravongchai**  
President of OfficeMate
- 14. Varawut Pongchinpak**  
President of Power Buy
- 15. Edwin Yap Hawson**  
President of  
Central Marketing Group

- 16. Piyawan Leelasompop**  
Head of Corporate Marketing  
of Central Retail
- 17. Alex Hammel**  
Chief Executive Officer of  
Central Online & President  
of B2S



# 01 Power of Ecosystem

“  
CRC Retailligence will further unlock the power of ecosystem to innovate faster and at scale. With our leading positions in Thailand, Vietnam and Italy across multiple categories, our platform will be enhanced by powerful data set from cross-industry partners that strengthens the organisation’s future growth.  
”

**Natira Boonsri**  
Chief Commercial Officer of  
Central Retail

# 02 CX Excellence

“  
One of the key challenges for retail is the continuous evolution of customer behaviors. We must empower our traditional levers with new technologies to achieve CX excellence – investing in data to reach a 360 approach of the customer relationship. Human, customised, agile and authentic relationships will be the winning model.  
”

**Olivier Georges Bron**  
Chief Executive Officer of  
Central Department Store

# 03 Tech Innovation

“  
CRC Retailligence is the next frontier of our transformation that upends the status quo. Comprehensive data ecosystem, new-age tech and analytics will be our most potent weapons to anticipate new demands and pioneer seamless interactions in real-time to delight customers across all business verticals.  
”

**David Llamas**  
Chief Digital Officer of  
Central Retail



# Sustainable Growth



“

Along with digitisation, sustainability has moved up the agenda for all retailers. Joining forces with partners and local communities, CRC must continue to lead meaningful action to enhance impact, truly activating a purposeful brand in driving sustainable growth for all our stakeholders.

”

**Stephane Coum**  
Chief Executive Officer of  
Central Food Retail

# Finance Transformation



“

We aim to bring finance into high-growth mode as guardians of enterprise value creation. Shifting beyond priorities of the past, we strive to reimagine CRC finance operating models with new capabilities, both in our talent and tech adoption, to achieve the next level of efficiency and effectiveness.

”

**Ty Chirathivat**  
Chief Financial Officer of  
Central Retail

# People Potential



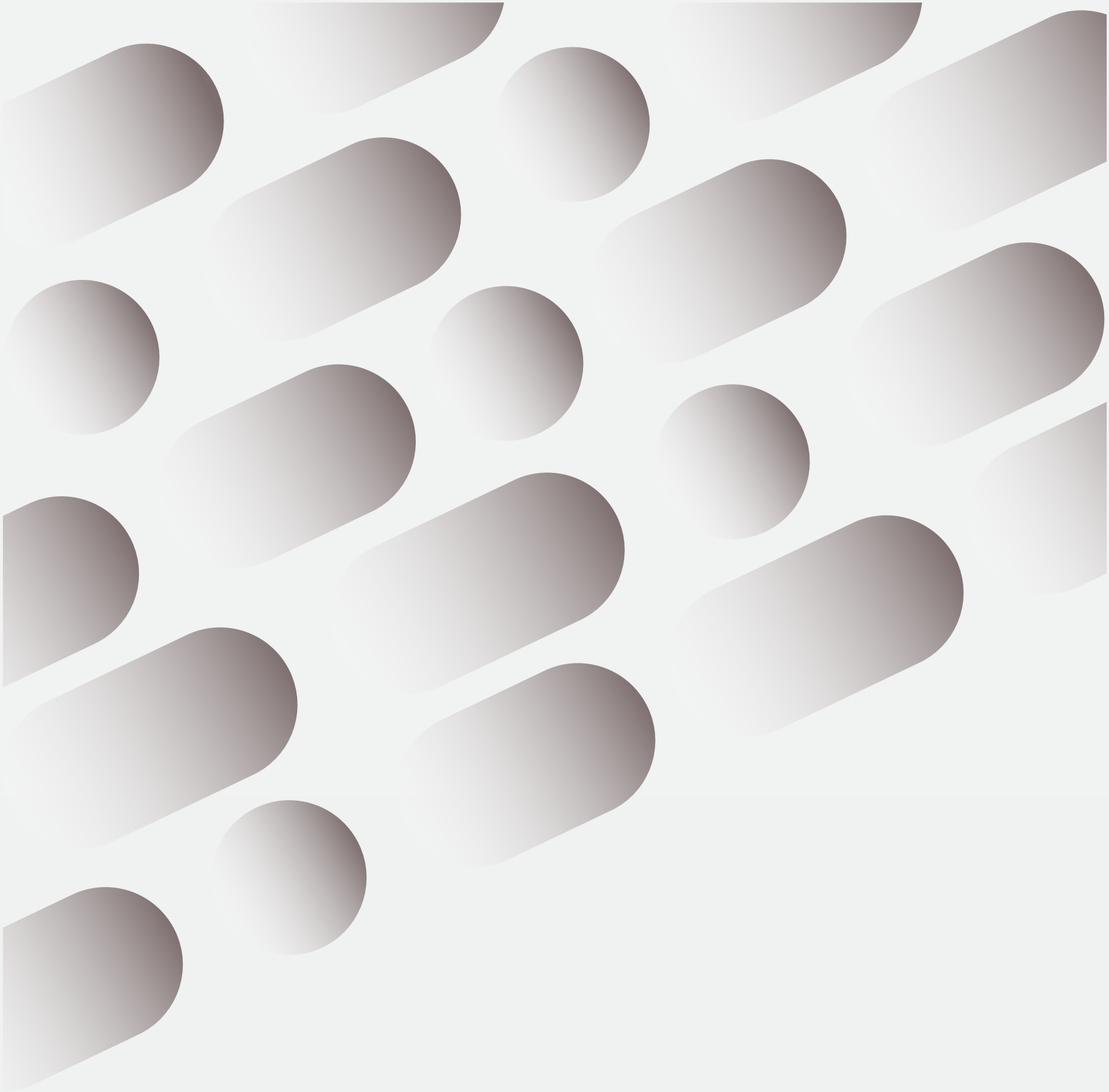
“

With CRC Retalligence, the future is likely to be one where people and tech work together in new ways. One CRC, One Culture unifies us under one roof, where we strive to nurture agility, adaptability and re-skilling that unleash our people’s full potential and build a future-ready organisation.

”

**Panchalee Weeratammawat**  
Chief People Officer of  
Central Retail





CENTRAL**RETAIL**

CENTRAL TO **LIFE**

