

List of Affiliates and/or Subsidiaries of Central Group
(As of December 2024)

No.	Company Name
1	Central Retail Corporation (Public) Limited ("CRC") , a company incorporated under the laws of Thailand, together with the following companies:
	Central Department Store Ltd.
	Central Online Co., Ltd.
	Mass Concept Company Limited
	C.R.G. Service Co., Ltd.
	Robinson Public Company Limited
	CR (Thailand) Limited
	CR Ratchaburi (Thailand) Co., Ltd.
	CR Chiangmai (Thailand) Co., Ltd.
	CR Hatyai (Thailand) Co., Ltd.
	CR Udonthani (Thailand) Co., Ltd.
	CR Chanthaburi (Thailand) Co., Ltd.
	CR Nakorn Si Thammarat (Thailand) Co., Ltd.
	CR Phuket (Thailand) Company Limited
	Robinson Sukumvit Company Limited
	R-Trading (L) Bhd.
	Robinson Nakarin Company Limited
	Robinson Ratchada Company Limited
	Robinson Department Store (Vietnam) JSC
	Central Retail Corporation (Vietnam) JSC
	CRC Holland B.V.
	CRC Rinascente S.p.A.
	La Rinascente S.p.A.
	SSHD Limited
	CRC Sports Co., Ltd.
	CRC Sport E-Commerce Limited
	CRC Sports (Vietnam) JSC
	REV Edition Company Limited
	REV Edition (Malaysia)
	Central Marketing Group Co., Ltd.
	Central Trading Co., Ltd.
	Earth Care Co., Ltd.
	Matter D Co., Ltd.
	Textral Textiles Limited
	Cetrec International Co., Ltd.

	CMG International Group Ltd.
	CMG Asia Three Ltd.
	CMG Asia Four Ltd.
	CMG Asia Five Ltd.
	CMG Vietnam Limited Liability Company
	Central Marketing Group (Shanghai) Co., Ltd.
	Thai Watts Co., Ltd.
	CRC Hardline Limited
	CRC Thai Watsadu Limited
	CHG Marketing Limited
	PBHD Limited
	Power Buy Co., Ltd.
	PB Logistic Co., Ltd.
	Three Plus Service Company Limited
	Power Buy E-Commerce Limited
	COL Public Company Limited
	Office Mate (Thai) Limited
	Office Mate Logistics Company Limited
	Office Mate Omni Franchises Company Limited
	Future Plus Company Limited
	MP Synergy Company Limited
	B2S Company Limited
	Two Bees (HK) Limited
	MEB Corporation Public Company Limited
	Hytexts Interactive Company Limited
	Khring Khring Limited
	COL Vietnam JSC
	B2S Vietnam Co., Ltd.
	NKT New Solution and Technology Development Investment JSC
	Nguyen Kim Modern Trade Development Investment JSC
	Nguyen Kim Trading Jsc
	Saigon Industrial Corporation
	Nguyen Kim Long Xuyen Co., Ltd.
	Nguyen Kim Can Tho Co., Ltd.
	Nguyen Kim Binh Duong One Member Co., Ltd.
	Nguyen Kim Buon Ma Thout One Member Co., Ltd.
	Nguyen Kim Hai Phong Development Investment Co., Ltd.
	Nguyen Kim Central Trading One Member Co., Ltd.
	Central Food Retail Company Limited
	Central Food Retail E-Commerce Limited

	Central Pet and Me Limited
	Central Food Wholesales Limited
	Central Food Minimarket Limited
	Central & Matsumoto Kiyoshi Company Limited
	LCP Trading Services JSC
	Lan Chi Investment and Service Co., Ltd.
	Lan Chi-Ha Nam Investment and Service Co., Ltd.
	Lan Chi Services and Trading Investment Co., Ltd.
	Central Global Service JSC
	Orbit Avenue Sdn. Bhd.
	Capital C Company Limited
	Quinam B.V.
	Vindemia SAS
	Espace BIG C Thang Long
	Cavi Ltd.
	Cavi Retail Ltd.
	E-Cavi Ltd.
	Cavi Real Estate Ltd.
	EB Services Co., Ltd.
	Recess Logistic and Retail Co., Ltd.
	Cavinoi Ltd.
	New Plan Co., Ltd.
	New Plan Real Estate Investment Co., Ltd.
	General Trading and Distribution Co., Ltd.
	General Trading Service and Distribution Co., Ltd.
	New Grocery Co., Ltd.
	General Trading of Household Products One Member Co., Ltd.
	General Trading Fashions One Member Co., Ltd.
	EB Tan Phu LLC
	EB Binh Duong LLC
	An Lac Supermarket Trading and Service Company Limited
	Espace BIG C Dong Nai
	C-Discount Vietnam Co., Ltd.
	Viet Nhat Real Estate JSC
	TTS Dong Nai One Member LLC
	Tan Trung Son Br Company Limited
	Viet Nhat Sai Gon – My Tho Co., Ltd.
	One Member Limited Company Investment Development Nguyen Kim Tien Giang
	Hung Cuong Retail Real Estate Investment Joint Stock Company
	Dong Duong Tra Vinh Real Estate and Retail Supermarket JSC

	Viet Nhat Thai Nguyen Real Estate JSC
	Hillborough Group Ltd. Holding Company
	CDF Holding Limited
	Central Duty Free Shops Limited
	Central US Trading Ltd.
	Cenergy Innovation Limited
	Central Group Online Limited
	Central Retail Investment Limited
	Sunglass Hut (Thailand) Company Limited
	Samsonite (Thailand) Co., Ltd.
	Muji Retail (Thailand) Co., Ltd.
	Central Watson Co., Ltd.
	Central DFS Limited
	Vat Refund Center (Thailand) Company Limited
	DR Logistics S.R.L.
	Kokuyo International (Thailand) Co., Ltd.
	Porto Worldwide Limited
	Greengen Energy Company Limited
	Incognito Lab Company Limited
2	Harn Central Department Store Co., Ltd. (Formerly known as FAST) ("HCDS"), a company incorporated under the laws of Thailand, together with the following companies:
	The 1 Central Company Limited
	Central International Development Ltd.
	CDS. Holding Co., Ltd.
	Khaolak Hotel Development Limited
	Vantage Ground Company Limited
	Thai Local Limited
	Harmony Zensations Limited
	Bright Way Center 2020 Limited
	Royal Canal Town Company Limited
	Suan Naklua Company Limited
	BKK Property Company Limited
	Dinna Fahmai Company Limited
	Central Holding Co., Ltd.
	Central Group of Companies Co., Ltd.
	Chirathivat Company Limited
	Infinity Asset Company Limited
	Central Finest Training Limited
	Teeneee Khonkaen Company Limited
	Teeneee Wongsawang Company Limited

	Grand C Company Limited
	Cha Am Seaview Company Limited
	Central Tham Social Enterprise Company Limited
	Central Thonburi Company Limited
	Central Gament Factory Company Limited
	Prin Intertrade Co., Ltd.
	Bangna Department Store Company Limited
	Overseas Fashions Company Limited
	Central Embassy Hotel Co., Ltd.
	CRC Property Company Limited
	Central Supermarket Co., Ltd.
	Central Payment Company Limited
	Dining Zensations Company Limited
	Onward Holding Company Limited
	CRC Power Retail Company Limited
	Hold Col Company Limited
	CE Residence (Thai) Company Limited
	CE Holding Company Limited
	Central Food Retail Ratchada Company Limited
	Central Marketing Group Intertraie Co., Ltd.
	Central Insurance Services Company Limited
	First Class Education Limited
	CG Capital Advisory Limited
	Bluefin Property Limited
	Blue Compass Estate Limited
	Arowana Property Limited
3	RIS Company Limited ("RIS") , a company incorporated under the laws of Thailand, together with the following companies:
	Terasoft Solutions Development Company Limited
4	Tiang Chirathivat Real Estate Company Limited ("Tiang") , a company incorporated under the laws of Thailand, together with the following companies:
	Napasai Estate Limited
	Art Tong lang Co., Ltd.
	Project Phatana Company Limited
	Phuket Hill Resort Co., Ltd.
	CDS Riverside Co., Ltd.
	At Pipeli Company Limited
	Baan Plern Pit Company Limited
	Upfront Company Limited
	Rayong Seaview Company Limited

	Central Condominium Company Limited
	Chakkrawat Holding Company Limited
	World Wide Research Co., Ltd.
	South Coast Resort Company Limited
	Paton 1 Company Limited
	Paton 2 Company Limited
	Paton 3 Company Limited
	Paton 4 Company Limited
	Ploen Ruedee Company Limited
	Vivify Co., Ltd.
	Frederic World Sales Co., Ltd.
	Sangsun Business Co., Ltd.
	Seen Son Co., Ltd.
5	Central Pattana Public Company Limited ("CPN") , a company incorporated under the laws of Thailand, together with the following companies:
	Central Food Avenue Co., Ltd.
	Central Pattana Chiangmai Co., Ltd.
	Central Pattana Rama 3 Co., Ltd.
	Central Pattana Rama 2 Co., Ltd.
	Bangna Central Property Co., Ltd.
	Central Pattana Rattanathibet Co., Ltd.
	Central World Co., Ltd.
	Central Pattana Khon Kaen Co., Ltd.
	CPN Pattaya Co., Ltd.
	Central Pattana Development Co., Ltd.
	Central Pattana Nine Square Co., Ltd.
	Central Pattana Residence Co., Ltd.
	CPN Global Co., Ltd.
	CPN Rayong Co., Ltd.
	CPN Korat Co., Ltd.
	CPN Estate Co., Ltd.
	CPN REIT Management Co., Ltd.
	Dara Harbour Co., Ltd.
	CPN Pattaya Hotel Co., Ltd.
	Chanakun Development Co., Ltd.
	Suanlum Property Co., Ltd.
	Phraram 4 Development Co., Ltd.
	Saladang Property Management Co., Ltd.
	Vimarn Suriya Co., Ltd.
	Synergistic Property Development Co., Ltd.

	Common Ground (Thailand) Co., Ltd.
	C.S. City Co., Ltd.
	CPN City Co., Ltd.
	CPN Complex Co., Ltd.
	CPN Residence Management Co., Ltd.
	Grand Canal Land Public Company Limited
	Sterling Equity Co., Ltd.
	Belle Development Co., Ltd.
	Belle Assets Co., Ltd.
	G Land Property Management Co., Ltd.
	Rama 9 Square Co., Ltd.
	Ratchada Assets Holding Co., Ltd.
	Phenomenon Creation Co., Ltd.
	Rama 9 Square Hotel Co., Ltd.
	Bayswater Co., Ltd.
	CPN Village Company Limited
	Siam Future Development Public Company Limited
	Central Pattana Life Company Limited
	Central Pattana Green Growth Co., Ltd.
	Global Retail Development & Investment Limited
	Central Plaza i-City Real Estate Sdn. Bhd.
	CPN Ventures Sdn. Bhd.
	Chipper Global Limited
	Porto Worldwide Limited
	Siam Future Property Company Limited
	Petchkasem Power Center Company Limited
	Ekkamai Lifestyle Company Limited
	SF Development Company Limited
	North Bangkok Development Company Limited
	West Bangkok Development Company Limited
	Mespace Self Storage Company Limited
	Mespace Self Storage (Ramintra) Company Limited
	Store Guard Co., Ltd.
	Pruksachart Property Company Limited
	CPN Global Vietnam Company Limited
	CE Holding Company Limited
	Central and Hongkong Land Company Limited
6	Central Plaza Hotel Public Company Limited ("CHR") , a company incorporated under the laws of Thailand, together with the following companies:
	Central Samui Beach Resort Co., Ltd.

	Central Karon Village Co., Ltd.
	Central Krabi Bay Resort Co., Ltd.
	Central Hua Hin Beach Resort Co., Ltd.
	Central World Hotel Co., Ltd.
	Central Koh Kood Hotel Co., Ltd.
	Central Hotel Management Co., Ltd.
	Central Restaurants Group Co., Ltd.
	Triplene Decor Co., Ltd.
	Central Samui Hotel Management Co., Ltd.
	Centara International Management Co., Ltd.
	S.P. Realty Had Farang Resort Co., Ltd.
	S.P. Realty Pattaya Beach Co., Ltd.
	Smart Service Solutions Co., Ltd.
	Central Bangkok Convention & Exhibition Co., Ltd.
	Centara International Management (Thailand) Co., Ltd.
	Karon Phuket Hotel Co., Ltd.
	Cosi Hotels Company Limited
	Centara Import-Export Co., Ltd.
	Cosi Hotels Management Company Limited
	Centara Loyalty Marketing Co., Ltd.
	Centara Learning Centre Company Limited
	Kata Phuket Hotel Co., Ltd.
	Centara Management Headquarters Company Limited
	Centara Karon Villa Company Limited
	Central Sukhontha Hotel Co., Ltd.
	Central Mae Sot Hill Hotel Company Limited
	Central Laundry Services Company Limited
	Central Samui Village Company Limited
	CRG Manufacturing Co., Ltd.
	CRG International Food Co., Ltd.
	Central Restaurants Group (HK) Limited
	Central Restaurants Group (Vietnam) Company Limited
	Brown Dessert Company Limited
	S.P. Realty Lanta Beach Co., Ltd.
	Centara Maldives Pvt. Ltd.
	R.M.L. Leisure Pvt. Ltd.
	Centara (Shanghai) Hotel Management Co., Ltd.
	CIM for Hotel Management - Egypt, S.A.E.
	Centara Capital Limited
	Centara Singapore Private Limited

	Lagoon Assets Private Limited
	Centara Lagoon Private Limited
	Centara Japan Capital Godo Kaisha
	Centara Osaka Japan Kabushiki Kaisha
	Centara Grand at Central Plaza Lad-Prao Bangkok
	Centara Grand Beach Resort & Villas Hua Hin
	Centara Reserve Samui
	Centara Villas Samui
	Centara Villas Phuket
	Centara Hotel Hat Yai
	Centara Life Hotel Mae Sot
	Centara Kata Resort Phuket
	Centara Karon Resort Phuket
	Centara Grand Beach Resort & Villas Krabi
	Centara Grand & Bangkok Convention Centre at Central World
	Centara Grand Beach Resort Phuket
	Centara Grand Mirage Beach Resort Pattaya
	Machchafushi Island Resort & Spa Maldives, The Centara Collection
	Centara Ras Fushi Resort & Spa Maldives
	Cosi Samui Chaweng Beach
	Centara Life Government Complex Hotel & Convention Centre Chaeng Wattana
	Cosi Pattaya Wong Amat Beach
	Centara Grand Hotel Osaka
	Centara Mirage Lagoon Maldives
	Centara Grand Lagoon Maldives
	Centara Mirage Beach Resort Dubai
	Centara Anda Dhevi Resort & Spa Krabi
	Centara Chuan Talay Resort & Villas Trat
	Centara Udon
	Centara Koh Chang Tropicana Resort
	Centara Watergate Pavilion Hotel Bangkok
	Centara Pattaya Hotel
	Centara Nova Hotel Pattaya
	Waterfront Suites Phuket by Centara
	Centara Q Resort Rayong
	Centara Life Maris Resort Jomtien
	Centara Life Phu Pano Resort Krabi
	Centara Muscat Hotel Oman
	Centara West Bay Hotel & Residences Doha
	Centara Ao Nang Beach Resort & Spa Krabi

	Cosi Krabi Ao Nang Beach
	Centara Sonrisa Residences & Suites Sriracha
	Centara Life Cha-Am Beach Resort Hua-Hin
	Roukh Kiri Khaoyai, The Centara Collection
	Centara Life Muscat Dunes Hotel
	Centara Mirage Resort Mui Ne
	Al Hail Waves Hotel Managed by Centara
	Centara Riverside Hotel Chiang Mai
	Centara Korat
	Centara Life Hotel Bangkok Phra Nakhon
	Centara Ubon
	Centara Ayutthaya
	Cosi Vientiane Nam Phu Laos
	Centara Life Lamai Resort Samui
	Varivana Resort Koh Phangan, The Centara Collection
	Centara Villas Phi Phi Island
	Centara Wisma Hotel Ratchaburi