



Dr. Thiam Chokwatana's Philosophy



Dr. Thiam Chokwatana
Founder & First Chairman of Saha Group

Born : June 14, 1916 in Bangkok.

Died : June 29, 1991 in Chonburi.

Honors Received

1. Decorations

- 1963 : The Most Noble Order of the Crown of Thailand (Fifth Class)
- 1978 : The Most Noble Order of the Crown of Thailand (Fourth Class)
- 1979 : The Most Exalted Order of the White Elephant (Fourth Class)
- 1981 : The Most Exalted Order of the White Elephant (Third Class)
- 1982 : The Most Noble Order of the Crown of Thailand (Second Class)
- 1985 : The Third Order of the Sacred Treasure from Japan.

2. Other Honors

- 1985 : An Honorary doctorate degree in Business Administration from Srinakharinwirot University.
- 1988 : A Thai Marketing Man of The Year Award (Hall of Fame)
- 1989 : An Outstanding Thai Industrialist Award.

Knowledge when combined with experience creates a synergy of two great forces.

People of different generations can hold conflicting opinions. The elderly consider themselves experienced and often become annoyed with certain goings-on. The young men, on the other hand, see themselves highly capable, because of their modern knowhow. The conflict can cause problems and obstacles to their work. They may hold grudges against one another and refuse to get along.

In actual fact, the elderly have lived a life of experience. They have seen both right and wrong, so they ought to show kindness to knowledgeable young men. They should give the young men support and advice so that they could serve us as a new workforce. They should acquire modern and updated knowledge to be able to get along with the young generation. They must keep abreast of the new era and new environment.

At the same time, knowledgeable young men may well lack experience. They should pay respects to the elderly and learn from their experience which, when combined with their own knowledge, will contribute to a better performance.

The resulting synergy between the two great forces, that stem from an exchange of experience and mutual understanding, will contribute significantly to individual acquisition of knowledge, successful work performance, and a caring relationship between the two generations. No problems and obstacles can put up resistance against this synergy of knowledge and experience.



Message from the Chairman

On the occasion of this New Year

I would like to pray that the Sacred Beings will bless all shareowners, directors, executives and officers of I.C.C. International Plc. with lasting happiness and prosperity of the Four Glorious Blessings, along with having their wishes come true.



October 26, 2017 was a day Thai people will remember all their lives as it was the date of the Royal Cremation Ceremony of His Majesty King Bhumibol Adulyadej, King Rama IX. Moreover, the Royal Ceremony was the moment when the people of Thailand along with government, including all shareowners, directors, executives, and officers of I.C.C. International Plc. paid their final tributes and farewells together to His Majesty the Late King.

In 2017, overall Thai economic growth was slightly more than last year. Hence, the directors and he executives of I.C.C. International Plc. realized the significance of the opportunities for the Company to upgrade its business administration processes to meet the needs of Thailand 4.0 era, whereby the Company will successfully follow economic growth trends.

Furthermore, the board of directors along with Company officers endeavored to draw up guidelines and plans aiming at implementing appropriate updated management systems that will be able to cope with any risks for the Company that might be encountered during the Thailand 4.0 era.

Therefore, the board of directors and I are confident that the technology investment will effectively both link up, and enhance distribution channels, so as to able to respond more accurately as well as rapidly to customer requirements. Such extension and

linking of distribution channels will also lessen operational costs at the same time as widening the Company's competitive capability in Thailand 4.0 era.

With respect to the Company's business operations in 2017, the Company gained profits prior to taxation at the amount 885 million Baht, being slightly below 2016 pre-tax profit levels, which grew 17.30% from the previous year. However, seeing such growth in one year, it is reasonably normal that there will be a falling off in profit growth in the subsequent year.

Notwithstanding, if shareowners consider the return on investment from owning Company shares, they will find that the profit per share of the Company in 2017 equals 2.75 Baht/share. Additionally, when comparing the market price of shares of I.C.C. International Plc. listed on the Stock Exchange of Thailand, the return on investment is about 7.00% higher than that of investment in general debt instruments, or deposits in commercial banks.

On the occasion of this New Year, I would like to pray that the Sacred Beings will bless all shareowners, directors, executives and officers of I.C.C. International Plc. with lasting happiness and prosperity of the Four Glorious Blessings, along with having their wishes come true.

Mr. Boonkiet Chokwatana

Chairman



Boonkiet Chokwatana
Chairman and Executive Chairman



Thamarat Chokwatana
President and Vice Executive Chairman



Thiraphong Vikitset Ph.D.
Independent Director and Audit Committee Chairman



Amorn Asvanunt
Independent Director and Audit Committee Member



Nophorn Bhongsvej
Independent Director and Audit Committee Member



Duangphorn Sucharittanuwat
Independent Director and Audit Committee Member



Assoc. Prof. Dr. Seri Wongmonta

Independent Director



Manu Leelanuwatana

Director



Somphol Chaisiroj

Director



Munchusa Terapongpipat

Director



Kobsuk Saengsawad

Director



Surat Wongrattanapassorn Ph.D.

Director



Boonkiet Chokwatana
Chairman and Executive Chairman



Thamarat Chokwatana
President and Vice Executive Chairman



Munchusa Terapongpipat
Vice President Company Administration Division



Surat Wongrattanapassorn Ph.D.
Vice President Information Technology Division



Pennapha Dhanasarnsilp, D.B.A.
Vice President Division V



Nattapat Petchratanaporn
Vice President Accounting and Finance Division



Ramida Russell Maneesatien

Vice President Division B



Nonglaks Techaboonanek

Vice President Division M, O



Bussabong Mingkwanyeon

Vice President Division H



Viritpol Chaithavornsathien

Vice President Division I

Boonsithi Chokwatana

Honorary Counselor

Experience

1. Chairman of Saha Pathana Inter-Holding Plc.
2. Chairman of Thai President Foods Plc.
3. Honorary Chairman of Saha Pathanapibul Plc.
4. Director of Sahacogen (Chonburi) Plc.
5. Member of the Advisory Committee of Thai Wacoal Plc.
6. Member of the Advisory Committee of Thanulux Plc.
7. Member of the Advisory Committee of Textile Prestige Plc.



Company Advisor

Samrerng Manoonpol

Advisor

Experience

1. Chairman of Thai Hoover Industry Co., Ltd.
2. Director of Saha Pathana Inter-Holding Plc.
3. Member of the Advisory Committee of Saha Pathanapibul Plc.
4. Director of Mobile Logistics Co., Ltd.



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Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
* 1 Boonkiet Chokwatana	71	- Honorary Doctorate Degree in Business Administration	DAP, DCP	1.95	- Father of		<u>Listed Companies</u> 6
Chairman and Executive Chairman		Business Administration (Management) from			Kityaporn	1993-Present	- Chairman of S&J International Enterprises Plc. and 6 Subsidiary Companies
Year 1973		Sripitakum University			Chalthavorn- sathien	1994-Present	- Chairman of People's Garment Plc.
		- Honorary Doctorate Degree in Business Administration			- Uncle of	2013-Present	- Chairman of Pan Asia Footwear Plc. and 7 Subsidiary Companies
		College of Commerce from Burapha University			Thamarat	2016-Present	- Chairman and Executive Chairman of I.C.C.
		- Honorary Doctorate Degree in Business Administration from Naresuan University			Chokwatana		International Plc. and 3 Subsidiary Companies
		- B.S. Mechanical Engineering, Worcester Polytechnic Institute, Massachusetts, U.S.A.				2015-2016	- Executive Chairman of I.C.C. International Plc.
						1995-2014	- President and Executive Chairman of I.C.C. International Plc.
						1986-Present	- Director of Saha Pathana Inter-Holding Plc.
						2016-Present	- Chairman of Sahacogen (Chonburi) Plc. and 2 Subsidiary Companies
							<u>Other Non-Listed Companies</u> 62
							<u>Competing / Similar / Related Businesses</u>
						1987-Present	- Chairman of H & B Intertex Co., Ltd.
						1994-Present	- Chairman of Tiger Distribution & Logistics Co., Ltd.
						2000-Present	- Chairman of Better Way (Thailand) Co., Ltd. and Train Time Test Co., Ltd.
						2001-Present	- Chairman of Make Up Technique International Co., Ltd.
						2002-Present	- Chairman of Sukhadasana Co., Ltd.
						2011-Present	- Chairman of Thai Itokin Co., Ltd.
						2013-Present	- Chairman of WBLP Co., Ltd.
						1977-Present	- Director of Intanin Chiangmai Co., Ltd.
						1980-Present	- Director of Intersouth Co., Ltd.
						1981-Present	- Director of Can Co., Ltd.
						1989-Present	- Director of Sun and Sand Co., Ltd.
						1991-Present	- Director of Eastern I.C.C. Co., Ltd.

Notes: * Director binding to the company as in the Company's Certificate

** 31 March 2017 (calendar year)

*** Including shares held by spouse and minor children

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareholding at 31 Dec 2017 *** (%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
*1. Boonkiet Chokwatana	(cont.)						Other Non-Listed Companies 62
Chairman and Executive							<u>Competing / Similar / Related Businesses</u>
Chairman						1993-Present	- Director of Koraj Wattana Co., Ltd.
Year 1973						1995-Present	- Director of Paknumpo Wattana Co., Ltd.
						1996-Present	- Director of Laem Cha-Bang Warehouse Co., Ltd.
							- Director of Maharachapreuk Co., Ltd.
							- Director of E F Co., Ltd.
						2007-Present	- Director of Sun 108 Co., Ltd.
						2009-Present	- Director of T-Way Co., Ltd.
						2012-Present	- Director of Mit Pathana Homeshopping Co., Ltd.
						2013-Present	- Director of Shop Global (Thailand) Co., Ltd.
						2015-Present	- Director of Sahachol Food Supplies Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -
* 2. Thamarat Chokwatana	49	B.A., Bachelor of Arts, Assumption University	CSP,DAP, DCP	0.64	- Nephew of Boonkiet Chokwatana		<u>Listed Companies 4</u>
President						2001-Present	- Director of Thai Wacoal Plc. and 3 Subsidiary Companies
Vice Executive Chairman						2016-Present	- Director of Thanulux Plc.
Vice President Division G, S and X						2017-Present	- Director of Saha Pathanapibul Plc.
24 March 1999						2016-Present	- I.C.C. International Plc.
							- President and Vice Executive Chairman (1Subsidiary Company)
						2015-2016	- President
						2007-2015	- Executive Vice President I.C.C. International Plc.
							Other Non-Listed Companies 42
							<u>Competing / Similar / Related Businesses</u>
						1999-Present	- Director of International Commercial Coordination Co., Ltd.
						2000-Present	- Director of Thai Arusu Co., Ltd.
						2005-Present	- Director of Tiger Distribution & Logistics Co., Ltd.
							- Director of International Laboratory Co., Ltd.
							- Director of Can Co., Ltd.
							- Director of Intersouth Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
* 2. Thamarat Chokwatana	(cont.)						<u>Other Non-Listed Companies</u> 42
President							<u>Competing / Similar / Related Businesses</u>
Vice Executive Chairman						2006-Present	- Director of Intanin Chiangmai Co., Ltd.
Vice President Division G, S and X						2009-Present	- Director of Sun 108 Co., Ltd.
24 March 1999						2010-Present	- Director of Pens Marketing & Distribution Co., Ltd.
						2011-Present	- Director of Tsuruha (Thailand) Co., Ltd.
						2012-Present	- Director of Mit Pathana Homeshopping Co., Ltd.
						2015-Present	- Director of Transcosmos (Thailand) Co., Ltd.
							- Director of Sun and Sand Co., Ltd.
							- Director of Koraj Wattana Co., Ltd.
						2016-Present	- Director of Eastern I.C.C. Co., Ltd.
							- Director of Chokwatana Co., Ltd.
						2017-Present	- Director of WBT Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -
3. Thiraphong Vikitset Ph.D.	72	Ph.D. (Economics), West Virginia University, U.S.A.	DAP, DCP, ACP, FND, QFR	- None -	- None -		<u>Listed Companies</u> 2
Independent Director and Audit Committee Chairman						2016-Present	- Independent Director and Member of Audit Committee of TPI Polene Power Plc.
26 April 1999							<u>Other Non-Listed Companies</u> 1
						1991-Present	- Independent Director of Better Way (Thailand) Co., Ltd.
							<u>Administration of National Institute of Development Administration (NIDA)</u>
						1984-1985	- Associate Dean of School of Development Economics
						1985-1986	- Dean of School of Development Economics
						1986-1991	- Vice President for Academic Affairs
						1995-1997	- Director of Academic Council
						2001-2002	- Director of NIDA Council
						Present	- Professor of School of Development Economics, National Institute of Development Administration (NIDA)
							<u>Other notable experiences</u>
						1986-1991	- Member of Subcommittee on Energy Policy Formulation
						1991	- Member of Subcommittee on Energy Planning for the 7 th Economic and Social Development Plan
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
4. Amorn Asvanunt	70	- MBA Bowling Green State University, U.S.A.	DAP, FGP	- None -	- None -		<u>Listed Companies 5</u>
Independent Director and Audit Committee Member		- Bachelor of Accountancy, Chulalongkorn University				2002-Present	- Member of Audit Committee of Far East DDB Plc.
26 May 1999						2005-Present	- Member of Audit Committee of Sahacogen (Chonburi) Plc.
							- Director, Independent Director, Director of Risk Management Committee & Chairman of Nomination and Remuneration Committee of Krungthep Sophon Plc.
						2017-Present	- Member of Audit Committee of S&J International Enterprises Plc.
						1992-Present	<u>Other Non-Listed Companies 1</u>
							- Independent Director of BNH Medical Center Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -
5. Nophorn Bhongsvej	71	- MBA (Economics), Oregon State University, U.S.A.	DAP, DCP, ACP	-None-	-None-		<u>Listed Companies 4</u>
Independent Director and Audit Committee Member		- Bachelor of Economics, University of Oregon, U.S.A.				2010-Present	- Audit Committee Chairman of Saha Pathana Inter-Holding Plc.
27 April 2015						2005-Present	- Audit Committee Chairman and Director of Remuneration & Nomination Committee of Sahacogen (Chonburi) Plc.
						2017-Present	- Audit Committee Chairman of Kantana Group Plc.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
6. Duangphorn Sucharittanuwat Independent Director and Audit Committee Member 25 April 2011	66	- Master of Business Administration (MBA), Thammasat University - Bachelor of Accountancy (Accounting), Chulalongkorn University, Second Class Honor - Certified Public Accountant (CPA) No. 5228	DOP, RCP, ACP, CMA8, ASMP2, TPL1, TEPCOT3, DCPU2	-None-	-None-	2012-Present 2014-Present	<u>Listed Companies 3</u> - Chairman, Independent Director and Audit Committee Director of Lease IT Plc. - Independent Director and Audit Committee Director of SENA Development Plc. <u>Other Non-Listed Companies 1</u> - Director of Foundation of the 50 th Anniversary Mahavajiralongkorn Hospital - Director of Aspiration One Co., Ltd. - Independent Director and Audit Committee Director of Professional West Technology (1999) Plc. - Senior Executive Vice President of CIMB Thai Bank Plc. - Councilor of Thailand Management Association
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
7. Assoc. Prof. Dr. Seri Wongmonta Independent Director 17 March 2017	69	- Doctorate, Journalism Southern Illinois University, Carbondale, Illinois, U.S.A. - Master of Science in Journalism, Northwestern University, Evanston, U.S.A. - M.A. for Teachers (English, University of Washington, Seattle, U.S.A. - B.A. (Honor), English Literature and Foreign Language, Thammasat University	-None-	-None-	-None-	2004-Present Present	<u>Listed Companies 2</u> - Independent Director of NFC Plc. <u>Other Non-Listed Companies 1</u> - Chairman of Good Communication Limited Partnership
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
- None -							

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareholding at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
*8. Manu Leelanuwatana Director 26 April 2004	73	Bachelor of Mechanical Engineering, Chiba University, Japan	DAP, DCP	0.004	-None-		<u>Listed Companies 5</u> - Chairman of Textile Prestige Plc. - Chairman of Thai Wacoal Plc. - Director of O.C.C. Plc. - Director of Saha Pathana Inter-Holding Plc. <u>Other Non-Listed Companies 20</u> <u>Competing / Similar / Related Businesses</u> - Chairman of Raja Uchino Co., Ltd. - Chairman of Thai Arusu Co., Ltd. - Chairman of Thai Gunze Co., Ltd. - Chairman of Pattaya Manufacturing Co. Ltd. - Chairman of Wien International Co. Ltd. - Chairman and Managing Director of Bangkok Tokyo Socks Co., Ltd. - Director of International Commercial Coordination Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
*9. Somphol Chaisiriraj Director 29 September 2009	61	Master of Arts, Ohio University, U.S.A.	DAP, DCP	0.022	-None-		<u>Listed Companies 1</u> - Director of I.C.C. International Plc. - Vice President of Division W, I.C.C. International Plc. - Vice President of Business Division, Thanulux Plc. <u>Other Non-Listed Companies 6</u> <u>Competing / Similar / Related Businesses</u> - Chairman of Sun and Sand Co., Ltd. - Chairman of Can Co., Ltd. - Director of Koraj Wattana Co., Ltd. - Director of Paknumpo Wattana Co., Ltd. - Director of Eastern I.C.C. Co., Ltd. - Director of Mahachapreuk Co., Ltd. - None -
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareholding at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
*10. Munchusa Terapongpipat Director and Vice President Company Administration Division 25 May 2010	60	Bachelor of Public Administration, Ramkhamhaeng University	ACPG, DCP	0.004	-None-		Listed Companies 1
							Other Non-Listed Companies 4
							Competing / Similar / Related Businesses
						2000-Present	- Director of Train Time Test Co., Ltd.
							- Director of Sun and Sand Co., Ltd.
						2011-Present	- Director of Eastern I.C.C. Co., Ltd.
						2015-Present	- Director of Paknumpo Wattana Co., Ltd.
							- None -
*11. Kobsuk Saengsawad Director 25 April 2016	56	Bachelor of Law, Ramkhamhaeng University	DCP	0.005	-None-		Listed Companies 1
							Other Non-Listed Companies 4
							Competing / Similar / Related Businesses
						1999-Present	- Director of Vira Law Office Co., Ltd.
						2000-Present	- Director of Tiger Distribution & Logistics Co., Ltd.
						2014-Present	- Director of WBRE Co., Ltd.
*12. Surat Wongrattanapassorn, Ph.D. Director and Vice President Information Technology Division 1 May 2013	52	- Master of Engineering (Computer), Assumption University - Ph.D. (Business Administration), Nova Southeastern University, U.S.A.	DAP, ITG, DCP	0.007	-None-		Listed Companies 2
						2014-Present	- Director, Pan Asia Footwear Plc.
							Other Non-Listed Companies 4
							Competing / Similar / Related Businesses
						2009-Present	- Director of Wlen International Co., Ltd.
						2011-Present	- Director of Thai Itokin Co., Ltd.
						2015-Present	- Director of Eastern I.C.C. Co., Ltd.
						2016-Present	- Director of Tiger Distribution & Logistics Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareholding at 31 Dec 2017 *** (%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
13. Pennapha Dhanasarnsilp, DBA Vice President Division V Year 2003	64	Doctorate of Business Administration, Nova Southeastern University, U.S.A.	DAP, DCP	0.006	-None-	2013-Present 2015-Present	<u>Listed Companies</u> 2 - Independent Director of Plan B Media Plc. - Director of Pioneer Motor Plc. <u>Other Non-Listed Companies</u> 1 <u>Competing / Similar / Related Businesses</u> - Chairman of Pens Marketing and Distribution Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
14. Nattapat Petchratanaporn Vice President Accounting and Finance Division 25 May 2010	59	Bachelor of Science (Accounting), Bangkok University	DCP	0.0003	-None-	1999-Present 2000-Present	<u>Listed Companies</u> -None- <u>Other Non-Listed Companies</u> 11 <u>Competing / Similar / Related Businesses</u> - Director of Vira Law Office Co., Ltd. - Director of Intanin Chiangmai Co., Ltd. - Director of Sun and Sand Co., Ltd. - Director of Eastern I.C.C. Co., Ltd. - Director of Paknumpo Wattana Co., Ltd. - Director of Sukhathasana Co., Ltd. - Director of Thai Itokin Co., Ltd. - Managing Director of WBRE Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
15. Ramida Russell Maneesatien Vice President Division B 25 May 2010	49	- Master in Communication Arts (Mass Communication), Chulalongkorn University - Bachelor in Business Administrations BBA, Assumption University	FSD, TLP7, DCP	0.003	-None-	2003-Present 2011-Present 2013-Present 2015-Present	<u>Listed Companies</u> -None- <u>Other Non-Listed Companies</u> 6 <u>Competing / Similar / Related Businesses</u> - Director of Sukhathasana Co., Ltd. - Managing Director of Thai Itokin Co., Ltd. - Director of Shop Global (Thailand) Co., Ltd. - Director of Koraj Wattana Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
16 Bussabong Mingkwanyeon Vice President Division H 1 May 2015	52	Bachelor Degree, Major Microbiology, Faculty of Science, Chulalongkorn University	-None-	0.0002	-None-		Listed Companies -None- Other Non-Listed Companies 1 Competing / Similar / Related Businesses
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
17. Nonglaks Techaboonanek Vice President Division M, O 1 September 2005	63	- Bachelor of Communication Arts, Chulalongkorn University - Bachelor of Marketing, Ramkhamhaeng University	DAP	-None-	-None-		Listed Companies -None- Other Non-Listed Companies 4 Competing / Similar / Related Businesses
						2002-Present	- Chairman of I.D.F. Co., Ltd.
						2001-Present	- Managing Director of SRP Nanasai Co., Ltd.
						2005-Present	- Managing Director, Mit Pathana Homeshopping Co., Ltd.
						2015-Present	- Director of Intersouth Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
18. Viritpol Chaitavornsathien Vice President Division I 1 March 2014	47	- M.B.A. Cleveland State University, U.S.A. - Bachelor of Business Administration, University of Kentucky, U.S.A.	-None-	-None-	- Husband of Kityaporn Chaitavorn- sathien - Son-in-law of Boonkiet Chokwatana	2016-Present	Listed Companies 1 - Director of People's Garment Plc. Other Non-Listed Companies 7 Competing / Similar / Related Businesses
						2015-Present	- Chairman of Paknumpo Wattana Co., Ltd. - Chairman of Maharachapreuk Co., Ltd. - Director of Can Co., Ltd.
						2016-Present	- Director of Tiger Distribution & Logistics Co., Ltd. - Director of Intersouth Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
19. Khanisorn Suyanand Vice President Division A 1 June 2010	73	- Master of Arts, Economics (Monetary), Northeastern University, Boston Mass. U.S.A. - Bachelor of Economics, Thammasat University	-None-	0.0001	-None-	2014-Present 2009-Present	Listed Companies -None- Other Non-Listed Companies 2 Competing / Similar / Related Businesses - Director of WBLP Co., Ltd. - Advisory Director of International Leather Fashion Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareowning at 31 Dec 2017 ***(%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
20. Kityaporn Chathavornsathien Vice President Division D 24 May 2011	43	Bachelor in Business Administrations (BBA), Assumption University	DCP	2.06	- Daughter of Boonkiet Chokwatana - Wife of Viritpol Chaithavorn- sathien		Listed Companies -None- Other Non-Listed Companies 8 Competing / Similar / Related Businesses - Director of Vira Law Office Co., Ltd. - Director of Sukhasana Co., Ltd. - Director of Intanin Chiangmai Co., Ltd. - Director of H & B Intertex Co., Ltd. - Director of International Laboratories Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
21. Pranot Vesaruchavit Vice President Division R 1 October 2015	47	- Master Degree, Faculty of International Business, Azusa Pacific University, California, U.S.A. - Bachelor Degree, Faculty of General Management, Assumption University	-None-	-None-	-None-		Listed Companies -None- Other Non-Listed Companies 5 Competing / Similar / Related Businesses - Director of Can Co., Ltd. - Director of Sun and Sand Co., Ltd. - Director of Eastern I.C.C. Co., Ltd. - Director of Maharachapruerk Co., Ltd. - Director of Intersouth Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
22. Nichapa Piriyapokin Vice President Division T 1 September 2016	56	- Vocational Certificate, Bangkok Business College	-None-	0.0004	-None-		Listed Companies -None- Other Non-Listed Companies 1 Competing / Similar / Related Businesses - Director of Maharachapruerk Co., Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							
- None -							

Profiles of Directors, Executives and Regulators

Name/Position/Appointment Date	Age (Year) **	Education	Training Background	*Proportion of shareholding at 31 Dec 2017 *** (%)	Relationship of Directors and Executives	Work experience in the past 5 years	
						Period	Major Experience
23. Sawat Posinsomwong Vice President Division W 1 November 2014	50	- MBA Assumption University - Bachelor of Business Administration, Assumption University	-None-	-None-	-None-		<u>Listed Companies</u> -None- <u>Other Non-Listed Companies</u> -None- <u>Competing / Similar / Related Businesses</u> - Managing Director of Swarovski (Thailand) Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.							- None -
24. Pairoj Hirunwongsawang Vice President Sales Administration Division 1 July 2005	65	Bachelor of Science in Statistics, Ramkhamhaeng University	-None-	0.002	-None-		<u>Listed Companies</u> -None- <u>Other Non-Listed Companies</u> 8 <u>Competing / Similar / Related Businesses</u> - Chairman of Eastern I.C.C. Co., Ltd. - Chairman of Intersouth Co., Ltd. - Director of Intanin Chiangmai Co., Ltd. - Director of Sun and Sand Co., Ltd. - Director of Can Co., Ltd. - Director of Koraj Wattana Co., Ltd. - Director of Mahachapreuk Co., Ltd. - Director of Paknumpo Wattana Co, Ltd.
Tenure in other business or organizations in the past year which had material / significant impact on attendance.						2005-Present 2006-Present	- None -

Details of the directors of subsidiaries

Name of Directors		Subsidiaries Company			
		WBRE	ADM	ITOKIN	CANCHANA
1. Mr.Boonkiet	Chokwatana	A		A	F
2. Mr.Viritpol	Chaithavornsathien	F			
3. Mr.Vichai	Kulsomphob	F			F
4. Mr.Nattaphat	Petchratanaporn	D		F	
5. Mrs.Kobsuk	Sangsawat	F			
6. Mr.Pranot	Vesaruchavit		D		
7. Mrs.Ramida Russell	Maneesatien		D	D	
8. Mr.Yozo	Yamanishi			F	
9. Mr.Manus	Ongsarakom			F	
10. Dr.Surat	Wongrattanapassorn			F	
11. Mrs.Suporn	Chantharatluxa			F	
12. Mrs.Somporn	Tiyaviboonsiri			F	
13. Mr.Tanongchai	Chongpiyawarang				A
14. Mrs.Chantra	Pumariksha				F
15. Mrs.Pasook	Raksawonkse				F
16. Mr.Vathit	Chokwatana				F
17. Mr.Thamarat	Chokwatana				F

Note: : WBRE = WBRE Co., Ltd.
ADM = Amis Du Monde SARL.
ITOKIN = Thai Itokin Co., Ltd.
CANCHANA = CANCHANA INTERNATIONAL CO., LTD

A = Chairman
D = Managing Director
F = Director

DATA	2017	2016	2015
Per share data (baht)			
Net profit	2.91	3.22	2.42
Book value	68.51	59.85	55.06
Market price	39.25	36.50	38.25
Dividend	*1.10	1.15	1.05
Financial position analysis			
Liquidity ratios (times)			
Current ratio	3.43	3.58	3.41
Quick ratio	1.40	1.36	1.15
Leverage ratios (times)			
Debt-equity ratio	0.17	0.16	0.16
Time interest earned ratio	577.61	554.58	855.09
Efficiency ratios			
Accounts receivable turnover (times)	7.24	7.99	7.43
Collection period (days)	49.74	45.08	48.46
Inventory turnover (times)	2.21	2.09	1.99
Inventory coverage (days)	162.90	172.14	181.00
Fixed assets turnover (times)	3.50	3.63	3.62
Total assets turnover (times)	0.62	0.69	0.70
Profitability ratios			
Net profit (millions baht)	846.99	936.26	703.19
Return on sales (%)	6.29	6.98	5.46
Return on equity (%)	4.54	5.61	4.43
Return on total assets (%)	3.89	4.83	3.80
Price earning ratio	13.49	11.34	15.81
Growth (%)			
Percentage increase (decrease) of sales	(1.33)	2.21	2.57
Percentage increase (decrease) of net profit before tax	(9.44)	27.54	34.24
Percentage increase (decrease) of total assets	15.25	8.80	0.43
Percentage increase of equity	14.46	8.71	1.69
Percentage increase (decrease) of numbers of employees	(3.46)	(1.38)	0.50

* The Board of Directors' Meeting has resolved to pay dividend Baht 1.10 per share and to submit this agenda for approval at the Annual General Meeting to be held on April 23, 2018

Dedication to Presenting Happiness and Beauty to People

I.C.C. International Public Company Limited originated from the commitment of only 7 employees in 1964 under the name of International Cosmetics (PIAS) Limited Partnership with registered capital of 100,000 Baht as the licensed distributor of PIAS cosmetics.

In 1965, the Company changed its name to International Cosmetics (PIAS) Co., Ltd. and subsequently to International Cosmetics Co., Ltd. in 1973, with a total of 1,200 employees.

In 1994, the Company was listed as a public company with the Commercial Registration Department, Ministry of Commerce.

In 1996, it changed its name from International Cosmetics Public Company Limited to I.C.C. International Public Company Limited along with the change of its logo.

The corporate headquarters is presently a six-storey twin building near the original office site on Sathupradit Road and employs a total of 6,760 staff, with registered capital of 500 million Baht, 290.63 million Baht of which is paid up.

Taking Special Care and facilitate customers throughout the Country

The Company has cooperated with its alliances in major provinces to facilitate and render services to its customers more closely.

1977	Chiang Mai	: Intanin Chiang Mai Co., Ltd.
	Song Khla	: Inter South Co., Ltd.
	Khon Kaen	: Can Co., Ltd.
1988	Phuket	: Sun and Sand Co., Ltd.
1991	Chonburi	: Eastern I.C.C. Co., Ltd.
1992	Nakhon Ratchasima	: Koratwatana Co., Ltd.
1995	Nakhonsawan	: Paknumpowatana Co., Ltd.
1996	Pitsanulok	: Maharachapruke Co., Ltd.

Responding to Everyone and Every Lifestyle with Quality Products

From its beginnings as the licensed distributor of PIAS cosmetics and the expansion of its business base into other products and brands, namely "WACOAL" lingerie from Japan, including "ARROW" men's wear, the Company, as a leader in its field, has created innovations, and always presented the market with modern quality goods as well as services. At present, the Company is a distributor of a variety of products more than 100 brands encompassing cosmetics, perfume, lingerie, men's and women's apparels, men's undergarments, sportswear and equipment, children's clothing, leather ware, watches, consumer products including beverages and soybean milk mixed with corn etc. All of these products have been created with innovation for both products and services continually launched into the market. Moreover, the Company has expanded its business into service industry to meet the need of customers for example;

- His & Her Plus Point card is a project to invite our customers to join the membership with special privileges by collecting the reward points from purchase of the Company's products at participated sales counters nationwide. Members shall receive one point for every Baht 25 purchase and the collective points can be redeemed for gifts in catalogue or for other privileges especially prepared only for the members.
- His & Her Shop is the retail shop that congregates the Company's fashion products focusing on the store decoration in modern and warm atmosphere while providing best services to the customers. By the end of 2017, there are 79 His & Her shops throughout the country.
- His & Her ShopSmart, the lifestyle shopping catalogue is an alternative channel of distribution for the Company's products where customers can place their order of catalog products via telephone, website, fax and postal service. Home delivery can be made in response to the modern and comfortable lifestyle.
- ICC Line Official Account was set up in response to on-line demand for a channel of communication in the social network system to create awareness and sharing of information, news and promotions of the Company's products, under "Let's Shop ICC"
- eThailandBEST.com is the online shopping mall, with complete product line in many categories. By simple fingertip touch, you can select to purchase quality and complete line of goods conveniently throughout 24 hours at best prices directly from manufacturers and distributors within Saha Group, a conglomerate group of leading companies which has been established in Thailand for over 60 years.
- Beauty Station : a new channel to discover the integrated cosmetic products of interest to customers from both local and foreign

brands in one place. This one-stop-service shop can fit customers' lifestyle and provide choices for customers, while retaining excellent counter service style.

- The partnership with Lazada, a globally renowned online marketplace, expands online distribution channels with the website www.lazada.co.th, as we are determined to build on our strength in physical shop-based sale to online platform, in consistency with consumer behavior these days.
- We have opened the Plus Nine shop, where shoes and sports equipment of famous brands, such as Mizuno, Le coq, Lacoste and CWX, are available. Plus Nine has several outlets located at leading department stores in and outside Thailand.

Increasing registered capital

1966	Registered capital is increased to Baht 1.5 million.
1972	Registered capital is increased to Baht 3 million.
1978	Registered capital is increased to Baht 12 million and the Company is listed on the Stock Exchange of Thailand.
1979-1987	Registered capital is increased to Baht 82.5 million.
1988	Registered capital is increased to Baht 300 million with a paid-up capital of Baht 110 million. Par value of ordinary shares convert from Baht 100 to Baht 10 per share.
1989	Registered capital is increased to Baht 500 million with a paid-up capital of Baht 120.45 million.
1993-1995	Call for more paid-up capital of Baht 26.63 million. Paid-up capital is increase to Baht 147.08 million.
1996	Paid-up capital is increased to Baht 290.63 million.
2003	Ordinary share value is split from Baht 10.- to Baht 1.- per share.

Securitization

1987	First debentures is issued at the amount of Baht 50 million.
1989	First convertible debentures are issued at the amount of Baht 120 million.
1990	Second convertible debentures are issued at the amount of Baht 200 million.

Company's Awards received

1988	Company receives "The 2nd TOKYO CREATION AWARD" from Japan for outstanding Creativity in South East Asia for the promotion and development of Thai apparel.
1999	The Company is accredited with ISO 9002 for its standard of quality management system in Bangkok Metropolitan area by SGS Yarsley International Certification Services, United Kingdom
2000	The Company receives nationwide ISO 9002 certification for the standard quality management system of all its products nationwide from SGS Yarsley International Certification Services, United Kingdom.
2003	The company is accredited on January 21, 2003 with ISO 9001 : 2000 for the standard quality management system of all its products nationwide from SGS Yarsley International Certification Services, United Kingdom.
2008	The company is accredited on March 31, 2008 with new version of ISO 9001 : 2008 for the standard quality management system of all its products nationwide from SGS Yarsley International Certification Services, United Kingdom.
2012	ICC won INVESTORS' CHOICE AWARD, thanks to the top 100 score for quality assessment of Annual General Shareholders' Meeting arrangement for 4 consecutive years (2009-2012), by the Thai Investors Association, under the Right Protection Volunteer Project.
2016	<ul style="list-style-type: none"> • Being awarded the INVESTORS' CHOICE AWARD 2016 from the Thai Investors Association under Rights Protection Volunteer Project in appreciation of the top 100 score for quality assessment of the Annual General Shareholders' Meeting arrangement for 8 consecutive years. • Being certified a Member of Private Sector Collective Action Coalition Against Corruption Council (CAC) • On 17 June 2016, received a Certificate for greenhouse gas reduction from Thailand Greenhouse Gas Management Organization (a public organization) and Thailand Textile Institute in appreciation of using CoolMode clothing.

In addition to the distribution of quality consumption goods at reasonable prices, we, I.C.C. International Public Company Limited, bear responsibility for each and every product we offer and every service we render. With intention to respond to customers' demands even better, we have established a "customer relation center," which facilitates communication between clients and entrepreneurs, and where all feedbacks and suggestions are welcomed as valuable lessons for the improvement of our products and services. All comments and encouragement have played part in our strong position in the Thai society for more than 53 years.

How we handle complaints

We welcome any complaints, criticism, complement and suggestions that clients may have regarding our products. Our staff has been trained to professionally handle all types of complaints, which will be followed up, and the customer will be notified of the outcome, as we aim at creating the most satisfaction and the best impression. These feedbacks will be useful for the improvement and development of our products and services even further.

Consultancy for shareholders

In addition to receiving complaints, the Customer Relation Center provides answers to investment-relevant questions and advice to shareholders, in order to create long-term relationships and, altogether, drive the business for success and sustainability.

Contact information

With a variety of contact channels, we are open to all suggestions so that improvement can be done in a timely manner. You can contact the Customer Relation Center via the telephone number 0-2294-4999, or business letters, which we have prepared at product distribution locations around Thailand and can be mailed without attaching a postage stamp, or e-mail to services@icc.co.th.



I.C.C. International Public Company Limited, a member company of Saha Group, is a licensed distributor of many global brand name products, such as WACOAL, ARROW, LACOSTE, BSC COSMETOLOGY, DAKS, ELLE, GUY LAROCHE, MIZUNO to name a few. It also distributes some original brand names, still highly popular in the market, for instance, BSC cosmetics and ENFANT baby products, etc., all of which demonstrate premium quality and completely respond to the diverse needs of buyers. They are well known among consumers both at home and abroad.

The Company has augmented longtime experience and dedication to creating products and services of world-class standards, which have been well received by valued customers in all regions across the nation. Thus, it has placed significant emphasis on creating cordial relationships with customers, always ready to provide them with notable quality products and additional privileges. To reflect its sincerity to our valued customers, His & Her Plus Point Card Project was initiated, allowing all our special customers and premium patrons to accumulate their bonus points and enhance their happy shopping experience by subscribing for membership of the His & Her Plus Point Card.

His & Her Plus Point Card

"The His & Her Plus Point Membership Card: Accumulate Points to Enhance Shopping Pleasure" is a premium card that provides ultimate privileges such as accumulation of reward points in exchange for gifts, participation in special activities and other additional privileges in the period of customers' special occasions. This is to respond to all lifestyles with a selection from a wide variety of products from I.C.C. International Public Company Limited. It aims primarily at ensuring satisfaction of products and services. His & Her Plus Point Card now has more than 2.5 million members nationwide.

His & Her Plus Point membership card application has been expanding consistently due to our worthwhile points. It is well worth spending more to purchase more products from the Company, as accumulated points can be used to redeem free gifts as well as numerous other special privileges. Card application is also convenient and communication channels are easily accessible through multiple modern media such as His & Her Call Center, IVR System, SMS, www.hisherpoint.com, Facebook: His & Her Plus Point and Line: @hisher.

In addition His & Her Plus Point membership card also collaborated with allies in various business such as leading department stores, His & Her Shops and other stores under the His & Her banner such as ATOMS and PLUS NINE of which there are more than 76 branches nationwide, restaurants, beauty parlors, cinemas and hotel resorts to offer exclusive and special privileges to His & Her Plus Point card members, to increase their benefits and ensure the highest satisfaction for our customers.

In the future, the Company remains committed to further building up good relationship with customers nationwide as well as offer special exclusive privileges to make spending more worthwhile and fulfill His & Her Plus Point customers' needs for high-quality products at reasonable prices so that they have more pleasant shopping experiences.

Shop more...receive more points with His & Her Plus Point membership card for special discounts in purchasing ICC products with a wide variety of more than 60 leading brands at 4,500 counters. Customers can use accumulated points to redeem special gifts especially prepared for His & Her Plus Point membership card holders throughout the year.

In order to make it easier to select and purchase goods, the Company has initiated a new shopping channel which can reach out to customers by shopping through His & Her ShopSmart. Customers can select products from catalogues and its Website: www.hisherpoint.com that compiles more than 5,200 items of quality products from imported goods and local made products carefully selected to meet every type of lifestyle under the logo Only@ShopSmart and are sold at His & Her ShopSmart only. From electrical appliances, kitchenware, household care products and decorations, IT products, developmental toys, health and beauty products with leading fashion brands such as Wacoal, ARROW, BSC, etc., all available for purchase 24 hours a day. Furthermore, to provide greater convenience, we deliver goods to your home nationwide and guarantee customers' satisfaction by accepting product return within 7 days. Customers will also receive accumulated His & Her Plus Point of 1 point for every 25-baht purchase.

All these are the new marketing trend, initiated and developed continuously by the Company to make your shopping easy and fun. It is a return of profit to customers in appreciation of their continuing trust in our quality products. His & Her Plus Point card will strengthen our solid tread ahead to ensure the highest satisfaction for our valued customers.

Apply for His & Her Plus Point card at ICC counters in department stores nationwide

Line : @hisher

His & Her Call Center 0-2296-9900

Facebook: His & Her Plus Point

Apply free at www.hisherpoint.com

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ทุก 10 คะแนน ใช้แทนเงินสด 1 บาท
พิเศษ คะแนน x3 เมื่อซื้อสินค้าในเดือนเกิด

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ที่ His & Her Shop, ICC Brand Shop,
เคาน์เตอร์สินค้า ICC ห้างสรรพสินค้าชั้นนำ
ทุกสาขา และงาน Fair ในเครือ ICC

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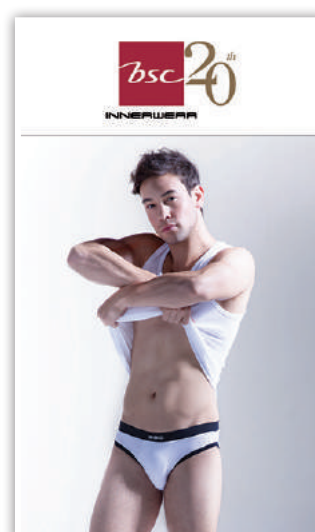
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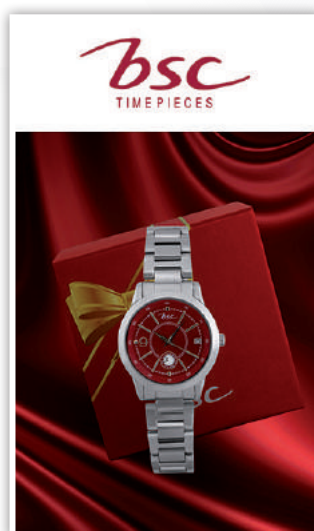
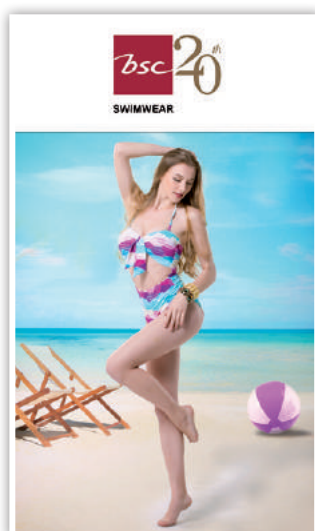
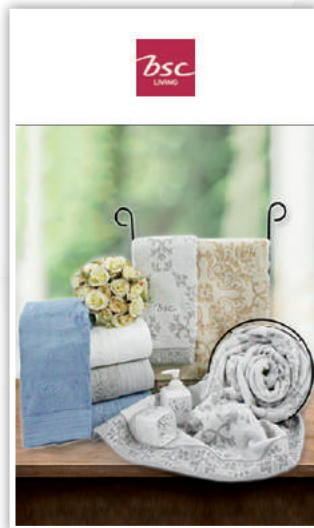
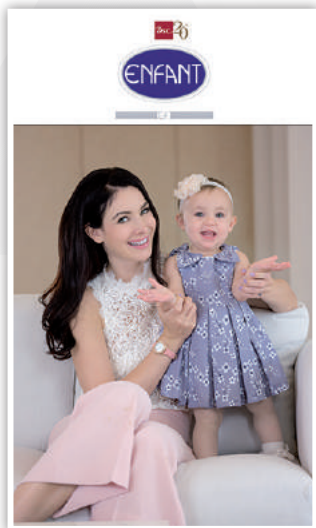
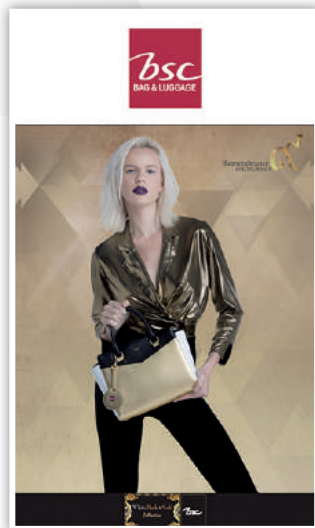
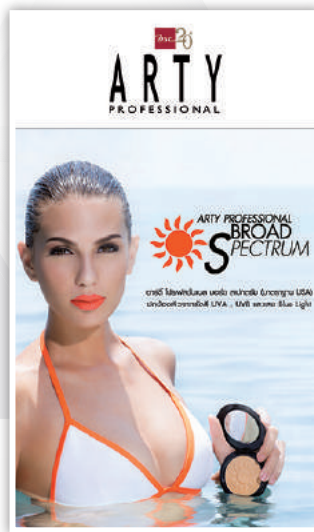
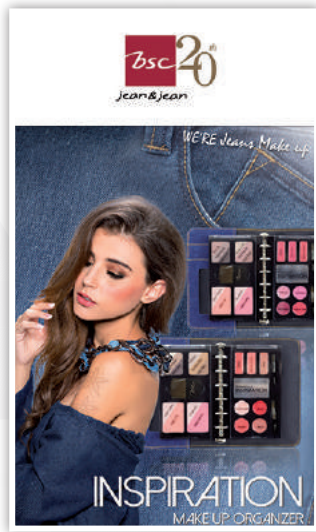
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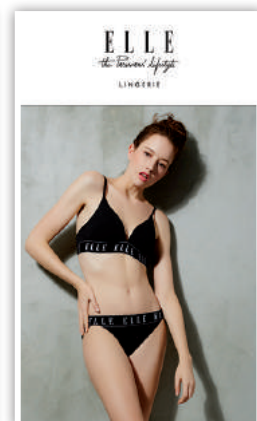
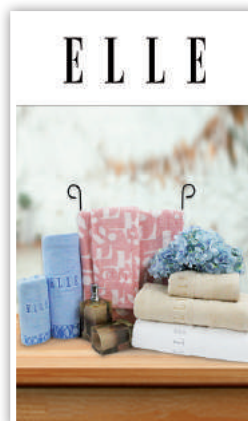
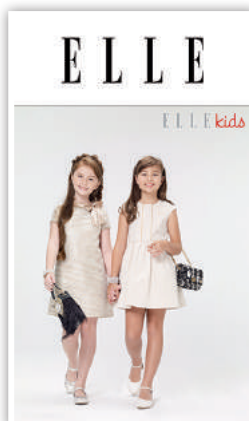
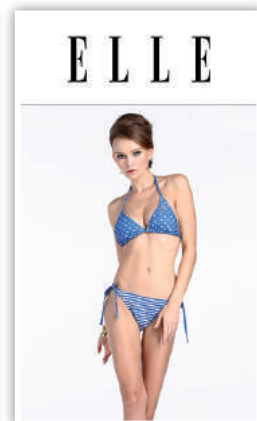
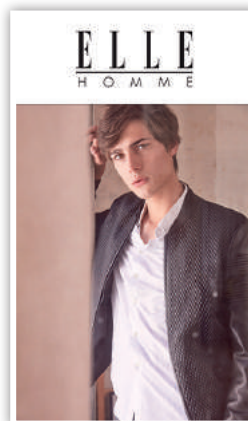
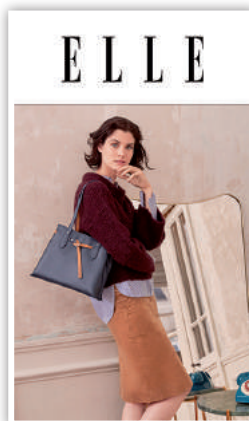
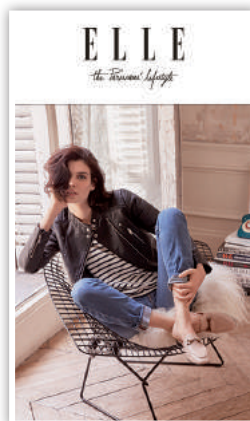


20th





ELLE





Mood



COOL
innovation
wacoal



MOTION



Shape
underwear



Glam
High Art for Your Body



BRABERRY



feel free



Gold



bloom



maternity



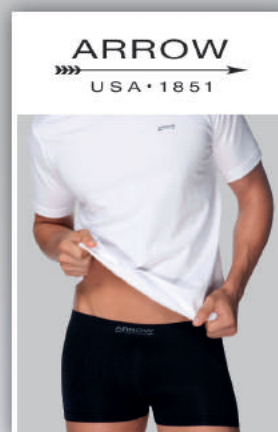
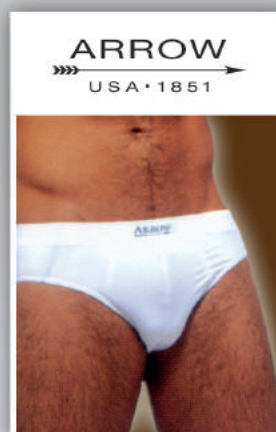
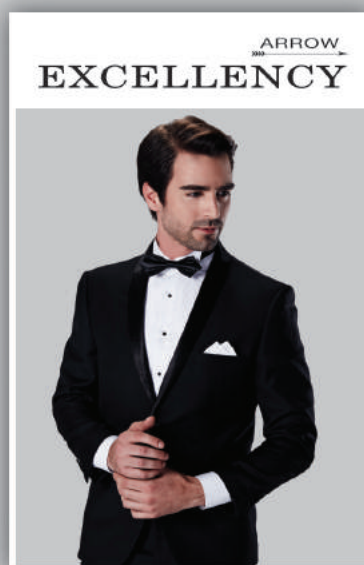
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Sleepwear



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NOVAK DJOKOVIC



RENÉ LACOSTE TIMES



By Appointment
To Her Majesty The Queen
Outfitters
DAKS Limited
London



By Appointment
To H.R.H. The Duke of Edinburgh
Outfitters
DAKS Limited
London



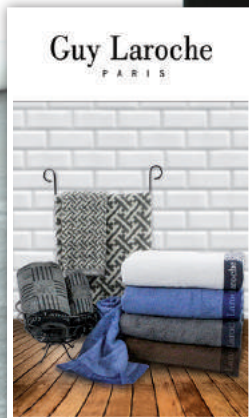
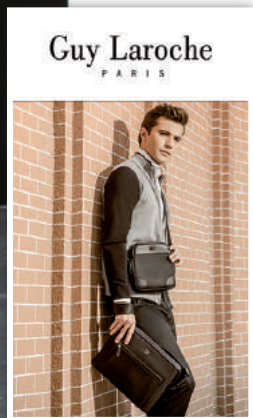
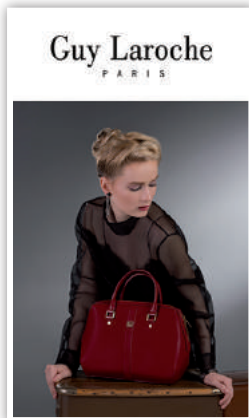
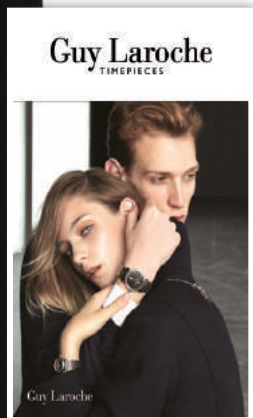
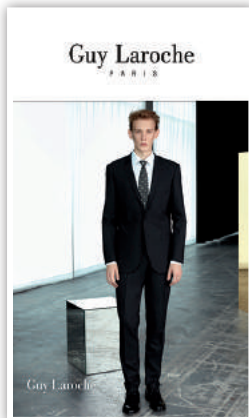
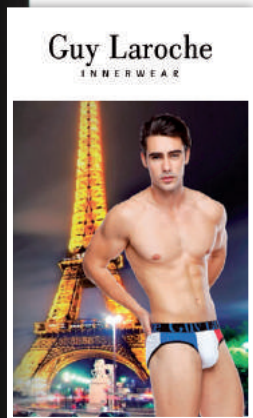
By Appointment
To H.R.H. The Prince of Wales
Outfitters
DAKS Limited
London

DAKS

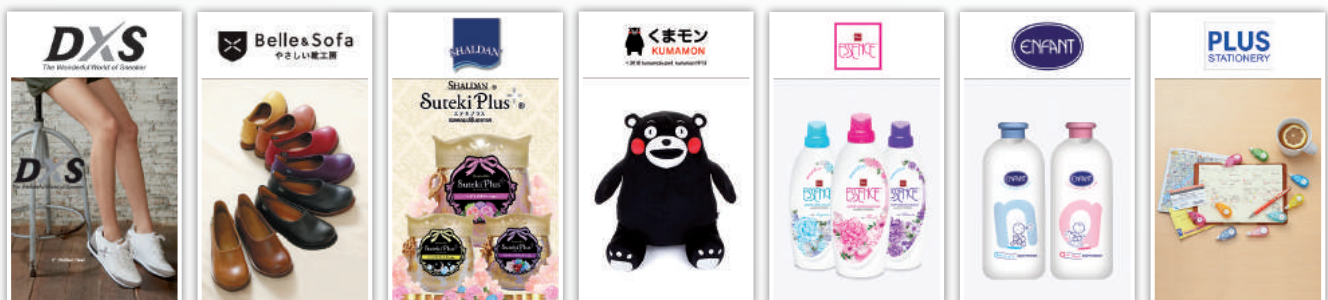
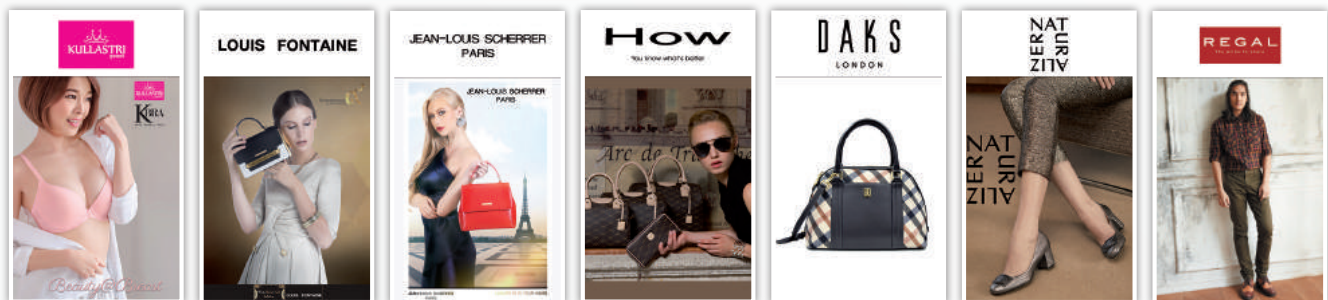
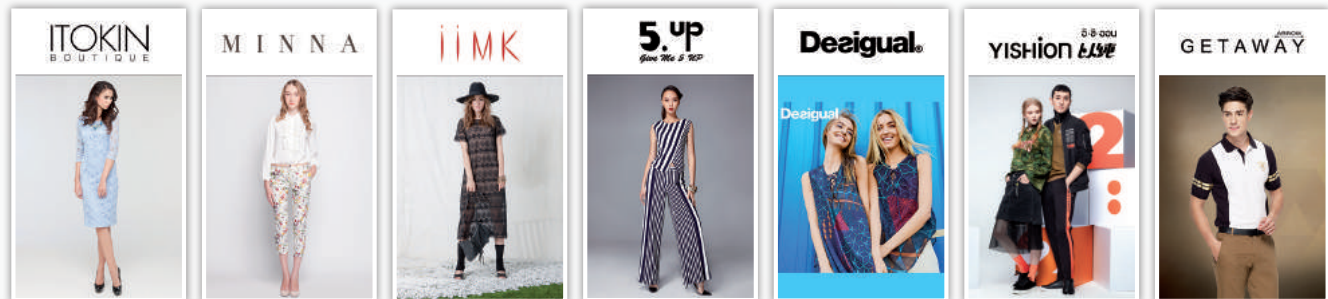
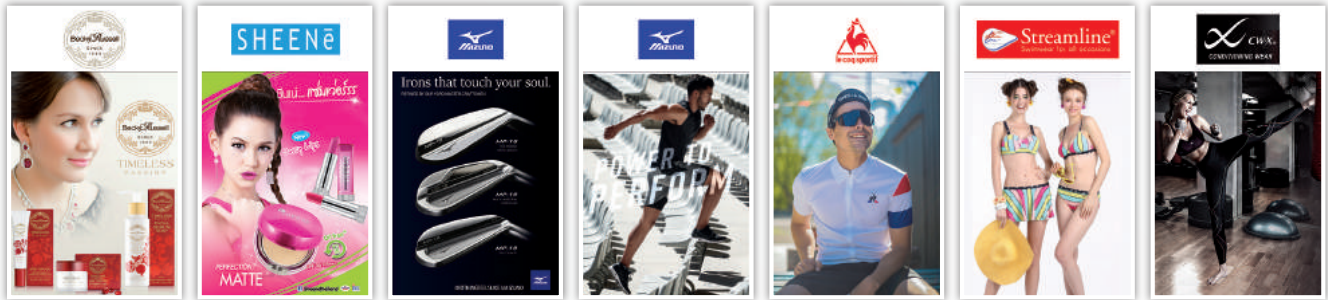
LONDON

GUY

Guy Laroche



Company Products





The rapid and widespread change in the digital and IT system influences the consumers' expenditure and purchase of goods where they adapt their access to products from the distribution outlets to the on-line business, social media, applications on mobile phones. This channel which is called 'Omin Channel' can cover and connect to varieties and more various distribution channels. To create advantages in competition aiming to strengthen administration efficiency, productivity, high and fast accuracy for satisfying the demand of consumers are the key to success in Thailand 4.0 era. The enterprise information and digitized system is deemed the significant factors to energize the competitiveness of business organizations.

Consequently, in the previous year, the Company has developed and invested in the new Enterprise Resource Planning (ERP) by introducing the Oracle E-Business Version R12 to management of the accounting, procurement, cost, inventory and sale systems that automatically link together under the acceptable standards. This is to prepare readiness in taking basic enterprise information to formulate the business plan and simultaneously upgrade the internal function procedure in order to enhance effectiveness of all the enterprise systems linked, lessen time and difficulty and complication but able to monitor the overall work, assess the efficiency of the whole function of the Company, satisfy the executives' tasks with no limitation of time and places only through the mobile electronic equipment or smart phones.

As the widespread acceptance of smart phones facilitates easier and more rapid communication responsive to the customers' requirements on the one-to-one basis, the Company has developed the application on mobile phones called 'ICCAPP' which supports the operation of mobile phones both IOS and Android systems in order to create the optimum value to the customers by connecting the on-line customers' participation to the offline sale whereby the customers will gain new experience with the products, brands and sale promotion activities of the Company. In that connection, the customers can perceive and receive various values such as the sale promotion program, news of the products and various brands covering the sale outlets nationwide. The customers can collect points from their participation in activities, purchase of products, and get complimentary gifts, discount, news and other values from the Company as well as conveniently and rapidly share their favorite activities information to other customers and people.

Apart from various work systems that emphasize enhancing effectivity of quickly and accurately satisfying customers and reducing expenses incurred from work, the Company has also developed the business report system to support the decision of the executives in all means and simultaneously linking every information system of our organization ever from sale outlets with the Quick Response Marketing System (QRMS) that records purchased items and customers' requirements connected with the inventory management system including the business outcome reports in the form of the Alert System and Dashboard under the Business Intelligence (BI). Additionally, it extends to analyze in depth internal data mixed with external data, namely data about competitors, requirements and emotion of customers, traffic, weather, economic condition, and other matters. The Company in collaboration with universities upgrades the analysis and prediction system for big data. This strengthens the capacity for rapidly adapting ourselves to meet the consumers' requirements and the proactive competitiveness.



Business Policy

Corporate Business

The Company was established in 1964 as International Cosmetics (PIAS) Part., Ltd., with registered capital of 100,000 Baht and 7 employees, to serve as the legitimate distributor of PIAS cosmetics. Then it was renamed to International Cosmetics (PIAS) Co., Ltd., in the following year. Since 1970, the Company has expanded its product lines to become the legitimate distributor of women's lingerie brand "WACOAL", "ARROW" Men's apparel, and many more. In 2005, the company launched a cosmetic product "BSC COSMETOLOGY" under Saha Group brand for international marketing. The company has always continued developing innovative products, as well as introducing quality modern merchandises and services. Presently the company is the legitimate distributor of over 100 branded name products, covering cosmetics, fragrance, lingerie, women's wear, men's wear and innerwear, sportswear and equipment, children's wear, leather products, watches, home appliances, foods, soy milk mixed with corn, drinking and spring water, etc. The company has collaborated with its 8 business alliances in major provinces to facilitate and render services to its customers more closely as follows:

Chiang Mai	Inthanin Chiang Mai Co., Ltd.
Songkhla	Inter South Co., Ltd.
KhonKaen	Can Co., Ltd.
Phuket	Sun and Sand Co., Ltd.
Chonburi	Eastern I.C.C. Co., Ltd.
NakhonRatchasima	Koratwattana Co., Ltd.
Nakhonsawan	Paknampowattana Co., Ltd.
Phitsanulok	Maharachapruet Co., Ltd.

I.C.C. International Public Company Limited is the leader in distribution of fashion products, both imported foreign brands and also innovations of the Company and its affiliates. The corporate main industries are cosmetics and perfumeries, hair and skin care products, full line of textile and garment industries including underwear, outerwear, sportswear, apparel for physical exercise, fabric care and leather goods, etc.

The Company runs a wholesaling and retailing business with both domestic and international distributors. The corporate core merchandises are mainly products related to beauty, as stated in the company's motto "We make people happy, and beautiful."

Moreover, the Company has expanded its business into service industry for example,

- His & Her Plus Point: the program invites our customers to join and gives special privileges for members through accumulation of points from their purchase of the Company's products at sales counters nationwide. Members receive one point for every Baht 25 purchase and the collective points can be redeemed for gifts in the membership catalogue or for other privileges especially offered only to members.
- His & Her Shop: The retail shop which emphasizes modern interior decorating style has brought together the Company's wide-range of fashion products in a warm and service-minded ambience.
- His & Her ShopSmart: is the Company's lifestyle shopping catalogue. Customers can place their order via telephone, website, fax and postal service. The goods can be delivered door to door, effectively responding to the modern and comfortable lifestyle.
- ICC Line Official Account: was set up in response to on-line demand for a channel of communication in the social network system to create awareness and sharing of information, news and promotions of the Company's products.
- www.eThailandBEST.com: is the online shopping mall, with complete product lines in many categories. By simple fingertip touch, you can select to purchase quality goods conveniently throughout 24 hours at best prices directly from manufacturers and distributors within Saha Group, a conglomerate group of leading companies which has been established in Thailand for over 60 years.

New Business and Products 2017

- BEAUTY STATION: is a new sales channel where leading brands of beauty products, from both inside and outside the Company, popular with or of interest to consumers, are available as a One-Stop Service Shop in response to customers' lifestyle and convenience by providing freedom and easy access to a wide range of products for them to pick and choose while also retaining quality service as if shopping at exclusive counters.

- Collaboration with Lazada: Lazada is a global online marketplace service-provider with whom we are now in alliance as part of the Company's expansion into online sales channel through the website www.lazada.co.th to strengthen our business from storefront sales to online platforms in alignment with today's consumer behavior.
- Plus Nine: specializes in footwear and sports equipment by many leading brands such as Mizuno, Le coq, Lacoste, CWX situated in leading department stores inside Thailand and abroad.
- WACOAL, a manufacturer of lingerie and underwear for women of all ages, is enlarging its product lines using innovations to serve all customers' demands. The products include:
 - Wacoal Bloom, bras and underwear for girls aged 8-15 years, which is designed and developed from Wacoal First Bra. Its concept, "Bloom, the beginning of beauty," refers to blooming flowers, just like young girls welcoming their adolescence.
 - Smooth Bra, a new collection of colorful bras under the name "Fixer," which reflects comfortable wear in your perfect cup size. The item aims to serve women of all ages, all sizes and all cups. The bra is smooth and closely fitted, suitable for individual shapes, sizes and cups.
 - Suhada, the premium bra with the latest Japanese innovation, Smoothing Design. The smooth, closely fitted bra is intended for young working women aged 25-40 years who look for simple elegance for their everyday wear.
- PURE CARE BY BSC, the expert in Nutraceutical skincare products and innovation development by specialized dermatologists using natural extracts and ingredients to gently nourish and rehabilitate skin, even the most fragile and sensitive.
 - Royal Rice Series, the ultimate nourishment for soft, healthy and glowing skin, created from rice bran extract from His Majesty's Private Project at Chitralada Palace.
 - Super Nano White Intensive Moisturizer, featuring the amazing value of Lotus Spirit, the extract from the pollen of the Royal Lotus, the petty patent of which is granted to the National Institute of Science and Technology, using the nanotechnology of Encapsulate Polymer—the properties thereof providing protection and nourishment from antioxidants, enhancing moisture to the skin by 42% and lasting all day long.
- ESSENCE launches a new product, ESSENCE washing liquid for lingerie, giving delicate innerwear a gently-scented clean and fresh fragrance, as well as being anti-bacterial and non-irritant.
- SESAME SOY is soy milk with black sesame seeds, coconut jelly and sweet basil seeds, using raw materials especially selected for their high quality and plentiful benefits. The coconut jelly from real coconuts adds a delicious taste, while sweet basil seeds fill your stomach. The drink is nutritiously full of vitamins and high in calcium, suitable for drinking anytime anywhere.

Vision / Mission / Objectives and Working Strategies

The Board of Directors is aware of the significance of the Company's performance, so they participate in setting the vision/ mission, objectives and working strategies for its business operation. This is to ascertain that both management and employees have the same direction in running business targets. Review of this business plan shall be carried out annually.

Vision

Committed to being the fashion leader at the local, regional and international levels covering a variety of marketing channels and customer groups by adhering to virtue and moral principles towards sustainable future.

Mission

1. To develop the entire supply chain process, from upstream manufacturers, through to the retailers, by focusing on logistics systems, warehouse management, transportation, and information technology tracking systems, for quick and accurate customer response.
2. To respond to customers' needs, and create new innovation for products, services, and distribution channels.
3. To operate our business ethically with partners and customers, by building trust and collaboration, for sustainable growth of our business and for the greatest benefits of all stakeholders.
4. To adhere to good corporate governance, by encouraging ethics and morality in business operations, along with inclusion of good corporate responsibility toward society and the community.
5. To promote the Company's resource development, in paving the way for developing business operations into international markets.

To build a cooperative network with customers, trading partners and society, as well as to improve valuable and efficient services by applying digital information technology and developing automation management system to respond quickly to their changing needs, thereby enhancing the Company's competitive advantages covering various customer groups in many diverse channels.

Globalization and free trade policies have also affected more intensified and severe business competition in Thailand. Apart from local competitors, players from foreign countries have also entered this high potential market.

Realizing the significance of marketing strategies and competitiveness of business rivals in the same industry as well as other businesses, both domestic and foreign, the Board of Directors have set a policy for executives and staff at all levels in order to attain the company's goals. This comprises:

Principles of Thought

1. **Fight for Glory:** Enhance fighting spirit among employees which shall start from one's self and become the role models for others in achieving their goal and winning in business competition by using strategic planning along with consistent follow-up and being open-minded for any improvement and adjustment.
2. **Think positive:** Place emphasis on the ideal of positive thinking among employees to instill confidence that they can surely succeed and achieve their goal by always thinking of achieving success without condition.
3. **Discipline:** Build up working discipline including in communication and operation, with honesty, integrity and loyalty to the organization as well as consistent follow up and improvement of working performance.
4. **Faith:** Promote self-motivation among employees to make them confident of their capability to achieve their goals and be good to oneself and others, as well as creating good faith towards their managers, colleagues, subordinates, the Company and the country in order that employees shall be proud of, confident and be committed to their work.
5. **Readiness:** Undertake personnel development to promote awareness on providing rapid customer services, courage to be decisive and proactive based on respect for customers with full responsibility as the Company's employees.
6. **Integrity:** Cultivate values of honesty and fairness among employees so that they may apply these values to themselves, other people, the Company, society and also the nation in both open and hidden places.
7. **Unity:** Promote unity among employees by enhancing good cooperation and solidarity in striving to achieve the corporate goal.

The Company is committed to creating competitive advantages and added value to customers by developing business networks with trading partners and customers in various distribution channels. Many systems and working procedures have also been improved to conform to rules, regulations, and the changing customers' needs by applying information and digital technology to create good value to new customer groups with efficient and quick response to the needs of customers and trading partners for mutual and sustainable business growth.

Hence, the Company was reviewing its Vision and Mission on an annual basis to be aligned with current economic trends, the latest review already having taken place and approved by the Board of Directors' Meeting, on 23rd February 2018.

Business Targets and Strategies

The Company emphasizes proper marketing methods that can make a difference in business and creating innovations as the means to access business opportunities and fill marketing gaps in order to attract new customer groups. Customers' participation has also been promoted to create impressive experiences in different marketing channels aligned with changing digital age. Brand loyalty and confidence has been enhanced as well as retention of existing customer groups by improving the value of our products, services and also brand image thereby rendering these as part of their daily life through application of the following strategies:

1. Build new market formats by implementing digital information technology, creating a quick and convenient way for customers to participate in our activities and also build up experiences with new customer groups to impress the value of the brands in their mind. Customers have been allowed to participate (sharing economy) in product design, building networks among customer groups for mutually beneficial and sustainable service development.
2. Build up our own fashion brands through joint development with production partners who possess flexibility, up to date trends at competitive cost that create economy of speed in design, research and development as well as production efficiency.
3. Establish His & Her Shop as a hub or network to connect with diverse customer groups who can be quickly and efficiently served at one stop service via digital technology to meet customers' spending and fast pace changing lifestyle.
4. Retain existing market by setting up internal processes and systems that can be efficiently and quickly adapted to change. Taking care of existing customers with quality products and services, substantial and concrete improvement of working procedures and research system, as well as creating good impression to customers with innovation and creativity derived from participation.

5. Develop intelligence operation systems (IOS) by improving integrated information and digital technology systems in terms of Digital Supply Chain in order to simplify the complicated system due to current changes in customer demands, unexpected shifts in the economic and social situation as well as rapid technological changes. This is to facilitate our decision-making and operation resulting in higher efficiency of supply chain management starting from suppliers of raw materials, producers down to marketing and selling teams until reaching end users or customers. This renders competitive advantages in reduced management cost, precision and accuracy in business decision-making, empowered management in handling the fluctuation and inconsistency of the current situation and preparedness to meet challenges of the new type of business to emerge in the future.
6. Improve the Company's internal and external image by developing our automated work processes to create efficiency coupled with promotion of open culture. This allows a positive and open-minded attitude towards working among different generations, based on ethical and moral principles and transparency in every working level.
7. Promote personnel development to enable them to remain up to date with modern trends, place value on effective customer services, dedicated to improving specific professional expertise, strive for appropriate skill matching, gain understanding of efficient integrated work processes from upstream to downstream, in order to create value and sustainable connection with customers as part of their lifelong learning process.
8. Cooperate with the School Partner Leadership Program, educational and research institutes to attract new employees who possess different ideas with open-minded and keen interest in learning new things from the Company's experience.

Additionally, the Board of Directors is monitoring and following-up on implemented business strategies with the Management Team reporting on operational plans and formulation of strategy implementation to the Executive Committee and the Board of Directors respectively on a monthly basis. At such platforms, the reporting is a key agenda to be acknowledged and discussed in the meetings, and a review undertaken of the quarterly strategic plan, so that the Management team may take the comments and advice from the Board of Directors and the Executive Committee to make further improvement.

Future Project

The Company has set a policy to establish new brand products and to expand its on - line business and Specialty Shops under the Company's own management in response to the current market situation and the changing behavior of new generation of consumers as well as introducing other products to serve a wider and more diverse customer base.

Conglomerate Structure

1. The Company has four subsidiary companies and acquiring eight affiliated companies. Namely:

Name of companies	Type of business	Shares held by ICC (%)	
		Subsidiary companies	Affiliated companies
1. WBRE Co., Ltd.	Properties development	99.9994	-
*2. Amis Du Monde Sarl. (France)	Trading products in France and abroad	81.92	-
	including Import and export		
3. Thai Itokin Co., Ltd.	Manufacturing and distributing	58.16	-
	women's wear		
4. Worldclass Rent a Car Co., Ltd.	Operating car rental business	-	25.00
5. International Leather Fashion Co., Ltd.	Manufacturing genuine and artificial	-	28.00
	fashion leather goods		
6. Issara United Co., Ltd.	Properties development	-	25.00
7. Boon Capitalholding Co., Ltd.	Operating investment business	-	32.00
8. Shop Global (Thailand) Co., Ltd.	TV Shopping	-	30.00
	(selling products via Satellite TV)		
9. Canchana International Co., Ltd. (Kingdom of Cambodia)	Distribution of products	60.00	-
10. Nanan Cambo Solution Co., Ltd. (Kingdom of Cambodia)	Real Estate Investment	-	49.00
11. Issara United Development Co., Ltd.	Hotel	-	25.00
12. Thai Secom Security Co., Ltd.	Security	-	25.50

Note : Currently in liquidation process

2. Shareowning in the company that may have conflicts of interest per notes of investment in related companies on page 52-57 of this Annual Report
3. Information about related, subsidiary and affiliated companies that operate the similar or related business and cross share owning as of December 31, 2017 is as following:

Name of companies	Shares held by ICC (%)	The company's shares held in ICC (%)	Similar or related business	Cross-Shareowning	Subsidiary companies	Affiliated companies
1. Saha Pathana Inter-holding Plc.	9.97	22.49	-	√	-	-
2. Sahapathanapibul Plc.	10.19	8.53	√	√	-	-
3. Thai Wacoal Plc.	5.09	3.80	√	√	-	-
4. Thanulux Plc.	11.09	3.44	√	√	-	-
5. O.C.C. Plc.	19.73	0.55	√	√	-	-
6. S & J International Enterprises Plc.	14.61	0.35	√	√	-	-
7. Textile Prestige Plc.	10.43	0.43	√	√	-	-
8. People's Garment Plc.	5.25	0.12	√	√	-	-
9. Far East DDB Plc.	10.64	0.29	√	√	-	-
10. First United Industry Co., Ltd.	9.12	0.35	-	√	-	-
11. I.D.F. Co., Ltd.	9.00	9.53	-	√	-	-
12. Tiger Distribution & Logistics Co., Ltd.	19.90	-	√	-	-	-
13. International Laboratories Corp., Ltd.	19.56	1.10	√	√	-	-
14. Thai Arusu Co., Ltd.	4.17	0.03	√	√	-	-
15. Pattaya Manufacturing Co., Ltd.	5.33	0.14	√	√	-	-
16. Lion Corporation (Thailand) Co., Ltd.	12.00	0.07	√	√	-	-
17. Kai I.T. Service Co., Ltd.	10.00	0.01	√	√	-	-
18. Thai Itokin Co., Ltd.	58.16	-	√	-	√	-
19. International Leather Fashion Co., Ltd.	28.00	-	√	-	-	√
20. Shop Global (Thailand) Co., Ltd.	30.00	-	√	-	-	√
21. Canchana International Co., Ltd. (Kingdom of Cambodia)	60.00	-	√	-	√	-
22. Amis Du Monde Sarl. (France)	81.92	-	√	-	√	-

Remark : The Company has adopted the cross shareowning structure or pyramid type due to the Company's original business operation characteristic before being listed in the Stock Exchange of Thailand. However, such cross shareowning structure is not contrary to the Article No.14 of the Notification of Capital Market Supervisory Board No. TorChor 28/2551 on Application for and Approval of Offer for Sale of Newly Issued Shares.

1. Nature of Corporate Business

I.C.C. International Public Company Limited is the leader in distribution of fashion brands from both imported and also from innovation of the Company and its affiliates. The corporate main industries are cosmetics and perfumeries, hair and skin care products, full line of textile and garment industries including underwear, outerwear, sportswear, apparel for physical exercise, fabric care and leather goods, etc.

The Company also conducts wholesale business through shops and department stores both in domestic and international markets. Most of our company's products are in the line of fashion and beauty as can be described in our slogan "We make people happy and beautiful"

- Cosmetics and Perfumeries Industry

From the start of its incorporation in 1964, the Company's core business has been involved in the sale of cosmetics under the Japanese brand name PIAS. Since then, the Company has expanded our cosmetic business by continuously introducing various other brands, such as BSC Pure Care, Sheene', Arty Professional, Honei V. In October 2005, the Company introduced a new cosmetic brand - BSC COSMETOLOGY, under Saha Group brand for international marketing. The compact powder is the main product for advertising to create brand awareness within the target group. The celebrity and testimonial marketing approaches have been adopted by using celebrities as its presenter to stimulate trial need. Consumer behaviors have changed considerably in line with technology advancement, especially cloud technology. The introduction of new communication system such as LINE Application enhances more rapid communication and access to consumers immediately, as well as being a new channel of sales.

- Women's Wear Industry

The Company has been promoting every brand of women product groups which we have dealership on a continuous basis. There are 5 main brands: Wacoal, BSC, BSC Signature, Elle and Kullastri. By adding variety to products as well as functions, customers can choose to wear them appropriately to suit the occasions. Customers are also aware about our consistent product developments through our outstanding innovations.

- Men's Wear Industry

The Company is the distributor of men's wear under such brands as Arrow, Excellency, Daks, Guy Laroche, Guy Guy Laroche, Elle Homme, Lacoste, Getaway, BSC Cool Metropolis, Hornbill, Gunze, Mizuno, Le Coq Sportif, Maximus and Felix Buhler. The main distribution channels are department stores in Bangkok and upcountry, with regular sales personnel providing product advice and an after-sales service. A new distribution channel has also been opened in discount stores, as well as in shops that have opened in shopping malls, TV channel and E-COMMERCE.

2. Revenue Structure

The Company classified revenue as 3 principal segments are as follow:

(unit : million baht)

Product lines	2017	%	2016	%	2015	%
Revenue from sale of goods						
Cosmetic, toiletries & perfumeries	1,273.62	9.44	1,299.79	9.65	1,296.29	10.03
Women's apparel	4,491.63	33.31	4,388.00	32.59	4,130.21	31.96
Men's apparel	3,211.01	23.81	3,356.02	24.92	3,236.10	25.04
Other	3,470.71	25.74	3,571.57	26.52	3,680.22	28.48
Other income						
Dividend income	469.66	3.48	526.68	3.91	378.45	2.93
Gain on disposal of property, plant and equipment and investment properties	82.48	0.61	35.18	0.26	0.59	0.01
Gain on disposal of investments held as available for sale	242.62	1.80	-	-	-	-
Share of profit of investments in associates	28.73	0.21	51.13	0.38	44.66	0.34
Others	215.85	1.60	237.58	1.76	157.55	1.21
Total Revenue	13,486.32	100.00	13,465.95	100.00	12,924.07	100.00

3. Major changes and activities in 2016

- **BSC Cosmetology**

Established: October 2005

BSC Cosmetology has seen the change in Thai consumers' behavior where they prefer to search information through social media and the Internet more than previously. They take more time in each day to surf the Internet and are more confident to buy goods online or through E-Commerce than ever before. In 2017 Sahapat Group has entered into the trade alliance agreement with Lazada, one of the major online retailers. Not only becoming such trade allies, BSC Cosmetology has also extended its online business to gain access to more diverse target groups including sale in talad.com, Bento Website, Seven-Eleven Online Catalogue, OKBEE.COM, O-Shopping, etc. including www.eThailandBEST.com which are the new online business channels of the Company. In that connection, BSC Brand gets good feedback from customers. It is the first achievement of the Company in this sales channel. BSC Cosmetology, consequently, shifted its marketing strategy to satisfy the requirements of target groups by proportionately increasing its marketing communication via online digital media. Additionally, viral VDOs have been produced to enhance the image and the product brands to be widely known, as well as reviews of the products are done by the media influencers whom consumers trust because in the cosmetics market, the reliability of the products is significant. With respect to the upgrading of quality of the products, BSC Cosmetology continues to develop innovations. In 2017, BSC Cosmetology has released BSC Expert White Anti-Pollution Plus in the whitening and skincare products category, the products to enhance 'Beautifully White' skin and protect and nourish skin from the first use. Such collection of products can protect skin from pollution of all condition of weather whether sunlight, heat or UV rays. This collection of products is produced with the application of an innovative nutrient which is now popular. 'Pollustop' serves as a genius mask in taking care of and protecting skin from pollution, making skin look beautifully white, reducing wrinkles, eliminating toxicity in order to strengthen skin.

- **Arty Professional by BSC:** introducing the Concept "Arty Professional Broad Spectrum" to provide natural beauty from make-up, invented especially for tropical countries such as Thailand for protection of skin from the dangers of sunlight, UVA and UVB rays with 2 latest products namely, Arty Second Skin Serum Foundation Broad Spectrum SPF15/ Arty UV Protective Powder Foundation Broad Spectrum SPF50+ and were simultaneously introduced the new membership card 'His & Her Plus Point', with the design of this card in the form of Arty Professional cosmetics. Darken skin, melasma, freckles, you can be sure that no H.D. camera can harm the beauty of your skin.
- **Sheene': Presents "Sheene' Mobile Beauty" Concept.** With Mobile beauty station, customers can select cosmetics products in a new way which has been provided with easy and direct access rather than waiting for customers to come for service. This really meets women's rapid lifestyle in this digital age which they prefer more outdoor lifestyle. Last year, after this concept was launched in Saha Group Event and received well feedback from customers, trading partners and shops owners during the Event, Sheene' Brand then expands Sheene' Mobile Beauty nationwide and have received good response beyond expectation under the concept : "Beautiful, Modern, and Easy Access". Nowadays, shopping behavior has changed, while the Brand is well aware and has adjusted distribution method to meet customers' lifestyle.
- **Pure Care: Presents "Royal Rice Series" Product :** Rice bran oil innovation has been inspired by participation in using rice bran oil extract under the Suan Jitladda Royal Patronage Project, to encourage products of local farmers, supporting them to attain sustainable lifestyle, self-reliance coupled with reduction of imported raw-materials. The Riceberry Bran Oil is rich with natural Vitamin-E and gamma oryzanol, which is acceptable worldwide with its properties of skin nourishment and anti-aging with firm and smooth skin effects.
- **Wacoal Lingerie**

In 2017, the Company modified its marketing strategy in response to changing consumer lifestyles. Increasing popularity of digital media has allowed consumers to pick and choose a multitude of products both online and offline. Wacoal, as the leader in ladies' lingerie market, has developed various media to effectively reach out to consumers via all channels as well as focusing on product development to enhance their outstanding characteristics whether in terms of texture of material, design and functionality by continuing to develop new innovations to capture the interest of consumers and respond to their needs. Examples of such innovations include Cool Innovation, a product design that renders lingerie products that breathe; the Travel Bra that can be rolled up into a spool by using innovative material made from rubber to replace metallic rods-the first in Thailand,

thus allowing the bra to be rolled up without distorting the form and retain all the qualities of underwire bras; Smooth Bra which uses Bonding 3D innovation instead of sewing by rolling with heat to create the desired shape and a smooth and seamless bra. Wacoal products have much success in marketing, with sales continuing climb every year. The Company believes the quality of products is most significant in promoting confidence in the brand among consumers and, therefore, attaches importance to research and development for the purpose of creating products of beauty, comfort and perfect fit for women's anatomy.

- **Arrow: Fabric-Design Innovation**

Arrow Fresh Shirts: The antiseptic shirt that allow wearers to feel fresh and free of stuffy odor.

The shirts are made of raw material from research and special development by using nano zinc technology with the following characteristics:-

- Antibacterial properties which help to deodorize when wearing;
- Protection from UV rays;
- Dries rapidly and breathes well;
- Durability from the innovative fabric rendering the shirts to last long throughout their use; and
- Eco-friendly manufacturing process

Arrow Flex Shirts: Comfort wearing...freedom with every movement

Shirts with an admixture of Spandex texture

- With high elasticity, allowing 15-20% more comfort in wearing;
- Light, comfortable and cool; and
- Breathes well.

Arrow Slack "Freedom for Every Movement"

- **Easy Move: Working pants, adjustable to individual body shape, size and time period (Adjustable Waist)**

- **LACOSTE : Exotic Look**

Lacoste introduces novelty with its Leather Goods Shop in Shop; it is the first and only one in South East Asia. A Mood & Tone Lacoste Shop has been created as a department store counter, decorated in an exclusive and premium style offering high quality leather goods for ladies, in all new collections of every color and style responsive to all requirements at Central Pinklao Shopping Center, the popular shopping mall of people of all lifestyles.

- **LACOSTE : Creative Innovation**

Lacoste comes with the idea of perfection of the Lacoste Flagship Store, Central World Branch, 2nd Floor, the first and only in Thailand as well as the largest in the Asian Region with over 500 square meters in the heart of Bangkok fitted with large Polo bar and carrying the most range in terms of colors and designs in Thailand. It meets customers' demand for product variety and designs from head to toe, for ladies, gentlemen and children and considered to be one stop service for Lacoste Thailand which also provides custom monogram embroidery service on Lacoste polo shirts during special festive occasions in addition to its Surprise Delivery service to deliver those specially monogrammed Polo shirts to their special recipients.

- **Lacoste: Technological Innovation**

Lacoste joined hands with Orthorite to produce shoe soles with 5 outstanding qualities: antibacterial properties, better air flow, comfort, durability and reusability.

Industries and Competition State

1. Cosmetics and Perfumeries Industry

- **State of Competition**

State of Competition can be considered in accordance with following distribution channels :

1. Counter sale The cosmetic market is highly competitive, due to the continuing entries of new brands in the market. The market posts continuing growth every year and intense market competition continues to rise, resulting from the higher number of players in the market while brand loyalty tended to decline. Despite adverse economic and political problems, cosmetics and beauty care products still show promise for sales growth given the fact that most Thai women still care about looking after themselves. In 2017, cosmetic products at counter sales chose to utilize television and online media to a greater extent, including to introduce and continually promote new products. Moreover, it was found that digital advertising spots at movie theatres, internet media and electric train systems also clearly have growth potential. BSC Cosmetology and Sheene' have also increased their use of advertising media at movie theatres and department stores as these have been proven to be interesting and more receptive to consumer groups. Moreover, these media also serve to maintain sales

targets as well as expanding the products' customer base. Counter sales brands have adopted different marketing strategies and organized more activities to promote sales, as seen in higher frequencies and provision of product gift sets at reasonable prices to stimulate sales. Each brand has launched Value Sets for trial usage and attracting new buyers. Modern technology plays a greater role in sales promotions in order to attract more attention from buyers. Most counter brands increasingly use modern technology to promote sales especially skin testing devices. It takes approximately 3-5 minutes for the skin diagnosis. New technology enhances reliability of each brand, which will justify if it is worthwhile to purchase.

2. Discount Store Presently, discount stores implement intensive and tough strategies in terms of pricing and expanding branches into large communities either Bangkok or the surrounding areas or the major provinces in all regions nationwide. This widely impacts on manufacturers, original market intermediaries or traditional trade, both wholesalers and retailers as well as smaller community stores, not to mention the impacts on consumption behavior of consumers in the markets.

BSC Cosmetology, therefore, modifies its strategies to seize opportunities in advantageous geographical areas before its competitors by means of widely extending branches into communities or various areas aiming to create 'Economy of Scale', including trade positioning and releasing new products especially suited to the discount stores, as well as vetting and selecting products in which it is confident are quality products that can be rapidly sold and highly competitive compared with its rivals, including house brands of those discount stores.

- **Product Acquisition**

In terms of production, currently 90% of all of the Company's cosmetic products are manufactured in the country, mostly by International Laboratories Corp. Ltd., and S & J International Enterprise Plc., both of which belong to the Saha Group and are under the quality management of ISO 9001. Another 10% of the Company's products are imported.

In terms of product development, global sourcing involves the search for ingredients and packaging from all over the world.

- **Industrial Trend and Future Competition**

Cosmetics still are the fifth requisite of women especially skin nourishing products which account for almost half the value of the market, particularly anti-aging products which are presently more popular. In addition, the market trend focuses on online sales. As it is apparent that such sales channel has dramatically grown in leaps and bounds both in terms of sales and capital expended in their promotion, in the future, this channel is likely to become another major distribution channels.

2. Women's Wear Industry

- **State of Competition**

1. Competitive Situation

Competitive strategies in 2017 included the followings:

- **R&D for Women's Lingerie**

The Company places great emphasis on creating innovation so as to satisfy ever changing customers' needs in accordance with the digital lifestyle. New technologies from Japan are introduced to improve product designs for best selection and to help women to look after their body shape, choose products which fit their physiology at each age group, and always feel more confident about their looks and posture everyday on every occasion regardless of time or activity.

Due to rapidly changing consumers behavior, it is important that the Company focus on consumer behavior research and analysis to improve and develop products as well as communicate with consumers to promote better understanding of product benefits. An internal working procedure has also been developed for smooth and flexible operation so as to be better able to respond to consumers' needs. In the past year, the Company has improved working procedure of both factory and sales department by taking consumers' needs into account as a guideline for the launch of new products. The factory, merchandiser and sales department have worked together as One Body, starting from brainstorming to design products to meet consumers' needs in every age group, size, cup and lifestyle in terms of functionality and fashion based on good quality products.

Store-front management of products has been a key focus for the Company of which emphasis is still placed on improvement and development of an integrated product management system on product distribution planning and Auto Replenishment by introducing the Quick Response Management System (QRMS). The application of this System results in more effective product management in shops as goods are sufficiently available and coincide with customers' demand. It reduces loss opportunity for sales, speed up transportation and distribution to shops, as well as promotes more efficient and effective inventory management. As a result, the lead time for delivery and loss opportunity for sales decreased, hence product management is more effective.

- **New Consumer Expansion and Maintain existing Consumer**

To retain existing customer base systematically, the Company focuses on giving customers continuing satisfaction through a variety of activities ranging from counter sales promotion activities or giving special privileges through His & Her Plus Point card, in order to build up good relationships with customers. Moreover, interesting activities are created so as to encourage participation of customers and render good impressions of the brand as well as introduction of good service standard system in Customer Relationship Management (CRM).

New Customer Acquisition Strategies have been mapped out in 3 parts:

- New Customer Groups : The Company emphasizes building Brand Awareness through appropriate media advertising and creating sales promotion activities which appeal to the target customers to make their purchase.
 - General customers, having never used the Company's products : The Company continues to focus on building Brand Awareness to new customer groups by employing a variety of marketing strategies to meet people's modern lifestyles through offline-online media such as advertisements on television, newspapers and magazines. In addition, out-of-home media, media in movie theatres, social media channels such as Facebook Fanpage, Line, Email have also been used, which can save more time, expenses and provide ready access to targeted customers. This also includes building up relationships with TV Shopping channels for digital and cable TV advertisements. Giving special privileges to targeted customers for brand experience through physiological expertise and good services in order to create customers' satisfaction and impression (Brand Preference) and brand loyalty respectively.
 - Consumers with Cross Product Experience : The Company has offered special prices for some recommended items for buyers in order to create brand awareness and trials of other products of the Company.
- **Omni Channel Marketing**

Nowadays, fierce competition in ladies lingerie has been found in various distribution channels, starting from traditional channels such as department stores, discount stores, the Company shops as well as new online channels (E-Commerce) or TV Shopping. Growth in these new channels is expected to increase yearly due to its easy access and ability to meet customers' demand more rapidly and perfectly. Building up partners with famous online sales websites, TV shopping channels or catalogue sales are the channels whereby producers can communicate their product innovations completely and totally while allowing consumers to be familiarized about the innovation of products before connecting them to visit the points of sale at Department Stores to see the real products. Such are components of Omni Channel marketing which is expected to post further growth in line with the changing consumers' behavior in this modern age.

2. Number and Size of Competitors

Only integrated business can survive in the various industries. However, women's lingerie is a specific industry, which has many challenges in entering the market, starting from importing raw materials, local production of some raw materials, sewing technique and distribution method that requires agents such as department stores or discount stores. The Company continues to place significance on all trading partners whether old channels or new, allowing it to retain and develop its potential to expand its customer base to all consumer groups and effectively respond to customer needs, as evident from more than 60% market share through main distribution channels.

3. Status and Potential for Corporate Competition

The Company pays attention to new distribution channels, purchase behavior of customers that is different in each channel. During the past year, the Company has adjusted its approach to proposing contents that are more appealing to the target groups, especially online customers who are likely to grow rapidly. In that connection, the Company uses integrated communication tools via 360° of online channels such as employing influencers of its business alliance media to assist in disseminating contents, adapting online communication methods to gain access to target consumers, resulting in the Company getting good feedback as evident from growing sales, both in number of pieces and amount of monetary gain. To this end, the Company additionally aims at further extending its market base for the future. In the past year, the Company collaborated with Lazada, the major E-Commerce organization in South East Asia, by fully taking products to sell in this online channel in order to widen the distribution base of the Company to rapidly increasing online customers.

- Product Acquisition

ICC is currently carrying five lingerie brands, produced by two major manufacturers:

- 1) Thai Wacoal Plc., manufacturer of Wacoal.
- 2) Pattaya Manufacturing Co., Ltd., manufacturer of Kullastri, BSC, BSC Signature, Elle

Suppliers of raw materials for both these companies are Textile Prestige Plc., Thai Takeda Lace Co. Ltd., and Thai Sakae Lace Co. Ltd., all three of which belong to the Saha Group with manufacturing standard accreditation ISO 9001. Research and development of new materials have consistently been undertaken resulting in an advantage over their competitors in terms of having a wide and diverse range of raw materials and also lower production costs.

- Industrial Trend and Future Competition

The overview of overall trends for the textiles and garment industry shows possible growth in both production and export sectors. Most of the production is for ASEAN market, due to the advent of the ASEAN Economic Community since the end of 2015, rendering increasing opportunity to expand production capacity, not to mention the increasing size of consumers' market from a population of 60 million to 600 million, which is a huge market with high potential.

In 2017, the Company still focused on research and development of new innovations and technology in designing lingerie that suit Thai women's physiology and coincide with consumers' behavior for every age group, lifestyle and fashion. This is based on creating good and quality products at worthwhile prices, using integrated product management systems to retain reasonable level in terms of inventory to balance with sales volume not too much nor too little, while also increasing transportation channels to distribute products to shops more rapidly instead of retaining large amounts of inventory at shops, as well as implementing strategies to create effective production to meet consumers' lifestyles in this Digital Age as much as possible.

3. Men's Wear Industry

- State of Competition

In 2017, men's wear sales have decreased by about 10% in comparison with the previous year as Thailand lost His Majesty the Beloved Late King Bhumibol Adulyadej. The consumers, therefore, significantly suspended their purchase of colorful clothes and most of the consumers were more careful of their expenditure. Consumers were deliberately more selective to choose good quality products than previously, and continued taking into account the ongoing innovation of goods.

In addition, most producers emphasized pricing methods whether offering discounts, redemptions, giveaways and distribution of premium goods to stimulate sales and minimize products in their stocks, but rarely conducted new marketing campaigns. Many of them had to develop their production efficiency to achieve lower costs, and to ensure flexibility in management for higher competitiveness.

In addition, they have to set aside budget for marketing activities for competitive advantages in the long run.

As far as the state of competition is concerned, some advantages still prevailed, namely:

1. The Company's men's wear has created a wide range of product lines (portfolio) which can cover the whole target market in many various segments, resulting in wide distribution and a strong market share as well as the balance of negotiating power in distribution.
2. The Company's products are well-known and well-accepted for their high reputation and quality.
3. The Company's products have undergone development and it had successfully and consistently launched innovations into the market owing to support from major suppliers (belonging to the Group). There is an expansion of factories to cater for this growth, from the thread-spinning factory, dyeing factory, cloth decoration factory to ready-made shirts manufacturing factories, to support the Company in its potential to create a constantly growing market share.
4. The Company has strong personnel with good habits of thought and the determination to achieve corporate targets and they are consistently ready to learn and improve.
5. The Company has a Big Data policy to analyze relevant data and customer behavior 'Descriptive Analysis' and to make projections into future trends of customer demand 'Predictive Analysis' in order to be able to better respond to consumers' needs.

- Product Acquisition

The Company has acquired products from 3 major suppliers, namely:

1. Thanulux Plc., manufacturer of shirts, T-shirts, suits, bags and leather goods.
2. People's Garment Plc., manufacturer of T-shirts and trousers.
3. Bangkok Tokyo Socks Co.Ltd., manufacturer of socks.

Manufacturing technology used is medium-ranged, with a fair number of workers and the modern use of automated machinery for higher production efficiency.

Moreover, the manufacturing group has established factories within a BOI-promoted Industrial area (Zone 3), resulting in a decisive advantage in production costs.

- Industrial Trend and Future Competition

Although the market remains sluggish, the industry at large tends to remain stable and continue growing because consumers still continue to pay more attention to their dress. Meanwhile, fierce market competition will tend to rise due to foreign rivals including influx of cheap products from the People's Republic of China. Local producers will have to analyze the market and consumer behavior in each area, create innovations in various forms in terms of products, marketing channels and develop strengths of each product for each target group of buyers in order to survive in the market amid the more intense competition.

1. Production Risks

In terms of the potential risk factors which may impact on business operation, the Company recognizes the importance of closely monitoring and systematically formulating and implementing risk management plans to cover the following aspects:

Risks relating to production to ensure the quality of products and production timeline as set by the Company.

- Preventive measures

The Company selects suppliers with operation management which have attained ISO 9001 accreditation to be confident that our business partners have the required management systems, capabilities and ability to comply with the production policy set by the Company to ensure that the manufactured goods achieve all set targets. These companies were all established with the objective to mutually support one another under the umbrella of the Saha Group, thereby strengthening each other's business operations and enhancing their potential and competitiveness, as well as collaborating immediately to resolve any problems or challenges which may arise.

2. Product Management Risks in Stores

These are risks pertaining to the imbalance of stock management not being in line with consumer demand or not having the desired products in the store, which impacted on sales targets and market opportunity.

- Preventive measures

1. The Company introduced appropriate IT systems to enhance their stock management capabilities, namely the Quick Response Management System: QRMS, resulting in more effective monitoring and management of stocks on a daily basis in every store and rendering effective data analysis to obtain more timely and accurate picture of market demand and product movement in order to mitigate opportunity loss and ensure availability of products in market demand, as well as modify production plans accordingly for optimum efficiency.

2. The Company has created an Auto Replenishment system, by adapting the QRMS to effectively and efficiently manage stocks at all stores to ensure that stocks can be replenished in accordance with customer demand in terms of desired products and their volume to ensure that stocks at all stores coincide with sales.

3. Risks Relating to Sales Channels

The Company's business is conducted through main sales channels which have limitations in terms of area size and number of branches.

- Preventive measures

1. The Company policy is to further expand sales in Discount Stores, including modification of its sales and order placement systems especially for this sales channel in accordance with the demand and purchasing power of target clients of Discount Stores. This strategy is applied to all product categories through development of products with both quality and pricing that appeal to target clients, especially for apparel with the main emphasis on fashionable design and colors.

2. The Company policy is to accelerate the increase of sales channels, especially in E-Commerce of which online customers have rapidly increased. In the past year, the Company has partnered with Lazada to provide online sales. In addition, it has expanded its outlets under ICC direct management in the Specialty Store model, to enhance sales potential in addition to the sales channel in major department stores nationwide.

4. Risks Relating to Changing Customer Behavior

Risks from changing customer behavior derive from the pace of such change being so rapid that products cannot keep up.

- Preventive measures

1. The Company focused on developing product diversity in response to the quick pace of change in consumer demand, as well as its efforts to expand the market base to reach out to potential customers who may not have ever used certain types of cosmetics or other categories of products before, and to encourage those who are regular customers to use the products more frequently.

2. The Company also focused on research into consumer behavior on a consistent and continuous basis by organizing focus groups to which customer groups are invited to attend small seminars, so that the information derived from all aspects of their views can be used for further product development and creation of new products which better respond to customer demand and are best suited to consumer behavior in all age groups and all lifestyles, both in terms of function and fashion.

3. The Company increased its communications channels to promote better understanding among customers of all ages and lifestyles by expanding its online communications in accordance with changing media consumption behavior. Furthermore, the Company also added to its online sales channels, for example, via eThailandBEST.COM and Lazada websites, in order to offer additional options for customers to purchase products.

4. The Company is dedicated to creating quality products at appropriate pricing in more targeted response to specific consumer groups, thus building positive impressions in their hearts and minds. At the same time, the Company also continuously generated measures to stimulate the market by capturing the interest and attention of target consumer groups in its effort to maintain and expand its customer base, including adoption of a strong Customer Relationship Management system in the form of His and Her Membership.

5. Risk from the Government Sector's Free Trade Policy

The Government's free trade policy advocates 0 tariff in compliance with the ASEAN Free Trade Agreement of which cosmetics is also covered, rendering Thai companies having to ensure their preparedness, including adjustment in capital costs based on the required standard. Such development has resulted in fierce market competition although the impact on the Company should not be much since the tariff base for the import of cosmetics is currently at 5%. Moreover, the Company is at an advantage in terms of its production technology.

6. Obsolete Inventories

The Company engages in the business of selling a wide range of fashion products whose popularity among consumers may change rapidly with fashion trends. In the Year 2017, the Company's inventory was in the total amount of 3,426.79 Million Baht, or equivalent to 49.64% of Current Assets and 14.72% of Total Assets, with inventory turnover cycle rate of 163 days which presented a risk of unsold products becoming outdated and classified as obsolete inventories, thereby resulting in additional administration costs, as well as possibly requiring allowance for obsolete or impaired inventories which would cause the Company's net profit and liquidity to decline.

The Company maintained its policy to decrease inventories, accelerate sales promotion of unsold products, use application of effective information technology systems in analyzing sales information and customers' demand in each sales channel resulting in the continual decrease of inventories in the Year 2017 in the amount of 260.93 Million Baht, or equivalent to 7.08% of total inventories of the previous year.

7. Investments

The Company has invested in a total of 120 affiliated and other companies, of which its equity does not exceed 50% of the total registered capital (of each company), mainly being cross-holding or reverse-holding of shares within the affiliated companies. The Company has no management control over such aforesaid companies, each being under direct control and management of their respective Board of Directors. In addition, there are 4 subsidiaries of which the Company's shareholding exceeds 50% of total registered capital. The number of subsidiaries increased by one company (as per Notes to the financial statements page 170)

Nevertheless, the investment management and decision is in the nature of joint ventures in related businesses or mutual benefits and interests, as well as diversification of risks.

The Company receives returns on investment in the form of dividend. In case of any loss suffered by these invested companies, the Company would post allowance for diminution in value of investments in the Company's statements of income. As such, the aforesaid shareholding structure does not affect recognition of revenue sharing of the Company as represented in the Financial Statement.

The Company has investment risk preventive measures by appointing persons in the invested companies or in the related business of such invested companies, as the central point for monitoring and reviewing the financial statements and business situation of such invested companies. The appointed coordinator should report to the Company and Shareholders on an annual basis and immediately inform stakeholders in case of abnormal developments or crisis in order that joint efforts can be made to achieve remediation. Moreover, the meetings of the Board of Directors and the Executive Board would regularly review the financial performance of each invested companies, focusing on those suffering loss to address the problems and take corrective action to resolve any losses and achieve sustainable profits.

8. Loans and Guaranties

As at 31 December 2017, the Company has provided fixed-term loans to a total of 4 joint venture companies, in the amount of 255.70 Million Baht. Compared to loans in 2016 which amounted to 339.50 Million Baht, this was a decrease of 83.80 Million Baht due to loan repayment.

As at 31 December 2017, the Company provided loan guarantees to 12 joint venture companies totaling 333.08 Million Baht, compared to 259.17 Million Baht in 2016, an increase from the previous year by 73.91 Million Baht, which resulted from the decrease of loan guarantees to 2 companies amounting to 19.00 Million Baht, increase of guaranteed amount to 1 company of 17.29 Million Baht, and provision of loan guarantee to 1 additional company in the amount of 75.62 Million Baht of which the borrower is engaged in the real estate development business and the transaction aligned with obligations under the joint venture agreement in proportion to the Company's equity.

1. Name, Head office address, Telephone, Fax, Website, E-mail, Registered No., Type of business, Number and type of total paid-up shares of the company

Name : I.C.C. International Public Company Limited
 Head office address : 530 Soi Sathupradit 58, Bangpongpan, Yannawa, Bangkok 10120
 Tel. (662) 293-9000, (662) 293-9300 Fax. (662) 294-3024
 Website : <http://www.icc.co.th>
 E-mail : webmaster@icc.co.th
 Registered No. : 0107537001374
 Type of business : Commercial
 Number and type of total paid-up shares

Type	Number of Shares	Par value
Common Stock	290,633,730	1 Baht

Name, Head office address, Type of business, Number and type of total paid-up shares of the affiliated companies :

-None-

2. Name, Office address, Telephone and Fax of other reference persons :

Registrar : Thailand Securities Depository Co., Ltd.
 93 fl.14 Ratchadaphisek Road, Dindaeng, Bangkok 10400
 Tel. (662) 009-9000
 Fax. (662) 009-9992
 Certified Public : 1. Mr. Ekkasit Chuthamsatid
 Accountant : 2. Miss Nittaya Chetchotiros
 3. Miss Napaporn Sathitthammaporn
 C.P.A. (THAILAND) Reg. No. 4195, 4439 and 7494
 KPMG Phoomchai Audit Ltd.
 Empire Tower, 50th - 51st Floors, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120
 Tel. (662) 677-2000 Fax. (662) 677-2222
 Legal Advisor : Mr. Vira Ua-Arak
 Vira Law Office Co., Ltd.
 548/14-15 Soi Sathupradit 58 Yaek 18, Bangpongpan, Yannawa, Bangkok 10120
 Tel. (662) 683-8023 Fax. (662) 683-8843

3. Other Significant Information : -None-

4) Investment in other companies or private companies with the company holding more than 10 % of the total paid-up shares as of Dec 31,2017

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
Distribution Companies							
1. SAHAPATHANAPIBUL	Bangkok	Consumer Products	Common Share	330,000,000	33,630,158	1,757,175,755.50	10.19
					(market price as of Dec 31, 2017)		
2. O.C.C.	Bangkok	Distributor	Common Share	60,000,000	11,839,980	189,439,680.00	19.73
					(market price as of Dec 31, 2017)		
*3. INTERNATIONAL COMMERCIAL COORDINATION (HK)	Hong Kong	Distributor	Common Share	50,000	9,500	4,109,700.00	19.00
4. BETTER WAY (THAILAND)	Bangkok	Direct Sale	Common Share	10,000,000	1,648,375	104,314,361.65	16.48
5. FAIRYLAND DEPARTMENT STORE	Nakornsawan	Department Store	Common Share	1,000,000	106,200	15,930,000.00	10.62
6. U C C UESHIMA COFFEE (THAILAND)	Bangkok	UCC Coffee Shop and Wholesaler of instant Coffee and Office Coffee	Common Share	150,000	15,000	1,500,000.00	10.00
7. E.P.F.	Bangkok	Distributor, Retailer	Common Share	65,000	6,500	390,000.00	10.00
8. KAI I.T. SERVICE	Bangkok	Assembling and Selling Computer	Common Share	400,000	40,000	1,125,600.00	10.00
*9. KYOSHUN	Japan	Import pickled ginger from Thailand and export Japanese food to Thailand	Common Share	600	115	2,088,400.00	19.17
10. MORGAN DE TOI (THAILAND)	Bangkok	Distributor of men's and women's apparels and leather products under the brand "MORGAN"	Common Share	400,000	48,000	4,800,000.00	12.00

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
11. DAISO SANGYO	Bangkok	One-price retail	Common Share	28,000,000	3,249,474	32,494,740.00	11.61
(THAILAND)		business					
		of consumer					
		products					
12. SHISEIDO	Bangkok	Beauty salon and	Common Share	7,000,000	1,050,000	10,500,000.00	15.00
PROFESSIONAL		spa including					
(THAILAND)		import and export					
		of cosmetic products					
13. TSURUHA	Bangkok	Retail store, sale	Common Share	250,000	37,500	60,000,000.00	15.00
(THAILAND)		health and beauty					
		products, other					
		consumer products					
14. SHOP GLOBAL	Bangkok	TV Shopping	Common Share	6,300,000	1,890,000	189,000,000.00	30.00
(THAILAND)		(sale products via					
		Satellite TV)					
*15. AMIS DU MONDE	Bangkok	Trading products in	Common Share	120,000	98,300	40,957,040.15	81.92
		France and abroad					
		including import					
		and export					
*16. CANCHANA	Cambodia	Distribution of	Common Share	1,000	600	13,825,570.00	60.00
INTERNATIONAL		products					
Total				443,736,600	53,669,702	2,427,650,847.30	

Remarks : * Investment in other countries

4) Investment in other companies or private companies with the company holding more than 10 % of the total paid-up shares as of Dec 31,2017 (Cont.)

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
Manufacturing Companies							
1. TEXTILE PRESTIGE	Bangkok	Embroidered Lace	Common Share	108,000,000	11,261,720	209,467,992.00	10.43
					(market price as of Dec 31, 2017)		
2. S & J INTERNATIONAL ENTERPRISES	Bangkok	Cosmetics	Common Share	149,930,828	21,897,781	472,992,069.60	14.61
					(market price as of Dec 31, 2017)		
3. THANULUX	Bangkok	Leather Products & Accessories	Common Share	120,000,000	13,307,040	276,786,432.00	11.09
					(market price as of Dec 31, 2017)		
4. SAHACOGEN (CHONBURI)	Cholburi	Power Plant	Common Share	955,000,000	107,932,960	520,236,867.20	11.30
					(market price as of Dec 31, 2017)		
5. LION CORPORATION (THAILAND)	Bangkok	Detergent	Common Share	3,000,000	360,000	36,000,000.00	12.00
6. RAJA UCHINO	Bangkok	Towels	Common Share	1,215,000	165,150	16,322,496.00	13.59
7. CHAMP ACE	Bangkok	Garment	Common Share	400,000	50,000	5,000,000.00	12.50
8. T.U.C. ELASTIC	Bangkok	Elastic Bands	Common Share	1,600,000	192,000	18,200,000.00	12.00
9. H & B INTERTEX	Bangkok	Soft and Plush Toys	Common Share	400,000	76,000	7,600,000.00	19.00
10. INTERNATIONAL LEATHER FASHION	Bangkok	Leather Shoes	Common Share	500,000	140,000	21,727,300.00	28.00
11. TOTAL WAY IMAGE	Bangkok	Leather Goods	Common Share	200,000	20,000	2,000,000.00	10.00
12. TOP TREND MANUFACTURING	Cholburi	Plastic Packaging	Common Share	1,200,000	216,000	43,200,000.00	18.00
13. GENERAL GLASS	Cholburi	Glass Packaging	Common Share	14,500,000	2,827,500	42,979,330.00	19.50
14. THAI TAKAYA	Bangkok	Jean Trousers	Common Share	300,000	30,000	3,000,000.00	10.00
15. SSDC (TIGERTEX)	Prachinburi	Bleaching & Dyeing	Common Share	32,400,000	6,345,520	33,135,122.78	19.58
16. THAI ARAI	Cholburi	Automobile Parts	Common Share	1,260,000	135,450	14,162,504.36	10.75
17. THAI SPORTS GARMENT	Bangkok	Garment	Common Share	100,000	12,000	1,200,000.00	12.00
18. THAI GUNZE	Prachinbur	Knit Wear	Common Share	1,800,000	288,000	28,800,000.00	16.00
19. THAI CUBIC TECHNOLOGY	Cholburi	Surface Decorating Service	Common Share	400,000	76,000	7,600,000.00	19.00
20. KEWPIE (THAILAND)	Bangkok	Food	Common Share	2,600,000	280,000	27,273,400.00	10.77
21. THAI SHIKIBO	Bangkok	Textile (Spinning)	Common Share	2,375,000	278,900	26,539,112.00	11.74

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
22. THAI TAKEDA LACE	Bangkok	Lace	Common Share	1,270,000	162,000	20,482,860.00	12.76
23. THAI SUN FOODS	Bangkok	Producing and	Common Share	5,000,000	950,000	9,500,000.00	19.00
		Trading Fruit Juice					
		"Greenmate"					
		and Distribution of					
		"Homey" Biscuits					
24. INTERNATIONAL	Bangkok	Cosmetics	Common Share	12,000,000	2,347,200	313,089,800.00	19.56
LABORATORIES							
25. BANGKOK TOKYO	Cholburi	Socks Manufacturing	Common Share	1,432,200	280,000	24,250,000.00	19.55
SOCKS		and Export					
26. ERAWAN TEXTILE	Samutprakarn	Producing and	Common Share	6,214,634	1,019,978	115,714,662.91	16.41
		weaving threads					
		from cotton and					
		polyester T/C					
27. THAI ITOKIN	Bangkok	Ladies' wear	Common Share	1,400,000	814,250	80,101,152.00	58.16
28. SAHA NAM TEXTILE	Bangkok	Elastic yarn,	Common Share	360,000	64,800	3,123,864.00	18.00
		twisted and					
		texturized yarn					
Total				1,424,857,662	171,530,249	2,380,484,964.85	

4) Investment in other companies or private companies with the company holding more than 10 % of the total paid-up shares as of Dec 31,2017 (Cont.)

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
Service Companies and Others							
1. FAR EAST DDB	Bangkok	Advertising	Common Share	7,500,000	797,800	169,133,600.00	10.64
					(market price as of Dec 31, 2017)		
2. PAN ASIA	Cholburi	Investment	Common Share	540,000,000	102,112,778	155,211,422.56	18.91
FOOTWEAR					(market price as of Dec 31, 2017)		
3. SAHA	Bangkok	Industrial Estate	Common Share	1,800,000	225,000	22,500,000.00	12.50
RATTANANAKORN							
4. SAHA	Bangkok	Industrial Park	Common Share	1,250,000	237,500	1,484,375.00	19.00
UBOLNAKORN							
5. K. COMMERCIAL	Bangkok	Construction	Common Share	500,000	72,500	25,344,590.25	14.50
AND CONSTRUCTION							
6. SAHAPAT REAL	Bangkok	Real Estate	Common Share	36,000,000	7,164,000	82,087,500.00	19.90
ESTATE		Development					
7. WORLDCLASS	Bangkok	Car Rent	Common Share	1,000,000	211,111	19,792,935.73	25.00
RENT A CAR			Preferred Share	2,800,000	738,889	73,888,900.00	
8. D F INTER	Bangkok	Made-to-Order	Common Share	50,000	9,500	1,060,200.00	19.00
		Furniture					
9. THAI FLYING	Bangkok	Aircraft and Helicopter	Common Share	20,000	3,000	300,000.00	15.00
MAINTENANCE		Maintenance Service					
10. LAEM CHA-BANG	Cholburi	Warehouse	Common Share	50,000	9,500	1,013,650.00	19.00
WAREHOUSE							
11. UNITED UTILITIES	Bangkok	Real Estate	Common Share	3,500,000	649,457	72,315,002.82	18.56
12. TREASURE HILL	Cholburi	Golf Course	Common Share	2,000,000	240,000	16,178,000.00	12.00
13. PAN LAND	Cholburi	Land Development	Common Share	3,000,000	500,000	49,367,900.00	16.67
14. TIGER DISTRIBUTION	Bangkok	Distribution and	Common Share	2,000,000	398,000	6,982,399.12	19.90
& LOGISTICS		Logistics					
15. WASEDA	Bangkok	Institute of Japanese	Common Share	219,520	23,520	3,360,000.00	10.71
EDUCATION		Language and					
(THAILAND)		Cultural Studies					
16. OTSUKA SAHA	Bangkok	Consultant on	Common Share	800,000	130,666	13,066,600.00	16.33
ASIA RESEARCH		production research					
		and development					
17. THAI SECOM	Bangkok	Security	Common Share	3,788,572	966,282	196,982,375.50	25.50
SECURITY			Preferred Share	766	-	-	

Companies	Location	Type of Business	Type of Shares	No. of Total Paid-up Shares	No. of Shares Held	Investment amount (฿)	Percentage of Shares holding
18. ISSARA UNITED	Bangkok	Property Developmen	Common Share	3,000,000	749,997	74,999,700.00	25.00
19. BOON	Bangkok	Investment	Common Share	34,300,000	10,975,999	109,759,990.00	32.00
CAPITALHOLDING							
20. WBRE	Bangkok	Real Estate	Common Share	500,000	499,997	49,999,700.00	100.00
20. BNC REAL ESTATE	Bangkok	Real Estate	Common Share	2,400,000	400,000	40,000,000.00	16.67
*22. NANAN CAMBO	Cambodia	Real Estate	Common Share	1,000	490	6,475,840.00	49.00
SOLUTION		Investment					
23. SAHA TOKYU	Cholburi	Real Estate	Common Share	332,000	39,840	39,840,000.00	12.00
CORPORATION							
*24. TIGER MK	Myanmar	Logistics Service	Common Share	30,000	5,400	1,786,320.00	18.00
LOGISTICS							
(MYANMAR)							
25. ISSARA UNITED	Bangkok	Hotel	Common Share	3,600,000	899,997	89,999,700.00	25.00
DEVELOPMENT							
Total				650,441,858	128,061,223	1,321,922,700.98	
Grand Total				2,519,036,120	353,261,174	6,130,058,513.13	
Less : Provision for loss from impairment of investment						480,905,505.88	

Net

2,519,036,120

353,261,174

5,649,153,007.25

Remarks : * Investment in other countries

(Million baht)

Transactions	DETAILS	2017	2016	2015
Net revenues	Deriving from	13,486.32	13,465.95	12,924.07
	• sales	12,446.98	12,615.38	12,342.82
	• dividends	469.66	526.68	378.45
	• gain from disposal of assets	82.48	35.18	0.59
	• gain from disposal on investment	242.62	-	-
	• interest income	20.10	20.35	15.83
	• recovery of doubtful debt	-	-	0.14
	• other revenues	195.75	217.23	141.58
	• gain from impairment of investments	28.73	51.13	44.66
Net profit	After deducting	846.99	936.25	702.71
	• cost of sales	7,861.12	7,851.00	7,640.91
	• selling and administrative expenses	4,663.88	4,493.34	4,468.58
	• loss from impairment of investments	26.23	89.01	5.47
	• loss of investment in associates	-	-	-
	Total expenses	12,551.23	12,433.35	12,114.95
	• finance costs	1.61	1.86	0.94
	• corporate income tax	86.49	94.49	105.46
	equity attributable to owners of the equity			
	• owners of the equity	846.48	936.28	703.19
	• nons-controlling interest	0.51	(0.02)	(0.48)
Total assets	Consisting of	23,280.16	20,198.92	18,565.16
	• current assets	6,902.91	7,190.41	6,891.97
	• non - current assets	16,377.25	13,008.51	11,673.20
Current assets	Consisting of	6,902.91	7,190.41	6,891.97
	• cash and cash equivalents	911.10	1,175.49	589.82
	• trade accounts receivable	1,914.38	1,550.81	1,733.46
	• short-term loans to related parties	30.00	165.00	120.00
	• inventories	3,426.79	3,687.72	3,820.45
	• other current assets	620.64	611.39	628.23
Non-current assets	Consisting of	16,377.25	13,008.51	11,673.20
	• restricted deposits at financial institution	2.95	2.95	2.95
	• long-term loans to related parties	60.00	-	-
	• long-term loans given to employee	2.26	1.39	3.00
	• available-for-sale investments	9,068.04	6,586.04	5,515.59
	• investment in associated companies - Equity method	826.91	695.81	412.61
	• other long-term investments	2,261.06	1,685.60	1,855.33
	• investment properties	1,031.77	979.43	936.19
	• property, plant & equipment	2,874.17	2,810.34	2,623.08
	• intangible assets	31.80	23.89	23.53
	• leasehold	18.64	23.22	27.93
	• goodwill	-	-	66.41
	• other non - current assets	199.65	199.84	206.56

(Million baht)

Transactions	DETAILS	2017	2016	2015
Property, plant& equipment	Consisting of	2,874.17	2,810.34	2,623.08
	• land	1,988.36	1,964.81	1,892.66
	• building and improvements	838.29	803.15	790.49
	• office equipment and vehicles	1,287.26	1,209.06	1,050.28
	• furniture and fixtures	1,198.11	1,097.44	1,010.03
	• assets under construction and installation	40.07	40.46	39.02
	• accumulated depreciation	(2,477.92)	(2,304.58)	(2,159.40)
Current liabilities	Consisting of	2,013.87	2,007.57	2,022.54
	• short-term loans from financial institution	30.00	20.00	30.00
	• trade accounts payable	1,311.45	1,328.34	1,188.72
	• others payable	627.64	608.85	796.95
	• Income tax payable	44.78	50.38	6.87
Non - current liabilities	Consisting of	1,355.64	811.84	556.84
	• deferred tax liabilities	734.45	232.41	30.72
	• employee benefit obligations	577.74	532.59	482.04
	• other non-current liabilities	43.45	46.85	44.07
Equity	Consisting of	19,910.64	17,379.51	15,985.79
	• capital	290.63	290.63	290.63
	• premium on ordinary shares	1,487.14	1,487.14	1,487.14
	• premium on treasury stock	51.43	51.43	51.43
	• legal reserve	50.00	50.00	50.00
	• general reserve	1,789.31	1,706.71	1,638.87
	• unappropriated retained earnings	10,438.35	10,008.71	9,445.44
	• others components of equity	5,804.06	3,801.03	3,038.37
	• owners of the equity	19,910.94	17,395.65	16,001.88
	• non-controlling interests	(0.29)	(16.14)	(16.09)
Cash flow cycle	The Company's cash flow cycle	152.20	159.51	169.77
	commences with the purchase and resale of			
	merchandise and ending with the collection of cash			
	resulting from			
	• collection period	49.14	45.08	48.46
	• inventories coverage	162.90	172.14	181.00
Total employees	<u>deducted</u> payment period	60.44	57.71	59.69
	Consisting of	6,760	7,002	7,100
	• counter sales force	4,801	5,042	5,204
	• office work force	1,959	1,960	1,896
Net revenues per capital		1,990.77	1,915.86	1,814.00
Net profit per capital		125.22	133.72	99.04

A Unit shows number of days

B Unit shows number of employees

C Unit shows thousand baht per headcount

Transactions	2017	%	2016	%	2015	%
Operating results						
Revenues	13,457,587	100.00	13,414,820	100.00	12,924,068	100.00
• from sales	12,446,980	92.49	12,615,379	94.04	12,342,816	95.50
• from other income	1,010,607	7.51	799,441	5.96	581,252	4.50
Gross profit	4,585,864	34.08	4,764,378	35.52	4,701,910	36.38
Expenses	12,551,227	93.27	12,433,346	92.68	12,115,898	93.75
Profit before income tax and finance cost	935,090	6.95	1,032,607	7.70	809,115	6.26
Profit before income tax	933,478	6.94	1,030,751	7.68	808,170	6.25
Net profit	846,477	6.29	936,278	6.98	703,195	5.44
* Income per capital (baht/headcount)	1,990,767		1,915,855		1,814,001	
* Net profit per capital (baht/headcount)	125,218		133,716		99,041	
* Interest coverage (times)	578		555		855	
* Degree of financial leverage (times)	1.00		1.00		1.00	
Financial position						
Current assets	6,902,912	29.65	7,190,407	35.60	6,891,968	37.12
Investments	12,156,004	55.22	8,967,447	44.40	7,783,542	41.93
Fixed assets	3,905,939	16.78	3,789,775	18.76	3,559,268	19.17
Other assets	252,354	1.08	251,293	1.24	263,976	1.42
Goodwill	-	-	-	-	66,409	0.36
Total assets	23,208,157	100.00	20,198,922	100.00	18,565,163	100.00
Current liabilities	2,013,869	8.65	2,007,569	9.94	2,022,536	10.89
Other liabilities	1,355,643	5.82	811,839	4.02	556,837	3.00
Equity	19,910,645	85.53	17,379,514	86.04	15,985,791	86.11
* Number of shares	290,634		290,634		290,634	
*Par value per share	1.00		1.00		1.00	
Financial ratios						
* Current ratio (times)	3.43		3.58		3.41	
* Quick ratio (times)	1.40		1.36		1.15	
* Debt-equity ratio (times)	0.17		0.16		0.16	
* Inventory coverage (days)	162.90		172.14		181.00	
* Collection period (days)	49.14		45.08		48.46	
* Operating cycle days (days)	151.60		159.51		169.77	
* Return on total revenues (%)	6.29		6.98		5.46	
* Return on equity (%)	4.54		5.61		4.43	
* Return on total assets (%)	3.89		4.83		3.80	
* Earnings per share (baht)	2.91		3.22		2.42	
** Dividend per share (baht)	1.10		1.15		1.05	
** Dividend payout ratio (%)	40.04		40.49		45.06	
* Book value per share (baht)	68.51		59.85		55.06	

2014	%	2013	%	2012	%	2011	%
12,562,824	100.00	13,933,301	100.00	14,405,599	100.00	13,373,186	100.00
12,033,001	95.78	13,328,678	95.66	13,677,439	94.95	12,825,315	95.90
529,823	4.22	604,623	4.34	728,120	5.05	547,871	4.10
4,597,530	36.60	5,155,542	37.00	5,252,197	36.46	4,719,459	35.29
11,960,780	95.21	13,134,891	94.27	13,147,333	91.27	12,288,244	91.89
602,045	4.79	805,799	5.78	1,263,268	8.77	1,084,942	8.11
602,044	4.79	798,410	5.73	1,258,226	8.73	1,084,942	8.11
545,186	4.34	684,547	4.91	1,050,435	7.29	857,549	6.41
1,778,177		1,793,910		1,806,566		1,738,810	
77,167		88,135		131,733		111,500	
662,314		107		249		N.M.	
1.00		1.01		1.00		1.00	
6,918,605	37.43	6,786,075	38.08	7,413,757	38.47	6,829,562	41.01
7,836,406	42.39	7,414,730	41.61	8,384,910	43.51	6,396,579	38.41
3,513,996	19.01	3,389,154	19.02	3,308,704	17.17	3,177,766	19.08
216,999	1.17	230,301	1.29	164,440	0.85	129,484	0.78
-	-	-	-	-	-	-	-
18,486,006	100.00	17,820,260	100.00	19,271,811	100.00	16,655,396	100.00
2,119,235	11.46	1,983,799	11.13	2,751,950	14.28	2,408,190	14.46
624,529	3.38	545,792	3.06	652,915	3.39	416,898	2.50
15,742,242	85.16	15,290,669	85.80	15,866,946	82.33	13,830,308	83.04
290,634		290,634		290,634		290,634	
1.00		1.00		1.00		1.00	
3.26		3.42		2.69		2.84	
1.07		1.02		0.81		0.99	
0.17		0.17		0.21		0.20	
192.76		189.13		176.30		152.56	
53.10		53.47		52.20		51.14	
183.38		183.58		165.08		140.47	
4.34		4.91		7.29		6.41	
3.51		4.39		7.07		6.40	
3.00		3.69		5.85		5.40	
1.88		2.36		3.61		2.95	
1.05		1.20		1.25		1.10	
47.95		48.31		34.58		45.61	
54.17		52.61		54.59		47.59	

Unit : In thousands of Baht except percentages in parentheses and transactions with an asterisk *

The information from the separate financial statement **

Distribution of Shareownership

Based on the number of shares held in succeeding periods

Period	2017		2016	
	No. of shareowners	%	No. of shareowners	%
1 - 50	252	17.71	252	17.63
51 - 100	242	17.01	242	16.94
101 - 500	407	28.60	407	28.48
501 - 1,000	97	6.82	98	6.86
1,001 - 3,000	123	8.64	123	8.61
3,001 - 5,000	54	3.79	54	3.78
5,001 - Upward	248	17.43	253	17.70
Total	1,423	100.00	1,429	100.00

Distribution of Shareownership

Based on different categories of shareowners

Categories	2017		2016	
	No. of shares	%	No. of shares	%
Limited companies and limited public companies	87,000,690	29.93	86,993,090	29.93
Commercial banks and financial institutions	16,980	0.01	16,980	0.01
General public	49,489,183	17.03	49,512,413	17.03
Company employees	15,259,285	5.25	15,259,285	5.25
Thailand Securities Depository Company Limited				
- For local depositors	135,698,762	46.69	135,662,352	46.68
- For foreign depositors	3,168,830	1.09	3,189,610	1.10
Total	290,633,730	100.00	290,633,730	100.00

Top ten major shareowners as of the closing date on March 17th 2017 (shareowner categories being sorted in accordance with in Section 258)

No.	Name	No. of Shares	%
1.	*Saha Pathana Inter-Holding Plc.	65,353,640	22.49
2.	*I.D.F. Co., Ltd.	27,710,410	9.53
3.	Mr. Weerapat Punsak-udomsin	25,937,940	8.93
4.	*Saha Pathanapibul Plc.	24,777,100	8.53
5.	*Thai Wacoal Plc.	11,097,070	3.82
6.	U.B. Chemical Industries Co., Ltd.	10,667,400	3.67
7.	Uniwealth Co., Ltd.	10,154,050	3.49
8.	*Thanulux Plc.	10,006,070	3.44
9.	Universe Beauty Co., Ltd.	9,953,920	3.42
10.	Mr. Boonsithi Chokwatana	6,558,940	2.26
Total		203,107,860	69.58

- Notes:**
- Investors can view the top ten major shareowners' information on the closing date from the company website (<http://www.icc.co.th>) before the annual general shareowners' meeting.
 - *Shareowners of Saha Group
 - Major shareowners of I.D.F. Co., Ltd. As follows.

No.	Name	No. of Shares	%
1.	Sinparadorn Co., Ltd.	43,150	47.94
2.	Saha Pathanapibul Plc.	17,644	19.60
3.	Watsadoramai Co., Ltd.	11,250	12.50
4.	I.C.C. International Plc.	8,100	9.00
	Total	80,144	89.05
	Other shareowners'	9,856	10.95
Total		90,000	100.00

Dividend Payment Policy

- Company

The company has determined to maintain the dividend payment to shareowners at the ratio of 0.20 Baht per share per annum (equivalent to 20% of per value), depending mainly on corporate performance and current economy.

- Subsidiaries

- None -

Data of Dividend Payment

	* Year 2017 pay Year 2018	Year 2016 pay Year 2017	Year 2015 Pay Year 2016	Year 2014 pay Year 2015	** Year 2013 Pay Year 2014
Earning per share (baht)	2.75	2.84	2.33	2.19	2.48
Dividend per share (baht)	1.10	1.15	1.05	1.05	1.20
Payout ratio (%)	40.04	40.49	45.06	47.95	48.39

Remark : * The Board of directors' Meeting has resolved to pay dividend Baht 1.10 per share and to submit this agenda for approval at the General Shareowners' Meeting to be held on April 23, 2018

** Financial ratio calculation in 2013 has been adjusted for comparison with the 2013 financial ratio. This was due to the adoption of revised TFRS, the Company has changed its accounting policies which are effective for financial statement beginning on January 1, 2013

1. Operation Overview

In the year 2017, Thailand's economy grew by approximately 3.5% resulting from the increase in exports. Large-scale economies such as the United States (US), European Union (EU) and Japan showed signs of recovery for the first time in several years, contributing to 8.9% of growth in Thailand's exports during first eight months of last year, led by agricultural products, food & beverage, and electronic parts. Export continuously expanded and tourism still had a positive trend with more tourists visiting Thailand than the previous year. However, household purchasing power, did not improve at the same rate as purchasing power from overseas, although spending among high - income earners was quite good as reflected from sales revenue of durable goods, especially passenger cars which had high rate of growth, spending among low and middle - income earners remained quiet as evident from the decline in spending in categories of food and beverage due to the trend of decreasing farmer's income, reluctance to increase or create new debts as household debts in Thailand remained relatively high, combined with changing measures and requirements relating to credit card and personal loan repayment in accordance with the new income structure which came into effect from Q3/2017 onwards.

From this slight economic growth, domestic competition continued to rise coupled with rapidly changing consumer spending behavior, resulting the Company having to accelerate the expansion of its distribution channels, especially online channels, allocating higher budget for marketing expenditure in researching consumer behavior, expanding its customer base, producing advertisements and arranging sales promotion activities and accelerating reduction of inventory.

In 2017, the Company and subsidiaries had revenue from sales amounting to THB 12,446.98 million, decreasing by THB 168.40 million or 1.33% compared with 2016 and had net profit of THB 846.99 million, decreasing by THB 90.33 or 9.53% compared with 2016. Cost of goods sold was THB 7,861.12 million, increasing by THB 10.12 million or 0.13% compared with 2016. Sales and administrative expenses amounted to THB 4,690.11 million, increasing by THB 107.77 million or 2.35% compared with 2016. The Company's lower profit was due to increasing marketing expenditure in providing increasing knowledge and awareness of products to consumers, costs for additional sales locations and arranging more sales promotion activities, including to accelerate sale of slow-moving products, leading to less profit for the Company.

The popularity of smart phones allowed for more access easy and rapid individual communication and response (One to One). The Company developed a mobile application "ICCAPP" in response to consumer needs for using smart phone, both for IOS and Android, to provide highest value to consumers. Connecting participation of online consumers to store-front sales generated new experience with products, brands and sales promotion activities. Consumers were able to be acknowledged and aware of any values such as lists of sales promotion, news on any products and brands covering areas across the country. Consumers were able to collect points from participating in activities and additional spending to redeem gifts or receive discount and other values from the Company. The application also enables users to conveniently and speedily share a content of activity to other consumers.

The Company still aimed to create online sales channels which provide speed and value in shopping experience at www.ethailandbest.com with speedy convenience in using mobile devices for their shopping pleasure, connecting purchase order to warehouse, facilitating transportation and providing advice via "Call Center Service" to create positive impression and satisfaction of among consumers. Furthermore, the Company engages with alliances as Web Partner with LAZADA, having a number of consumer database, to expand online sales channel, enabling the Company to engage with more new consumers

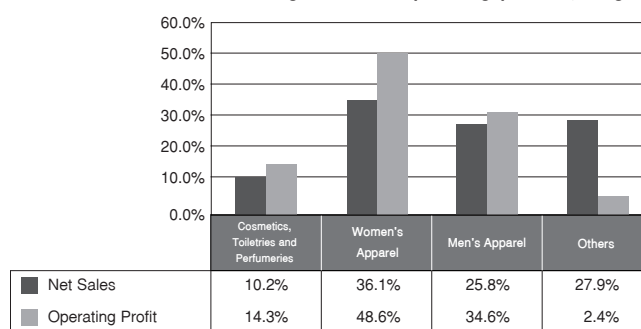
In the Year 2017, the Company invested in a total of 4 subsidiary companies as follows;

- 1) W B R E CO., LTD.: conducting real estate business in establishing Town House Project at Sriracha, near Sahaphat Group Industrial Estate, to expand new business channel for the Company.
- 2) Amis Du Monde SARL (in France): which had a shop in the Champs Elysees area, leading shopping center of France, to bring the "BSC" brand into overseas markets as an international brand under BSC International initially operating as apparel brand. The Board of Directors' Meeting No.6/2016 held on 14 October 2016, considered and approved the winding-up of this operation due to continuous losses. The Company held 98,300 shares in Amis Du Monde SARL or 81.92% of registered capital at par value of EURO 10.00 amounting to EURO 980,000.00 or THB 40.96 million. The Company set aside an impairment of investment amounting to THB 40.96 million. In 2018, the Company is in the process of terminating operation and liquidation based on procedures under French Law.
- 3) Thai Itokin Co., Ltd.: being a manufacturer and distributor of readymade clothes and an important supply chain of the Company. Thai Itokin Co., Ltd. was licensed for the production and distribution of the brand on behalf of the Company including producing uniform clothes, producing products for domestic distribution and export to overseas markets. In this regard, the Company aimed to ensure that Thai Itokin Co., Ltd. continuously conduct business and achieve good operating result for the Company to obtain benefit in terms of dividend.
- 4) Canchana International Co., Ltd.: formerly, 400 shares or 40% of registered capital was held by the Company, with par value at USD 500 each amounting to USD 200,000.00 or THB 6,474,860.00. The Company additionally purchased shares of Canchana International Co., Ltd. from Saha Pathana Inter Holding PCL on 30 November 2017 amounting to 200 shares or 20% of registered capital

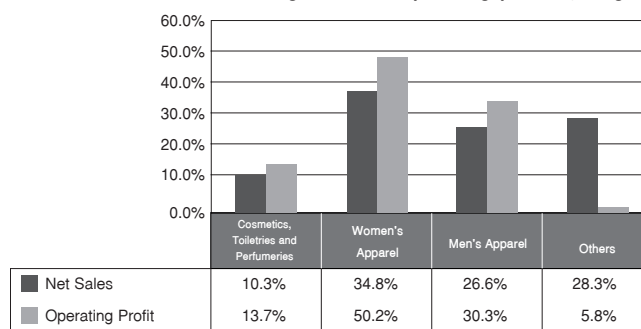
at the price of USD 1,020.861 each (based on Book Value on 31 December 2016), amounting to a total of USD 204,172.20 or THB 7,350,710.00. Therefore, the Company's equity in Canchana International Co., Ltd. came to 600 shares or 60.00% of registered capital, rendering Canchana International Co., Ltd. to become subsidiary of the Company. Purposes for share purchase were to increase the Company's equity proportion since it is a supply chain in product distribution of the Company in the Kingdom of Cambodia, and to give the Company management control for the purpose of increasing operating results and receiving higher benefit in the form of dividend.

2. Performance and Profitability

Proportion of revenue from sale of goods and operating profit by segment 2017



Proportion of revenue from sale of goods and operating profit by segment 2016



Revenue from Sales

In 2017, the Company had revenue from sales amounting to THB 12,446.98 million, decreasing by THB 168.40 million or 1.33% compared with revenue from sales amounting to THB 12,615.38 million in 2016.

Revenue of the Company and subsidiaries comprised 3 main categories, namely cosmetics and fragrances, women's apparel and men's apparel. The details of revenue and profit in each category, compared between the years 2017 and 2016 are as follows;

(Unit : Million Baht)

Product Lines	Net Sales		%	Operating Profit		%
	2017	2016		2017	2016	
Cosmetics and Perfumeries	1,273.62	1,299.79	(2.01)	121.74	171.76	(29.12)
Women's Apparel	4,491.63	4,388.00	2.36	412.95	628.53	(34.30)
Men's Apparel	3,211.01	3,356.02	(4.32)	293.79	379.71	(22.63)
Others	3,470.71	3,571.57	(2.82)	20.56	72.36	(71.59)
Total	12,446.98	12,615.38	(1.33)	849.04	1,252.36	(32.20)

Cosmetics and Perfumeries

In 2017, the Company had revenue from cosmetics and fragrances amounting to THB 1,273.62 million, decreasing by THB 26.17 million or 2.01% compared with 2016 and posted profit from the operation in this category in 2017 amounting to THB 121.74 million, down by THB 50.02 million or 29.12% due to;

- Increasing competition with leading brand name products from overseas and the increase of small and medium enterprises
- Increasing budget of the Company to create consumer awareness, expand customer base, maintaining current customer base and costs for sales promotion activities.
- Changing consumer behavior to do their shopping online

Women's Apparel

In 2017, the Company and subsidiaries had revenue from women's apparel amounting to THB 4,491.63 million, increasing by THB 103.64 million or 2.36 compared with 2016 and posted profit from operation amounting to THB 412.95 million, down by THB 215.58 million or 34.30% compared with 2016 mainly due to;

- Consumer behavior of most teenagers to purchase their favorite product, at reasonable price, with short period of usage and frequent change, regardless of quality, as well as availability on a number of different social media channels which had a number of retailers.
- Increasing revenue from sales in category of black and white clothes during Q4/2016
- Decreasing sales space in department stores to expand more areas for the category of sport fashion
- Market Competition from fast fashion brands such as ZARA, H&M and UNIQLO
- Continuous growth of sales in the category of lingerie from previous year via;
- Expanding sales channel via direct marketing such as TV Shopping Online by selecting product suitable with such channel
- Launching new product lines in response to consumer needs

Men's Apparel

In 2017, the Company had revenue from men's apparel amounting to THB 3,211.01 million, decreasing by THB 145.01 million or 4.32% compared with 2016 and posted profit from operation amounting to THB 293.79 million, down by THB 85.92 million or 22.63% compared with 2016 mainly due to;

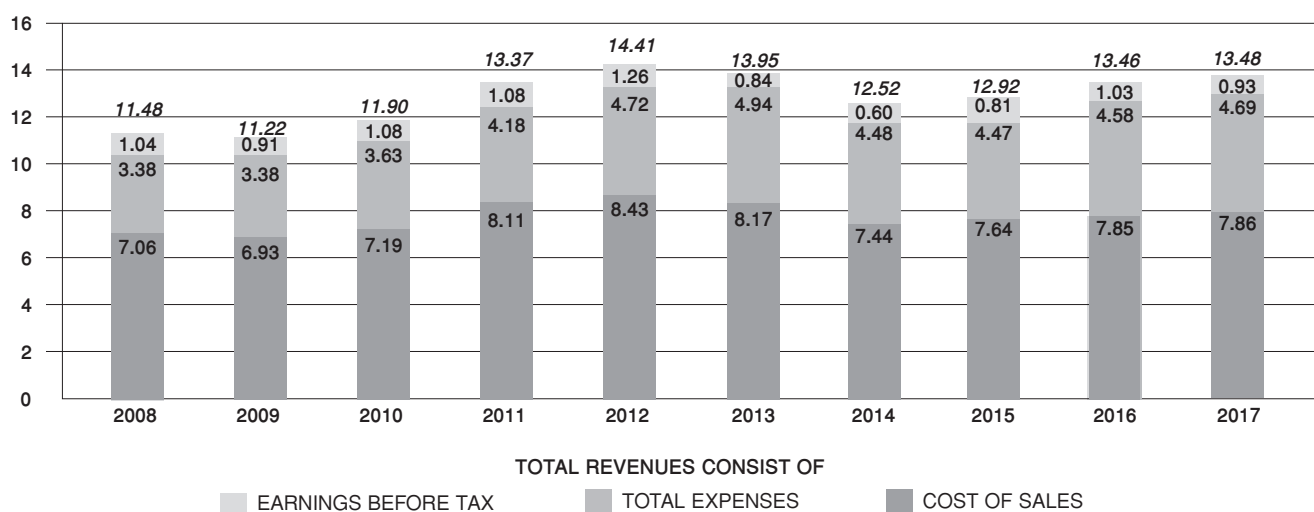
- Significant increase in revenue from sales of black and white clothes in Q4/2016 and because black and white clothes can also be generally worn on other occasions resulting in the decrease of sales in year 2017
- Decreasing revenue from sales in the AEC such as in Myanmar, where spending among the middle class focused mainly on basic consumer products for general consumption resulting in a decline in sales of clothing products, considered as luxury items, and the advent of the AEC free-trade zone leading to more business operators and higher competition

Others

Main revenues of other categories were children's clothes, active wear, sports clothing, leather goods and household products such as washing liquid and detergent as well as fabric care products. In 2017, the Company had revenue from the products in other categories amounting to THB 3,470.71 million, decreasing by THB 100.86 million or 2.82% compared with 2016 and posted profit from operation amounting to THB 20.56 million, down by THB 51.80 million or 71.59% compared with 2016 due to;

Other revenues

In 2017, the Company had revenue from other incomes amounting to THB 1,010.61 million, decreasing by THB 211.17 million or 26.41% compared with 2016 and had profit from operation in year 2017 amounting to THB 47.31 million, down by THB 57.02 million



Cost of sales of goods

In 2017, the Company and its subsidiaries had Cost of Sales of THB 7,861.12 Million, increasing by THB 10.12 Million or 0.13%. Cost to sales ratio in 2017 was 63.16% compared to 62.23% in 2016, increasing by 0.92%, due to clearance sales promotion activities to boost the total sale volume.

Selling and Administration Expenses

In 2017, the Company and its subsidiaries had Selling and Administration expenses amounting to THB 4,690.11 Million, increasing by THB 107.77 Million or 2.35%. Hence, accounting for cost to sales ratio of 37.68% in 2017, compared with 36.32% in 2016. Following are additional details::

In 2017, the Company and its subsidiaries had selling expenses in the amount of THB 3,078.12 Million, while in 2016 it was THB 2,892.34 Million, increasing by THB 185.78 Million or 6.42%, due to the increased in marketing expenditure, to promote customers awareness, attract new target customers, as well as expenditure to increase and improve point of sells, all contributing to the increase of selling expenses this year.

In 2017, the Company and its subsidiaries had administration expenses in the amount of THB 1,611.99 Million, compared to THB 1,690.00 Million in 2016, decreasing by THB 78.01 Million or 4.62%, due to the decrease in allowance for impairment of investments.

Income Tax Expenses

In 2017, the Company's corporate income tax amounted to THB 86.49 Million, compared to THB 94.49 Million in 2016, decreasing by THB 8.01 Million, due to the increasing of tax allowances in the amount of THB 1.60 Million and Defer tax expenses in the amount of THB 9.65 Million (Year 2017 : THB 1.32 Million, Year 2016 : THB 10.97 Million) resulting in the Company having less income tax expenses in 2017 than in 2016.

Net profit

In 2017, the Company and its subsidiaries had Net Profit in the amount of THB 846.99 Million, increasing by THB 90.33 Million or 9.53% compared with 2016, due to the decrease of sale volume, increasing marketing activities in relation to higher market competition, as well as the increase in the marketing budget to raise customers awareness, attract new target customers and maintaining existing customers' satisfaction to promote repeat purchases.

3. Financial Statements

Assets

As at 31 December 2017, total assets of the Company and its subsidiaries were 23,280.16 million baht, an increase of Baht 3,084.24 million or 15.25% compared with 31 December 2016. The main changes are as follows;

As at 31 December 2017, current assets were Baht 6,902.91 million, equivalent to 29.65% of total assets, decrease of Baht 287.50 million or 3.99% compared to 2016. The main changes are as follows:

- The decrease of Baht 264.39 million in cash and cash equivalents due to investment in the bond of some company amount of Baht 399.00 million.
- The increase of Baht 363.56 million in accounts receivable, due to this year some department store delays payments from the end of the year to the next year. And new accounts receivable increased.
- The decrease of Baht 135.00 million in Short-term borrowing.
- The decrease of Baht 260.93 million in inventories due to the Company's focus on efficient inventory management, adjusted purchase order and accelerate merchandise that sells slowly. As a result, the inventories decreased.

Non-current assets were Baht 16,377.25 million, equivalent to 70.35% of total assets, an increase of Baht 3,368.73 million or 25.90% compared with 2016. The main changes are as follows:

- The increase of Baht 60.00 million in Short-term borrowing due to change of loan type from short term to Long term loan of associated companies.
- The increase of Baht 2,482.01 million in available-for-sale investments due to the appreciation of fair value totaling Baht 2,503.65 million, sale of investment totaling Baht 21.64 million due to injecting capital amount of Baht 137.99 million, decrease of one associated companies amount of Baht 6.47 million and share of profit (loss) from investment in associated totaling Baht 0.42 million.
- The increase of Baht 52.34 million in net investment property from sell of land and building.
- The increase of Baht 63.83 million in net property land, building and equipment, cost for furniture used for new shop and renovating existing shop, land and building acquisition utilizing for business and cost for new shop decoration.

Liabilities

As of 31st December 2017, the Company and its subsidiaries had total liabilities of Baht 3,369.51 million, an increase of Baht 550.10 million or 19.51% compared to 2016, of which most were non current liabilities. The main changes are as follows:

Current liabilities amounted to Baht 2,013.87 million, equivalent to 59.77% of total liabilities, an increase of Baht 6.30 million compared to 31st December 2016 due to in other accounts payable in the amount of Baht 18.80 million, the increase of Short-term borrowing from financial institutions in the amount of Baht 10.00 million, the decrease of trade accounts payable in the amount of Baht 43.51 million and decrease of income tax payable in the amount of Baht 45.15 million.

Non-current liabilities were Baht 1,355.64 million, equivalent to 40.23% of total liabilities, an increase of Baht 543.80 million or 66.98% compared to 31st December 2016, The main an increase of deferred tax liabilities totaling Baht 502.05 million and the increase of employee benefit obligations in the amount of Baht 45.15 million.

Shareholder's Equity

As of 31st December 2017, the Company and its subsidiaries had shareholders' equity of Baht 19,910.64 million, an increase of Baht 2,531.13 million or 14.56%, due to the increased difference from change of fair value of available-for-sale investments totaling Baht 2,003.40 million, annual net profit in the amount of Baht 846.99 million, Total changes in ownership interests in subsidiaries amount of Baht 14.97 million and with dividend paid in amount of Baht 334.23 million

4 Asset Quality and Asset Management Capabilities

The Company considered quality receivables by conducting analysis of individual debtors before granting the credit term. The Company regularly tracked and collected outstanding debts and set allowance for doubtful accounts for long outstanding receivables. In 2017, the Company had allowance for doubtful accounts equivalent to 1.08% of trade accounts receivable (compared with 2.90% in 2016).

Policies for granting credit for trade accounts receivable as follows;

1. Ability to make payment for products
2. Attentiveness of managers
3. Potential for growth.
4. Good, transparent and verifiable accounting system
5. Good management systems for inventory and distribution
6. Good internal control system, including effective entry-exit security control for employees and goods
7. Possess stable, substantial and sufficient collateral

Most of the assets of the Company and its subsidiaries comprise land, buildings and equipment collectively acquired throughout the past 53 years, with a net value of Baht 2,874.17 million as of 31st December 2017.

Assets in terms of investment property held by the Company and its subsidiaries generated revenue from rental and sales in the amount of Baht 1,031.77 million, as of 31st December 2017.

For investment, as of 31st December 2017, the Company had unrealized gains from fair value adjustment of securities totaling Baht 7,255.34 million, shown in shareholders' equity and earning return on investment as a dividend at an annual rate of 9.70% in 2016 (previously 8.99% in 2016). The Company's investment management was delegated to appointed persons placed in the joint-venture companies or in companies engaged in related business with the invested business as the center to look after the investment, monitoring and reviewing financial statements and relevant information of the invested company, reporting any unusual event or crisis at the invested company back to the Company promptly in order to find solutions or seek remediation.

The Company places importance on product management by automated packaging systems for delivery of products to shops on a daily basis, a top up of the Collaborative Planning Forecast and Replenishment (CPFR) system to properly manage product volume. The company has developed for a while, so it began to develop links to partners. Manufacturer Factory and the logistics process delivering the supply chain to Demand Planning, responding to the needs of consumers and customers that change in a timely manner from last year.

The Company has new invested in Enterprise Resource(ERP) by Oracle E-Business Version R12 software, which covers accounting, purchasing, inventory management costs. and a standardized and automated linking system. Reduce time and complexity. And can track the whole system.

5. Liquidity and Capital Adequacy

Year	Current Ratio	Liquidities Ratio	Cash from Operating Activities (Million)
2017	3.43	0.08	156.00
2016	3.58	0.53	1,063.55
2015	3.41	0.15	305.89

From the Current ratio, the Company and its subsidiaries had superior liquidity with more current assets than non-current assets. In 2017, liquidity ratio was 3.43 times, compared to 3.58 times in 2016, close to the previous year. In 2017, liquidity ratio of cash flow was 0.08 times, decrease of 0.45 times from 0.53 times in 2016, attributed to the decrease in cash flow from operation of Baht 907.55 million year on year due to;

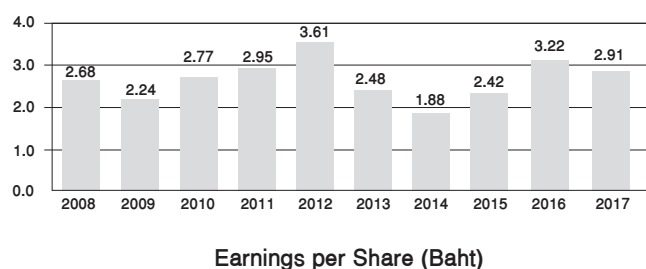
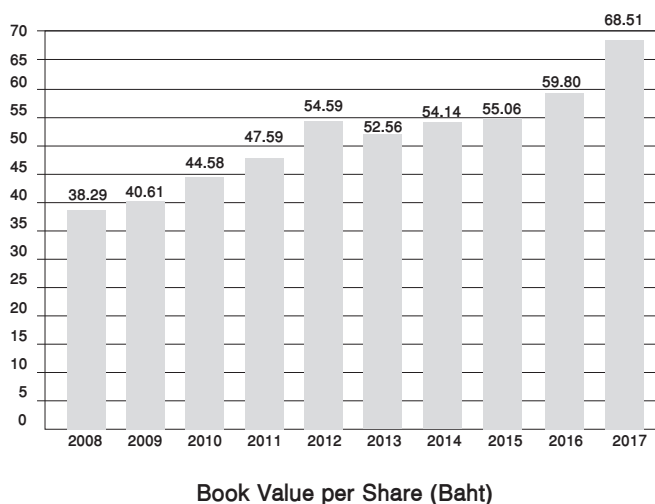
1. In 2017, received repayment from accounts receivable less than by 521.54 Million Baht from Year 2016.
2. In 2017, had the gain on disposal of available for sale and long-term investment increased by Baht 273.68 million from 2016.
3. In 2017, had the Gain on disposal of property, plant and equipment and investment properties increased by Baht 50.96 million from 2016.
4. In 2017, repayment of tax expense increased by Baht 50.69 million from 2016.

The Company had 2 main sources of funding namely (1) funding from operating activities and (2) funding from investment activities in investment properties and equity investments. The Company had revenue from property rental, sales of investment property and dividend received from common stocks at a high rate of return. The Company managed business liquidity well and used funding from business for business expenditure without seeking external funding while also able to pay regular dividends.

6. Profitability

Year	Profit/Net Income (%)	Profit from Operating (%)	Profit/Shareholders' Equity (%)	Profit/Share (%)	Market Price/Profit (time)
2017	6.29	7.50	4.54	2.91	13.39
2016	6.98	8.17	5.61	3.22	11.34
2015	5.46	6.55	4.43	2.42	15.81

In 2017, the Company's profitability decreased from the previous year with operating margin of 7.50% decrease of 0.67% compared with 2016. Profit per share was Baht 2.91, decrease from the previous year due to decreasing revenue by Baht 168.40 million or 1.33% and increase expenses from sales and administrative by Baht 107.52 million due to increased marketing expenses for the purpose of building brand awareness among consumers who were new target customers.



7. Cash Cycle

Year	Average of selling period	Average of collection period (day)	Average of repayment period (day)	Cash Flow Life-Cycle
2017	162.90	49.74	60.44	152.20
2016	172.14	45.08	57.71	159.51
2015	181.00	49.46	59.69	169.77

In 2017, the Company had operating cash cycle of 152.20 days, down by 7.31 days from 2016 due to

1. The average selling period decreased by 9.24 days, from 172.14 days in 2016 to 162.90 days in 2017, due to the Company's ability to decrease inventory by Baht 260.93 million or 7.08% compared 2016.
2. The average collection period an increased by 4.66 days, from 45.08 days in 2016 to 49.74 days in 2017.
3. The average repayment period an increased by 2.73 days, from 57.71 days in 2016 to 60.44 days in 2017 due to the base figure used for calculating billing date of the Company's credit repayment always complied with the agreement with creditors regardless of economic condition, resulting in relative consistency in the repayment period as part of protecting stakeholders in accordance with Company policy.

8. Obligations which may have material impact on Company's financial position/performance

Obligations with unrelated parties/businesses are represented in Notes to Financial Statements (No 34, Page 193 of The Annual Report).

The Company had commitments as a guarantor for 12 joint-venture companies in the amount of Baht 333.08 million under joint-venture agreement as per proportion of shares.

9. Factors affecting future performance

Following are factors which may affect the Company's future performance:

1. Economic Fluctuation

The investment in public sector projects is not enough fast enough. Can affect the shopping that is the purchasing power of people in the country fell. Medium to low income spending continued to be sluggish, with spending on necessities such as food and beverage declining this is in line with the decline in farm income. Meanwhile, non-farm income is likely to remain stable. Exchange rate fluctuation Volatility of the global money market And the uncertainty of United States economic and trade policy.

2. Rapid development of technology

Understanding the new economic and business model in the new context of digital consumer growth. Digital consumer market is growing rapidly in Thailand, In the ASEAN countries, India and China, which, when linked together, will have over 3,000 million consumers. It has the potential to create tremendous opportunities and value for businesses. It has the potential to create tremendous opportunities and value for businesses. Ecommerce business will grow significantly in both service and consumer markets in 2018, and it is expected that consumer-centric business models will be central demand of consumer for grow your business in the next phase.

3. External Market Competition

Brand names from various countries come in affordable prices. The product is stylish and quality is accepted such as UNIQLO ZARA and H & M. To adapt the supply chain to the fast. Economy of Scale Economy of Speed and Economy of Design continuously from last year.

The Audit Committee of I.C.C. International Public Company Limited, comprising Thiraphong Vikitset Ph.D., as Chairman and Mr. Amorn Asvanunt, Mrs. Duangphorn Sucharittanuwat and Mr. Nophorn Bhongsvej as committee members, and Mrs. Duangrudee Milintanggul as Secretary, has the responsibility of overseeing and assessing financial reports for their accuracy and credibility; applying appropriate and sufficient risk management, efficient and effective internal control systems; recommending the appointment or the termination of an external auditor to the company; and undertaking other duties as assigned by the Board of Directors.

In 2017, the Audit Committee arranged 12 meetings to which it invited the Company's Vice President of Accounting and Finance, Vice Presidents of all divisions of the company, the representatives of KPMG Phoomchai Audit Co., Ltd., and the representatives of Dharmniti Internal Audit Co., Ltd., which has been appointed the company's auditor and internal audit consultant since 2004. During the meetings, they jointly considered the relevant agenda to ensure the completeness and accuracy of the information shown on financial statements and consolidated financial statements of the Company and subsidiaries, as well as reviewing and discussing corporate internal control systems, related transactions, risk management and financial information disclosure, a substantial summary of which is as follows:

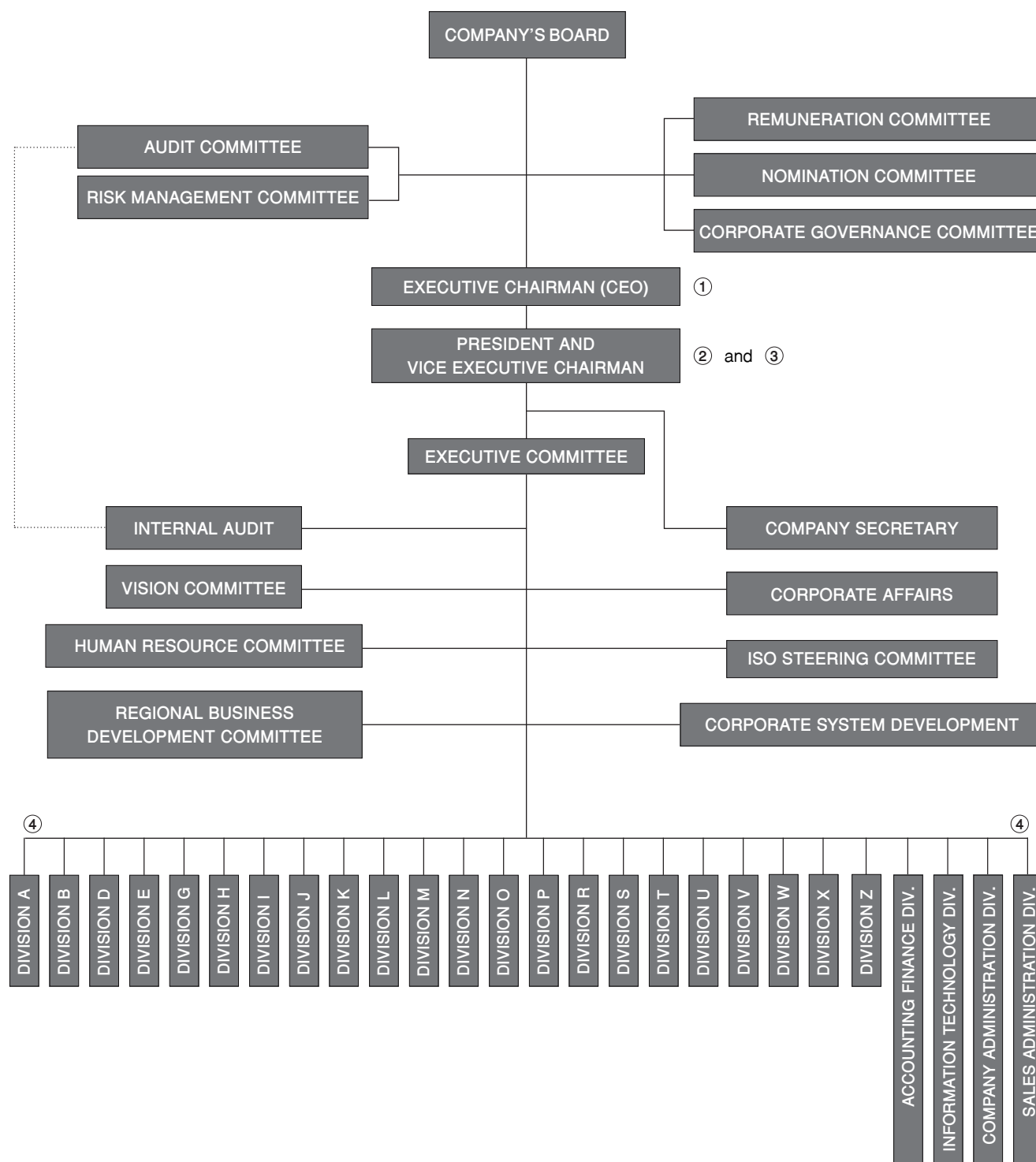
- 1) The Audit Committee agreed with the conclusions of the representatives of KPMG Phoomchai Audit Co., Ltd., which reported that financial statements and consolidated financial statements of the company and subsidiaries were accurate and substantively complied with the latest accounting standard as represented in the Independent Auditor's Report of this Annual Report.
- 2) The Audit Committee and Dharmniti Internal Audit Co., Ltd. agreed that I.C.C. International Public Company Limited and subsidiaries have adequate and appropriate internal controls and risk management systems, as shown on Dharmniti Internal Audit Co., Ltd.'s report on the adequacy and appropriateness of the Company's Internal Control Systems, under Thailand's Securities and Exchange Commission's guidelines. They also approved the company's auditing year plan, evaluated and provided oversight to ensure that the Head of the Internal Audit Unit had adequate experience, knowledge and training and provided advice for execution improvement in order to enhance effectiveness.
- 3) The Audit Committee monitored and reviewed approaches for IT system development to improve the effectiveness of internal controls to be in line with the company's business development.
- 4) The Audit Committee reviewed all related transactions on the basis of transparency, anticipated interests of ICC in accordance with prevailing market situations, and conflicts of interest of related parties. The Audit Committee submitted 13 cases of related transactions to the Board of Directors for approval in order to ensure that the activities were transparent, rational, and in the best interest of the company and the shareowners. In 2017, there was no significant related transaction or other transaction that might have caused conflict of interest in relation to the guidelines.
- 5) Considered and proposed to the Board of Directors for approval the names of Certified Public Accountants and their remuneration commensurable with their knowledge, ability, experience and independence, for appointment at Annual General Meeting. For the year 2018, the proposed list of Certified Public Accountants of the company and subsidiaries were finalized and remuneration was set at a total of 2,858,245.- Baht.
- 6) Considered and reviewed the Charter of the Audit Committee and conducted a self-assessment audit of its operating results.
- 7) Reviewed compliance with the Securities and Exchange Act, regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand including other relevant laws governing business operations of the company.



(Thiraphong Vikitset Ph.D.)
Chairman of the Audit Committee

Structure of Organizational Management

The organizational management structure as of December 31, 2017 has been publicized via the company's website <http://www.icc.co.th>



①-④ Company's executives as announced by The Securities and Exchange Commission (SEC)

Board of Directors

The Company appoints no less than 5 Directors (in compliance with the Public Company Act) to be on the Board with the following qualifications:

1. Is a natural person (non-juristic person)
2. Has attained legal age
3. Not being bankrupt, incompetent or quasi-incompetent
4. Has never served any prison term by a final judgment of a court for misconduct from fraudulent acquisition
5. Has never been expelled or dismissed from the civil service or from government organizations or agencies for fraud.

The Company's Board of Directors consists of 12 members as follows:

- Non-executive Directors	3	persons
- Audit Directors (independent director)	4	persons
- Independent Director	1	person
- Executive Directors	4	persons

The structure of Board of Directors and corporate administration has been established with an audit practice and appropriate balance of power of non - executive directors.

The Board of Directors consists of 5 independent directors, or 41.66 % of the entire Board which is higher than the stipulated standard (one third or 33.33%) by the Capital Market Supervisory Board. Moreover, the Board also has one independent director who is female.

The Board of Directors consists of 4 independent audit directors with duties and responsibilities as stipulated by regulations of the Stock Exchange of Thailand with knowledge and experience in auditing the credibility of financial statement, including other duties as being concurrently on the Audit Committee.

Furthermore, there are 3 directors on the Board who are non-executive directors with related business experience.

Name list and position including number of meetings and attendance are shown on page 80 - 81 of this annual report.

Profile of directors is shown on page 8 - 18 of this annual report.

Tenure of the company's directors, executives and authorized persons in the related companies can be observed on page 82-85 of this annual report.

The Authority of Board of Directors

Two out of the following seven directors shall co-sign and affix the company's common seal :

1. Mr. Boonkiet Chokwatana
2. Mr. Thamarat Chokwatana
3. Mr. Manu Leelanuwatana
4. Mr. Somphol Chaisiroj
5. Ms. Munchusa Terapongpipat
6. Mrs. Kobsuk Saengsawad
7. Surat Wongrattanapassorn Ph.D.

All directors and management have no disqualified characteristics and no criminal records.

Company Secretary: Mrs. Duangrudee Milintanggul

Roles, Duties and Responsibilities of the Board of Directors

The Board of Directors, consisting of knowledgeable, capable, and diversely-experienced individuals, with expertise that benefit the Company. The Board possesses full understanding of their role, obligations, responsibility and leadership, including in terms of defining a clear vision for the company. They have complete independence in expressing their opinions and decision - making, so as to ensure business is conducted in order to achieve company objectives which optimize benefits to the company and shareowners. The Board of Director administrates the company by defining corporate Vision / Mission, Objectives, Strategies, Execution plans including annual financial plans in order to achieve the set targets. Good corporate governance is also used as a business management tool to increase added value to the business and shareowners.

The Company's Board of Directors monitors administrative performance of the Management team through a policy that assesses progress of work and the Company's business performance, as well as the share ownership of Directors and executives, all of which is to be reported to the Board meeting on a monthly basis. At the same time, it is also incumbent on the Board of Directors to approve the following year's corporate vision/mission, targets, strategies, plans and budget.

The Board and corporate management have performed their duties in the best interests of the company and shareholders under the current well-defined, balanced and auditable administrative structure.

In the past year, there was no record stating that the Company :

- committed any gross violation;
- committed any fraudulent and unethical conduct;
- had any case that a non-executive director resigned due to any corporate governance issue;
- had any case bearing negative impact on reputation due to failure in the discharge of duties as a member of the Board of Directors.

Executive Directors

As of 31 December 2017, the Company has 16 executives. The list of executives and their respective responsibilities, shareholding and meetings of the Board of Directors are shown on Page 80 – 81 in this annual report.

Their resumes are on Pages 8 –18 in this annual report

Company's Secretary

In order to provide efficient administration in accordance with the policy on good corporate governance, the Company has appointed Mrs. Duangrudee Milintanggul, who possesses the required qualifications and appropriate experience, to be responsible as Company Secretary as of September 1, 2009.

The Company Secretary has duties and responsibilities as follows:

1. To provide primary advice to the Board of Directors concerning legal matters, Company's rules and regulation including monitoring its operation to ensure compliance. In addition, she would report significant changes (if any) to directors as well.
2. To coordinate between the Board of Directors and management, provide supervision and coordination on legal matters including relevant rules & regulations, as well as to monitor and ensure that appropriate actions are taken according to the Board's resolutions.
3. To hold Shareowners' and the Board of Directors' meetings in compliance with the relevant laws, Company's Articles of Association and other normal practices.
4. To record the minutes of Shareowners' and the Board of Directors' meetings and monitor the implementation of such resolutions.
5. To coordinate with responsible agencies in charge of the SEC and SET, and take charge of disclosure and reporting of information to the public, in so far as regulations of the SEC and SET are concerned and legally binding.
6. To provide and keep the following documents;
 - Directors registration
 - Invitation letter and Minutes of the Board of Directors' meeting
 - Invitation letter and Minutes of Shareholders' meeting
 - Report on the trading of Company shares by Directors and Executives
 - Annual report
 - Form 56-1
7. To keep and maintain reports of interests submitted by the Directors or Executives, as well as send copies to the President and Chairman of the Audit Committee within 7 days from the day of receipt.
8. To organize orientation and provide guidance to newly-appointed board members.
9. To communicate with general shareowners to ensure that shareowners have complete and continual knowledge and understanding of their rights including access to the Company's news and information.
10. To undertake other responsibilities as regulated by SEC and assigned by the Company.

Profile in brief

- Name-Surname** : Mrs. Duangrudee Milintanggul
- Education** : Bachelor in Business Administration & Economics, Kasetsart University
- Training Background** : 1. Company Secretary Program (CSP 31/2009)
 2. Financial Statements for Directors (FSD 6/2009) organized by the Institute of Directors (IOD)
 3. Registered Lead Auditor (QMS, EMS, SA 8000) organized by the IRCA, UK

Work Experience : Present

1. Member of the Corporate Governance Committee
2. Member and Secretary of the Risk Management Committee
3. Corporate System Development Manager
4. Quality Management Representative (ISO 9001)
5. The Company's Secretary and Investor Relations
6. Secretary of the Company's Audit Committee

Former

1989-1995 Sales & Marketing ; Bayer Thai Co., Ltd.

1995-2002 Registered Auditor (QMS, EMS, SA 8000); SGS (Thailand) Ltd.

2002-2003 Registered Auditor (QMS, EMS, SA 8000); RWTUV (Thailand) Ltd.

Remuneration Directors and Executives

1. The 2017 monetary remuneration for the operating year 2016

(a) Remuneration for directors of the board including gratuity, conference allowance. (A)

Remuneration for directors of sub-committees including conference allowance.(B)

Name	Position	Remuneration Directors * (Baht)			
		(A) Board of Directors	(B) Audit Committee/ Corporate Governance Committee	(B) Remuneration Committee/ Nomination Committee/ Risk Management Committee	Total
1. Boonsithi Chokwatana	Honorary Counselor	1,564,000		24,000	1,588,000
	Nomination Chairman				
2. Boonkiet Chokwatana	Chairman	1,620,000		40,000	1,660,000
	Executive Chairman				
	Remuneration Chairman				
	Nomination Director				
3. Thiraphong Vikitset, Ph.D.	Audit Chairman and Independent	546,000	120,000		666,000
	Director				
4. Thamarat Chokwatana	Managing Director	1,296,000		128,000	1,424,000
	Vice Executive Chairman				
	Remuneration Director				
	Nomination Director				
	Risk Management Director				
5. Amorn Asvanunt	Independent Director and Audit	496,000	88,000	88,000	672,000
	Committee Member				
	Risk Management Committee Chairman				
6. Nophorn Bhongsvej	Independent Director and Audit	496,000	120,000		616,000
	Committee Member				
	Corporate Governance Committee Chairman				
7. Assoc.Prof.Dr.Seri Wongmonta	Director	16,000			16,000
8. Duangphorn Sucharittanuwat	Independent Director and Audit	488,000	96,000		584,000
	Committee Member				
9. Manu Leelanuwatana	Director	480,000		24,000	504,000
	Nomination Director				
10. Somphol Chaisiroy	Director	630,000			630,000
11. Munchusa Terapongpipat	Director, Nomination Committee	596,000		152,000	748,000
	Risk Management Director, CG Director,				
	Remuneration Director				
12. Kobsuk Saengsawad	Director	488,000			488,000
13. Surat Wongrattanapassorn, Ph.D.	Director	32,000			32,000
Total		8,748,000	424,000	456,000	9,628,000

Remark : * Number of meetings attended by Directors of the Board and executives are based on their year of service since being elected during the shareholders' meeting, by taking into account of the meeting date which regularly falls in April of every year.

1 is no longer an Honorary Advisory Director since 1 Jan 2017

7 has taken the office as a member of the BOD since 17 Mar 2017

11 has taken the office as a member of the BOD since 25 Apr 2016

12 has taken the office as a member of the BOD since 25 Apr 2016

13 has taken the office as a member of the BOD since 13 Jan 2017

(b) Remuneration for the executive directors and the first 4 directors of the executive board ranking from the Managing Director and all other executives equivalent in rank to the 4th executive, totaling 16 persons amounted to Baht 83,291,309 including salary, gratuity, allowance and conference allowance.

2. Other remuneration

- Other remuneration for directors - None -
- Other remuneration for directors and senior management

Provident Fund

The Company and employees have jointly set up a Provident Fund according to the Provident Fund Act of 1987 on June 3, 1996 with the registration No. 41/2539. The Company has authorized a certified fund manager to manage the Fund by withholding from the employees' payroll and Company contribution. Directors and senior management will receive their eligible portions upon legitimate separation from the Company.

Criteria in considering directors' remuneration are as follows

1. To perform the duties of Company's director (Member, Board of Directors)
 - Annual Remuneration (Gratuity) paid to every director.
 - Conference Allowance paid to attending directors.
 - Chairman 10,000 baht / meeting
 - Director 8,000 baht / meeting
 - Director fee (only paid to the Chairman)
2. To perform the duties of Director of the Audit Committee.
 - Conference Allowance paid to attending directors.
 - Chairman 10,000 baht / meeting
 - Director 8,000 baht / meeting
3. To perform the duties of Director of the Remuneration Committee, Nomination Committee, Corporate Governance Committee and Risk Management Committee conference allowance shall be paid to attending directors at Baht 8,000 each per meeting.

Benefits, Shares, Debentures awarded to Directors by the Company in 2017

- None -

Other privileges awarded to Directors by the Company

- None -

Details reported to the Company by Directors

Direct or indirect profits or losses as a result of any agreement made by the Company during the accounting year.

- None -

Shares held by Directors and Executives in the Company and in affiliated companies

- Shares held by Directors and Executives in the company (including shares held by their spouse and children who are still minors) increase / decrease during the past year as stated on page 79 of this annual report
- Shares held by Directors in affiliated companies.
- None -

Human resources

Number of employees and remuneration

As of 31 December 2017, the Company has 6,760 employees and made payments of 2,138,265,953 Baht in annual salary, commission, including short and long term remuneration in the form of retirement bonus and Provident Fund payout.

- Employee Compensation

The Company and employees have jointly set up a Provident Fund according to the Provident Fund Act of 1987 on June 3, 1996 with the registration No. 41/2539. The Company has authorized a certified fund manager to manage the Fund by withholding from the employees' payroll and Company contribution. Employees will receive their eligible portions upon legitimate separation from the Company.

Number of employees and remuneration

Description	Number of employees	Remuneration (Baht)
Office Staffs	1,959	962,525,458
Sales persons	4,801	1,175,740,495
Total	6,760	2,138,265,953

Significant change in the number of personnel or major labor dispute in the past 3 years - None -

Policy in human resource development

The Board of Directors recognizes that employees are a valuable resource and the major driving force which enable the organization to achieve success. Therefore, it has formulated policies and procedures regarding development of their knowledge and capabilities.

In addition to staff development rendering professional growth in their career path, the Company also attaches importance to taking care of all its employees in the organization through fair treatment thereby establishing a remuneration policy as one of its strategy to retain employees who are knowledgeable and capable, with senior executives heading each division being responsible for reviewing and considering annual remuneration in comparison with that of other businesses in similar industries based on fairness, in accordance with the Company's operational results in relation to employees' performance

Employees Development Policy and Activities as stated in the 2017 Sustainability Report of the Company.

Shareowning of Directors and Executives

Name		December				Increase (Decrease)
		2017		2016		
		Shareowning		Shareowning		
		Directors / Executives	Spouse / Minor Children	Directors / Executives	Spouse / Minor Children	
1. Boonsithi	Chokwatana	-	-	6,558,940	-	(6,558,940)
2. Boonkiet	Chokwatana	5,487,690	167,790	4,264,340	167,790	1,223,350
3. Thamarat	Chokwatana	1,787,210	64,501	1,787,210	64,501	-
4. Thiraphong	Vikitset Ph.D.	-	-	-	-	-
5. Amorn	Asvanunt	-	-	-	-	-
6. Duangphorn	Sucharittanuwat	-	-	-	-	-
7. Nophorn	Bhongsvej	-	-	-	-	-
8. Assoc. Prof. Dr. Seri	Wongmonta	-	-	-	-	-
9. Manu	Leelanuwatana	-	12,440	-	12,440	-
10. Somphol	Chaisiroj	63,340	-	63,340	-	-
11. Munchusa	Terapongpipat	12,510	-	12,510	-	-
12. Kobsuk	Saengsawad	1,420	-	1,420	-	-
13. Surat	Wongrattanapassorn, Ph.D.	20,000	-	20,000	-	-
14. Khanisorn	Suyanand	540	-	540	-	-
15. Ramida Russell	Maneesatiean	10,000	-	10,000	-	-
16. Kityaporn	Chaithavornsathien	5,985,160	-	5,985,160	-	-
17. Bussabong	Mingkwanyeon	680	-	680	-	-
18. Viritpol	Chaithavornsathien	-	-	-	-	-
19. Nonglaks	Techaboonanek	-	-	-	-	-
20. Pranot	Vesaruchavit	-	-	-	-	-
21. Pennapha	Dhanasarnsilp, D.B.A.	6,100	10,000	6,100	10,000	-
22. Pairoj	Hirunwongsawang	6,970	-	6,970	-	-
23. Nattapat	Petchratanaporn	10,000	-	10,000	-	-
24. Sawat	Posinsomwong	-	-	-	-	-
25. Nichapa	Piriyapokin	1,220	-	1,220	-	-
26. Somkid	Chakawannorasing	-	-	99,050	-	(99,050)
27. Chailert	Manoonpol	-	-	1,460	-	(1,460)
Total		13,392,840	254,731	18,828,940	254,731	(5,436,100)

Note:

- # 1 no longer an honorary advisory director since 1 Jan 2017
- # 8 was promoted to be a Director on 17 Mar 2017
- # 13 was promoted to be a Director on 13 Jan 2017
- # 18 was promoted to be a Vice President Div. I on 1 Mar 2017
- # 26 is no longer a member of Executive Committee nor a Vice President Div. J since 19 May 2017
- # 27 is no longer a member of Executive Committee nor a Vice President Div.S since 31 Mar 2017

Chart displaying Directors and Executives's position and attendance to the meetings

Name		Office period of company's Directors (end Dec31, 17) (Year)	Position						
			Board of Directors (BOD)	Audit Committee (AC)	Remuneration Committee (RC)	Nomination Committee (NC)	Risk Management Committee (RMC)	Corporate Governance Committee (CG)	Executive Committee (EC)
1. Boonsithi	Chokwatana	26				Chairman			
2. Boonkiet	Chokwatana	44	Chairman and Executive		Chairman	✓			Chairman and Executive
			Chairman						Chairman
					✓	✓	✓		
3. Thamarat	Chokwatana	18	President and Vice						President, Vice Executive Chairman
			Executive Chairman						and Vice President Div.G, S, X
4. Thiraphong	Vikitset Ph.D.	18	✓	Chairman					
5. Amorn	Asvanunt	37	✓	✓			Chairman		
6. Nophorn	Bhongsvej	3	✓	✓				Chairman	
7. Duangphorn	Sucharittanuwat	6	✓	✓					
8. Assoc. Prof. Dr. Seri Wongmonta		9 mth	✓						
9. Manu	Leelanuwatana	13	✓			✓			
10. Somphol	Chaisiriroj	8	✓						
11. Munchusa	Terapongpipat	2	✓		✓	✓	✓	✓	Vice President Company Administration Div.
12. Kobsuk	Saengsawad	2	✓						
13. Surat	Wongrattanapassorn	1							Vice President Information and Technology Div.
	Ph.D.								
14. Ramida Russell	Maneesatien								Vice President Div. B
15. Bussabong	Mingkwanyeon								Vice President Div. H
16. Nonglaks	Techaboonanek								Vice President Div. M, O
17. Pennapha	Dhanasarnsilp, D.B.A.								Vice President Div. V
18. Nattapat	Petchratanaporn							✓	Vice President Accounting Finance Div.
19. Khanisorn	Suyanand								
20. Kityaporn	Chalthavornsathien								
21. Viritpol	Chalthavornsathien								Vice President Div. I
22. Pranot	Vesaruchavit						✓		
23. Nichapa	Piriyapokin								
24. Sawat	Posinsomwong								
25. Pairoj	Hirunwongsawang								
26. Somkid	Chakawannorasing								
27. Chailert	Manoonpol								
28. Pitacha	Poosunthornsri						✓		
29. Yauwaluk	Namakorn						✓		
30. Duangrudee	Milintanggul						✓	✓	
Total			12	4	3	5	7	4	10

หมายเหตุ :

1 is no longer an Honorary Advisory Director since 1 Jan 2017

8 has taken the office as a member of the BOD since 17 Mar 2017

13 has taken the office as a member of the BOD since 13 Jan 2017

18 is no longer a member of Risk Management Committee since 19 May 2017

21 was promoted to be a member of Executive Committee since 1 Mar 2017

22 was promoted to be a member of Risk Management Committee since 19 May 2017

25 is no longer a member of Risk Management Committee since 19 May 2017

26 is no longer a member of Executive Committee nor a Vice President Div. J since 19 May 2017

27 is no longer a Vice President Div. S since 31 Mar 2017

29 was promoted to be a member of Risk Management Committee since 19 May 2017

(A) Company's executives as announced by The Securities and Exchange Commission (SEC)

(B) Number of meeting attended by the Board of Directors and Executives are based on their year of service since being elected during the shareowners' meeting by taking into account of the meeting date which regularly falls in April of every year

Ⓐ Executives	Ⓑ Attendance to the Meetings								Attendance to the 52 nd shareowner's meetings 2017
	BOD's meeting 12 meetings/ year	AC's meeting 12 meetings/ year	RC's meeting 2 meetings/ year	NC's meeting 3 meetings/ year	RMC's meeting 11 meetings/ year	CG's meeting 3 meetings/ year	EC's meeting		
							Primary Meeting 29 meetings/ year	Secondary Meeting 22 meetings/year	
	8/8			3/3			18/18		
✓	12/12		2/2	3/3			24/29	12/12	✓
✓	12/12		2/2	3/3	11/11		23/29	22/22	✓
									✓
	12/12	12/12							✓
	12/12	11/12			11/11				✓
	12/12	12/12				3/3			✓
	11/12	12/12							✓
	2/2								✓
	10/12			3/3					✓
	10/12							2/2	✓
✓	12/12		2/2	3/3	11/11	3/3	27/29	22/22	✓
	11/12								✓
✓	4/4						25/29	20/22	
									✓
✓							23/29	19/22	✓
✓							25/29	22/22	✓
✓							27/29	22/22	✓
✓							28/29	22/22	✓
✓					11/11	3/3	28/29	22/22	✓
Vice President Div. A									
Vice President Div. D									✓
✓									✓
Vice President Div. R									✓
Vice President Div. T									✓
Vice President Div. W					11/11				✓
Vice President Sales Administration Div.							26/29	18/22	✓
							22/26	17/19	
					10/11				✓
					11/11	3/3			✓
16									26

The Profile of Directors, Executives and Regulators in subsidiary, associated and other related companies

Name	Position								
	Boonkiet Chokwatana	Thamarat Chokwatana	Thiraphong Vikitset, Ph.D.	Amorn Asvanunt	Nophorn Bhongsvej	Duangphorn Sucharitta-nuwat	Manu Leelanu-watana	Somphol Chaisiriroj	Munchusa Terapong-pipat
1. I.C.C. International	A,E	C, EC	AC	AC	AC	AC	F	F	F
2. Textile Prestige							A		
3. Thai Wacoal		F					A		
4. Thanulux		F							
5. People's Garment	A								
6. Far East DDB				AC					
7. Sahapathanapibul		F							
8. Saha Pathana Inter-Holding	F				AC		F		
9. S&J International Enterprises	A			AC					
10. O.C.C.							F		
11. Champ Ace	A	F							
12. International Laboratories		F							
13. I.D.F.									
14. International Commercial Coordination	F	F					F		
15. Can	F	F						A	
16. Pan Asia Footwear	A								
17. Bangkok Tokyo Socks							A		
18. First United Industry		F							
19. Koraj Wattana	F	F						F	
20. Sun and Sand	F	F						A	F
21. D F Inter		F					A		
22. Company Assets Saha		F							
23. Thai Gunze							A		
24. Tiger Distribution & Logistics	A	F							
25. Thai Cubic Technology	A								
26. Better Way (Thailand)	A		F						
27. Paknumpo Wattana	F							F	F
28. Maharachapreuk	F							F	
29. Sukhatasana	A								
30. Thai Itokin	A								
31. Intersouth	F	F							
32. Intanin Chiangmai	F	F							
33. Eastern I.C.C	F	F						F	F
34. Raja Uchino							A		
35. Thai Arusu		F					A		
36. Thai Takeda Lace							F		
37. Pattaya Manufacturing							A		

[illegible]

The Profile of Directors, Executives and Regulators in subsidiary, associated and other related companies

Name	Position								
	Boonkiet Chokwatana	Thamarat Chokwatana	Thiraphong Vikitset, Ph.D.	Amorn Asvanunt	Nophorn Bhongsvej	Duangphorn Sucharittanuwat	Manu Leelanuwatana	Somphol Chaisiriroj	Munchusa Terapongpipat
38. Wien International							A		
39. Osoth Inter Laboratories	F								
40. Thai Staflex							A		
41. H&B Intertex	A								
42. Sahacogen (Chonburi)	F			AC	AC				
43. Thai Shikibo							F		
44. Vira Law Office									
45. Sun 108	F	F							
46. SSDC (Tigertex)							A		
47. Sahachol Food Supplies	F								
48 .Erawan Textile							FC		
49. Thai Sports Garmen	A								
50. S R P Nanasai									
51. International Leather Fashion									
52. K. Commercial and Construction	A								
53. Sahapat Real Estate		F							
54. Pens Marketing and Distribution		F							
55. Saha Nam Textile	A								
56. Tsuruha (Thailand)		DE							
57. Issara United	F								
58. Shop Global (Thailand)	A								
59. WBRE	A								
60. Canchana International	F	F							
61. Transcosmos		F							
62. Issara United Development	A								
63. WBLP	A								

Remarks: A = Chairman B = Vice Chairman C = President AC = Audit Committee Chairman EC = Director and Executive Vice President
D = Director Manager E = Executive Chairman F = Director DE = Vice President FC = Director Advisor
I = Vice President Division

Kobsuk Saengsawad	Surat Wongrat-tanapassorn, Ph.D.	Khanisorn Suyanand	Ramida Russell Maneesatiean	Kityaporn Chaithavorn-sathien	Bussabong Mingkwan-yeon	Viritpol Chaithavorn-sathien	Nonglaks Techaboontanak	Pranot Vesaruchavit	Nichapa Piriyapokin	Pennapha Dhanasarnsilp, D.B.A.	Pairoj Hirunwong-sawang	Nattapat Petchratana-porn
				F								
				F								
F				F								F
							D					
		FC										
										A		
			F	F								
			F									
F						F						D
			F	F								
		F										

The Board of Directors is committed to sustainable business operation, based on sufficiency economy which emphasizes modesty, reasonableness and possession of immunity by utilizing knowledge, prudence and due diligence in business operation while adhering to good corporate governance and placing importance on building good corporate governance systems.

In the belief that having effective management systems requires transparency, accountability and an internal control system which is adequate and appropriate, together with a determined respect for the rights and equality of shareowners and responsibility towards all stakeholders, being free from corruption in all forms whether directly or indirectly. These are the key factors which contribute to the strengthening of the organization's immune system, enhancing its integrity and promoting balanced and sustainable growth in the long run.

Code of Conduct under Good Corporate Governance

In pursuit of the abovementioned aspirations, the Board of Directors has prescribed corporate governance policies based on the Corporate Governance Report of Thai Listed Companies (CGR) issued by the Thai Institute of Directors and is in line with the ASEAN CG Scorecard criteria, as a Code of Conduct for the Company's Directors, Executives and all its employees as follows:

1. Company Directors, Executives and all employees are fully committed to the application of corporate governance principles, business ethics and Codes of Conduct for Company Directors, executives and employees to Company operations.
2. Company Directors, Executives and all employees must perform their duties responsibly, prudently, earnestly and honestly in accordance with the relevant laws, Company Articles of Association and Notifications.
3. Actions shall be taken to ensure that the Company management structure contains clear prescriptions of powers, duties and responsibilities of each Company Committees and Executives.
4. An internal control system shall be installed and risk management shall be managed at suitable levels, including an accounting system and financial statement reports which are accurate and reliable.
5. Information shall be disclosed in a sufficient, reliable and timely manner to the extent that the legitimate interests of the Company are not prejudiced.
6. The ownership rights of shareholders shall be appreciated and respected. Shareholders shall be treated equitably.
7. Any undertaking must take into account the Company's responsibility towards shareholders, stakeholders, communities, society and the environment.
8. Pursuit of business excellence shall be based on the commitment to creating customer satisfaction by being receptive to comments and self review in order to enhance management potential and continual creativity.
9. Virtue, ethics and good values shall be instilled. Employees shall be treated fairly with firm commitment to their capacity building and professional development
10. Misconduct, corruption and intellectual property violations shall be countered. Laws and human rights shall be respected.
11. Conflicts of interests shall be dealt with prudently and reasonably with due regard for the Company's best interests.

Review of Good Corporate Governance Principles

The Board of Directors has prescribed an annual review of the Company's Good Corporate Governance principles so as to always be aligned with any new criteria and up-to-date with emerging business models.

In 2017, had a number of activities according to its set work plans.

1. The Board of Directors studied and considered the suitability of the CG Code in line with the Securities and Exchange Commission's modification of the CG Code of Conduct of the Stock Exchange of Thailand 2012 Edition from 5 Sections previously to 8 Principles, for greater sustainability, as follows:

- 1.1 The Company's prescribed good corporate governance policies are appropriate and complete.
- 1.2 The Company is in the process of further study and improvement of its Code of Conduct in accordance with the CG Code of 2017.

Pursuant to this, the Board of Directors has assigned corporate management to carry out this task and report to the Board periodically.

2. Recognition

- 2.1 The results of the assessment of the quality of the Annual General Meeting of Shareowners for the year 2017 by the Thai Investors Association received total score of 100, classified at the level of "Excellence and Exemplary" for the eleventh consecutive year.

2.2 Corporate Governance Report of Thai Listed Companies Award granted by the Thai Institute of Directors Association under the support of the Securities and Exchange Commission and Stock Exchange of Thailand, classified at the level of “Excellence and Exemplary” (Five Stars).



Compliance with Good Corporate Governance Principles

Good Corporate Governance principles can be classified into 5 sections as follows:

1. Shareowners Rights

Realizing the importance of shareowners and in respect to their ownership rights, the Company's Board of Directors has set a policy to ensure protection of shareowners' equitable basic rights and equal and fair treatment as specified in the Company's articles of association and business ethics code in conducting its business operation, taking into consideration shareowners' legal rights, without encroaching or lessening it, and support and promotion of all shareowner groups, especially institutional investors, to attend shareholders' meetings. The basic rights of the shareowners are as follows:

- The right to own, trade and transfer the shares.
- The right to attend the shareowners' meetings.
- The right to appoint a proxy to attend the meeting and to vote on one's behalf.
- The right to vote and jointly make decision on crucial matters
- The right to receive dividends on an equal basis.
- The right to elect the Company's board of directors, and determine their remuneration.
- The right to appoint auditors and determine their remuneration.
- The right to provide comments and questions during the Shareowners' meetings, as well as to receive sufficient, timely and equitable information.
- Equal repurchase rights of the Company's shares to all shareowners.

Aside from the shareowners' basic rights, the Board of Directors have emphasized an importance on correctly, completely, timely and transparently disclosing of information and news with a view on benefit for shareowners to receive all information equally and thoroughly. Additionally, some other measures have been executed to promote the rights of shareowners and facilitate for exercise of their rights as follows:

1.1 Right to receive information

All shareowners have the right to equally receive the Company's information which the Company publishes in Thai and English via communication channel of the SET and company website (<http://www.icc.co.th>) to ensure all shareowners will be informed.

1.2 Right to attend shareowners' meetings

The Board of Directors considers as its important responsibility arrangement of the annual AGM within 120 days after the end of the Company's fiscal year at a convenient and proper date, time and venue for every shareowner to attend in order to allow them to participate in monitoring and supervising the company's operation.

Before the Annual General Meeting

In 2017, the Company organized the 52nd Annual General Meeting of 2017 on 24 April 2017 at the Montien Riverside Hotel.

1. The agenda and details of the meeting in both Thai and English was publicized in advance to all shareowners via the channel of the Stock Exchange of Thailand since February 24, 2017, approximately 60 days prior the meeting in order that shareowners can arrange their availability to attend the meeting. The information was also published on the Company's website (<http://www.icc.co.th>).

2. The Company publicized the invitation letter to the meeting and supplementary documentation, having identical content to the counterpart sent to shareowners in both Thai and English version on the company website more than 30 days prior to the meeting date. The disclosure was made on 22 March 2017 to enable quick and convenient access among Thai and foreign shareowners in order to have more time for consideration of all the information.

3. The Company sent out in advance the invitation letter and supplementary documentation with sufficient details containing facts with explanation and reasons clearly defined whether it is for acknowledgement or for approval including the Board of Directors' comments for each agenda as well as accompanying documents such as the Annual Report, financial statements, Proxy Form B, information on eligible candidates for the Board and a map of the meeting venue along with explanatory notes regarding list of necessary

documents required to be presented to the meeting, the attendance procedure to enable shareowners to maintain their rights, and regulations concerning the AGM—all of which were sufficient to allow informed consideration and voting on each agenda. The aforementioned letter and information was sent out 22 days prior to the meeting date, better than the required timeline standard, on 3 April 2017 in order to allow the shareowners to consider the information. The invitation letter was also announced in Thai newspapers for 3 consecutive days during April 3 – 5, 2017—more than seven days prior to the meeting date.

For foreign investors or institutional investors, the Company sent out the invitation and supplementary documentation in both English and Thai as to encourage their attendance. They were also able to see more details relating to the meeting on our website www.icc.co.th.

In 2017, 4 foreign shareowners and institutional investors assigned proxy to the Audit Committee.

Furthermore, the shareowners were able to download from the website authorized proxy forms which have been prepared and complied with the announcement of the Ministry of Commerce in three options: types A, B, and C. Any one of the three available formats can be chosen to suit individual needs.

4. The Company provided the opportunity for shareowners to fully participate in the meeting in terms of providing comment and posing questions pertaining to the Company, including allowing minor shareowners to propose any agenda to the AGM and to nominate any person to be elected as a member of the board of directors.

In the 2017 AGM, the Company additionally allowed shareowners to propose agenda items for inclusion in the 52nd AGM of 2017 and nominate persons to be elected to the Board of Directors in advance during December 1 – 30, 2016. This process was publicized in both English and Thai language via the channel of the Stock Exchange of Thailand and the Company's website. However after the due date, no additional agenda nor candidates had been proposed.

In addition, the Company provided the opportunity for shareowners to pose questions regarding the AGM over 30 days in advance of the meeting via email to iccset@icc.co.th or via facsimile to 0-2294-1155 as stated in the invitation letter along with being published on the company website (<http://www.icc.co.th>). However, in 2017, shareowners did not pose any questions in advance.

Attendance at AGM

1. The Board of Directors has a responsibility to shareowners and recognizes the importance of their participation in the shareowners' meetings. It is regarded as the duty of the Board of Directors, members of every committee and every executive to attend every such meeting in order to allow all shareowners to ask about the company's information and respond to their questions.

In the 52nd AGM of 2017, all eleven members of the Board of Directors, including the Chairman of the Board and the Chairs of the six Sub-committees, all members of Audit Committee, the Remuneration Committee, the Nomination Committee, Risk Management Committee, Corporate Governance Committee, the Executive Committee, corporate management – represented by Vice Presidents from all divisions, including the Vice President of Finance and the Company's auditors, attended the meeting. The name list with title of all Company Board and committee members and executives who attended the AGM can be found in the minutes published on the Company's website (<http://www.icc.co.th>).

2. The Company extends fair treatment to all shareowners. Prior to commencement of the meeting, the Company Secretary announces the number /proportion of shareowners in attendance and the Chairman of the meeting clarifies the procedural rules.

- Method of voting and vote counting which according to article 43 of the Articles of Association is that the vote of one share is equivalent to one vote.
- Voting on each agenda is done openly with ballots handed out to shareowners to record their vote. Only ballots indicating disapproval and abstention are collected, except for the Election of Directors agenda whereby the ballots of every shareowner are collected.
- In vote counting, only disapproval and/or abstention votes, including votes on bad ballots, are deducted from the total number of votes of shareowners in attendance. The remaining number of votes is regarded as votes of approval of the respective agenda.
- The Barcode system is used in the vote counting. Voting results on each agenda are displayed on a projector for shareowners attending the meeting.
- Shareowners have the right to pose questions and express their opinion on each agenda. Should they have any questions regarding matters not on the agenda, they can pose these during the agenda 'Other Matters'.
- In cases where shareowners arrive for registration after the meeting has commenced, they are entitled to vote only on agenda items which had not yet been considered or voted upon, and their attendance will only be counted from the agenda on which they voted.

In addition, all shareowners attending the meeting are fully allowed the opportunity to ask questions, express opinions and propose recommendations on each agenda. All questions shall receive clear and succinct response to be duly recorded in the Minutes of Meeting. The Minutes of the Meeting also includes details of the voting method and summary of voting results on each agenda using the Barcode system to clearly record votes of approval, disapproval and abstention.

In the past year, the Company has provided such opportunity with shareowners posing questions on matters of their concern and the Board of Directors providing clear and accurate response - all of which have been recorded in detail in the Minutes of the Meeting publicized in the company website (<http://www.icc.co.th>).

3. The Board of Directors promotes applying the use of technology in shareowners' meetings, in order to enhance accuracy and speed, by using the Barcode system for registration and vote counting to facilitate shareowners participation.

In counting votes for each item of the agenda by using the barcode system, officers from Vira Law Office, as the Company's legal adviser, witnessed and participated in the vote counting and cross-checked the voting result on every item of the agenda for accuracy, transparency and compliance with legal and regulatory requirements as well as the Company's articles of association. Company's Auditors also observe the vote counting and the results are disclosed to the meeting and recorded in the minutes of the meeting. In case that any shareowners question or contradict the voting result, they are able to double-check after the meeting.

In addition, prior to the start of consideration of each agenda, the registration officials shall re-announce the number of shareowners in attendance.

Following are the results of voting on each agenda at the 2017 AGM.

Agenda	Approval			Disapproval			Abstention		
	Number of persons	Number of shares	%	Number of persons	Number of shares	%	Number of persons	Number of shares	%
1 - 6, 8	143	237,673,894	100.00	-	-	-	-	-	-
7	139	234,691,594	98.75	4	2,982,300	1.25	-	-	-

(Prior to the start of Agenda 1, 2 additional shareowners arrived; while prior to the start of Agenda 3, 1 additional shareowner arrived; and prior to the start of Agenda 6, 2 additional shareowners arrived. Details are stated in the Minutes of the AGM published on the company website.)

4. The important agenda of the AGM are the following:

- **Dividend Payment** : the Company provides details of the profit appropriation, the proposed dividend payment ratio with rationale and related documents to comply with the dividend payment policy of the company and to provide dividend payment comparison between the current and previous years, as well as indicating the record date for eligible shareowners to receive dividend, the closing date for shares transfer registration and the dividend payment date.

- **Appointment of the Board of Directors** : The Company entitles shareowners to elect individual directors and to propose candidates for directorship. The proposed candidate shall be approved by Nomination Committee. In case of independent director, he/she must possess the qualifications as stipulated by the Company and the notification of the Market Advisory Board. The list of candidate(s) shall be included in the invitation letter, having names, brief biography, age, position, education, work background, number of previous companies he/she has held directorship/executive position in listed and other companies, position(s) in any competing entity/any entity related to the Company's business, shareholding in the Company, criteria and method of nomination, type of director being proposed (according to the information sent in the invitation letter and as disclosed on the company website).

In the re-election of retiring directors, the company also provides attendance record at past meetings of the directors, as well as terms / years of their directorship.

In 2018, the Company still entitles shareowners to nominate candidate(s) to be elected as the Company's directors prior to the 53rd Annual General Meeting of 2018. Details are as per item 1. Before the Annual General Meeting (Right of Shareowners) on page 88 - 89 in this Annual Report.

- **Remuneration of Directors** : The Board of Directors has granted shareowners the right to approve the remuneration of Company Directors on a yearly basis as well as to determine the criteria for remuneration payment to each member of the Company committees and the value of all forms of remuneration for approval by shareowners in the AGM. The proposal for consideration and approval is scrutinized by the Remuneration Committee based on the Company's operational results, director's

performance, appropriation value of remuneration approved by the AGM, the previous year's remuneration and comparable remuneration in other companies engaged in the same type of business, as well as the director's authority, duties and responsibilities. The remuneration policy and criteria are set forth for each director position, divided in terms of their role(s) on the Board of Directors, Audit Committee, Nomination Committee, Remuneration Committee, Corporate Governance Committee, and Risk Management Committee. The approved budget is summarized in terms of actual amounts being paid and form of payment to individual members of each committee namely the Board of Directors, Audit Committee, Nomination Committee, Remuneration Committee, Corporate Governance Committee, and Risk Management Committee as specified in form 56-1 and in pages 76 - 77 of this Annual Report.

• **Appointment of the Company's auditor and setting of audit fee:** The Company provides all relevant details pertaining to the auditions such as auditor's name, company affiliation, experience, capabilities, independence, past performance, number of years on duty, reasons for change of auditor, and auditor's fee, including comparable information on the auditing fee between the previous and current years along with any other service fees charged by the auditor's company, in comparative proportion to the amount of work and audit fees paid by other listed companies of the same level. All information included in the submission to the AGM has passed the consideration of the Audit Committee.

After the AGM

1. The Company discloses resolutions of the Annual General Meeting with voting results of each agenda in Thai and English versions via the channel of the Stock Exchange of Thailand on the day following the AGM and publicized through the Company's website.

2. The Company provides the Minutes of the Annual General Meeting both in Thai and English versions with sufficient, clear, accurate and complete factual details. Included in this were records of the names and titles of all directors who attended, questions raised by shareowners during the meeting and the answers, voting and vote counting methods, including the number of votes counted as Approval, Disapproval and Abstention on each agenda. Minutes of the meeting are submitted to the Stock Exchange of Thailand and all regulatory agencies concerned within 14 days after the AGM. The Minutes of the meeting in both Thai and English versions were publicized on the company's website so as to allow shareowners to check the data without having to wait until the next AGM, and also sent to the Department of Business Development, Ministry of Commerce within the time stipulated by law.

3. The Company also does a visual recording of the AGM and all proceedings throughout the meeting which is publicized on the company website (<http://www.icc.co.th>).

1.3 Shareholding Structure

The Company has not developed a mechanism to prevent domination of business, which may be exploited by management or authorized persons in case of inefficiency or mismanagement. In 2017, the Company disclosed the structure of related businesses in the business group with similar or related natures, or having cross shareowning structures on page 40 - 41 of this Annual Report. Similar information was also posted on the Company's website.

In 2017, the Company did not repurchase company shares or made any agreement between the shareowners which may have a material impact on the Company or other shareowners. Moreover, it did not prevent or create obstacles to the opportunity for shareholders to communicate with each other.

In the year 2017, the board of directors and executives, including their spouses and minor children, held company shares totaling 4.70 %, which does not exceed 25 % of the Company's issued shares, and the proportion of free float share-holding is at 30.90 %, which is higher than 25 % of the Company's issued shares.

2. Shareowners' Right to Equitable Treatment

1. The Company fully respects the equity rights of shareowners, recognizes their importance and treats all shareowners on equal basis. The Company has no policy to provide unequitable benefits to any specific party whether they be major, minor or foreign shareowners. All shareowners are able to fully exercise their own rights in terms of voting on any matter as the business owner and secured that their rights shall be protected on fair basis with proper provision of sufficient facility.

2. The Board of Directors treats all shareowners with equality and fairness. Owner of the same type of share have identical right to vote, whereby one share represents one vote.

3. The Board of Directors supports shareowners who cannot attend the meeting to assign a proxy to attend and vote on their behalf, by using the proxy form to direct their voting preference and assign at least one independent director as their proxy.

4. The Board of Directors allows minor shareowners to propose a candidate as a director in the Annual General Meeting.

5. The Board of Directors disseminates the invitation letter to the AGM, both in Thai and English versions, on the company website at least 30 days prior to the meeting date.

6. The Board of Directors supports all shareowners to exercise their right as a shareowner. The invitation letter to the meeting

and supplementary documentation are sent out for consideration in advance including the English version for foreign shareowners.

7. The Board of Directors has established a policy to prevent unethical exploitation of insider information for personal interests or others' benefits. It prohibits members of the Board of Directors and committees, executives and all employees who have access to the confidential information (by their position) from trading in company assets in the period of 1 month prior to the public disclosure of the Company's financial statements.

8. The Board of Directors requires company directors and executives to disclose their interests their related persons' interests, as well as manage any possible conflict of interest with prudence, in compliance with the rules of the Securities and Exchange Commission.

According to the Corporate Governance Policy and Principles, in the section relating to Equitable Treatment of Shareowners, the Company treats all shareowners equally and fairly, based on recognition of the equitable rights and equality of all shareowners.

2.1 Exercising the right to attend the AGM

1. In the case of foreign shareowners, the Company prepares the invitation letter to the meeting as well as supplementary documentation and the minutes of the meeting in English which is sent out together with the Thai version. These can also be viewed on the company website, which provides both the Thai and English versions.

2. The right to vote in the meeting is in accordance with the number of shares owned by shareowners. One share is equivalent to one vote and the Company has only ordinary shares.

3. In the Annual General Meeting, the Company has a procedure and channel in place so as to provide the opportunity for minor shareowners to propose qualified candidates to be considered and elected as a director. The shareowners were required to submit their proposed candidates prior to the AGM meeting date as prescribed in the set criteria, which included the channel and timing of the submission during 1-30 December 2016. Such information, both in Thai and English versions, was distributed through channels of SET and the company's website.

Shareowners are also allowed to send in their inquiry in advance. However for the 2017 AGM, no proposed candidate for a director position or inquiry was sent in advance.

4. In 2017, the Company held 1 general meeting of shareowners, the Annual General Meeting, on Monday 24 April 2017 and assigned the Depository for Securities (Thailand) Company Limited, the Company's share registrar to send the invitation letter to the meeting to shareowners 22 days in advance on 3 April 2017 and disclosed on the company website 30 days in advance in order to facilitate both local and foreign shareowners and institutional investors to have plenty of time to study details of each agenda item and appoint a proxy to attend and vote on their behalf in case they are unable to attend the meeting.

The Company facilitates foreign shareowners by sending out the invitation letter with relevant documents in English as well as Thai so as to support attendance by all shareowners, including institutional investors.

Furthermore, the details of the invitation letter with all supplementary documentation which present the same written information as that sent to the shareowners in both Thai and English versions are also published via the company website (<http://www.icc.co.th>), 30 days ahead of the meeting date, since March 22, 2017, allowing Thai and foreign shareowners to access the information conveniently and rapidly, including having more time for consideration.

For the 53rd AGM on April 23, 2018, the Company will send out an invitation letter with all related documents as enclosure on April 2, 2018 which is 21 days prior to the meeting date. The supplementary documentation comprises the meeting agenda, annual report, financial statement, proxy Form B, proxy procedure, information on eligible candidates for the Board and a map of the meeting venue. These documents will be complete and sufficient enable shareowners to prepare correct documents and make their decisions in voting on each item of the agenda.

5. The Company facilitates shareowners who themselves are unable to participate in the meeting to appoint a proxy so as to take part in the consideration and voting process on company activities according to the meeting agenda. For this purpose, a Proxy Form B is attached with the invitation letter providing sufficient information on the proxy appointment procedure, and relevant conditions were simplified to facilitate the process. Shareowners can authorize a proxy to attend the meeting on their behalf and the Proxy rights can be given to an individual or an Audit Committee member who is an independent director. Name list of the four audit committee members together with addresses and details of their stake holding in each meeting agenda have been provided in the invitation letter, and are also available in the company annual report sent to the shareowners along with the invitation letter. The authorization can be executed by using the Proxy Form B sent out with the invitation letter to set their voting direction or download the form prepared in compliance with regulations of Ministry of Commerce from the Company's website (<http://www.icc.co.th>) which contains three forms: Form A, Form B and Form C (used only in the case that the shareowner is a foreign investor and has appointed a custodian in Thailand). Only one form can be chosen.

In the 52nd AGM held on April 24, 2017

	Persons	No. Of shares	% (shares)
Shareowners as listed in share registration	2,061	290,633,730	100.00
Total number of attendants	143	237,673,894	81.78
Attended in person	57	21,825,370	7.51
Proxy	86	215,848,524	74.27
- Proxy to audit committee	13	6,622,570	2.28
- Proxy to individual	73	209,225,954	71.99

6. Registration and attendance by proxy are facilitated by the Company providing complimentary excise stamps for affixing on the proxy form.

7. For convenience of registration at the meeting, attendees may register at least two hours prior to the meeting time and also late attendees will be entitled to cast their vote on the remaining yet-to-be-deliberated items on the agenda counted as part of the quorum from the time they cast their votes.

8. The Company conducts the AGM in accordance with the set meeting agenda. No additional agenda items or change of important information are introduced without advance notice to shareowners.

9. To vote in each agenda, which is proceeded openly, the Company distributes ballots to all shareowners/proxy holders during the registration. Shareowner/proxy holder who disagree or abstain shall return the ballot with affixed signature only. The exception is on the agenda involving election of directors whereby the ballot is collected from all shareowners/proxy holders attending. The Company provides adequate personnel and technological support of the registration and voting procedures by using barcode system to enhance convenience, speed and transparency.

2.2 Supervision of Internal Information Usage

One of the long-standing admirable characteristics of corporate culture is a conscientious sense of business ethics that the Company belongs to the public at large and not to any individual or group of individuals. Hence, a major duty of all personnel at all levels is to safeguard the use of corporate property and to prevent its misuse for personal or any other purposes. This communal sense of responsibility is ingrained into the conscience of all staff at all levels.

Such sense of responsibility has resulted in the Company management being almost wholly by a collective group of people for many decades through a consultative process with meetings being held at the same levels and across departments at all times. This practice has prevented any one executive from causing material damage to the Company by acting alone without discretion.

In addition to collective management, the Company strictly adheres to the principles of ISO 9001: 2008, which upholds transparency in management and decision-making rendering the Company's good corporate governance in every aspect and resulting in the satisfaction that the Company's system of internal control is fully effective.

The company has policies and measures to supervise the use of internal data. Details can be found on page 117 of this annual report. It is also stated in the Company's code of business operation and specified in the code of conduct for company directors, executives and employees

The Company has developed its IT control system in electronic documents interchange and determining access level (with password for each user), to suit the duties and responsibilities of particular users at every level.

In 2017, all these regulations and procedures have been strictly followed by all directors, executives and staff at all levels.

2.3 Trade in Securities of the Company and Report on Related Transactions

The Company has policies and measures in its Code of Conduct to supervise trade in securities of the Company and to report on related transaction of directors and executives, which prohibit directors, executives and employees, having access to inside information, from trading in securities of the Company, one month before public disclosure of the Company's financial statements, except in cases of normal trading transactions irrelevant to the inside information.

The Company requires its directors and executives, including spouses and minor children to report the first holding of securities of the Company and any changes thereof to the Office of the Securities and Exchange Commission within 3 days from the date of such change, as well as send a copy to the Company Secretary for further reporting to the Board of Directors in the next meeting of the Board. In addition, the Company includes any item concerning the report on securities holding of directors and executives, including spouses and minor children, in the regular meeting agenda of the Board of Directors.

In 2017, the directors and executives of the Company acted in strict compliance with the policy, resulting in no trading of company securities during the silent period.

The Company has in place measures to control interest of the Board of Directors and executives. The Board of Directors and executives shall report their interest, or related person's interest as per following circumstances:

1. Holding directorship or executive position for the first time
2. Change of interest information
3. The Board of Directors and Executives are required to report such interest to the Company Secretary who further sends it to the Chairman and Chairman of the Audit Committee for acknowledgment within 7 working days from the date of receipt of the said report.

In 2017 the Board of Directors and executives have complied to the set criteria.

2.4 Conflict of interest

The Company carefully and reasonably manages conflict of interest based on the highest benefit of the Company. Pricing is based on the same fair trading conditions as trading with external persons. The Company sets operational system with transparency and strict adherence to the regulation of the Stock Exchange of Thailand by incorporating such principle into its good corporate governance policy as well as inclusion into the ethical code of conduct towards the Company and shareowners. Disclosure of information is provided in order to achieve equitable acknowledgment of information to all stakeholders.

Regarding related transactions that may bring about conflict of interest, would be governed by the process of related transactions with fairness and according to market price as per normal business. The transactions are notified and disclosed to the meeting with specific details which include name and relationship of the related party, pricing policy, value of transaction, parties involved, the need for such transactions, as well as the opinions of the Audit Committee, the Executive Board and the Company's Board of Director as well as differing views (if any) as required by the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. At the Board of Directors' meeting, directors who have a stake in the transaction must leave the conference room and must refrain from voting on this agenda. All transactions are disclosed in Thai and English to the SET and posted on the Company's website (<http://www.icc.co.th>) in both Thai and English as well. In addition, the summary of transactions is also published in the Company's annual report and on the Form 56-1.

Related transactions likely to incur possible conflicts of interest when compared to the total income is equal to 4.20 % or when compared to total expense, is equal to 3.52 %, which is lower than 25 percent.

Furthermore, the Company has measures to control related transactions and limit financial support for non-subsidiary companies. In providing loans or loan guarantees, it is prescribed that these must be according to the proportion of the Company's equity under the joint-venture agreement. Related transactions in 2017 have been disclosed on page 126 -132 of this annual report with complete, sufficient and transparent information.

In 2017 the Company has not provided financial support to associated or related companies, but to certain subsidiaries by renewal of loan agreement and joint loan guarantees to joint venture partners in proportion to the Company's equity. In 2017, there were neither related transactions nor trading of assets that violated and/or contravened the regulations of the SET or the SEC.

3. Role of Stakeholders

1. The Board of Directors appreciates and is firmly committed to its responsibility and respect for the rights of the various stakeholders whether internal or external, in the public sector and related agencies based on lawful provisions or legal agreements with the Company. In order for stakeholders to be ensured that their rights are protected and that they are treated fairly and equitably, a policy guideline has been prescribed for the treatment of each stakeholder group, which takes into consideration the community, society and the environment, to promote sustainable growth and development as well as mutual benefits which lead to sustainable business, while preventing and suppressing misconduct and corruption, refraining from intellectual property infringement, including giving due respect to human rights. The policy guideline for each stakeholder group is as follows:

Employees	<ul style="list-style-type: none"> - Appropriate compensation and welfare - Training and development of knowledge and skills - Equality and opportunity for advancement - Provision of safe work environment and quality of life
Customers	<ul style="list-style-type: none"> - Access to accurate information regarding products and services

	<ul style="list-style-type: none"> - Quality products and services at appropriate pricing - Availability of alternative products which mitigate environmental impacts - Provision of warranty for products and services - Safeguarding the confidentiality of customers' information
Shareowners	<ul style="list-style-type: none"> - Continuous provision of high returns - Continuous good operational results and sustainable growth - Ensuring effective and transparent corporate management and disclosure of information based on good corporate governance principles
Trade Partners	<ul style="list-style-type: none"> - Compliance with the terms and conditions of the trade agreement and provision of accurate information - Promotion of good cooperation and understanding - Promotion of knowledge transfer to jointly develop value-added products and services
Competition	<ul style="list-style-type: none"> - Conduct business operation with honesty and transparency based on fair competition framework
Trade Creditors	<ul style="list-style-type: none"> - Compliance with the terms and conditions of the trade agreement - Transparency in business operation
Lenders	<ul style="list-style-type: none"> - Compliance with the terms and conditions of the loan agreement with transparency and fairness - Provide advance notification if unable to meet any obligation under the loan agreement in order to find joint resolution based on reasonableness - Always repay principle and interests on loans as scheduled.
Debtors	<ul style="list-style-type: none"> - Compliance with the terms and conditions of the loan agreement with transparency and fairness
Community, Society and Environment	<ul style="list-style-type: none"> - Availability of appropriate products and services for daily living - Promotion of knowledge and understanding on healthy living - Conduct business operation which is mindful to impacts on the community, society and the environment
Government	<ul style="list-style-type: none"> - Compliance with all relevant legal and regulatory requirements - Cooperation and support for development projects and charity activities
Media	<ul style="list-style-type: none"> - Disclosure of accurate information in a timely manner

In case of any loss, the company and each group of stakeholders fully cooperate to seek possible resolution and determine the appropriate measure favorable to all parties.

The Company has formulated stakeholders' policies and guidelines into a handbook: 'Business Code of Conduct and Ethics for the Board of Directors, Executives and Employees' published on the company intranet and website (<http://www.icc.co.th>) as the moral and ethical framework for best business practice, based on creating balance and fairness among stakeholders, as well as serving as a code of conduct for company directors, executives and employees in the engagement and interaction with the Company, shareowners, customers, employees, trading partners, trade creditors, lenders, competitors, government sector, society and the environment, as well as to enhance stakeholders' participation in promoting the Company's sustainable operation.

The Company has policies and directions regarding the treatments of interested parties, anti-corruption, anti-copyright violation, as well as the observation of human rights. Details of corporate social responsibility can be found in the Sustainability Report 2017 and posted on the Company's website (<http://www.icc.co.th>).

Moreover, the Company has implemented code of conduct for Company Directors, Executives and Employees as guidelines for the management and all employees in undertaking operations conscientiously. The guidelines are available for directors, executives and staff of all levels via the Company's intranet and Company's website.

2. The Board of Directors has prescribed channels and procedures by which all groups of stakeholders can file a report or complaint on any matter that may result in damage to the Company, the accuracy of the financial report or unfair treatment.

The Company has provided a communication channel for stakeholders contact, complaint, and suggestion via the "Call Center" at Tel: 0-2294-4999 and e-mail: service@icc.co.th or via business response letters placed at the Company's sales counters nationwide. All the complaints and suggestions received by the Call Center have to be reported to the Audit Committee for investigation. Investigation results will be further reported to the Board of Directors and will be kept confidential.

In 2017, the number of complaints dropped by 17% in comparison to 2016. The Company has brought such information into the product and service development process in order to render highest customer satisfaction.

3. The Board of Directors has formulated policy guidelines to protect its employees or whistle-blowers who bring to the Company's attention matters that may causes damage to the Company, or relating to misconduct or unfair treatment.

4. The Board of Directors supports the publishing of a 2017 Sustainability Report based on the framework of the Global Reporting Initiative (GRI) as a separate publication considered as an integral part of this annual report.

Sustainable business practice under environmental standards

The Company is committed to sustainable business practices, based on responsibility under environmental standards, and included as a key policy in the corporate mission statement and set forth in our Corporate Governance Policy and Business Ethics. This is to ensure that the Company's business operation places consideration to the impacts on natural resources and environment.

Thus, the Company has issued code of conduct under management of natural resources and environment, details of which are available in the 2017 Sustainability Report.

In 2017, the Company conducted business under environmental standards which applied within and outside the organization. For more details, please see our 2017 Sustainability Report Year.

Within the organization

- The Company has installed rooftop solar cell panels for its head office in Bangkok to support the use of alternative renewable energy.

Outside the organization

1. The Company's commitment to environmentally-friendly business operation is reflected in our carefully selected children's products. 'ENFANT', children's apparel, is manufactured to the highest standard under Health&Safety concept for your little loves, by a trading partner of ICC. ENFANT products are certified as 'Green Label' for its safety, non-toxic and environmentally - friendly properties.

2. The Company took part in Little Forest, a reforestation project initiated by Kasetsart University with the objective to plant and protect a forest area of 100 rai in Wang Chin Forest, Wang Chin District, Phrae Province.

Human Resource Development Policy

The Board of Directors recognizes the importance of employees as a valuable asset and an essential part that drives the organization toward success. Thus, the policy and practice guidelines related to the development of knowledge and potential of employees are formulated.

In addition to professional development, the Company also attaches importance to taking care of all employees in terms of fair treatment, hence our staff remuneration policy, formulated as part of the strategy to retain employees who are knowledgeable and capable whereby senior management at Vice President level who head all the corporate divisions review and consider staff remuneration in terms of salary, commission, transport allowance, allowance, overtime, target bonus and bonus, including short-term and long-term compensation in the form of retirement bonus and provident fund.

The Company is also concerned about safety of life, health and assets of its employees, and has in place appropriate policy and practice guidelines related to safety, hygiene and work environment. For more details please see the Company's Sustainability Report Year 2017.

In 2017, there is no report of any accident resulting in employee losing work time.

Anti-Corruption Policy

'Honesty' is one of the Company's 7 Principles of Thought leading to Success. Realizing the importance of internal organization management and business operation renders a firm commitment to transparency and integrity. The Company has therefore defined its anti-corruption policy and code of conduct, which were approved by the Board of Directors on 31 March 2015 and 15 March 2016 respectively, and serve as the practical guidelines for company directors, executives and employees at all levels. The Company has communicated its anti-corruption policy and guidelines for the best interest of corporate business to company directors, executives, senior management and managers at all levels, as well as being included in staff orientation for new employees, in engagement with our trading partners and suppliers. The policy and guidelines have been published in print version for distribution to Board members and directors, executives, trading partners and suppliers and posted on the company website.

Furthermore, the Company has also started publicizing a 'no gift' policy to employees, trading partners, suppliers and external business contacts urging them to refrain from giving gifts to company directors, executives or employees on every occasion. This policy has been communicated through various channels including posting announcements, sending out letters and emails, as well as on the company website.

The Company has also prescribed a transparent and fair procurement process which stipulates procurement proposal procedures and guidelines for transparent business operation for our trading partners. A central price list for materials and equipment as well as a comparison purchase price list, construction tenders, or store finishings in normal cases and in urgent cases is compiled for reference. Corporate management and employees are required to strictly adhere to this system. Any deliberate non-compliance with corrupt intent is regarded by the Company as serious misconduct.

The Company's anti-corruption policy and guidelines are widely available both internally and externally via announcement boards, intranet system, e-Learning, arranging of such activities as "This is the one...ICC click LIKE" every month to celebrate people who do good deeds or demonstrate honesty, holding 'Anti-corruption Policy' training and test for employees via the internal e-Learning system, as well as publishing the policy on the company website (<http://www.icc.co.th>).

Moreover, the Company has developed the Complaints and Corruption Reporting System to receive any information about suspected fraud and corruption through email: iccauditcommittee@icc.co.th and P.O. Box 22, Yannawa, Bangkok 10120.

In 2017, there were no complaints or petitions from stakeholders.

For 2018, the Company is in the process of proposing a project to award suppliers who provide full cooperation in anti - corruption efforts and have a proven record of compliance with the Company's anti-corruption criteria in order to encourage and inspire our suppliers to more actively participate in the anti-corruption activities.

4. Information Disclosure and Transparency

1. The Board of Directors oversees disclosure of significant information to ensure accuracy, transparency and timeliness as well as compliance with the relevant laws and regulations. These disclosures include reports filed in accordance with accounting periods and reports of events having an impact on shareholders' interests, as well as disclosure of other information pursuant to the principles of good corporate governance prescribed by the Stock Exchange of Thailand. Disclosure is made to the extent that the Company's legitimate interests are not prejudiced. Information is published in both Thai and English on the Company's website, disclosure channels of the Stock Exchange of Thailand and other channels which are comprehensively and equitably accessible.

The Board of Directors has established both English and Thai language websites which are easily and conveniently accessible in order to present and publicize up-to-date corporate information. The website is a communication channel between shareowners and investors in addition to being a marketing tool.

2. The Board of Directors is aware of the importance of preparing accurate and reliable financial statements in keeping with the most accredited accounting standard, recording accounting information carefully using discretion in estimation of the financial statements which reflect the actual performance of the Company and emphasizing the quality of the financial statements through a process of review and cross-checking by qualified and independent auditors approved by the Audit Committee and the Board of Directors. Significant additional information is adequately disclosed in the accompanying notes to the financial statements, together with explanations and analysis for the benefit of shareowners and public investors.

The company auditor is a person with knowledge and expertise, being independent and approved by the SEC. In addition, the Auditor must not be related in anyway to or have any interest in the Company/ subsidiary/ associated companies or with any executive/major shareowner or related person of those. Thus, the auditor is independent in conducting audits and providing opinions on the Company's financial statements.

3. The Board of Directors assigns a work unit or a person responsible for investor relations to communicate with external parties with equality and fairness.

Corporate Governance Policy and Principles on 'Information Disclosure and Transparency'

The Board of Directors, recognizing the importance of the quality of information, as well as equitable disclosure of information with transparency and fairness, provides oversight to ensure the disclosure of important corporate information related to the Company, both financial and non-financial information, or information that may affect the Company's securities price to enable shareowners and interested persons to have access to significant corporate information which is accurate, transparent, equitable and timely.

The Company discloses the information through diverse channels that are easy to access, through SET channel and company website in Thai and English versions to ensure confidence among all stakeholders. Our principles are as follows.

1. Disclose the important information whether financial or non-financial.

The Company discloses the important information whether it is financial or non-financial according to the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission (SEC). The Company submits financial and non - financial information to the Stock Exchange of Thailand and the SEC within the designated time and discloses information accurately, completely, timely and transparently both in Thai and English versions via channels of the SET and the Company's website (<http://www.icc.co.th>)

- **Information disclosed in the Annual Information Report (Form 56-1) and in the Annual Report of the Company**

has been provided clearly and completely according to all regulations of the SEC, the SET and the 2012 good corporate governance principles so as benefit shareowners in their consideration. More information on each item is listed in form 56-1 and the Company's annual report as well as being publicized on the company website (<http://www.icc.co.th>)

- **Annual financial statement and quarterly financial statement**

The Company's annual financial statement and quarterly financial statements are prepared and approved by the Auditor, Audit Committee. The Board of Directors discloses such information to shareowners or investors prior the due time, so as to be a supporting factor for investors in making their decision.

- **Report of quarterly operation results**

The corporate operation result is reported on quarterly basis in case the net profit as shown in the latest financial statement exceeds 20% compared to the same period of the previous year. The explanation and analysis of the quarterly report is disclosed via SET disclosure channel and company website.

During the past year, the Company was not cited for any violation of the information disclosure regulations as prescribed by the SEC and SET.

In 2017, the Company's financial statements have been certified with unequivocal opinion by the Company's Certified Auditor and submitted to the SEC and the Stock Exchange of Thailand on time with no correction requirement.

2. The Board of Directors is aware of its responsibility for the accuracy and reliability of the financial statements which enable investors or shareowners to make informed decisions. Hence the Company has prepared a Report on the Board of Directors' Responsibilities for the Financial Statements as shown in page 133 of this Annual Report.

3. The Company has disclosed the corporate governance policies, the 5 categories of corporate governance principles, business ethics and code of conduct for company directors, executives and employees in writing and publicized through the company website.

In 2017, results of the implementation of the corporate governance policy were reported to be in conformity with the 2012 good corporate governance principles set by the Stock Exchange of Thailand, and publicized in the Company's Annual Report, the annual information report form (Form 56-1), and the company website.

4. The Board of Directors has set social and environmental policies, and promoted their continual and consistent implementation as shown in the Sustainability Report of 2017.

5. Regarding disclosure of related transactions, the Company follows the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand by disclosing the name of persons responsible for the transaction, relationship, transaction type, pricing policy, transaction value, including setting clear and fair guidelines for execution of the transaction at market price for normal business in order to prevent conflicts of interest reasonably so as to maximize the benefits to the Company and shareowners. For more information on the related transactions, see page 126 - 132 of this annual report.

6. Important related transactions must be considered and approved by the Board of Directors.

The Company set its Related Transaction Policy to be aligned with notifications of the Capital Market Supervisory Board and the Stock Exchange of Thailand. Any related transaction must be proposed to the Audit Committee for consideration, prior submission to the Executive Committee and the Board of Directors. If such transaction is required to be disclosed pursuant to regulations of Stock Exchange of Thailand, the Company shall fully comply to such regulation.

7. The Company has measures in place to safeguard internal information usage together with a policy requiring company directors and executives, as well as their spouse and minor children to report their trading and holding of company securities, and to report any changes thereof to the Board of Directors meeting. Measures to control usage of internal information are described on page 117 of this annual report.

The measures and practical guidelines are as follows;

- Report when assuming the directorship or executive position for the first time
- Report upon changes of interest.
- Report at the end of every year.
- Directors and executives are required to submit the Report of Interest to the Company Secretary within one month after being elected/appointed and upon any change thereof.
- The Company Secretary will submit the Report of Interest to the Chairman of the Board and Audit Committee within 7 days from the date of receipt such report.

In 2017 the Company did not receive any warning letter regarding non-compliance from the Office of Securities and Exchange Commission (SEC).

8. Long-term objective/target of the Company

The Company has a policy to create new brands and expand sales in online business and Speciality Shop operated and managed by the Company in response to the current market situation and changing consumer behavior trends among the younger generation. At the same time, the Company is determined to focus on product development to attract more diverse customer groups, details of which are under Policy and Business Overview on page 36 - 39 of this annual report.

9. Meetings and communication between the Board of Directors, executives, senior management and vice presidents who head all the divisions are held regularly. The Company holds a meeting of senior management and all division heads on monthly basis in order to acknowledge business targets and strategies which are compulsory to be communicated to all personnel to ensure their understanding and implementation in the same direction as well as to be a practical guideline in performing their duties and responsibilities to achieve the corporate goals.

10. Regarding investor relations, the Company has appointed the Office of the Secretary to the Board of Directors to be responsible for this matter, particularly to provide data and information to investors and concerned parties upon request.

Contact address is as follows:

Mrs. Duangrudee Milintanggul
The Company's Secretary
Tel. 0-2295-0688 Fax. 0-2294-1155
E-mail : duangm@icc.co.th

Or Mrs. Thanyaluck Watanakularoj
Office of the Secretary to the Board of Directors
Tel. 0-2295-0688 Fax. 0-2294-1155
E-mail : iccset@icc.co.th

The Company also publicized the name of persons as well as convenient communications channel via the Investor Relations Information in the company's website (<http://www.icc.co.th>)

Moreover, the meeting with securities analysts is held annually within the Company's compound to provide them the opportunity for any inquiries. This meeting is also attended by the Company's Executive Board for the purpose of providing further clarification.

In 2017, the Company and other companies of the Saha Group jointly cooperated with the Stock Exchange of Thailand (SET) to organize the "Investors and Analysts Meeting with Saha Group", for the ninth consecutive year at the 21st Saha Group Fair at the Queen Sirikit National Convention Center. At this event the President and Vice Executive Chairman welcomed the group of investors, analysts, press, and provided them with information on corporate business and operating results. ICC also provided a summary report on its company profile and operating results to all investors, analysts, press and their positive responses were publicized via the SET channel of communications and the Company's website (<http://www.icc.co.th>).

Moreover, in the past year the Company also provided information and responses to questions to shareowners, investors and other related parties via email and telephone.

11. The Company recognizes the importance of transparency in the equitable and comprehensive disclosure of information, which are easily accessible. The Company disseminates news and information to investors and parties concerned for acknowledgement via various channels including the Stock Exchange of Thailand and the Company's website (<http://www.icc.co.th>). Equity in various companies and press releases in relation to the Company's financial status are also reported on the company website.

12. Apart from disclosure of the financial statements and other information as strictly required by the SEC and the Stock Exchange of Thailand through various channels in a complete and timely manner, the Company also discloses the following, including continuously updated information, in the Company's Annual Report, Form 56-1, and the company website :

1. Name list of the directors, independent directors and sub-committees including profiles, roles and responsibilities thereof, including their record of attendance at meetings as stated on page 8-18 and page 80 - 81 respectively of this annual report.

The information relating to the Board of Directors and Executive Committee has been publicized on the company's website (<http://www.icc.co.th>).

2. Remuneration payment policy for the directors and executives including the type, characteristic and the amount of remuneration paid to each details of which are disclosed on page 76 - 77 of this annual report.

3. The shareowning of directors and executives including spouses and minor children are disclosed on page 79 of this annual report and through the company website.
4. The shareowning structure: the Company discloses the top ten shareholders as at the closing date for the Share Register Book for the AGM as shown on page 63 of this annual report and through the company's website.
5. The corporate management structure has been disclosed on page 72 of this annual report. Moreover, the Company also discloses the structure of the business group according to equity on page 52 - 57 , together with the structure of its shareowning on page 40 - 41 of this annual report. This information is also published on the company website.
6. Disclosure of business policy and performance overview on page 36 - 39 of this annual report.
7. The information on nature of the Company's business together with industry and competitiveness analysis, competitive status and potential of the Company and market share has been clearly disclosed in the Nature of Business on page 42 - 48 of this annual report.
8. Information on non-financial performance of the Company, measured by customer satisfaction with product and service standards, see the Sustainability Report of 2017.
9. The Company's operational risks, their nature, cause and impacts as well as prevention and mitigation have been disclosed on page 49 - 50 of this annual report and on the company website.
10. Internal control and internal audit systems, assessment results of the internal control system in five major areas based on the Securities and Exchange Commission requirements appear under Internal Control and Risk Management on page 123 -125 and the Audit Committee Report on page 71 of this annual report and on the company website.
11. The company reports its Financial Statements on a quarterly basis in both Thai and English versions, also published on the company website which is available for public download as well.
12. Annual Reports for the last 10 years, Form 56-1, Invitation letter to the AGM in both Thai and English versions are publicized on the company's website, and also available for public download.
13. The general public have the opportunity to pose questions to the Company via the Office of the Secretary to the Board of Directors and the Company's Secretary who are responsible for investor relations for the Company. This Q&A is publicized on the company website.
14. Information on attendance of training courses of directors and executives is disclosed on page 105 of this Annual Report.
15. Qualifications and experience of the Company's Secretary is also disclosed and disseminated on the Company's website.
16. The Company's Articles of Association, Vision and Mission are publicized on the company website.
17. Charters, duties, responsibilities, qualifications and directorship terms of the Board of Directors and all Committees and their members are publicized on the company website.
18. Disclose the Whistle Blowing policy and publish on the Company website.
19. Disclose Corporate Governance Policy and Principles in 5 Sections, Business Code of Conduct, Code of Conduct for the Board of Directors, Executives and Employees on the company website.
20. Disclose the Anti-Corruption Policy and Procedures on the company website.
21. Disclose information about investor relations.
22. Prepare and disseminate the newsletter that presents the Company's operation result and post on the company website.
23. Disclose Company's information and press releases through the company website.

5. Board of Directors' responsibilities

The Company's Board of Directors has an important role in determining the direction of the Company's business operation, and monitoring the management team as well as setting up corporate governance policy, the principles of corporate governance, business ethics and code of conduct for company directors, executives and employees. Such codes of conduct are published and distributed to company directors, executives and employees. The Board also has responsibility of implementing good corporate governance to

ensure the best interest of the Company and shareowners, including supervising that corporate activities are undertaken appropriately and legally.

In the past year, there was no record stating that the Company has :

- committed any gross regulatory violation;
- committed any fraudulent and unethical misconduct;
- any case that a non-executive director resigns due to corporate governance issues;
- any case bearing negative impact on reputation due to failure in the discharge of duties as the Board of Directors.

1. Board of Directors' Structure

1.1 Board of Directors Composition

The Board of Directors comprises 12 members as follows :

- Non - executive Directors 8 persons (5 Independent Directors)
- Executive Directors 4 persons

The Board of Directors has prescribed its structure as comprising persons having a diverse range of knowledge, capabilities and experiences, whether in management, marketing, law and/or finance, without limitation to gender, and having the qualifications required by law. Two such Directors are Non-Executive Directors who have experience in the Company's business. There are also Independent Directors as required under the Notification of the Office of the Securities and Exchange Commission. For the Board of Directors' structure and checks and balance of Independent Directors see page 73 - 74 of this annual report.

1.2 Qualifications of Independent Directors

The Board of Directors consists of 5 of Independent Directors, all of whom are fully qualified to hold the position of Independent Directors under the Company's Articles and Association, equivalent to 41.67% of the total number of members of Board of Directors, which is higher than the minimum requirement of Capital Market Supervisory Board which specifies the proportion at 1:3 or 33.33% of total number of members of Board of Directors. Moreover, one Independent Director on the Board of Directors is a women.

The Board of Directors' definition of an Independent Director is stricter than the minimum requirements of the Office of the Securities and Exchange Commission. All Independent Directors of the Company and their related persons do not hold shares of the Company, as well as subsidiary and associated companies, as well as not being related to substantial shareholders or authorized persons of the Company. Definition of Independent Director is stated in the Form 56-1, an attachment to the invitation letter for the 53rd Annual General Meeting of 2018 and is publicized on the company's website (<http://www.icc.co.th>).

The Company appoints the Nomination Committee to select Directors from a pool of knowledgeable professionals who are equipped with multiple professional expertise, experience and vision and are known to have integrity and unblemished professional records. They are urged to express themselves freely. The Board of Directors has clearly defined the duties and responsibilities of each committee, with the Executive Chairman as the Head of Administration, appointed by the Board of Directors to manage and conduct the business operations of the Company to achieve the goals and targets established by the Board of Directors.

1.3 Selection Process of Directors

The Board of Directors appoints the Nomination Committee to recruit and scrutinize qualified candidates through a clear and transparent selection process. The Nomination Committee is responsible for vetting candidates, with diverse knowledge and capabilities, by adopting the Board Skill Matrix and giving due attention to knowledge and expertise, ability, and appropriate experiences of the individual candidates. The nomination list is then submitted to the Board of Directors' for consideration.

1.4 Term of the Independent Director

The Company's Board of Directors is elected by shareowners at the Annual General Meeting with the tenure specified in the Articles of Association of the Company. Upon completion of the term, a Director may be reappointed. The Company does not restrict the period of holding Independent Director's position even though there are 2 Independent Directors who have been on the Board of Directors for over 9 years. These long-serving Independent Directors are fully qualified according to the Company's articles of association and have the knowledge, expertise and experience desired by the Company, as well as being fully effective because each performs the duties and responsibilities of an Independent Director with independence from corporate management and major shareowners, no conflict of interest which might interfere with Company's interest and decision-making based on the highest benefit of the Company.

1.5 Directors' Positions in Other Companies

The Company has disclosed director's name list together with their profiles, experiences, portion of shareholding in the Company, and details of the positions and title held by each Director in other company/companies on page 8-18 of this annual report.

The Board of Directors does not restrict the holding the Director's position in other companies to not more than 5 companies, because the Board believes that the business acumen and professional experiences are not subject to the number positions if the Directors have the abilities and intention of performing their duties and responsibilities as entrusted by the Board of Directors and shareowners. The Company currently has 1 Director holding positions in more than 5 registered companies but remains confident that this does not pose any negative impact as this Director is fully effective and responsible in discharging the duties of Company Director, always attending meetings of the Board of Directors and making positive contributions for the benefit of the Company.

1.6 Holding the title of director in other companies by the Company's Directors, Managing Director and Executive Directors

The Board of Directors has a policy which requires Company Directors and Executives holding director positions in other companies to make a disclosure to the Company Chairman and Chairman of the Audit Committee.

Implementation of such policy and established practice to allow the Company directors and the executives to hold title in other companies, is that the Saha Group of companies by a top management team would consider whether it is necessary to assign any director or executive from which company in the Group to be its representative as a joint-venture partner or in accordance with a joint - venture agreement depending on type of business and the individual's knowledge, capabilities and expertise in such business.

In addition, the Board of Directors prescribes a policy allowing the Executive Chairman to hold directorship in subsidiary and associated companies in order to ensure flexibility and consistency in management.

1.7 Consolidation or Segregation of Office

Due to the difference in the duties and responsibilities between the Chairman and the Board of Directors and top corporate management, the Company determined that the Chairman must not being the same person as the President of the Company, in order to clearly separate the monitoring of corporate governance from the executive management duties, rendering checks and balance in business operation. Furthermore, the Board of Directors determined the written scope of duties and responsibilities of the Board of Directors and sub-committees, Chairman to the Board of Directors and President of the Company for further accountability and transparency of business management, and disclosed in the Company's website.

However, the Chairman of the Board of Directors is not an Independent Director, but the Chairman performs the role with independence and allows all Directors the opportunity to express opinions and provide suggestions for the best interest of the Company.

1.8 Company's Secretary

The Company has appointed Mrs. Duangrudee Milintanggul, who is fully qualified and appropriately experienced to be the Company's Secretary. Mrs. Duangrudee has completed full training on the responsibilities of Company Secretary and has been continuously acquiring development and knowledge through various trainings. She is thus qualified as Company Secretary to ensure the effectiveness of company operations according to the good governance policy and principles. Duties and responsibilities of the Company Secretary can be found on page 74 of this annual report.

2. Sub Committee

The Board of Directors has appointed a number of other sub committees whose members are appropriately qualified in the specific areas of responsibility to be in charge and report to the Board at all times. At present, the Sub-committees consist of the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Risk Management Committee and the Corporate Governance Committee, with separate and independent scope of duties and responsibilities in order to enhance good corporate governance, details of which are on page 109 -116 of this annual report.

The Board of Directors has issued a charter for each of the Sub - committees to prescribe the tenure and scope of their respective powers and duties to clearly define their roles and responsibilities which are differentiated from the Board of Directors, the Chairman and corporate management. These are disclosed on the company website.

The structure of the Sub-committees and the meeting attendance of each can be found on page 80 - 81 of this annual report.

The Nomination and Remuneration Committees do not comprise Independent Directors as members, but all of the committee members possess knowledge, capabilities and experience in the discharge of their duties for many years. They have performed their duties with responsibility and loyalty. Nor did they cast votes in the agenda items, in which they may possess vested interests.

3. Roles, Duties, and Responsibilities of the Board of Directors

3.1 Leadership and Vision

The Board of Directors comprises individuals who have knowledge, expertise and experience beneficial to the Company, as well as having leadership, independence and discretion in decision making, and qualities which enable them to ensure good corporate governance in accordance with the set objectives and targets for the highest benefit to the Company and shareowners.

The Board of Directors plays a crucial role in defining corporate vision and mission, as well as setting business targets and annual budgets to achieve the highest value increase for the business and security for shareowners. The Board also considers and approves important corporate policies and strategies especially financial targets and business plans which are part of the Key Performance Indicators (KPI). Targets and KPIs are established and approved at the beginning of each year and monitored regularly

Corporate vision and mission are reviewed annually, the latest review having been approved by the Board of Directors on 23 February 2018, and found to still be well suited to the Company's business operation and aligned with the present economic situation.

Moreover, the Board of Directors also monitors the operation results of management and presides over the application of corporate strategies. Corporate management reports operational plans and formulation of strategic plans to the Executive Committee and the Board of Directors for acknowledgment on a monthly basis as a compulsory agenda of the respective meetings (of the Executive Committee and the Board) in reviewing the Company's performance each month. The strategic plans are reviewed on a quarterly basis and the Executive Committee and the Board of Directors would give their views and suggestions to corporate management for further development and improvement.

3.2 Good Corporate Governance

The Company has promoted corporate governance by establishing good corporate governance policies, along with business ethics and a Code of Conduct for Company Directors, Executives and Employees in written as well as handbook forms, in 3 languages namely Thai, English and Japanese. Evaluation of implementation results and review are conducted on an annual basis. The manuals are distributed to the Company directors, members of each sub-committee, executives, and employees at all levels as the same guidelines for working operation. It is publicized via the Company's intranet system and on the company website, and includes an animation video to promote a better understanding of good corporate governance among corporate management and employees.

The Board of Directors also follows up the implementation of its corporate governance principles in order to promote good management systems which are transparent and effective in business operations. Those who do not adhere to such policy and principles may face disciplinary action as appropriate and may also face legal action in cases where any laws are violated. In cases where an employee is doubtful or unable to follow an instruction or make a decision, he/she may raise the issue with the supervisor up the chain of command. Should there be any dispute, a directive by the President, Executive Committee and the Board of Directors should prevail as a final judgment.

The Board of Directors has established the Corporate Governance Committee in order to monitor and assess corporate governance of the Company, to support the work of the Executive Committee and the Board of Directors in corporate governance so as to achieve success as set in the objectives and targets.

3.3 Conflict of Interests

The Board of Directors has judiciously considered the issue of conflict of interests and has defined a clear related policy and guidelines as part of the Policy on Good Corporate Governance and Business Ethics in order to eliminate conflict of interest. Such policy includes clear guidelines and procedures, formulated with care and reason for the best interest of the Company and shareowners and in compliance with the regulatory requirements of the SEC and the Stock Exchange of Thailand, of which details are published on the company website.

In 2017 had no related transaction which required approval of shareowners and had disclosed transactions which may have possible conflicts of interest in Related Transactions on page 126 - 132 of this annual report.

The Board of Directors has set a policy to prohibit Company Directors and executives from trading company securities during the one - month period prior to the public disclosure of the Company's financial statement.

The Board of Directors has directed Company Directors and Executives as well as their spouses and minor children to have the duty to disclose shareholding and changes in shareholding of the Company shares to the Office of the Securities and Exchange Commission, and to submit a copy to the Company Secretary for reporting to the Board of Directors in the subsequent Board Meeting.

The Board of Directors has directed Company Directors and Executives to disclose their personal stakes, as well as those of persons related to them in accordance with the prescribed criteria.

More information as stated in Control of Internal Information Usage on page 117 of this annual report.

3.4 Internal Control and Internal Audit

The Board of Directors has established internal control systems and risk management system.

The Board of Directors recognizes the significance of company's internal control systems in monitoring its operation, finance and corporate governance. The company's internal auditing unit checks, evaluates and follows up on those systems which also

include the computer system, providing consultation to ensure efficiency and independence in their full capacity as auditors. Details are presented in Internal Audit and Risk Management on page 123 – 125 of this annual report.

The company has established an Internal Audit Unit, reporting directly to the Audit Committee, and is supervised by the Secretary of the Audit Committee. The Company has hired Dharmniti Internal Audit Co., Ltd., as an advisor on quality of internal audit work and internal control systems by working closely with the Secretary of the Audit Committee, and then reporting the findings to the Audit Committee continuously on a monthly basis. In the Board of Directors' Meeting No.10/2560, which was held on 23rd February 2018 and attended by all members of the Audit Committee, it was assessed that the internal control and risk management systems of the Company are appropriate and sufficient.

In 2017, the Audit Committee appointed Ms. Somcharee Kawkomdee, a Director of Dharmniti Internal Audit Co., Ltd. as the Company's internal auditor. Her resume and qualifications can be found on page 123 of this annual report.

3.5 Risk Management

The Board of Directors prioritized risk management which might impact on business targets, and established a systematic risk management process which is aligned with the Company's policy.

Board of Director appointed The Risk Management Committee, with members comprising of Mr. Amorn Asvanunt as a Chairman, and Mr. Thamarat Chokwatana, Ms. Munchusa Terapongpipat, Mrs. Pitacha Poosunthornsri, Mr. Pranot Vesaruchavit, Ms. Yauwaluk Namakorn as members, and Mrs. Duangrudee Milintanggul as member and Secretary. The Management Committee monitors risk management to ensure that it is effective and aligned with the necessary standard, provides risk assessment, follow-up plan and provide a report on the Company's risk management in 2017 to Audit Committee for further acknowledgement.

In 2017, the Finance and Accounting Division and the Information Technology Division proceeded to introduce modifications to the ERP : Enterprise Resource Planning system, and collaborated with the Corporate System Development unit and an assigned Working Committee to implement a new and improved work process in all the Company's database systems to create value-added applications in using the new ERP system rendering more efficient and effective usage under corporate risk assessment encompassing strategic and operational risks, as well as risks from fraud and corruption aligned with the Company's anti-corruption policy in order to enhance the company's preparedness in the face of changing internal and external situations and to bolster sustainable growth of its business.

4. Board of Directors' Meetings

The meeting schedule is pre-planned to be held on a monthly basis throughout the year. Invitation letter, meeting agenda, minutes of the previous meeting with annexes are sent by the Company's secretariat to all directors at least seven days before the meeting for acknowledgement and prior consideration as legally stipulated. The Chairman of the Board of Directors and the President jointly consult to consider matters which should be included on the meeting agenda. In addition, members of the Board of Directors may raise any issue as additional agenda by submitting their proposal to the Company's Secretary, and have it discussed and debated openly. The Company's Secretary is responsible for preparing the minutes of meeting and keeping a record of the minutes of previous meetings which had been certified by the Board for any further review and/or audit by the Board and any relevant parties.

The Board of Directors attaches importance to meeting attendance and considers it a duty for Board members to attend every meeting except in cases of unforeseen/uncontrollable necessity, incident or illness, and encourage the top corporate management to attend the meeting so that they are aware and acknowledge what transpires in the meetings, participate in policy formulation and decision - making on the Company's business direction.

Top corporate executives are able to attend the Board of Directors meetings to clarify any matters in which they are directly involved. All the Board members can have questions or request additional information on any matter from the Chairman of the Board, the President or the Company's Secretary.

In considering any agenda, the Chairman of the Board as the Chairman of the meeting, gives an opportunity to all directors and executives to freely express their opinions and comments. Directors with possible conflicts of interest are not eligible to vote on the agenda related to his or her interest.

To pass a resolution on each agenda item by the Board of Directors, requires that there should be no less than two-thirds of the directors present at the Meeting

When the meeting is adjourned, the Company's Secretary shall prepare the minutes of the meeting to be subsequently approved, certified and signed by the Chairman, before being submitted and placed as the first agenda of the next meeting for approval by the Board. However, any member of the Board can express their opinions or request amendments to the minutes in order to ensure utmost clarity and accuracy.

The certified minutes of meeting shall be systematically filed at the Company's Head office in the form of original and electronic documents with annexes of each agenda for easy reference and detection.

The non-executive directors are provided an opportunity by the Board of Directors to regularly hold meetings amongst themselves as deemed necessary. Reports of such meetings shall always be sent to the President and Executive Chairman and to the Board of Directors' meeting for acknowledgement

The Board of Directors has a policy to encourage Independent Directors to organize a Non-executive Meeting, at least once a year, without participation by the Executive Director and corporate executives, in order to consider and discuss managerial issues, or the issues of their interest. Minutes of every Non-executive Meeting are submitted to the Executive Chairman, and the Board of Directors for attention.

In 2017, independent directors held 1 meeting among themselves without any management participation. Every independent director participated in the Meeting.

In 2017, (according to tenure from April 2016 to April 2017) the Board of Directors held 12 meetings. The attendance of each director as stated in the Chart displaying Directors' and Executives' position, remuneration, shareowning and meeting attendance on page 80 - 81 of this annual report. Each director had attended more than 80% of all Board meetings.

5. Self Evaluation of the Board of Directors

The Board of Directors determines that Board members perform performance assessment of the entire Board and Sub-committees on an annual basis, where each Director could review and evaluate the overall performance, including problems and obstacles during the past year for further improvement to increase effectiveness.

Criteria : The Assessment covers duties and responsibilities of Directors and Committees, independence of opinion, transparency, collaborating with the Management Team and stakeholders, and the Board's and Committees' compliance with good corporate governance principles.

The assessment criteria calculated in percentage score of the total score for each item.

More than	85 percent	=	Excellent
More than	75 percent	=	Very Good
More than	65 percent	=	Good
More than	50 percent	=	Fair
Lower than	50 percent	=	Need Improvement

Process : In Year 2017, the Company's Secretary sends an overall performance assessment form of Board of Directors and Sub-committees to all Directors and committees for evaluation, then collects, verifies and prepares the summary report to the Board of Directors' Meeting for acknowledgement and further discussion on an annual basis.

The average assessment results of the Board of Directors and Sub - committees are as follows;

1. The average assessment of the Board of Directors in 2017, the score is 78.03%, Very Good level.
2. The average assessment of the Executive Committee in 2017, the score is 75.92%, Very Good level.
3. The average assessment of the Audit Committee in 2017, the score is 89.21%, Excellent level.
4. The average assessment of the Remuneration Committee in 2017, the score is 81.90%, Very Good level.
5. The average assessment of the Nomination Committee in 2017, the score is 73.65%, Good level.
6. The average assessment of the Risk Management Committee in 2017, the score is 80.71%, Very Good level.
7. The average assessment of the Corporate Governance Committee in 2017, the score is 84.41% , Very Good level.
8. The average assessment of CEO in Year 2017, the score is 79.03%, Very Good level.

The Company does not prescribe self assessment of individual Directors or Committee members, because of the evaluation based on collective management better reflects overall performance (than individual assessment) which each Director or committee member can then apply to the respective topics.

Besides, the Board of Directors required each member of the Executive Committee to assess the performance of the Executive Committee as a whole, against the criteria topics, partly in order to set remuneration for members of the Executive Committee with another part resulting from the consideration of the Remuneration Committee.

As for assessment of the CEO, that is the Executive Chairman & CEO, based on monthly operational results, the company performance in terms of the annual sales turnover and profits, as well as partly from consideration of the Remuneration Committee and partly from consideration of the Board of Directors and the participation in the assessment by all Executives Directors in the performance assessment of CEO under the prepared evaluation form.

6. Remuneration of Board of Directors and Executives

The Board of Directors oversees and determines the payment of appropriate remuneration to each committee member pursuant to the powers, duties and responsibilities and draws comparison to the operation levels in the same business sector.

The Remuneration Committee is responsible for considering reasonable amount of remuneration of directors. Criteria for consideration are based on the experiences, duties, scope of work, roles, participation, and responsibilities of each individual director and executive. The amount shall be proposed to the Board of Directors for consideration before submission to the Annual General Meeting of shareowners for approval.

At the 52nd AGM of 2017, held on April 24, 2017, a resolution was passed to approve payment of remuneration to the Company's directors of no more than Baht 20 million per annum, and the Remuneration Committee was assigned and authorized by the Board of Directors to allocate this amount.

The Executive Chairman (CEO) remuneration is in accordance with the criteria and policy set by the Remuneration Committee, in the short term such as salary and bonus and in the long term, based on the company operation and performance and the Executive Chairman's (CEO) annual performance evaluation

In 2016, the Executive Chairman (CEO) remuneration for Year 2017 consists of salary, bonus, pension and attendance fee amounting to a total of 10,228,000 baht.

Remuneration of corporate management is determined in accordance with criteria and policies stipulated by the Remuneration Committee, which correspond to the performance of each executive individually.

Criteria to consider directors' remuneration and amount of remuneration paid to directors and executives in 2017 on page 76 - 77 of this annual report.

As for the Employee Stock Option Program (ESOP), is not a factor in retaining executives and staff loyalty to the Company, also it is considered as a burden to employees who gain share allocation and must pay tax from shares transfer, since there is no law in Thailand facilitating this policy, the Company then disregards its implementation.

7. Directors and Executives Development

The Board of Directors has a policy of continually promoting and sponsoring the development of knowledge amongst Company Directors, Executives and employees.

All directors and executives are encouraged to develop their knowledge. The Company prioritizes their attendance at seminars which are useful to their performance as Directors. Seminars for training include the Director Accreditation Program (DAP), the Director Certification Program (DCP) and Audit Committee Program (ACP), Understanding the Fundamental of Financial Statements (UFS) and Finance for Non-Finance Directors (FND), as organized by the Thai Institute of Directors Association (IOD). Other seminars will be short seminars being useful for performance by the directors and executives, as well as other courses to be organized by IOD in the future.

In the past year, the Board of Directors had supported the directors and executives attended course organized by Thai Institute of Directors Association as follow:

Director and Executive's Name	Course Details
1. Ms. Munchusa Terapongpipat	- Directors Certification Program (DCP 233/2017)
2. Mrs. Kobsuk Saengsawad	- Directors Certification Program (DCP 233/2017)
3. Surat Wongrattanapassorn, Ph.D.	- Directors Certification Program (DCP 233/2017)
4. Mrs. Ramida Russell Maneesatien	- Directors Certification Program (DCP 237/2017)

Moreover, Company Directors and Executives attended the following seminars and training courses relevant to their work performance :

- Good Corporate Governance Principles (New and Improved Edition) for 2017 presented by Mr. Thanakit Permpoonkantisuk
- Civil and Criminal Liability of Directors and Executives by Special Professor Kitipong Urapeepatanapong
- 2017 Tax Update by Mrs. Punnee Worawuthichongsathit

The Board of Directors and executives of the Company meet on a regular basis to discuss and exchange opinions with the Boards of Directors and top management of other organizations, including attending seminars and taking educational trips with business partners or other organizations, both domestic and international.

8. Orientation of New Directors

The Board of Directors organizes an orientation course for newly-elected directors of the Company, together with a new director's manual, in order to provide key information on the Company, Corporate Governance Policy, Business Ethics, Code of Conduct for Directors, Executives and Employees, Securities and Exchange Act, Public Limited Company Act, and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

In addition, the Company distributed the Director's Manual to all directors in order that they can study and review the regulatory requirements at all times.

9. Plan for Successors

The Board of Directors has prescribed a succession plan for employees in various positions in view of their advancement to higher positions in their career path.

The Board of Directors has assigned the President and Executive Chairman, in cooperation with the Human Resources Management Division to prepare a succession plan for executives as follows :

1. To provide opportunity for middle managers to work closely with senior managers including the Vice President in both direct-functional and cross-functional lines.
2. To define appropriate career paths for potential middle managers.
3. To prepare rotation plan in other functional line for a senior manager, when necessary.
4. To prepare necessary skills and capability for specialized personnel for higher management positions.
5. To map out corporate strategies and strategic directions for cooperation between senior and middle managers.
6. To establish committees to handle several functions, such as marketing, advertising, research, etc., for development of works and potentials in a systematic process.
7. To provide more opportunity to middle managers in management of both direct-functional and cross-functional lines.
8. To hold systematic training courses that fit each area of work, such as inventory control, marketing, as well as product and design management.
9. To organize a training course for senior and middle managers to promote common awareness and understanding of accountability, integrity and corporate image as a whole.
10. To include training courses for managers of each department for development of higher potential, advance planning and systematic thinking.
11. Recruitment of qualified personnel for each operational division, such as CFO.
12. Provide training on systematic planning process for middle managers.
13. Rotate executives in some divisions to enhance efficiency in business administration.
14. Enhance charitable spirit and activities among managers at all levels for promoting happy living in the society.

Good Corporate Governance Policy and Resulting Implementation

The Board of Directors is well aware of the importance of corporate governance and is committed to adhering to good corporate governance practices for public listed companies so as to inspire confidence in the Company's business operation among investors and achieve sustainable growth. The Board has prescribed 5 categories of principles in the Company's Good Corporate Governance Policy: encompassing business ethics and ethics of Company Directors, Executives and employees.

The Company requires that its Good Corporate Governance Policy is reviewed every year and continuously improved to ensure appropriate compliance and consistency with the ASEAN CG Scorecard criteria, as well as being practical and suitably applicable for effective implementation. Some parts which have not yet been put to practice, the Company will use as guidelines to be appropriately adapted in future.

Not in practice	Reasons
1. The Company has a cross shareholding structure, otherwise known as a pyramid of a group of companies.	Because this has been the nature of the business of the Company long before being listed on the Stock Exchange of Thailand. However, such cross shareholding structure is not cross-shareholding which contravenes Article 14 of the Notification of the Capital Market Supervisory Board No. Thor Jor 28/2551 Re: Application for and Approval of Offer for Sale of Newly Issued Shares.
2. The Company has not set a policy to restrict the number of listed companies each of its directors, including Independent Directors, may hold director position, to not more than 5 companies.	The Company is assured that there will be no effect to their performance because all directors devote their time and make best efforts to perform the duties for the Company, attend all meetings and contribute to the best interest of the Company.
3. The Company has no policy to limit the number of years of tenure of Independent Directors to not more than 9 years.	The Company is confident that its Directors possess knowledge, expertise and experience which are enhanced by their long service to the Company, rendering a better understanding of the Company's business.
4. The Remuneration Committee, Nomination Committee, Chairman of Remuneration Committee and Chairman of Nomination Committee are not independent directors.	These directors fully possess the required knowledge, experiences and expertise to perform such duties.
5. The Company does not conduct performance evaluation of all its directors on individual basis.	Because performance evaluation of the Board of Directors collectively reflects the whole operation and enable each director to develop and improve their performance well in each topic.

Sub Committees

Management structure consists of the following:

1. Board of Directors
2. Executive Committee
3. Audit Committee
4. Remuneration Committee
5. Nomination Committee
6. Risk Management Committee
7. Corporate Governance Committee

Name list of each set of directors are shown on page 80 – 81 of this annual report.

To give confidence to shareowners that the Company's operation is transparent, with due diligence and sufficient s-checks and balance as well as discreet consultations.

The Board of Directors has appointed other sub-committees to be in charge and report to the Board at all times. At present, the Sub-committees comprise the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Risk Management Committee and the Corporate Governance Committee.

The Structure of the Board and the company's administration provides sufficient checks and balance. The scope of power and responsibilities of each committee are separate and not interdependent to promote corporate governance with the Chair of each sub-committee providing direction in the discharge of the committee's duties in accordance with corporate policy. The committees are required to report their outcomes and findings to the Board of Directors' meetings.

- **Board of Directors** a group of twelve people, management structure consisted in page 99 -100 in this annual report. The meeting schedule for the Executive Board of Directors is set on a monthly basis.

In 2017, (according to the year of service from April 2016 to April 2017) the Board of Directors arranged the meeting on a monthly basis. The attendance of each director is shown in the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 – 81 of this annual report.

- **The Executive Board of Directors** a group of ten people who is assigned and authorized by the Board of Directors, consists of four Directors and six executives. The Executive Board of Directors is responsible for the company administration with designated status as executive company staff or permanent employee. The meeting schedule for the Executive Board of Directors is set on a weekly basis.

In 2017, (according to the year of service from April 2016 to April 2017) the Executive Board of Directors arranged the meeting on a weekly basis. The attendance of each director is shown in the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

- **The Audit Committee** is a group of four independent directors and two Audit Committee Members (Mr. Amorn Asvanunt and Mrs. Duangphorn Sucharittanuwat) who graduated and expertise in Accounting with two years term of office. The Audit committee has set their meeting at least once per quarter. An extraordinary meeting is available for considering any related transaction or other special issues which must be reported to the Board of Directors as well as a joint meeting with the Company's Auditor and the Chief Financial Officer on a quarterly basis. Member of the Auditor Committee must not own any company shares.

The Company has not set a limitation terms to be as a successor of Audit Committee Member at present, it would depend on consideration of the Nomination Committee together with the Executive Board of Directors based on their past performance in the previous year.

In 2017, (according to the year of service from April 2016 to April 2017) the Audit Committee has arranged twelve meetings. The attendance of each Audit Committee Member is shown in the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

- **The Remuneration Committee** consists of three members of the Board of Directors whose term of office is one year. This committee arranges their meeting annually, and an extraordinary one is also available as required.

In 2017, (according to the year of service from April 2016 to April 2017) the Remuneration Committee arranged two meetings. The attendance of the Remuneration Committee is shown on the chart on page 80 - 81 of this annual report, which also shows his position, shareholding and attendance to the meetings.

- **The Nomination Committee** consists of five members from the Board of Directors whose term of office is one year. This committee arranges their meeting on a yearly basis, and an extraordinary one is also available as required.

In 2017, (according to the year of service from April 2016 to April 2017) the Nomination Committee arranged three meetings. The attendance of the Nomination Committee is shown on the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

- **The Risk Management Committee** consists of one Audit Committee member, two Directors and four Management staffs with two years term of office. This committee arranges their meeting once per quarter at least, and an extraordinary one is also available as required.

In 2017, (according to the year of service from April 2016 to April 2017), the Risk Management Committee arranged eleven meetings. The attendance of the Risk Management Committee is shown on the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

- **The Corporate Governance Committee** consists of one Audit Committee member, one Director and two Management staffs with one year term of office. This committee arranges their meeting twice per year at least, and an extraordinary one is also available as required. Name List of the Corporate Governance Committee is shown on the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

In 2017, (according to the year of service from April 2016 to April 2017), the Corporate Governance Committee arranged three meetings. The attendance of the Corporate Governance Committee is shown on the Chart displaying Directors and Executives' position, shareowning and attendance to the meeting on page 80 - 81 of this annual report.

Term for company directors

The term for company directors is in accordance with company articles of association and Charter for The Board of Directors as follows:

1. At each annual shareholders' general meeting, one-third of the sitting directors are required to retire from directors, whereas if the number of directors cannot be divided into 3 equal portions, the closet to such number shall apply. Retiring directors are eligible for re-election. At present, The Board of Directors had 12 members, therefore each director shall have a 3 - year term.
2. Apart from retiring upon term completion, the company director shall also relieved of his/her position upon resignation or death or having disqualifications as prohibited by laws or the resolution adopted by the shareholders' meeting to remove that person from the position, or court ruling remove that person from the position.
3. In the case where the position of Board member is left vacant due to reasons other than term completion, with such remaining term not less than 2 months, The Board of Directors are required to appoint other persons having full qualifications to succeed in that position. In such case, the newly-appointed Board member may only serve out the term remaining for the person he/she succeeds.
4. The company director resigning from the position before term completion is required to submit his/her resignation letter to the company, with such resignation coming into effect on the date of said submission.
5. The shareholders' meeting may vote for any of director to be out before retiring upon term completion, by a vote of not less than three - fourths of the number of shareholders attending the meeting and having the right to vote and the total number of shares being not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote.

Scope of the Authority and Responsibilities

The Authority and Responsibilities of the Board of Directors

- Operational Authority

1. To consider and appoint the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Risk Management Committee and determine their authorization.
2. To appoint, remove, and delegate authority to the advisors of the Board of Directors, committees and other parties for further actions.
3. To approve borrowing to more than Baht 50 million and debenture issuance for use as company's working capital.
4. To approve the granting / revoking of more than Baht 50 million loan.
5. To approve purchase / revocation / sales of assets, investment capitals and expenditure for the amount of more than Baht 50 million.
6. To approve collateral granting / revoking and liability granting / revoking of liability to individuals / companies for the amount of more than Baht 50 million.
7. To approve investment policies for investing in other companies for the amount of more than Baht 50 million.
8. To approve the renovation, demolition, retirement of fixed and intangible assets which are no longer in use, defective, lost, destroyed, deteriorated or so outdated as to be useless of which the total book value exceeds Baht 50 million.
9. To approve price adjustment and destruction of raw materials and/or deteriorated or outdated stock rendering reduced book value of the amount exceeding Baht 50 million.
10. To consider entering into transactions with all individuals involved.
11. To file a suit to either Civil or Criminal Court, to submit a request for Juridical Arbitration, to petition to an inquiry official, to charge against an offender of the company for legal proceedings under the Criminal Code, and to conduct sub - delegation of power to any party to act on behalf of the company. The sub-delegation of power shall include the power to revoke the petitions, to compromise on any conflict, and to accept compensation for the company. This includes the appointment of a lawyer to file suit or to attend trials in all courts on behalf of the company until the final court proceedings for any cases relevant to the irregular course of business, and / or vice versa.

12. All power of the Company's Board of Directors relating to acquisition or disposition of assets and entering into connected transactions must be in compliance with the notifications of the Capital Market Supervisory Board.

13. To propose a capital increase / decrease, change in stock value, amendment of the Memorandum of Association, Articles of Association, and / or objectives of the company to the General Shareowners' Meeting.

14. To approve the establishment, merger or liquidation of subsidiary companies.

15. To delegate authority to the Management, executives of the company or other party to act on behalf of the Board.

16. To invite the Management, executives and employees of the company involved in any particular issues to provide some explanation, to give comments, to participate in the Meeting, or to provide any documents as necessary.

17. To seek advice and consultation by experts or advisors of the company (if any), or to commission an external advisor or expert in any necessary cases under expenses of the company.

18. To appoint and remove the Secretary of the company.

- Duties and Responsibilities

1. To carry out corporate operation in accordance with the law and regulations of the Securities and Exchange Commission and of the Stock Exchange of Thailand, with the company's objectives and articles of association, and with the resolutions of the shareowners' meetings.

2. To act responsibly and consistently on behalf of the shareowners.

- To run the business for the best interest of the shareowners.
- To disclose an accurate, complete, up-to-standard and reliable information.
- To report company's operation with correct, complete and up-to-date content.
- To allocate compensation to shareowners with proper and worthwhile standard.

3. To set up policies and direction for corporate operation, to supervise and control the administration efficiently and effectively in accordance with the set policies so as to optimize economic value to the business and wealth to the shareowners.

4. To control corporate operation consistently, as well as to follow up on related contract obligation and liability.

5. To approve the annual business plan and budget, and to supervise efficient and effective actions by the Management in compliance with the regulatory requirements, policies and plans as specified.

6. To promote the formulation of a corporate governance policy, code of conduct, and code of business conduct in writing, for pursuance by the Board of Directors, executives and employees of the company in any business undertakings; and to supervise subsequent actions closely.

7. To adopt the sufficient and appropriate internal control system for assuring that all transactions have been conducted under legitimate approval authority, to review and prepare the right accounting procedures, as well as any systems to prevent misuse of the company's assets.

8. To adopt a prudent and clear consideration procedure of any transactions likely to create conflicts of interest in order to protect the benefits of the company and shareowners, by disallowing any related parties from participation in the decision - making process in compliance with the regulatory requirements governing related transaction procedures and disclosure of related transactions.

9. To review and approving the financial statements and financial reports as approved or reviewed by auditors, as well as approved by the Audit Committee.

10. To acknowledge administrative reports from the executive committee.

11. To call meetings of shareowners by announcing the date, time, venue of such meetings including the set agenda as well as determination of the dividend rate (if any) and opinions of the Board of Directors regarding matters to be proposed for consideration by the shareowners in a 21-day period before each shareowners' meeting. The company may set the date for suspension of share transfers registration, which shall be announced for acknowledgement by the shareowners at the Head Office and branch offices of the company for not fewer than 14 days before the suspension of transfer registration; or to set a record date (RD) of eligible shareowners' participation and dividend payment of not more than two months in advance before the meeting schedule.

12. To prepare a report on the "Board of Directors' Responsibility for the Financial Reports", for disclosure in the Annual Report of the company (56-2 Reporting Form) and the annual financial report (56-1 Form).

13. To supervise the submission of documents to regulatory agencies to ascertain that there are statements and entries of transaction in accordance with the data as shown in the book of account, registration or other documents of the company.

14. To approve Charters of the Board of Directors and / or other committees.

15. Other businesses as required in the Board of Directors' meeting.

The Authority and Responsibilities of the Company's Executive Board

The Executive Board has been empowered by the Board of Directors to sign on behalf of them for the business operation of the company as follows:

- Operational Authority

1. In accordance with the authority assigned by the Board of Directors.

2. To consider and scrutinize the process for entering into all connected transactions with any amounts as well as to summarize and propose the results of the transaction to the Board of Directors for approval such as making contracts of purchase or sales of goods and every kind of products including making contracts to provide or receive services with any persons, companies, partnerships, government agencies, state enterprises and juristic persons in domestic and foreign countries in accordance with the company's objectives and regulations.

3. To enforce other operational regulations as appropriate.

- Duties and Responsibilities

1. In accordance with the authority assigned by the Board of Directors.

2. To acknowledge and comply with the company's policies and business operation strategies set by the Board of Directors and / or the Executive Board such as claim, demand, debt repayment or claim on any assets including benefits or rights from any persons, companies, partnerships, government agencies, state enterprises and juristic persons in accordance with company's objectives and regulations. In addition, the Executive Board has been authorized to agree upon any conditions and sign on any contracts as well as other related documents.

3. To be consistently accountable for the Board of Directors and / or the Executive Board.

- To report on corporate movement and performance continually and promptly.

- To reveal accurate, complete, up-to-the-standard and reliable information.

4. To supervise, review and approve policies, major strategies, plans and annual budget.

5. To be responsible for preparation of financial statement, financial reports audited by external auditor and

proposing it to the Executive Board, the Audit Committee and the Board of Directors for approval, respectively. In addition, the Executive Board has been authorized to sign on the cheque within the limit set by the Board of Directors for deposit and withdrawal including making the contracts relating to borrowing, lending, overdraft lending and endorsing the promissory note, cheque, draft, bill of exchange and other financial instruments with any persons, companies, partnerships, government agencies, state enterprises and juristic persons in accordance with the company's objectives and regulations. Additionally the Executive Board has been authorized to agree upon any conditions and sign on any contracts as well as other related documents.

6. To consider and scrutinize the process of borrowing, repayment and debenture issuance in any amounts for use as working capital of the company as well as concluding the result and propose the transactions to the Board of Directors for approval.

7. To consider and approve the loan granting / revoking within the limit set by the Board of Directors. For the overauthorized limit, it will be considered and proposed its results to the Board of Directors for consideration and approval.

8. To consider and approve the purchase / revocation / sales of assets, investment and expenditures within the limit set by the company's Board of Directors. For the overauthorized limit, it will be considered and proposed its results to the Board of Directors for consideration and approval such as making the contracts relating to rent, sublease of movable and immovable properties, registration of lease assignment and / or sublease and its cancellation of registration with any persons, companies, partnerships, government agencies, state enterprises and juristic persons in accordance with the company's objectives and regulations. Additionally, the Executive Board has been authorized to agree upon any conditions and sign on any contracts as well as other related documents.

9. To consider and scrutinize the process of guaranteeing / revoking, taking liabilities / revoking with any persons / companies under the limit set by the Board of Directors. For the overauthorized limit, it will be considered and proposed its results to the Board of Directors for consideration and approval.

10. To consider and approve the investment policy in any companies within the limit set by the Board of Directors. For the overauthorized limit, it will be considered and proposed its results to the Board of Directors for consideration and approval.

11. To approve the opening and closing of bank accounts.

12. To approve the receiving and revoking of bank loan.

13. To amend the authorization of payment and approval of goods request and borrowing slips.

14. To approve price adjustment and / or destruction of deteriorated and / or outdated inventory.
15. To be responsible for setting up marketing policies.
16. To be responsible for management of sales, outlets, debt undertaking and sale collateral mortgaging.
17. To be responsible for Human Resource Management such as recruitment, termination, punishment, promotion, relocation of employee and to command the employee including making the employment contracts as well as to agree upon any conditions and sign on any contract and documents relating to Human Resource Management with Labour Department, Social Security Office, government agencies and state enterprises in accordance with the company's objectives and regulations.
18. To appoint, recall, transfer, accredit as well as determining remuneration included welfare for executive management.
19. To claim to the inquiry official against the criminal of a company for proceeding with the criminal case, appoint the subagent to handle this process, revoke the claim, make a reconciliation agreement, receive money on behalf of the company and appoint the lawyer to file the statement to every court on behalf of the company until final.
20. To improve the Charter of the Executive Board and present it to the Board of Directors for approvals.
21. To carry out other matters assigned by the Board of Directors.

The conditions for the company's empowerment are as follows:

1. Two of the Executive Board are required to co-sign without affixing the corporate seal within a limit of 500,000 Baht.
2. The Executive Board and one of the authorized Board of Directors are required to co-sign without affixing the corporate seal within a limit of 1,000,000 Baht.
3. Two directors of the Company's Board are required to co-sign and affix the corporate seal without amount limit (no authorization is required in accordance with the registered Certificate of the Company).
4. If the amount of transaction is beyond a set limit, it is required to get approval from the VC Committee within a set limit of 10 million Baht; and from the Executive Board's meeting within a set limit of 50 million Baht.
5. For the transaction limit beyond 50 million Baht, it is required to get approval from the Board of Directors' meeting.
6. In case of urgency and the approval cannot be sought, the two Executive Board who are members of the Board of Directors altogether will consider and pre-approve the transaction, then propose it for ratification by the Executive Board and/or the Board of Directors under the authorized limit.
7. These regulations shall be reviewed and updated every year, under the supervision of Mrs. Duangrudee Milintanggul, the Company Secretary acting as the registrar.

The Authority and Responsibilities of Company's Audit Committee

Operational Authority

1. To coordinate between the auditor, Board of Directors, and internal audit unit for mutual understanding in the same direction.
2. To invite the executives, management, internal audit or employees of the company who involved in any particular issues to provide some explanation, to give comments and to participate in the Meeting, or to provide documents as necessary and to access to information of the company at all levels.
3. To investigate any persons involved in any particular issues within its authority and responsibilities of the audit committee.
4. To seek advice and consultation by experts or advisors of the company (if any), or to commission an external advisor or expert in any necessary cases under expenses of the company.

Duties and Responsibilities

1. To review and ensure that the Company has accurate and adequate financial reporting by verifying the company's important Accounting Policy including Financial Report disclosure according to the standard.
2. To review and ensure that the Company has suitable and effective internal control system and internal audit system.
3. To verify implementation comply with the Anti-corruption policy.
4. Its responsibilities include considering an independence of the internal audit unit, as well as to approve an appointment and termination of the head of the internal audit unit or other related units responsible for the internal audit.
5. To approve internal audit plan and monitor internal audit unit's performance.
6. To review that the Company comply with laws concerning securities and exchange, regulations of the Stock Exchange of Thailand, and other laws related to the Company's business.
7. To consider, select, nominate or remove independent persons to be the Company's auditor, and propose such person's remuneration fees, as well as to attend a non-management meeting with the auditor at least once a year.

8. To consider that the related transactions or transactions which may have conflicts of interests are complied with the laws and the regulations of the Stock Exchange of Thailand and Capital Market Supervisory Board in order to ensure that they are reasonable and for the best benefit of the Company.

9. To prepare the Audit Committee's Report and have it disclosed in the Company's Annual Report to which it must be signed by the Audit Committee's Chairperson and consisted of at least the following information :

- a. an opinion on the accuracy, completeness and reliability of the Company's financial report.
- b. an opinion on the adequacy of the Company's internal control system.
- c. an opinion on compliance with the laws concerning securities and exchange, the regulations of the Stock Exchange of Thailand, or other laws related to the Company's business.
- d. an opinion on the suitability of the auditor.
- e. an opinion on transactions that may have conflicts of interests.
- f. the number of the Audit Committee meetings, and its attendance record of each committee member.
- g. an opinion or overview comment that the Audit Committee perceived from its performance under the charter.
- h. other transactions that the shareowners and general investors should know under its scope of duties and responsibilities assigned by the Board of Directors.

10. In carrying out the Audit Committee's duties, if it finds or has any suspects that there are transactions or the following actions which may have a considerable impact on the Company's financial status and performance; it should report them to the Board of Directors in order to correct them within a suitable time frame set by the Audit Committee:

- a. transactions causing conflicts of interests.
- b. fraud or irregularity or have key mistakes in the internal control system.
- c. breach of laws concerning securities and exchange, regulations of the Stock Exchange of Thailand, or other laws

related to the Company's business.

If the Board of Directors or its executives failed to arrange to have them corrected within due course, any member of the Audit Committee may report such transactions or actions to the Securities and Exchange Commission or the Stock Exchange of Thailand.

11. To support and follow up to ensure that the Company has effective risk management system.
12. To ensure that the company management comply with good governance principle.
13. To review improve and correct the Charter of the Audit Committee and present it to the Board of Directors for approvals.
14. To perform self-evaluation at least at once a year.
15. To perform any other matters as assigned by the Board of Directors with the Audit Committee's approval under the

Company's Articles of Association and laws.

Reference to the above duties, the Audit Committee is accountable directly to the Board of Directors whereas the Board of Directors remains responsible to third parties for the operations of the Company.

The Authority and Responsibilities of the Remuneration Committee

- Operational Authority

1. To invite the Management or employees of the company involved in any particular issues to provide some explanation, to give comments and to participate in the Meeting, or to provide any documents as necessary.
2. To seek advice and consultation by experts or advisors of the company (if any), or to commission an external advisor or expert in any necessary cases under expenses of the company.

- Duties and Responsibilities

1. To consider and formulate policies and criteria relating to remuneration for the Company's directors and senior executives.
2. To propose policy and criteria for consideration of remuneration payment for the Company's Directors and top management.
3. To evaluate the performance of the Board of Directors on a yearly basis.
4. To determine the limit of remuneration for the Company's Directors (with consideration on its business performance and being compared with the same industry), the amount approved by the general shareowners' meeting, as well as the amount paid in the previous year to be submitted for consideration to the Company's Board of Directors and the general shareowners' meeting.

5. To consider appropriation of remuneration to the Company's Directors and members of other committees (who are not concurrently on the Board of Directors) on individual basis, by taking into account the authority and scope of responsibilities within the limit amount approved by the shareowners' meeting.

6. To prepare a Report of the Remuneration Committee for publication in the Company's Annual Report. The Chairman of the Remuneration Committee is required to sign such report.

7. To review, improve and amend the Charter of the Remuneration Committee and present it to the Board of Directors for approval.

8. To conduct self assessment at least once a year.

9. To carry out other matters assigned by the Board of Directors.

The Authority and Responsibilities of The Nomination Committee

- Operational Authority

1. To invite the Management or employees of the company involved in any particular issues to provide some explanation, to give comments and to participate in the Meeting, or to provide any documents as necessary.

2. To seek advice and consultation by experts or advisers of the company (if any), or to commission an external adviser or expert in any necessary cases under expenses of the company.

- Duties and Responsibilities

1. To consider and define the criteria and procedures relating to the selection of company directors and senior management.

2. To verify the personal record and data of the nominated persons by taking into account of knowledge, abilities, experience, professional expertise, proper qualifications in accordance with the Company's Regulations and related laws.

3. To consider the selection of suitably qualified persons to be appointed company directors for nomination to the meeting of the Board of Directors for consideration and approval, except in cases where a company director completes his term of office, whereby such nomination shall be made to the shareholders' meeting for consideration and approval.

4. To consider the selection of suitably qualified persons to be appointed to senior executive positions for nomination to the meeting of the Board of Directors for consideration and approval.

5. To give comments or recommendations for consideration.

6. To propose the nominated persons to the Board of Directors for consideration.

7. To prepare a Report of the Nomination Committee for publication in the Company's Annual Report. The Chairman of the Nomination Committee is required to sign such report.

8. To review, improve and amend the Charter of the Nomination Committee and present it to the Board of Directors for approval.

9. To conduct self assessment at least once a year.

10. To carry out other matters assigned by the Board of Directors.

The Authority and Responsibilities of The Risk Management Committee

- Operational Authority

1. To seek advice and consultation by experts or advisors of the company (if any), or to commission an external advisor or expert in any necessary cases under expenses of the company.

2. To appoint a working group, evaluate and follow-up risk factors throughout the company.

- Duties and Responsibilities

1. To determine policies, targets, and to plan and organize the corporate risk management systems clearly and consistently, as well as to ensure that the internal control system is adequate for major risk management; and to report to the Audit Committee.

2. To encourage and stimulate cooperation in company risk management at all levels.

3. To supervise corporate risk management appropriately and effectively, and to give priority to the precautionous signals and all irregularities.

4. To attend to overseeing that the Company and its agencies fully comply with all relevant legal and regulatory requirements governing the conduct of its business operations.

5. To develop corporate risk management systems with efficiency and consistency.

6. To prepare a Report of the Risk Management Committee for publication in the Company's Annual Report. The Chairman of the Risk Management Committee is required to sign such report.

7. To review, improve and amend the Charter of the Risk Management Committee and present it to the Board of Directors for

approval.

8. To conduct self assessment at least once a year.
9. To carry out other matters assigned by the Board of Directors.

The Authority and Responsibilities of The Corporate Governance Committee

- Operational Authority

1. Has the authority to invite related Company management or employees to show their opinion, participate in meetings or submit documents as deemed necessary.
2. Can ask for advice from experts or Company Consultant (if any) or if it is necessary employ consultants or experts from outside and expense will be paid by the Company.
3. Has the authority to appoint Working Committee to implement corporate governance policy throughout the organization.

- Duties and Responsibilities

1. Stipulate, review and improve Corporate Governance policy and guidelines, Business Ethics, Code of Conduct for company's directors, managements and employees, Anti-Corruption Policy and Rules & Regulations to conform with changes in business, related rules, announcements, regulations and law, on a continuous basis.
2. Formulate guidelines and procedures in accordance with the principles of good corporate governance and anti-corruption policies, as well as monitor and provide counsel, advice and evaluation of their implementation in the development of the Company's corporate governance systems.
3. Promote and support Company Directors, management and employees to conform to Good Corporate Governance Guidelines and Anti - Corruption Policy.
4. To attend to overseeing, mentoring and monitoring the implementation of the Company's Corporate Social Responsibility (CSR) programs to ensure their effectiveness for the benefit of the community and the environment.
5. To prepare a Report of the Corporate Governance Committee for publication in the Company's Annual Report. The Chairman of the Corporate Governance Committee is required to sign such report.
6. To review, improve and amend the Charter of the Corporate Governance Committee and present it to the Board of Directors for approval.
7. To conduct self assessment at least once a year.
8. Other operations as assigned by the Board of Directors.

The Authority and Responsibilities of The Chairman of the Board of Directors

The Board of Directors stipulated the roles, duties and responsibilities of the Chairman of the Board of Directors

1. Being as the Chairman of the Board of Directors to oversee the performance by Board of Directors and Subsidiary Boards, in order to achieve the objectives and work plan as required.
2. Call for the Board of Directors' Meeting.
3. Being as the Chairman of the Board of Directors' Meeting and be the arbitrator in case the Chairman of the Board casted his vote and votes of both parties are equal.
4. Chairman of the Stockholders' Meeting and effectively guide the Meeting.
5. Build up good relationship among company shareholders.
6. To carry out other matters assigned by the Board of Directors.

- The Authority and Responsibilities of Management

The Board of Directors has stipulated the role, duties and responsibilities of the Management as follows :

1. To undertake and / or manage daily operations according to policies, target and planning, and corporate rules and regulations.
2. To conduct business management according to the meeting's resolutions of the Executive Board and the Company Board within the approved budget strictly, honestly and judiciously in the best interests of the Company and shareowners.
3. To carry out the operations of the Company according to good governance as stipulated in the guidelines by the Company Board.
4. To report the monthly progress of operations according to resolutions from the meetings and any significant corporate performance to the Company Board.
5. To enhance and develop business management according to code of conduct, rules and regulations, moral and good culture.

6.To carry out other matters assigned by the Board of Directors and the Executive Board.

Nomination and appointing of Board of Directors and Top Management

The Company has a Nomination Committee who will be responsible for selecting the qualified person(s) to replace the vacant position and propose to the Board of Directors and Shareowners' Meeting for approval respectively. Except in case that member(s) of the board of directors has not resigned in due course, the Nomination Committee may consider to appoint a new director to replace the vacant position in compliance with the Company's Articles of Association. This process can be done in the next board of directors' meeting, unless the remaining term of service of such director is less than 2 months.

Regarding the process of appointment directors, the Company has a specific recruitment guideline, that is, to considered well-rounded and qualified person who best fitted to take up the vacant position. A Board Skill Matrix is prepared, along with details regarding personal skill and expertise of each director, and is used in the appointment process. Such procedure is to ensure that the Company directors are recruited from varieties of background and expertise, with visions, morals and ethics. Their professional background must also be unquestioning, with no qualification against either corporate or legal regulations.

Additionally, Nomination Committee also finds possible candidate for company director from members of the Thai Institute of Directors (IOD).

Independent directors, Nomination Committee select, recruit and nominate independent directors according to the criteria and qualifications stipulated by the Stock Exchange of Thailand and the SEC in order to propose the list to the Board of Directors and the Shareowners' meeting.

Qualifications of Independent Director

The Company has specified definitions and qualifications for independent directors, which are stricter than minimum requirements of the Securities Exchange Commissions stated in the Form 56-1, attachment of the invitation letter for the 53rd general shareowners' meeting 2018 and is publicized on the company's website (<http://www.icc.co.th>).

Right of minor shareowner's in nominating directors

The Company authorizes minor shareowners to propose nominate candidate(s) to be elected as director(s) in advance of the 53rd Annual General Meeting 2018 according to the set criteria by publicizing such authorization procedure in its website (<http://www.icc.co.th>).

Top Management Nominations

The Nomination Committee finds and selects company directors by selecting either from internal management personnel or external candidates. They must be well-qualified, have good understandings of the Company's business, able to achieve the targets given by Board of Directors, and possess no forbidden qualifications according to laws.

The Board of Directors clearly defines top management's duties and responsibilities. Executive Chairman (CEO) appointed by Board of Directors as management head, is to govern the company's operational administration.

The Company also has a successor policy in case of retirement or emergency termination, with a clear and transparent procedure.

Management Recruitment

The Company considers managerial candidates from within the company by finding person who is well-rounded, skillful and experienced in the related field of work. The Company develops and prepares all staff so that they can become future management. Staff will undergo performance appraisal after which those with outstanding performance will be assigned a higher and more challenging task. The Company is on its constant preparation to develop and train replacement staff in case any function becomes vacant. However, in the case that vacant position could not be filled from internal resources, external recruitment will be employed and the qualified candidates will propose to Executive Chairman for approval.

Supervision of the operation of subsidiary and affiliated companies

The Company has four subsidiary companies to which the Company sends its management to act as directors, and its Executive Chairman as Chairman. The roles and duties are to govern the operation of subsidiary companies, to ensure that any accounting transactions are abided by its parent company which is listed in the Stock Exchange of Thailand.

Additionally, the Company appoints persons-in-charge whose responsibilities are to ensure that its subsidiaries companies follows procedures and disclose important information as practiced by its parent company, for instance, related activities between parent and subsidiary companies, the acquisition and the selling of assets, or other significant activities

The Company has eight affiliated companies. These companies are joint —ventured by companies in Saha Group as well as other non-group companies. The Company has no control over the management of the affiliated companies. The management of each company is under the supervision of its board of directors.

In execution to allow the Company directors and the executives to hold title in other companies, the Saha Group of companies by a top management team would consider to whether assign or not any directors or executives from which company in the group to be the group's representative as a joint-venture or in accordance with the joint-venture agreement based on type of business, and its necessity of that acquirement. If this is applicable, the qualified director or executive with necessary knowledge, capability and expertise in related business shall be assigned.

Internal Information Management

The Company has the measure for internal information management. It has been set in the business ethics as a guideline in dealing with the Company and shareowners, as well as to set the employee conduct for the directors, executives and staff at all levels performing with honesty, responsibility, discipline and consciousness towards public and oneself, not for the seek of the benefit of oneself and/or others improperly. The Company's benefit and assets should be kept by not using the Company's information and assets for self or other's benefit and do not perform anything that will support others in competition with the Company. The Company has provided the corporate governance policy, business ethics and employee code of conduct to board of directors, executives and staff as a guideline for business operation and a principle for working. This is distributed through the Company's website (<http://www.icc.co.th>)

The above-mentioned topics have been stipulated in the Company's working regulation. The highest disciplinary punishment for violation is dismissal from the Company. This regulation has been followed by all directors, executives and staff at all levels.

The Company has measures to supervise the corporate securities trading, by stipulating in the directors, executives and employee's code of conduct preventing directors, executives and staff who work in the divisions with accessibility to inside information, from purchasing or selling the Company's shares within the period of one month prior to the disclosure of the Company's financial statements to the public except doing it as normal transactions without related to the said information

In addition, at every board of directors' meeting, there is to be an agenda for acknowledgement which relating to the report on sales / purchase of properties, possession of Company shares by board of directors, and executives committee included their spouses and minor children at all times. In cases of any sale or purchase of Company shares, the Company and the Stock Exchange Commission (SEC) shall be informed of this transaction in accordance with the SEC's regulations.

In 2017, the directors and executives so far followed the policy strictly. There was neither share trading in the forbidden period nor trading by using the Company's inside information. However, there was two directors who traded shares of the Company this year and already informed the transaction to the Securities and Exchange Commission in due time together with the report of their assets ownership to the board

The Company will enforce one additional policy requiring the directors and executives to report their trading in securities to the Board of Directors at least one day before the trading date.

Furthermore, the Company has adopted a supervising measure on directors' stakeholding. The directors and executives are required to report to the board at all times concerning their stake holding or related person's, as set by rules and regulations of the Securities and Exchange Act, and also report to the Company's board of director at every change.

In 2017, the Directors and Executives followed the policy strictly.

Remuneration of Auditor

1. Remuneration for auditing service

The Company and its subsidiaries have been approved by the Annual General Shareowners's Meeting to pay the remuneration as follow:

(in Baht)		
Remuneration for auditing service	2017	2016
I.C.C. International Public Co., Ltd.	2,100,000	1,750,000
The Company's subsidiaries (3 companies)	425,763	427,759
Total	2,525,763	2,177,759

The Amis Du Monde SARL and Thai Itokin Co., Ltd does not use the same auditor as the parent company due to:

1. The Amis Du Monde SARL. In the process of dissolution, the former auditor must also be used.
2. Thai Itokin Co., Ltd. to be able to negotiate the price of the auditor as the last year and the auditor is standard legal.

In addition, Canchana International Co., Ltd did not use the same auditor as ICC as the company had just changed its status from the associated company to the subsidiary on 30 November 2017. As a result, the change of audit for the year 2017 is still cannot be implemented and will be auditing in 2018.

Although certain subsidiaries does not use the same auditor as the parent company but the company has a take care and follow up for prepare the financial statements on time.

2. Non - Audit fees

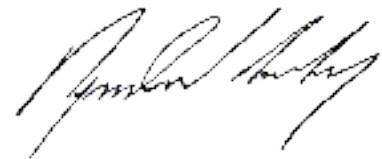
In the year 2017, the Company and its subsidiaries do not pay the cost of other services provided to the auditor of the Company and subsidiaries auditing the auditors, parties related to auditors and the audit as the auditors under.

The Remuneration Committee of I.C.C. International Public Company Limited consists of Mr. Boonkiet Chokwatana as Chairman, Mr. Thamarat Chokwatana and Miss Munchusa Teraongpipat as Directors.

The Remuneration Committee performed its duties as assigned by the Company Board of Directors as specified in the Charter of the Remuneration Committee. The main duties are as follows:

1. Propose fair and reasonable Remuneration Policy and Rule for Company Directors, Sub-Committee directors and high level Management, because remuneration is an important factor, which helps to attract and retain knowledgeable and capable persons to remain with the organization. Moreover, it is a tool to motivate and create work efficiency.
2. Consider allocation of remuneration to Company Directors, Sub-Committee directors on an individual basis by taking into consideration authority, duties and obligations and commensuration with the same type of industry within the financial limit as approved by shareowners and propose to Company Board of Directors Meeting.

In 2017, the Remuneration Committee held 2 Meetings attended by all the Directors. The Charter of Remuneration Committee was also reviewed annually. The remuneration of Company Directors, Sub-Committee Directors and Management were disclosed in the Annual Report. The Remuneration Committee considered and agreed that they are appropriate and coincided with their duties, obligations as well as conforming to Company Policy.



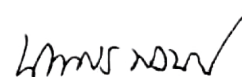
(Mr. Boonkiet Chokwatana)

Chairman of Remuneration Committee

Corporate Governance Committee of I.C.C. International Public Co., Ltd. consists of Mr. Nophorn Bhongsvej (the Chairman), Mr. Nattapat Petchratanaporn (Committee Member), Ms. Munchusa Terapongpipat (Committee Member) and Mrs. Duangrudee Milintanggul (Committee Member). They perform the duties and responsibilities as appointed by the Board of Directors, and described in the Corporate Governance Committee Charter. This committee is responsible for the Company's good corporate governance, transparency in management with appropriate checks and balance system, due diligence and accountability, ensuring fairness to all stakeholders and sustainable growth of the Company.

In Year 2017, there were 3 meetings held by the Committee with 100% attendance by the members with following meeting summaries:

- Supervised the review and improvement of Corporate Governance Policy, including the Good Corporate Governance Principle, Business Ethics and Directors, Management and Employees Ethics to align with the Corporate Governance Code of the Securities Exchange of Thailand, the Securities and Exchange Commission, Thai Institute of Directors (IOD) and Principle of ASEAN CG Scorecard. New policies and good conducts in relation to business governance approved by the Board of Directors have also been augmented.
- Reviewed and approved the 2017 CG Code for further application in the context of the Company's business operation, including disclosure in the 2017 Annual Report and the Company's 56-1 Form.
- Supervised the follow up and study the Corporate Governance Code (CG Code) to be formulated into written Policies and Procedures of Good Corporate Governance (CG Code) 2017.
- Provided supervision and support to the Company in implementing Good Corporate Governance.
- Reviewed and approved the Company's corporate vision and mission statements.
- Reviewed and approved the Company's regulations and procedures pertaining to approval authority to be accountable and appropriate to current business operation.
- Supervised the setting of criteria and conditions on timelines in providing an opportunity for minor shareowners to propose an agenda item or to nominate a person to be appointed as a member of Board of Directors prior to the Annual General Meeting 2018 within 1-30 December 2017.
- Reviewed and approved the 2017 Performance Assessment of the Board of Directors, all Sub-Committees and the CEO to allow the Board of Directors to reflect on performance, problems and challenges for further improvement.
- Supervised the review and amendments to the Charter of the Board of Directors and the respective charters of all sub-committees in order that they remain relevant and appropriate to the present situation.
- Reported the performance to the Board of Directors in regular basis.



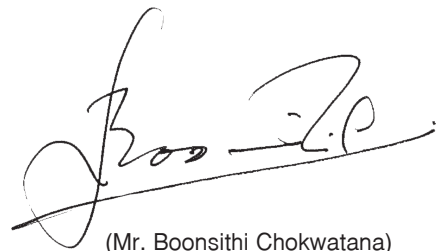
(Mr. Nophorn Bhongsvej)

Chairman of Corporate Governance Committee

The Nomination Committee of I.C.C. International Public Company Limited consists of Mr. Boonsithi Chokwatana, as Chairman, Mr. Boonkiet Chokwatana, Mr. Thamarat Chokwatana, Mr. Manu Leelanuwatana and Miss Munchusa Terapongpipat as Directors of the Committee.

The Nomination Committee has performed its duties as assigned by the Company Board of Directors as stated in the Charter of the Nomination Committee. The responsibility of the Committee is to select persons with proper qualifications, knowledge, abilities and expertise from a variety of professional fields for the position of Company Director. The Nomination Committee has established the selection criteria by using the Board Skill Matrix and name list of Chartered Directors compiled by the Institute of Thai Directors, the main objective being to recruit competent persons with the appropriate skills set, qualifications and experiences, without restrictions as to gender and age, and not possessing any traits prohibited by the relevant laws and Company Regulations as well as providing the opportunity for every shareowner to participate by nominating persons to become a Company Director in advance before the Annual Shareowners' General Meeting Date. In 2017, shareowners did not propose any names to be considered in the election to become a Company Director.

In 2017, the Nomination Committee held a total of 3 Meetings to which the quorum was complete - none of which were attended by any director with possible conflict of interest. At the 53rd Annual Shareowners' General Meeting, 4 persons were proposed to retain their tenure for another term and their qualifications were reviewed, namely Mr. Nophorn Bhongsvej, Mr. Manu Leelanuwatana, Mrs. Kobsuk Saengsawad and Surat Wongrattanapassorn Ph.D., because of their proven knowledge, capabilities and experience which coincided with the Company's business operation strategy. Additionally, the Nomination Committee also reviewed its Charter, which is a process undertaken on an annual basis.



(Mr. Boonsithi Chokwatana)
Chairman of the Nomination Committee

The Board of Directors of I.C.C. International PLC understand the importance of corporate risk management, and therefore have incorporated a Risk Management Committee, with Mr. Amorn Asvanunt as a Chairman, Mr. Thamarat Chokwatana, Miss Munchusa Terapongpipat, Mrs. Pitacha Poosunthornsri, Mr. Pranot Vesaruchavit and Miss Yauwaluk Namakorn as members, and Mrs. Duangruedee Milintanggul as member and secretary.

In 2017, the Risk Management Committee has focused attention on enhancing the efficiency and effectiveness of risk management at operational level, by implementing measures in terms of Operational Risk, IT Risk, Fraud Risk and Corruption Risk. Methods, establishing monitoring procedures and supporting tools to achieve target objectives, enabling our personnel to perform their duties and to effectively mitigate the risks.

The Risk Management Committee held 11 meetings in 2017 to discuss the following matters.

1. To consider the Charter of Risk Management Committee to ensure its compliance, appropriateness and support for efficient and effective risk management.
2. To provide opinion and scope of the corporate risks which are Operational Risk, IT Risk, Fraud Risk, Corruption Risk (compliance to the Anti-Corruption Policy), risk from external factors such as currency fluctuation and financial risk.
3. To monitor and support the Management in analysis of external and internal factors that may have impact on corporate operations, respectively adjusting procedures to be consistent to such changes, and reducing risks accordingly.
4. To report operation result to the Audit Committee and the Board of Directors on a regular basis.

The Risk Management Committee is assured that the Company has efficient risk management in conformance to our internal control system and good corporate governance.



(Mr. Amorn Asvanunt)

Chairman of Risk Management Committee

I.C.C. International Plc. adheres to teamwork spirit, based on transparency and good corporate governance, which have been the company's management philosophy for many years. This has proven to be one of the key factors in maintaining effective internal control systems.

The Audit Committee attended and reported the audit result to the Company Board of Directors at the 10/2560 Board of Directors Meeting on 23 February 2018, whereby the Board assessed the corporate internal control system on the basis of information from corporate management and the auditors' report. A summary of the findings concluded that in the assessment of the corporate internal control system which consists of the five elements: control environment, risk management, control measures, information technology and communication and monitoring, the board concurred with the opinion of the Audit Committee that the corporate internal control system is adequate and appropriate.

Since 2004, the company has appointed an outside party, Dharmniti Internal Audit Co., Ltd., as consultant to oversee the quality of internal auditing and control, in the interests of self-improvement and in response to the ever-changing internal and external environment. Dharmniti Internal Audit Co., Ltd. has assigned Miss Somcharee Kawkomdee as an internal auditor.

The Audit Committee has scrutinized the qualifications of Dharmniti Internal Audit Co., Ltd. and Miss Somcharee Kawkomdee and found that they are suitably qualified for this task because of their independent standing and 10 years of experience in internal auditing of businesses with the same nature as the company's.

Resume

Name :	Somcharee Kawkomdee
Current Position :	Director of Dharmniti Internal Audit Co., Ltd.
Education :	Bachelor Degree Faculty of Humanities and social Sciences at Burapha University (Account)

Summary of Training :

1. Internal Auditor Program Class 1-2
2. Risk Assessment Program
3. COSO 2013 Program (Theory and Practice)
4. Maintain and improve the quality of internal audit work project
5. Self-assessment on anti-corruption measurement
6. Guidelines for Investigation Fraud
7. International Standards for the Professional Practice of Internal Auditing
8. CIA Part II Training at Federation of Accounting Professions
9. Internal Audit Training Program to prepare for Internal Auditor (Pre CIA)
Chulalongkorn University

Work Experience :

1. 2006 - 2008 Internal Auditor at Dharmniti Auditing Co., Ltd.
2. 2009 - 2010 Senior Internal Auditor at Dharmniti Auditing Co., Ltd.
3. 2011 - 3/6/2016 Assistant Manager at Dharmniti Auditing Co., Ltd

For better efficiency in auditing, the company has mandated that the internal auditor coordinate with the Secretary of the Audit Committee who is responsible for the Internal Audit Unit, reporting directly to the Audit Committee on a quarterly basis.

Dharmniti Internal Audit Co., Ltd. has coordinated closely with the company's Internal Audit Unit to submit and discuss the audit results with the President before reporting in writing to the Audit Committee every quarter. This is aimed at exchanging views and opinions for further internal audit works especially the issues regarding the control of sales management to ensure consistency and promotion of the company's business which has become more diversified and complicated. Emphasis continued to be placed on development of information technology in support of internal auditing process in line with the company's business development plan. For operations in 2017, Dharmniti Internal Audit Co., Ltd., as the company's internal audit consultant, reported that I.C.C. International Plc. had adequate and appropriately effective Internal Control Systems.

Organization and Environment

The company's organizational nature and environment enable management to implement actions efficiently and effectively, with clear set objectives in business operations, whereby performance can be clearly followed up and evaluated and managed on the basis of good corporate governance and fairness, mainly taking into consideration fairness to customers.

Risk Management

The Risk Management Committee, comprising Mr. Amorn Asvanunt as Chairman, and Mr. Thamarat Chokwatana, Ms. Munchusa Terapongpipat, Mrs. Pitacha Poosunthornsri, Miss Yauwaluk Namakorn, Mr. Pranot Vesaruchavit as members, and Mrs. Duangrudee Milintanggul as member and secretary, reported progress in risk management for the Year 2017 to the Audit Committee.

In 2017, the Finance and Accounting Division and the Information Technology Division proceeded with systems modification of the ERP or Enterprise Resource Planning, in collaboration with the Corporate System Development unit and the assigned task force, in the application of the improved work process as database in further top-up for the effective and efficient usage of the new ERP system according to risk management evaluation in order to improve efficiency and effectiveness of the company's work processes, core operation systems, which covered strategic, operational, as well as fraud and corruption risks in order to enhance the company's preparedness in the face of changing internal and external situations, as well as in line with shifting competitive and marketing trends, with the objective to bolster sustainability of its business

Control of Administrative Operations

I.C.C. International Plc. provides a clear and written delegation of authority and financial approval limit for each level of the management. In conducting transactions with major shareowners, directors, management executives or other related parties, the company has adhered strictly to the official procedures and regulations.

For clarity of personnel's legal obligations, the company has issued sets of regulations for strict adherence by employees in accordance with the corporate rules and related laws concerning corporate governance policies, business ethics and employee ethics.

The Audit Committee, together with the Vice President of Accounting and Finance, have carefully scrutinized on the basis of transparency thirteen inter-related transactions, including the anticipated benefits in line with market situation and conflicts of interest of related parties, prior to proposing them to the Board of Directors for approval.

During the year, the Board of Directors developed the policy that management report periodically through executive summaries on significant and binding transactions that were carried out by authorized staff, with a view to fostering good corporate governance and providing better risk management.

Whereas the company has announced its intention to become a member of the Private Sector Collective Action Coalition against Corruption: CAC and has been certified as member of Thailand's Private Sector Collective Action Coalition against Corruption on 14 October 2016, it has continued to proactively and consistently followed the proper operational procedures in a transparent manner. In 2017, the Company has not received any complaint or report of any alleged or suspected acts of corruption via any of the channels provided.

Furthermore, the Board of Directors and the management team have motivated and enforced the operational discipline of employees in compliance with legal and regulatory procedures, as well as the principles of good corporate governance as stipulated by the Stock Exchange of Thailand and Securities and Exchange Commission.

Information Technology and Data Communication Systems

The company always provides sufficient and comprehensive information to the Board of Directors to consider in the meetings and sets meeting dates well in advance.

Monitoring

The company has set clear objectives in writing for business operations, with systematic monitoring and solution directions, in case operations deviate from targets.

Accountant Profile

According to Accounting Act, B.E. 2543, the Company's accountant is Mr. Nuttaphat Petchratanaporn, Vice President, Accounting & Finance Division. He is responsible for providing accurate and sufficient company financial statements. His qualification as an accountant is as followed :

Name	: Nattapat Petchratanaporn
Current Position	: Executive Director, Vice President to Accounting & Finance Division
Education	: Bachelor's Degree in Accounting, Bangkok University
Professional Experience	: 1. Accounting Experience 34 years 2. Financial Experience 5 years
Training Records	: 1. Accountant Course 2. Corporate Tax Course 3. Annual Accounting Standards Course 4. Director Certification Program (DCP 139) 5. CFO Current Issue

In 2017, the Company has not sought for an approval from the Annual General meeting in allocating loans and guarantees to the related parties. Instead such proposed transactions were submitted to the Board of Director's Meeting or Annual General Meeting for approval from time to time depending on the value of transaction

As of December 31, 2017, following are total amount of loans and provided guarantee :

Type of business	Loans		Loan Guarantees		
	N. of companies	Million Baht	Rate of guarantee annual fee	N. of companies	Million Baht
Joint-ventured companies	4	255.70	0.125 - 0.75	12	333.08
Total	4	255.70		12	333.08

In 2017 loans and guarantees were provided for the purpose of providing financial support to associated companies in proportion with its investment.

Related transactions in 2017 comprise of

- Investment in related companies
- Loan to related companies

Reasons and necessities of providing loan:

- To increase the channels of credit sources to corporate borrowers.
 - To help solve the problems of the corporate borrowers business and to increase their liquidity.
 - The corporate borrowers are well-related with the company and the Saha Group of Companies as part of supply chain, strategic alliance and so forth.
 - The corporate borrowers have collateral and/or guarators.
 - To give the loan according to the investment proportion.
 - Interest rates are higher than the institutional market rates.
- Transactions of business-related companies

Details of above three subjects can be found as per Notes of Financial Statements: No.5 Transactions in relation to persons or business-related companies page158 -166, No. 8 Short-term loans page 168, No. 11 Investment, No. 12 Investment in subsidiaries and No. 13 Investment in associates page 172 of this Annual Report.

Type of relationship with the companies of the above two transactions which can be observed from the Transactions of Business-related companies page126 - 131 of this Annual Report.

No.	Name of Company	Relationship	Sales of Goods	Incomes	Purchase of Goods	Expenses	Purchase of property, plant and equipment/ leasehold
1.	Textile Prestige	A	-	7,883,204	1,866,766	8,160	-
2.	Thai President Foods	A	-	18,378,220	-	-	-
3.	Thai Wacoal	A	3,183,694	9,388,283	2,571,198,924	31,104,426	-
4.	Thanulux	A	-	14,832,466	933,952,572	1,759,828	-
5.	Newcity Bangkok	A	-	53,389	29,217	-	-
6.	People's Garment	A	-	1,274,923	498,294,368	5,280,637	-
7.	Pan Asia Footwear	A	-	2,268,586	410	70,000	-
8.	Far East DDB	A	-	7,666,980	-	65,088,132	-
9.	Sahapathanapibul	A	2,747,749	63,378,586	(139)	440,635	-
10.	S&J International Enterprises	A	44,363,621	26,376,895	21,364,844	482,386	-
11.	O.C.C.	A	-	9,504,049	377,812	22,206	-
12.	Sahacogen (Chonburi)	A	-	15,113,614	-	-	-
13.	Champ Ace	A	-	8,425	-	134,400	-
14.	Sahapat Properties	A	-	46,000	-	-	-
15.	Bangkok Tokyo Socks	A	-	1,120,000	474,691	-	-

Transactions of Business-related companies as of December 31, 2017

No.	Name of Company	Relationship	Sales of Goods	Incomes	Purchase of Goods	Expenses	Purchase of property, plant and equipment/
16.	First United Industry	A	-	1,094,040	-	-	-
17.	Molten (Thailand)	A	-	5,380,639	-	-	-
18.	Molten Asia Polymer Products	A	-	1,872,000	-	-	-
19.	Lion Corporation (Thailand)	A	99,015	60,874,991	967,367,722	1,184,688	-
20.	Sahapat Real Estate	A	-	590,795	-	-	-
21.	International Laboratories	A	21,030	21,826,269	615,621,436	6,188,049	-
22.	Seno Saha Logistics	A	832,569	-	-	36,878,419	-
23.	Kewpie (Thailand)	A	-	5,600,000	328	-	-
24.	Sun 108	A	3,222,125	19,599,423	-	23,989	-
25.	Tiger Distribution & Logistics	A	10,256	21,650,622	1,180,413	108,207,915	-
26.	Thai Cubic Technology	A	-	829,904	-	-	-
27.	Better Way (Thailand)	A	8,963,908	115,386,250	12,263,139	-	-
28.	Raja Uchino	A	-	4,005,991	36,082,435	116,544	-
29.	Thai Secom Security	A	-	18,521,580	-	1,095,936	-
30.	Thai Shikibo	A	-	3,918,930	-	-	-
31.	Thai Naxis	A	-	189,000	-	1,189,573	-
32.	Pattaya Manufacturing	A	-	4,508,377	256,570,495	341,136	-
33.	Wien International	A	1,010,059	82,316	(20,336)	1,000	-
34.	SSDC (Tigertex)	A	-	3,063,804	-	-	-
35.	Erawan Textile	A	-	2,121,575	-	-	-
36.	H&B Intertex	A	(17,485)	8,344,911	106,950,745	649,172	-
37.	E P F.	A	36,176,910	630,000	-	-	-
38.	Total Way Image	A	-	80,000	68,121,467	735	-
39.	Thai Takaya	A	-	-	(128,700)	44,638	-
40.	Thai Monster	A	-	-	-	-	-
41.	T.U.C. Elastic	A	-	-	-	-	-
42.	Thai Staflex	A	-	720,000	-	-	-
43.	Thai Sports Garment	A	-	1,200,000	-	-	-
44.	Shiseido Professional (Thailand)	A	-	1,289,400	-	-	-
45.	Tsuruha (Thailand)	A	5,838,482	-	-	-	-
46.	Osoth Inter Laboratories	A	-	1,174	-	50,920	-
47.	Saha Lawson	A	979,682	1,866,515	-	231,613	-
48.	S.T.(Thailand)	A	-	15,291,448	38,098,754	-	-
49.	Kai I.T. Service	A	-	545,233	-	10,039,692	22,838,319
50.	K. Commercial and Construction	A	-	725,000	-	90,150	2,967,099
51.	Sahachol Food Supplies	A	-	11,244	21,307,345	3,875	-
52.	I.D.F.	A	-	3,293,239	-	2,060,000	-
53.	Thai Takeda Lace	A	-	2,430,000	-	-	-
54.	Thai Hoover Industry	A	-	2,849,000	-	-	-
55.	WBLP	A	-	336,295	14,004,281	1,895,027	-
56.	Transcosmos (Thailand)	A	1,380,860	123,233	-	11,345,646	-

Transactions of Business-related companies as of December 31, 2017

No.	Name of Company	Relationship	Sales of Goods	Incomes	Purchase of Goods	Expenses	Purchase of property, plant and equipment/ leasehold
57.	International Commercial Coordination (Hong Kong)	A	-	-	-	1,031,870	-
58.	Top Trend Manufacturing	A	-	1,296,000	-	-	-
59.	Saha Pathana Inter-Holding	B	100,153	25,936,015	-	27,515,408	-
60.	Vitayasathi	C	-	-	-	222,289	-
61.	Vira law office	C	-	232,260	-	6,938,220	-
62.	International Commercial Coordination	C	-	23,520	-	18,798,861	-
63.	Can	C	8,916,269	94,422	-	-	-
64.	Koraj Wattana	C	17,493,334	4,344	-	-	-
65.	Sun and Sand	C	23,111,981	4,325	-	-	-
66.	Sukhatasana	C	-	1,443,412	-	35,156,254	37,230,501
67.	Laem Cha-Bang Warehouse	C	-	95,000	-	-	-
68.	Intersouth	C	23,254,764	2,280	-	24,682	-
69.	Intanin Chiangmai	C	36,279,295	5,342	-	2,485,832	-
70.	Eastern I.C.C.	C	16,741,913	3,031	127,604	160,516	-
71.	Pens Marketing and Distribution	C	536,948	1,172,423	27,843,238	7,000	-
72.	Paknumpo Wattana	D	13,395,660	134,833	-	-	-
73.	Maharachapreuk	D	13,912,624	134,656	-	-	-
74.	United Utilities	D	-	3,247,285	-	-	-
75.	Thai Arusu	D	-	1,509,953	-	30,564,067	25,610,612
76.	Thai Gunze	D	-	-	7,411,628	17,346	-
77.	D F Inter	D	-	1,682,719	-	169,200	-
78.	S R P Nanasai	D	-	4,000	-	33,312,913	38,701,100
79.	International Leather Fashion	E	-	2,514,416	176,437,145	248,826	-
80.	Worldclass Rent a Car	E	8,748	1,553,105	22,095	1,386,264	-
81.	Issara United	E	-	4,127,558	-	-	-
82.	Shop Global (Thailand)	E	13,518,060	5,297,063	-	-	-
83.	Ruamissara Development	E	-	3,247,285	-	-	-
84.	Canchana International	F	23,861,563	35,000	-	147,532	-
85.	Thai Itokin	F	145,748	3,708,639	120,560,107	1,136,748	-
86.	WBRE	F	-	2,663,892	-	2	-
87.	Amis Du Monde	F	79,675	-	-	-	-
	Total		300,169,209	565,072,313	6,497,380,806	445,356,353	127,347,631

Remark : A : SPI is a co-major shareowner
D: MD is ICC's Directors or executives

B: ICC's major shareowner
E : Associate

C: Major shareowner is ICC's Directors or Executives
F: Subsidiaries

Pricing policy for related business

It is in compliance with normal trade condition which is the market price and the same price as dealt with other persons.

Description	Remuneration Policy
Acquisition of the trademark	Cost of trademark registration plus interest cost incurred by the buyer since the acquisition year
Immovable property rental income / expense	Depending on the market price by consideration on the location, condition and benefits generated by the use of property.
Royalty income	At percentage of net factory sales
Consultancy income / expense	Depending on complexity level of such service provided
Inventory management fee	Number of item pick-up, registering record and number of boxes in transporting goods and goods return
Transportation charge	Depending on the volume or number and distance of Goods transported, compared with other transportation companies' charge
Interior design & installation expense	Depending on the design, area, size, construction materials and interior design technique, through bidding process
Advertising expense	Depending on market price and the service charge must not be higher than the rate set by advertising business.
Display equipment	} Depending on market price
Computer expense	
Packaging, purchase of computers and give-away items	

Related transactions in 2017

1. At the Board of Directors' Meeting # 9/2559 held on January 13, 2017 and the Board of Directors' Meeting # 4/2560 held on August 11, 2017 to which 4 members of the Audit Committee attended, resolutions were passed to provide a joint guarantee to Sahapat Real Estate Co., Ltd. within the credit line with the Bank of Ayudhya Plc. respectively as follows :

- The total amount of 1,080 million Baht
- 380 million Baht for guarantee period of 5 years
 - 700 million Baht for guarantee period of 7 years

The proportion to the investment of 19.90%, amounted to 214,920,000.- Baht.

To this agenda, Mr. Thamarat Chokwatana, Directors with conflict of interest or being related parties, neither attended nor voted at the meetings

2. At the Board of Directors' Meeting # 10/2559 held on February 24, 2017 to which 4 members of the Audit Committee attended, resolutions were passed as follows:

- To allow the company to provide an extension of one-year guarantee facilities for Tsuruha (Thailand) Co., Ltd. with regard to credit limit with Sumitomo Mitsui Banking Corp., Bangkok Branch in the proportion of investment starting from March 1, 2017 and ending February 28, 2018. The credit limit provided by the bank totaled 101,000,000.- Baht. This joint guarantee proportionate to Thai party investment provided by ICC was 30.61% amounting to a loan guarantee set at 30,910,000.- Baht

To this agenda, Mr. Thamarat Chokwatana, Directors with conflict of interest or being related parties, neither attended nor voted at the meeting.

- To allow the company to provide an extension of one-year guarantee facilities for Transcosmos (Thailand) Co., Ltd. with regard to credit limit from Transcosmos Inc. (Japan) in the proportion of investment starting from March 16, 2017. The credit limit provided by the bank totaled 100,000,000.- Baht. This joint guarantee proportionate to Thai party investment provided by ICC was 9.00% amounting to a loan guarantee set at 9,000,000.- Baht.

To this agenda, Mr. Thamarat Chokwatana, Director with conflict of interest or being related parties, neither attended nor voted at the meeting.

3. At the Board of Directors' Meeting # 11/2559 held on March 17, 2017 and the Board of Directors' Meeting # 1/2560 held on May 19, 2017 to which 4 members of the Audit Committee attended, resolutions were passed to approve an extension of two-month's guarantee facilities for Tokyu Corporation (Japan) to the Bank of Ayudhya Plc. for the Credit Line of Saha Tokyu Corporation Co., Ltd., in the proportion of investment starting from April 1 - May 31, 2017. The loans provided by the bank amounted to 700,000,000.- Baht. This joint guarantee provided by ICC was 12.00 % amounting to a loan guarantee set at 84,000,000.- Baht.

Due to Saha Tokyu Corporation Co., Ltd. having undertaken financial restructuring in accordance with its equity thereby receiving a new credit line from the Bank of Ayudhya Plc. of 689,500,000.- Baht.

Credit line of	- long-term period of 3 years	since May 31, 2017 - May 29, 2020	loan of 589.50 million Baht
	- short-term period of 1 year	since May 31, 2017 - May 29, 2018	loan of 100.00 million Baht

To this agenda, Director with conflict of in interest who neither attends nor votes at the meeting : None

4. At the Board of Directors' Meeting # 3/2560 held on July 14, 2017 and the Board of Directors' Meeting # 5/2560 held on September 15, 2017 to which 4 members of the Audit Committee attended, resolutions were passed to provide a joint guarantee for Toyobo Saha Safety Weave Co., Ltd. in the latter's credit lines respectively extended by

- Sumitomo Mitsui Banking Corporation	in the amount of	336	million Baht
- Mizuho Bank, Ltd.	"	336	"
- Bank of Ayudhya Plc.	"	336	"
	Total	1,008	million Baht

With Toyobo Co., Ltd. (Japan) being the guarantor for the full amount in order to be eligible for the lowest interest rate available, and companies in the Saha Group, as the Thai investors, providing joint guarantee of 25.00% or 252 million Baht of the total guarantee amount in proportion to their investment in Toyobo Co., Ltd. (Japan) resulting in ICC's share of the joint guarantee at 7.00% , amounting to 70,560,000.- Baht.

To this agenda, Director with conflict of in interest who neither attends nor votes at the meeting : None

No. 1 - 4 Purpose of transactions :

1. To provide business support to the JV company
2. To comply with obligation of the joint venture agreement

5. At the Board of Directors' Meeting # 11/2559 held on March 17, 2017 to which 4 members of the Audit Committee attended, a resolution was passed to allow the Company to lease immovable properties for no more than 3 years, as well as executing transactions relating to the assets and services of related parties. For details of the said parties and their relationship to the Company, please refer to Transactions of Business-related Companies on pages 126 - 128 of this Annual Report

Such leasing of property and transactions relating to the assets and services had a total value of less than 521 million Baht or less than 3% of NTA as at December 31, 2016.

- | | | | |
|---|---|-------------|------|
| 1. Rental income (immovable property), with one-year lease, the actual amount in 2017 | = | 35,346,800 | Baht |
| 2. Royalty income with three-year agreement period starting from 2016 to 2018, | = | 13,212,092 | Baht |
| the actual amount in 2017 | | | |
| 3. Royalty payment with five-year agreement period starting from 2017 to 2021, | = | 24,626,118 | Baht |
| the actual amount in 2017 | | | |
| 4. Actual expenses in 2017 Total | = | 113,247,532 | Baht |
| - Interior design and fixtures | | | |
| - Business and legal consultancy fees | | | |
| - Construction and repairs to old building | | | |

To this agenda, Mr. Boonkiet Chokwatana, Mr. Thamarat Chokwatana, Mr. Manu Leelanuwatana and Mrs. Kobsuk Saengsawad the directors who stood to gain and lose, not being entitled to vote, had neither attended the meeting nor given any approval to the transaction.

6. At the Board of Directors' Meeting # 2/2560 held on June 16, 2017 to which 4 members of the Audit Committee attended, a resolution was passed to approve investment in convertible bonds issued by Saha Pathana Inter-Holding Plc. in proportion to its equity in Saha Pathana Inter-Holding Plc. of 398,691 units at 1,000.- Baht per unit for a total amount of 398,691,000.- Baht, up to 7 years with due date

on June 29, 2024.

- Allocation ratio : 123.508575 existing shares : 1 convertible debenture
- Conversion ratio : 1 convertible debenture : 22.222222 ordinary shares, with the Company not having to make additional investment in exercising the right to convert the convertible debentures into ordinary shares.

Purpose of transaction :

1. To maintain the proportion of its equity in the company which is part of our corporate group strategy, as well as being a well-established and stable company with good performance.
2. To gain interest throughout the period of holding the convertible debentures.
3. To profit from the difference in ordinary share prices in the future.
4. To gain dividend.

To this agenda, Mr. Boonkiet Chokwatana, Mr. Manu Leelanuwatata, and Mr. Nophorn Bhongsvej, Directors with conflict of interest or being related parties, neither attended nor voted at the meeting.

7. According to the Board of Directors' Meeting # 6/2560 held on October 10, 2017 to which 4 members of the Audit Committee attended, a resolution was passed to provide a loan to Amis du Monde SARL, France, a subsidiary company in the amount of 440,000.- Euro, equivalent to 17,600,000.- Baht (Exchange rate as of October 2, 2017 : 1 Euro = 39.6482 Baht) Interest rate 1.50 % loan repayment is upon demand.

Purpose of transaction :

To enable Amis du Monde SARL, to repay debts as part of its liquidation process as previously reported to the Stock Exchange of Thailand on October 14, 2016.

To this agenda, Director with conflict of in interest who neither attends nor votes at the meeting : None

8. At the Board of Directors' Meeting # 7/2560 held on November 10, 2017 to which 4 members of the Audit Committee attended, a resolution was passed to allow the company to purchase shares of Canchana International Co., Ltd. (Kingdom of Cambodia) from Saha Pathana Inter-Holding Plc. in the total amount of 200 shares, at the price of USD 1,020.861 per share (the Book Value as of close of business on December 31, 2016), totaling USD 204,172.20 which is equivalent to approximately 7,350,710.- Baht, (exchange rate as at December 30, 2016 : USD 1 = 36.0025 Baht)

- Proportion of share-owning before : 400 shares = 40.00 % of registered capital
- Proportion of share-owning after : 600 shares = 60.00 % of registered capital

Purpose of transaction :

1. To increase the proportion of investment in a company which is part of its supply chain in terms of distribution of goods in the Kingdom of Cambodia
2. To gain dividend

To this agenda, Mr. Boonkiet Chokwatana, Mr. Manu Leelanuwatata, and Mr. Nophorn Bhongsvej, Directors with conflict of interest or being related parties, neither attended nor voted at the meeting.

Criteria for Approval of Related Transaction

1. All related transactions (loan, guarantee, investment, rental or leasing of immovable properties not exceeding 3 years and transactions involving assets or services) must be approved by all the following boards and committee:

1. The Audit Committee
2. The Executive Board
3. The Board of Directors

In every instance, the Audit Committee must audit, scrutinize and make a summary of any conflict of interest in each transaction for submission to the Executive Board and the Board of Directors for the judgment in terms of business risk. In the Board of Directors' Meeting, directors who stood to gain or lose were not entitled to vote, and thus had neither participated in the meeting, nor given any approval to the transaction.

2. The Board of Directors has approved in principle to allow the management to manage all normal business transactions or the transactions that should support normal business terms and conditions under a trade agreement generally made between normal counterparties having no undue bargaining power influenced by being in the capacity of director, executive or related persons.

Approval in principle shall be conducted annually and the report on related transactions arising during the year shall be presented to the Audit Committee and the Board of Directors to ensure such related transactions are of sound reason and in the best interest of the Company, together with disclosure of relevant details, types and value of related transactions in the remarks of financial statement on a quarterly basis.

Criteria for Approval

1. Potential benefits to the company and/or affiliated companies in terms of interest, dividend, trade activity and transaction, including ongoing trade.
2. Security that the company should hold or receive from the said transaction.
3. The borrower's strength, as well as the ability to pay back the capital and interest in due time.
4. Business prospective of the borrowing, guaranteeing and investing company.
5. The capability of the CEO of the borrowing, guaranteeing and investing company.
6. Criteria in monitoring and checking transaction as well as access to statistical reports in the borrowing, guaranteeing and investing company to perceive its status.

The necessity and rationale for entering into transactions with parties with possible conflict of interests

To sustain the company's operations under the prevailing severe competitive situation, the company needed to secure the support of business partners and business alliance network from upstream to downstream industries, further contributing to its competitiveness and business potentials, and leading to its further development and sustainable growth in the future.

While its business partners and business alliance members might be parties with possible conflict of interests, nevertheless, the Board of Directors might find it reasonable and necessary to enter into agreement or transaction with said parties, bearing in mind the best interests of the shareholders and the Company. In such case, the transaction price would be based on normal business terms, without harboring any intention to engage in unjust transfer of company asset or interest to such parties with possible conflict of interests.

Furthermore, the Company has the measure to control the related transaction and limit financial assistance for non-subsidiary companies by requiring that giving loan or guarantee shall be done according to the share-owning proportion in compliance with the joint - venture agreement.

The Company is committed to further improving on its effective standard in assessing the value of related transactions, as well as monitoring, evaluating and reporting on the related transaction with more clarity, thoroughness, accuracy and speed

Future Trend in Related Transactions

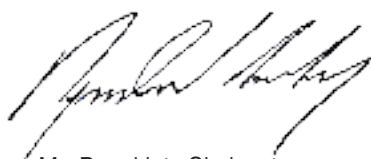
The Board of Directors duly recognized their responsibilities as the directors of a public company in carrying out their duties toward the shareholders, employees, and all stakeholders, in accordance with good corporate governance practices. The prospect of related transactions being undertaken as a normal feature in regular trade, based on the trading principle of price mechanisms in the market, is very likely, provided said transactions are fair and do not serve to transfer the interests relating to price mechanisms between the Company and business or other relevant persons, and disclosure of all relevant information is duly carried out in accordance with the Notification of the Capital Market Supervisory Board, regarding "rules on connected transactions"

As a listed company, the Board of Directors realizes the duties and responsibilities for preparation of financial statements of I.C.C. International Public Company Limited and its subsidiaries, in accordance with Thailand Financial Reporting Standard, by selecting an appropriate accounting policy, to which the company has strictly adhered on a regular basis. The Board of Directors has exercised due care and reasonable projection in preparing the reports. There is adequate disclosure of material information in the Notes to Financial Statements as well as explanations and analysis as regards to the financial status and operating results of the Company and its subsidiaries, for the benefits of shareholders and general investors alike. The financial statements have been audited, with unqualified opinion by independent certified public accountants.

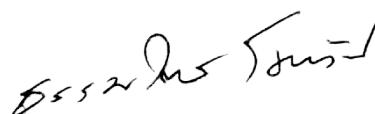
In addition, the Board of Directors has promoted actions in accordance with Corporate Governance Principles, and assured that the company has adopted efficient and effective risk management and internal control systems. These will ensure that the accounting data recording procedures are accurate, complete and sufficient for maintaining assets of the Company and its subsidiaries, including prevention of material frauds and irregularities.

In so doing, the Audit Committee of the Company, consisting of independent directors as members, has reviewed the quality of financial reports and the internal control system, and hereby expressed their opinion in the Report of Audit Committee, as shown in the Annual Report and 56-1 Reporting Form.

The Board of Directors is of the opinion that Corporate Governance, risk management and internal control systems of the company are adequate and appropriate, thereby providing reasonable assurances that the Financial Statements of the Company and its subsidiaries, for the Year Ending December 31, 2017, had been prepared and disclosed accurately, as deemed fully compliant to the financial reporting standard.



Mr. Boonkiet Chokwatana
Chairman and
Executive Chairman



Mr. Thamarat Chokwatana
President and
Vice Executive Chairman

Independent Auditor's Report

To the Shareholders of I.C.C. International Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of I.C.C. International Public Company Limited and its subsidiaries (the "Group"), and of I.C.C. International Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2017, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2017 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of inventory	
Refer to Note 3(e) and 9	
The key audit matter	How the matter was addressed in the audit
The Company sells fashion goods and others which are subject to rapid change in consumer's demand. As a result there is the risk that holding a high amount of inventory may result in the Company being unable to sell products before market trend and customer demand changes which may result in the cost of inventories being higher than net realizable value including any inventory obsolescence. Therefore, the valuation of inventories involve management's judgment in determining the adequate provision for obsolete stocks to present the appropriate valuation of inventory based upon a detailed analysis of the inventory report and the related accounting policy. This is an area of focus in my audit.	In this area my audit procedures included:
	<ul style="list-style-type: none"> understanding the process of inventories valuation by inquiry of the responsible person in this area, and identifying controls and performing tests of controls over the inventory process;
	<ul style="list-style-type: none"> testing items on the inventory aging report to check that these were classified in the appropriate aging bracket with the assistance of KPMG Information Risk Management Audit;
	<ul style="list-style-type: none"> assessing the appropriateness of the methodology used for calculating the provision for obsolete by challenging the assumptions, category of inventory and comparing with historical experience and testing on a sample of the detail of outstanding balances and sales plan;
	<ul style="list-style-type: none"> considering the value of inventories by comparing cost and the selling price less related selling expenses and testing on a sample basis with the related supporting documents; and
	<ul style="list-style-type: none"> assessing the adequacy of disclosures in accordance with the relevant Thai Financial Report Standards.

Valuation of other long-term investments	
Refer to Note 3(h) and 14	
The key audit matter	How the matter was addressed in the audit
The Company has significant investments in affiliated companies and other companies. The Company has a significant risk over the valuation of these investments including the provision of impairment, which is based on the Company's policy and involves management's judgment in determining the adequacy of the provision to present the appropriate valuation of others long-term investments. This is an area of focus in my audit.	<p>In this area my audit procedures included:</p> <ul style="list-style-type: none"> assessing the process to identify indications of impairment and understanding the impairment process performed by the management; considering the profitability of the invested companies from the audited financial statements, historical data and other information in order to assess the adequacy of the allowance for impairment of the investments; and assessing the adequacy of disclosures in accordance with the relevant Thai Financial Report Standards.

Revenue recognition - consignment	
Refer to Note 3(r) and 25	
The key audit matter	How the matter was addressed in the audit
The Company is the leader in distribution of fashion consumer products in department stores as major channel and various stores as the minor channel.	<p>In this area my audit procedures included:</p> <ul style="list-style-type: none"> understanding and assessing the design and testing the operating effectiveness of internal controls related to recognition of the consignment sales;
In consignment sales, the ownership does not pass to the customer on delivery and in some cases, the customer has the right to return the product in certain circumstances which can take a variety of forms and revenue from sales should not be recognized until ownership has passed to the customer. The terms of the arrangement may stipulate that the consignee will not take ownership to or pay for the goods until they are sold by the consignee to a third party. This is an area of focus in my audit.	<ul style="list-style-type: none"> testing a sample of sales transaction and sales returns during the year and the period near the end of year; testing samples of journal entries posted to revenue accounts to consider any possible irregular sales transactions; performing reconciliation between the input data with data in ERP system with the assistance of KPMG Information Risk Management Audit; comparing revenue reported by group of product in the current reporting period with prior period to identify unusual transactions; and assessing the adequacy of disclosures in accordance with the relevant Thai Financial Report Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention

in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



(Ekkasit Chuthamsatid)
Certified Public Accountant
Registration No. 4195

KPMG Phoomchai Audit Ltd.
Bangkok
23 February 2018

I.C.C. International Public Company Limited and its Subsidiaries

Statement of financial position

Assets	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2017	2016	2017	2016
		(in Baht)			
Current assets					
Cash and cash equivalents	6	911,101,101	1,175,489,491	875,732,812	1,160,290,329
Trade accounts receivable	5, 7	1,914,376,414	1,550,812,475	1,908,724,264	1,540,564,982
Short-term loans	5, 8	30,000,000	165,000,000	195,700,000	339,500,000
Inventories	9	3,426,793,091	3,687,718,988	3,406,779,488	3,645,569,476
Real estate projects underdevelopment	10	157,760,079	171,027,646	-	-
Out put VAT on consignmen sales of inventories		317,605,942	335,521,729	317,605,942	335,521,729
Other current assets		145,275,009	104,837,160	137,357,411	99,253,550
Total current assets		6,902,911,636	7,190,407,489	6,841,899,917	7,120,700,066
Non-current assets					
Restricted deposits at financial institution		2,948,839	2,948,839	-	-
Long-term loans	5, 8	60,000,000	-	60,000,000	-
Investments held as available for sale	11	9,068,041,533	6,586,035,466	9,068,041,533	6,586,035,466
Investments in subsidiaries	12	-	-	63,825,275	55,791,536
Investments in associates	13	826,905,757	695,810,531	635,735,941	585,116,601
Other long-term investments	14	2,261,056,639	1,685,600,897	2,259,967,638	1,684,511,896
Investment properties	15	1,031,767,312	979,430,872	1,100,051,063	1,049,027,922
Property, plant and equipment	16	2,874,171,414	2,810,343,828	2,791,768,868	2,727,137,632
Goodwill	4, 17	3,215,239	-	-	-
Other non-current assets	18	249,138,959	248,343,990	233,023,501	231,532,133
Total non-current assets		16,377,245,692	13,008,514,423	16,212,413,819	12,919,153,186
Total assets		23,280,157,328	20,198,921,912	23,054,313,736	20,039,853,252

I.C.C. International Public Company Limited and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2017	2016	2017	2016
		(in Baht)			
Current liabilities					
Short-term borrowing from financial institutions	20	20,000,000	10,000,000	-	-
Short-term borrowing from related party	5, 20	10,000,000	10,000,000	-	-
Trade accounts payable	5, 21	1,311,449,589	1,328,344,312	1,274,070,937	1,285,403,492
Others payable	5	627,643,987	608,847,138	616,075,899	595,021,421
Income tax payable		44,775,776	50,377,503	44,775,776	50,377,503
Total current liabilities		2,013,869,352	2,007,568,953	1,934,922,612	1,930,802,416
Non-current liabilities					
Deferred tax liabilities	19	734,450,878	232,405,390	732,069,324	230,023,836
Provisions for employee benefit	22	577,737,669	532,585,693	537,303,413	493,324,370
Other non-current liabilities		43,454,924	46,848,149	42,369,848	45,125,558
Total non-current liabilities		1,355,643,471	811,839,232	1,311,742,585	768,473,764
Total liabilities		3,369,512,823	2,819,408,185	3,246,665,197	2,699,276,180
Equity					
Share capital:	23				
Authorized share capital		500,000,000	500,000,000	500,000,000	500,000,000
Issued and paid share capital		290,633,730	290,633,730	290,633,730	290,633,730
Additional paid in capital:					
Premium on ordinary shares		1,487,143,830	1,487,143,830	1,487,143,830	1,487,143,830
Surplus on treasury shares		51,433,146	51,433,146	51,433,146	51,433,146
Retained earnings:					
Appropriated					
Legal reserve	24	50,000,000	50,000,000	50,000,000	50,000,000
General reserve	24	1,789,311,343	1,706,711,494	1,789,311,343	1,706,711,494
Unappropriated		10,438,354,093	10,008,706,168	10,334,850,683	9,953,300,636
Other components of equity		5,804,059,837	3,801,025,369	5,804,275,807	3,801,354,236
Equity attributable to owners of the parent		19,910,935,979	17,395,653,737	19,807,648,539	17,340,577,072
Non-controlling interests		(291,474)	(16,140,010)	-	-
Total equity		19,910,644,505	17,379,513,727	19,807,648,539	17,340,577,072
Total liabilities and equity		23,280,157,328	20,198,921,912	23,054,313,736	20,039,853,252

I.C.C. International Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
		2017	2016	2017	2016
		(in Baht)			
Revenue from sale of goods	25	12,446,980,013	12,615,379,056	12,246,902,914	12,420,967,585
Cost of sales of goods	9, 29	7,861,115,734	7,851,000,585	7,700,455,922	7,712,589,636
Gross profit		4,585,864,279	4,764,378,471	4,546,446,992	4,708,377,949
<i>Other income</i>					
Dividends income		469,655,373	526,679,363	490,574,453	538,079,213
Gain on disposal of property, plant and equipments and investment properties		82,482,616	35,177,079	82,348,925	34,858,526
Gain on disposal of investments held as available for sale		242,619,598	-	242,619,598	-
Other income		215,849,547	237,584,921	215,725,315	244,001,017
Total other income		1,010,607,134	799,441,363	1,031,268,291	816,938,756
Profit before expenses		5,596,471,413	5,563,819,834	5,577,715,283	5,525,316,705
<i>Expenses</i>					
Distribution costs	26, 29	3,078,118,575	2,892,342,464	3,061,949,775	2,883,461,895
Administrative expenses	27, 29	1,611,993,176	1,690,002,782	1,630,943,430	1,721,361,401
Finance costs		1,612,430	1,855,312	1,316	-
Total expenses		4,691,724,181	4,584,200,558	4,692,894,521	4,604,823,296
Share of profit of investments in associates	13	28,730,424	51,132,194	-	-
Profit before income tax expense		933,477,656	1,030,751,470	884,820,762	920,493,409
Income tax expense	30	86,489,074	94,494,919	86,442,076	94,494,919
Profit for the year		846,988,582	936,256,551	936,256,551	825,998,490

I.C.C. International Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
		2017	2016	2017	2016
		(in Baht)			
Items that will be reclassified subsequently					
to profit or loss					
Exchange differences on translating foreign operations		(58,552)	(243,876)	-	-
Gains on remeasuring available-for-sale investments	11, 30	2,503,651,963	953,594,559	2,503,651,963	953,594,559
Income tax relating to item that will be reclassified					
to profit or loss	19, 30	(500,730,392)	(190,718,912)	(500,730,392)	(190,718,912)
Total items that will be reclassified					
subsequently to profit or loss		2,002,863,019	762,631,771	2,002,921,571	762,875,647
Items that will not be reclassified to profit or loss					
Share of other comprehensive income of					
associates - net of tax	13	536,109	-	-	-
Total items that will not be reclassified to					
profit or loss		536,109	-	-	-
Other comprehensive income for					
the year, net of tax		2,003,399,128	762,631,771	2,002,921,571	762,875,647
Total comprehensive income for the year		2,850,387,710	1,698,888,322	2,801,300,257	1,588,874,137
Profit (loss) attributable to:					
Owners of the parent		846,476,564	936,277,528	798,378,686	825,998,490
Non-controlling interests		512,018	(20,977)	-	-
Profit for the year		846,988,582	936,256,551	798,378,686	825,998,490
Total comprehensive income attributable to:					
Owners of parent		2,849,511,032	1,698,936,604	2,801,300,257	1,588,874,137
Non-controlling interests		876,678	(48,282)	-	-
Total comprehensive income for the year		2,850,387,710	1,698,888,322	2,801,300,257	1,588,874,137
Earnings per share (in Baht)					
Basic earnings per share	31	2.91	3.22	2.75	2.84

I.C.C. International Public Company Limited and its Subsidiaries
Statement of changes in equity

Consolidated financial statements													
Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Retained earnings			Other components of shareholder' equity			Equity attributable to owners of the parent	Non-controlling interests	Total equity	
				Legal reserve	General reserve	Unappropriated	Translating foreign operations	Available-for-sale investments	Total other components of equity				
(in Baht)													
Year ended 31 December 2016													
Balance at 1 January 2016	290,633,730	1,487,143,830	51,433,146	50,000,000	1,638,869,660	9,445,435,890	(112,296)	3,038,478,589	3,038,366,293	16,001,882,549	(16,091,728)	15,985,790,821	
Transactions with owners, recorded directly in equity													
Contributions by and distributions to owners of the parent													
Dividends	32	-	-	-	-	(305,165,416)	-	-	-	(305,165,416)	-	(305,165,416)	
Total contributions by and distributions to owners of the parent		-	-	-	-	(305,165,416)	-	-	-	(305,165,416)	-	(305,165,416)	
Total transactions with owners, recorded directly in equity		-	-	-	-	(305,165,416)	-	-	-	(305,165,416)	-	(305,165,416)	
Comprehensive income for the year													
Profit or loss		-	-	-	-	936,277,528	-	-	-	936,277,528	(20,977)	936,256,551	
Other comprehensive income		-	-	-	-	-	(216,571)	762,875,647	762,659,076	762,659,076	(27,305)	762,631,771	
Total comprehensive income for the year		-	-	-	-	936,277,528	(216,571)	762,875,647	762,659,076	1,698,936,604	(48,282)	1,698,888,322	
Transfer to general reserve	24	-	-	-	-	67,841,834	(67,841,834)	-	-	-	-	-	-
Balance at 31 December 2016	290,633,730	1,487,143,830	51,433,146	50,000,000	1,706,711,494	10,008,706,168	(328,867)	3,801,354,236	3,801,025,369	17,395,653,737	(16,140,010)	17,379,513,727	

Consolidated financial statements														
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Retained earning			Other components shareholders' equity				Equity attributable to owners of the parent	Non-controlling interests	Total equity
					Legal reserve	General reserve	Unappropriated	Translating foreign operations	Available-for-sale investments	Share of other comprehensive income of associates	Total other components of equity			
(In Baht)														
Year ended 31 December 2017														
Balance at 1 January 2017		290,633,730	1,487,143,830	51,433,146	50,000,000	1,706,711,494	10,008,706,168	(328,867)	3,801,354,236	-	3,801,025,369	17,395,653,737	(16,140,010)	17,379,513,727
Transactions with owners, recorded directly in equity														
Contributions by and distributions to owners of the parent														
Dividends	32	-	-	-	-	-	(334,228,790)	-	-	-	-	(334,228,790)	-	(334,228,790)
Total contributions by and distributions to owners of the parent		-	-	-	-	-	(334,228,790)	-	-	-	-	(334,228,790)	-	(334,228,790)
Changes in ownership interests in subsidiaries														
Acquisition of non-controlling interests with a change in control	12	-	-	-	-	-	-	-	-	-	-	-	14,971,858	14,971,858
Total changes in ownership interests in subsidiaries		-	-	-	-	-	-	-	-	-	-	-	14,971,858	14,971,858
Total transactions with owners, recorded directly in equity		-	-	-	-	-	(334,228,790)	-	-	-	-	(334,228,790)	14,971,858	(319,256,932)
Comprehensive income for the year														
Profit or loss		-	-	-	-	-	846,476,564	-	-	-	-	846,476,564	512,018	846,988,582
Other comprehensive income		-	-	-	-	-	-	(423,212)	2,002,921,571	536,109	2,003,034,468	2,003,034,468	364,660	2,003,399,128
Total comprehensive income for the year		-	-	-	-	-	846,476,564	(423,212)	2,002,921,571	536,109	2,003,034,468	2,849,511,032	876,678	2,850,387,710
Transfer to general reserve	24	-	-	-	-	82,599,849	(82,599,849)	-	-	-	-	-	-	-
Balance at 31 December 2017		290,633,730	1,487,143,830	51,433,146	50,000,000	1,789,311,343	10,438,354,093	(752,079)	5,804,275,807	536,109	5,804,059,837	19,910,935,979	(291,474)	19,910,644,505

I.C.C. International Public Company Limited and its Subsidiaries
Statement of changes in equity

	Separate financial statements								
	Note	Issued and paid-up share capital	Premium on ordinary shares	Surplus on treasury shares	Retained earnings			Other components of shareholders' equity	Total equity
					Legal reserve	General reserve	Unappropriated		
(in Baht)									
Year ended 31 December 2016									
Balance at 1 January 2016		290,633,730	1,487,143,830	51,433,146	50,000,000	1,638,869,660	9,500,309,396	3,038,478,589	16,056,868,351
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners									
Dividends	32	-	-	-	-	-	(305,165,416)	-	(305,165,416)
Total contributions by and distributions to owners		-	-	-	-	-	(305,165,416)	-	(305,165,416)
Comprehensive income for the year									
Profit or loss		-	-	-	-	-	825,998,490	-	825,998,490
Other comprehensive income		-	-	-	-	-	-	762,875,647	762,875,647
Total comprehensive income for the year		-	-	-	-	-	825,998,490	762,875,647	1,588,874,137
Transfer to general reserve	24	-	-	-	-	67,841,834	(67,841,834)	-	-
Balance at 31 December 2016		290,633,730	1,487,143,830	51,433,146	50,000,000	1,706,711,494	9,953,300,636	3,801,354,236	17,340,577,072
Balance at 1 January 2017		290,633,730	1,487,143,830	51,433,146	50,000,000	1,706,711,494	9,953,300,636	3,801,354,236	17,340,577,072
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners									
Dividends	32	-	-	-	-	-	(334,228,790)	-	(334,228,790)
Total contributions by and distributions to owners		-	-	-	-	-	(334,228,790)	-	(334,228,790)
Comprehensive income for the year									
Profit or loss		-	-	-	-	-	798,378,686	-	798,378,686
Other comprehensive income		-	-	-	-	-	-	2,002,921,571	2,002,921,571
Total comprehensive income for the year		-	-	-	-	-	798,378,686	2,002,921,571	2,801,300,257
Transfer to general reserve	24	-	-	-	-	82,599,849	(82,599,849)	-	-
Balance at 31 December 2017		290,633,730	1,487,143,830	51,433,146	50,000,000	1,789,311,343	10,334,850,683	5,804,275,807	19,807,648,539

I.C.C. International Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated financial statements		Separate financial statements	
	Year ended 31 December		Year ended 31 December	
	2017	2016	2017	2016
	(in Baht)			
Cash flows from operating activities				
Profit for the year	846,988,582	936,256,551	798,378,686	825,998,490
<i>Adjustments to reconcile profit (loss) to cash receipts (payments)</i>				
Depreciation and amortisation	231,555,430	195,601,307	221,727,356	189,218,683
Reversal of allowance for decline in value of investment properties	-	(50,328,402)	-	(50,328,402)
(Reversal of) bad and doubtful debts expenses	(6,257,359)	18,783,937	(6,257,359)	18,735,137
(Reversal of) losses on inventories devaluation	(27,468,096)	39,855,504	(15,076,211)	52,963,328
Decline in value of investment	26,230,487	57,955,658	112,913,123	209,689,614
Impairment losses on goodwill	-	66,409,406	-	-
Interest income	(20,099,529)	(20,351,997)	(22,650,748)	(24,441,291)
Dividends income	(469,655,373)	(526,679,363)	(490,574,452)	(538,079,213)
Finance costs	1,612,430	1,855,312	1,316	-
(Gain) loss on disposal of available for sale and long-term investment	(242,619,598)	31,056,857	(242,619,590)	31,056,857
Gain on disposal of property, plant and equipment and investment properties	(86,183,935)	(35,219,498)	(82,348,925)	(34,912,543)
Loss on retirement of equipment	-	-	1,491,873	338
Share of profit of investments in associates, net of tax	(29,266,533)	(51,132,194)	-	-
Tax expense	86,489,074	94,494,919	86,442,076	94,494,919
	311,325,580	758,557,997	361,427,145	774,395,917
Changes in operating assets and liabilities				
Trade accounts receivable	(357,676,029)	163,868,397	(361,901,922)	168,527,195
Inventories	288,312,562	92,961,870	253,866,199	93,302,015
Real estate projects under development	13,267,567	(12,973,152)	-	-
Other current assets	(38,738,902)	37,126,633	(41,952,858)	30,909,020
Other non-current assets	180,857	6,721,849	3,473,730	6,288,233
Trade accounts payable	(16,894,723)	139,625,225	(11,339,211)	122,963,416
Other payables	5,235,865	(135,569,568)	7,384,149	(137,470,874)
Provisions for employee benefits	45,151,976	50,543,025	43,979,043	46,444,886
Other non-current liabilities	(3,393,224)	2,773,442	(2,755,710)	2,655,711
Net cash generated from operating activities	246,771,529	1,103,635,718	252,180,565	1,108,015,519
Taxes paid	(90,775,706)	(40,089,571)	(90,728,708)	(40,016,291)
Net cash from operating activities	155,995,823	1,063,546,147	161,451,857	1,067,999,228

I.C.C. International Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated financial statements		Separate financial statements	
	Year ended 31 December		Year ended 31 December	
	2017	2016	2017	2016
	(in Baht)			
Cash flows from investing activities				
Interest received	21,126,663	19,088,850	23,677,881	23,178,144
Dividends received	490,574,453	538,079,213	490,574,453	538,079,213
Acquisition of property, plant and equipment and investment properties and intangible assets	(334,813,397)	(426,267,804)	(333,254,934)	(420,218,770)
Proceeds from repayment of loans to related parties and employees	74,133,234	(43,392,830)	82,933,234	(54,892,830)
Acquisition of debt securities from related party	(398,691,000)	-	(398,691,000)	-
Acquisition of other equity securities	(364,139,744)	(284,523,634)	(364,139,744)	(284,523,634)
Proceeds from sale of other equity securities	282,205,008	3,400,394	282,205,000	3,400,394
(Increase) decreased in deposit for property, plant and equipment	20,747,323	(20,222,251)	20,737,651	(20,222,251)
Proceeds from reduction of capital of other long-term investments	5,220,000	1,440,000	5,220,000	1,440,000
Proceeds from sale of property, plant and equipment	91,556,906	37,597,028	86,229,704	37,265,405
Proceeds from sale of leasehold	-	14,250,000	-	14,250,000
Cash paid for purchase of subsidiary	-	-	(7,350,716)	-
Acquisition of non-controlling interests	14,971,858	-	-	-
Net cash from used in investing activities	(97,108,696)	(160,551,034)	(111,858,471)	(162,244,329)

I.C.C. International Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2017	2016	2017	2016
	(in Baht)			
Cash flows from financing activities				
Interest paid	(1,538,129)	(2,018,051)	(1,316)	-
Dividends paid to owners of the Company	(334,156,243)	(305,072,145)	(334,156,243)	(305,072,145)
Proceeds from short-term borrowing from related party	-	10,000,000	-	-
Decrease (increase) in bank overdrafts	10,000,000	(20,000,000)	-	-
Net cash used in financing activities	(325,694,372)	(317,090,196)	(334,157,559)	(305,072,145)
Net (decrease) increase in cash and cash equivalents,				
before effect of exchange rates	(266,807,245)	585,904,917	(284,564,173)	600,682,754
Effect of exchange rate changes on cash and				
cash equivalents	2,418,855	(232,429)	6,656	-
Net (decrease) increase in cash and cash equivalents	(264,388,390)	585,672,488	(284,557,517)	600,682,754
Cash and cash equivalents at beginning of period	1,175,489,491	589,817,003	1,160,290,329	559,607,575
Cash and cash equivalents at ending of period	911,101,101	1,175,489,491	875,732,812	1,160,290,329
Non-cash transactions				
Increase in fair value of available-for-sale investments	2,503,651,963	953,594,559	2,503,651,963	953,594,559
Payables of acquisition of property, plant and equipment	13,597,783	52,061,322	13,597,783	52,061,322

I.C.C. International Public Company Limited and its subsidiaries**Notes to the financial statements****For the year ended 31 December 2017**

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorized for issue by the Board of Directors on 23 February 2018.

1 General information

I.C.C. International Public Company Limited, the "Company", is incorporated in Thailand and has its registered office at 530 Soi Sathupradit 58, Bang Phong Phang subdistrict, Yannawa district, Bangkok.

The Company was listed on the Stock Exchange of Thailand in December 1978.

The Company's major shareholders during the financial period were Saha Pathana Inter-Holding Public Company Limited (22.5% shareholding) and I.D.F. Co., Ltd. (9.5% shareholding). Both companies were incorporated in Thailand.

The principle business of the Company is distributing consumer products.

Details of the Company's subsidiaries as at 31 December are as follows:

Name	Type of business	Country of incorporation	Ownership interest	
			2017	2016
			(%)	
WBRE Co., Ltd.	Real Estate	Thai	99.9	99.9
Amis Du Monde SARL	Trading	France	81.9	81.9
Canchana International Co., Ltd.	Distributing	Cambodia	60.0	40.0
Thai Itokin Co., Ltd.	Manufacturing and distributing apparels	Thai	58.2	58.2

2 Basis of preparation of financial statements

(a) Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Professions ("FAP"); and applicable rules and regulations of the Thai Securities and Exchange Commission.

The FAP has issued new and revised TFRS effective for annual accounting periods beginning on or after 1 January 2017. The initial application of these new and revised TFRS has resulted in changes in certain of the Group's accounting policies. These changes have no material effect on the financial statements.

In addition to the above new and revised TFRS, the FAP has issued a number of other new and revised TFRS which are effective for annual financial periods beginning on or after 1 January 2018 and have not been adopted in the preparation of these financial statements. Those new and revised TFRS that are relevant to the Group's operations are disclosed in note 36.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items.

Items	Measurement bases
Available-for-sale investments	Fair value

(c) Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Company's functional currency.

(d) Use of estimates and judgements

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which estimates are revised and in any future periods affected.

(i) Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

Note 12 Consolidation: whether the Group has de facto control over an investee

(ii) Assumptions and estimation uncertainties

Information about assumption and estimation uncertainties that have a significant risk of resulting in a material adjustments to the amounts recognised in the financial statements is included in the following notes:

Note 9 Allowance for decline in value is equal to net realisable value;

Note 12 Acquisition of subsidiary: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis;

Note 17 Impairment test: key assumptions underlying recoverable amounts;

Note 19 Recognition of deferred tax assets: availability of future taxable profit against which tax losses carried forward can be used;

Note 22 Measurement of defined benefit obligations: key actuarial assumptions

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the CFO.

The valuation team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of TFRS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Group's Audit Committee.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 11 Available-for-sale financial assets;
- Note 33 Financial instruments.

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the "Group") and the Group's interests in associates.

Business combinations

The Group applies the acquisition method for all business combinations when control is transferred to the Group, as describe in subsidiaries section, other than those with entities under common control. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group takes into consideration potential voting

rights that currently are exercisable. The acquisition date is the date on which control is transferred to the acquirer. Judgment is applied in determining the acquisition date and determining whether control is transferred from one party to another.

Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Any gain on bargain purchase is recognised in profit or loss immediately.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

The Group measures any non-controlling interest (NCI) at its proportionate interest in the identifiable net assets of the acquiree.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

Step acquisition

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Non-controlling interests

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Interests in equity - accounted investees

The Group's interests in equity-accounted investees comprise interests in associates.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

Interests in associates are accounted for using the equity method. They are initially recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate at the reporting date.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to the functional currency at the exchange rates at the dates of the transactions.

Foreign currency differences are generally recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date.

The revenues and expenses of foreign are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign exchange differences are recognised in other comprehensive income and presented in the foreign currency translation reserve in equity until disposal of the investment, except to extent that the translation difference is allocated to non-controlling interest. When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the foreign currency translation reserve in equity until disposal of the investment.

(c) Cash and cash equivalents

Cash and cash equivalents in the statements of cash flows comprise cash balances, call deposits and highly liquid short-term investments. Bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

(d) Trade and other accounts receivable

Trade accounts receivable are stated at their invoice value less allowance for doubtful accounts and provision for sales to retailers with condition.

The allowance for doubtful accounts is assessed primarily on analysis of payment histories and future expectations of customer payments. Bad debts are written off when incurred.

(e) Inventories

Inventories are measured at the lower of cost and net realisable value.

Cost of inventories in categories of trading, consignment goods sales to retailers with condition, manufactured inventories and work-in-progress are calculated using the weighted average cost principle and for cost of inventories on real estate-condominium is calculated using the specific method. Cost of inventory comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(f) Real estate development projects

Real estate development projects are projects for the development of properties with the intention of sale in the ordinary course of business. They are stated at the lower of cost plus, where appropriate, a portion of attributable profit and estimated net realisable value, net of progress billings. Net realisable value represents the estimated selling price less costs to be incurred in selling the properties.

The cost of real estate development projects comprises specifically identified costs, including acquisition costs, development expenditure, borrowing costs and other related expenditure. Borrowing costs payable on loans funding real estate development projects are capitalised, on a specific identification basis, as part of the cost of the property until the completion of development.

(g) Sales VAT on consignment sales of inventories

Sales VAT on consignment sales shall be recorded and payable when the goods have been delivered to retailers and sales VAT has been submitted to the Revenue Department. This sales VAT shall be recorded as current asset in the statement of financial position. The Company shall also call for VAT from retailers after the goods have been sold to customers.

(h) Investments*Investments in associates and subsidiaries*

Investments in associates and subsidiaries in the separate financial statements of the Company are accounted for using the cost method. Investments in associates in the consolidated financial statements are accounted for using the equity method.

Investments in other debt and equity securities

Debt securities and marketable equity securities held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognised in profit or loss.

Debt securities that the Group has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are stated at amortised cost, less any impairment losses. The difference between the acquisition cost and redemption value of such debt securities is amortised using the effective interest rate method over the period to maturity.

Debt securities and marketable equity securities, other than those securities held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and changes therein, other than impairment losses and foreign currency differences on available-for-sale monetary items, are recognised directly in equity. Impairment losses and foreign exchange differences are recognised in profit or loss. When these investments are derecognised, the cumulative gain or loss previously recognised directly in equity is recognised in profit or loss. Where these investments are interest-bearing, interest calculated using the effective interest method is recognised in profit or loss. Equity securities which are not marketable are stated at cost less any impairment losses.

The fair value of financial instruments classified as held-for-trading and available-for-sale is determined as the quoted bid price at the reporting date.

Disposal of investments

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated cumulative gain or loss that was reported in equity is recognised in profit or loss.

If the Group disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using weighted average method applied to the carrying value of the total holding of the investment.

(i) Investment properties

Investment properties are properties which are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, and other costs directly attributable to bringing the investment property to a working condition for its intended use and capitalised borrowing costs.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each property. The estimated useful lives are as follows:

Investment properties 20 – 40 years

(j) Property, plant and equipment

Recognition and measurement

Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised in profit or loss.

Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is remeasured to fair value and reclassified as investment property. Property that is being constructed for future use as investment property is accounted for at fair value. Any gain arising on remeasurement is recognised in profit or loss to the extent the gain reverses a previous impairment loss on the specific property.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment except for the computer has been determined by using the Sum of Year's Digits Method. The estimated useful lives are as follows:

Buildings and improvements	20 - 50 years
Office equipment	3 - 5 years
Furniture and fixtures	5 years
Vehicles	5 years

No depreciation is provided on freehold land or assets under construction.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(k) Intangible assets

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described in note 3(a). Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses.

Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives which were trademarks and license database of customers are measured at cost less accumulated amortisation and accumulated impairment losses.

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives for the current and comparative periods are as follows:

Software licenses	10 years
Trademarks	10 years
License database of customer	10 years

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(l) Leasehold

Payments made for leasehold rights are measured at cost method and amortisation is recognised in the profit or loss on straight-line basis over the periods of the leasehold agreements.

(m) Impairment

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

When a decline in the fair value of an available-for-sale financial asset has been recognised directly in equity and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognised directly in equity is recognised in profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in profit or loss is the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss.

Calculation of recoverable amount

The recoverable amount of held-to-maturity securities carried at amortised cost is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate.

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss. For financial assets carried at amortised cost and available-for-sale financial assets that are debt securities, the reversal is recognised in profit or loss. For available-for-sale financial assets that are equity securities, the reversal is recognised in other comprehensive income.

An impairment loss in respect of goodwill is not reversed. Impairment losses recognised in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(n) Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in profit or loss over the period of the borrowings on an effective interest basis.

(o) Trade and other accounts payable

Trade and other accounts payable are stated at cost.

(p) Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in future payments is available.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is performed regularly by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognized immediately in other comprehensive income.

The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognized in profit or loss in the period in which they arise.

Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(q) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(r) Revenue

Revenue excludes value added taxes and other sales taxes and is arrived at after deduction of trade discounts and volume rebates.

Sale of goods

Revenue is recognised in profit or loss when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there is continuing management involvement with the goods or there are significant uncertainties regarding recovery of the consideration due, associated costs or the probable return of goods.

Real estate development projects

When the contract meets the criteria for a sale of goods, or if control and significant risks and rewards of ownership of the work in progress are transferred to the buyer at a single time, for example at completion or after delivery, revenue is recognised when the criteria described above for sales of goods and services are met.

Rental income

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income. Contingent rentals are recognised as income in the accounting period in which they are earned.

Dividend income

Dividend income is recognised in profit or loss on the date the Company's right to receive payments is established.

Interest income

Interest income is recognised in profit or loss as it accrues.

(s) Finance costs

Interest expense and similar costs are charged to profit or loss for the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial year of time to be prepared for its intended use or sale.

(t) Lease payments

Payments made under operating leases are recognised in profit or loss on a straight line basis over the term of the lease. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

(u) Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(v) Earnings per share

The Group presents basic earnings per share (EPS) data for its ordinary shares and calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held.

(w) Segment reporting

Segment results that are reported to the Group's CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

4 Acquisition of subsidiaries and non-controlling interests

On 30 November 2017, the Group obtained control of Canchana International Co., Ltd., a distributor by acquiring 20% of the shares and voting interests in the company. As a result, the Group's equity interest in Canchana International Co., Ltd. increased from 40% to 60%. Taking control of Canchana International Co., Ltd., the main distributor in the Kingdom of Cambodia with good operations. The Group expects to increase its revenue in the future.

For one month period ended 31 December 2017, Canchana International Co., Ltd. contributed revenue of Baht 4.56 million to the Group's results. If the acquisition had occurred on 1 January 2017, management estimates that consolidated revenue would have been Baht 42.68 million for the year ended 31 December 2017. In determining these amounts, management has assumed that the fair value adjustments, determined provisionally, that arose on the date of acquisition would have been the same if the acquisition had occurred on 1 January 2017.

The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired and liabilities assumed at the acquisition date:

Identifiable assets acquired and liabilities assumed

	Fair Value (in thousand baht)
Cash and cash equivalents	12,409
Trade accounts receivable	2,725
Inventories	23,931
Other current assets	1,910
Property, Plant and Equipment.	4,107
Intangible assets	36
Trade accounts payable	(6,646)
Current liability	(1,042)
Carrying amounts of net identifiable net assets	37,430
<i>Less : Non-controlling interests</i>	<i>(14,972)</i>
Recognised value of net asset acquired	22,458
Gain on bargain purchases	(135)
Net cash flow	22,323

5 Related parties

For the purposes of these financial statements, parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Relationships with subsidiaries and associates are described in notes 12 and 13. Relationship with key management and other related parties were as follows:

Name of entities	Country of incorporation/ nationality	Ownership interest (%)	Nature of relationships
Key management personnel	Thai	-	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Company.
Saha Pathana Inter-Holding Plc.	Thai	9.74	Major shareholders, 22.50% shareholding, some common shareholders and directors
I.D.F. Co., Ltd.	Thai	9.00	Major shareholders, 9.50% shareholding, some common shareholders and directors
Saha Pathanapibul Plc.	Thai	10.19	8.50% shareholding, some common shareholders and directors
WBRE Co., Ltd.	Thai	99.99	Subsidiary, some common directors
Amis Du Monde SARL	France	81.92	Subsidiary
Canchana International Co., Ltd	Cambodia	60.00	Subsidiary, some common directors
Thai Itokin Co., Ltd.	Thai	58.16	Subsidiary, some common directors
Nanan Cambo Solution Co., Ltd.	Cambodia	49.00	Associate, some common directors
Boon Capital Holding Co., Ltd.	Thai	32.00	Associate
SHOP Global (Thailand) Co., Ltd.	Thai	30.00	Associate, some common directors
International Leather Fashion Co., Ltd.	Thai	28.00	Associate, Some common directors are close member of the family of the Company's management
Thai Secom Security Co., Ltd.	Thai	25.50	Associate
Issara United Co., Ltd.	Thai	25.00	Associate, some common directors
Worldclass Rent a Car Co., Ltd.	Thai	25.00	Associate
Issara United Development Co., Ltd.	Thai	25.00	Associate, some common directors
Tiger Distribution & Logistics Co., Ltd	Thai	19.90	Some common directors
Sahapat Real Estate Co., Ltd.	Thai	19.90	Some common directors
O.C.C. Plc.	Thai	19.73	0.60% shareholding, some common directors
SSDC (Tigertex) Co., Ltd	Thai	19.58	Some common directors
International Laboratories Co., Ltd	Thai	19.56	1.10% shareholding, some common directors
Bangkok Tokyo Socks Co., Ltd.	Thai	19.55	Some common directors
General Glass Co., Ltd.	Thai	19.50	Some common directors
DF Inter Co., Ltd.	Thai	19.00	Some common directors
Thai Sun Foods Co., Ltd. ⁽¹⁾	Thai	19.00	Some common directors are close member of the family of the Company's management
Thai Cubic Technology Co., Ltd.	Thai	19.00	Some common directors

Name of entities	Country of incorporation/ nationality	Ownership interest (%)	Nature of relationships
Laem Cha-Bang Warehouse Co., Ltd.	Thai	19.00	Some common directors
H & B Intertex Co., Ltd.	Thai	19.00	Some common directors
International Commercial Coordination (Hong Kong) Ltd.	Hong Kong	19.00	Some common directors
Pan Asia Footwear Plc.	Thai	18.91	Some common directors
United Utilities Co., Ltd.	Thai	18.56	Some common directors
Top Trend Manufacturing Co., Ltd.	Thai	18.00	Some common directors
Saha Nam Textile Co., Ltd.	Thai	18.00	Some common directors are close member of the family of the Company's management
Tiger MK Logistics (Myanmar) Co., Ltd. ⁽²⁾	Myanmar	18.00	Some common directors are close member of the family of the Company's management
Pan Land Co., Ltd.	Thai	16.67	Some common directors
BNC Real Estate Co., Ltd.	Thai	16.67	Some common directors
Better Way (Thailand) Co., Ltd.	Thai	16.48	Some common directors
Erawan Textile Co., Ltd.	Thai	16.41	Some common directors
Otsuka Saha Asia Research Co., Ltd.	Thai	16.33	Some common directors are close member of the family of the Company's management
Thai Gunze Co., Ltd.	Thai	16.00	Some common directors
Shiseido Professional (Thailand) Co., Ltd.	Thai	15.00	Some common directors
Tsuruha (Thailand) Co., Ltd.	Thai	15.00	Some common directors
S & J International Enterprises Plc.	Thai	14.61	Some common directors
K. Commercial and Construction Co., Ltd.	Thai	14.50	Some common directors
Raja Uchino Co., Ltd.	Thai	13.59	Some common directors
Thai Takeda Lace Co., Ltd.	Thai	12.76	Some common directors
Champ Ace Co., Ltd.	Thai	12.50	Some common directors
T.U.C. Elastic Co., Ltd.	Thai	12.00	Some common directors
Treasure Hill Co., Ltd.	Thai	12.00	Some common directors
Morgan De Toi (Thailand) Co., Ltd.	Thai	12.00	Some common directors are close member of the family of the Company's management
Lion Corporation (Thailand) Co., Ltd.	Thai	12.00	Some common directors are close member of the family of the Company's management
Thai Sports Garment Co., Ltd.	Thai	12.00	Some common directors
Saha Tokyu Corporation Co., Ltd.	Thai	12.00	Some common directors are close member of the family of the Company's management
Thai Shikibo Co., Ltd.	Thai	11.74	Some common directors
Sahacogen (Chonburi) Plc.	Thai	11.30	Some common directors
Thanulux Plc.	Thai	11.09	3.40% shareholding, some common directors
Kewpie (Thailand) Co., Ltd.	Thai	10.77	Some common directors are close member of the family of the Company's management

Name of entities	Country of incorporation/ nationality	Ownership interest (%)	Nature of relationships
Thai Arai Co., Ltd. ⁽³⁾	Thai	10.75	Some common directors are close member of the family of the Company's management
Waseda Education (Thailand) Co., Ltd.	Thai	10.71	Some common directors
Far East DDB Plc.	Thai	10.64	Some common directors
Textile Prestige Plc.	Thai	10.43	Some common directors
Kai I.T. Service Co., Ltd.	Thai	10.00	Indirect holding by Vitayasithi Co., Ltd.
UCC Ueshima Coffee (Thailand) Co., Ltd. ⁽⁴⁾	Thai	10.00	Some common directors are close member of the family of the Company's management
Thai Takaya Co., Ltd.	Thai	10.00	Some common directors are close member of the family of the Company's management
Total Way Image Co., Ltd.	Thai	10.00	Some common directors are close member of the family of the Company's management
E.P.F. Co., Ltd.	Thai	10.00	Some common directors are close member of the family of the Company's management
K.T.Y. Industry Co., Ltd.	Thai	9.93	Some common directors
Dairy Thai Co., Ltd.	Thai	9.13	Some common directors are close member of the family of the Company's management
First United Industry Co., Ltd.	Thai	9.12	Some common directors
Wien International Co., Ltd.	Thai	9.00	Some common directors
Osoth Inter Laboratories Co., Ltd.	Thai	9.00	Some common directors
Saha Lawson Co., Ltd.	Thai	9.00	Some common directors are close member of the family of the Company's management
J&P (Thailand) Co., Ltd. ⁽⁵⁾	Thai	9.00	Some common directors are close member of the family of the Company's management
Transcosmos (Thailand) Co., Ltd.	Thai	9.00	Some common directors
Sun 108 Co., Ltd.	Thai	8.25	Some common directors
Janome (Thailand) Co., Ltd.	Thai	8.00	Some common directors
Thai Bunka Fashion Co., Ltd.	Thai	8.00	Some common directors are close member of the family of the Company's management
Thai Staflex Co., Ltd.	Thai	8.00	Some common directors
Molten Asia Polymer Products Co., Ltd.	Thai	7.80	Some common directors are close member of the family of the Company's management
Seino Saha Logistic Co., Ltd.	Thai	7.75	Some common directors are close member of the family of the Company's management
BNC Maesot Co., Ltd.	Thai	7.50	Some common directors
Saha-sahwa Co., Ltd. ⁽⁶⁾	Thai	7.03	Some common directors are close member of the family of the Company's management
Sahachol Food Supplies Co., Ltd.	Thai	6.90	Some common directors
SRP Nanasai Co., Ltd.	Thai	6.33	Some common directors
Molten (Thailand) Co., Ltd.	Thai	6.00	Some common directors are close member of the family of the Company's management

Name of entities	Country of incorporation/ nationality	Ownership interest (%)	Nature of relationships
Sahapat Properties Co., Ltd	Thai	5.75	Some common directors
Pattaya Manufacturing Co., Ltd.	Thai	5.33	Some common directors
People's Garment Plc.	Thai	5.25	Some common directors
Thai Wacoal Plc.		5.09	3.80% shareholding, some common directors
Thai Monster Co., Ltd.	Thai	5.00	Some common directors are close member of the family of the Company's management
Mobile Logistics Co., Ltd. ⁽⁷⁾	Thai	5.00	Some common directors are close member of the family of the Company's management
Thai Hoover Industry Co., Ltd.	Thai	4.75	Some common directors are close member of the family of the Company's management
Carbon Magic (Thailand) Co., Ltd. ⁽⁸⁾	Thai	4.17	Some common directors are close member of the family of the Company's management
Thai Arusu Co., Ltd.		4.17	Some common directors
The Mall Ratchasima Co., Ltd.	Thai	4.00	Some common directors are close member of the family of the Company's management
Ratchasima Shopping Complex Co., Ltd.	Thai	4.00	Some common directors are close member of the family of the Company's management
Thai Samsung Electronics Co., Ltd. ⁽⁹⁾	Thai	3.71	Some common directors are close member of the family of the Company's management
Sriracha Aviation Co., Ltd.	Thai	3.64	Some common directors
Pens Marketing and Distribution Co., Ltd.		3.50	Some common directors
Thai Samsung Life Insurance Plc. ⁽¹⁰⁾	Thai	3.42	Some common directors are close member of the family of the Company's management
Thai Naxis Co., Ltd.		3.38	Some common directors
Thai President Foods Plc.	Thai	1.37	Some common directors are close member of the family of the Company's management
Singer Thailand Plc. ⁽¹¹⁾	Thai	1.30	Some common directors are close member of the family of the Company's management
Newcity (Bangkok) Plc.	Thai	0.79	Some common directors are close member of the family of the Company's management
Cake & Bakery Co., Ltd.	Thai	-	Some common directors
Can Co., Ltd.	Thai	-	Some common directors
Koraj Watana Co., Ltd.	Thai	-	Some common directors
Sun and Sand Co., Ltd.	Thai	-	Some common directors
Paknumpo Wattana Co., Ltd.	Thai	-	Some common directors
Maharachapreuk Co., Ltd.	Thai	-	Some common directors
Vira Law Office Co., Ltd.	Thai	-	Some common directors
Sukhatasana Co., Ltd.		-	Some common directors
Saha Asia Pacific Co., Ltd.	Thai	-	Some common directors are close member of the family of the Company's management
Intanin Chiangmai Co., Ltd.	Thai	-	Some common directors

Name of entities	Country of incorporation/ nationality	Ownership interest (%)	Nature of relationships
Inter South Co., Ltd.	Thai	-	Some common directors
Eastern I.C.C. Co., Ltd.	Thai	-	Some common directors
Lion Service Co., Ltd.	Thai	-	Indirect holding by Lion Corporation (Thailand) Co., Ltd.
International Curity Footwear Co., Ltd.	Thai	-	Some common directors
Daiohs (Thailand) Co., Ltd.		-	Some common directors
S.T. (Thailand) Co., Ltd.	Thai	-	Some common directors are close member of the family of the Company's management
International Commercial Coordination Co., Ltd.	Thai	-	Some common directors
Silver Rain Co., Ltd.	Thai	-	Some common directors
Sriracha BSC Bowling Co., Ltd. ⁽¹²⁾	Singapore	-	Some common directors
Thai One Mall Co., Ltd. ⁽¹³⁾	Thai	-	Some common directors
SSJ PTE LTD.	Thai	-	Indirect holding by Vitayasithi Co., Ltd.
Vitayasithi Co., Ltd.	Thai	-	Some common directors hold shares in the Company
4 People Foods Co., Ltd. ⁽¹⁴⁾		-	Some common directors
Manorom footwear Co., Ltd. ⁽¹⁵⁾		-	Some shareholders are close member of the family of the Company's management

- (1) Thai Sun Foods Co., Ltd. had not been related since 1 January 2017.
- (2) Tiger MK Logistics (Myanmar) Co., Ltd had not been related since 1 January 2017.
- (3) Thai Arai Co., Ltd. had not been related since 1 January 2017.
- (4) UCC Ueshima Coffee (Thailand) Co., Ltd. had not been related since 1 January 2017.
- (5) J&P (Thailand) Co., Ltd. had not been related since 1 January 2017.
- (6) Saha-sahwa Co., Ltd. had not been related since 1 January 2017.
- (7) Mobile Logistics Co., Ltd. had not been related since 1 January 2017.
- (8) Carbon Magic (Thailand) Co., Ltd. had not been related since 1 January 2017.
- (9) Thai Samsung Electronics Co., Ltd. had not been related since 1 January 2017.
- (10) Thai Samsung Life Insurance Plc. had not been related since 1 January 2017.
- (11) Singer Thailand Plc. had not been related since 1 January 2017.
- (12) Sriracha BSC Bowling Co., Ltd. had not been related since 1 January 2017.
- (13) Thai One Mall Co., Ltd. had not been related since 1 January 2017.
- (14) 4 People Foods Co., Ltd. had been liquidated and dissolved on 1 September 2016.
- (15) Manorom footwear Co., Ltd. had been related since quarter 3, 2017.

The pricing policies for particular types of transactions are explained further below:

Transactions	Pricing policies
Sales of goods	Market price or contractually agreed prices
Interest income	At the rates of 1.50%-4.37% per annum
Dividends income	According to the declaration
Other income	Market price or contractually agreed prices
Purchase of goods or receiving of services	Contractually agreed prices
Purchase/Sale of property, plant and equipment and intangible assets	Contractually agreed prices
Distribution costs	Market price
Other expenses	Market price or contractually agreed prices

Significant transactions for the years ended 31 December with related parties were as follows:

Year ended 31 December	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Subsidiaries				
Sales of goods	-	-	827	99
Other income	-	-	6,373	7,180
Purchases of goods	-	-	120,560	123,787
Distribution costs	-	-	1,100	1,168
Other expenses	-	-	37	2,823
Associates				
Sales of goods	36,787	34,421	36,787	34,421
Dividend income	20,919	11,400	20,919	11,400
Other income	11,130	10,357	11,130	10,357
Purchases of goods	176,459	184,956	176,459	184,956
Distribution costs	463	475	463	475
Other expenses	2,631	2,366	2,419	2,366
Other related parties				
Sales of goods	382,408	386,093	376,114	369,053
Dividend income	425,896	496,569	425,896	496,569
Other income	110,085	96,587	110,072	96,470
Purchases of goods	6,214,115	6,049,514	6,203,040	6,044,834
Purchase of property, plant and equipment and intangible asset	127,764	184,250	127,764	184,250
Distribution costs	399,751	380,544	399,574	380,544
Other expenses	42,613	51,102	41,777	49,049
Key management personnel				
Key management personnel compensation				
Short-term employee benefits	80,958	90,613	78,221	87,867
Long-term benefits	6,726	6,646	6,596	6,521
Total key management personnel compensation	87,684	97,259	84,807	94,388

Balances as at 31 December with related parties were as follows:

<i>Trade accounts receivable from related parties</i>	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	<i>(in thousand Baht)</i>			
Subsidiaries	-	-	15,098	10,905
Associates	996	6,821	996	6,821
Other related parties	109,770	95,112	109,701	94,418
	110,766	101,933	125,795	112,144
Less allowance for doubtful accounts	(6,555)	(7,881)	(6,907)	(7,881)
Total	104,211	94,052	118,888	104,263

<i>Other accounts receivable from related parties</i>	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	<i>(in thousand Baht)</i>			
Subsidiaries	-	-	112	75
Associates	162	303	162	303
Other related parties	23,612	14,806	23,612	14,731
Total	23,774	15,109	23,886	15,109

<i>Loans to related parties</i>	Interest rate		Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016	2017	2016
	<i>(% per annum)</i>		<i>(in thousand Baht)</i>			
Short-term loans						
Subsidiaries	1.50	1.45 - 4.50	-	-	165,700	174,500
Associates	-	6.27 - 6.52	-	75,000	-	75,000
Other related parties	4.37	4.37 - 4.50	30,000	90,000	30,000	90,000
Total short-term loans			30,000	165,000	195,700	339,500
Long-term loan						
Associates	6.03 - 6.27	-	60,000	-	60,000	-
			60,000	-	60,000	-
Summary loans to related parties						
Short-term loans			30,000	165,000	195,700	339,500
Long-term loan			60,000	-	60,000	-
Total loans to related parties			90,000	165,000	255,700	339,500

Movements during the years ended 31 December of loans to related parties were as follows:

<i>Loans to related parties</i>	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Short-term loans				
Subsidiaries				
At 1 January	-	-	174,500	163,000
Increase	-	-	1,000	29,500
Decrease	-	-	(9,800)	(18,000)
At 31 December	-	-	165,700	174,500
Associates				
At 1 January	75,000	30,000	75,000	30,000
Increase	-	45,000	-	45,000
Decrease	(75,000)	-	(75,000)	-
At 31 December	-	75,000	-	75,000
Other related parties				
At 1 January	90,000	90,000	90,000	90,000
Decrease	(60,000)	-	(60,000)	-
At 31 December	30,000	90,000	30,000	90,000
Total short-term loans				
At 1 January	165,000	120,000	339,500	283,000
Increase	-	45,000	1,000	74,500
Decrease	(135,000)	-	(144,800)	(18,000)
At 31 December	30,000	165,000	195,700	339,500
Long-term loan				
Associates				
At 1 January	-	-	-	-
Increase	60,000	-	60,000	-
At 31 December	60,000	-	60,000	-

<i>Trade accounts payable from related parties</i>	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Subsidiaries	-	-	10,621	12,359
Associates	27,490	36,602	27,467	36,602
Other related parties	1,131,124	1,132,977	1,129,442	1,131,558
Total	1,158,614	1,169,579	1,167,530	1,180,519

<i>Other accounts payable from related parties</i>	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	<i>(in thousand Baht)</i>			
Subsidiaries	-	-	49	-
Associates	779	864	779	864
Other related parties	80,639	55,280	80,639	54,568
Total	81,418	56,144	81,467	55,432

<i>Short-term borrowing from related party</i>	Interest rate		Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016	2017	2016
	<i>(% per annum)</i>		<i>(in thousand Baht)</i>			
Short-term borrowing						
Related party	4.00	4.00	10,000	10,000	-	-

Movements during the years ended 31 December 2017 and 2016 of short-term borrowing from related party were as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	<i>(in thousand Baht)</i>			
Other related party				
At 1 January	10,000	-	-	-
Increase	-	10,000	-	-
At 31 December	10,000	10,000	-	-

<i>Other commitments</i>	Consolidated and separate financial statements	
	2017	2016
	<i>(in thousand Baht)</i>	
Guarantees for related parties	330,080	259,174

Rental area and related services agreements

The Company entered into rental area and related services agreements with several related parties companies. The company paid fees approximately at Baht 1.62 million per month, agreements had periods of 1-27 year and will be expired in 2027.

6 Cash and cash equivalent

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Cash on hand	4,024	7,229	3,906	5,071
Cash at banks-current accounts	131,194	148,896	108,752	135,855
Cash at banks-saving accounts	117,000	47,490	104,192	47,490
Highly liquid short-term investment	655,703	968,224	655,703	968,224
Others	3,180	3,650	3,180	3,650
Cash and cash equivalents in the statement of financial position and statement of cash flows	911,101	1,175,489	875,733	1,160,290

As at 31 December 2017, The Company has fixed deposit receipt with maturity period less than 3 months issued by financial institutions in amounting to Baht 659 million with interest rates between 0.9-1.5% per annum (2016: 1.3-1.5% per annum), which was recorded as highly liquid short-term investments.

The currency denomination of cash and cash equivalents as at 31 December was as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Thai Baht (THB)	897,913	1,173,214	875,353	1,160,056
America (USD)	12,595	-	-	-
Euro (EUR)	444	2,112	231	71
Others	149	163	149	163
Total	911,101	1,175,489	875,733	1,160,290

7 Trade accounts receivable

	Note	Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016
		(in thousand Baht)			
Related parties	5	110,766	101,933	125,795	112,144
Other parties		1,831,144	1,495,203	1,810,352	1,474,652
Total		1,941,910	1,597,136	1,936,147	1,586,796
<i>Less allowance for doubtful accounts</i>		(27,534)	(46,324)	(27,423)	(46,231)
Net		1,914,376	1,550,812	1,908,724	1,540,565
Bad and doubtful debts expense for the year		12,663	21,603	12,551	21,655
Reversal of bad debt for the year		(18,809)	(2,819)	(18,809)	(2,920)

Aging analyses for trade accounts receivable were as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Related parties				
Within credit terms	92,595	56,614	99,038	55,920
Overdue:				
Less than 1 months	9,680	17,495	9,680	17,495
1-3 months	314	20,064	314	20,064
4-12 months	1,849	267	1,849	267
Over 12 months	6,328	7,493	14,914	18,398
	110,766	101,933	125,795	112,144
<i>Less allowance for doubtful accounts</i>	(6,555)	(7,881)	(6,907)	(7,881)
	104,211	94,052	118,888	4,263
Other parties				
Within credit terms	1,713,962	1,397,067	1,693,771	1,379,045
Overdue:				
Less than 1 months	77,658	63,264	77,658	63,264
1-3 months	17,674	4,053	17,668	2,485
4-12 months	13,475	14,856	13,473	14,602
Over 12 months	8,374	15,963	7,782	15,256
	1,831,143	1,495,203	1,810,352	1,474,652
<i>Less allowance for doubtful accounts</i>	(20,978)	(38,443)	(20,516)	(38,350)
	1,810,165	1,456,760	1,789,836	1,436,302
Net	1,914,376	1,550,812	1,908,724	1,540,565

The normal credit terms granted by the Company range from 30 days to 90 days.

The Group's and the Company's trade accounts receivable as at 31 December 2017 and 2016 were denominated entirely in Thai Baht.

8 Loans

	Note	Interest rate		Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016	2017	2016
		(% per annum)		(in thousand Baht)			
Short-term loans							
Related parties	5	1.50 - 4.37	1.45 - 6.52	30,000	165,000	195,700	339,500
Other party		-	-	69,979	69,979	69,979	69,979
Total				99,979	234,979	265,679	409,479
<i>Less allowance for doubtful accounts</i>				(69,979)	(69,979)	(69,979)	(69,979)
Net				30,000	165,000	195,700	339,500
Long-term loan							
Related party	5	6.03 - 6.27	-	60,000	-	60,000	-
Net				60,000	-	60,000	-

The Group's and the Company's short-term loans as at 31 December 2017 and 2016 were denominated entirely in Thai Baht.

The Company had loans to Siam Zoeki Co., Ltd. ("Siam Zoeki") in 2008, totaling Baht 150 million with interest rate at 7% per annum. This loan was guaranteed by a local company with the original title deeds owned by Siam Zoeki Co., Ltd. and by the guaranteed company totaling two plots of land in Phuket province, with total area of 17 rai, 1 ngarn and 79.7 square wah, as its collateral. However, Siam Zoeki Co., Ltd. could not repay this loan to the Company. The Company had pursued litigation against Siam Zoeki Co., Ltd. Moreover, the Company filed a petition to the Court which approved to seize the properties of Siam Zoeki Co., Ltd. During 2010-2012, these properties had been sold at bidding price total approximately Baht 168.70 million and are awaiting for payment in accordance with the Court process. There were other creditors of Siam Zoeki Co., Ltd. asking for distribution of these Siam Zoeki's properties in this litigation case. However, if the money gained from the sales by auction is not enough for debt payment, the Company has the right to further file the law suit to the above mentioned guarantor.

During the year 2013, the Company asked the Court for distribution of Siam Zoeki's properties and was on the fact finding process. Then during the year 2014, the Court has finalized for distribution and the Company received money from distribution with the total amount of Baht 80.02 million. Moreover, there remain properties that had been sold at bidding price and are waiting for payment in accordance with the Court process and the Court execution officer. However, the remain outstanding balance of Baht 69.98 million was completely set up allowance of doubtful.

9 Inventories

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Finished goods	1,242,568	1,231,870	1,221,629	1,185,639
Consignment goods	2,163,163	2,452,415	2,161,916	2,450,840
Work in process	3,790	3,385	-	-
Raw material	49,172	57,843	-	-
Goods in transit	75,662	77,154	75,661	76,594
<i>Less allowance for decline in value</i>	<i>(120,737)</i>	<i>(148,123)</i>	<i>(65,602)</i>	<i>(80,679)</i>
	3,413,618	3,674,544	3,393,604	3,632,394
Real estate awaiting for sale - Condominium	13,175	13,175	13,175	13,175
Total	3,426,793	3,687,719	3,406,779	3,645,569
Inventories recognised as an expense in				
'cost of sales of goods':				
- Cost	7,888,502	7,749,937	7,715,533	7,595,930
- Write-down to net realisable value	24,819	116,663	24,819	116,663
- Reversal of write-down	(52,205)	(15,599)	(39,896)	(3)
Net	7,861,116	7,851,001	7,700,456	7,712,590

10 Real estate projects under development

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Land and development costs of projects for sale	39,479	47,892	-	-
Show houses	4,424	4,551	-	-
Construction in progress	113,857	118,585	-	-
Total	157,760	171,028	-	-

11 Available for sale investments

Available-for-sale investments	Consolidated and Separate financial statements	
	2017	2016
	(in thousand Baht)	
Equity securities available for sale	9,068,042	6,586,035

Movements during the years of marketable equity securities for the year ended 31 December were as follows:

Available-for-sale investments	Consolidated and Separate financial statements	
	2017	2016
	(in thousand Baht)	
At 1 January	6,586,035	5,515,594
Acquisitions/additional investment	-	64,164
Disposal	(21,645)	-
Reversal allowance for decline in value of investments	-	52,682
Valuation adjustment	2,503,652	953,595
At 31 December	9,068,042	6,586,035

The Company's available-for-sale investments as at 31 December 2017 and 2016, all investments are publicly listed which is listed on the Stock Exchange of Thailand.

12 Investments in subsidiaries

	Note	Consolidated and Separate financial statements	
		2017	2016
		(in thousand Baht)	
At 1 January		55,791	141,525
Acquisitions/additional investment	4	7,351	-
Reclassification of investment	13	6,475	-
Allowance for impairment		(5,792)	(85,734)
At 31 December		63,825	55,791

Additional in Canchana International Co., Ltd.

On 30 November 2017, the Company made an additional investment in Canchana International Co., Ltd., a distributor which was a Group's associate company, by investing 200 shares at USD 1,021 per share (equivalent to Baht 36,754). This result increase in the shareholding from 40% to 60%. The Company make a fully paid-up share amounting to Baht 7,350,720.

Investments in subsidiaries as at 31 December 2017 and 2016 and dividend income from those investments for the year then ended were as follows:

Separate financial statements														(in thousand Baht)	
	Type of business	Ownership interest (%)		Paid-up capital		Cost		Impairment		At cost - net		Dividend income			
		2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016		
														(in thousand Baht)	
Subsidiaries															
WBRE Co., Ltd.	Property Development	99.9	99.9	50,000	50,000	49,999	49,999	-	-	49,999	49,999	-	-		
Amis Du Monde SARL	Trading	81.9	81.9	52,785	52,785	40,957	40,957	(40,957)	(35,165)	-	5,792	-	-		
Canchana International Co.,Ltd	Distributing	60.0	-	16,300	-	13,826	-	-	-	13,826	-	-	-		
Thai Itokin Co., Ltd.	Manufacturing and distributing apparels	58.2	58.2	111,250	111,250	80,101	80,101	(80,101)	(80,101)	-	-	-	-		
Total						184,883	171,057	(121,058)	(115,266)	63,825	55,791	-	-		

All subsidiaries were incorporated in Thailand, except Amis Du Monde SARL which was incorporated in France and Canchana International Co., Ltd. which was incorporated in Kingdom of Cambodia.

In the fourth quarter of 2016, Amis Du Monde SARL has plan to dissolve. As a result, the Company had set up an allowance for impairment amounting to Baht 35 million. In 2017, the Company had set up allowance for impairment amounting to Baht 6 million which made it full amount.

None of the Group's subsidiaries are publicly listed and consequently do not have published price quotations.

13 Investments in associates

	Note	Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016
		(in thousand Baht)			
Associates					
At 1 January		695,811	412,614	585,117	407,559
Share of net profits of associates		28,730	51,132	-	-
Share of other comprehensive					
income of associates - net of tax		536	-	-	-
Acquisitions/additional investments		137,985	46,575	137,985	46,575
Dividend		(20,920)	(11,400)	-	-
Reclassification of investment	12	(14,631)	196,983	(6,475)	196,983
Allowance for impairment		-	-	(80,891)	(66,000)
Currency transaction differences		(605)	(93)	-	-
At 31 December		826,906	695,811	635,736	585,117

Acquisitions/additional investments

On 26 February 2016, the Company made an investment in Issara United Development Co., Ltd. of Baht 16.88 million (0.675 million shares, Baht 100 per share) which a such associate company called for the first additional paid-up of 25% of authorised share capital, bringing the Company's ownership remain the same.

On 4 April 2016, the Company made an additional investment in Shop Global (Thailand) Co., Ltd. of Baht 29.70 million (1.80 million shares, Baht 16.50 per share) which a such associate company called for additional paid-up of 16.50% of authorised share capital, bringing the Company's ownership remain the same.

On 22 April 2016, the board of director meeting of the Company, the directors approved the acquisition of an additional of the common shares 0.40 million shares, in 10.50%, amounting of Baht 102.28 million of Thai Secom Security Co., Ltd. (Rename from Thai Secom Pitakkij Co., Ltd.) is incorporated in Thailand, its common shares amounting of Baht 378,933,800 (Separate to common share 3,788,572 shares and preferred share 766 shares at Baht 100 par value). On 17 May 2016, the Company made an additional investment in Thai Secom Security Co., Ltd., this result the shareholding increased from 15.00% to 25.50%, totalling amount of Baht 196.83 million and have represent in the board of director, that result the Company has significant influence over Thai Secom Security Co., Ltd. Thereby, ceased to be other investment and became an associated company.

On 28 March 2017, the Company made an additional investment in Issara United Development Co., Ltd. of Baht 16.88 million (0.675 million shares, Baht 100 per share) which such associate company called for the second additional paid-up of 25% of authorised share capital, bringing the Company's ownership remain the same.

On 24 February 2017, the Company made an additional investment in Issara United Co., Ltd. of Baht 22.00 million (0.550 million shares, Baht 100 per share) which such associate company called for additional paid-up of 40% of authorised share capital, bringing the Company's ownership remain the same.

On 29 May 2017, the Company made an additional investment in Issara United Co., Ltd. of Baht 33.00 million (0.550 million shares, Baht 100 per share) which such associate company called for additional paid-up of the all remaining amount of authorised share capital, bringing the Company's ownership remain the same.

On 20 July 2017, the Company made an additional investment in Issara United Development Co., Ltd. of Baht 16.88 million (0.675 million shares, Baht 100 per share) which such associate company called for third additional paid-up of 25% of authorised share capital, bringing the Company's ownership remain the same.

On 27 October 2017, the Company made an additional investment in Shop Global (Thailand) Co., Ltd. of Baht 9.00 million (0.09 million shares, Baht 100 per share) which such associate company called for additional paid-up of authorised share capital, bringing the Company's ownership remain the same.

On 7 December 2017, the Company made an additional investment in Issara United Development Co., Ltd. of Baht 16.88 million (0.675 million shares, Baht 100 per share) which such associate company called for final additional paid-up of authorised share capital, bringing the Company's ownership remain the same.

On 18 December 2017, the Company made an additional investment in Boon Capital Holding Co., Ltd. of Baht 23.36 million (2.336 million shares, Baht 10 per share) which such associate company called for additional paid-up of authorised share capital, bringing the Company's ownership remain the same.

Reclassification to subsidiary

On 30 November 2017, the Company made an additional investment in 20% of Canchana International Co., Ltd increasing the Group's interest to 60%. Canchana International Co., Ltd. thereby ceased to be an associated company and became a subsidiary. Details of the acquisition are given in note 4.

Investments in associates as at 31 December 2017 and 2016, and dividend income from those investments for the years then ended, were as follows;

	Type of Business	Country Establish- ment	Ownership invest (%)		Paid-up capital		Cost		Allowance Impairment		At Cost-Net		Equity		Dividend income	
			2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016		
Associates																
Nanan Cambo Solution Co., Ltd.	Investing in property	Cambodia	49.00	49.00	12,960	12,960	6,475	6,475	-	-	6,475	6,475	6,289	6,826	-	-
Canchana International Co., Ltd.	Trading	Cambodia	-	40.00	-	16,202	-	6,475	-	-	-	6,475	-	14,631	-	-
Boon Capital Holding Co., Ltd.	Investment	Thai	32.00	32.00	343,000	270,000	109,760	86,400	-	-	109,760	86,400	109,777	86,231	-	-
SHOP Global (Thailand) Co., Ltd	TV Shopping	Thai	30.00	30.00	630,000	600,000	189,000	180,000	(146,891)	(66,000)	42,109	114,000	42,111	57,169	-	-
International Leather Fashion Co., Ltd.	Leather shoes	Thai	28.00	28.00	50,000	50,000	21,728	21,728	-	-	21,728	21,728	40,979	39,607	1,400	1,400
Thai Secom Security Co., Ltd.	Sales and lender of burglar alarm systems and securities service															
	provider	Thai	25.50	25.50	378,934	378,934	196,983	196,983	-	-	196,983	196,983	232,933	223,684	18,522	
Issara United Co., Ltd.	Property	Thai	25.00	25.00	300,000	80,000	74,999	20,000	-	-	74,999	20,000	199,445	130,419	998	10,000
	Development															
Worldclass Rent a Car Co., Ltd.	Rent car	Thai	25.00	25.00	380,000	380,000	93,682	93,682	-	-	93,682	93,682	112,939	100,354	-	-
Issara United Development Co., Ltd	Hotel	Thai	25.00	25.00	360,000	157,500	90,000	39,374	-	-	90,000	39,374	82,433	36,890	-	-
Net					782,627		651,117	(146,891)	(66,000)	635,736	585,117	826,906	695,811	20,920	11,400	

None of the Group's associates are publicly listed and consequently do not have published price quotations.

Immaterial associates

The Group also has interest in a number of individually immaterial associates.

The following is summarized financial information for the Group's interest in immaterial associates based on the amounts reported in the Group's consolidated financial statements:

	Immaterial Associates	
	2017	2016
	(in thousand Baht)	
Carrying amount of interests in immaterial associates	826,906	695,811
Group's share of:		
- Profit from continuing operations	28,731	51,132
- Other comprehensive income	536	-
Group's share of profit from continuing operations	29,267	51,132

14 Other long-term investments

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
<i>Other long-term investments</i>				
Other non-marketable equity securities	2,282,452	2,079,456	2,276,152	2,073,156
Other debt securities held to maturity	418,691	20,000	418,691	20,000
Total	2,701,143	2,099,456	2,694,843	2,093,156
<i>Less allowance for impairment</i>	(440,086)	(413,855)	(434,875)	(408,644)
Net	2,261,057	1,685,601	2,259,968	1,684,512

Reclassification to associates

On 22 June 2017, the Company invested in convertible bonds issued by Saha Pathana Inter-Holding Plc. in proportion to its equity in Saha Pathana Inter-Holding Plc. of 0.398 million units at Baht 1,000 per unit, in the totaling amount of Baht 398.69 million with due to maturity in 2024.

15 Investment properties

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Cost				
At 1 January	1,201,794	1,219,373	1,291,200	1,308,779
Additions	55,538	2,421	55,538	2,421
Transfers from Property, plant and equipment	7,758	-	7,758	-
Disposals	(1,752)	(20,000)	(1,752)	(20,000)
At 31 December	1,263,338	1,201,794	1,352,744	1,291,200
Depreciation				
At 1 January	(111,623)	(122,113)	(131,432)	(140,609)
Depreciation charge for the year	(9,208)	(7,170)	(10,521)	(8,483)
Disposals	-	17,660	-	17,660
At 31 December	(120,831)	(111,623)	(141,953)	(131,432)
Impairment losses				
At 1 January	(110,740)	(161,069)	(110,740)	(161,069)
Reversal of impairment losses	-	50,329	-	50,329
At 31 December	(110,740)	(110,740)	(110,740)	(110,740)
Net book value				
At 1 January	979,431	936,191	1,049,028	1,007,101
At 31 December	1,031,767	979,431	1,100,051	1,049,028

As at 31 December 2017 and 2016, Investment properties were revalued by UK Valuation and Agency Co., Ltd. which is the independent valuer, at open market values on an existing use basis. The appraised value was Baht 2,257 million (2016: Baht 2,257 million).

Measurement of fair value*Fair value hierarchy*

The fair value of investment property was determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued. The independent valuers provide the fair value of the Group's investment property portfolio on regular basis.

The fair value measurement for investment property of Baht 2,257 million have been categorised as a Level 3 fair value based on the inputs to the valuation technique used.

Valuation technique and significant unobservable inputs

The valuation technique used in measuring the fair value of investment property by independent valuers were market comparison approach (based on multiples and prices from market transaction involving the sale of comparable assets) and replacement cost approach. For fair value of land, using Market comparison approach and for building and improvement which were specialised of alternative use and asset modifications building and improvement, using replacement cost.

An entity's current use of an asset is generally its highest and best use, which is physically possible takes into account the physical characteristics, location of a property of the asset that market participants would take into account when pricing the asset.

16 Property, plant and equipment

	Consolidated financial statements						
	Land	Buildings and improvements	Office equipment	Furniture and fixtures	Vehicles	Assets under construction and installation	Total
	(in thousand Baht)						
Cost							
At 1 January 2016	1,892,657	790,484	971,220	1,010,030	79,062	39,022	4,782,475
Additions	62,076	12,666	163,094	57,529	10,595	62,745	368,705
Transfers	10,076	-	13,921	36,605	-	(61,309)	(707)
Disposals	-	-	(20,056)	(6,717)	(8,781)	-	(35,554)
At 31 December 2016 and 1 January 2017	1,964,809	803,150	1,128,179	1,097,447	80,876	40,458	5,114,919
Additions	2,404	21,953	95,254	69,606	-	94,475	283,692
Acquisitions through business combinations	-	7,452	584	390	564	-	8,990
Transfers	22,004	13,434	10,127	38,174	187	(94,864)	(10,938)
Disposals	(860)	(7,701)	(17,281)	(7,504)	(11,226)	-	(44,572)
At 31 December 2017	1,988,357	838,288	1,216,863	1,198,113	70,401	40,069	5,352,091
Depreciation							
At 1 January 2016	-	(572,652)	(732,960)	(787,992)	(65,795)	-	(2,159,399)
Depreciation charge for the year	-	(15,122)	(74,077)	(80,138)	(9,494)	-	(178,831)
Transfers from investment properties	-	(1,313)	-	-	(548)	-	(1,861)
Disposals	-	-	20,036	6,699	8,781	-	35,516
At 31 December 2016 and 1 January 2017	-	(589,087)	(787,001)	(861,431)	(67,056)	-	(2,304,575)
Depreciation charge for the year	-	(15,072)	(99,950)	(85,057)	(9,916)	-	(209,995)
Acquisitions through business combinations	-	(3,344)	(347)	(201)	(272)	-	(4,164)
Disposals	-	7,701	16,303	5,867	10,943	-	40,814
At 31 December 2017	-	(599,802)	(870,995)	(940,822)	(66,301)	-	(2,477,920)
Net book value - owned assets							
At 1 January 2016	1,892,657	217,832	238,260	222,038	13,267	39,022	2,623,076
At 31 December 2016 and 1 January 2017	1,964,809	214,063	341,178	236,016	13,820	40,458	2,810,344
At 31 December 2017	1,988,357	238,486	345,868	257,291	4,100	40,069	2,874,171

The gross amount of the Group's fully depreciated property, plant and equipment that was still in use as at 31 December 2017 amounted to Baht 1,718 million (2016: Baht 1,808 million).

	Separate financial statements						
	Land	Buildings and improvements	Office equipment	Furniture and fixtures	Vehicles	Assets under construction and installation	Total
	(in thousand Baht)						
Cost							
At 1 January 2016	1,829,517	764,218	897,428	996,133	73,484	39,022	4,599,802
Additions	62,076	12,328	160,971	56,080	9,211	62,745	363,411
Transfers	10,076	-	13,921	36,605	-	(61,309)	(707)
Disposals	-	-	(8,236)	(35)	(7,783)	-	(16,054)
At 31 December 2016 and 1 January 2017	1,901,669	776,546	1,064,084	1,088,783	74,912	40,458	4,946,452
Additions	2,404	21,757	95,150	69,451	-	94,474	283,236
Transfers	22,004	13,434	10,127	38,174	187	(94,864)	(10,938)
Disposals	(860)	(5,500)	(15,945)	(7,504)	(11,226)	-	(41,035)
At 31 December 2017	1,925,217	806,237	1,153,416	1,188,904	63,873	40,068	5,177,715
Depreciation							
At 1 January 2016	-	(554,156)	(669,281)	(775,072)	(62,837)	-	(2,061,346)
Depreciation charge for the year	-	(15,108)	(72,662)	(77,236)	(9,001)	-	(174,007)
Disposals	-	-	8,221	35	7,783	-	16,039
At 31 December 2016 and 1 January 2017	-	(569,264)	(733,722)	(852,273)	(64,055)	-	(2,219,314)
Depreciation charge for the year	-	(13,298)	(99,310)	(82,559)	(8,627)	-	(203,794)
Disposals	-	5,501	14,967	5,750	10,944	-	37,162
At 31 December 2017	-	(577,061)	(818,065)	(929,082)	(61,738)	-	(2,385,946)
Net book value-owned assets							
At 1 January 2016	1,829,517	210,062	228,147	221,061	10,647	39,022	2,538,456
At 31 December 2016 and 1 January 2017	1,901,669	207,282	330,362	236,510	10,857	40,458	2,727,138
At 31 December 2017	1,925,217	229,176	335,351	259,822	2,135	40,068	2,791,769

The gross amount of the Company's fully depreciated property, plant and equipment that was still in use as at 31 December 2017 amounted to Baht 1,668 million (2016: Baht 1,758 million).

17 Goodwill

	Consolidated financial statements	
	2017	2016
	(in thousand Baht)	
Cost		
At 1 January and at 31 December	-	66,410
Impairment losses		
At 1 January and at 31 December	-	(66,410)
Net book value		
At 1 January	-	66,410
At 31 December	-	-

During the year 2015, the Group acquired the additional ordinary shares of Thai Itokin Co., Ltd. that resulted in the Group obtaining a controlling interest which is accounted for as a step acquisition resulting in the recording of goodwill of Baht 66.41 million.

Then the year 2016, the group tested the recoverable amount of this cash generating units was based on its value in use, determined by discounting the future cash flows to be generated from the continuing use of Thai Itokin Co., Ltd. amounting to Baht 66.41 million. The fair value measurement was categorized as a Level 3 fair value based on the inputs in the valuation technique used (see note 2(d)(ii)). The carrying amount of the Cash generating units was determined to be higher than its recoverable amount and an impairment loss of Baht 66.41 million was recognized in administrative expense in 2016.

The key assumptions used in the estimation of the recoverable amount are set out below.

	Consolidated financial statements	
	2016	
	(%)	
Discount rate	13.45	
Terminal value growth rate	5.0 - 7.0	
Budgeted EBIT growth rate	(1.2) - (0.1)	

The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

The discount rate was a pre-tax measure based on MLR interest rate of 4 financial institutions in Thailand and the rate of 30-year government bonds issued by the government in the relevant market and in the same currency as the cash flows, adjusted for a risk premium to reflect both the increased risk of investing in equities generally and the systematic risk of the specific cash generating unit.

Five years of cash flows were included in the discounted cash flow model. The terminal growth rate was determined based on average revenue growth over the past 2 years and gradually declining until the 5-year. Budgeted EBIT was based on expectations of future outcomes taking into account past experience, adjusted for anticipated revenue growth. Expenditure was also based on expectations of future outcomes taking into account past experience, and the variation was determined unequally based on the type of the expenditure.

18 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Intangible assets	31,795	23,890	23,055	14,375
Leasehold	18,642	23,223	18,642	23,223
Deposits and guarantees	177,553	177,295	176,986	176,797
Loan to employees and others	2,259	1,392	2,259	1,392
Other	22,105	22,544	12,082	15,745
Total	252,354	248,344	233,024	231,532

Intangible assets

	Consolidated financial statements				
	Trademarks	License data base of customer	Software Licenses	Software under development	Total
	(in thousand Baht)				
Cost					
At 1 January 2016	31,899	7,955	10,493	3,372	53,719
Additions	616	-	1,717	345	2,678
Transfers from Property, plant and equipment	-	-	707	-	707
At 31 December 2016 and 1 January 2017	32,515	7,955	12,917	3,717	57,104
Additions	392	-	7,498	440	8,330
Transfers from Property, plant and equipment	396	-	2,785	-	3,181
At 31 December 2017	33,303	7,955	23,200	4,157	68,615
Amortisation					
At 1 January 2016	(21,984)	(4,249)	(3,951)	-	(30,184)
Amortisation for the year	(809)	(787)	(1,434)	-	(3,030)
At 31 December 2016 and 1 January 2017	(22,793)	(5,036)	(5,385)	-	(33,214)
Amortisation for the year	(868)	(803)	(1,368)	(567)	(3,606)
At 31 December 2017	(23,661)	(5,839)	(6,753)	(567)	(36,820)
Net book value					
At 1 January 2016	9,915	3,706	6,542	3,372	23,535
At 31 December 2016 and 1 January 2017	9,722	2,919	7,532	3,717	23,890
At 31 December 2017	9,642	2,116	16,447	3,590	31,795

	Separate financial statements				
	Trademarks	License data base of customer	Software Licenses	Software under development	Total
	(in thousand Baht)				
Cost					
At 1 January 2016	22,966	7,845	4,967	3,372	39,150
Additions	617	-	1,710	-	2,327
Transfers from Property, plant and equipment	-	-	707	-	707
At 31 December 2016 and 1 January 2017	23,583	7,845	7,384	3,372	42,184
Additions	392	-	7,498	440	8,330
Transfers from Property, plant and equipment	396	-	2,785	-	3,181
At 31 December 2017	24,371	7,845	17,667	3,812	53,695
Amortisation					
At 1 January 2016	(21,312)	(4,247)	(231)	-	(25,790)
Amortisation for the year	(809)	(788)	(422)	-	(2,019)
At 31 December 2016 and 1 January 2017	(22,121)	(5,035)	(653)	-	(27,809)
Amortisation for the year	(868)	(803)	(1,160)	-	(2,831)
At 31 December 2017	(22,989)	(5,838)	(1,813)	-	(30,640)
Net book value					
At 1 January 2016	1,654	3,598	4,736	3,372	13,360
At 31 December 2016 and 1 January 2017	1,462	2,810	6,731	3,372	14,375
At 31 December 2017	1,382	2,007	15,854	3,812	23,055

Leasehold

	Consolidated and separate financial statements			
	Land	Building	Building space in the shopping center	Total
	(in thousand Baht)			
Cost				
At 1 January 2016	17,397	37,108	117,470	171,975
Additions	-	-	-	-
At 31 December 2016 and 1 January 2017	17,397	37,108	117,470	171,975
Additions	-	-	-	-
At 31 December 2017	17,397	37,108	117,470	171,975
Amortisation				
At 1 January 2016	(16,671)	(31,213)	(96,159)	(144,043)
Amortisation for the year	(232)	(1,306)	(3,171)	(4,709)
At 31 December 2016 and 1 January 2017	(16,903)	(32,519)	(99,330)	(148,752)
Amortisation for the year	(154)	(1,304)	(3,123)	(4,581)
At 31 December 2017	(17,057)	(33,823)	(102,453)	(153,333)
Net book value				
At 1 January 2016	726	5,895	21,311	27,932
At 31 December 2016 and 1 January 2017	494	4,589	18,140	23,223
At 31 December 2017	340	3,285	15,017	18,642

19 Deferred tax

Deferred tax assets and liabilities as at 31 December were as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Deferred tax assets	726,942	727,111	726,942	727,111
Deferred tax liabilities	(1,461,392)	(959,516)	(1,459,011)	(957,135)
Net	(734,450)	(232,405)	(732,069)	(230,024)

Movements in total deferred tax assets and liabilities during the year were as follows:

	Consolidated financial statements (Charged) / Credited to:				
	At 1 January 2017	Profit or loss	Other comprehensive income	Equity	At 31 December 2017
	(in thousand Baht)				
Deferred tax assets					
Trade accounts receivable	9,246	(3,761)	-	-	5,485
Inventories	16,136	(3,016)	-	-	13,120
Gross profit for consignment goods	468,465	6,664	-	-	475,129
Other long-term investments	86,254	6,404	-	-	92,658
Investment properties	22,148	-	-	-	22,148
Property, plant and equipment	26,197	(15,256)	-	-	10,941
Employee benefit obligation	98,665	8,796	-	-	107,461
Total	727,111	(169)	-	-	726,942

	Consolidated financial statements (Charged) / Credited to:				
	At 1 January 2017	Profit or loss	Other comprehensive income	Equity	At 31 December 2017
	(in thousand Baht)				
Deferred tax liabilities					
Marketable securities	(950,339)	-	(500,730)	-	(1,451,069)
Property, plant and equipment	(7,344)	(1,146)	-	-	(8,490)
Intangible assets	(1,833)	-	-	-	(1,833)
Total	(959,516)	(1,146)	(500,730)	-	(1,461,392)
Net	(232,405)	(1,315)	(500,730)	-	(734,450)

	Separate financial statements (Charged) / Credited to:				
	At 1 January 2017	Profit or loss	Other comprehensive income	Equity	At 31 December 2017
	(in thousand Baht)				
Deferred tax assets					
Trade accounts receivable	9,246	(3,761)	-	-	5,485
Inventories	16,136	(3,016)	-	-	13,120
Gross profit for consignment goods	468,465	6,664	-	-	475,129
Other long-term investments	86,254	6,404	-	-	92,658
Investment properties	22,148	-	-	-	22,148
Property, plant and equipment	26,197	(15,256)	-	-	10,941
Employee benefit obligation	98,665	8,796	-	-	107,461
Total	727,111	(169)	-	-	726,942

	Separate financial statements (Charged) / Credited to:				
	At 1 January 2017	Profit or loss	Other comprehensive income	Equity	At 31 December 2017
	(in thousand Baht)				
Deferred tax liabilities					
Marketable securities	(950,339)	-	(500,730)	-	(1,451,069)
Property, plant and equipment	(6,796)	(1,146)	-	-	(7,942)
Total	(957,135)	(1,146)	(500,730)	-	(1,459,011)
Net	(230,024)	(1,315)	(500,730)	-	(732,069)

	Consolidated financial statements (Charged) / Credited to:				
	At 1 January 2016	Profit or loss	Other comprehensive income	Equity	At 31 December 2016
	(in thousand Baht)				
Deferred tax assets					
Trade accounts receivable	5,940	(3,306)	-	-	9,246
Inventories	5,543	10,593	-	-	16,136
Gross profit for consignment goods	485,974	(17,509)	-	-	468,465
Other long-term investments	73,536	12,718	-	-	86,254
Investment properties	32,214	(10,066)	-	-	22,148
Property, plant and equipment	44,350	(18,153)	-	-	26,197
Employee benefit obligation	89,376	9,289	-	-	98,665
Total	736,933	(9,822)	-	-	727,111

	Consolidated financial statements (Charged) / Credited to:				
	At 1 January 2016	Profit or loss	Other comprehensive income	Equity	At 31 December 2016
	(in thousand Baht)				
Deferred tax liabilities					
Marketable securities	(759,620)	-	(190,719)	-	(950,339)
Property, plant and equipment	(6,199)	(1,145)	-	-	(7,344)
Intangible assets	(1,833)	-	-	-	(1,833)
Total	(767,652)	(1,145)	(190,719)	-	(959,516)
Net	(30,719)	(10,967)	(190,719)	-	(232,405)

	Separate financial statements (Charged) / Credited to:				
	At 1 January 2016	Profit or loss	Other comprehensive income	Equity	At 31 December 2016
	(in thousand Baht)				
Deferred tax assets					
Trade accounts receivable	5,940	3,306	-	-	9,246
Inventories	5,543	10,593	-	-	16,136
Gross profit for consignment goods	485,974	(17,509)	-	-	468,465
Other long-term investments	73,536	12,718	-	-	86,254
Investment properties	32,214	(10,066)	-	-	22,148
Property, plant and equipment	44,350	(18,153)	-	-	26,197
Employee benefit obligation	89,376	9,289	-	-	98,665
Total	736,933	(9,822)	-	-	727,111

	Separate financial statements (Charged) / Credited to:				
	At 1 January 2016	Profit or loss	Other comprehensive income	Equity	At 31 December 2016
	(in thousand Baht)				
Deferred tax liabilities					
Marketable securities	(759,620)	-	(190,719)	-	(950,339)
Property, plant and equipment	(5,651)	(1,145)	-	-	(6,796)
Total	(765,271)	(1,145)	(190,719)	-	(957,135)
Net	(28,338)	(10,967)	(190,719)	-	(230,024)

In 2017, the Group's subsidiaries, Thai Itokin Co., Ltd., incurred a tax loss of Baht 4.13 million, increasing cumulative tax losses to Baht 61.71 million (2016: Baht 57.58 million). Deferred tax assets have not been recognised in respect of these items because Management has determined that the recoverability of cumulative tax losses, which expire in 2019-2021 is not probable that future taxable profit will be available against which Thai Itokin Co., Ltd. can utilise the benefits therefrom.

20 Interest-bearing liabilities

As at 31 December 2017, the Group had unsecured short-term loan with a financial institution in amounting to Baht 20 million (2016: Baht 10 million) and had short-term loan with related party in amounting to Baht 10 million (2016: Baht 10 million). This loan bears interest rate of MLR-0.25% and 4% per annum (2016: MLR-0.25% and 4.00% per annum). This loan is repayable when maturity and at call.

Interest-bearing liabilities of the Group as at 31 December 2017 was denominated entirely in Thai Baht.

21 Trade accounts payable

	Note	Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016
		(in thousand Baht)			
Related parties	5	1,158,614	1,169,579	1,167,530	1,180,519
Other parties		152,836	158,765	106,541	104,884
Total		1,311,450	1,328,344	1,274,071	1,285,403

The currency denomination of trade accounts payable as at 31 December was as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Thai Baht (THB)	1,238,472	1,260,720	1,216,866	1,221,469
United States Dollars (USD)	61,602	62,387	54,910	62,387
Euro (EUR)	9,081	3,690	-	-
Japanese Yen (JPY)	1,351	1,547	1,351	1,547
China Yuan (CNY)	944	-	944	-
Total	1,311,450	1,328,344	1,274,071	1,285,403

22 Provision for employee benefits

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Statement of financial position				
provisions for:				
Defined benefit plan	577,738	532,586	537,303	493,324
<i>For the year ended 31 December</i>				
Statement of comprehensive income:				
Recognised in profit or loss:				
Defined benefit plan	72,913	67,485	68,509	63,058
Recognised in other comprehensive income:				
Actuarial gain recognised in the year	-	-	-	-

Defined benefit plan

The Group operate a defined benefit pension plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service.

The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Movement in the present value of the defined benefit obligations

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
At 1 January	532,586	482,043	493,324	446,879
Include in profit or loss:				
Current service costs	60,032	54,401	56,542	50,843
Interest on obligation	12,881	13,084	11,967	12,215
Others				
Benefits paid by the plan	(27,761)	(16,942)	(24,530)	(16,613)
At 31 December	577,738	532,586	537,303	493,324

Actuarial assumptions

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(%)			
Discount rate	2.49 - 2.65	2.49 - 2.65	2.65	2.65
Future salary increases	2.00 - 7.00	2.00 - 7.00	3.00 - 7.00	3.00 - 7.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2017, the weighted-average duration of the defined benefit obligation was 7.11-7.70 years (2015: 7.11-7.70 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

At 31 December 2017	Consolidated financial statements		Separate financial statements	
	(in thousand Baht)			
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(33,070)	37,220	(30,976)	34,902
Future salary growth (1% movement)	36,608	(33,143)	34,193	(30,922)
Average age (1year movement)	1,425	(1,418)	1,334	(1,328)
Turnover rate (1% movement)	(35,407)	21,683	(33,166)	20,491

At 31 December 2016	Consolidated financial statements		Separate financial statements	
	(in thousand Baht)			
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(31,135)	35,032	(29,119)	32,792
Future salary growth (1% movement)	34,421	(31,171)	32,118	(29,064)
Average age (1year movement)	1,347	(1,342)	1,255	(1,250)
Turnover rate (1% movement)	(33,237)	20,424	(31,070)	19,240

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

23 Share capital

	Par value per share (in Baht)	2017		2016	
		Number	Baht	Number	Baht
		(thousand shares / thousand Baht)			
Authorised					
At 1 January					
- ordinary shares	1	500,000	500,000	500,000	500,000
At 31 December					
- ordinary shares	1	500,000	500,000	500,000	500,000
Issued and paid-up					
At 1 January					
- ordinary shares	1	290,634	290,634	290,634	290,634
At 31 December					
- ordinary shares	1	290,634	290,634	290,634	290,634

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

24 Reserves

Reserves comprise appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

General reserve

The Company distributed a general reserve equal to 10% of profit for the each year in order for the company has strength on general reserve base to be maintain stability and increase the Shareowner's wealth.

Other components of equity

Currency translation differences

The currency translation differences account within equity comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Fair value changes in available-for-sale investments

The fair value change in available-for-sale investments account within equity comprises the cumulative net change in the fair value of available-for-sale investments until the investments are derecognised or impaired.

Movements in reserves

Movements in reserves are shown in the statements of changes in equity.

25 Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The business operation involves 3 principal segments; Cosmetics toiletries & perfumeries, Women's apparel and Men's apparel. Segment performance is considered by using the measure operating profit in the financial statements. The Company has not report segment assets and segment liabilities due to the management believe that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Information about reportable segments

	Cosmetics toiletries & perfumeries		Women's apparel		Men's apparel		Total reportable segments		Others		Total		Elimination of inter-segment revenue		Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<i>(in Million Baht)</i>																
For the year ended 31 December																
Revenue from sale of goods	1,274	1,300	4,574	4,488	3,235	3,368	9,083	9,156	3,486	3,587	12,569	12,743	(122)	(128)	12,447	12,615
Segment operating profit	122	172	439	621	298	380	859	1,173	27	76	886	1,249	(37)	3	849	1,252
Other income															1,010	799
Unallocated expenses															(955)	(1,071)
Share of profit of equity-accounted investees															29	51
Profit before tax															933	1,031

The Group is managed and operated principally in Thailand, There are no material revenues derived from, or assets located in foreign countries. The Group has no major customer.

26 Distribution costs

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Distribution	1,309,464	1,258,065	1,302,359	1,252,135
Personnel	1,255,549	1,251,901	1,252,812	1,249,351
Marketing	513,106	382,377	506,779	381,976
Total	3,078,119	2,892,343	3,061,950	2,883,462

27 Administrative expenses

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Personnel	982,896	981,793	931,397	934,387
Office management	629,097	708,210	699,546	786,974
Total	1,611,993	1,690,003	1,630,943	1,721,361

28 Employee benefit expense

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Wages and salaries	2,087,144	2,076,032	1,956,966	1,973,608
Defined benefit plans	72,913	67,485	68,509	63,058
Defined contribution plans	31,247	26,669	26,843	25,106
Others	87,707	85,971	89,093	86,469
Total	2,279,011	2,256,157	2,141,411	2,148,241

Defined benefit plans

Details of the defined benefit plans are given in note 22.

Defined contribution plans

The defined contribution plans comprise provident funds established by the Company for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates of 3% of their basic salaries and by the Company at rates of 3% of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by a licensed Fund Manager.

29 Expenses by nature

The statement of income included an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

	Note	Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016
		(in thousand Baht)			
Purchase of finished goods		7,435,098	7,484,028	7,444,520	7,586,569
Changes in inventories of finished goods		264,302	181,249	255,936	126,021
Employee benefit expenses	28	2,279,011	2,256,157	2,141,411	2,148,241
Advertising costs and promotional expenses		1,132,017	881,068	1,123,080	881,171
Rental and service expenses		416,401	397,358	412,374	393,704
Depreciation and amortisation expenses	15, 16, 18	231,555	195,601	221,727	189,219
Transportation expenses		138,996	134,202	138,669	134,078
Royalty fee		90,012	127,802	89,306	127,032
Others		563,835	775,879	566,326	731,378
Total cost of sales of goods, distribution costs and administrative expenses		12,551,227	12,433,344	12,393,349	12,317,413

30 Income tax expense*Income tax recognised in profit or loss*

	Note	Consolidated financial statements		Separate financial statements	
		2017	2016	2017	2016
		(in thousand Baht)			
Current tax expense					
Current year		85,174	83,169	85,127	83,169
Adjustment for prior years		-	359	-	359
		85,174	83,528	85,127	83,528
Deferred tax expense					
Movements in temporary differences	19	1,315	10,967	1,315	10,967
		86,489	94,495	86,442	94,495

Income tax recognised in other comprehensive income

	Consolidated and separate financial statements					
	2017			2016		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
	(in thousand Baht)					
Available-for-sale investments	2,503,652	(500,730)	2,002,922	953,595	(190,719)	762,876
Total	2,503,652	(530,730)	2,002,922	953,595	(190,719)	762,876

Reconciliation of effective tax rate

	Consolidated financial statements			
	2017		2016	
	Rate (%)	(in million Baht)	Rate (%)	(in million Baht)
Profit before income tax expense		933		1,031
Income tax using the Thai corporation tax rate	20	186	20	206
Difference in effective tax rate of investment in associates		5		(10)
Income not subject to tax		(97)		(107)
Difference in tax and accounting treatment of income and expense		(8)		5
Total	9	86	9	94

	Separate financial statements			
	2017		2016	
	Rate (%)	(in million Baht)	Rate (%)	(in million Baht)
Profit before income tax expense		885		920
Income tax using the Thai corporation tax rate	20	177	20	184
Income not subject to tax		(97)		(107)
Difference in tax and accounting treatment of income and expense		6		17
Total	10	86	10	94

Income tax reduction

Revenue Code Amendment Act No. 42 B.E. 2559 dated 3 March 2016 grants a reduction of the corporate income tax rate to 20% of net taxable profit for accounting periods which begin on or after 1 January 2016.

31 Earnings per share*Basic earnings per share*

The calculations of basic earnings per share for the years ended 31 December 2017 and 2016 were based on the profit for the years attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding during the years as follows:

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht / in thousand shares)			
Profit attributable to ordinary shareholders of the Company	846,477	936,278	798,379	825,998
Number of ordinary shares outstanding	290,634	290,634	290,634	290,634
Basic earnings per share (in Baht)	2.91	3.22	2.75	2.84

32 Dividends

At the annual general meeting of the shareholders of the Company held on 24 April 2017, the shareholders approved the appropriation of dividend of Baht 1.15 per share, amounting to Baht 334.22 million and general reserve 10% of income for the year 2016, amounting to Baht 82.60 million. The dividend was paid on 23 May 2017.

At the annual general meeting of the shareholders of the Company held on 25 April 2016, the shareholders approved the appropriation of dividend of Baht 1.05 per share, amounting to Baht 305.17 million and general reserve 10% of income for the year 2015, amounting to Baht 67.84 million. The dividend was paid on 24 May 2016.

33 Financial instruments***Financial risk management policies***

The Group is exposed to normal business risks from changes in market interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Group does not hold or issue immaterial derivative financial instruments for speculative or trading purposes.

Risk management is integral to the whole business of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved.

Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Company defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

Interest rate risk

The interest rate risk arises from the fluctuation of the market rate which has affected business performance and cash flow. Hence, the Group's financial data mostly bear the interest rate adjusted according to the market interest rate.

Foreign currency risk

Due to the small number of foreign trade debtors and creditors, the Group then has entered into a few short-term maturity of forward exchange contracts for hedging such exchange risk as the risk is immaterial.

Credit risk

Due to the cautious policy in providing credit facilities with strictly-controlled debt follow up and that most of the debtors have long relationship with the Company, no significant loss from debt collection is expected. As of 31 December 2017 and 2016, the Group has reserved for doubtful accounts amounting to Baht 27.5 million and Baht 46.3 million equivalent to 1.4% and 2.9% of trade accounts and notes receivable respectively. However, due to the large number of parties comprising the Group's customer base, Management does not anticipate material losses from its debt collection.

Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

Carrying amount and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Carrying amount	Consolidated and separate financial statements			
		Fair value			
		Level 1	Level 2	Level 3	Total
		(in million Baht)			
31 December 2017 Non-current					
Equity securities available for sale	9,068	9,068	-	-	9,068
Debt securities held to maturity	419	-	631	-	631

	Carrying amount	Consolidated and separate financial statements			
		Fair value			
		Level 1	Level 2	Level 3	Total
		(in million Baht)			
31 December 2016 Non-current					
Equity securities available for sale	6,586	6,586	-	-	6,586
Debt securities held to maturity	20	-	21	-	21

Measurement of fair values**Valuation techniques and significant unobservable inputs**

The following tables show the valuation techniques and the significant unobservable inputs used in measuring Level 2.

Financial instruments measured at fair value

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Debt securities held-to-maturity	<i>Market comparison technique:</i> The fair values are based on broker quotes. Similar contracts are traded in an active market and the quotes reflect the actual transactions in similar instruments.	Not applicable	Not applicable

34 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Future minimum lease payments under non-cancellable operating leases				
Within one year	29,227	42,630	27,397	42,630
After one year but within five years	20,736	32,574	20,599	32,574
After five years	3,784	6,328	3,784	6,328
Total	53,747	81,532	51,780	81,532

Rental area and related services agreements

The Company entered into rental area and related services agreements with various local companies. The Company had paid monthly fees of Baht 2,200-823,438. The period of agreement lasts 1-29 years and will be expired within 2024.

	Consolidated financial statements		Separate financial statements	
	2017	2016	2017	2016
	(in thousand Baht)			
Other commitments				
Unused letters of credit for goods	245,000	248,000	223,000	223,000
Development and construction agreements	40,986	329	-	-
Bank guarantees	32,464	14,125	24,112	3,667
Co-invest contract	-	5,000	-	5,000
Services and consulting agreements	324	775	300	550
Total	318,774	268,229	247,412	232,217

35 Events after the reporting period

At the Board of directors' meeting of the Company held on 23 February 2018, approved the appropriation of dividend from the profit for the year 2017 of Baht 1.10 per share, amounting to Baht 319.70 million and general reserve 10% of income for the year 2017, amounting to Baht 79.84 million. The dividend will be paid to shareholders during the year 2018.

36 Thai Financial Reporting Standards (TFRS) not yet adopted

A number of new and revised TFRS have been issued but are not yet effective and have not been applied in preparing these financial statements. Those new and revised TFRS that may be relevant to the Group's operations, which become effective for annual financial periods beginning on or after 1 January 2017, are set out below. The Group does not plan to adopt these TFRS early.

TFRS	Topic	TFRS	Topic
TAS 1 (revised 2016)	Presentation of Financial Statements	TSIC 25 (revised 2016)	Income Taxes-Changes in the Tax Status of an Enterprise or its Shareholders
TAS 2 (revised 2016)	Inventories	TSIC 27 (revised 2016)	Evaluating the Substance of Transactions in the Legal Form of a Lease
TAS 7 (revised 2016)	Statement of Cash Flows	TSIC 31 (revised 2016)	Revenue-Barter Transactions Involving Advertising Services
TAS 8 (revised 2016)	Accounting Policies, Changes in Accounting Estimates and Errors	TSIC 32 (revised 2016)	Intangible Assets-WebSite Costs
TAS 10 (revised 2016)	Events After the Reporting Period	TFRIC 1 (revised 2016)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
TAS 11 (revised 2016)	Construction Contracts	TFRIC 4 (revised 2016)	Determining Whether an Arrangement Contains a Lease
TAS 12 (revised 2016)	Income Taxes	TFRIC 10 (revised 2016)	Interim Financial Reporting and Impairment
TAS 16 (revised 2016)	Property, Plant and Equipment	TFRIC 13 (revised 2016)	Customer Loyalty Programmes
TAS 17 (revised 2016)	Leases	TFRIC 14 (revised 2016)	TAS 19 (revised 2016)
TAS 18 (revised 2016)	Revenue		Employee Benefits-The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
TAS 19 (revised 2016)	Employee Benefits		Agreements for the Construction of Real Estate
TAS 21 (revised 2016)	The Effects of Changes in Foreign Exchange Rates		Distributions of Non-cash Assets to Owners
TAS 23 (revised 2016)	Borrowing Costs		Transfers of Assets from Customers
TAS 24 (revised 2016)	Related Party Disclosures		Accounting guidance for derecognition of financial assets and financial liabilities
TAS 26 (revised 2016)	Accounting and Reporting by Retirement Benefit Plans		
TAS 27 (revised 2016)	Separate Financial Statements		
TAS 28 (revised 2016)	Investments in Associates and Joint Ventures		
TAS 33 (revised 2016)	Earnings Per Share		
TAS 34 (revised 2016)	Interim Financial Reporting		
TAS 36 (revised 2016)	Impairment of Assets		
TAS 37 (revised 2016)	Provisions, Contingent Liabilities and Contingent Assets		
TAS 38 (revised 2016)	Intangible Assets		
TAS 40 (revised 2016)	Investment Property		
TAS 105 (revised 2016)	Accounting for Investments in Debt and Equity Securities		
TAS 107 (revised 2016)	Financial Instruments: Disclosure and Presentation		
TFRS 3 (revised 2016)	Business Combinations		
TFRS 8 (revised 2016)	Operating Segments		
TFRS 10 (revised 2016)	Consolidated Financial Statements		
TFRS 11 (revised 2016)	Joint Arrangements		
TFRS 12 (revised 2016)	Disclosure of Interests in Other Entities		
TFRS 13 (revised 2016)	Fair Value Measurement		
TSIC 15 (revised 2016)	Operating Leases-Incentives		

Management expects to adopt and apply these new and revised TFRS in accordance with the FAP's announcement and has made a preliminary assessment of the potential initial impact on the Group's consolidated and separated financial statements of these new and revised TFRS and expects that there will be no material impact on the financial statements in the period of initial application.

bse 20th

ENFANT

EF



WE MAKE PEOPLE HAPPY AND BEAUTIFUL



I.C.C. International Public Company Limited

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SUSTAINABILITY REPORT 2017

I.C.C. International Public Company Limited

GOOD PEOPLE • GOOD PRODUCTS • GOOD SOCIETY





Touch Your Heart
Make Life World Class



Make
Life Beautiful



Make
Life Healthy



Make
Life Stylish

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Message from President and Vice Executive Chairman



Mr. Thamarat Chokwatana,
President and
Vice Executive Chairman

Our determination is to develop our products and services as well as cultivating “Giving” concept as to follow the Last King’s philosophy.

I.C.C. International Public Company Limited has operated its business under the principle of Corporate Governance. The Company’s management and administration are also conducted with morality, ethics, and Corporate Social Responsibility policy towards three aspects of Sustainable Growth: **Good People, Good Products, Good Society.**

In 2017, in remembrance of His Majesty King Bhumibol Adulyadej and with intention for The Company’s executives and staffs to pay tribute to His Majesty the Late King by following his royal models in living our lives, we have embraced his royal thoughts of “**Giving**,” reflecting his way of practicing his duties for all 70 years of his reign, as our guideline to build “**Good People, Good Products, Good Society**”

- the principle of ICC’s Corporate Social Responsibility policy towards the Sustainable Growth.

Good People

ICC encourages our employees to be righteous, honest, and never take advantage of others, including business partners, customers, the society, and the country. We strictly follow Anti-Corruption policy and encourage all executives and staffs to understand the meaning and the practices of "Giving," which are to give knowledge, to forgive, to give help, to give life, and to give love.

In 2016, The Company mainly emphasized on knowledges for our employees. Numerous projects were initiated to aim for employee development and instill the thought that giving knowledge is not only a way to help people become excellent, but also a great merit in itself. Also, by helping people become excellent, it will surely affect The Company's sustainable growth as a consequence.

Good Products

Any developments of our products and services derives from the principle of "Giving" best quality things to our customers and "Giving" them happiness when they use our products or services. Our single piece of product must go through strict production and quality standard inspection. If any customer is not satisfied with our products or services, he or she will be closely taken care of by The Company's Customer Relations Center.

Good Society

Encouraging all employees to be responsible for society and environment in every dimension has always been ICC's regular protocol; therefore, all of our product developments are constantly focusing on the effect of production process to the environments; e.g., origin of the materials, type of material used for packaging. We have also supported activities that are beneficial or constantly create positive effects to the society; for instance, giving lives by organizing blood donation event for The Thai Red Cross Society, promoting ethics and morality by organizing moral (Dhamma, Virtue Codes of Moral) teaching session and principles of living lives for anyone who is interested in the topics, arranging activities that help build a better quality of life for communities, and so forth.

We strongly believe that an organization can keep on advancing sustainably if we still can develop the three crucial factors: personnel, products, and society, to help them reach their full potential, along with having ethics and morality. I would like to take this opportunity to thank all executives, staffs, and other associates for their determination in adhering to ICC's Sustainable Growth policy which affects The Company's stable progress in a long run.

Sincerely Yours



Mr. Thamarat Chokwatana
President and Executive Vice President

About the company

The first decade

1964–1974

I.C.C. International Public Company was established in 1964 with 7 founding staff as International Cosmetics Limited Partnership (PIAS). Then in 1970, we started to extend our product line from PIAS cosmetics to Wacoal lingerie from Japan.



I.C.C. International Public Company Limited helps fulfil lifestyles of people of all walks of life with the following wide range of products and service of international standards:

1. Cosmetics and perfume products
2. Men's Wear
3. Women's Wear
4. Baby products
5. Leather and accessories
6. Sportswear
7. Household products

The second decade

1975–1983

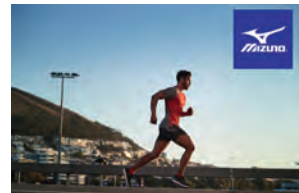
Another product line, Arrow men's shirts from the U.S.A. was added in 1975 and in 1978 ICC was registered in the Stock Exchange of Thailand. And in 1982 ICC began importing international brands. The first to arrive was Itokin, women's clothes and fashion.



The third decade

1984–1993

Guy Laroche, a French brand was introduced to the Thai market in 1984. Later in 1988 Lacoste, men's wear and Mizuno world-class sportswear were launched in 1991, followed by Gunze men's underwear from Japan in 1993.



The fourth decade

1994–2003

In 1994 International Cosmetics Public Company Limited was registered for transformation as a public company and the new name was given as I.C.C. International Public Company Limited and its logo was changed in 1996. Afterwards, the company has organized Saha Group Export Fair '98 and in 1998 implemented "Thailand Best" logo to guarantee the good quality and standard of Thai products made in Thailand by Thai people. And "BSC" Best Selected Collection started its operation in 1999.

Established the first His&Her Shop at Big Jiang, Nong Khai province in 2002. And in 2003, 108 Shop Project was executed to support retail business of local people and QRMS (Quick Response Marketing System), a sales management system was installed at point of purchase across the country.



The fifth decade

2004–2013

Implemented His&Her Plus Point as the customer's benefits and privileges. Constructed six-story twin building as another new office building in the area nearby. It has been in use until now. During this period of time, the company offered an extensive and various product lines. Some included Maximus jeans and perfume products; Becky Russell female clothes; S Channel satellite TV, ICC Call Center and a wider range of the existing lines was added to meet the consumers' requirements.



The sixth decade

2014–present

Apart from expanding product lines, the company has continuously developing retail management and operation systems to respond to the consumer's changing behavior and demands. To state a few, we have provided Beauty Station, a retail store front, as an alternative shop that offers our own cosmetics brands and other brands. Also a purchase through QR Code via online channels such as eThailandBEST.com and QUICKBUY were implemented.



Business philosophy

**GOOD
PEOPLE**

**GOOD
PRODUCTS**

**GOOD
SOCIETY**



Core ethical values

Encourage personnel of all levels to act morally both at work and in daily life, honest to one's self, the company and the society.

Create business values

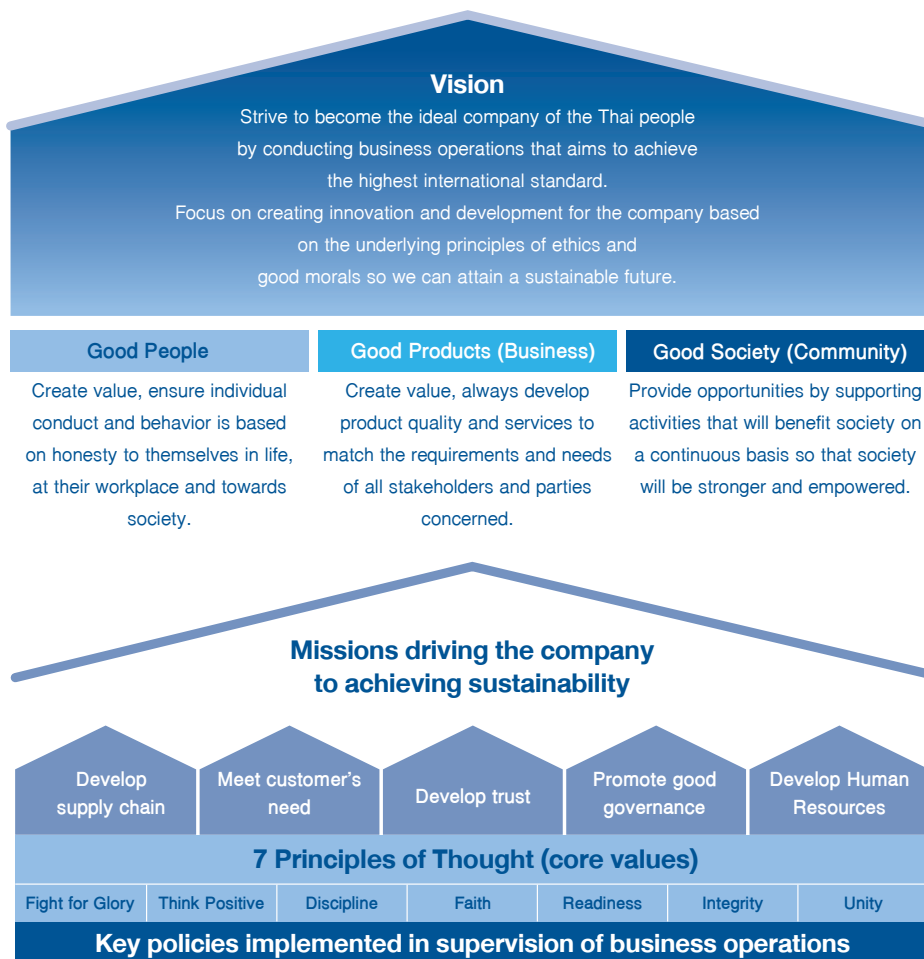
Improve quality of products and services to accommodate stakeholders' requirements.

Create social opportunities

Support activities beneficial to the public for a strongly united community.

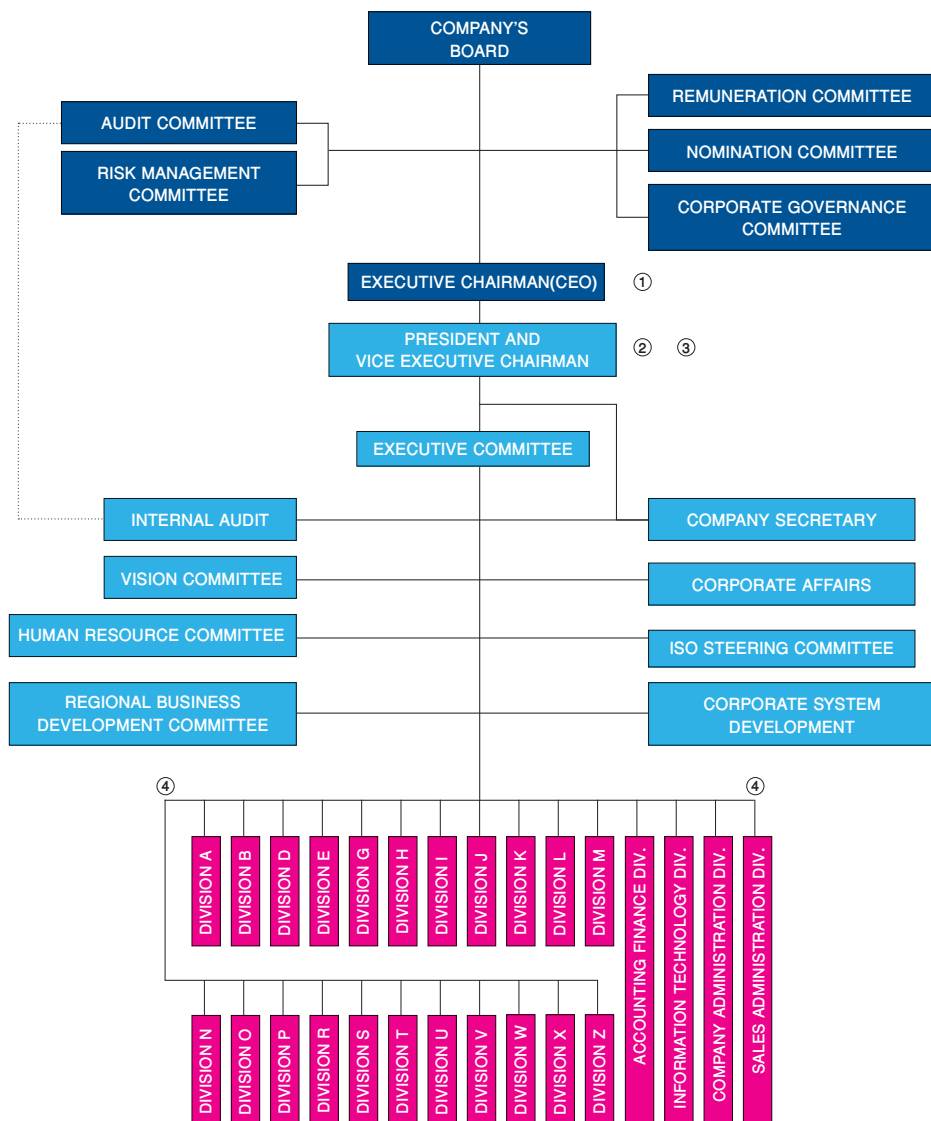
Vision, mission and core values

In 2017, the Board of Directors and the management realized the importance of revising and devising the company's vision, mission and core values for our business conduct to be in line with the market situations and trends to reach the desired goals. The table below shows the adjustments made for the years 2018-2023:



Organizational management structure

The organizational structure of the company as of 31 December, 2016 has been disseminated to the company website <http://www.icc.co.th>



①-④ comprises the company's management according to the announcement of the Securities and Exchange Commission of Thailand

Milestones

For the company' solid growth, we always acquire consistency in business management from the upstream to the downstream of the process. This is mainly to gain effective and efficient production and product distribution both in quality and quantity to meet the consumers' requirements. From the beginning, ICC has been striving to achieve uninterrupted growth through devising Supply Chain Management, implementing Good Corporate Governance to gain trust from all stakeholders. In addition, ICC encourages all parties involved to constructively coordinate and cooperate with one another to grow and prosper together through the 7 principles towards success. With the conceptual guideline "Good people, Good products and Good society", the company never ceases to develop human assets as they are the key player in driving the company towards success.



No.
1

20th
ANNIVERSARY

In 2017, BSC International has celebrated its great year, the 20th anniversary emphasizing the image of its leading brand which has initiated many innovations for cosmetics, perfume and clothes. We have also executed a strategic plan to become top of the mind brand for consumers via communication and distribution channels both online and off-line, covering various sales and marketing activities as well as advertising and PR plans. To name a few, "Touch Your Heart...Make Life World Class" TV advertisement was highly recognized and gained the most access to our consumers. We never fail to hold onto our tagline "BSC International helps fulfill your happiness, offering a variety of beauty options to achieve the world class desired lifestyle within a reach".

(See further details on Page 38-39)



No. Following His Majesty the Late King, **2** King Bhumibol's teachings and practices

IX

A short film "A Promise to King Rama IX" to encourage people to start "giving" through various projects. Bearing in mind our deepest gratitude towards His Majesty the Late King, King Bhumibol's practices and activities carried out for his subjects, the management and staff at all levels at ICC have produced a short film "A Promise to King Rama IX" to encourage people to start "giving" in 5 forms; namely, to share one's knowledge, to forgive, to extend help, to give life, and to spread love. This shall be incorporated in the company's policy when it comes to developing good people.

(See further details on Page 22-23)

No. 3 ICC INNOVATION AWARDS

Developing innovation for good products and services. To encourage constant development of innovative products and service, ICC has initiated an annual ICC Innovation Awards. The selected pieces of work shall later represent the company to enter into Saha Group Innovation Awards Contest or “Chairman Awards”. (See further details on Page 42)



No. 4 Expand full scale distribution channels



To deliver good products and services to serve new generations' lifestyle and cover all groups of consumers apart from department stores shoppers, we have provided more distribution channels through our websites such as eThailandbest.com, TV Shopping, Shop Global and Shop Smart catalogue. Additionally, we have joined hand with business allies such as Lazada, O Shopping to provide our customers with more convenience and easier access to our products. All these transactions can be easily completed via on-line or mobile phone application that also function as channels to disseminate news, activities and on-going promotions. We also develop Customer Relations system as another communication channel to gather information and insights needed for R&D for the customer's utmost satisfaction. (See further details on Page 37)

No. 5 Wacoal to continue projects and activities for ladies

With our determination to develop a good and desirable community, in 2016 Wacoal took further steps with the on-going projects to enhance women's potentials, income and job opportunities. Research projects have been supported to provide knowledge for women to understand female dangerous diseases. Social benefits creation has been emphasized via campaign and the well-designed products for women to realize their own values.

(See further details on Page 46-47)



Awards and distinctions

1. Some awards by top institution as brand's recognition



Beauty Choice Awards
2017 by Lisa magazine



Beauty Awards 2017 by
Praewa magazine



Vogue's Favorites of the Year
2017 by Vogue magazine



BEAUTY OF MAKE UP
BASE BEAUTY AWARDS
2017 BY SUDSUPDA
MAGAZINE



BEST OF POWDER
FOUNDATION BEAUTY
AWARDS 2017 BY
SUDSUPDA MAGAZINE



BEST OF SERUM BEAU-
TY AWARDS 2017 BY
SUDSUPDA MAGAZINE



BEAUTY HALL OF FAME 2017
BY CLEO MAGAZINE

2. Awards of Honors for our “Life is Beautiful...Why do I have to respect the security guard?” advertisement that promotes morality given by Ministry of Culture, Suan Sunandha Rajabhat University and Department of Religious Affairs.



Sustainable Growth

Strategic moves towards sustainability

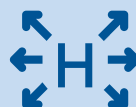
ICC is committed to be the fashion leader, domestically, regionally and internationally having various distribution and marketing channels and outlets. We are determined to create innovations and develop the company through morality and integrity for sustainable prosperity.



Create new markets through the use of technology for the consumer's convenience and good experiences



Create its own fashion brands to be logistically and financially competitive.



Make His & Her Shop a Network Hub to stay in touch with the consumers.



Maintain the existing markets by adopting best practice in operations and keeping abreast of fast-changing consumer behavior.

Strategy



Improve effectiveness and efficiency through the use of Information Technology in full scale.



Modify the company's image through adjustment of work process with an integration of shared knowledge and experiences between the younger and older generations.



Build and develop personnel to be up-to-date, skillful and efficient, capable to thoroughly understand and execute all the tasks assigned.



Join hands with educational institutes or organizations to attract younger generations who are qualified in modern and diversified ideas coupled with energetic and motivated aspects to work with ICC

(Further details are in Annual Report 2017)

Corporate Social Responsibility and Sustainable Growth Policies

The Company's slogan "We make people happy and beautiful." indicates our commitment in delivering beauty and joy within customers reach through various of our products that operate under the concept "good people, good products and good society". This is to be achieved through our business management and operation such as Supply Chain management, having a wide range of products to serve different needs of the consumers, gaining trust from all parties involved, implementing Corporate Good Governance and human resource development, another core contributing factor. Our work philosophy "7 principles of thought (core values)" is for all personnel to follow in order for the company's sustainable growth.

The 7 Principles of Thought (Core Values)

I.C.C. International Public Company Limited

Huge Leap in Sales and Profits



Corporate Social Responsibility and Sustainable Growth Policies

Good People : Good Products : Good Society

ICC has established Corporate Social Responsibility and Sustainable Growth policies as the guidelines to conduct our business to achieve sustainable growth and prosperity, in terms of economic, social and environmental aspects. Relationship with stakeholders has been established and determined corporate social responsibility policies leading to sustainable growth in 3 areas of the guidelines which are Good People: Good Products: Good Society.



Good People

Encourage personnel of all levels to act morally both at work and in daily life. Enhance their skills and talents, and at the same time, foster work ethics and integrity in general. Endorse business conduct with partners who have business ethics and integrity. And oversee that all personnel hold onto honesty when carrying out their duties and responsibilities, not taking advantage of other people, customers, business partners as well as the society and the country. Moreover, all personnel shall strictly observe the Anti-Corruption Guidelines.



Good Products

Determined to offer good-quality products with reasonable prices. Customers' feedback and comments about products and services are always welcome via Call Center. Encourage creations and innovation for products and services to serve customers' requirements with no social and environmental negative impacts.



Good Society

Foster a mindset of being a giver, a volunteer who always takes part in or supports activities beneficial to the society, the environment and the public. Refrain from actions that would cause negative impacts on the community and the environment. Always extend help to those underprivileged to have a better future and to live a better life with other normal people.

Working Process for Stakeholders

Realizing our determination for business sustainability and stakeholders' importance in giving business directions for ICC, and to ensure that our stakeholders could have joint-benefits of both short term and long term, we have classified different groups of stakeholders so that we can formulate the appropriate plans. This shall lead to sustainable growth based on conducting business via integrity with every partners bringing into meaningful participation and continuous adjustment and development.

Employees Expectations

- Appropriate remuneration and welfare
- Plans for skills training and development
- Equal rights and opportunities for advancement
- Safety and quality of life

Participation / Communication Channels

- Annual seminars and trainings for skill development
- Attention to employees' feedback and complaints
- Internal communication (Saiyai e-magazine)
- Communication channels such as Broadcasting, webmail, etc.

Shareholders Expectations

- Gain high and continuous returns for their investment
- Good operating results and continuous growth
- Conduct business with transparency and good governance
- Information disclosure

Participation / Communication Channels

- Annual General Meeting of Shareholders
- Declaration of quarterly operating results as legally stated timeline
- Respond to questions and doubts via telephone, emails and Annual Report
- Organize "Analysts and Investors with ICC" annually

Customers Expectations

- Properly-informed about the products and services
- Reasonable and fairly priced products and services
- Get good quality products and services
- Environmentally friendly products available as an alternative
- Products and services warranty
- Customer's privacy and confidentiality

Participation / Communication Channels

- Customer visit
- Exhibitions and trade fairs
- Communication channels
- Customer Relations activities
- ICC Call Center: information inquiries
- Available channels for customer feedback and complaints

Business partners Expectations

- Follow the business agreements and requirements. Provide correct information.
- Create good mutual relationship and understanding.
- Share and exchange knowledge and insights for development of value-added products and services.

Participation / Communication Channels

- Communicate through various channels
- Organize annual business partners meeting to inform business directions.

- Visit business partners for their feedback and suggestions
- Provide channels for feedback and complaints
- Organize activities to promote good relationship
- Enter into the joint- agreement with business partners to set ethical business conduct framework. This includes trade competition and prohibition on business conduct with companies that violate human rights and Intellectual Property.

Business competitors Expectations

- Conduct business and compete with integrity. Follow the Fair Play framework.

Participation / Communication Channels

- Formulate criteria and conditions for Fair Play.

Trade account payable

Expectations

- Able to comply with conditions and agreements of the contracts by making bank transfer via Media Clearing System by setting billing acceptance and transferring schedule.

Participation / Communication Channels

- Annual Report
- Listening to suggestions or complaints

Loan payable Expectations

- Comply with contracts and agreements clearly and fairly.
- Inform the creditor in advance if any contract's obligation cannot be met, in order to find rational solutions together.
- Loan and interest are always paid back on time

Participation / Communication Channels

- Annual Report
- Listening to suggestions or complaints

Debtors

Expectations

- Follow the clearly-defined and righteous conditions and details of the agreement

Participation / Communication Channels

- Annual Report
- Attention to feedback and complaints

Community, society and environment

Expectations

- Appropriate products and services for daily consumption.
- Provide information about health
- Conduct business with respect to the community, society and environment

Participation / Communication Channels

- Communicate via various channels.
- Available channels for suggestions and complaints.

Government sector

Expectations

- Follow the related rules and regulations.
- Support and participate in projects and activities that have social benefits.

Participation / Communication Channels

- Fulfill tax duty in a timely manner as legally stated.
- Always attend and provide feedback/suggestions as well as giving continual support to the Government activities.

Mass media

Expectations

- Full disclosure of information in a timely manner.

Participation / Communication Channels

- Disseminate the information via available channels.
- Media visit for the company's operations and activities.
- Support and participate media's activities.

About the report

Scope

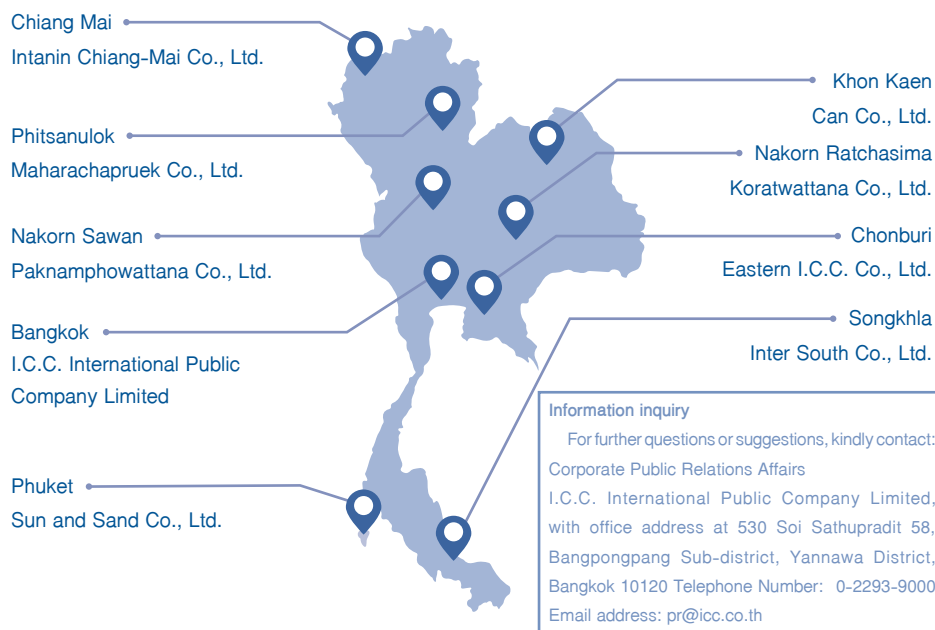
This Sustainability Report was generated to declare the operating results of I.C.C. International Public Company for the fiscal year of 2017. (January 1-December 31, 2017). It reveals our business management for sustainable growth that involves economic, social and environmental aspects. ICC business operation correlates to Sustainability Master Plan under the Corporate Social Responsibility Guidelines for Sustainable Growth in three areas “Good people, Good products and Good Society”

ICC has generated and disseminated the report for 4 consecutive years, since 2014 with

reference to Global Reporting Initiative Standard (GRI).

The report discloses business operations that follow our directive framework (Vision and Company Strategy), Corporate Good Governance and practical guidelines of work philosophies. It also includes work force management, ethical development of the personnel, acquisition of more value for the businesses and provision of social opportunities for the community's sustainability. The details discussed correspond to the economic, social and environmental aspects for Global Sustainability.

Scope: The Sustainability Report 2017 reveals the company's business operations, and distribution of consumable goods in all business units under the company's umbrella and 8 business partners across the country. They are as follows:



Main issues concerning sustainability

ICC has gathered essential information and details relating to our industry and other businesses, domestically and internationally to study the changing tendency and direction. We can then make adjustment on our policies and business plans to meet the requirements. We shall stay competitive and competent in order to achieve our goals stated in Sustainable Development Roadmap through the Corporate Social Responsibility Guidelines in three aspects “Good people, Good products and Good Society”. The main concerns about corporate sustainability are discussed in accordance with economic, social and environmental dimensions for sustainability as stated in Global Reporting Initiative Standard (GRI).

Generating main issues in the report

ICC gives importance to all stakeholders and takes into consideration all factors that might affect them in terms of economic, social and environmental sustainability of the company.

Identifying the issues

Review and identify the issues from the information

provided by all stakeholders, internally and externally through projects and activities throughout the year.

Inside the company

Information from the working committees responsible for Corporate Sustainability and Company Strategy as well as Risk Management for the short, intermediate and long terms to achieve the goals.

Outside the company

Study information from the working committees assigned to coordinate with stakeholders to understand decision-making factors. This can be done by conducting surveys or creating evaluation forms or information gathering, in formal and informal approaches such as through seminars, hearings, meetings or group interviews.

Set priorities

Study the mutual concerns and examine the connection between the issue and the indicator based on GRI Standard. Then select and prioritize the issue that is of the stakeholder's interest.

The company's concerning issues

Economic issues



1. Corporate Good Governance
2. Anti-Corruption Guidelines
3. Business operation and integrity
4. Duties and Responsibilities towards consumers
5. Community and social development
6. Research and Development for sustainability

Social issues



1. Fostering personal ethics and morality
2. Guidelines for work force management and human rights, safety and hygiene
3. Provision of educational opportunities for youth
4. Development for better quality of life and environment in community
5. Development of local business partners
6. Networking with other government agencies
7. Preservation of local traditions and values

Environmental issues



1. Rules and regulations regarding environmental aspects
2. Water source management
3. Energy conservation and global warming problem

Corporate Social Responsibility towards Sustainable Success



To share one's knowledge



To forgive

“Because H.M. the Late King was the role model as a true giver, an inspiration for us to follow”

We then continue the royal wish of the Late King Bhumibol Adulyadej

In order to show our loyalty and gratitude to our beloved King Rama IX, we, ICC International Plc., its executives and employees, have produced a short movie to honor the late King under the concept of “A Promise to King Rama IX”. This movie reflects His Majesty’s work and behaviors as a role model of a **“Giver”** in 5 different areas namely; to share one’s knowledge, to forgive, to extend help, to give life, and to spread love.

This movie not only serves as a promise by ICC’s executives and employees, but it also hopes for the viewers to live their lives following the Late King’s dedication and work in order to benefit the company, society, and the country.



To spread love

To give life



To extend help

(Part form "A Promise to King Rama IX")

(Scan a QR code here to view the movie in honor of the Late King Rama IX)



Good People

Inspired by “Giving” leading to Developing the qualified people

In 2017 under the concept of “Giving”, the company was determined to strengthen its crucial factor which is its “employees” by emphasizing the act of giving in all forms through many programs and activities. This “Giving” concept has become the main focus in every process and potential development as an integration to the 7 principles of thought (core values). They are: Fight for Glory, Think positive, Discipline, Faith, Readiness, Integrity and Unity. These are values and guidelines to become good people who are honest to themselves, the company, and the society.

Moreover, the company aimed to create an awareness, love, unity, and faith in the organization by publicizing Dr. Thiam Chokwatana's philosophy and the concept of Principles to Success by

Mr. Boonkiet Chokwatana, the President through internal channels such as Saiyai e-magazine, PR Board, announcement and internal broadcast, as well as other online channels such as Facebook and Line. Ultimately, we hope that what we're doing can motivate all Thais to follow our Late King's steps in order to have a sustainable development in an organization, society and the nation.



As employees are recognized as a precious asset in sales business particularly our sales persons whose main responsibility is to introduce our products to customer, ICC has implemented a personnel development policy to keep or maintain the potential personnel and train them with more knowledge to gain more skill. These professional sales persons can later serve as role models and trainers for other young sales persons, which can result in continuous growth of the company. Under the concept of “To share knowledge,” we created projects and campaign leading to the company's sustainability as follows.

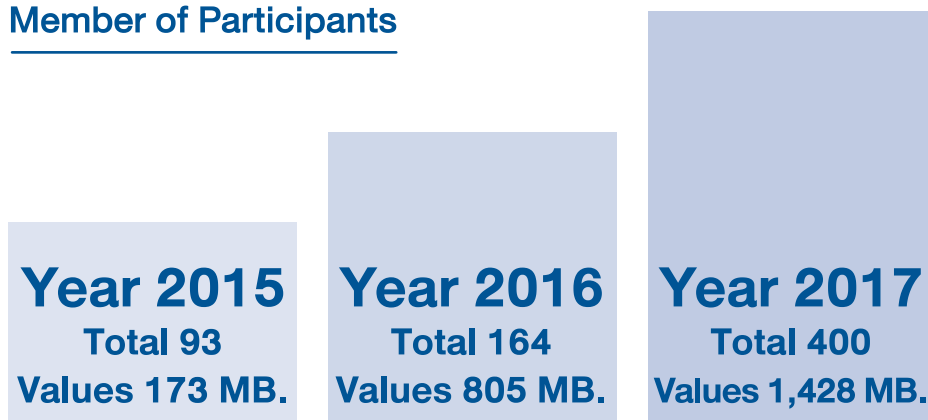
Training Statistics

Type	2015		2016		2017	
	Hour	Total Nuber	Hour	Total Nuber	Hour	Total Nuber
Employee	230	597	403	1,364	148	1,578
Manager	48	309	16	230	51	310
Middle Management	20	28	15	620	61	267
Top Management	24	32	26	160	47	93

The Diamond Crown Awards Project

This project was initiated in 2005 by the Human Resource Development Department, Office Administration Division. Qualified sales persons are selected to participate in the project. They are motivated and encouraged to develop their sales strategy and service in order to increase their sales. In order to qualify for the project, the sales persons must be able to meet the sales target for at least 6 of the 12 months in the previous year. And to receive the award, they must meet the sales target for at least 9 of the 12 months in the project year. Therefore, this project significantly and continuously promotes volumes of sales for the company, as seen from an increase number of qualified salespersons every year.

Member of Participants



From the above table, we can see that the number of participants grows continuously every year leading to significant growth of the Company's sales volume. This proves that the Diamond Crown Awards project can motivate and inspire sales persons to improve their potentials which in turn leads to the company's sustainable growth as well.

Regional Star Trainer Project

Regional Star Trainer Project

Process



This project was established to improve human resource's capability, specifically the potential sales persons from different regions around the country. Their potentials will be strengthened and they will be trained to share their knowledge, experiences, skills, and sales techniques to other sales people in their regions.

The main policy of the project is to instill the project participants with the thought of giving and training capable people is to do good deeds to both themselves and the learners. Trainers get better and reach higher sales targets as they train others; likewise, learners perform better and reach higher sales targets as well.

Presently, the Regional Star Trainer Project can generate altogether 29 qualified trainers who

perform their duties happily and contently in different regions around the country.

The Human Resource Development Department is now under process to develop the use of QR Code and E-Learning as follow-up methods to assess the trainers on their knowledge of skill transfer and understanding of the learners. Another future plan is to increase the number of qualified regional trainers as well.

Giving and Sharing to Create Good People

“Giving” is the fundamental value in human beings and it also contributes to peace in a society and the nation. Therefore, I.C.C. International Plc. realizes in promoting and developing all personnel to be good people, starting from an awareness of being a “giver”. Each is encouraged to give, sacrifice and share from within a company to others outside the company as well.



Making Merits:
Giving in order to
create good
morals and ethics



Blood Donation:
Giving life



ICC Click Like:
To recognize
employees who
do good deeds



Thai artificial
funeral flower
made by
volunteers for the
royal cremation
ceremony



White Black & Gold
Charity Gala Dinner:
Fundraising
Campaign for
Utokapat
Foundation

Create a consciousness of being a “Giver”



- **“Giving” is to create good morals and ethics**

The company promotes good morals and ethics among its personnel through different religious activities such as almsgiving on religious days, donation, and an annual Kathin ceremony. Also, once every month the company arranges a sermon listening and evening prayer that is open to the public to participate. In addition, the company provides a prayer room for Muslim employees, and grant 5 leave days annually for employee who wants to perform Dharma practice, including giving support to other religious activities.



- **Blood Donation: Giving life**

I.C.C. International Plc. Supports an idea of giving life through blood donation. We have organized a blood donation activity every 3 months for employees to “give” to others. In 2017, employees donated 558 units of blood or 223,200 cc to the Thai Red Cross. And the number is increasing every year.



- **ICC Click Like: To recognize employees who do good deeds**

Every good deed deserves praises. “This person...ICC Click Like” Project was first established in 2014 in order to create an awareness in doing good deeds among employees as well as to make them proud of and continue doing their good deeds to set examples for others. In 2017, the number of good employers in this project was 65% more than in the year 2016.



- **Thai Artificial Funeral Flowers Making by Volunteer**

In order to pay final tribute to His Majesty the Late King Bhumibol, the company had provided a session for employees who are willing to make Thai artificial funeral flowers during August-September 2017 to be offered to the Yannawa District to be used during the Royal Cremation Ceremony.



- **White Black & Gold Charity Gala Dinner: Fundraising Campaign for Utokapat Foundation under the Royal Patronage of H.M. the King**

With an intention to continue the royal wish and royal initiative of H.M. the Late King, ICC executives and staff have an inspiration to create a big “Giving” project with the concept to start from ourselves, organization, community, society and the country leading to sustainable development. We then organized the “White Black & Gold Charity Gala Dinner” Fashion Show presented dresses from 37 well-known designers of leading brands under the theme “white, black, and gold”.

All proceeds of Baht 3,325,999 without deduction from the fashion show was donated to the Utokapat Foundation under Royal Patronage of H.M. the King for water management in the area where there is water shortage. This is to support people to have water for better living condition, and creating job for their revenue, which is the royal wish of the Late King Bhumibol who was an example of the “true giver”.

The proceeds from fashion show event was spent on the development of 33 new ponds. The success was widely spread from one to another and from village to village to form a water conservation network where people can continue to help solve problems, develop, and manage water in a sustainable way.

Estimation of cost and earning from one-rai pond	
Cost for pond 99,999 baht	
Income 141,000 baht, reduction of energy cost 4,500 baht (every 3months)	
Expected outcome	Value(baht/ one-rai pond)
Generate income	
- Short-lived plants (45-60 days)	30,000
- Water supply: 600 cubic meters/ rai, approximately 5 rais	
- Raising 2000 Nile fish in the pond	60,000
- Total weight 1,200 Kg. Selling price 50 baht/Kg.	
Subsidy for damage from absence of rain	
- Subsidy for damage on rice crop from absence of rain, approximately 10 rais	51,000
Cost reduction for water pumping	
- Water pump (small-sized, benzene motor 1.5 baht/1 cubic meter)	4,500
- **Water pump 300 watt (solar energy) 18,000 baht	

(Table of cost and income from developing a pond)

“Utokapat Foundation” is the name derived from “utok” which means “water” and “pattana” which means “to develop”; when combined, the word means “the foundation for water development”. This is the title bestowed by the Late King Bhumibol. The Foundation serves to provide information related to, mediate for an understanding of, and operate in research and management of water development through working with community network and expand the result to the nearby area. This work in the form of exchange of knowledge and experiences in cooperation with and between communities.

Good Products

Apart from the development of human resources who are the main driving force of the company, and to comply with the company's business operation policy of "Giving", I.C.C. International Plc. also determines to develop its products and services according to the good governance policy, which is to respond to the consumers' needs and be responsible for all stakeholders leading to the corporate sustainable growth.

1

**Good corporate
governance**

2

**Anti-corruption
policy**

3

**Fair business
conduct**

4

**Respect of
human rights**

5

**Fair labor
treatment**

6

**Responsibility
to consumers**

7

**Community
and social
development**

8

**Energy and
environmental
resource
management**

9

**Research and
sustainable
development**

Good Corporate Governance

The company considers good corporate governance as one of the top priorities, and therefore provides written “the good corporate governance principles” for all directors, executives and employees to follow accordingly. We believe that a transparent good corporate governance system which can be examined as well as a well-balance internal control system together with respecting the rights of shareholders and stakeholders are important factors for the well-balance and sustainable growth of the company in the long run.

The good corporate governance principles are communicated and assessed as follows.

1. A manual on the good corporate governance principles is distributed to all directors, executives, and business partners as well as posted on the company's website.
2. There's a video presentation on the good corporate governance principles for all new employees on the orientation day.
3. Employees are trained and assessed through e-learning system.
4. There's a “Corporate Governance and Anti-Corruption Policies” column publicized on the company's website www.icc.co.th.



Anti-Corruption Policy

“Honesty” is one of “the 7 principles of thought (core values) to achieving success” that the company upholds. We emphasize on honesty and transparent operation and set a written policy in anti-corruption. The first action is to prohibit gift-offerings to directors, executives and employees in all occasions. This is the message announced, distributed (via emails and letters) as well as posted on the company’s website to all employees, business partners, and everyone who are in contact with the company.

Measurement includes a clear and transparent purchase system. Our business partners have been informed the clear instructions and restrictions in purchase, registration of standard prices, comparison of prices, and bidding of purchase, both in normal and urgent situations. All executives and employees must strictly follow the procedures. In case of corruption, it will be considered a serious offense.

This anti-corruption policy is announced regularly both internally and publicly through public-relations board, intranet system, and e-learning. Additionally, “This person...ICC Click Like” project shall be monthly organized, any employee who perform good deeds and honest are honored and recognized. A training and evaluation of “anti-corruption policy” has also been conducted for every employee through an e-learning system. Apart from this, the policy is publicized via company’s website: www.icc.co.th.

In 2018, a project proposal is on-process to reward suppliers who can follow all requirements and cooperate with an anti-corruption policy. This will motivate and inspire the suppliers to participate more in anti-corruption activities.

Channels to report a corruption



In case of bribery or corruption, or suspect of such actions, by I.C.C. International Plc.’s employees or representatives, be it directly and indirectly, any illegal action and failure to follow the ethics of directors, executives and employees, or even any unfair working practice have been found:

Please notify the company through the following channels.

- Audit Committee: email iccauditcommittee@icc.co.th
- Post: P.O. Box 22, Yannawa, Bangkok 10120
- In person: verbally and in writing
- Call center: 0-2294-4999
- Corporate Secretary: 0-2295-0688



“Honesty”

Fair Business Conduct

The company emphasizes on doing business with fairness and in good morality and ethics. We are determined to deal and compete in business in a fair and straightforward manner. Moreover, we are strongly against any misconduct such as spying on competitors' secrets or briberies.

The company will not violate any Intellectual Property Law, no fake or copy products or even using other intellectual properties for our business without consent have never been executed. On the other hand, in 2016 we have initiated "ICC Innovation Awards" (more details on the topic Research and Sustainability page 42.), and also support our employees to submit their innovation works to compete in other events.

Respect of Human Rights

Following the concept of "everyone is us", our company has a strict policy on no violation of human rights, especially the handicapped. We educate employees on basic human rights, freedom, and no discrimination on gender, race, religion, and political viewpoints. This also included avoiding any comments that shall lead to any conflict or disunity.

There are also channels for any employees who feel that they are discriminated or mistreated to voice their concern or problems. And to treat the disabled fairly, we provide access and facilities for them as well as educate other employees on how to treat them appropriately.

In the year 2017, the company not only recruited disabled employees but also set up a project to support their abilities and create opportunities for them to happily live in a society with self-worth.

The Company offers Two-ways for disabled employees:

1. For disabled employees wishing to work. The Company provides a range of facilities such as ramps and toilets for the disabled.
2. For disabled employees not working. The Company has organized a products concession project for them to sell as their sustainable business.

“ everyone
is us ,”

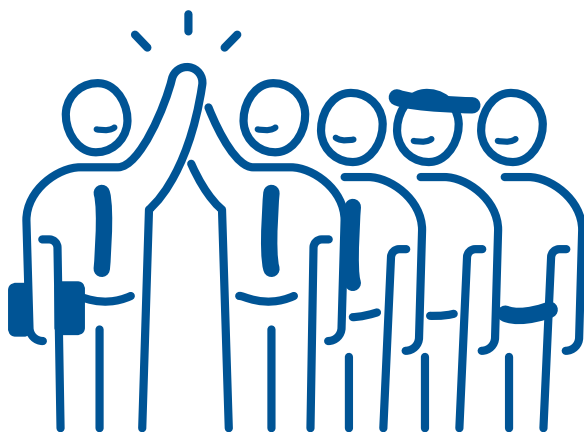


Fair Labor Treatment

Employees are valuable resources and important factors contributing to the company's success.

We have guidelines concerning labor treatment as follows:

1. Employees shall be respected in their human's dignity and basic rights in a workplace.
We do not reveal or pass on employees' personal information to anyone.
2. We treat employees according to the labor law and the Company's rules and regulations
3. We promote equality in employment. There will be no discrimination on gender, skin color, race, religion, age, disability, or any non-work related conditions.
4. We encourage and support any training or exchange of knowledge to develop every personnel's potentials equally in order to attain job security and promotion befitting their abilities.
5. We welcome and encourage employees to take part in setting directions for the company's development.
6. We provide fair compensation which are appropriate to employees' knowledge, abilities, responsibilities, and work performance.



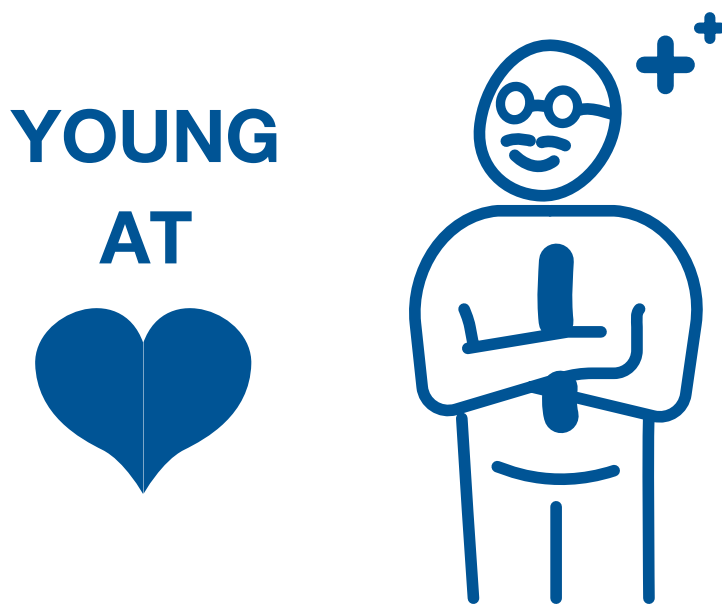
Raise Corporate Loyalty with Remuneration Policy

Apart from personnel development in ones' professional fields, ICC also places an importance on the employee supervision with fair and equal management. Establishing employee remuneration policy is one of ICC's strategies to retain capable employees with The Company. Top managements of every division shall evaluate and determine employee's annual remunerations or incentive by comparing them with the same industry, as well as adhering to fairness, and conforming to The Company's turnover and employees' performance.

In 2017, The Company paid the employees remuneration in forms of salary, commission, travel expense, allowance, over time, reward, and bonus.

(More details: Annual Report 2017 I.C.C. International Public Co., Ltd.)

Support for Senior Citizen's job opportunities



Thailand is facing an aging society. All government and private sectors have continuously worked on policies and strategies such as the National Economic and Social Development Board No. 12 and the National Elderly Plan to support the idea of senior citizens to continue working after retirement. I.C.C. International Plc. values all personnel and supports senior citizen employment; therefore, all senior employees who are still capable and wish to continue can happily stay on after retirement. As such, they can have their self-worth and earn their own living continuously.

Year	Extended On Contract	Number of Retired Employees who Continue	
		Total	Percentage
2015	38	23	60.53
2016	41	28	68.29
2017	57	41	71.93

(Table: Senior employees stay on after retirement of The Company)

Responsibility to Consumers

The company realizes that consumers' satisfaction and confidence are important key factors to the company's sustainable success; therefore, we have the following guidelines and procedures.

1. We sell products and offer services which are environmentally friendly and safe for customers.
2. We are determined to develop products and services as well as create value-added products and services to meet customers' needs. We also provide honest and necessary information without holding back, or distort any fact or information. (See further detail on page 38)
3. We conduct business with honesty and fairness without violating our customers' right. We will not reveal customers' information for the benefit of the company or others.
4. We do not take bribes or agree to bribery in any forms both directly and indirectly.
5. We service our customers as promised. If it can't be done, we will notify them as soon as possible to discuss solution and avoid any damage.
6. We provide appropriate and adequate channels of communication to our customers so that they can give feedback or request to the company easily. Any complaints from the customers will be considered and dealt with timely and fairly.

Environmental Friendly Business

ICC has determined to operate business with accountability to consumers. We have always put our attention on all productions, distributions and services to every product; especially a product for children, *Enfant*, which has the concept "Healthy & Safety" and is manufacturing by an affiliated company with "Green Label" - product quality standard certified.

All processes are 100% guaranteed; starting from cotton cultivation without chemicals or pesticides, until dyeing and printing with organic color, in order to give confidence to consumers that the product is highly safety for their children and, at the same time, is environmental friendly.



Furthermore, ICC also choose to use “CoolMode” fabric as a uniform for the Company’s sales persons nationwide. The “CoolMode” fabric allows better air ventilation; the wearers can stay in buildings or rooms with higher temperature than 25°C without discomfort. Consequently, ICC has been continuously awarded “the Global Warming Reduction Organization” by Thailand Textile Institute and Thailand Greenhouse Gas Management Organization (Public Organization).



Call Center



The company's call center is provided for customers' communication channel operated by a professional team at 0-2294-4999 or an e-mail services@icc.co.th. Reply envelope with return postage is also available at all sales counters throughout the country.

In 2017, complaints have decreased by 17% from the previous year 2016, and the company has taken this information into the process of developing our products and services to provide customers' maximum satisfaction



BSC International under the concept.

“Enhance your charisma to fascinate everyone, with world-class lifestyle”

For over two decades, BSC International has proudly beautified and created special moments in customers' lives to make them happy through different world class quality products. In 2017, in order to celebrate the 20th anniversary of BSC International, we came up with three new concepts to promote our brand image, maintain our loyal customers, and reach out to new customers.

- Make Life Stylish: trendy clothes for men, women, and children; swimwear; underwear, shoes, and bags for every lifestyle
- Make Life Healthy: consumer goods such as detergents, softeners, corn soy drinks, and water for daily happy life
- Make Life Beautiful: skin care and cosmetics for beauty and charm that everyone must look at.





And for this anniversary celebration, BSC Cosmetology proudly presents an innovative concept of BSC Glamor Gold 24K by adding pure gold in the making of the new collection of its cosmetics, BSC cool formula powder to protect and control oily skin up to 12 hours, new perfume from France that has its own fragrance, and a launch of a new brand BSC Cool Metropolis for male 18 years and above who love trendy and stylish look.



Its business strategies refer to all kinds of online and offline marketing, promotion, public relations, and a commercial ad "Touch Your Heart...Make Life World Class" which is aired on television, and online channels including billboard, and at Suvarnabhumi airport. We want to assure that the message gets through to customers, just like our tagline

"BSC International helps fulfill your happiness, offering a variety of beauty options to achieve desired lifestyle within a reach".

Community and Social Development

Our company is aware of our duties and full responsibilities to the country, community, and society as well as the local culture and tradition. Therefore, we have certain guidelines and practice to ensure our public responsibilities as follows.

1. We do not do business activities which contribute to social deterioration. We also do not violate people's rights in living together in a society.
2. We cultivate an awareness in social responsibilities among the employees in all levels.
3. We set measurements to prevent and correct any social problems and impacts as a result of the company's business.
4. We promote cultural preservation and local traditions.
5. We cooperate with other sectors in social development.
6. We support all kinds of community service activities.
7. We promote and support local economy by hiring local people and buying local products.
8. We create good relationship between our company and the community based on fairness and transparency.

Our company continuously supports many activities and projects related to health, education, energy and environment preservation, job promotion, and preservation of Thai art and culture. These are promoted and encouraged among employees, business partners, and customers so that we all can contribute to a sustainable development together
(more detail on: Improvement in quality of living and community, page 45)



Environment and Energy Management

The company takes into consideration its responsibilities towards the environment and energy.

Its guidelines are as follows:

1. The company's operations are consistent with environmental laws, rules and regulations. The effects of operations on natural resources and the environment are taken into account, and regularly reviewed and evaluated.
2. Develop corporate innovativeness and instill awareness in employees of all levels. Increase cooperation and sense of responsibility towards the environment, as well as utilizing resources with efficiency and sustainability.
3. Educate and train all employees about the importance of the environment via the e-learning system, which comprises of materials and tests (is now in progress) about the environmental conservation. And the topic is employed in the training and orientation for new employees to be recruited in 2018.
4. Encourage a system of environment management, including the conservation, rehabilitation and restoration measures of resources, as well as seeking for sustainable substitute materials, and monitor and minimize negative impact on the environment.
5. Develop a system to screen supply chain partners and employ those with environment-friendly operations.
6. Encourage and disseminate the development of environment-friendly technology.

Continuance of the Solar Rooftop Project Generation of energy-saving electricity

In 2017, the company maintained its energy-efficient operations by continuing its Solar Rooftop Power Generation Project, which was first launched in 2016.

The Solar Rooftop Power Generation Project was first set up by installing solar panels on the rooftop of the I.C.C International Plc. building. After installation, solar energy can be generated power to replace the normal electricity for the building. If this continues, it is estimated that the returns in 25 years will total 16 million baht. Additionally the amount of carbon dioxide released into the atmosphere will reduce which brings a long-term positive impact for both the organization and the surrounding environment as well.



276
SOLAR
PANELS
Total of
1,230 Sq.m

IN 2017
Replace
109,314 W
of electricity
618,653
Baht value

LIFE SPAN
COMPENSATION
16
Million Baht

↓ CO₂

Decrease CO₂ emissions
Create positive effects to
environment in a long run

Research and Sustainability

As a leading distributor of beauty and fashion products, as well as consumer goods in Thailand, the company emphasizes on its research and innovation development of products and services with focus on its responsibility towards society. To increase efficiency and effectiveness in the organization and for stakeholders, the ICC Innovation Awards was first organized in 2016.

With the objective of boosting continuous innovation in various areas of the company including sales, marketing, working process and services. The 2nd innovation competition was held in 2017 with the theme of “Huge Leap in Sales and Profits,” which gained interests from all departments in the company. The awarded pieces of work will not only be used as a modified model for further development and implementation in the organization, it will also represent to compete in the Chairman Awards.

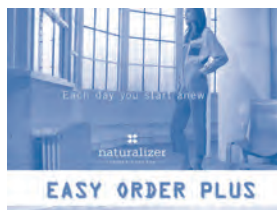
1. SHEENe Mobile Beauty



2. Digital Boots Up



3. Easy Order 4.0



4. Enfant Business Mom Club



5. AR STORE



6. Royal Project to Natural Skin Care



7. Beauty Station



8. Intelligent Sales Assistant



ICC INNOVATION AWARDS 2017

Good Society

As a leading distributor in the country, in addition to driving sustainable business growth through our 7 principles of thought to success, our mission towards the society is one that is always given priority and has been continuously emphasized. The company instills a sense of giving and helping in employees. As we have stated in our “Promise to King Rama IX,” the company continuously encourages activities that benefit the society, environment and the public.

Public Collaboration: Excellent Model School



As announced by the government, a collaboration between the public-private sectors and civil society is built to drive changes and sustainable growth in the country. Therefore, the company has signed an MOU to take part since 2016 until now in the Excellent Model School project,

which is a collaboration with the private and public sectors and the civil society to join hand in working in the Public-Private Sectors Project # E2 on the area of increasing the Competitive Workforce.

On December 23, 2016, the company entered an MOU agreement with the Thonburi Commercial College to develop the curriculum and knowledge of the marketing department of the high vocational program's faculty and staff. The curriculum is a 2 year program (1 year classroom learning, 1 year on-the-job experience). The program first started with 30 students; the 1st batch is currently going through on-the-job training while the 2nd batch is currently learning theory in class. This project has been planned to further continue.

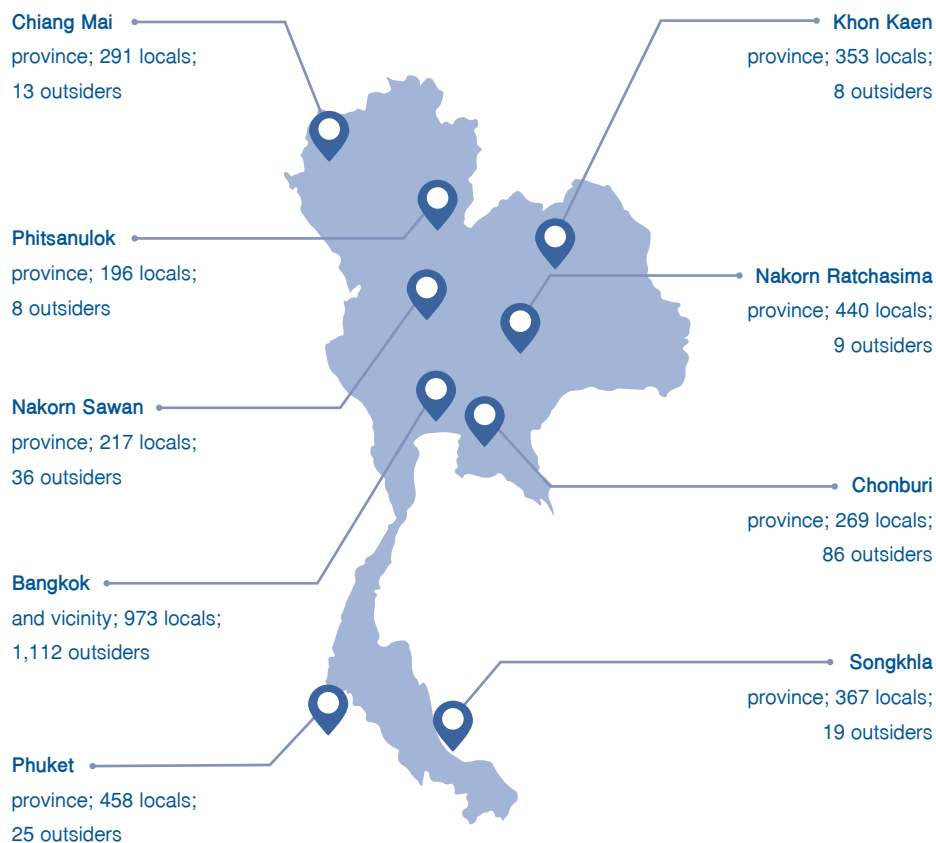
Activity	Month / 2017											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Meeting of the public-private collaboration E2 committee												
Meeting of the database of demand & supply committee												
Organize Open House and Road Show												
Open House and Road Show at Thonburi Commercial College												
Screening of students into the Excellent Model School Project												
Workshop of materials for each course												
ICC Open House												
Students attend courses at Thonburi Commercial College												
Activity	Month / 2018											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Students go through one year on-the-job training												

(Action Plan of 2017-Present)

Development of local partners

Create jobs and careers, develop skills of local people

Since the main business of the company comprises of counter and retail sales, one of the company's policies is to hire local employees as a way to help create jobs and careers, as well as to improve the skills of the local people. In addition, local suppliers are hired to help decorate shops in each province in order to give local businesses the opportunity to submit a bid for their services.



Improvement in quality of living and communities

As a business that sells a variety of consumer goods that aims to carry on the concept of “giving” in all aspects, the company strives to give to its direct stakeholders (ie., the customers, partners, suppliers, employees), as well as to indirect stakeholders (ie., society, public and private sectors) through various activities by first instilling the sense of giving in employees and later passing on to those outside the company.



Well being and good quality of life

Well being and good quality of life starts from good physical and mental health. Good physical health is reflected in uncrippled body with surrounding supporting good health, including mental state, and society. While happiness in mind means happiness caused from the inner satisfaction from doing good deeds. In 2017, the company aims to build a good quality of living for employees and the public by organizing various activities that help those who are in need and the less fortunate.



The Rajanagarindra Institute of Child Development (RICD) Wheelchair Project

The Wheelchair Project is organized under the Rajanagarindra Institute of Child Development, Department of Mental Health, Ministry of Public Health. The company helps the Wheelchair Project since 2011 until now by providing financial support in transporting wheelchairs or equipment used to assist handicapped people which have been donated through local and foreign organizations. In 2017 (Jan. - Sep.), the company has followed through with its plan of donating a total of 2,252 wheelchairs and equipment to those who require special assistance.

Continuance of the Wacoal Pink Ribbon Campaign

Breast cancer is the most common type found in women, with increasing number of patients being diagnosed at a younger age. Therefore, Wacoal has organized the “Wacoal Pink Ribbon Fight Against Breast Cancer” campaign for the society and for Thai women. The campaign has been organized for the 18th year where there are a variety of activities offered, such as



- Wacoal Cares for Your Breast and Mammogram Saves Your Life. These activities include roadshows that encourage customers to get check-ups through mammograms and ultrasounds.
- The campaign is a collaboration with the National Cancer Institute and the Cancer Association of Thailand to promote cancer examination and educate women on health issues.
- The campaign also invites participants to “give” to others by helping design hats for cancer patients who have undergone chemotherapy.
- The “Balancing Bra Donation” campaign encourages people to donate balancing bras with false breasts directly to patients who have undergone breast surgeries or through various organizations.

In addition, current research and development aim in finding for new ways of screening breast cancer by examining indicators in the blood. Once successful, people in Thailand will have more access to a simpler way of screening cancer and a more efficient use of medical resources.

- “Wacoal Bra Day” or “Your bra is valuable to create job and career” exhibition under the concept “Zero waste”. People are invited to donate their used bra of any brands in order to bring them into an appropriate and valuable decomposition process

A total of 20,000 Wacoal bras equals coal burning of up to 25 tonnes, reduces waste by 15 tonnes and reduces the carbon dioxide footprint comparable to planting 500 tonnes of trees.



Promotion and development of education

The company sees education as a vital force that sustainably drives the organization forward. Therefore, the company aims to regularly develop the skills and knowledge of employees. Not only does the company take good care of its own employees, it also looks after the well-being of their families as well.

Support education of employees' children

The Chitralada Scholarship is funding provided to the children of employees who have shown interests in pursuing their undergraduate studies in the fields of marketing and business computer at the Chitralada Technology College. The company gives an annual amount of 324,000 baht for a duration of 4 years of studies. In 2017, the company has awarded the scholarship to Mr.Thanachote Toeyjungreed, the son of Ms. Patchara Rithrat, who is an employee of ICC. Mr.Thanachote is currently going through training at the company's IT department.

The Chitralada Technology College, a private under graduation college was founded based on technology colleges in Germany by Princess Maha Chakri Sirindhorn in 2014.

Instill a sense of caring for the environment



- **Hornbill Activity Day**

ICC brand "Hornbill International" (apparel for lovers) in cooperation with Hornbill Research Foundation of the Faculty of Science, Mahidol University, has raised fund to donate to the Foundation for the past 23 years.

- **Little Forest Project: Nurture plants, people, and hearts**

Following the footsteps of King Rama IX in the area of forest conservation and water management, BSC International has been gathering funding in the past 2 years to help build dams to prevent drought and flood problems for communities.

- **Arrow Returns Elephants Home**

Arrow, together with the Elephant Reintroduction Foundation, has been offering a special collection of products to invite the public to take part in helping elephants. Revenue from sales of the special collection are donated to the foundation. Since its inception in 2012, the foundation has been able to release several elephants back to their natural habitat with continual creating new lives for elephants.

Sharing for Charity



• Get & Give Project: The more you buy... the more you give

ICC brand "Mix-Self" and The Mall department store in cooperation with The Mirror Foundation have invited people to donate clothes through the Get & Give Project "The more you buy...the more you give". For every product purchased, Mix-Self will donate another one to The Mirror Foundation. In 2017, clothes worth a total value of 276,400 baht were donated to those in need.



• Used Clothes Project Year 7

The Used Clothes Project has been organized by Arrow to help disaster victims. Since 2010, Arrow started the project where customers can donate used clothes to people affected by natural disasters in different regions of Thailand, as well as in other countries through various organizations.

• Calendars for the Blind

The public relations department sees the value of resources used in the office, such as paper. To fully utilize these resources, the PR department collaborates with employees in collecting used calendars and donates them to institutions that needed the calendars. In 2017, old calendars were donated to the Educational Technology Center for the Blind (ETCB) in Nonthaburi province. A part of the Foundation for the Blind in Thailand Under the Royal Patronage of H.M. the Queen, the ETCB allocates the donated calendars into 2 parts: a portion is re-used as note pads for blind people while the rest are sold for money to buy necessary items and for maintaining utilities.



- **Collaboration for Donations**

Aside from projects that have been continuously organized to help others, the company also collaborates with other institutions to help people affected by natural disasters and those who are in need of help in different parts of Thailand and the world.



- I.C.C. International PLC, donated 999,999 baht, together with member companies of Saha Group and Dr.Thiam Chokwatana Foundation. The total amount 9,999,999 bath. to help victims of natural disasters in the southern region of Thailand as a merit making for King Rama IX.



- Mr. Tamarat Chokwatana, President and Vice Executive Chairman of I.C.C. International PLC, together with Wacoal and HIS & HER Plus Point membership, donated 300 sets of relief packages to help people who were affected by the natural disaster that hit Nakorn Sri Thammarat province.

Promote Culture and Arts

Thai Music Contest

The Company supported the Faculty of Music and Performing Arts, Burapha University to organize the annual music contest for students in the eastern region of Thailand. The winner is awarded a trophy by Princess Maha Chakri Sirindhorn. The purpose of the contest is to sustain the Thai culture and promote the learning of various Thai instruments. Details of participation for each year are as follows:

- 36th year: a total of 1,115 people participated in the Thai music category.
- 37th year: a total of 1,220 people participated in the Thai music category.
- In 2018, the Faculty of Music and Performing Arts will organize the contest for the 38th year with 1,375 participants who have applied.



Thai Arts for Youth, A Realization of the Royal Grace of King Rama IX

I.C.C. International PLC supports the "Thai Arts for Youth, A Realization of the Royal Grace of King Rama IX" project with a donation of 400,000 baht to increase an appreciation of Thai arts in the younger generation. To preserve Thai culture, courses are offered to youths who are interested in learning Thai arts, those who would like to improve on their skills, and individuals who want to make good use of their time during school breaks.

Summary of Overall Operations

To summarize the company's operations towards sustainable development in the year 2017, the company still maintains its policies of economic, societal, and environmental growth under the principles of **"Good People, Good Products, Good Society."** To achieve sustainable growth, the company includes its stakeholders in all aspects of its operations. In addition, "the 7 principles of thought (core values) to achieving success" are used to instill the company's values in employees as a way to achieve the company's goals and to successfully compete in the market. **These values include Fight for Glory, Think Positive, Discipline, Faith, Readiness, Integrity and Unity.**

In the past year, the company, under the slogan of "Good People, Good Products, Good Society," has followed the teachings of King Rama IX and has used the value of "Giving" as the basis of its operations. This has led to the creation of the phrase "The Late King is our model of giving, it is his steps that we follow" that guides the company to achieve its goals of sustainable development in 2017.



Good People

Paying it forward; passing on knowledge and wisdom for continuous personnel development

The Diamond Crown Awards: further develop sales people who have exceeded their sales targets and reward them to motivate other employees.

Regional Star Trainer: share knowledge and sales tips among sales persons and from head office to regional branches

Develop spiritual skills and abilities through religious activities and recognizing people who do good deeds.



Good Products

Doing business with good governance policy

Fight against bribery and corruption. Currently in the process of rewarding business partners who also fight for the same cause.

Respect human rights and show fair treatment towards labor.

Be responsible towards consumers and continuously develop quality products. Expand sales channels from retail shops to online platform to meet the demands of today's consumers and maintain business strength.

Innovation activities include products, working processes, sales and marketing strategies, and services.

Manage natural resources, environment and energy



Good Society

Continuous giving from inside the organization to society by supporting the Utokapat Foundation, which helps manage water for communities around the country, creates jobs and sustainable income for communities

Participate in public-private collaboration to help develop program curricula and give opportunities to vocational students to gain experience to support future business growth.

Create jobs and careers, develop skills of local employees and grow together.

Give importance to improving quality of life and communities by focusing on well-being, good quality of living, promote education, conserve nature and the environment, and preserve Thai culture and traditions.

Organize activities that encourage employees to give to others in different forms to create good communities and society.

Throughout its operations, the company has planned and applied the policy of **“Good People, Good Products, Good Society”** for the company sustainable development. The 7 principles of thought to success stated above has been adhered to serve as values to get stakeholders involved to participate in the sustainable development on economic, social and environmental areas.

This report was written in reference to the Global Reporting Initiative (GRI) Standard to which the company is determined to improve it to international standard, For 2018, the company still strives for sustainable development and to be able to meet as many requirements of the GRI as possible.

Indicators based on guidelines of international sustainable development report

G4 Disclosure	Required for CORE	GRI Standard Number	GRI Standard Title	Disclosure Number	Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here	Page Number		Comments
						SR	AR	
G4-1	15	GRI 102	General Disclosures	102-14	Statement from senior decision-maker	4, 5	1	
G4-2	16	GRI 102	General Disclosures	102-15	Key impacts, risks, and opportunities	4, 5, 6, 7, 8, 9	46-47	
G4-3	1	GRI 102	General Disclosures	102-1	Name of the organization	4, Back Cover	20	
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G4-17	48	GRI 102	General Disclosures	102-45	Entities included in the consolidated financial statements		126-182	
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G4-32-a	57	GRI 102	General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards			
G4-32-b	58	GRI 102	General Disclosures	102-55	GRI content index			
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G4-34	20	GRI 102	General Disclosures	102-18	Governance structure	10	68	
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G4-39	25	GRI 102	General Disclosures	102-23	Chair of the highest governance body			n/a
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G4-43	29	GRI 102	General Disclosures	102-27	Collective knowledge of highest governance body			
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G4-49	35	GRI 102	General Disclosures	102-33	Communicating critical concerns			
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G4-53	39	GRI 102	General Disclosures	102-37	Stakeholders' involvement in remuneration			n/a
G4-54	40	GRI 102	General Disclosures	102-38	Annual total compensation ratio			
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G4-DMA-a	61	GRI 103	Management Approach	103-1	Explanation of the material topic and its Boundary			
G4-DMA-b	64	GRI 103	Management Approach	103-2	The management approach and its components		80-107	
G4-DMA-c	69	GRI 103	Management Approach	103-3	Evaluation of the management approach		80-107	
G4-EC1	70	GRI 201	Economic Performance	201-1	Direct economic value generated and distributed			
G4-EC2	71	GRI 201	Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change			
G4-EC3	72	GRI 201	Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	35		
G4-EC4	73	GRI 201	Economic Performance	201-4	Financial assistance received from government			n/a
G4-EC5	74	GRI 202	Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage			
G4-EC6	75	GRI 202	Market Presence	202-2	Proportion of senior management hired from the local community			
G4-EC7	76	GRI 203	Indirect Economic Impacts	203-1	Infrastructure investments and services supported			n/a
G4-EC8	77	GRI 203	Indirect Economic Impacts	203-2	Significant indirect economic impacts			
G4-EC9	78	GRI 204	Procurement Practices	204-1	Proportion of spending on local suppliers	44		

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G4-EN1	83	GRI 301	Materials	301-1	Materials used by weight or volume			n/a
G4-EN2	84	GRI 301	Materials	301-2	Recycled input materials used			n/a
G4-EN3	86	GRI 302	Energy	302-1	Energy consumption within the organization			
G4-EN4	87	GRI 302	Energy	302-2	Energy consumption outside of the organization			
G4-EN5	88	GRI 302	Energy	302-3	Energy intensity			
G4-EN6	89	GRI 302	Energy	302-4	Reduction of energy consumption	41		
G4-EN7	90	GRI 302	Energy	302-5	Reductions in energy requirements of products and services	37, 41		
G4-EN8	91	GRI 303	Water	303-1	Water withdrawal by source			
G4-EN9	92	GRI 303	Water	303-2	Water sources significantly affected by withdrawal of water			n/a
G4-EN10	93	GRI 303	Water	303-3	Water recycled and reused			
G4-EN11	94	GRI 304	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			n/a
G4-EN12	95	GRI 304	Biodiversity	304-2	Significant impacts of activities, products, and services on biodiversity			n/a
G4-EN13	96	GRI 304	Biodiversity	304-3	Habitats protected or restored			n/a
G4-EN14	97	GRI 304	Biodiversity	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations			n/a
G4-EN15	98	GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions			n/a
G4-EN16	99	GRI 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions			n/a
G4-EN17	100	GRI 305	Emissions	305-3	Other indirect (Scope 3) GHG emissions			n/a
G4-EN18	101	GRI 305	Emissions	305-4	GHG emissions intensity			n/a
G4-EN19	102	GRI 305	Emissions	305-5	Reduction of GHG emissions			n/a

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G4-EN20	103	GRI 305	Emissions	305-6	Emissions of ozone-depleting substances (ODS)			n/a
G4-EN21	104	GRI 305	Emissions	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions			n/a
G4-EN22	105	GRI 306	Effluents and Waste	306-1	Water discharge by quality and destination			n/a
G4-EN23	106	GRI 306	Effluents and Waste	306-2	Waste by type and disposal method			
G4-EN24	107	GRI 306	Effluents and Waste	306-3	Significant spills			
G4-EN25	108	GRI 306	Effluents and Waste	306-4	Transport of hazardous waste			n/a
G4-EN26	109	GRI 306	Effluents and Waste	306-5	Water bodies affected by water discharges and/or runoff			n/a
G4-EN27	152	NA	NA	NA	NA			
G4-EN28	85	GRI 301	Materials	301-3	Reclaimed products and their packaging materials			
G4-EN29	110	GRI 307	Environmental Compliance	307-1	Non-compliance with environmental laws and regulations			n/a
G4-EN30	153	NA	NA	NA	NA			
G4-EN31	154	Several	Several	NA	NA			
G4-EN32	111	GRI 308	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria			
G4-EN33	112	GRI 308	Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken			n/a
G4-EN34	65	GRI 103	Management Approach	103-2	The management approach and its components			n/a

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G4-LA1	113	GRI 401	Employment	401-1	New employee hires and employee turnover			
G4-LA2	114	GRI 401	Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	34, 35		
G4-LA3	115	GRI 401	Employment	401-3	Parental leave			Company Rules, Regulations and Welfare
G4-LA4	116	GRI 402	Labor/Management Relations	402-1	Minimum notice periods regarding operational changes			Company Rules, Regulations and Welfare
G4-LA5	117	GRI 403	Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees			n/a
G4-LA6	118	GRI 403	Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities			n/a
G4-LA7	119	GRI 403	Occupational Health and Safety	403-3	Workers with high incidence or high risk of diseases related to their occupation			n/a
G4-LA8	120	GRI 403	Occupational Health and Safety	403-4	Health and safety topics covered in formal agreements with trade unions			n/a
G4-LA9	121	GRI 404	Training and Education	404-1	Average hours of training per year per employee	25		
G4-LA10	122	GRI 404	Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	25, 26		
G4-LA11	123	GRI 404	Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	25, 26		
G4-LA12	124	GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees			

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G4-LA13	125	GRI 405	Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women to men			
G4-LA14	137	GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria			
G4-LA15	140	GRI 414	Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken			n/a
G4-LA16	66	GRI 103	Management Approach	103-2	The management approach and its components			n/a
G4-HR1	134	GRI 412	Human Rights Assessment	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening			n/a
G4-HR2	133	GRI 412	Human Rights Assessment	412-2	Employee training on human rights policies or procedures			
G4-HR3	126	GRI 406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken			n/a
G4-HR4	127	GRI 407	Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			n/a
G4-HR5	128	GRI 408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor			n/a
G4-HR6	129	GRI 409	Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor			n/a
G4-HR7	130	GRI 410	Security Practices	410-1	Security personnel trained in human rights policies or procedures			
G4-HR8	131	GRI 411	Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples			n/a

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G4-HR9	132	GRI 412	Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments			
G4-HR10	138	GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria			
G4-HR11	141	GRI 414	Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken			n/a
G4-HR12	67	GRI 103	Management Approach	103-2	The management approach and its components			n/a
G4-SO1	135	GRI 413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs			n/a
G4-SO2	136	GRI 413	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities			
G4-SO3	79	GRI 205	Anti-corruption	205-1	Operations assessed for risks related to corruption		80-107	
G4-SO4	80	GRI 205	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	32	80-107	
G4-SO5	81	GRI 205	Anti-corruption	205-3	Confirmed incidents of corruption and actions taken		112,114	
G4-SO6	143	GRI 415	Public Policy	415-1	Political contributions			n/a
G4-SO7	82	GRI 206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			
G4-SO8	150	GRI 419	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area			n/a
G4-SO9	139	GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria			
G4-SO10	142	GRI 414	Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken			n/a

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G4-SO11	68	GRI 103	Management Approach	103-2	The management approach and its components		80-107	
G4-PR1	144	GRI 416	Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories			
G4-PR2	145	GRI 416	Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services			n/a
G4-PR3	146	GRI 417	Marketing and Labeling	417-1	Requirements for product and service information and labeling			n/a
G4-PR4	147	GRI 417	Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling			
G4-PR5	46	GRI 102	General Disclosures	102-43 102-44	Approach to stakeholder engagement Key topics and concerns raised			n/a
G4-PR6	3	GRI 102	General Disclosures	102-2	Activities, brands, products, and services		23-32, 45	
G4-PR7	148	GRI 417	Marketing and Labeling	417-3	Incidents of non-compliance concerning marketing communications			n/a
G4-PR8	149	GRI 418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			n/a
G4-PR9	151	GRI 419	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area			n/a

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