



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

I.C.C. INTERNATIONAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

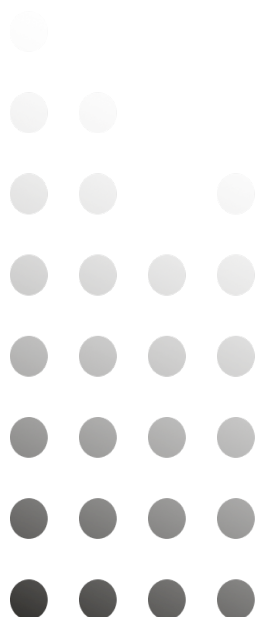


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : I.C.C. INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : ICC

Address : 530 Soi Sathupradit 58 Bangpongpan Subdistrict, Yannawa District

Province : Bangkok

Postcode : 10120

Business : The Company operates in import and distribution of products from upcountries . The products are cosmetics and fragrances, hair care products, skin care products, underwears, outfits, sport wears, washing and clothing care products, fashion and leather products.

Registration Number : 0107537001374

Telephone : 0-2293-9000, 0-2293-9300

Fax (if applicable) : 0-2294-3024

Website : <http://www.icc.co.th>

Email : webmaster@icc.co.th

Total Shares Sold (shares)

Common Stock : 500,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	10,031,958.35	10,449,000.26	9,823,980.22
Cosmetic, toiletries & perfumeries (Thousand baht)	638,172.52	616,821.83	704,172.75
Women's apparel (Thousand baht)	2,675,145.07	2,546,216.51	2,165,134.14
Men's apparel (Thousand baht)	2,744,551.36	2,833,778.15	2,936,645.38
Others (Thousand baht)	1,349,261.16	3,032,135.06	2,812,520.27
Household products (Thousand baht)	2,624,828.24	1,420,048.71	1,205,507.68

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Cosmetic, toiletries & perfumeries (%)	6.36	5.90	7.17
Women's apparel (%)	26.67	24.37	22.04
Men's apparel (%)	27.36	27.12	29.89
Others (%)	13.45	29.02	28.63
Household products (%)	26.16	13.59	12.27

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	10,031,958.35	10,449,000.26	9,823,980.22
Domestic (Thousand baht)	9,859,276.26	10,118,962.30	9,281,366.04
International (Thousand baht)	172,682.09	330,037.96	542,614.18

United States of America (Thousand baht)	0.00	92,174.86	182,404.34
France (Thousand baht)	0.00	78,227.70	147,118.64
Japan (Thousand baht)	13,593.47	62,258.69	76,210.38
Italy (Thousand baht)	0.00	41,613.70	33,822.65
Cambodia (Thousand baht)	19,265.94	22,792.20	23,972.36
Laos (Thousand baht)	11,581.21	12,833.74	22,204.32
Vietnam (Thousand baht)	6,462.55	5,502.95	15,442.12
Myanmar (Thousand baht)	121,192.31	653.87	818.22
United Kingdom (Thousand baht)	0.00	4,060.68	10,101.53
Singapore (Thousand baht)	0.00	3,396.30	15,055.66
Malaysia (Thousand baht)	0.00	2,772.61	13,182.99
India (Thousand baht)	0.00	1,968.83	392.30
Oman (Thousand baht)	0.00	0.00	1,887.33
Hong Kong (Thousand baht)	0.00	1,716.32	0.00
Other countries (Thousand baht)	586.61	65.51	1.34

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.28	96.84	94.48
International (%)	1.72	3.16	5.52
United States of America (%)	0.00	27.93	33.62
France (%)	0.00	23.70	27.11
Japan (%)	7.87	18.86	14.05
Italy (%)	0.00	12.61	6.23

Cambodia (%)	11.16	6.91	4.42
Laos (%)	6.71	3.89	4.09
Vietnam (%)	3.74	1.67	2.85
Myanmar (%)	70.18	0.20	0.15
United Kingdom (%)	0.00	1.23	1.86
Singapore (%)	0.00	1.03	2.77
Malaysia (%)	0.00	0.84	2.43
India (%)	0.00	0.60	0.07
Oman (%)	0.00	0.00	0.35
Hong Kong (%)	0.00	0.52	0.00
Other countries (%)	0.34	0.02	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	1,189,281.44	1,714,078.33	1,486,512.62
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,189,281.44	1,714,078.33	1,486,512.62
Dividend income (Thousand baht)	921,033.64	1,400,502.58	1,187,189.57
Gain on disposal of land (Thousand baht)	0.00	0.00	0.00
Gain on transfer other non-current financial asset to investment in associate (Thousand baht)	0.00	0.00	0.00
Gain on bargain purchase (Thousand baht)	0.00	29,680.45	0.00
Other income (Thousand baht)	268,247.80	283,895.31	299,323.05

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
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Share of profit (Thousand baht)	-2,030.00	7,998.12	-39,302.00
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Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk from the Online Sale Which Changes Rapidly

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain
- Competition risk

Risks from reduction in the number of tourists

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

Operational Risk

- Climate change and disasters

Risks to environmental impact

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Climate change and disasters
- Impact on the environment

Outdated Products

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Product obsolescence
- Climate change and disasters
- Impact on the environment

Fluctuations from exchange rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

External market competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance

Regulation, laws, rules, and relevant laws Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Aging Society Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Reliance on employees in key positions

- Human error in business operations
- Impact on human rights

Risk from Corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

- Corporate Governance

Risk in Human Rights

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Compliance Risk

- Corporate Governance

Risk in Personal Information Protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Risk in the Cyber Safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Production Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Business operations of partners in the supply chain

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Product Management Risks in Stores

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain

Operational Risk

- Product obsolescence
- Climate change and disasters

Risks Relating to Sales Channels

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Risks Relating to Changing Customer Behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- ESG risk

Operational Risk

- Product obsolescence
- Impact on the environment

Risk to Securities Holder (2.2.2)

Investment

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Loans and guarantees

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks from uncertainty of returns that investors expected to receive

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks of incapability to pay dividends as investors expected

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

-None-

Risk Management Measures: No

Related Risk Topics

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://investor.icc.co.th/index.php/publication-th/56-1-one-report/>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://investor.icc.co.th/index.php/publication-th/56-1-one-report/>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean
Energy Management, Water Management, Waste Management,
Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	N/A	N/A
Diesel (Litres)	93,497.85	108,749.30	32,752.08
Gasoline (Litres)	12,182.04	15,675.35	16,927.75
Fuel oil (Litres)	0.00	N/A	N/A
Crude oil (Barrels)	0.00	N/A	N/A
Natural gas (Standard cubic feet)	0.00	N/A	N/A
LPG (Kilograms)	0.00	N/A	N/A

Steam (Metric tonnes)	0.00	N/A	N/A
Coal (Metric tonnes)	0.00	N/A	N/A

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	4,530,603.10	4,076,089.80	476,536.10

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	85,408.00	82,330.00	39,362.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,047.00	325,694.00	237,665.00
Hazardous waste (Kilograms)	0.00	0.00	5.14
Total waste generated (Kilograms)	3,047.00	325,694.00	237,670.14

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	357.00	368.00	144.00
Scope 2 (Tons of carbon dioxide equivalents)	1,696.00	1,424.00	2,521.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	1,048.00	993.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	2,053.00	2,840.00	3,658.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : BSI Group (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.icc.co.th/index.php/publication-th/sustainability-report-th/>

Company human right guideline : Employee Rights, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	427	346	327
Number of female employees (Persons)	2,753	2,428	2,774
Total number of employees (Persons)	3,180	2,774	3,101

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,035,959,112.00	1,014,933,146.00	1,048,865,107.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	7.70	9.00	14.00
Employee development and training expenses (baht)	1,491,515.18	4,160,000.00	1,284,000.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	2	3	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	5.03	15.68	12.06

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.icc.co.th/wp-content/uploads/2025/03/CG-Code-TH-2025.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
Number of independent directors	4	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONKIET CHOKWATANA Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	25 Apr 2016	Marketing, Engineering, Corporate Management, Fashion, Commerce

2.	Mr. THAMARAT CHOKWATANA Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Mar 1999	Marketing, Fashion, Strategic Management, Risk Management, Corporate Management
3.	Mr. THIRAPHONG VIKITSET Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 1999	Economics, Audit, Marketing, Commerce
4.	Mr. SOMPHOL CHAISIRIROJ Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	29 Sep 2009	Marketing, Fashion, Commerce, Business Administration
5.	Mrs. KOBSUK SAENGSAWAD Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	25 Apr 2016	Law, Risk Management, Human Resource Management, Governance/ Compliance

6.	Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 49 years old Highest level of education: Master's degree Major: International Policy Thai nationality: Yes Residing in Thailand: No	Director (Non-executive) Director type: Original director	22 Apr 2019	Marketing, Governance/ Compliance, Fashion, Commerce, Strategic Management
7.	Mr. ANUCHIT ANUCHITANUKUL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	9 Apr 2020	Audit, IT Management, Governance/ Compliance, Marketing, Accounting
8.	Mr. PITAK PRUITTISARIKORN Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Faculty of Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Apr 2023	Marketing, Commerce, Audit, Engineering, Business Administration
9.	Mr. NATHPORN CHATUSRIPITAK Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	5 May 2023	Audit, Accounting, Commerce, Finance, Marketing

10.	Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 33 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	26 Feb 2024	Marketing, Commerce, Fashion, Digital Marketing, IT Management
11.	Ms. SUTHIDA JONGJENKIT Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	28 Apr 2025	Finance, Accounting, Business Administration, Commerce
12.	Mr. Yothin Suvannakate Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Information Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	1 Dec 2025	Data Analysis, Statistics, Data Management, Information & Communication Technology

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Ms. MUNCHUSA TERAPONGPIPAT Gender: Female Age: 67 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 25 Apr 2016 Date directorship ended: 28 Apr 2025	Ms. SUTHIDA JONGJENKIT Date position was assumed: 28 Apr 2025

2.	Mr. SURAT WONGRATTANAPASSORN Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 13 Jan 2017 Date directorship ended: 1 Dec 2025	Mr. Yothin Suvannakate Date position was assumed: 1 Dec 2025
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Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. THIRAPHONG VIKITSET Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	26 May 1999	Economics, Audit, Marketing, Commerce
2.	Mr. ANUCHIT ANUCHITANUKUL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Apr 2020	Audit, IT Management, Governance/ Compliance, Marketing, Accounting
3.	Mr. NATHPORN CHATUSRIPITAK [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	5 May 2023	Audit, Accounting, Commerce, Finance, Marketing

4.	Mr. PITAK PRUITTISARIKORN	Audit committee	5 May 2023	Marketing, Commerce, Audit,
	Gender: Male	(Non-executive,		Engineering, Business
	Age: 62 years old	Independent director)		Administration
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Faculty of Engineering	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information		Position	Date position was assumed
1.	Mr. THAMARAT CHOKWATANA	Chairman of the executive committee	21 May 2021
	Gender: Male		
	Age: 56 years old		
	Highest level of education: Bachelor's degree		
	Major: Arts		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	PH.D Ramida Russell	Member of the executive committee	25 May 2010
	Gender: Female		
	Age: 56 years old		
	Highest level of education: Doctoral degree		
	Major: Specialization in Educational Development		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Mr. Yothin Suvannakate	Member of the executive committee	21 May 2021
	Gender: Male		
	Age: 53 years old		
	Highest level of education: Master's degree		
	Major: Information Technology		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Mr. Supalerk Cheewakoset Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Aug 2023
5.	Mrs. Duangrudee Milintangul Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Business Administration & Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Aug 2023
6.	Ms. Yauwaluk Namakorn Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Aug 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination Committee	Mr. BOONKIET CHOKWATANA	Member
	Mr. THAMARAT CHOKWATANA	Member
	Mr. PITAK PRUITTISARIKORN	Chairman
	Ms. MUNCHUSA TERAPONGPIPAT	Member
Remuneration Committee	Mr. THAMARAT CHOKWATANA	Chairman
	Mr. Boonsithi Chokwatana	Member
	Mr. Manu Leelanuwatana	Member
	Mr. BOONKIET CHOKWATANA	Member
	Ms. MUNCHUSA TERAPONGPIPAT	Member

Risk Management Committee	Mr. THAMARAT CHOKWATANA	Member
	Mr. Yothin Suvannakate	Member
	Ms. Yauwaluk Namakorn	Member
	Mrs. Duangrudee Milintanggul	Member
	Mr. SURAT WONGRATTANAPASSORN	Member
	Mr. NATHPORN CHATUSRIPITAK	Chairman
Corporate Governance and Sustainable Development Committee	Mrs. CHAILADA TANTIVEJAKUL	Member
	Mrs. Duangrudee Milintanggul	Member
	Mr. ANUCHIT ANUCHITANUKUL	Chairman
	Ms. Yauwaluk Namakorn	Member
	Mr. Anute Pooaree	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Remuneration Committee
Sub-committees responsible for remuneration	: Nomination Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THAMARAT CHOKWATANA Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Arts	Executive Chairman	21 May 2021	Marketing, Fashion, Strategic Management, Risk Management, Corporate Management
2. PH.D Ramida Russell Gender: Female Age: 56 years old Highest level of education: Doctoral degree Major: Specialization in Educational Development	Chief Corporate Communication	25 May 2010	Fashion, Marketing
3. Mr. SURAT WONGRATTANAPASSORN Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Business Administration	Chief Information Officer	1 May 2013	IT Management, Information & Communication Technology, Marketing, Fashion, Risk Management
4. Mr. Yothin Suvannakate Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Information Technology	Chief Business Support Officer	1 Apr 2022	Data Analysis, Statistics, Data Management, Information & Communication Technology
5. Ms. Yauwaluk Namakorn [1][2] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Finance Officer	1 Apr 2022	Banking, Accounting, Finance, Business Administration

6.	Mr. Supalerk Cheewakoset Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Brand Officer	18 Aug 2023	Business Administration, Data Analysis, Marketing, Fashion
7.	Mrs. Duangrudee Milintanggul Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Business Administration & Economics	Chief Compliance and Sustainability Officer	18 Aug 2023	Business Administration, Fashion, Data Analysis, Governance/ Compliance
8.	Mr. Anute Pooaree Gender: Male Age: 52 years old Highest level of education: Master's degree Major: -	Chief People Officer	1 Nov 2024	Human Resource Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	0.00	35,614,848.00	40,746,557.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 327
Number of female employees (persons)	: 2,774
Total number of employees (persons)	: 3,101

Employee Remuneration

Total employee remuneration	: 1,048,865,107.00
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Provident fund

Total number of employees (persons)	: 3,101
Number of employees contributing to the PVD (persons)	: 2,559
Percentage of employees who are members (%)	: 82.52

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of newly appointed director to replace the ex-director

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 33 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2024	Marketing, Commerce, Fashion, Digital Marketing, IT Management
2.	Ms. SUTHIDA JONGJENKIT Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 28 Apr 2025	Finance, Accounting, Business Administration, Commerce
3.	Mr. Yothin Suvannakate Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Information Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Dec 2025	Data Analysis, Statistics, Data Management, Information & Communication Technology

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BOONKIET CHOKWATANA	Chairman of the board	Participating
Mr. THAMARAT CHOKWATANA	Director	Participating
Mr. THIRAPHONG VIKITSET	Director	Participating
Mr. SOMPHOL CHAISIRIROJ	Vice Chairman	Participating
Mrs. KOBSUK SAENGSAWAD	Director	Participating
Mrs. CHAILADA TANTIVEJAKUL	Director	Participating
Mr. ANUCHIT ANUCHITANUKUL	Director	Participating
Mr. PITAK PRUITTISARIKORN	Director	Participating
Mr. NATHPORN CHATUSRIPITAK	Director	Participating
Mr. KORAVIT NARONGKANANUKUL	Director	Participating
Ms. SUTHIDA JONGJENKIT	Director	Participating
Mr. Yothin Suvannakate	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 13

Date of AGM meeting : 28 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. BOONKIET CHOKWATANA (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2.	Mr. THAMARAT CHOKWATANA (Director)	-	13/13	Participating	Did not hold the meeting
3.	Mr. THIRAPHONG VIKITSET (Director)	-	13/13	Participating	Did not hold the meeting
4.	Mr. SOMPHOL CHAISIRIROJ (Vice Chairman)	-	13/13	Participating	Did not hold the meeting
5.	Mrs. KOBSUK SAENGSAWAD (Director)	-	13/13	Participating	Did not hold the meeting
6.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	13/13	Participating	Did not hold the meeting
7.	Mr. ANUCHIT ANUCHITANUKUL (Director)	-	13/13	Non-participating	Did not hold the meeting
8.	Mr. PITAK PRUITTISARIKORN (Director)	-	12/13	Participating	Did not hold the meeting
9.	Mr. NATHPORN CHATUSRIPITAK (Director)	-	13/13	Participating	Did not hold the meeting
10.	Mr. KORAVIT NARONGKANANUKUL (Director)	-	13/13	Participating	Did not hold the meeting
11.	Ms. SUTHIDA JONGJENKIT (Director)	-	0/0	Participating	Did not hold the meeting
12.	Mr. Yothin Suvannakate (Director)	-	0/0	Non-participating	Did not hold the meeting
13.	Ms. MUNCHUSA TERAPONGPIPAT (Director)	28 Apr 2025	13/13	Non-participating	Did not hold the meeting
14.	Mr. SURAT WONGRATTANAPASSORN (Director)	1 Dec 2025	13/13	Participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
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1.	Mr. BOONKIET CHOKWATANA (Chairman of the board)	-	156,000.00	1,000,000.00	No
2.	Mr. THAMARAT CHOKWATANA (Director)	-	130,000.00	1,000,000.00	No
3.	Mr. THIRAPHONG VIKITSET (Director)	-	130,000.00	600,000.00	No
4.	Mr. SOMPHOL CHAISIRIROJ (Vice Chairman)	-	130,000.00	500,000.00	No
5.	Mrs. KOBSUK SAENGSAWAD (Director)	-	130,000.00	500,000.00	No
6.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	130,000.00	500,000.00	No
7.	Mr. ANUCHIT ANUCHITANUKUL (Director)	-	130,000.00	500,000.00	No
8.	Mr. PITAK PRUITTISARIKORN (Director)	-	120,000.00	500,000.00	No
9.	Mr. NATHPORN CHATUSRIPITAK (Director)	-	130,000.00	500,000.00	No
10.	Mr. KORAVIT NARONGKANANUKUL (Director)	-	130,000.00	500,000.00	No
11.	Ms. SUTHIDA JONGJENKIT (Director)	-	0.00	0.00	No
12.	Mr. Yothin Suvannakate (Director)	-	0.00	0.00	No
13.	Ms. MUNCHUSA TERAPONGPIPAT (Director)	28 Apr 2025	130,000.00	500,000.00	No
14.	Mr. SURAT WONGRATTANAPASSORN (Director)	1 Dec 2025	130,000.00	500,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 13

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. THIRAPHONG VIKITSET (Chairman of the audit committee)	-	13/13
2.	Mr. ANUCHIT ANUCHITANUKUL (Audit committee)	-	13/13

3.	Mr. NATHPORN CHATUSRIPITAK (Audit committee)	-	13/13
4.	Mr. PITAK PRUITTISARIKORN (Audit committee)	-	13/13