
Weeping and wailing reverberates throughout the land.
Like the dying light of the moon and stars
He made his royal departure into the hereafter
Where he will eternally rest in peace.

Our hearts ache in his absence.
Since his final farewell to the people
His boundless benevolence
Will forever be felt with gratitude.

He will remain forever in our minds.
In this way is he immortalised.
His sad demise is merely that of the flesh
But his glory perpetually endures.

His was the great example of a worthy life.
He gave endless happiness to the Thai nation.
His declared resolutions followed
From his steady footsteps throughout his life.

Here we record our sincerest gratitude
And offer our humblest tribute.
May the celestial beings shower him with blessings
And lead him to his rest in the divine abode.

In deepest gratitude

The administration and staff of the I.C.C. International Public Company Limited.

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From The Cover

Some of the award paintings from the two painting competitions in tribute to His Majesty the King Bhumibol Adulyadej organized by I.C.C. International Public Company Limited in 2002 and 2005, offering the artists to convey their feelings, expressions and loyalty to His Majesty the King Rama IX through their works.

(for further information, look up in , the Annual Report 2016 I.C.C. International Public Company Limited)

Message from the President and Vice Executive Chairman

Thamarat Chokwatana
President and Vice Executive Chairman



In the fiscal year 2016, I.C.C. International Public Company Limited implemented a proactive measure aimed at developing the potential of employees and company associates aimed at achieving extraordinary growth and sustainability;

through policies that support the development of the company's human resources, its most important asset, by focusing on the individual's beliefs and actions in concrete terms based upon the pillar precepts of the company - in order to prepare the organization for future business expansion through an uncompromising determination to deliver products and services that meet every discerning requirement of the consumer.

Hence, allowing for optimal and the most efficient delivery of products and services to consumers nationwide. The company places a high premium on introducing innovation and state-of-the-art technology to enhance its retail operations, in order to constantly improve sales operations and meet every discerning requirement of the valued customer on a continuous basis via a wide range of outlets such as e-commerce in the www.eThailandBEST.com website which is a testament to the company's prowess in opening new sales distribution channels for more products to reach customers.

The key factors which has enabled ICC to grow its business in a stable and sustainable manner can be attributed to the application of good management principles as the underlying guideline for management to be based on moral and ethical practices; and Corporate Social Responsibility policies for the betterment of society which will lead to sustainable development through the following 3 entities "Good People, Good Products and Good Society".

Good People

mission objective strives to develop human resources into quality people, ensure they conduct themselves in life and at their workplace righteously - all based on the foundation of honesty, by not taking advantage of others, be it trading partners, customers, society and the kingdom of Thailand; while work operations are to be based on anti-corruption policies stipulated as such, enabling the employee to work at optimal levels and achieve continued success and prosperity in their career paths via the following 7 principles of thought (core values) : Fight for Glory, Think positive, Discipline, Faith, Readiness, Integrity and Unity.

Good Products

refers to the company's steadfast determination in promoting corporate responsibility to the consumer and society - focusing on the creation of innovative products and designing products of the highest quality to meet every discerning need of the valued customer; whereby the aforementioned will not have any negative effects on society, the environment, and will absolutely never infringe on the basic rights of intellectual property.

Good Society

supports and encourages all employees or company associates to be accountable to society and the environment in every dimension, and or perspective. This is done by promoting efficient consumption of environmental resources by proper maintenance and taking care of our environment on a constant basis. Providing financial opportunities to those less fortunate, in addition to community-strengthening activities.

The aforementioned sustainable development principles resulted in the company being recognized by its industry peers, government and private sectors through prestigious awards in 2016:

- Investors' Choice Award 2016 presented by the Stock Exchange of Thailand (SET)
- Outstanding organization in reduction of global warming Award for the introduction of CoolMode wear apparel (clothes designed to reduce global warming) presented by The Thailand Textile Institute and the Thailand Greenhouse Gas Management Organization (Public Organization) for the 3rd consecutive year in a row.
- Outstanding Product Awards in recognition of overwhelming market acceptance by the general public which was presented to ICC by various institutions
- and several awards in recognition of ICC's creative efforts in product advertisements to name a few.

Moreover, the company has received accreditation as an alliance member of the Thailand's Private Sector Collective Action Coalition Against Corruption. This is a testament to the company's determination to conduct its business operations with the utmost honesty under the guiding principles of the company founder; and instilling these valued belief principles on to management and every employee or company associate within the organization.

On behalf of the board of directors and top management, I would like to extend my appreciation to all of our employees and stakeholders who have endeared themselves to the principle of sustainable development "Good People, Good Products, Good Society" of our company, all of which will result in stable growth and sustainability in the future.



Thamarat Chokwatana
President and Vice Executive Chairman

Business philosophy



Create value	Create business value	Create social opportunities
<p>A good person will behave and act in accordance of the values that define and makeup the good in one's self, based on the core values of honesty to yourself as an individual, the organization you work for and society.</p>	<p>Develop the highest product quality and provide services in accordance to every discerning requirement of every stakeholder.</p>	<p>By constantly promoting socially beneficial activities to contribute to a strong society.</p>

General information of the company

I.C.C. International Public Company Limited was established in 1964 with a mere 7 employees and was originally named International Cosmetics (PIAS). Throughout the past 50 years of its business operations, the company conducted its business based entirely on the principles of good governance. In addition, management encouraged all of its divisions and concerned parties to work together by focusing on creativity, development, and to grow hand in hand together - under the unifying policy of sustainability. To date, the company has grown its business with over 7,000 employees and strategic domestic and international business alliances.

The company's business portfolio consists of products and services which have achieved international standards, allowing the company to gain market acceptance and more importantly, win the hearts of the consumer in the capacity of a company that delivers happiness by fulfilling the lifestyle needs of all customers, gender, and age group.

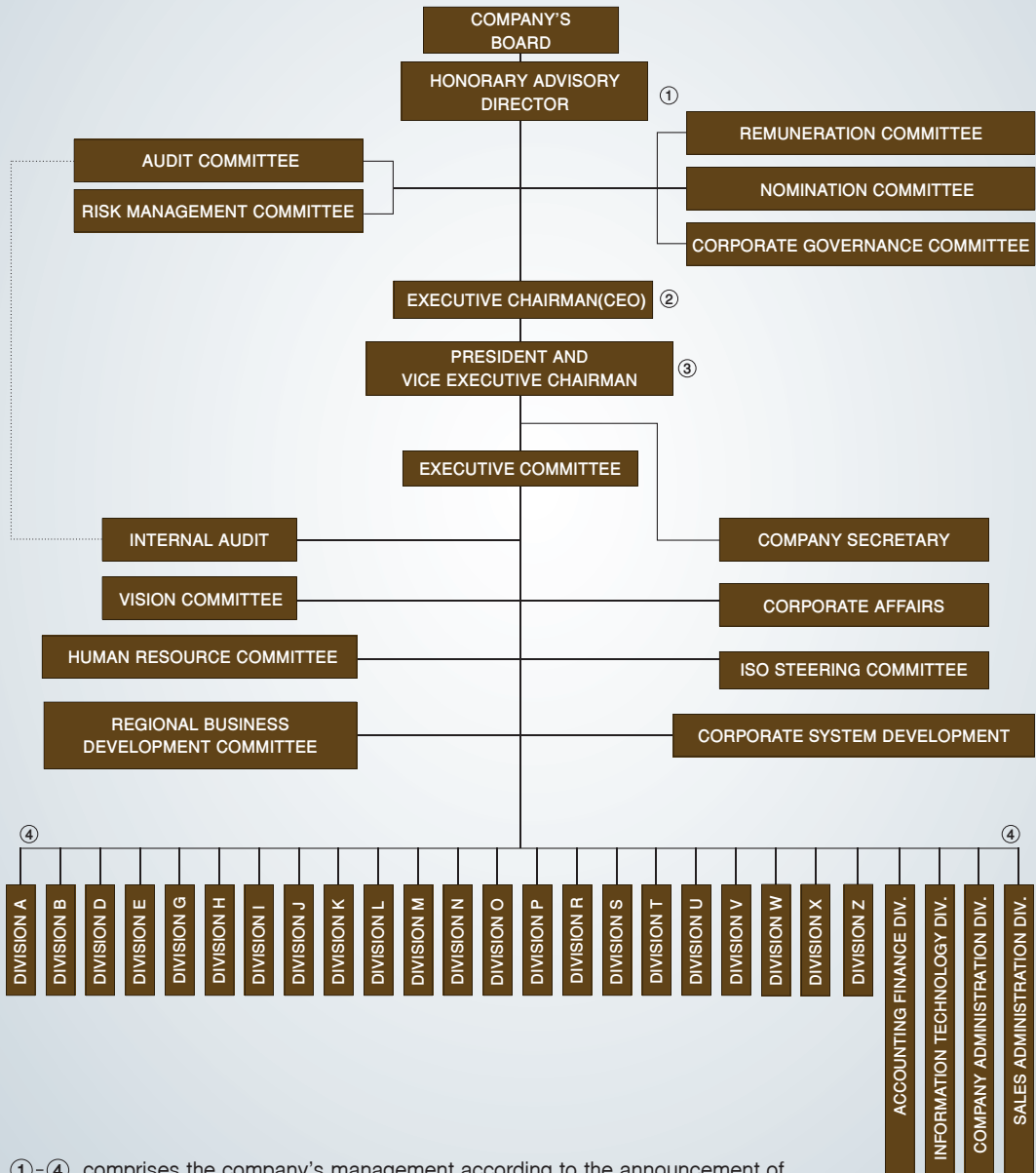
A testament to the aforementioned is the following product portfolio:

- Cosmetics and perfume products which have brought beauty and confidence to our customers on a continued basis in both domestic and international markets. Products such as BSC COSMETOLOGY, SHEENĒ, ARTY PROFESSIONAL, HONEI V, ST. ANDREWS, BSC PURECARE, BSC Panadda and BSC Dermaceutic to name a few.
- Clothes apparel for women and men with a large variety of international renown brands comprising of lingerie, dress wear, leather products to meet the requirements of everybody, all genders and age groups with brands such as WACOAL, BSC, ARROW, LACOSTE, DAKS, GUY LAROCHE, MIZUNO, ELLE, ENFANT and NATURALIZER to name a few.
- Delivering the need for total convenience with unique consumer products of the highest quality and safety for every member of the family are products such as soymilk mixed with corn BSC Cornsoy, 100% natural mineral water under the Mai Charoenpura brand names, perfume products and laundry fabric care products ESSENCE and Fresh & Soft, products for infants ENFANT and ABSORBA
- Offering the highest convenience for consumers with a wide range of communication channels such as the S Channel Beauty Station TV program which presents entertainment and distribution channels for products of the highest quality direct to the consumer via e-commerce through the www.eThailandBEST.com website. In addition the company has expanded its distribution channel in both domestic and international markets through Shop Global TV shopping and ICC Line Official Account.
- Membership card His & Her Plus Point "Collect Happiness at every shopping experience" by giving benefits beyond all levels, meeting every the needs of every lifestyle for customers of ICC, and the ability to shop from the Catalog multi-channel under the His & Her ShopSmart brand which provides integrated services encompassing every channel, telephone, Fax, and SMS Social Network 24 hours all day.



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

Vision, mission and values

Business philosophy
 Conduct business with ethics
 for sustainable benefits
 (Dr.Thiam Chokwatana)

Vision

Strive to become the ideal company of the Thai people by conducting business operations that aims to achieve the highest international standard. Focus on creating innovation and development for the company based on the underlying principles of ethics and good morals so we can attain a sustainable future.

Good People

Create value, ensure individual conduct and behavior is based on honesty to themselves in life, at their workplace and towards society.

Good Products (Business)

Create value, always develop product quality and services to match the requirements and needs of all stakeholders and parties concerned.

Good Society (Community)

Provide opportunities by supporting activities that will benefit society on a continuous basis so that society will be stronger and empowered.

Missions driving the company to achieving sustainability

Develop supply chain

Meet customer's needs

Develop trust

Promote good governance

Develop Human Resources

7 Principles of Thought (core values)

Fight for Glory

Think positive

Discipline

Faith

Readiness

Integrity

Unity

Key policies implemented in supervision of business operations

Key Developments

In order to develop and improve management systems off business operations to match every subsidiary, from the upstream to downstream is regarded as improving the efficiency of production, distribution of products, in both quality and volume to meet the discerning needs of the customer, and creating confidence for the business.

Throughout the years, I.C.C. International Public Company Limited has always strived to achieve sustainable and stable expansion by developing its supply chain to meet customer's and business partner's needs. The aforementioned creates trust for all stakeholders,

promotes good governance through key thought processes to achieve success in the company's 7 principles of thought (core values) and development of human resources of the company in order to realize value by the key factors which will drive the organization to sustainability, whereby the following values consist of encouraging employees to be good persons, to conduct themselves as good citizens of society, with ethics and good morals at their workplace and personal lives, and live their lives based on the foundation of honesty and to refrain from taking advantage of other people, society and country.



Reduce the effects of global warming by a unified approach through the changing of company uniforms made from CoolMode technology.

ICC recently changed company uniforms for its nationwide sales division made up of 5,000 associates with CoolMode material - which has qualities designed to ventilate temperature, is comfortable, can be worn in office buildings at 25 degrees Celcius without feeling warm. CoolMode technology does not emit greenhouse gases.

(More details on the page 31)



Essence highlights its sizzling hot brand ambassador "Aum Patcharapa" under the "Essence No.1 & Superstar No.1" concept

"Essence" confirms its market leadership status in the Liquid based laundry products segment by commissioning superstar "Aum Patcharapa Chaichue" to strengthen the brand's leading market position and ability to compete with other brands in the market.



A whole new dimension in sales operations never seen before with cutting edge innovation in line with the Thailand 4.0 project.

Presenting the modern sales innovation to customers for the first time ever...introducing state-of-the-art technology designed to enhance retail business operations, in order to improve efficiency for sales activities in a variety of ways such as Dinso robot, Thailand's first robot, Virtual Fitting Room and Quick Buy to name a few.

(More details on the page 32-33)



Weaving civil state initiatives to raise the quality of life

Signing a memorandum of cooperation for the “Excellent Model School” or the “Bilateral Educational Institutions, Carrying on the Civil State’s initiative”, raising the standards of professions, driving the development and quality of vocational students in order for them to achieve their desired goals. (More details on the page 35)



Proactive development of sales force for sustainable growth

Support and promote the development in quality of sales force with proactive curriculums in order to prepare sales associates for competition and business expansion. (More details on the page 22-23)



A transparent organization which distances itself from corruption

Working actively as a member of the Thailand’s Private Sector Collective Action Coalition Against Corruption : CAC, on 14 October, 2016 is a testament to the company’s determination to conduct its business honestly with transparency. (More details on the page 27)

ICC INNOVATION AWARDS 2016

โครงการประกวดนวัตกรรมไอ.ซี.ซี. ครั้งที่ 1 ประจำปี 2559
ภายใต้แนวคิด **"การเติบโตด้วยยอดขายและทำใ้แบบก้าวไกล"**
ด้วยการสร้างภาพลักษณ์ของแบรนด์ที่แข็งแกร่งอย่างยั่งยืน

ประเภทของนวัตกรรมในการเข้าประกวด

- Sales & Marketing**
นำเสนอวิธีการขาย แผนการตลาด หรือ กิจกรรมการตลาดที่สร้างสรรค์
- System & Process**
นำเสนอระบบและกระบวนการที่เพิ่มประสิทธิภาพการทำงาน
- Services & Personality**
• Services ที่แสดงถึงความใส่ใจกับลูกค้าและผู้เกี่ยวข้อง
• กิจกรรมที่เป็นประโยชน์ทางสังคมและสิ่งแวดล้อมที่สร้างสรรค์ต่อสังคมและองค์กร
ซึ่งยึดถือผลประโยชน์ของลูกค้าและผู้เกี่ยวข้องเป็นสำคัญ

• ผลงานด้านพัฒนาผลิตภัณฑ์	15 ส.ค. - 15 ก.ย. 2559
• ผลงานด้านบริการลูกค้า	20 ก.ย. 2559
• ผลงานด้านชื่อเสียง	23 ก.ย. 2559
• ผลงานด้านพันธมิตร	24 ก.ย. - 18 ต.ค. 2559
• ผลงานด้านสังคม	10 พ.ย. 2559
• ผลงานด้านสิ่งแวดล้อม	17-18 พ.ย. 2559
• ประเภทอื่นใดก็ตาม	18 พ.ย. 2559

รางวัลยอดเยี่ยม	เงินรางวัล 50,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 1	เงินรางวัล 30,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 2	เงินรางวัล 20,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 3	เงินรางวัล 10,000 บาท	โล่และเกียรติบัตร
รางวัลชมเชย	เงินรางวัล 5,000 บาท	และเกียรติบัตร

แจ้งความจำนง / ส่งผลงาน และสอบถามรายละเอียดเพิ่มเติมได้ที่
แผนกต้อนรับประชาสัมพันธ์กลาง บริษัท ไอ.ซี.ซี อินเตอร์เนชั่นแนล จำกัด (มหาชน)
โทรศัพท์ 0-2293-9300 ต่อ 375 โทรสาร 0-2294-9542 อีเมล: pr@icc.co.th

WACOAL BRADAY

Wacoal Bra Day has value, creates careers, loves the environment is part of corporate social responsibility under the concept **waste = zero**
(More details on page 37)

Furthering the benefits of R&D for good products and services

Stimulation of R&D activities to create innovation continuously in order to achieve products and services of the highest quality. (More details on page 32)

Major awards



The company was officially recognized as a member of Thailand's Private Sector Collective Action Coalition Against Corruption: CAC



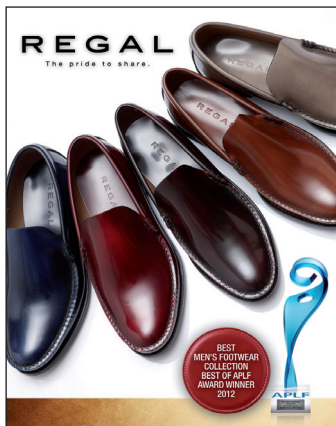
The company won the Investors' Choice Award 2016 for the eighth consecutive year in a row.



The company was awarded the Global warming reduction organization by using CoolMode wear (apparel which reduces global warming) from the Thailand Textile Institute and the Thailand Greenhouse Gas Management Organization (Public Organization)



The Wacoal Pink Ribbon fight against breast cancer project was awarded the Asia Responsible Entrepreneurship Awards (AREA AWARDS) in the area of international health promotion by Enterprise Asia (Asia's leading non-government or ganization for entrepreneurship)



The Regal shoe Handcraft Moccasin brand collection was awarded from APLF (Asia Pacific Leather Fashion) at the Fashion Access event in Hong Kong.



Superior products recognition from awards presented by various institutions



Wacoal lingerie won the Best in Operations Performance 2016 award from Lazada.

Key strategies in driving the organization to achieve sustainable development

Armed with the company's vision to strive to be the leader in the fashion business, both locally, regionally and international markets, through a wide range of marketing channels and customer groups, moving on forward by creating innovation and development of the organization by relying on ethics and good morals to achieve a sustainable future.

Strategy	Create new emerging markets with technology to provide convenience and news experiences
	Create our own fashion brands and manage costs in such a way that will result in competitive advantages over the competition
	Create a His & Her Shop Hub sales network in order to connect with the customer
	Maintain existing markets by creating processes and systems for fast adaptations and optimal efficiency
	Develop intelligence operation system (IOS) by developing integrated IT and digital technology systems
	Improve corporate image, both internal and external by adjusting and improving work process along with learning between the younger generation and the current generation
	Build and develop human resources so that they are empowered and modern. Focus on skills, expertise, understanding and work efficiency in an integrated manner
	Collaborate with educational institutions or research facilities attract new workforce who are unique, eager to learn alongside the experience attained by the organization

Additional details can be obtained in the Annual Report 2016 I.C.C. International Public Company Limited

Policies on Corporate Social Responsibility and sustainable development

The company slogan “**We make people happy and beautiful**” speaks about the mission to deliver happiness and beauty, by reaching every customer via clothes wear, cosmetics and other products from several leading brands under the concept “Good People, Good Products, Good Society”, all of which goes through various work processes such as development of supply chain and variety in the company’s ability to

meet the discerning needs of the valued customer, create trust, conducting business with ethical morality with good governance, in addition to development of human resources, the major asset of the company, by relying on “The 7 principles of thought (core values) to achieving success” which forms the basic foundation of how employees work towards sustainable growth.



**Implementing policies on social responsibility
towards sustainable development
Good People : Good Products : Good Society**

ICC is fully aware and attaches great importance to conducting business with corporate social responsibility, encompassing fair and humane employment rights, environmentally friendly business operations and a strong anti-corruption work culture. Because ICC realises that an organization can only attain sustainable progress through implementation of good policies which bear in mind possible impacts to stakeholders, namely clients, trade partners, employees, shareholders including society and the nation as a whole. The Company has therefore, specified its sustainability policy under the heading of Good People, Good Products, Good Society.

Good People

Good People is defined by the Company's promotion of ethical conduct amongst its employees so that they are good and productive members of society, HR development and training in order to enhance staff potential while also cultivating moral principles in both their professional and personal lives, encouraging business dealings with trade partners that conduct business with integrity, and providing oversight to ensure that Company personnel carry out their work with honesty and loyalty, never taking advantage of others whether they are clients, trade partners or society and the nation as a whole.

Good Products

Good Products is defined as a focus on presenting products with quality that matches its price, affording the opportunity for customers to express their opinions about products and service through the Customer Relations Center, and promoting innovations regarding both products and services in order to achieve further improvement in quality.

Good Society

Good Society is defined by the Company's promotion of the spirit of giving amongst employees, providing support for them to volunteer their services for the benefit of the community and society, as well as the environment including promotion of opportunities for the underprivileged and disadvantaged to secure a better life and brighter future.

Work progress with stakeholders

With a steadfast determination to develop a sustainable business and awareness that our stakeholders plays an important role in determining the direction of our beliefs operations, in order to achieve confidence that our stakeholders shall receive shared benefits, both short- and long-term, which is why there has been an assigned group of stakeholders who will develop the proper response, hence allowing for sustainable growth based on fairness of all business plans with all parties concerned - resulting in genuine contributions in the truest sense, while including the opportunity to reevaluate and develop continuously.

Stakeholders	Expectations	Contributions/methods of communication
Employees	<ul style="list-style-type: none"> • Proper financial compensation and benefits • Plans for training employees in order to develop knowledge and skill sets • Offering equal chances and opportunities in career advancement • Looking after safety issues and quality of life • Management meeting with employees activities 	<ul style="list-style-type: none"> • Training employees to further advance their skills according to the annual plan • Listening to employee viewpoints or complaints • Saiyai e-magazine (internal e-magazine of the company) sting • Communication via various channels
Customer	<ul style="list-style-type: none"> • Ensuring customers receive correct product and service information • Products and services are priced at reasonable rates • Ensuring customers receive quality products and services • Ensuring that we have as an alternative, products that do not affect (in a negative way) the environment • Ensuring customer data confidentiality 	<ul style="list-style-type: none"> • Meeting customers • Organizing sales and product exhibition events • Communicating via various channels • Participating in Customer activities • Establishment of the ICC Call Center to provide information and customer relations • Providing channels for customers to express their views and complaints
Shareholders	<ul style="list-style-type: none"> • Deliver high returns of investment on a constant basis • Good business results and stable growth • Manage business operations with transparency and the principles of good governance • Revealing data and information 	<ul style="list-style-type: none"> • Annual general meeting • Announcement of quarterly business performance as stipulated by law • Response via telephone and email on the Annual Report • Organizing the annual "Analysts and Investors meeting with the Saha Group"
Partners	<ul style="list-style-type: none"> • Conduct business according to trade terms and conditions and provide correct information • Develop cordial relationships and understanding with each other • Information data exchange on products and services in order to enhance value of products and services 	<ul style="list-style-type: none"> • Communication via various channels • Holding annual meetings with business partners in order to support, promote and provide direction of business operations • Visiting business partners to listen to their viewpoints and recommendations • Availability and provision of various channels or centers to receive comments and/ or complaints

Stakeholders	Expectations	Contributions/methods of communication
Partners (Continue)		<ul style="list-style-type: none"> Organizing activities aimed at building relationships on a constant basis Entering into joint collaborative agreements with business partners and competition based on honesty Refraining from purchasing products from business partners that infringe on basic human rights and intellectual property
Competition	<ul style="list-style-type: none"> Conducting business and competing based on fairness and transparency, while acting according to the designated guidelines of competition 	<ul style="list-style-type: none"> Creating fair terms and conditions for competing against business competition
Creditors	<ul style="list-style-type: none"> Capable of adhering to contractual terms and conditions Transparency in business operations 	<ul style="list-style-type: none"> Annual report Listening to recommendations and complaints
Debtors	<ul style="list-style-type: none"> Capable of adhering to contractual terms and conditions in a clear and fair manner 	<ul style="list-style-type: none"> Annual report Listening to recommendations and complaints
Community society and environment	<ul style="list-style-type: none"> Products and services which are deemed sufficient to maintain daily life Provide knowledge and proper understanding on health issues Conducting business with a genuine concern for any potential effects towards the community, society and environment 	<ul style="list-style-type: none"> Communication via numerous channels/platforms Providing platforms and channels to receive comments and complaints
Government sector	<ul style="list-style-type: none"> Act accordingly to stipulated rules and regulations Join and support project developments and commonwealth activities 	<ul style="list-style-type: none"> Pay taxes in full, and within designated time allowance, according to stipulated laws Attend meetings, provide viewpoints and support activities of the government sector on a constant basis
Mass media	<ul style="list-style-type: none"> Distribution of correct information which is up to date on current events 	<ul style="list-style-type: none"> Expedite communication of information with media through several channels/platforms Taking the media to visit various activities or company operations in various fields Support and participate in media activities and events

About the report

Boundaries of the report

This report on sustainability was compiled in order to demonstrate the business performance of I.C.C. International Public Company Limited for the year 2016 (1st January-31st December 2016). The contents are related to the management for sustainability which is connected to the economy, society and environment, in line with the Master Plan for sustainable development under the policies of corporate social responsibility towards society, for the following sustainable development's 3 core factors consisting of "Good People, Good Products, Good Society".

The company has prepared and distributed the aforementioned information since 2014 for the third year in a row. This report follows the standard guidelines of the Global Reporting Initiative Version 4.0 (GRI G4), contents and important material contained in this report 2016 focuses on the work operations and business direction (vision and corporate strategy), principles on the proper supervision of the overall business and methods in concrete terms relating to its business philosophy.

Also included is how the company treats and takes care of its employees, development of its employees into good people, creation of value-added initiatives for its business, and creating sustainable opportunities for society and the community by connecting key factors of international sustainable development concerned with the economy, society and environment.

The boundaries of this report : the sustainable development report for the year 2016 shows results of all its business operations, every process, encompassing all market areas where the company has a presence and 8 business alliances which covers every region of Thailand as follows:

Type of business	Company name	Location
1. Distribution of consumer products	I.C.C. International Public Company Limited	Bangkok
2. Distribution of consumer products	Inthanin Chiang Mai Co., Ltd	Chiang Mai
3. Distribution of consumer products	Inter South Co., Ltd	Songkhla
4. Distribution of consumer products	Can Co., Ltd	Khon Kaen
5. Distribution of consumer products	Sun and Sand Co., Ltd	Phuket
6. Distribution of consumer products	Eastern I.C.C. Co., Ltd	Chonburi
7. Distribution of consumer products	Koratwattana Co., Ltd	Nakhon Ratchasima
8. Distribution of consumer products	Paknamphowattana Co., Ltd	Nakhonsawan
9. Distribution of consumer products	Maharachapruet Co., Ltd	Phitsanulok

For further information

regarding queries and additional recommendations please contact
Corporate Affairs & Public Relations, Company Administration Division
I.C.C. International Public Company Limited
530 Soi Sathupradit 58, Bangpongpan, Yannawa, Bangkok 10120
Tel: 0-2293-9000 and email: pr@icc.co.th

Key Factors on Sustainable Development

The company has compiled important data and information, both of the industry and related business entities from both domestic and international markets, in order to analyze trends and key directions of potential change - to evaluate its policies or adjust its plans to match with current situations in order to achieve its business goals according to SD Roadmap, under its corporate social responsibility policy aimed at achieving sustainable development through its 3 core values "Good People, Good Products, Good Society".

In addition the company has combined its important SD factors with dimensions comprising of the economy, society and environment according to the international guidelines set forth by the Global Reporting Initiative version 4.0 (GRI G4).

- **The setting of key factors in the report**

The company relies on the principles of partnering with stakeholders as key, and considers factors that answers the viewpoints of stakeholders which may have an effect on sustainability of the company, comprising the economy, society and environment.

- **Identifying key topics**

Consideration of compiled data sourced from stakeholders, both from within and outside the company, while undergoing activities and various projects throughout the year.

- **Within the company**

Data from meetings of those responsible for the key topics on sustainability and company strategies, including risk management from which the company must manage in short-, mid-, and long-term in order to achieve goals set by the company.

- **Outside the company**

Data from meetings with individuals responsible for specific lines of work involving stakeholders, in order to understand what factors may affect decision making process of stakeholders of the respective groups towards the company. Surveys of viewpoints or appraisal forms of various results or through the compilation of data, both official or unofficial, such as holding talks or meetings, seminars or interviews depending on the appropriateness of each group.

- **Ranking of priority**

The introduction of the key topics deemed important to the company and stakeholders are then analyzed and compared to match the topics of each indicator according to the guidelines set by GRI G4; which will then be prioritized and ranked according to the importance, while data of interest and expectations of the stakeholders will then be selected.

Key topics that are important to the company

Economic	Society	Environment
<ol style="list-style-type: none"> 1. Overseeing the business 2. Resisting corruption 3. Conducting fair business practices 4. Responsibility to the consumer 5. Developing the community and society 6. R&D for sustainability 	<ol style="list-style-type: none"> 1. Developing good people 2. Practices related to labor, human rights, safety and general health issues 3. Creating educational opportunities for the youth of Thailand 4. Participating in the development of quality of life and environment of the community 5. Development of local business partners 6. Joining forces to create networks with the government sector 7. Promoting the continuation of local traditions and customs 	<ol style="list-style-type: none"> 1. Conducting business according to legal environmental stipulations 2. Water management 3. Preservation of energy and reducing global warming effects

Implementing policies on social responsibility towards sustainable development

Good People

Employees are encouraged to conduct themselves and act in a way that is worthy of a good person of society. The company is also actively developing the potential of its human resources, their work ethic, and believe in instilling ethics and good morals at the workplace and the employee's daily lives, supports doing business with partners who demonstrate qualities that reflect good ethics in how they conduct their respective businesses, and ensure that employees work under the basis of honesty, do not take advantage of others, customers, trading partners, society and country - and act strictly in accordance to the policy against corruption.

Development of good people

The company focuses on building and the development of employees into good people, along with the development of employee skills in order to create good people, capable people and employees who love their organization. Owing to the fact that human resources are the driving force that will enable the company to achieve success, employees are encouraged to act and behave like good citizens of society, while they also receive support in developing their potential in order to advance in their careers on a continuous basis. The company also instills ethics at work and home under the 7 principles of thought (core values) made up of the following: Fight for Glory, Think positive, Discipline, Faith, Readiness, Integrity and Unity in order to create value, and serve as a guideline to becoming a good person based on the foundation of being honest to one's self, organization and society.

The promotion of self awareness, building love and faith in the organization is achieved by spreading the philosophy of Dr.Thiam Chokwatana and the tenets of success by Mr. Boonkiet Chokwatana, all of which is channeled through internal communication of the company with examples such as the company Saiyai e-magazine, bulletin board, announcements, webmail on personal computers and Line.

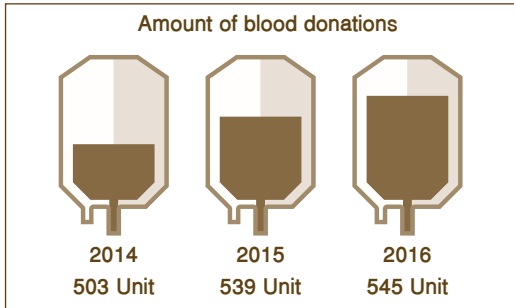


Building ethics for good people

The company realizes that building and developing its human resources into good people starts from the self realization of being a giver, one who is willing to sacrifice, and share, in order to cleanse the heart. The act of giving forms the foundation of a good human being and sustains peace. The act of giving makes a person to be considerate of others and allows him or her to see the value in other people. A company or organization that achieves stable growth, should support and nourish its human resources and society as stated in the philosophy of Dr. Thiam Chokwatana **“Conduct business with ethnics for sustainable benefits”**.

Encourage employees to “give” to others

Through activities such as blood donation to the Red Cross Society, which is held 4 times per year, employees have shown enthusiasm by donating large quantities of blood and this trend of donating blood appears to be increasing every year.



Support of activities that strengthen morals and ethics

Such activities are strongly encouraged for management and employees on a constant basis. There is the training and development of the mind in order to strengthen one’s morals and ethics - allowing for the employee to develop and instruct the mind to transform one’s self into a good person, achieve concentration which will lead to awareness and enlightenment in how one lives their daily life. This can be applied in the development of one’s personal life and their work profession. For example, the act of chanting at temple once a month every month of the year; employees can take leave of absence of up to 5 days per year in order to pursue religious practices of their respective faith, in addition to various religious activities.

Merit making activities held on every Buddhist Holy Day and annual Kathin ceremonies



Encouragement and praising good people, recognizing employees who perform good Deeds under the **“This is the person ICC Click Like”**

คนนี้มีชื่อ ICC Click Like

“ This is the person ICC Click Like ”

คุณศิริ สอนานะ อักษร | เป็นคนดีที่มีหัวใจดี มีน้ำใจ มี 1
คุณสุภาวดี อักษร อักษร อักษร 11
ไม่ลืมที่จะขอบคุณผู้ให้เสมอมา

คุณณัฐชา พงษ์พานิช อักษร 105
เป็นคนที่มีความดี มีน้ำใจ มีน้ำใจ
คุณสุภาวดี อักษร อักษร อักษร X
ไม่ลืมที่จะขอบคุณผู้ให้เสมอมา

คุณไพโรจน์ พงษ์พานิช อักษร V
เป็นคนที่มีความดี มีน้ำใจ มีน้ำใจ
อัคร อักษร 1
คุณสุภาวดี อักษร อักษร อักษร อักษร G
ไม่ลืมที่จะขอบคุณผู้ให้เสมอมา

activity, presents a variety of perspectives of the employee who performs good deeds in various area such as finding and returning lost items to the owner - an act which will be praised and acknowledged for all to know within the company via various channels such as the Saiyai e-magazine, and announcements on the public relations bulletin board. The aforementioned activity was initiated in 2015 and has continued till present day. Not only does this activity confer honor and praise to the employee, it also serves to contribute towards instilling a sense of performing good deeds by that person and allows him or her to take pride in their good deeds and makes them an example for others to follow and look up to.

In 2016 employees' good deeds increased by 70% through the **“This is the person ICC Click Like”** activity, when compared to 2015

Promoting the value of employees



The company realizes the value of its employees, a key factor in developing business potential, part from the required benefits stipulated by law. The company also implements policies that compensate the employee in the form of recognition awards for employees who completed employment of 10, 20 and 30 years with ICC—outstanding sales associates are given the Diamond Crown Award which is accompanied by events in their honor where management participate and congratulate them at company parties to boost their morale at work as well.

The aforementioned company party also serves to build motivation, honor and praise the employees who have devoted themselves to the company; in addition to creating a sense of love for the company and faith in the company as well.

Developing capable people

Employees are a valued resource and the major driving force which will enable the organization to achieve success. Which is why the company will always strive to strengthen, train and develop knowledge and

capabilities, in addition to allowing employees to play a role in determining the direction and development of the company. This is achieved through the introduction of IT and communications technology in the process of recruiting new human resources and the development of employees. Also featured is the continued support of career advancement, and enhancing the potential of employees.

The target “Strive to be a leading company of the Thai people with business operations on par to international standards, focusing on creating innovation and developing the company through the reliance on ethics and morals leading to a sustainable future”.

The policy of strengthening and supporting the development of employee potential in the organization, in terms of their thinking and concrete actions, under the company’s beliefs that all employees should be prepared for future expansion of company business is illustrated by human resource development courses catering to their specific job descriptions, sales development courses, language skills courses, leadership training courses, and self-learning systems are offered through multimedia communications systems of the company.



Therefore, every course curriculum designed to develop employees based on their job positions and responsibility at ICC includes 7 principles of thought (core values) in achieving success which will enable them to work and achieve success on a personal level, other people, organization and country. Also included is the enhancement of knowledge and skills sets that will enable them to pass on their knowledge and expertise to the next generation.

Training Statistics

Type	2014		2015		2016	
	Hour	Total number	Hour	Total number	Hour	Total number
Employee	280	480	230	597	403	1,364
Manager	22.5	547	48	309	16	230
Middle management	3	29	20	28	15	620
Top management	30	108	24	32	26	160

The Diamond Crown Award project

Since the distribution of products is the core business of the company, sales employees are considered as the Heart of the company. Taking care of sales associates who show outstanding results and the ability to keep them within the organization allows for the growth expansion, strength and sustainability of the company.

The Diamond Crown Award was established for the first time in 2005. Sales associates selected for the award in this project was based on their sales capability, whereby positive reinforcement, monitoring and support measures were applied in order for them to achieve increased sales, along with the development of their mindset and thinking with regards to building higher sales volumes and improved service. Also included is the study of successful sales methods which will be used as a template for other sales employees. Sales employees or associates who pass the criteria prerequisites of the program will be presented with an award by Mr.Boonkiet Chokwatana, Chairman and Executive Chairman of I.C.C. International Public Company Limited. The awards ceremony is held annually on 1 March in commemoration of the founding of the company, in conjunction with honoring the outstanding sales employees, motivation of other sales employees in order for them to achieve even higher sales results by meeting their targets in the following years to come.



The selection of outstanding sales employees from the Diamond Crown Award project and introduction of the exemplary employee - sales employees with excellent sales performance were able to meet their sales target in 6 out of 12 months. A total of 141 persons participated in the project in 2015 and achieved a growth rate in sales of 29.20% when compared to sales figures of 2014 during the same period. **In 2016 a total of 223 sales employees joined the project for an increase of 58.15% in personnel;** this indicates that the project was successful in stimulating and creating motivation for employees to challenge themselves by increasing their sales performance, achieve their sales target, and increase the number of outstanding sales associates within the organization.

Regional Star Trainer project

The course curriculum developed to produce the ideals employee is the culmination of knowledge and expertise accumulated from within the organization; the course will develop the capabilities in a proactive way to match the organization's policy.

The outstanding sales employee will be charged with the responsibility and role of a regional star trainer; responsibilities of the trainer will act as a speaker and pass on their knowledge, expertise, speciality and techniques to other sales employees. The result is an increase in highly skilled sales personnel, an increase in sales potential in the various regional markets, and more opportunities to increase sales volume. Moreover, the trainers will be able to advance their careers with job promotions and income. The knowledge of the trainers can be compiled into a sales manual for other sales employees to study and learn the tricks of their trade.



Promotion of innovation within the organization to add on to sustainable growth is attributed to the corporate policy which supports and stimulates management and employees of the company to come up with new innovations, which will be the key to sustainable growth. Hence that is why the company will focus on building and supporting employees at every level to express themselves from an innovation standpoint; and encourage employees to experiment with new ideas by participating in the annually held Chairman Awards competition of the Saha Group.

ICC INNOVATION AWARDS 2016
 โครงการประกวดนวัตกรรมไอ.ซี.อี. ครั้งที่ 1 ประจำปี 2559
 ภายใต้แนวคิด "นวัตกรรมสร้างสรรค์สู่เป้าหมาย" (Innovation for Success)
 กิจกรรมนี้มุ่งเน้นการส่งเสริมและสนับสนุนด้านนวัตกรรม

ประเภทของนวัตกรรมที่รับพิจารณา

- Sales & Marketing**
 ประเภทนี้มุ่งเน้นการนำเสนอไอเดีย, เทคนิคการขายที่โดดเด่น
- System & Process**
 ประเภทนี้มุ่งเน้นการคิดค้นนวัตกรรมที่ใช้งานได้จริง
- Services & Personality**
 ประเภทนี้มุ่งเน้นการนำเสนอไอเดียการบริการลูกค้าที่โดดเด่น

รางวัลชนะเลิศ	เงินรางวัล 50,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 1	เงินรางวัล 30,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 2	เงินรางวัล 20,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 3	เงินรางวัล 10,000 บาท	โล่และเกียรติบัตร
รางวัลชมเชย	เงินรางวัล 5,000 บาท	โล่และเกียรติบัตร

รางวัล Bitcoin / เหรียญรางวัล
 รางวัลชนะเลิศจะได้รับเงินรางวัล Bitcoin 10,000 บาท
 รางวัลที่ 1 ได้รับเงินรางวัล Bitcoin 5,000 บาท
 รางวัลที่ 2 ได้รับเงินรางวัล Bitcoin 3,000 บาท
 รางวัลที่ 3 ได้รับเงินรางวัล Bitcoin 1,500 บาท

In 2016 the company implemented stimulus and development measures on a continuous basis. The ICC Innovation Awards competition was initiated for the first time. Featured at the competition was a total of 68 entries in categories of Sales & Marketing, System & Process and Services & Personality.



Management and employees held a religious ceremony to mourn the passing away of His Majesty King Bhumibol Adulyadej where by every ICC employee expressed their undying gratitude and unwavering loyalty as his humble subjects by commemorating the 7th and 30th day of His Majesty's passing away.

Encouraging employees to participate and create value for society

The company supports and encourages its employees to get involved with volunteer projects by being involved with projects that benefit the community and society. This initiative will help the employee gain a deep insight on topics such as sacrifice, collaboration, and teamwork for the unified goal of helping and development of the community. The result is good relations between the company and the community. Employees who take the time to participate in volunteer activities on a frequent basis, possess the desire to help for the wellbeing of the community, will be able to transform themselves into good people and possess people skills - are regarded as a very important asset of the company.

Apart from a united coalition with the goal of developing and helping the community, the company has other activities designed to build unity and teamwork amongst ICC employees, including religious charity events, key anniversary events and product sales events such as ICC Fair and Saha Group Fair.



Merit making ceremony to commemorate the founding of the company.

“Thailand Best” project supporting products made in Thailand

The company is aware of the importance of campaigning and supporting of products made in Thailand, made by Thai people for Thai people. Which is why the Thailand Best logo, a logo representing products made in Thailand, was highlighted by the Saha Group to promote and campaign products made locally, and encourage consumers to have confidence, buy and take pride in local products. Products on sale were not limited to Saha Group's merchandise but also included other manufacturers which resulted in building a sense of patriotism in addition to helping the local economy gain momentum as well. Another benefit of this event was that it served as a guideline for manufacturers to raise their standards of quality and competitiveness in order to compete at international levels.



Good Products (Business)

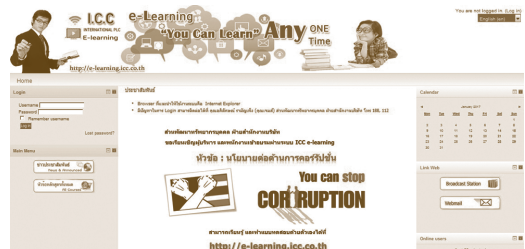
Apart from developing people who are the driving force of the company - a good solid business direction is a key factor in setting work guidelines leading to development, resulting in good products and services, and the opportunity to introduce innovation to the business sector. Another benefit is the ability to meet the market demands in an integrated way which will bring growth and sustainability to the company.

1. Overseeing business operations

The company places importance on how well it oversees its business operations. Which is why the *Good Corporate Governance Principles* was officially introduced in writing, as the mandatory practice adopted by management and employees in how they conduct business. Management is confident that the implementation of good management systems, transparency and accountability, in addition to checks and balances of power combined with making sure that the presence of internal control systems is sufficient enough-will ensure that the rights and equality of shareholders and stakeholders will be respected. The aforementioned will serve as the key factors contributing to the ability of the company to protect or facilitate its immune system against competitive forces...growth and long-term sustainability will also be realized as well.

That said, information has been communicated to all parties concerned, in addition to an appraisal on how much data was absorbed and understood of the “Key factors in good business management” as follows:

1. Develop a manual for key policies in good management practices to be distributed to concerned parties
2. Present a VDO presentation on good business management during orientation training for new employees
3. Organize training workshops for every employee, combined with an evaluation test via e-learning
4. Distribute the said information on the www.icc.co.th website in the Corporate Governance and Anti-Corruption Policies column.



2. Anti-Corruption Policy



The company received accreditation as an official member of the Private Sector Collective Action Coalition Against Corruption (CAC).

“Honesty” is 1 of the 7 principles of thought to the success of the company. Giving great significance to internal management of business operations must rely on a business direction that is transparent and honest. The company has also set Anti-Corruption Policy in writing as a testament to its position on corruption. In addition, an announcement was communicated to employees, business partners and external parties with the following statement, **“refrain from giving gifts to company directors, management or employees on any occasion”**. This statement against corruption was disturbed via various channels such as posting signs, letters, email and websites.

This also includes implementing purchasing systems which are transparent, clear and fair, contains designated terms in submitting purchase orders, and having proper business direction which is transparent and clear for business partners, along with registered comparable price rates for equipment materials which are neutrally priced, along with price comparisons, price bidding for construction work contracts, interior/ exterior decoration work for shops in normal and expedited (rush) situations.

In 2016, there were 1,883 employees trained and measured about Anti-Corruption Policy.

* The company continues to provide training and continuous assessment of this policy.

The management and employees must abide by the rules and regulations in the strictest sense. If the rules and regulations are not followed, and found guilty of corruption or fraudulent practices, management will immediately investigate and hand out the harshest disciplinary action to the wrong doers.

That said, policy information on anti-corruption measures has already been distributed via various channels, both internal and external, such as the information board or bulletin board, intranet system, e-Learning system, activities such as the “This is the person...ICC Click Like” event held every month which recognizes honesty and good deeds performed by employees. Training workshops and tests on “Anti-Corruption Policy” via the e-Learning system is made available for everyone in the company. Anti-corruption policy are also communicated through the company website www.icc.co.th column Corporate Governance and Anti-Corruption Policy

If you witness or are in possession of evidence

or suspect a company associate or any individual acting on behalf of I.C.C. International Public Company Limited is involved or has taken part in any illegal act of bribery or corruption, both direct and indirect, an act of fraud, an act that breaks the stipulated rules and regulations of our company in accordance to guidelines and policies set forth by our Ethics Executive Committee of the company, management and employees, it is your duty to report such wrongdoings to the following:

1. The ICC audit committee can be contacted via email at iccauditcommittee@icc.co.th
2. Post Office box number 22, Yannawa, Bangkok 10120
3. Send complaints directly or submit a written statement of complaint to the person in charge of receiving employee complaints
 - Customer Relations Center 0-2294-4999
 - Company Secretary 0-2295-0688



Public Relations Board campaigns against Corruption

The company is has plans in the pipeline to expand its Anti-Corruption Policy from its business partners or alliances in its Supply Chain.

3. Conducting fair business practices

The company strives to conduct business operations based on honesty, fairness, ethics and is determined to compete in business activities according to the principles of ethics in trade and business, abide by the given laws and competitive practices based on equality, in addition to the refusal to accept acts that prohibit fair business practices. Examples are corporates espionage and obtaining confidential information from its competitors, refusing to demand or accept personal benefits deemed illegal and dishonest.

The company is against the infringement of intellectual property, will not engage in product imitations or use intellectual property belonging to its competition without permission from the owner of the said IP for the benefits of its business operations. And in 2016 the company challenged itself to create innovation by organizing the ICC Innovation Awards, in addition to encouraging its employees to submit innovative ideas in the competition on various competitive events on a constant basis

4. Respect human rights

The company has implemented a policy that highlights the refusal to infringe on basic human rights by the following action plan:

1. Will not be involved or support businesses that infringe on basic human rights

2. Provide knowledge and understanding of the principles of human rights to its employees in order for this initiative to be part of the action plan
3. Will not limit freedom or differences in thinking, gender, race, religion, policy is or other issues. In addition, the company will avoid voicing or making opinionated comments that has the potential to cause conflict or disunity.
4. Offer channels of two-way communication for its employees who feel they have been unjustly or unfairly treated, or feel that their basic rights have been taken advantage of. Employees will be given the opportunity to express their complaints which will be taken into consideration and handled with the highest level of fairness.

Based on the concept “**because everyone else is us**”, the company places great importance on equal treatment for employees who are physically challenged; the company has ensured that the workplace provides comfort and convenience amenities for people who are physically challenged-and encourage other employees to treat them with equality and respect.

5. Fair practices towards labor workforce

Employees are a highly valued resource and a key factor that contributes to the success of an organization or company, which is why the following represents the direction and practices related to how employees are treated at the company:

1. Treat every employee with respect and honor their rights as a fellow human being; and respect the basic rights of their work, in addition to keeping their personal information or secrets confidential to others outside the company or individuals who are not related in any way or form.
2. stipulated by law, and work regulations of the company.
3. Support the ideals of equality when recruiting new employees. Do not show favoritism, nor discriminate against gender or the opposite sex, skin color, race, religion, the physically challenged, or any other

criteria that has absolutely nothing to do with their work skills.

4. Support and encourage training workshops, exchange of knowledge in order to develop one's general knowledge and skill sets, build stability for your profession and give the opportunity to advance according to the capability of each person.
5. Encourage employees to take part and participate in determine the direction in the day to day operations and development of the company.
6. Provide compensation in a fair and just manner, that matches the level of knowledge, capability, job responsibility and work performance ratings.
7. Provide benefits and rights that are reasonable and appropriate for employees. For example, medical care, Provident Fund for employees, employee Cooperatives to name a few.

6. Accountability to the consumer

The company realizes that customer satisfaction and trust are the key factors that will bring upon sustainable success to the company. The designated business practices are as follows:

1. Conduct business in the areas of production, distribution of goods and products and service which is safe for the consumer and environment-friendly.
2. Conduct business with uncompromising determination, product development and services, strive for innovation to create value for your products and services in order to meet the needs of the valued customer on a continuous basis; combined with distribution of information that will assist in purchase decisions, without concealing or distorting the truth.
3. Conduct business by holding on to the core values of honesty, fairness and not to partake in any activities that will infringe or violate the rights of the valued customer, maintain trade confidentiality of the customer, never use customer's confidential data for personal gain or for those with ill intentions.

4. Do not demand, accept or give in to monetary or materialistic offers or benefits that come from dishonest means from customers, both directly and indirectly.
5. Act accordingly to the agreed upon trade terms. In the case that you cannot abide by the said terms, it is your duty to inform your business partner in advance in order to find a solution that will minimize loss as much as possible.
6. Make communication channels available so that customers can submit in their complaints to the company; and ensure the customer complaints are addressed and handled as fair as possible.



The company has established a

“Customer Relations Center”

to serve as a channel for communication and has staffed the center with professional teams of the highest caliber. Customers can contact the center at the following contact details:

- Tel: 0-2294-4999
- Email services@icc.co.th
- Business letters which do not require customers to buy postal stamps are available at all counter desks of our nationwide product distribution network

In 2016 customer complaints which came through our communication channels

decreased by 51% when compared to 2015 during the same period.

The data from customers complaints were used to improve products and services in order to achieve the highest customer satisfaction index.



7. Development of community and society

The company conducts its business with an extraordinary determination to be a good corporate citizen of Thailand—which is why it always places importance on its responsibility and accountability to the kingdom of Thailand, community and society; in addition to the preservation of local traditions, whereby the customs and traditions will be preserved in order to achieve a good society and communal benefits by the following precepts:

1. To refrain from conducting business in such a way that will contribute to the deterioration of society, will not infringe on the individual rights of other people who reside within the community and society.
2. Cultivate a sense consciousness and responsibility towards community and society; starting from the workplace, company and every level on a continuous basis.
3. Set standards that will protect and resolve potential side effects from the company's business operations in the case that it affects the community and society.
4. Support and preserve cultural traditions and local customers
5. Collaborate with various agencies in the development of the community
6. Provide support for activities that will results in communal benefits for the community
7. Create income and support the local economy of the community by promoting and creating jobs and products for the community.
8. Develop and foster relationship between the company, local community and society based on the foundation of righteousness, transparency and fairness.

As demonstrated through the continued support and promotion of various activities of the community and society—in the areas of health, education, energy preservation, environment, promotion and support for local jobs and professions, and the preservation of arts and culture of Thailand, in addition to offering opportunities for employees, business partners and customers to participate in activities aimed at development for sustainability together. (More details on the page 35-43)

8. Energy Resources and Environment Management

The company is genuinely concerned with regards to its responsibility and accountability to the environment and the energy resources, as described in the following:

1. Conduct business to match designated standards, rules and regulations and environmental policies. We are concerned about the effects on natural resources and the environment, which is why we always reconsider and our business operations on a constant basis.
2. Create innovation and build a sense of responsibility and accountability for every employee of all levels. The result is a unified teamwork and responsible management of the environment by using natural resources with the highest efficiency and sustainability.
3. Promote learning and training for every employee on the subject of the natural environment.
4. Support management systems for the environment starting from using resources economically, develop measures for treating and rejuvenating, using alternative sources as a substitute, monitor and taking care, and preventing any side effects which may harm the natural resource and the environment in a sustainable way.
5. Develop a selection system for business partners in the supply chain who employ environment-friendly business methods.
6. Support development and share technology that is “green” or environment-friendly



In 2016 the company conducted business operations by using energy efficiently through the following 2 projects:



The company changed uniforms for 5,000 sales employees nationwide. The uniforms were made from CoolMode material which has special temperature ventilating qualities, allowing the employee to feel comfortable despite the 25 degrees Celcius temperature from the building's airconditioning system. The CoolMode material

Changed 5,000 uniforms of sales employees nationwide with the objective of reducing the carbon footprint and global warming effects via cutting-edge textile technology called CoolMode.

allows the wearer to be comfortable, and more importantly adjusting the aircon temperature up 1 degree Celcius could translate into annual savings of up to 15 billion baht for the country, and a reduction of the carbon foot print by up to 3,000,000 tonnes per year.



The company is devoted to environmental issues as a good corporate citizen, which is why we recently introduced alternative energy for consumption. In 2016 we initiated a green project to produce electricity by installing solar cells on the rooftop of our corporate headquarters in Bangkok. Our SOLAR ROOFTOP sits on metal sheets covering

Pioneered the Solar Rooftop project by promoting the use of alternative energy within the organization.

1,230 square meters, which allows for the installation of solar cell panels rated at 315 Watts per panel. After installation was completed, the solar rooftop produced 86.94 kilowatts of electricity for our organization, reduced our carbon footprint, and reached our electricity bills. We are still in the process of collecting statistical data on utility cost savings.

9. R&D for sustainability

In our capacity as the leading distributor of fashion wear and beauty products, in addition to leading consumer goods in Thailand, the company is determined to achieve great milestones through R&D and innovation development for our product merchandise and services, based on responsibility and accountability towards society, in order to enhance efficiency and productivity for the sake of our organization and stakeholders.

ICC INNOVATION AWARDS 2016
 โครงการประกวดนวัตกรรมฯ ช.ช. ครั้งที่ 1 ประจำปี 2559
 ภายใต้แนวคิด "การคิดค้นและพัฒนาสร้างสรรค์นวัตกรรม-ธุรกิจ
 ซึ่งมั่งคั่งสภาพจิตใจของพันธมิตรที่ประสบความสำเร็จยั่งยืน"

ประเภทของนวัตกรรมที่เข้าประกวด

- Sales & Marketing**
 (นวัตกรรมด้านการตลาด เช่น การพัฒนาผลิตภัณฑ์ใหม่)
- System & Process**
 (นวัตกรรมด้านระบบสารสนเทศ/ระบบบริหารจัดการ)
- Services & Personality**
 (นวัตกรรมด้านบริการลูกค้า/บริการหลังการขาย เช่น การพัฒนาโปรแกรมการบริการลูกค้า)

รางวัลชนะเลิศ	เงินรางวัล 50,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 1	เงินรางวัล 30,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 2	เงินรางวัล 20,000 บาท	โล่และเกียรติบัตร
รางวัลที่ 3	เงินรางวัล 10,000 บาท	โล่และเกียรติบัตร
รางวัลชมเชย	เงินรางวัล 5,000 บาท	โล่และเกียรติบัตร

พิธีมอบรางวัล / ระยะเวลาของการประกวดนวัตกรรมฯ
 กำหนดจัดขึ้นในวันที่ 18 สิงหาคม 2559 ณ โรงแรมแกรนด์ไฮแอท เอราวัณ กรุงเทพฯ
 โทรสาร 0-2263-2000 ต่อ 378 โทรสาร 0-2294-9542 Web: pr@icc.co.th

Pioneered the concept of ICC Innovation Awards for the first time in 2016 with the objective of stimulating the creation of innovation on a continuous basis for the categories Sales & Marketing, Systems & Process, and Services & Personality. The event sparked great interest from every division subsidiary by virtue of the 68 entries at the competition. The innovations were very interesting and abundant in variety. The winning innovations were used as models for functional use as well, while the winning innovation also qualified to represent our company and compete in the prestigious Chairman Awards.

A paradigm change in sales technique was introduced for the first time with the latest innovation in line with the era of Thailand 4.0,

To reemphasize ICC market leadership status in consumer products and services enhanced by innovative technology. Unprecedented and never seen before! Step into the Thailand 4.0 era with cutting edge innovation such as the following example:

“Dinso” Robot, the world’s first humanoid sales service robot.



The importance of introducing technology to enhance and develop sales operations, the company unveiled the world’s first humanoid sales service robot named “Dinso” which is capable of providing sale service and greet customers, in addition to its facial recognition technology which uses a camera to record pictures of customers stored in its database (His & Her member card).

The Dinso robot speaks several languages such as English and Chinese, can introduce products on sale, give promotion advise by scanning the QR code of products, assist in money transactions, inform of current news events and sales campaigns for customers.

Dinso robot will be shown at ARROW SHOP, Terminal 21 Shopping Mall, the PLUS NINE SHOP at Fashion Island Shopping Mall and other outlets in the future.

Virtual Fitting Room

To enhance the convenience factor for customers while purchasing fashion apparel and clothes, the customer need not waste time changing clothes back and forth in the fitting room.



ICC introduced the Virtual Fitting Room (VFR) which uses image processing technology and a camera to capture movements of the customer; a virtual image of the customer is created on a screen and the customer is now able to mix and match as many clothes as they want to without having to undress.

Quick Buy easy shopping with QR Code

Quick Buy provides convenient service by allowing customers to buy clothes by merely scanning your QR Code through an application on your mobile smart phone or other devices that can interface with other devices. Quick Buy connects purchase orders to the www.eThailandBEST.com company website. The purchased apparel can be delivered to your house in no time as well.



Easy shopping by scanning
Quick Buy QR Code



Joint research products from agricultural seeds and grains for the Royal projects has allowed the company bring benefits to the consumer.

Apart from supporting R&D activities, product and service development, the company places priority in collaborative R&D efforts with other agencies, in order to add value and achieve sustainable development. I.C.C. International Public Company Limited, in its capacity as the sole distributor of the Royal Olive Series, recently partnered with the The Royal Chitralada Projects in developing extracts from Croatia olives. International Laboratories Corps., Ltd. is the production arm for this new and exciting beauty product sold by ICC

Olive extracts at The Royal Chitralada Projects was developed into a quality beauty product marketed as PURECARE Brand. The Croatia Olive can be cultivated in Thailand, and marks the first time it was used for commercial value after being introduced to farmers.

พลิกฟื้นคืนความชุ่มชื้น
ลดเลือนริ้วรอยก่อนวัย
พิชิตกระจัดใส
ภายใน 4 สัปดาห์



“PURECARE Royal Olive Series”

Natural olive extracts originating from the The Royal Chitralada Projects is the key ingredient used in this unique blend of beauty product which freshens, rejuvenates, nourishes and contains antioxidants to prevent skin damage - giving you a healthy natural skin complexion.

Good Society (Community)

In the role distributor of leading products, and apart from driving business operations to grow sustainably, ICC bases its successful management principles on 7 values as a guideline today achieving its goals - CSR activities play a key role and is never overlooked by the company as seen in the continued support; ICC employees are also encouraged to “give”, get involved in volunteering with activities benefiting society, country and community.

Building opportunities and integrating education initiatives for younger generation

Moving forward with the “Excellent Model School” by developing educational institutions via a bilateral model. I.C.C. International Public Company Limited entered into a Memorandum of cooperation with the “Excellent Model School” project, also known as the Bilateral model educational center, organized by the Ministry of Education and the committee on vocational studies, in addition to 14 leading private sector companies who participated in the project. The aforementioned entities will work together to raise the standards of vocational education in order to meet the needs of the industry, the 20 year National Strategy, in line with the Thailand 4.0 era.

ICC has also collaborated with Thonburi Commercial College, a partnership which uses the Dual Vocational Education or DVE, whereby course curriculum was developed along with development of teachers and staff, all culminating in quality vocational training in the field of marketing, on the job training, enhanced skills and expertise - all of which can be used to achieve stability and sustainability.



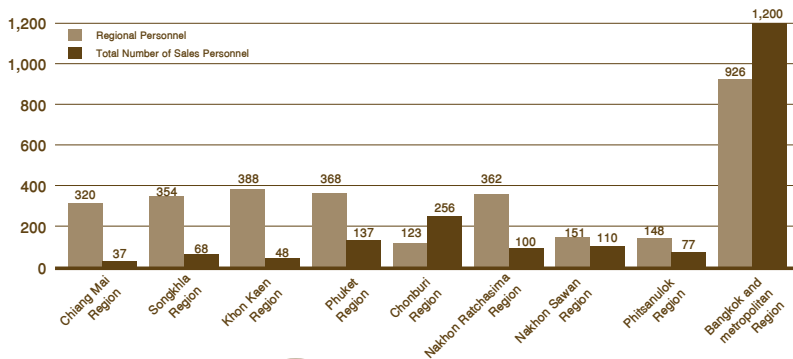
ICC and civil state raise profession standards

Development of local business partners

Create jobs. Create professions. Develop local skilled labor.

The core business of the company is in the distribution of consumer products through sales counters and shops nationwide; job recruitment in the provincial areas is one of the company's key policies which focuses on creating jobs, professions and developing the potential of rural labor in all parts of Thailand - also included is the procurement of local suppliers, whereby the decoration of local shops in various provinces will encompass the task of giving the opportunity to local companies and shops to bid for contracts and tender offers accordingly. If the tendered price is on par to competing offers in Bangkok, then priority is to be given to the local or provincial companies: construction projects, shop decoration and transfer of technological know-how to the provincial companies as well.

Graph showing Number of Sales Personnel by Region as of 1 January 2017



Total number of employees

5,173

Total employees from provincial areas

3,140

accounting for
60%
of all sales employees

- **Chiang Mai Region** comprise Chiang Mai, Lampang, Mae Hong Son, Chiang Rai and Phayao provinces
- **Songkhla Region** comprises Songkhla, Satun, Trang, Phatthalung, Pattani, Yala and Narathiwat provinces
- **Khon Kaen Region** comprises Khon Khen, Kalasin, Loei, Roi Et, Udon Thani, Buengkarn, Maha Sarakham, Mudaharn, Nong Khai, Nong Bua Lamphu, Sakon Nakhon, Nakhon Phanom provinces and all of Lao PDR
- **Phuket Region** comprises Phuket, Phang-nga, Krabi, Chumphon, Nakhon Si Thammarat, Ranong and Surat Thani provinces
- **Chonburi Region** consists of Chon Buri, Chanthaburi, Rayong, Trat, Chachoengsao, Prachin Buri, Sa Kaeo and Nakhon Nayok.
- **Nakhon Ratchasima Region** consists of Nakhon Ratchasima, Chaiyaphume, Yasothon, Buriram, Surin, Sisaket, Ubon Ratchathani and Amnat Charoen.
- **Nakhon Sawan Region** consists of Nakhon Sawan, Ayutthya, Lop Buri, Saraburi, Sing Buri, Angthong, Chainat, Kamphaeng Phet and Uthai Thani.
- **Phitsanulok Region** consists of Phitsanulok, Uttaradit, Tak, Sukhothai, Phichit, Phrae and Nan.
- **Bangkok and metropolitan Region** consists of Bangkok, Nonthaburi, Pathum Thani, Samut Prakan, Samut Songkram, Samut Sakhon, Suphan Buri, Kanchanaburi, Nakhon Pathom, Ratchaburi, Petchaburi and Prachuap Khiri Khan.

Developing quality of life and the environment of the community

The “Wacoal Bra Day Bra of Value...creating professions, love the environment” event has been held for the 5th year in a row

One of Wacoal's creative society - building projects, apart from company's collaboration with The Association for the Promotion of the Status of Women under the Royal Patronage of HRH Princess Soamsawali (APSW-Thailand), which promotes jobs for women in emergency shelter reliefs allows for increased jobs and income for women - the company participates

in a joint effort with the Department of environmental quality promotion, Ministry of Natural Resources and Environment, is the promotion for women to conduct bra quality checkups and develop good personality as well.

The project involves encouraging women to donate used bras which will be burned in a closed kiln and undergo natural degradation in the process of cement production. This process reduces pollution, consumption of natural resources and green house gases.

WACOAL BRADAY

Accepting used bra donations to be disposed off properly answers the 3Rs initiatives

Reuse

Donating new materials that make up the construction of the e bra to The Association for the Promotion of the Status of Women under the Royal Patronage of HRH Princess Soamsawali (APSW-Thailand), which will be used to make handicrafts by women at the Emergency Women's shelter creates jobs and income

Reduce

Taking bra product waste and burning them in closed kilns to be transformed into fuel required in cement production, reduces energy consumption, pollution of the environment and green houses gases.

Recycle

Taking bra components such as the support structure of bras, adjustable rings and hooks which are made from metal elements, and recycling the aforementioned allows the company to use natural resources most efficiently and gets the most value out of the process.

A total of 150,000 Wacoal bras equals coal burning of up to 27 tonnes, reduces waste by 15 tonnes and reduces the carbon dioxide footprint comparable to planting 380 tonnes of trees.



Developing quality of life for those less fortunate

Supporting “the Procurement of Wheelchairs and other Equipment for Handicapped children and Disabled people project” under the Rajanagarindra Institute of Child Development (RICD), Department of Mental Health, Ministry of Public Health. This is a royally sponsored project of HRH Princess Maha Chakri Sirindhorn, aiming to help and develop the lives of handicapped people with its mission to provide mobility, thrive in society, create income and help their families.

The Company provides financial support for transportation of wheelchairs and other mobility-aid equipment collected and donated by local and international organizations for delivery to the project in Chiang Mai. This activity has been active since 2011 till present time. Donation centers are located at the headquarters of I.C.C. International Public Company Limited in Bangkok, and 78 His & Her Shop outlets nationwide

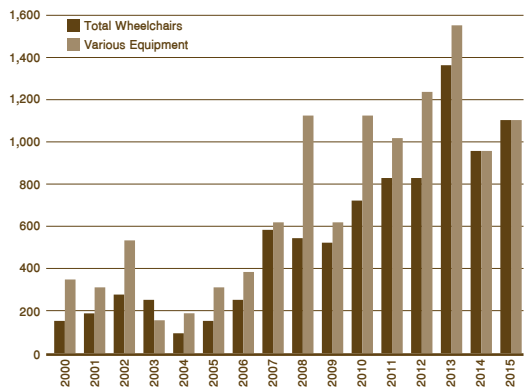


Wheelchair and equipment donation for handicapped children data

Month (2015)	Number of Wheelchairs	Value	Number of Various Equipment	Value
January	43	532,684	45	78,324
February	131	1,622,828	115	1,280,636
March	82	1,015,816	103	209,137
April	66	817,608	103	272,446
May	60	743,280	54	342,711
June	24	297,312	62	485,649
July	47	582,236	43	97,855
August	166	2,056,408	215	353,600
September	90	1,114,920	129	347,701
October	37	458,356	33	123,200
November	309	3,827,892	129	735,891
December	89	1,275,964	86	350,557
Total	1,139	13,952,750	1,117	4,677,707
Total	2,256 Pcs.		18,630,457 Baht	



Overview Since 2000



(Source: Data from RICD Wheelchair Project Annual Report to ICC 2015. Data from 2016 is currently being compiled by the Rajanagarindra Institute of Child Development)



Preservation and continuation of local traditions

Promoting Thai musical competitions at the student level on a continuous basis.

The company is the major supporter of the “Thai music competition for students in the eastern region” whereby participants will vie for the royally-sponsored trophy of HRH Princess Maha Chakri Sirindhorn.

The competition’s music and show elements are supervised by Burapha University for the past 27 years in a row. The competition caters to the younger generation and music enthusiasts of Thai traditional music, serves as a platform of exchange and development of music skills, allows musicians to improve their skills, encourages and carries on the tradition of Thai traditional music, encourages students to live and take pride in Thai traditional music, which promotes students to be proud to be Thai and promotes sustainable unity.



Preservation of Thai customs by organizing Bathing Buddha ceremony during Songkran festival

The company gives importance to the preservation of beautiful Thai traditional customs through various activities. As seen in the Bathing Buddha ceremony on Songkran day, an activity which has been promoted for over 10 years - to the point that this activity is now included in the corporate culture of the company. Employees are encouraged to participate this priceless custom so that it will stay with the Thai people, in addition other benefits include creating a sense of love and unity for employees in the organization as well.



Joining the network of various agencies

The Wacoal Pink Ribbon against Breast Cancer project I.C.C. International Public Company Limited, distributor of Wacoal products and women's lingerie, truly understands the Thai woman. Which is why ICC is joining hands with the National Cancer Institute and Cancer Association of Thailand under royal patronage, by organizing The Wacoal Pink Ribbon against Breast Cancer project for the past 16 years.

This health initiative encourages Thai women to be aware of the dangers of breast cancer in its various forms. Information leaflets on breast cancer, and breast examinations via mammograms with ultra sound checkups are promoted - because breast cancer is the number one cause of death in women suffering from cancer - a trend which appears to be on the rise.

In 2016 Wacoal initiated the “Wacoal Pink Lady Service” project in cooperation with the National Cancer Institute - involving the training of over 800 Wacoal sales personnel nationwide who were given the responsibility of communicating and educating women on the breast cancer information and how to conduct breast examinations by themselves. This activity carries out the mission statement of Wacoal which wants to see breast cancer distanced away from Thai women; Wacoal Pink Lady acts as the representative of Wacoal by educating and giving information to Thai women on the dangers of breast cancer, how to conduct breast examinations, how to select the proper Balancing Bra for women who have undergone breast removal operations and proper nutrition for a healthy outlook far away from breast cancer.

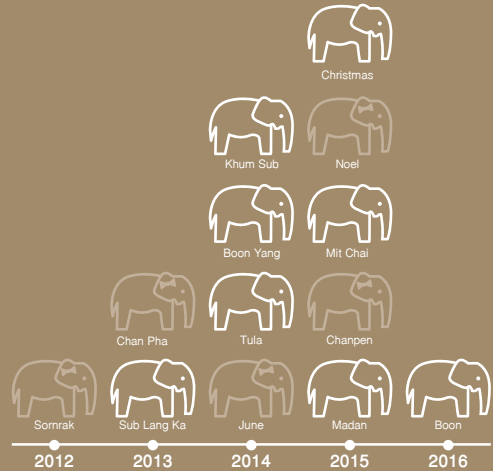


The Arrow Assistance for Elephants to return home project

Arrow products collaborated with the Returning Elephants to Nature project by organizing the Arrow Assistance for Elephants to return home project, which encourages the general public to participate and help elephants return to their natural habitat. Arrow came out with a special collection products based on the Helping Elephants return Home concept, from which part of the revenues were donated to the Returning Elephants to Nature project under royal patronage.

Elephants in the project assisted in their journey back home - throughout the duration of this project, elephants have been continuously returned to the Sap Langka Wildlife Sanctuary in Lop Buri and the Pa Doi Pha Muang Wildlife Sanctuary in Lampang.

Number of baby elephants have been given birth by the elephants joining in the Arrow Assistance for Elephants to return home project.



A United front for Hornbill birds with the Hornbill International apparels

The Hornbill bird is a key indicator of a natural forest's state of health, so to speak. The Hornbill helps in spreading seeds of various vegetation and monitors the population of small wildlife - creating a healthy forest environment. The Hornbill is also the symbol of true love because it has only one single mate throughout its lifetime. If its mate dies, the surviving Hornbill will never have another mate.

The importance of wildlife and natural habitat preservation is illustrated in the special Hornbill clothes collection - since 2001, February 13th has been assigned as the national Hornbill Day every year- to date, the company has been organizing activities to raise funds for The Hornbill Research Foundation of Mahidol University's Department of Science and is the main platform used to communicate events and operations related to

Hornbill bird preservation. Revenue from the aforementioned activities help fund the foundation in its R&D, data collection on how to restore Hornbill nests, increase their population, and encourage wild hunters, students and locals within Hornbill habitat vicinity, to take care and preserve Hornbill birds, so that these beautiful creations of Mother Nature become the "Heritage of the community" for younger generations to appreciate.



The biological and ecological study of Hornbill birds project Number of Hornbill birds returned to their natural habitat 1981–2015

	Khao Yai (1981 – 2015)	Huai Kha Kaeng (1991–2015)	Bido (1994–2015)	Total
Number of years conducting research	35	26	22	
Number of Hornbill nests	315	20	203	778
- Percentage of nests used by Hornbill birds (%)	177(56%)	109 (42%)	123 (61%)	
Number of Hornbill birds returned to their habitat				
- Hornbill chicks born from natural nests	1,673	551	561	2,785
- Hornbill chicks born from restored nests Natural and man-made nests	763	274	88	1,125
Total number of Hornbill birds returned to their natural habitat	2,436	825	649	3,910

Data from 2016 is currently being compiled by the Hornbill Research Foundation

The Hornbill bird's ability in planting trees

The Hornbill bird's diet is made up primarily of more than 100 types of fruits. If one Hornbill chick feeds on a fruit, it will regurgitate only one seed of the fruit per day. Only 5% of the regurgitated seeds from 3,910 Hornbills will grow into mature trees in the wildlife sanctuaries of Thailand. In 2016 alone, a total of 71,358 trees were "planted" by the Hornbill bird.



Supporting the Little Forest planting forests, planting people, planting hearts project

The company has actively participated in raising awareness of the preservation of nature with the general public. A key factor is the Little Forest planting forests, planting people, planting hearts project which was organized by The Department of Textile Science, Faculty of Argo Industry, Kasetsart University in collaboration with the Little Help group of the Phrae Community College and the Upper North Forest Industry organization - whose objectives are to stimulate and promote awareness in society regarding the problems of deforestation. This initiative aims to instill the ideals in students and the public on reforestation or planting trees. Suan Pa Wangchin national park of Phrae province is the location of this project where reforestation and nature preservation is being conducted by the Upper North Forest Industry organization.

The Saha Group of companies has donated funds required in the planting and maintenance of trees covering 100 Rais of land for the past 3 years. I.C.C. International Public Company Limited has also donated 10 Rais of land and lended its support and resources for various activities of the project on a continuous basis.



Summary report

With a unique corporate foundation which has shaped our organization by the following business philosophy of Dr. Thiam Chokwatana, “**conduct business with ethics for sustainable benefits**”, which has been the guideline in carrying on the policies and implementing operations for the sake of sustainable development under the “**Good People, Good Products, Good Society**” concept - the goal of our company is to attain the elite status of a leading organization of the Thai people with standards on par to international levels.

Our company’s prowess is in creating innovation, for our products and services for the consumer; in addition to the development of the continued development of the potential of its human resources by empowering them with knowledge and information while preaching the necessities of ethics and good morals.

The “Good People, Good Products, Good Society” policy has been handed down to every employee through a carefully thought out process that instills these corporate values with the following “7 Principles of Thought” (Core values) made up of Fight for Glory, Think positive, Discipline, Faith, Readiness, Integrity and Unity all of which is considered as the template in driving the organization to its goals of success in a sustainable manner. Based on the performance results which were achieved in line with the above policies, the result is sustainable development on a continued basis for stakeholders as follows:

Development of Good people

is a reference to the development of the potential and building of value of the employees so that they conduct themselves worthy of being a good person who abides by honesty to others and themselves, the organization, and society. All of which are key to achieving sustainable development as follows

- Supporting employees to participate in company activities to build unity as one, including activities for the common benefit of the community, campaigning for **anti-corruption policies and praising individuals who perform good deeds**, are honest and take pride in themselves for being the ideal example for others to follow suit. This is illustrated in the number of good deeds performed in the “**This is the person ICC Click Like**” activity, which saw a 70% increase in good deeds when compared to 2015 figures.
- The development of employee potential and development of employees of outstanding caliber on a continuous basis is achieved through training workshops at every level. **The Diamond Crown Award** promotes outstanding sales personnel with recognition and awards in order for them to serve as motivation and inspiration for others to follow. Also included is **the Regional Star Trainer** which employs star trainers into motivational speakers so that they can transfer their experience in sales techniques to other sales associates - a proactive measure that strengthens the organization.
- Stimulation and support of employees who create innovation encompasses products, services, sales planning, marketing plans and work systems which are highlighted by the **ICC Innovation Awards**.

Good Products

is the development of quality products and services to match the discerning needs of the valued customer through a variety of recommended channels; the customer will be able to have access to information which will answer their requirements of the product, good quality service and reasonable pricing strategy.

- Conducting business operations under the policy of **good corporate governance** supervision and **officially recognized as an official member of the CAC**; business operations are carried out in a clear manner, transparent, fair, management is implemented within work guidelines to further develop work operations and achieve good products and services.
- Consumer accountability is achieved by establishing the “**Customer Relations Center**” or CRC, which serves as a channel of communication for the customer regarding products and services. **In 2016 statistics on the number of customer complaints received by the CRC decrease by 51%**. The company has compiled the data into its development process in order to achieve the highest customer satisfaction index.
- **Product and service development** is designed to match the needs of the consumer of all genders, age group, and lifestyles through innovation, top quality and reasonable or affordable pricing. Also included is the changing of uniforms for 5,000 Sales personnel nationwide, whereby the new uniforms were made from CoolMode technology, which is cutting edge technology that contributes to the reduction of global warming.
- **Expansion of sales channels and services** via new methods which exceed expectations, such as the introduction of the Dinso Robot capable of

performing sales services; providing convenience to the customer by the Virtual Fitting Room, and introducing a faster more efficient method of shopping for customers through Quick Buy.

Good Society

involves building and creating opportunities in society by supporting activities that will benefit society on a continued basis. This will strengthen society by taking into consideration all stakeholders, community, society and the environment so that we will march forward together in a sustainable manner.

- **The “Excellent Model School”** is an ideal example of how to raise the quality standards of professions by developing educational institutions by a bilateral model for vocational students.
- Creating jobs and professions in provincial markets. **In 2016, more than 60% of provincial or rural recruits accounted for the company’s nationwide sales force of 3,410 associates.**
- **Highlighting women’s health issues with the Wacoal Pink Lady Service project** by training sales personnel to communicate and educate Thai women and customers on how to perform breast examinations - **in order to reduce the risk of breast cancer.**
- **Creating jobs, love your environment** with the Wacoal Bra Day activity which accepts donations of used bras for proper disposal answers the 3Rs (Reuse Reduce and Recycle) initiative.
- **Develop and improve quality of life of the physically handicapped** by providing financial support for expenditures in logistical operations/delivery of wheelchairs to the Rajanagarindra Child Development Institute - which also serve as the central hub for receiving wheelchair and equipment donations on a continued basis.

- **The company is the major supporter in environmental preservation** in projects such as the *Arrow Helping Elephants to return home project*, in which 13 baby elephants have been given birth by the mother elephants joining in the project to return to their nature habitats. The Hornbill Research Foundation has also received ICC financial support for the past 15 years to continue its noble work in a sustainable manner including research, preservation and expanding the population of the hornbill, and more importantly instilling to the public and students on the dire need to preserve this magnificent bird.
- Taking part in **preserving local traditions and customs** so that it will remain as a national heritage of the Thai people.

Throughout the duration in which the company has conducted its business operations, management has implemented its business plans under the sustainable development policy based on the guidelines of the “**Good People, Good Products, Good Society**” policy by relying on the aforementioned 7 Principles of Thought; the company realizes the importance and urgency to connect all stakeholders so that they play a role in determining the outcome of the company’s business operations.

This sustainable development report was compiled according to the guidelines of the international sustainable development report of the GRI G4, the company is determined to meet every standard of the international sustainable development report; which is why the 2017 Sustainability Report will most certainly meet every GRI prerequisite in its entirety.

Indicators based on guidelines of international sustainable development report

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
STRATEGY AND ANALYSIS			
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	4, 5	
G4-2	Provide a description of key impacts, risks, and opportunities.	4, 7, 13, 26 27, 28	
ORGANIZATIONAL PROFILE			
G4-3	Report the name of the organization.	7, Back Cover	
G4-4	Report the primary brands, products, and services.	7	
G4-5	Report the location of the organization's headquarters.	7	
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	7	
G4-7	Report the nature of ownership and legal form.	7	
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	7	
G4-9	Report the scale of the organization.	8, 18	
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	36 36	
G4-11	Report the percentage of total employees covered by collective bargaining agreements.		
G4-12	Describe the organization's supply chain.		
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain."		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.		
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	13	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations.		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report		
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	18, 19	
G4-19	List all the material Aspects identified in the process for defining report content.	11, 12, 33	
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	19	
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	19	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	19	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	19	
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organization.	16, 17	
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	16, 17	
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	16, 17	
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	16, 17	
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	18	
G4-29	Date of most recent previous report (if any).		
G4-30	Reporting cycle (such as annual, biennial).	18	
G4-31	Provide the contact point for questions regarding the report or its contents.	18	
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.		
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	18, 19	

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
GOVERNANCE			
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	26, Annual report	
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.		
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.		
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.		
G4-38	Report the composition of the highest governance body and its committees.	26	
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).		
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.		
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.		
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.		
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.		
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.		
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.		
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.		
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.		
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
GOVERNANCE (Continue)			
G4-49	Report the process for communicating critical concerns to the highest governance body		
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.		
G4-51	a. Report the remuneration policies for the highest governance body and senior executives. b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.		
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.		
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.		
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.		
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.		
ETHICS AND INTEGRITY			
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	9, Annual report	
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	21	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	21	
SPECIFIC STANDARD DISCLOSURES			
Standard Disclosure	Standard Disclosure Title		
CATEGORY: ECONOMIC			
ASPECT: ECONOMIC PERFORMANCE			
G4-DMA	Generic Disclosures on Management Approach		
G4-EC1	Direct economic value generated and distributed		
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		
G4-EC3	Coverage of the organization's defined benefit plan obligations		
G4-EC4	Financial assistance received from government		
ASPECT: MARKET PRESENCE			
G4-DMA	Generic Disclosures on Management Approach		
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation		
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: INDIRECT ECONOMIC IMPACTS			
G4-DMA	Generic Disclosures on Management Approach		
G4-EC7	Development and impact of infrastructure investments and services supported		
G4-EC8	Significant indirect economic impacts, including the extent of impacts		
ASPECT: PROCUREMENT PRACTICES			
G4-DMA	Generic Disclosures on Management Approach	27, 36	
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Will be reported in 2017	
CATEGORY: ENVIRONMENTAL			
ASPECT: MATERIALS			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN1	Materials used by weight or volume		
G4-EN2	Percentage of materials used that are recycled input materials		
ASPECT: ENERGY			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN3	Energy consumption within the organization	30, 31	
G4-EN4	Energy consumption outside of the organization	30, 31	
G4-EN5	Energy intensity	31	
G4-EN6	Reduction of energy consumption		
G4-EN7	Reductions in energy requirements of products and services	Will be reported in 2017	
ASPECT: WATER			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN8	Total water withdrawal by source		
G4-EN9	Water sources significantly affected by withdrawal of water		
G4-EN10	Percentage and total volume of water recycled and reused		
ASPECT: BIODIVERSITY			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		
G4-EN13	Habitats protected or restored		
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		
ASPECT: EMISSIONS			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)		
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)		
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		
G4-EN19	9 Reduction of greenhouse gas (GHG) emissions		
G4-EN20	Emissions of ozone-depleting substances (ODS)		
G4-EN21	NOX, SOX, and other significant air emissions		
ASPECT: EFFLUENTS AND WASTE			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN22	Total water discharge by quality and destination		
G4-EN23	Total weight of waste by type and disposal method		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: EFFLUENTS AND WASTE (Continue)			
G4-EN24	Total number and volume of significant spills		
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		
ASPECT: PRODUCTS AND SERVICES			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services		
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		
ASPECT: COMPLIANCE			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		
ASPECT: TRANSPORT			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce		
ASPECT: OVERALL			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN31	Total environmental protection expenditures and investments by type		
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Will be reported in 2017	
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS			
G4-DMA	Generic Disclosures on Management Approach		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: EMPLOYMENT			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region		
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	16, 22, 23, 28	
G4-LA3	Return to work and retention rates after parental leave, by gender		
ASPECT: LABOR/MANAGEMENT RELATIONS			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: OCCUPATIONAL HEALTH AND SAFETY			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	n/a	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation		
G4-LA8	Health and safety topics covered in formal agreements with trade unions		
ASPECT: TRAINING AND EDUCATION			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	22, 23, 24	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	20, 22, 23, 24	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	22, 23, 24	
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity		
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation		
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria		
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken		
ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS			
G4-DMA	Generic Disclosures on Management Approach		
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	28, 29	
SUB-CATEGORY: HUMAN RIGHTS			
ASPECT: INVESTMENT			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		
ASPECT: NON-DISCRIMINATION			
G4-DMA	Generic Disclosures on Management Approach	16, 28	
G4-HR3	Total number of incidents of discrimination and corrective actions taken		

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights		
ASPECT: CHILD LABOR			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor		
ASPECT: FORCED OR COMPULSORY LABOR			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor		
ASPECT: SECURITY PRACTICES			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations		
ASPECT: INDIGENOUS RIGHTS			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken		
ASPECT: ASSESSMENT			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria		
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken		
ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS			
G4-DMA	Generic Disclosures on Management Approach		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms		
SUB-CATEGORY: SOCIETY			
ASPECT: LOCAL COMMUNITIES			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	30, 37, 38, 39	
G4-SO2	Operations with significant actual and potential negative impacts on local communities	30, 37, 38, 39	
ASPECT: ANTI-CORRUPTION			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	27	
G4-SO4	Communication and training on anti-corruption policies and procedures	27	
G4-SO5	Confirmed incidents of corruption and actions taken	n/a	

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: PUBLIC POLICY			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO6	Total value of political contributions by country and recipient/beneficiary		
ASPECT: ANTI-COMPETITIVE BEHAVIOR			
G4-DMA	Generic Disclosures on Management Approach	27	
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	n/a	
ASPECT: COMPLIANCE			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society		
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken		
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY			
G4-DMA	Generic Disclosures on Management Approach		
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms		
SUB-CATEGORY: PRODUCT RESPONSIBILITY			
ASPECT: CUSTOMER HEALTH AND SAFETY			
G4-DMA	Generic Disclosures on Management Approach		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	n/a	
ASPECT: PRODUCT AND SERVICE LABELING			
G4-DMA	Generic Disclosures on Management Approach		
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		
G4-PR5	Results of surveys measuring customer satisfaction		
ASPECT: MARKETING COMMUNICATIONS			
G4-DMA	Generic Disclosures on Management Approach		
G4-PR6	Sale of banned or disputed products	n/a	
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	n/a	
ASPECT: CUSTOMER PRIVACY			
G4-DMA	Generic Disclosures on Management Approach		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	29	

GENERAL STANDARD DISCLOSURES			
Standard Disclosure	Disclosure Requirements	Page	Notes
ASPECT: COMPLIANCE			
G4-DMA	Generic Disclosures on Management Approach		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	n/a	



WE MAKE PEOPLE HAPPY AND BEAUTIFUL





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