



1.1.1 Vision / Mission / Objectives and Working Strategies

The Board of Directors is aware of the significance of the Company's performance, and therefore fully engages in setting the corporate vision/ mission based on ensuring its business operations is in line with the competitive direction of the market. So that the objectives of corporate management and employees may be aligned and in the same direction. These are reviewed annually to ensure that the corporate vision and mission is consistent with the current economic situation.

At the Company's Board of Directors' Meeting held on 20 February 2026, the Company's Vision, Mission, and Strategy for the forthcoming three-year plan (2026-2028) were considered. This review was to ensure that the Company's Vision, Mission, Objectives, and operational Strategy align with the Company's New Business Model, as well as the prevailing market competition and current economic conditions. Furthermore, this initiative aims to ensure that the Board of Directors, executives, and all levels of employees achieve a common understanding and adhere to a unified operational approach, ready for implementation within the Company's context.

The main objective is to ensure the new direction is clear, modern, and powerful, enabling the company to precisely address the current business competition landscape, while transitioning the organization into a "Responsible and Responsive Platform" that emphasizes tangible, measurable strategy implementation and a strong commitment to good corporate governance.

PURPOSE

"Bringing confidence to people's lives"

VISION

To be a responsible and responsive platform to accelerate opportunities for all

MISSION



Platform

Seamless Omni-Channel Connectivity for an Enhanced Customer Experience



Responsible

Integrating Sustainability into Business Operations



Responsive

Enhancing Organizational Agility Driven by Innovation and People



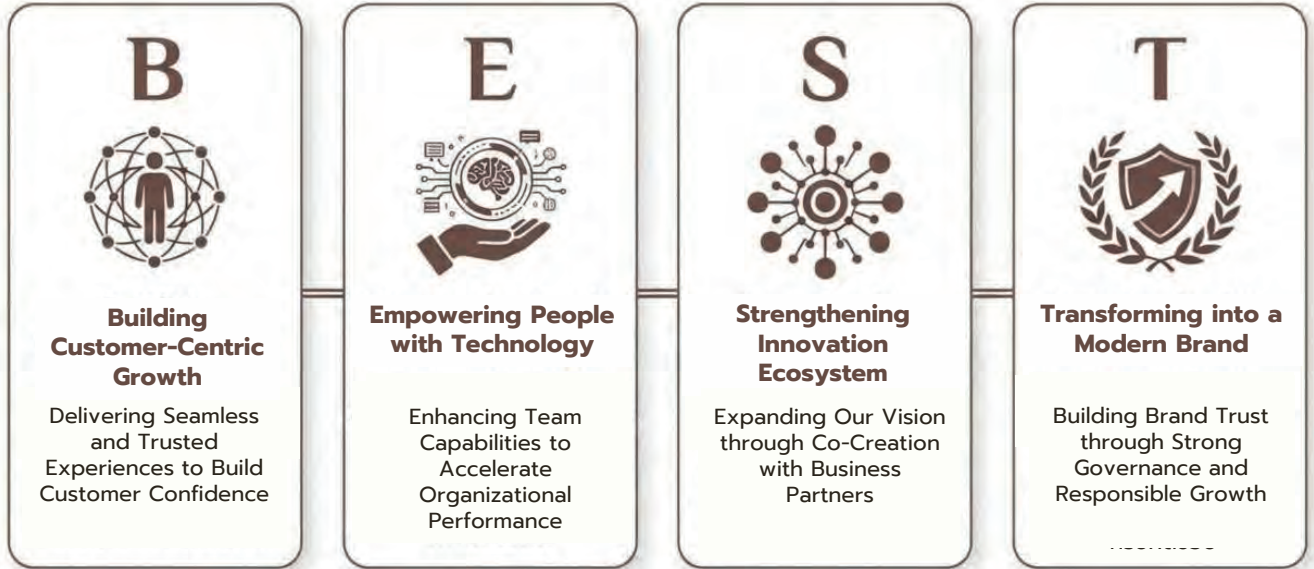
Opportunities

Empowering People to Grow through Co-Creation, Talent Development, and Career Advancement



Strategic Direction (B.E.S.T.)

Strategic Plan 2026 - 2028



Core Value (ค่านิยม)





Business Operation Strategies

To ensure the Company’s operations achieve the organizational goals set forth in its Vision and Mission, the Company has established a strategy plan for sustainable development as follows:

The core strategy, “B.E.S.T.,” serves as the driving mechanism to transform the Vision and Mission into tangible results.

- **B - Building Customer-Centric Growth**

This element drives business growth by placing customers at the center of operations in every dimension. It utilizes deep customer insights and behavioral analysis to develop personalized experiences and solutions that address individual needs, while seamlessly connecting all sales and service channels. Concurrently, it focuses on expanding and developing products and services to align with the changing lifestyles and demands of the market.

- **E - Empowering People with Technology**

Elevating the potential of the organization and its personnel through the systematic integration of digital technology into core business processes. This involves developing an efficient and interconnected infrastructure and systems, coupled with enhancing employees’ digital skills and adaptability, to improve quality, responsiveness, and data-driven decision-making capabilities.

- **S - Strengthening Innovation Ecosystem**

Creating an innovation ecosystem to continuously drive the development of new products and services by fostering collaboration with business partners, startups, academic institutions, and relevant stakeholders, coupled with cultivating an organizational innovation culture and capability, including the provision of shared infrastructure and resources conducive to experimenting and scaling new ideas.

- **T - Transforming into a Modern Brand**

Focusing on elevating ICC into a modern brand trusted by stakeholders through the consistent delivery of high-quality products and services, coupled with responsible and sustainable value chain management. This is achieved by strengthening effective and transparent governance mechanisms, along with developing a corporate culture that reflects the brand’s identity and values.

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



1.1.2 Material changes and developments

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

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

Moreover, the Company has expanded its business into service industry to meet the need of customers for example

- **His & Her Plus Point card is a project "Collect happiness, Collect reward points"** to invite our customers to join the membership with special privileges by collecting the reward points from purchase of the Company's products at participated sales counters nationwide. Members shall receive one point for every Baht 25 purchase and the collective points can be redeemed for gifts in catalogue or for other privileges especially prepared only for the members.
- **His & Her Shop** is the retail shop that congregates the Company's fashion products focusing on the store decoration in modern and warm atmosphere while providing best services to the customers. By the end of 2025, there are 17 His & Her shops throughout the country.
- **ICC Line Official Account** was set up in response to on-line demand for a channel of communication in the social network system to create awareness and sharing of information, news and promotions of the Company's products, under "Let's Shop ICC"
- **HisHer App** has been developed for members to access His & Her promotional material more easily and conveniently, while being quicker for the Company to get information out. Members can also search and amend their personal data for themselves, without the expense of contacting a call center
- **The partnership with Lazada**, a globally renowned online marketplace, expands online distribution channels with the website www.lazada.co.th, as we are determined to build on our strength in physical shop-based sale to online platform, in consistency with consumer behavior these days
- **www.iccshopping.com** is the online shopping mall channel providing all genuine products and renowned brands with affordable price containing various striking promotion of all well-known brands from different categories of Saha Group companies' products. Just at your fingertips, you can browse through all these products at 24 hours, meeting all your needs with high quality merchandises and authenticity guaranteed
- **Entered into a joint venture with World Co., Ltd.**, a Japanese clothing retailer, to bring "RAGTAG", a luxury second hand fashion store that excels in product selection and lineup of affordable luxury second-hand fashion products, to Thailand. This collaboration combines the expertise of leaders in both industries to pave the way for sustainable fashion business expansion and to become a trend-set leader in Thailand.
- The **"IC LAB"** is an "experimental project" established under the Company's sustainability vision, which aims to foster sustainability across all dimensions: corporate, social, and environmental. The project integrates apparel inventory aged approximately four years into a "Creative Redesign" process. The core concept is not simply recycling or reusing unsold garments in their original forms, but rather redesigning them under elevated production standards. This initiative enhances the value and unique identity of the original products by infusing dimensions of art, craftsmanship, and contemporary aesthetics.
- **OLYMP**, the number one leading men's shirt brand from Germany, is tailored for individuals seeking an effortlessly sophisticated everyday look. Equipped with NON-IRON innovation, the shirts offer exceptional comfort and excellent breathability, maintaining a crisp appearance throughout the day without the need for ironing. The brand embodies the philosophy of "Quality • Innovation • Sustainability" and holds the OEKO-TEX® Standard 100 certification, ensuring the highest levels of quality, safety, and environmental responsibility in every garment.
- **Kung King**, a semi-instant glass noodle product, emphasizes not only convenience but also prioritizes "ingredient quality" and "authentic flavor" to cater to the lifestyles of modern, health-conscious consumers. Produced from 100% authentic mung bean starch, it provides a soft and chewy noodle texture that does not easily become bloated. By meticulously selecting unique and highly popular flavors from restaurants, we have developed recipes to deliver an intensely satisfying taste in a semi-instant format, available in two styles:
 - **Kung King Brand Semi-Instant Spicy Glass Noodle Salad (Dry Type):** Delivers a bold, well-rounded flavor profile-sour, salty, and spicy-characteristic of authentic traditional Thai spicy salads.
 - **Kung King Brand Semi-Instant Glass Noodles with Boat Noodle Soup Flavor (Soup Type):** Distinguished by its rich, mellow, and aromatic herbal broth, providing an intensely delicious experience akin to dining at a restaurant, all in a highly convenient format.