I.C.C. International Public Company Limited and its Subsidiaries

Condensed interim financial statements
for the three-month and nine-month periods ended
30 September 2026
and
Independent auditor's review report

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Independent auditor's report on review of interim financial information

To the Board of Directors of I.C.C. International Public Company Limited

I have reviewed the accompanying consolidated and separate statement of financial position of I.C.C. International Public Company Limited and its subsidiaries, and of I.C.C. International Public Company Limited, respectively, as at 30 September 2026; the consolidated and separate statements of comprehensive income for the three-month and nine-month periods ended 30 September 2026, changes in equity and cash flows for nine-month period ended 30 September 2026; and condensed notes ("interim financial information"). Management is responsible for the preparation and presentation of this interim financial information in accordance with Thai Accounting Standard 34, "Interim Financial Reporting". My responsibility is to express a conclusion on this interim financial information based on my review.

Scope of Review

I conducted my review in accordance with Thai Standard on Review Engagements 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity". A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Thai Standards on Auditing and consequently does not enable me to obtain assurance that I would become aware of all significant matters that might be identified in an audit. Accordingly, I do not express an audit opinion.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the accompanying interim financial information is not prepared, in all material respects, in accordance with Thai Accounting Standard 34, "Interim Financial Reporting".

(Krit Dhammathatto)
Certified Public Accountant
Registration No. 11915

KPMG Phoomchai Audit Ltd.
Bangkok
6 November 2026

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I.C.C. International Public Company Limited and its Subsidiaries

Statement of financial position

		Consolidated financial statements		Separate financial statements	
		30 September	31 December	30 September	31 December
Assets	*Note*	2026	2025	2026	2025
		(Unaudited)		(Unaudited)	
		(in thousand Baht)			
Current assets					
Cash and cash equivalents		1,061,986	618,163	939,038	374,390
Other current financial assets	*9*	763,189	2,023,787	757,327	1,936,948
Trade receivables	*3*	888,392	1,136,532	861,890	1,057,570
Other receivables	*3*	359,870	276,289	345,150	232,870
Short-term loans to related parties	*3*	30,000	30,000	30,000	30,000
Current portion of long-term loans to related parties	*3*	785,000	-	785,000	-
Current portion of long-term loan		-	3,550	-	3,550
Inventories		1,919,593	2,391,530	1,454,682	2,191,134
Output VAT on consignment sales of inventories		187,412	179,031	155,360	179,031
Other current assets		48,766	21,896	35,978	9,297
Total current assets		**6,044,208**	**6,680,778**	**5,364,425**	**6,014,790**
Non-current assets					
Restricted deposits at financial institution		35,000	35,000	-	-
Other non-current financial assets	*9*	21,737,487	20,678,337	21,728,417	20,669,117
Investments in associates	*4*	2,500,102	1,902,238	2,342,652	1,711,285
Investments in subsidiaries	*4*	-	-	520,483	520,483
Long-term loans to related parties	*3*	52,700	581,800	50,000	581,800
Investment properties		1,224,496	1,229,333	1,287,637	1,292,473
Property, plant and equipment		2,503,060	2,507,036	2,273,640	2,265,806
Right-of-use assets		337,289	580,401	149,341	321,894
Other intangible assets		96,534	96,269	53,453	50,750
Deferred tax assets		42,694	33,601	-	-
Other non-current assets		561,554	489,746	535,653	465,242
Total non-current assets		**29,090,916**	**28,133,761**	**28,941,276**	**27,878,850**
Total assets		**35,135,124**	**34,814,539**	**34,305,701**	**33,893,640**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Unaudited)		(Unaudited)	
		(in thousand Baht)			
Current liabilities					
Bank overdrafts and short-term loans from financial institutions		35,757	34,804	-	-
Trade payables	*3*	508,628	627,096	427,186	588,590
Other payables	*3*	497,777	522,119	433,605	478,442
Current portion of lease liabilities	*3*	191,950	268,426	88,095	163,667
Short-term loans from related parties	*3*	40,800	42,600	-	-
Current portion of advance received from rental income		6,662	6,662	6,662	6,662
Corporate income tax payable		-	308	-	-
Other current financial liabilities	*9*	39	5,356	-	5,356
Total current liabilities		**1,281,613**	**1,507,371**	**955,548**	**1,242,717**
Non-current liabilities					
Lease liabilities	*3*	153,929	319,761	66,388	163,490
Deferred tax liabilities		2,720,585	2,485,079	2,697,005	2,464,293
Provisions for employee benefits		523,563	530,792	345,765	348,483
Advance received from rental income		156,203	161,274	156,203	161,274
Other non-current liabilities		59,292	58,916	50,998	51,242
Total non-current liabilities		**3,613,572**	**3,555,822**	**3,316,359**	**3,188,782**
Total liabilities		**4,895,185**	**5,063,193**	**4,271,907**	**4,431,499**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of financial position

		Consolidated financial statements		Separate financial statements	
		30 September	31 December	30 September	31 December
Liabilities and equity	*Note*	2026	2025	2026	2025
		(Unaudited)		(Unaudited)	
		(in thousand Baht)			
Equity					
Share capital:	*5*				
Authorised share capital		500,000	500,000	500,000	500,000
Issued and paid-up share capital		500,000	500,000	500,000	500,000
Share premium:					
Share premium on ordinary shares		1,487,217	1,487,217	1,487,217	1,487,217
Share premium on treasury shares		51,433	51,433	51,433	51,433
Retained earnings:					
Appropriated					
Legal reserve		50,000	50,000	50,000	50,000
General reserve		2,377,914	2,292,400	2,377,914	2,292,400
Unappropriated		13,793,088	14,069,143	13,844,344	14,051,426
Other components of equity		11,724,392	11,030,649	11,722,886	11,029,665
Equity attributable to owners of the parent		**29,984,044**	**29,480,842**	**30,033,794**	**29,462,141**
Non-controlling interests		255,895	270,504	-	-
Total equity		**30,239,939**	**29,751,346**	**30,033,794**	**29,462,141**
Total liabilities and equity		**35,135,124**	**34,814,539**	**34,305,701**	**33,893,640**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of comprehensive income (Unaudited)

	Consolidated financial statements		Separate financial statements	
	Three-month period ended 30 September		Three-month period ended 30 September	
	2026	2025	2026	2025
	(in thousand Baht)			
Revenue from sales and rendering of services	1,994,229	1,990,121	1,878,329	1,720,508
Costs of sales and rendering of services	1,431,009	1,325,018	1,411,554	1,192,047
Gross profit	**563,220**	**665,103**	**466,775**	**528,461**
Other income				
Dividends income	49,194	110,987	50,165	110,987
Other income	64,608	66,507	53,384	60,195
Total other income	**113,802**	**177,494**	**103,549**	**171,182**
Profit before expenses	**677,022**	**842,597**	**570,324**	**699,643**
Expenses				
Distribution costs	436,340	527,594	420,145	511,218
Administrative expenses	290,850	292,914	208,090	208,313
Total expenses	**727,190**	**820,508**	**628,235**	**719,531**
Profit (loss) from operating activities	**(50,168)**	**22,089**	**(57,911)**	**(19,888)**
Finance costs	(4,101)	(5,800)	(1,625)	(2,671)
Share of loss of associates accounted for using equity method	(18,140)	(23,086)	-	-
Loss before income tax expense	**(72,409)**	**(6,797)**	**(59,536)**	**(22,559)**
Tax expense (income)	47,089	182	45,370	(1,469)
Loss for the period	**(119,498)**	**(6,979)**	**(104,906)**	**(21,090)**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries
Statement of comprehensive income (Unaudited)

	Note	Consolidated financial statements		Separate financial statements	
		Three-month period ended 30 September		Three-month period ended 30 September	
		2026	2025	2026	2025
		(in thousand Baht)			
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Exchange differences on translating financial statements		133	(237)	-	-
Total items that will be reclassified subsequently to profit or loss		**133**	**(237)**	-	-
Items that will not be reclassified subsequently to profit or loss					
Gain on investments in equity instruments designated at FVOCI		271,871	88,866	271,871	88,866
Gain on remeasurements of defined benefit plans		3,777	-	-	-
Income tax relating to items that will not be reclassified subsequently to profit or loss		(55,129)	(17,773)	(54,374)	(17,774)
Total items that will not be reclassified subsequently to profit or loss		**220,519**	**71,093**	**217,497**	**71,092**
Other comprehensive income for the period, net of tax		**220,652**	**70,856**	**217,497**	**71,092**
Total comprehensive income for the period		**101,154**	**63,877**	**112,591**	**50,002**
Profit (loss) attributable to:					
Owners of parent		(121,558)	(16,112)	(104,906)	(21,090)
Non-controlling interests		2,060	9,133	-	-
		(119,498)	**(6,979)**	**(104,906)**	**(21,090)**
Total comprehensive income attributable to:					
Owners of parent		99,064	54,839	112,591	50,002
Non-controlling interests		2,090	9,038	-	-
		101,154	**63,877**	**112,591**	**50,002**
Basic loss per share *(in Baht)*	*7*	**(0.24)**	**(0.03)**	**(0.21)**	**(0.04)**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of comprehensive income (Unaudited)

	Note	Consolidated financial statements Nine-month period ended 30 September 2026	2025	Separate financial statements Nine-month period ended 30 September 2026	2025
		(in thousand Baht)			
Revenue from sales and rendering of services	*6*	5,770,208	6,071,652	5,442,117	5,406,814
Costs of sales and rendering of services		3,947,208	4,143,220	3,892,023	3,761,889
Gross profit		**1,823,000**	**1,928,432**	**1,550,094**	**1,644,925**
Other income					
Dividends income		554,052	1,126,371	583,217	1,163,977
Other income		204,469	234,117	177,792	209,682
Total other income		**758,521**	**1,360,488**	**761,009**	**1,373,659**
Profit before expenses		**2,581,521**	**3,288,920**	**2,311,103**	**3,018,584**
Expenses					
Distribution costs		1,409,253	1,499,091	1,361,752	1,526,964
Administrative expenses		918,250	962,730	655,136	684,349
Total expenses		**2,327,503**	**2,461,821**	**2,016,888**	**2,211,313**
Profit from operating activities		**254,018**	**827,099**	**294,215**	**807,271**
Finance costs		(13,943)	(18,482)	(6,376)	(8,813)
Share of loss of associates accounted for using equity method		(29,176)	(21,188)	-	-
Profit before income tax expense		**210,899**	**787,429**	**287,839**	**798,458**
Tax expense (income)		57,468	(5,987)	59,407	(11,272)
Profit for the period		**153,431**	**793,416**	**228,432**	**809,730**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of comprehensive income (Unaudited)

	Note	Consolidated financial statements Nine-month period ended 30 September		Separate financial statements Nine-month period ended 30 September	
		2026	2025	2026	2025
		(in thousand Baht)			
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Exchange differences on translating financial statements		799	(1,583)	-	-
Total items that will be reclassified subsequently to profit or loss		**799**	**(1,583)**	**-**	**-**
Items that will not be reclassified subsequently to profit or loss					
Gain (loss) on investments in equity instruments designated at FVOCI		866,376	(446,690)	866,526	(446,690)
Gain (loss) on remeasurements of defined benefit plans		3,777	(6,541)	-	(1,857)
Income tax relating to items that will not be reclassified subsequently to profit or loss		(174,030)	90,646	(173,305)	89,709
Total items that will not be reclassified subsequently to profit or loss		**696,123**	**(362,585)**	**693,221**	**(358,838)**
Other comprehensive income (expense) for the period, net of tax		**696,922**	**(364,168)**	**693,221**	**(358,838)**
Total comprehensive income for the period		**850,353**	**429,248**	**921,653**	**450,892**
Profit (loss) attributable to:					
Owners of parent		156,438	782,803	228,432	809,730
Non-controlling interests		(3,007)	10,613	-	-
		153,431	**793,416**	**228,432**	**809,730**
Total comprehensive income (expense) attributable to:					
Owners of parent		853,202	420,719	921,653	450,892
Non-controlling interests		(2,849)	8,529	-	-
		850,353	**429,248**	**921,653**	**450,892**
Basic earnings per share *(in Baht)*	*7*	**0.31**	**1.57**	**0.46**	**1.62**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of changes in equity (Unaudited)

		Consolidated financial statements												
					Retained earnings			Other components of equity						
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	General reserve	Unappropriated	Translating reserve	Fair value reserve	Share of other comprehensive income of associates accounted for using equity method	Total other components of equity	Equity attributable to owners of the parent	Non-controlling interests	Total equity
							(in thousand Baht)							
Nine-month period ended 30 September 2025														
Balance at 1 January 2025		**365,000**	**1,487,187**	**51,433**	**50,000**	**2,191,543**	**13,353,889**	**3,250**	**11,932,852**	**1,623**	**11,937,725**	**29,436,777**	**291,961**	**29,728,738**
Transactions with owners, recorded directly in equity														
Contributions by and distributions to owners														
Issue of ordinary shares	*5*	135,000	30	-	-	-	-	-	-	-	-	135,030	-	135,030
Dividends	*8*	-	-	-	-	-	(230,000)	-	-	-	-	(230,000)	-	(230,000)
Dividends paid to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	(14,140)	(14,140)
Stock dividends	*8*	-	-	-	-	-	(135,000)	-	-	-	-	(135,000)	-	(135,000)
Total contributions by and distributions to owners		**135,000**	**30**	**-**	**-**	**-**	**(365,000)**	**-**	**-**	**-**	**-**	**(229,970)**	**(14,140)**	**(244,110)**
Comprehensive income (expense) for the period														
Profit		-	-	-	-	-	782,803	-	-	-	-	782,803	10,613	793,416
Other comprehensive expense		-	-	-	-	-	(3,664)	(1,068)	(357,352)	-	(358,420)	(362,084)	(2,084)	(364,168)
Total comprehensive income (expense) for the period		**-**	**-**	**-**	**-**	**-**	**779,139**	**(1,068)**	**(357,352)**	**-**	**(358,420)**	**420,719**	**8,529**	**429,248**
Transfer to retained earnings		-	-	-	-	-	30,593	-	(30,593)	-	(30,593)	-	-	-
Transfer to general reserve		-	-	-	-	100,857	(100,857)	-	-	-	-	-	-	-
Balance at 30 September 2025		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,292,400**	**13,697,764**	**2,182**	**11,544,907**	**1,623**	**11,548,712**	**29,627,526**	**286,350**	**29,913,876**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of changes in equity (Unaudited)

		Consolidated financial statements												
					Retained earnings			Other components of equity						
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	General reserve	Unappropriated	Translating reserve	Fair value reserve	Share of other comprehensive income of associates accounted for using equity method	Total other components of equity	Equity attributable to owners of the parent	Non-controlling interests	Total equity
							(in thousand Baht)							
Nine-month period ended 30 September 2026														
Balance at 1 January 2026		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,292,400**	**14,069,143**	**1,842**	**11,027,184**	**1,623**	**11,030,649**	**29,480,842**	**270,504**	**29,751,346**
Transactions with owners, recorded directly in equity														
Distributions to owners														
Dividends	*8*	-	-	-	-	-	(350,000)	-	-	-	-	(350,000)	-	(350,000)
Dividends paid to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	(11,760)	(11,760)
Total distributions to owners		**-**	**-**	**-**	**-**	**-**	**(350,000)**	**-**	**-**	**-**	**-**	**(350,000)**	**(11,760)**	**(361,760)**
Comprehensive income (expense) for the period														
Profit (loss)		-	-	-	-	-	156,438	-	-	-	-	156,438	(3,007)	153,431
Other comprehensive income		-	-	-	-	-	3,021	641	693,102	-	693,743	696,764	158	696,922
Total comprehensive income (expense) for the period		**-**	**-**	**-**	**-**	**-**	**159,459**	**641**	**693,102**	**-**	**693,743**	**853,202**	**(2,849)**	**850,353**
Transfer to general reserve		-	-	-	-	85,514	(85,514)	-	-	-	-	-	-	-
Balance at 30 September 2026		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,377,914**	**13,793,088**	**2,483**	**11,720,286**	**1,623**	**11,724,392**	**29,984,044**	**255,895**	**30,239,939**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of changes in equity (Unaudited)

		Separate financial statements							
					Retained earnings			Other components of equity	
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	General reserve	Unappropriated	Fair value reserve	Total equity
					(in thousand Baht)				
Nine-month period ended 30 September 2025									
Balance at 1 January 2025		**365,000**	**1,487,187**	**51,433**	**50,000**	**2,191,543**	**13,258,989**	**11,935,333**	**29,339,485**
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners									
Issue of ordinary shares	*5*	135,000	30	-	-	-	-	-	135,030
Dividends	*8*	-	-	-	-	-	(230,000)	-	(230,000)
Stock dividends	*8*	-	-	-	-	-	(135,000)	-	(135,000)
Total contributions by and distributions to owners		**135,000**	**30**	**-**	**-**	**-**	**(365,000)**	**-**	**(229,970)**
Comprehensive income (expense) for the period									
Profit		-	-	-	-	-	809,730	-	809,730
Other comprehensive expense		-	-	-	-	-	(1,485)	(357,353)	(358,838)
Total comprehensive income (expense) for the period		**-**	**-**	**-**	**-**	**-**	**808,245**	**(357,353)**	**450,892**
Transfer to retained earnings		-	-	-	-	-	30,593	(30,593)	-
Transfer to general reserve		-	-	-	-	100,857	(100,857)	-	-
Balance at 30 September 2025		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,292,400**	**13,631,970**	**11,547,387**	**29,560,407**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of changes in equity (Unaudited)

		Separate financial statements							
					Retained earnings			Other components of equity	
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	General reserve	Unappropriated	Fair value reserve	Total equity
					(in thousand Baht)				
Nine-month period ended 30 September 2026									
Balance at 1 January 2026		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,292,400**	**14,051,426**	**11,029,665**	**29,462,141**
Transactions with owners, recorded directly in equity									
Distributions to owners									
Dividends	*8*	-	-	-	-	-	(350,000)	-	(350,000)
Total distributions to owners		**-**	**-**	**-**	**-**	**-**	**(350,000)**	**-**	**(350,000)**
Comprehensive income for the period									
Profit		-	-	-	-	-	228,432	-	228,432
Other comprehensive income		-	-	-	-	-	-	693,221	693,221
Total comprehensive income for the period		**-**	**-**	**-**	**-**	**-**	**228,432**	**693,221**	**921,653**
Transfer to general reserve		-	-	-	-	85,514	(85,514)	-	-
Balance at 30 September 2026		**500,000**	**1,487,217**	**51,433**	**50,000**	**2,377,914**	**13,844,344**	**11,722,886**	**30,033,794**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of cash flows (Unaudited)

	Consolidated financial statements		Separate financial statements	
	Nine-month period ended 30 September		Nine-month period ended 30 September	
	2026	2025	2026	2025
	(in thousand Baht)			
Cash flows from operating activities				
Profit for the period	153,431	793,416	228,432	809,730
Adjustments to reconcile profit to cash receipts (payments)				
Tax expense (income)	57,468	(5,987)	59,407	(11,272)
Finance costs	13,943	18,482	6,376	8,813
Depreciation and amortisation	323,077	372,541	220,238	260,070
(Reversal of) impairment loss	3,856	(3,352)	16,089	16,230
(Gain) loss on fair value adjustment	(5,317)	4,041	(5,356)	3,895
Share of loss of associates accounted for using equity method	29,176	21,188	-	-
(Reversal of) expected credit loss on trade and other receivables	(1,128)	2,271	(1,128)	2,271
(Reversal of) loss on inventories devaluation	(10,484)	285	(13,714)	1,850
Loss on disposal of assets	5,081	3,961	5,213	3,629
Gain on lease termination	(1,044)	(534)	(641)	(534)
Gain on disposal of investment	-	(23,586)	-	(23,586)
Realised unearned lease income	(5,071)	(5,072)	(5,071)	(5,072)
Expenses for employee benefits	49,358	44,914	34,796	31,274
Dividends income	(554,052)	(1,126,371)	(583,217)	(1,163,977)
Interest income	(43,947)	(48,813)	(42,756)	(45,874)
	14,347	47,384	(81,332)	(112,553)
Changes in operating assets and liabilities				
Trade accounts receivable	250,489	414,911	198,029	383,413
Other receivables	(35,466)	(26,860)	(63,747)	(37,391)
Inventories	482,421	231,367	750,166	268,022
Other current assets	(6,244)	3,478	25,997	6,381
Other non-current assets	(81,585)	31,408	(80,188)	22,212
Trade accounts payable	(118,468)	(498,925)	(161,404)	(586,659)
Other payables	(13,613)	(62,282)	(34,265)	(26,194)
Other non-current liabilities	376	(10,436)	(244)	(8,456)
Net cash generated from (used in) operations	492,257	130,045	553,012	(91,225)
Provisions for employee benefits paid	(52,810)	(71,334)	(37,514)	(36,448)
Taxes paid	(28,479)	(29,407)	(23,086)	(20,111)
Taxes received	-	27,284	-	26,372
Net cash from (used in) operating activities	**410,968**	**56,588**	**492,412**	**(121,412)**

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries

Statement of cash flows (Unaudited)

	Consolidated financial statements		Separate financial statements	
	Nine-month period ended 30 September		Nine-month period ended 30 September	
	2026	2025	2026	2025
	(in thousand Baht)			
Cash flows from investing activities				
Decrease (increase) in current investments	1,209,554	(690,133)	1,179,621	(719,526)
Proceeds from return of capital	3,900	6,378	3,900	6,378
Proceeds from sale of equity securities	-	146,760	-	146,760
Proceeds from sale of debt security	51,044	90,000	-	90,000
Acquisition of equity securities	(196,674)	(353,270)	(196,674)	(349,166)
Acquisition of interest in associates	(643,600)	(118,475)	(643,600)	(118,475)
Proceeds from sale of assets	941	1,802	747	1,802
Acquisition of assets	(174,808)	(180,424)	(163,810)	(111,359)
Proceeds from repayment of loans to non related parties	3,550	-	3,550	-
Proceeds from repayment of loans to related parties	2,000	-	2,000	-
Payment for loans to associate	(50,000)	-	(50,000)	-
Payment for loans to related parties	(207,900)	(26,500)	(205,200)	(26,500)
Dividends received	560,966	1,141,115	573,167	1,163,977
Interest received	50,003	47,581	48,394	44,208
Net cash from investing activities	**608,976**	**64,834**	**552,095**	**128,099**
Cash flows from financing activities				
Increase in bank overdrafts and short-term borrowings from financial institutions	953	3,525	-	-
Repayment of short-term borrowings from related parties	(1,800)	(1,800)	-	-
Payment of lease liabilities	(199,809)	(245,738)	(123,483)	(162,098)
Dividends paid to owners of the Company	(350,000)	(230,000)	(350,000)	(230,000)
Dividends paid to non-controlling interests	(11,760)	(14,140)	-	-
Interest paid	(14,100)	(18,388)	(6,376)	(8,813)
Net cash used in financing activities	**(576,516)**	**(506,541)**	**(479,859)**	**(400,911)**
Net increase (decrease) in cash and cash equivalents, before effect of exchange rate changes	443,428	(385,119)	564,648	(394,224)
Effect of exchange rate changes on cash and cash equivalents	395	294	-	-
Net increase (decrease) in cash and cash equivalents	**443,823**	**(384,825)**	**564,648**	**(394,224)**
Cash and cash equivalents at 1 January	618,163	1,255,088	374,390	968,057
Cash and cash equivalents at 30 September	**1,061,986**	**870,263**	**939,038**	**573,833**
Non-cash transactions				
Increase (decrease) in fair value of investments	866,376	(446,690)	866,526	(446,690)
Decrease in payable for purchases of assets	(10,572)	(2,190)	(10,572)	(2,190)
Receivable from disposal of assets	(45,342)	-	(45,342)	-
Accrued dividend income	(10,050)	-	(10,050)	-
Increase in right-of-use assets	85,757	659,761	72,569	186,398
Decrease in right-of-use assets	(127,212)	(501,359)	(121,119)	(103,243)

The accompanying notes form an integral part of the interim financial statements.

I.C.C. International Public Company Limited and its Subsidiaries
Notes to the condensed interim financial statements
For the three-month and nine-month periods ended 30 September 2026 (Unaudited)

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These notes form an integral part of the interim financial statements.

The interim financial statements issued for Thai regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements and were approved and authorised for issue by the Board of Directors on 6 November 2026.

1 General information

The principal activity of the Company is distributing consumer products.

2 Basis of preparation of the interim financial statements

The condensed interim financial statements are presented in the same format as the annual financial statements together with notes to the interim financial statements on a condensed basis ("interim financial statements") in accordance with Thai Accounting Standard (TAS) No. 34 *Interim Financial Reporting,* guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The interim financial statements focus on new activities, events and circumstances to avoid repetition of information previously reported in annual financial statements. Accordingly, these interim financial statements should be read in conjunction with the financial statements of the Company and its subsidiaries for the year ended 31 December 2025.

In preparing these interim financial statements, judgements and estimates are made by management in applying the Group's accounting policies. Actual results may differ from these estimates. The accounting policies, methods of computation and the key sources of estimation uncertainty were the same as those that described in the financial statements for the year ended 31 December 2025.

3 Related parties

Relationship with related parties and the pricing policy for particular types transactions of related parties have no significant change during the nine-month period ended 30 September 2026.

Significant transactions with related parties	**Consolidated financial statements**		**Separate financial statements**	
Nine-month period ended 30 September	2026	2025	2026	2025
		(in thousand Baht)		
Subsidiaries				
Sales of goods	-	-	59,111	3,063
Dividend income	-	-	12,240	22,860
Other income	-	-	102,192	23,078
Purchases of goods	-	-	671,539	499,345
Distribution costs	-	-	128,056	104,478
Other expenses	-	-	1,063	6,168
Associates				
Sales of goods	3,350	3,146	-	2
Sales of assets	45,342	-	45,342	-
Dividend income	17,005	14,745	16,965	14,745
Other income	9,289	7,309	8,515	6,989
Purchases of goods	25,131	36,016	25,057	35,930
Distribution costs	5,223	8,686	5,137	8,686
Other expenses	3,982	23,497	2,893	22,219

Significant transactions with related parties	Consolidated financial statements		Separate financial statements	
Nine-month period ended 30 September	2026	2025	2026	2025
	(in thousand Baht)			
Other related parties				
Sales of goods	1,364,875	1,413,086	1,273,809	1,340,587
Sales of assets	184	23	184	23
Dividend income	403,300	460,212	403,300	460,212
Other income	406,997	329,549	400,043	321,926
Purchases of goods	2,628,263	2,439,353	2,580,653	2,416,723
Purchases of assets	19,685	75,642	19,226	15,114
Distribution costs	512,529	430,341	488,237	415,046
Other expenses	51,011	54,034	34,805	38,246
Key management personnel				
Key management personnel compensation				
Short-term employee benefits	61,582	65,922	45,420	45,907
Long-term benefits	3,294	4,271	2,778	2,602
Total key management personnel compensation	**64,876**	**70,193**	**48,198**	**48,509**

	Consolidated financial statements		Separate financial statements	
	30 September	31 December	30 September	31 December
As at	2026	2025	2026	2025
	(in thousand Baht)			
Trade accounts receivable				
Subsidiaries	-	-	53,925	11
Associates	1,980	499	-	-
Other related parties	373,858	483,566	361,440	470,507
Total	**375,838**	**484,065**	**415,365**	**470,518**
Other receivables				
Subsidiaries	-	-	38,028	3,629
Associates	51,009	1,191	50,690	1,145
Other related parties	130,197	113,842	122,469	108,712
Total	**181,206**	**115,033**	**211,187**	**113,486**
Short-term loans to				
Other related parties	30,000	30,000	30,000	30,000
Total	**30,000**	**30,000**	**30,000**	**30,000**
Current portion of long-term loans to				
Other related parties	785,000	-	785,000	-
Total	**785,000**	-	**785,000**	-
Long-term loans to				
Associates	52,700	-	50,000	-
Other related parties	-	581,800	-	581,800
Total	**52,700**	**581,800**	**50,000**	**581,800**

As at	Consolidated financial statements		Separate financial statements	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025
	(in thousand Baht)			
Trade accounts payable				
Subsidiaries	-	-	16,238	76,915
Associates	2,017	5,320	1,822	5,119
Other related parties	388,876	402,420	373,611	398,819
Total	**390,893**	**407,740**	**391,671**	**480,853**
Other payables				
Subsidiaries	-	-	28,274	31,462
Associates	12,815	14,328	12,701	13,823
Other related parties	130,837	177,939	126,893	171,724
Total	**143,652**	**192,267**	**167,868**	**217,009**
Lease liabilities				
Associates	25,242	30,406	18,446	26,019
Other related parties	169,098	261,668	2,638	5,702
Total	**194,340**	**292,074**	**21,084**	**31,721**
Short-term borrowings from				
Other related parties	40,800	42,600	-	-
Total	**40,800**	**42,600**	**-**	**-**
Other commitments				
Other related parties	**271,247**	**243,016**	**271,247**	**243,016**

4 Investments

Associates

Material movements ***Nine-month period ended 30 September 2026***	Consolidated financial statements	Separate financial statements
	(in thousand Baht)	
Increase in share capital of E-Commerce Digital Thai Holding Public Company Limited	500,000	500,000
Investment in Heritage Croc (Thailand) Co., Ltd.	50,000	50,000
Paid the share and increase in share capital in King Square Suite Co., Ltd.	93,600	93,600
Impairment loss	-	12,233

At the Board of Directors' Meeting of the Company held on 17 August 2026, approved to purchase the increase on share capital 5,000,000 shares in E-Commerce Digital Thai Holding Public Company Limited amounting to Baht 500 million. The Company and the Group's proportionate shareholding change from 25.45% to 36.72% and from 25.71% to 36.91%, respectively.

At the Board of Directors' Meeting of the Company held on 21 May 2026, approved to invest 500,000 shares in Heritage Croc (Thailand) Co., Ltd., amounting to Baht 50 million. The Company's ownership interest is 20%. Subsequently, as at 7 August 2026, the Company made the paid up capital 25% in Heritage Croc (Thailand) Co., Ltd., amounting to 50,000 Baht and as at 13 August 2026, the Company paid 75% of remaining of the share capital in Heritage Croc (Thailand) Co., Ltd., amounting to 150,000 Baht, additionally paid the increase in share capital 498,000 shares in Heritage Croc (Thailand) Co., Ltd., amounting to Baht 49.80 million.

On 25 May 2026, the Company made the paid up capital 12.5% of the share capital in King Square Suite Co., Ltd., amounting to Baht 23.40 million and as at 24 July 2026, the Company paid the 12.5% of the share capital in King Square Suite Co., Ltd., amounting to Baht 23.40 million. Subsequently, as at 24 August 2026, the Company paid the increase in share capital 46,800 shares in King Square Suite Co., Ltd., amounting to Baht 46.80 million.

As at 30 September 2026, the Company recognized impairment loss on investment in Issara United Development Co., Ltd. amounting to Baht 12.23 million.

Subsidiary

The board of directors' meeting of the Company held on 21 November 2025, resolved Canchana International Co., Ltd. to proceed the process of dissolution and liquidation in accordance with the relevant laws of Cambodia and Canchana International Co., Ltd. registered its dissolution with the competent authority in Cambodia on 27 February 2026.

5 Share capital

		2026		2025	
	Par value	Number of shares	Value	Number of shares	Value
	(in Baht)	*(in thousand shares / thousand Baht)*			
Authorized					
At 1 January					
- Ordinary shares	1	500,000	500,000	365,000	365,000
Increase in authorized share capital					
- Ordinary shares	1	-	-	135,000	135,000
At 30 September					
- Ordinary shares	1	**500,000**	**500,000**	**500,000**	**500,000**
Paid-up					
At 1 January					
- Ordinary shares	1	500,000	500,000	365,000	365,000
Issue of stock dividends					
- Ordinary shares	1	-	-	135,000	135,000
At 30 September					
- Ordinary shares	1	**500,000**	**500,000**	**500,000**	**500,000**

Increase in authorized share capital

At the Annual General Meeting of the Shareholders of the Company held on 28 April 2025, the shareholders passed their resolutions to increase authorized share capital 135,000,000 ordinary shares at Baht 1 par value each, totalling to Baht 135,000,000 from authorized share capital 365,000,000 ordinary shares at Baht 1 par value each, totalling to Baht 365,000,000 to newly authorized share capital 500,000,000 ordinary shares at Baht 1 par value each, totalling to Baht 500,000,000. The Company registered the capital increase with the Ministry of Commerce on 27 May 2025.

6 Segment information and disaggregation of revenue

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The business operation involves 4 principal segments; Cosmetics toiletries & perfumeries, Women's and men's apparel, Mother and baby products and Household products. Segment performance is considered by using the measure operating profit in the financial statements. The Company has not report segment assets and segment liabilities due to the management believe that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Information about reportable segments

	Consolidated financial statements															
	Cosmetics toiletries & perfumeries		**Women's and men's apparel**		**Mother and baby products**		**Household products**		**Total reportable segments**		**Others**		**Elimination of inter-segment revenue**		**Total**	
For the nine-month period ended 30 September	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	(in million Baht)															
Revenue from sale of goods	601	518	4,417	4,452	491	569	833	873	6,342	6,412	297	277	(869)	(617)	5,770	6,072
Segment operating profit (loss)	37	17	(70)	(108)	19	33	(12)	(54)	(26)	(112)	63	57	(78)	(67)	(41)	(122)
Other income															288	1,033
Unallocated expenses															(7)	(103)
Share of loss of investments in associates															(29)	(21)
Profit before tax															**211**	**787**

Geographical segments

The Group is managed and operated principally in Thailand, there are no material revenues derived from, or assets located in foreign countries.

Major customer

Revenues from 2 major customers of the Group's represents approximately Baht 1,981 million *(2025: 3 major customers, approximately Baht 2,502 million).* of the Group's total revenues.

Timing of revenue recognition

The group recognised the major revenue at a point in time.

7 Earnings (loss) per share

Basic earnings (loss) per share for the three-month and nine-month periods ended 30 September 2026 and 2025 is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period and after adjusting the number of ordinary shares used to calculate earnings per share for the three-month and nine-month periods ended 30 September 2026 and 2025 in proportion to the change in the number of shares as a result of the distribution of the stock dividends of 135 million shares, following with the resolutions of the Annual General Meeting of the Shareholders of the Company held on 28 April 2025, as if the stock dividend had been issued at the beginning of the earliest period reported for the purpose of comparing in earnings (loss) per share.

For the three-month period ended 30 September	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
	(in thousand Baht)			
Loss attributable to ordinary shareholders				
Loss for the period attributable to ordinary shareholders of the Company	(121,558)	(16,112)	(104,906)	(21,090)
Weighted average number of ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	500,000	365,000	500,000	365,000
Number of ordinary shares increase from stock dividend paid	-	135,000	-	135,000
Number of ordinary shares outstanding (basic)	**500,000**	**500,000**	**500,000**	**500,000**
Loss per share (basic) ***(in Baht)***	**(0.24)**	**(0.03)**	**(0.21)**	**(0.04)**

For the nine-month period ended 30 September	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
	(in thousand Baht)			
Profit attributable to ordinary shareholders				
Profit for the period attributable to ordinary shareholders of the Company	156,438	782,803	228,432	809,730
Weighted average number of ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	500,000	365,000	500,000	365,000
Number of ordinary shares increase from stock dividend paid	-	135,000	-	135,000
Number of ordinary shares outstanding (basic)	**500,000**	**500,000**	**500,000**	**500,000**
Earnings per share (basic) ***(in Baht)***	**0.31**	**1.57**	**0.46**	**1.62**

8 Dividends

	Approval date	Payment schedule	Dividend rate per share *(in Baht)*	Amount *(in million Baht)*
2026				
2026 Annual dividend	27 April 2026	May 2026	0.70	350
2025				
2025 Annual dividend	28 April 2025	May 2025	0.63	230
2025 Annual stock dividend	28 April 2025	May 2025	0.37	135

9 Financial instruments

Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated financial statements							
	Carrying amount				Fair value			
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total	Level 1	Level 2	Level 3	Total
				(in thousand Baht)				
At 30 September 2026								
Financial assets								
Investment in equity instruments	-	21,736,487	-	21,736,487	9,311,058	-	12,425,429	21,736,487
Investment in debt instruments	-	-	6,038	6,038	6,264	-	-	6,264
Total financial assets	**-**	**21,736,487**	**6,038**	**21,742,525**				
Financial liability								
Derivative liabilities	39	-	-	39	-	39	-	39
Total financial liability	**39**	**-**	**-**	**39**				

	Consolidated financial statements							
	Carrying amount				Fair value			
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total	Level 1	Level 2	Level 3	Total
				(in thousand Baht)				
At 31 December 2025								
Financial assets								
Investment in equity instruments	-	20,677,337	-	20,677,337	8,480,314	-	12,197,023	20,677,337
Investment in debt instruments	-	-	57,082	57,082	60,428	-	-	60,428
Total financial assets	**-**	**20,677,337**	**57,082**	**20,734,419**				
Financial liability								
Derivative liabilities	5,446	-	-	5,446	-	5,446	-	5,446
Total financial liability	**5,446**	**-**	**-**	**5,446**				

	Separate financial statements							
	Carrying amount				Fair value			
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total	Level 1	Level 2	Level 3	Total
				(in thousand Baht)				
At 30 September 2026								
Financial assets								
Investment in equity instruments	-	21,727,417	-	21,727,417	9,311,058	-	12,416,359	21,727,417
Investment in debt instruments	-	-	1,000	1,000	1,003	-	-	1,003
Total financial assets	**-**	**21,727,417**	**1,000**	**21,728,417**				

	Separate financial statements							
	Carrying amount				Fair value			
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total	Level 1	Level 2	Level 3	Total
				(in thousand Baht)				
At 31 December 2025								
Financial assets								
Investment in equity instruments	-	20,668,117	-	20,668,117	8,480,314	-	12,187,803	20,668,117
Investment in debt instruments	-	-	1,000	1,000	1,009	-	-	1,009
Total financial assets	**-**	**20,668,117**	**1,000**	**20,669,117**				
Financial liability								
Derivatives liabilities	5,356	-	-	5,356	-	5,356	-	5,356
Total financial liability	**5,356**	**-**	**-**	**5,356**				

Financial instruments measured at fair value level 2 and level 3

The Group determined Level 2 fair values for forward exchange contract. The fair value for forward exchange contract is determined using quoted forward exchange rates at the reporting date.

The Group determined Level 3 fair values for investment in non-listed equity instruments. The fair value for the investment is determined using a valuation technique that used significantly unobservable input such as discounted cash flows, dividend discount model, market comparison technique or latest reporting net assets adjusted by relevant factors (if any).

Movements of equity instruments measured at FVOCI

	Consolidated financial statements				
	At 1 January 2026	Purchase	Return of capital	Fair value adjustment	At 30 September 2026
			(in thousand Baht)		
Equity securities					
Listed equity investments	8,480,314	38,196	-	792,548	9,311,058
Non-listed equity investments	12,197,023	158,478	(3,900)	73,828	12,425,429
Total	**20,677,337**				**21,736,487**

	Separate financial statements				
	At 1 January 2026	Purchase	Return of capital	Fair value adjustment	At 30 September 2026
			(in thousand Baht)		
Equity securities					
Listed equity investments	8,480,314	38,196	-	792,548	9,311,058
Non-listed equity investments	12,187,803	158,478	(3,900)	73,978	12,416,359
Total	**20,668,117**				**21,727,417**

10 Commitments with non-related parties

At 30 September 2026	**Consolidated financial statements**	**Separate financial statements**
	(in thousand Baht)	
Capital commitments		
Property, plant and equipment	16,478	16,478
Intangible assets	5,772	5,772
Total	**22,250**	**22,250**
Other commitments		
Bank guarantees	9,043	2,915
Services and consulting agreements	6,970	4,424
Total	**16,013**	**7,339**

As at 30 September 2026, the Group and the Company has entered into service agreements with external providers for security services, cleaning services, and pest control services.

11 Thai Financial Reporting Standards (TFRS) not yet adopted

New and revised TFRS, which are relevant to the Group's operations and expected to have material impacts on the consolidated and separate financial statements when initially adopted, and will become effective for the financial statements in annual reporting periods beginning on or after 1 January of the following years and earlier application is permitted; however, the Group has not early adopted the new or amended accounting standards in preparing these interim financial statements.

TFRS	Topic	Effective
TFRS 18	Presentation and Disclosure in Financial Statements	2028
TAS 7	Statement of Cash Flows	2028

TFRS 18 Presentation and Disclosure in Financial Statements

TFRS 18 will replace TAS 1 Presentation of Financial Statements and introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

Management is currently considering the potential impact from these new and revised TFRS on the financial statements in the initial period adopted.