Malee Group Public Company Limited

Quarter 3/2020

16 December 2020

Disclaimers

The information contained herein is intended to represent the Company’s operating and financial position at a given point in time and may also contain forward looking information which only reflects expectations based on the prevailing geo-political, economic and non-controllable factors. Such information has been obtained from sources believed to be most reliable and the means in analyzing and preparation of such information for disclosure are based on approve practices and principles in the investment industry. The views are based on assumption subject to various risks and uncertainties and no assurance is made as to whether such future events will occur. No assurance is made as to the accuracy or completeness of information presented in this document.

Please note that the Company has agreed that any all information in connection with CMG products and manufacturing activities shall be kept strictly confidential and not be disclosed to any third party.

AGENDA

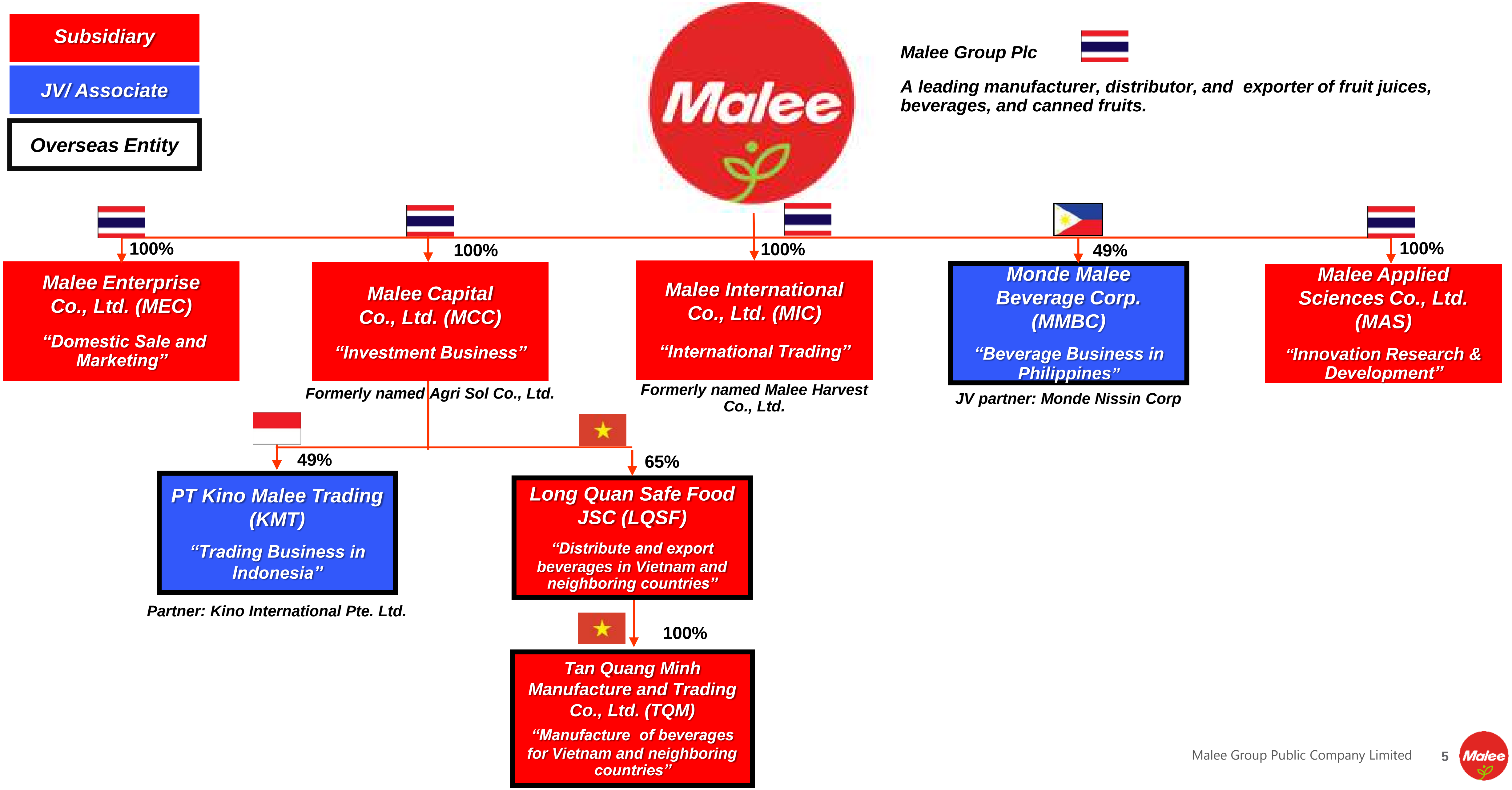
Company Overview

Business Update

Results of Operations and Profitability

Forward Looking

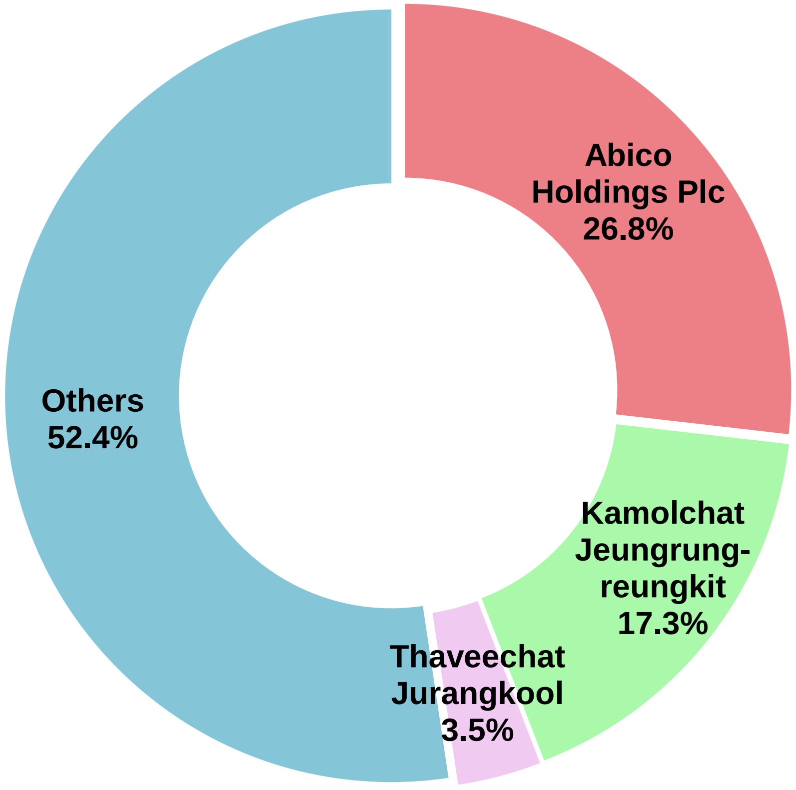
Group Structure



Shareholding Structure & Share Information

Shareholding Structure

(As of 13 March 2020)



Share Information

(As of 16 December 2020)

Stock Symbol:	MALEE
Industry and Sector:	Agro & Food Industry / Food and Beverage
No. of Listed Shares:	276,000,000 Shares
Registered Capital:	THB 138,000,000
Paid-up Capital:	THB 138,000,000
Par Value:	THB 0.50 per Share
Listing Date:	13 March 1992
Foreign Limit:	49% (available 47.97%)
Dividend Policy:	Not less than 30% of the net profit from normal operation according to consolidated financial statements after deduction of tax revenue and legal reserve. However, actual payments will depend on cash flows and investment plans of the Company's and its affiliates as well as other necessities as the Board of Directors deems appropriate.
Market Capitalization:	1,792 MB or 59.7 MUSD
Free Float:	48.48%

Milestones

1978

On 2 February 1978, **Malee Sampran Factory** Co., Ltd. was established with capital of 10MB as a manufacturer and distributor of canned food and canned fruits.

1981

The Company expanded its production base on the land of 30 rais in Sampran District, Nakhon Pathom Province.

1992

On 3 March 1992, MALEE was listed on the Stock Exchange of Thailand (SET).

1995

In April 1995, Abico Holdings Plc acquired 40% from the existing shareholders.

1998

On 15 May 1998, the Company's name was changed to Malee Sampran Plc.

2016

- In Q1/2016, MALEE, together with Monde Nissin Corp (MNC) set up a joint venture company in the Philippines named Monde Malee Beverage Corporation (MMBC)
- On 12 May 2016, the Company's name was changed to Malee Group Plc
- On 22 August 2016, the Company signed a JV agreement with Mega Lifesciences Plc (MEGA) to set up Mega Malee Co., Ltd. (MMC), in order to develop natural health-focused RTD products.

2017

- On 12 January 2017, the Company set up a new subsidiary named Malee Applied Sciences Co., Ltd. (MAS)
- On 30 October 2017, MCC signed a joint venture agreement with PT Kino Indonesia tbk (KINO) to set up 2 joint venture companies in Thailand and Indonesia.

2018

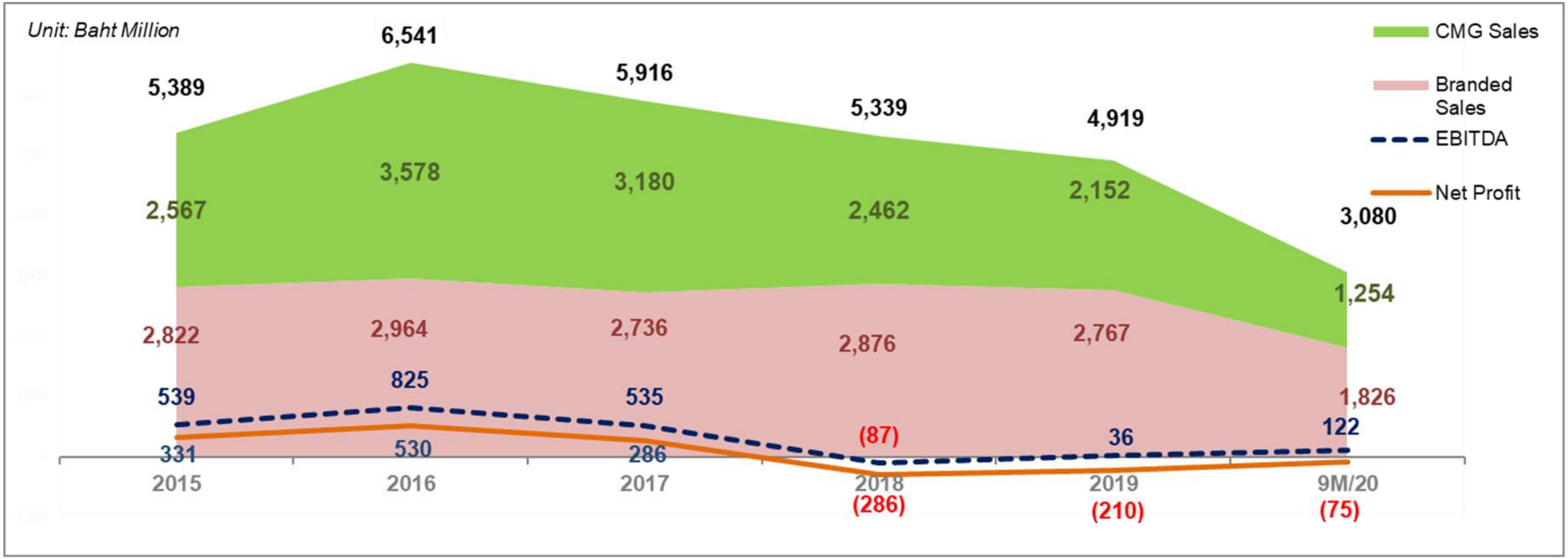
On 27 April 2018, MCC has completed its acquisition of 65% ownership in Long Quan Safe Food JSC (LQSF), which owns Tan Quang Minh Manufacture and Trading Co., Ltd. (TQM), a manufacturer and distribution of consumer products in Vietnam.

2020

On 14 May 2020, the Company has resolution on the dissolution of 3 JV's Co. (MCC, MKT, KMI)

Historical Performance

2016: Historical Highest Sales



CMG: Contract Manufacturing

Malee Brand Portfolio

100% UHT Vegetable and fruit juice | 100% Pasteurized | 100% Malee Fruit Fresh | Malee Coco | Food Service

Malee Tropical

Malee canned Fruit

OTHERS

Canned Fruit

First Choice

Farmer

Chokchai Farm

Dairy Product

UHT

Pasteurized

Milk Tablet

Others

Other Beverages

Jelly Joop

Good Water

Turbot Maxx (RTD Coffee)

New Products

Malee
Fruit Fresh

Malee
Apple Aomori

Malee
Homestyle

Subsidiary/Joint Venture Portfolio

LQSF
(Vietnam)

MMBC
(Philippines)

Kino Malee
(Indonesia)

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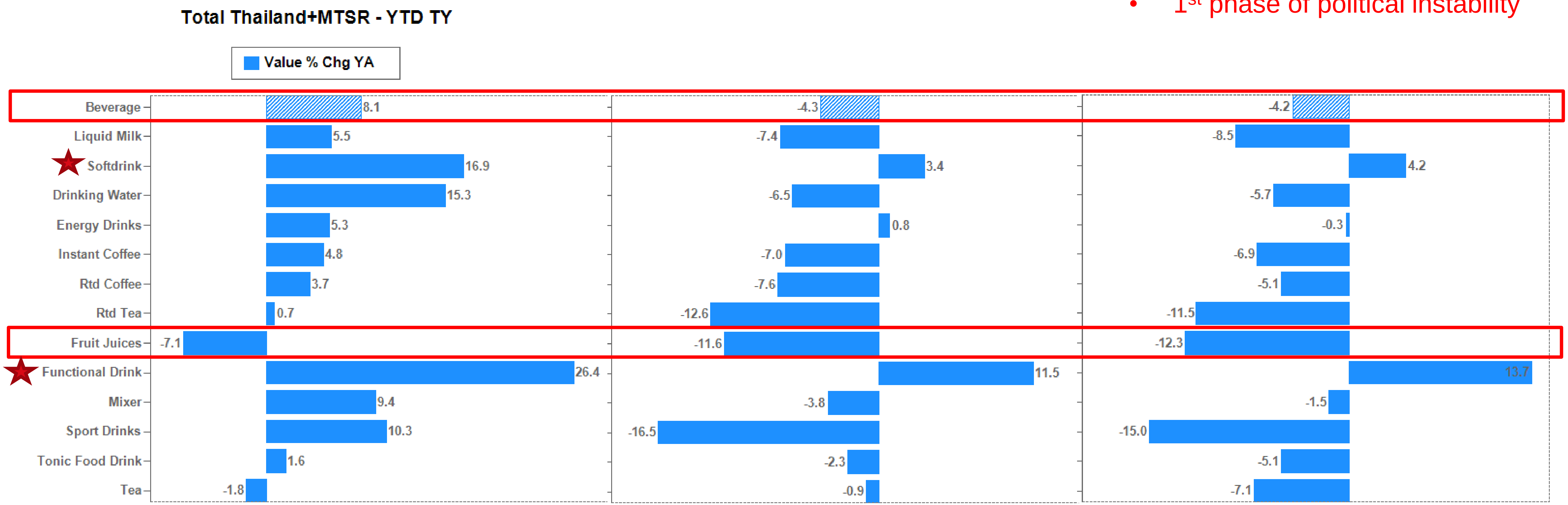
Cross Category Data (YTD for Q1/Q2/Q3)

COVID Attack Period

- Declining of COVID
- 1st phase of political instability



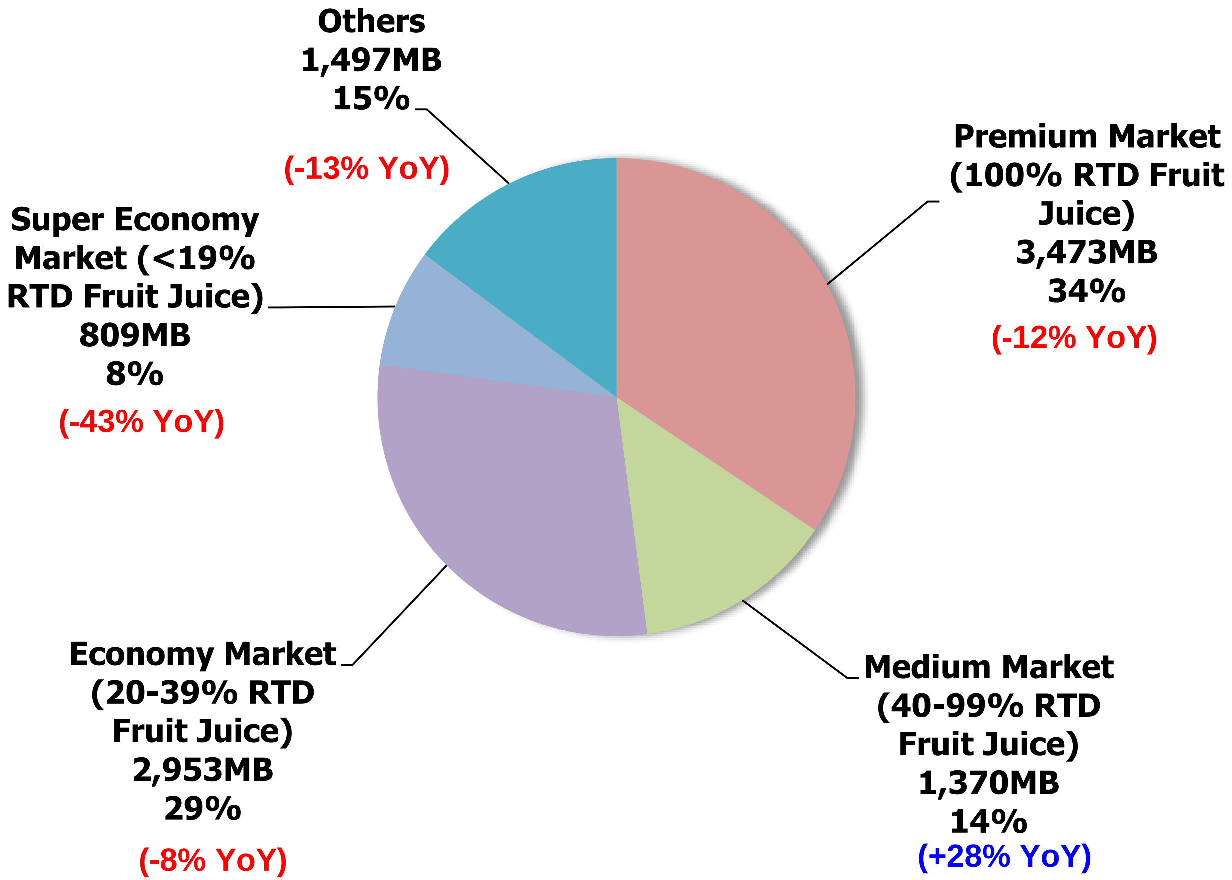
YTD end of Q1 | YTD end of Q2 | YTD end of Q3

Remark : This data does not reflect the total sales especially for categories that sell a substantial amount in food service and general trade channels. Nielsen data largely reflect Modern Trade channel movements.

Source: Nielsen

Domestic RTD Fruit Juice Market

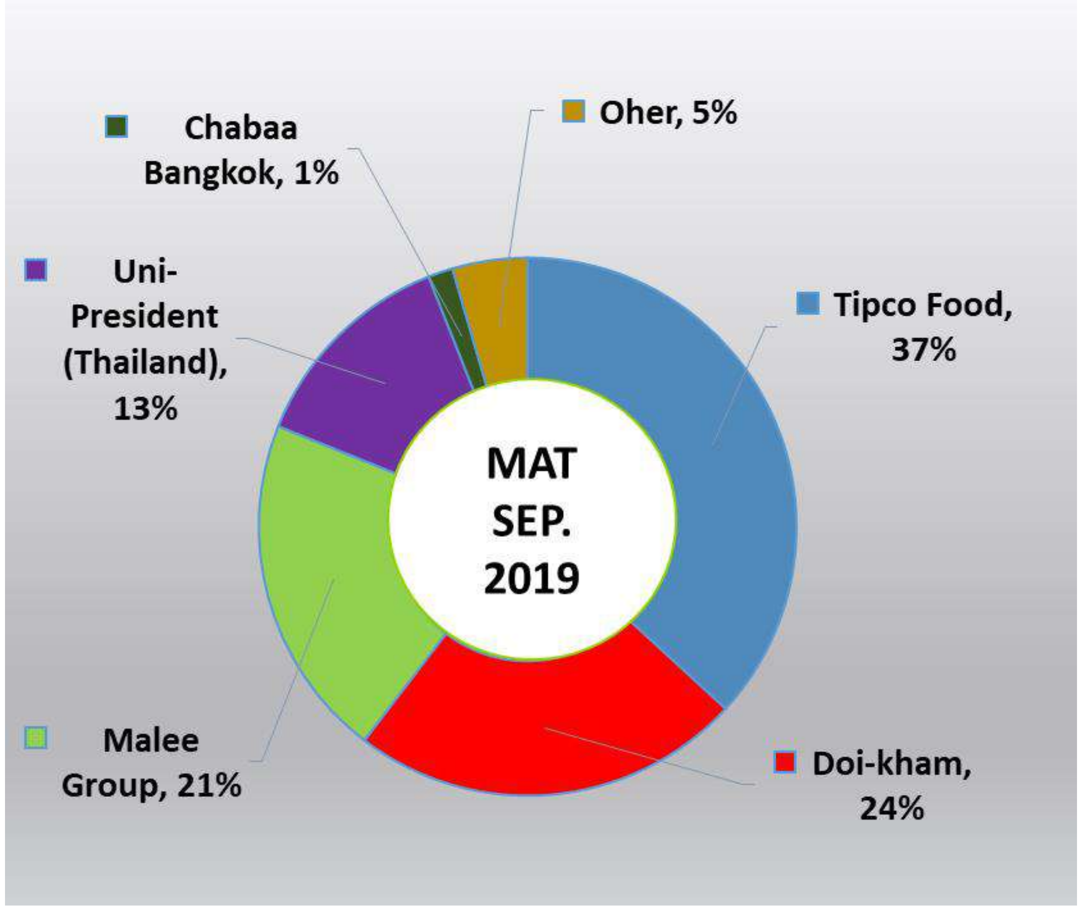
MAT September 2020 Market Value of 10,102 MB, a Decrease of 11% YoY

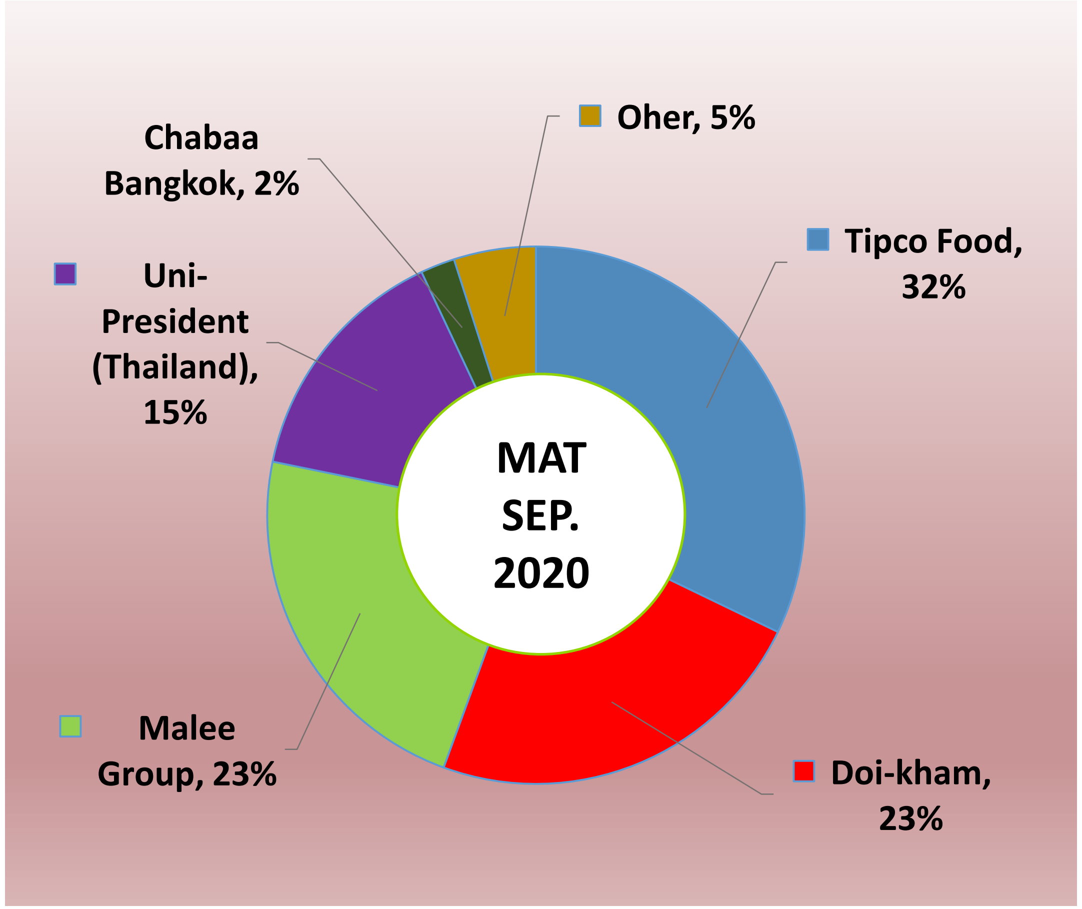


Source: Nielsen

Domestic RTD Premium Fruit Juice UHT Market Share

MAT September 2020 Market Value of 2,586 MB, a Decrease of 15% YoY

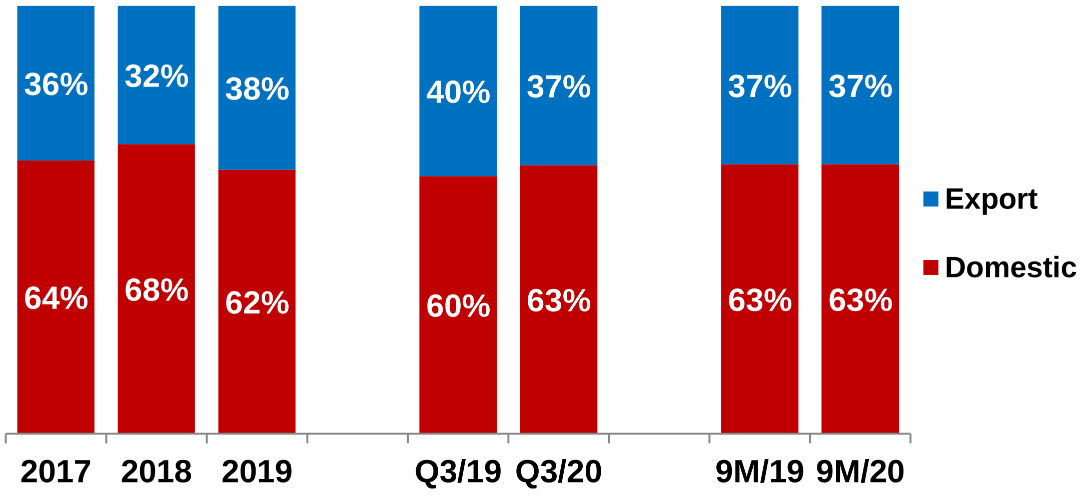




Source: Nielsen

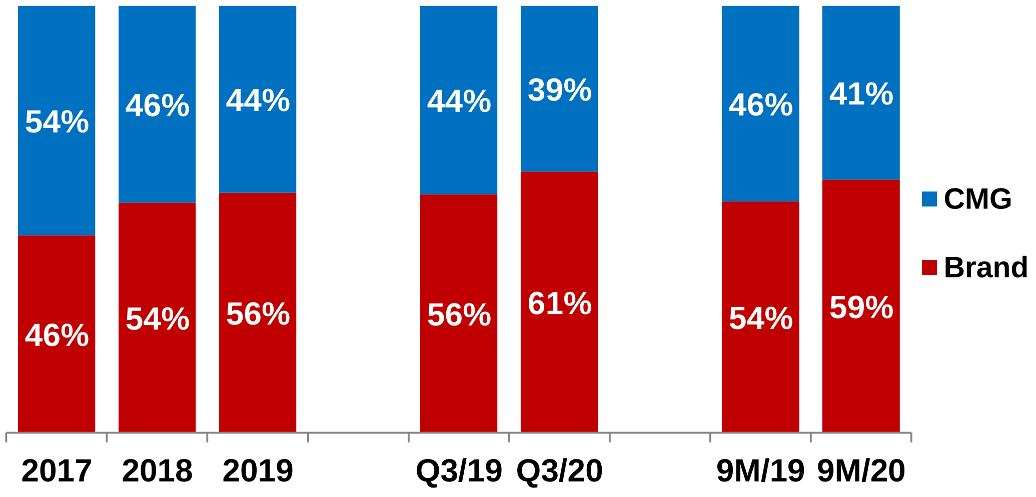
Sales Structure

Domestic : International Business



- Domestic Sales
  - Q3/2020 : - 24% YoY
  - 9M/2020 : - 18% YoY
- Export Sales
  - Q3/2020 : -31% YoY
  - 9M/2020 : -18% YoY

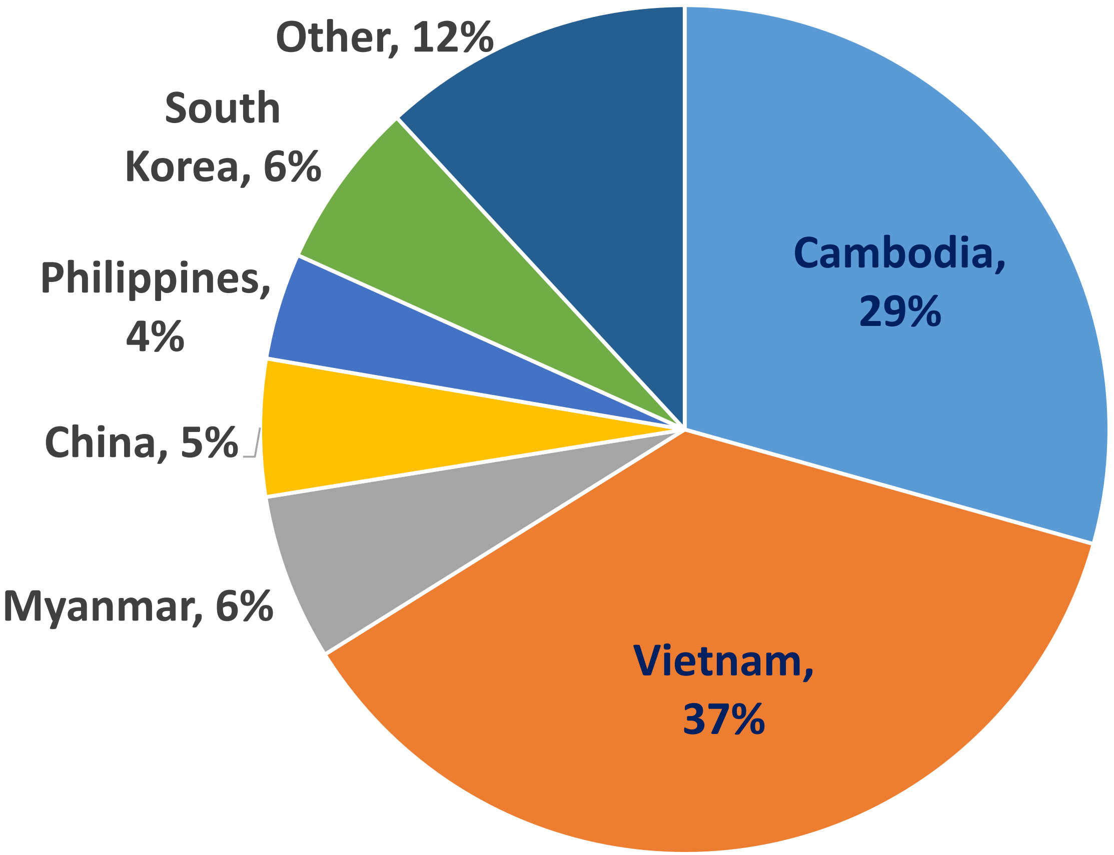
Brand : Contract Manufacturing



CMG: Contract Manufacturing

- Brand Sales
  - Q3/2020 : -20% YoY
  - 9M/2020: -10% YoY
- CMG Sales
  - Q3/2020 : -35% YoY
  - 9M/2020: -27% YoY

9M/2020 Export Branded Sales by Country



- *9M/2020 Export branded shrink 4% YoY*
- *If excluding LQSF (Vietnam), export Branded Business sales increased 5% YoY*

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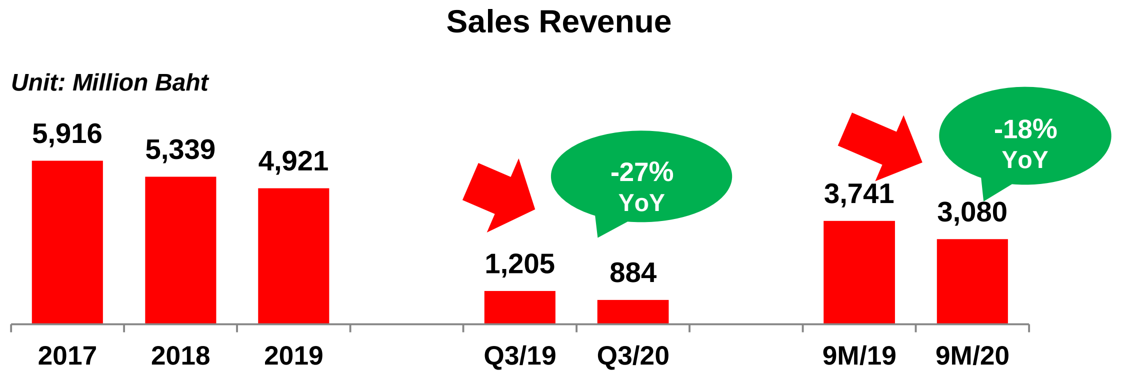
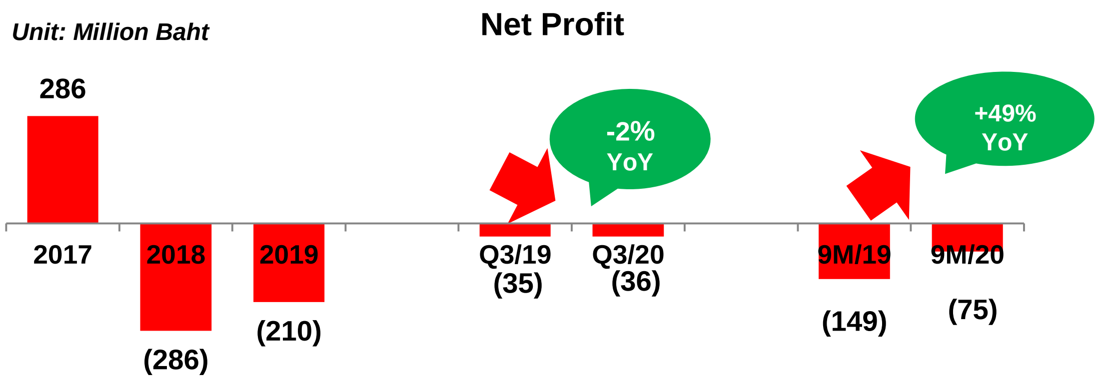
Financial Highlights

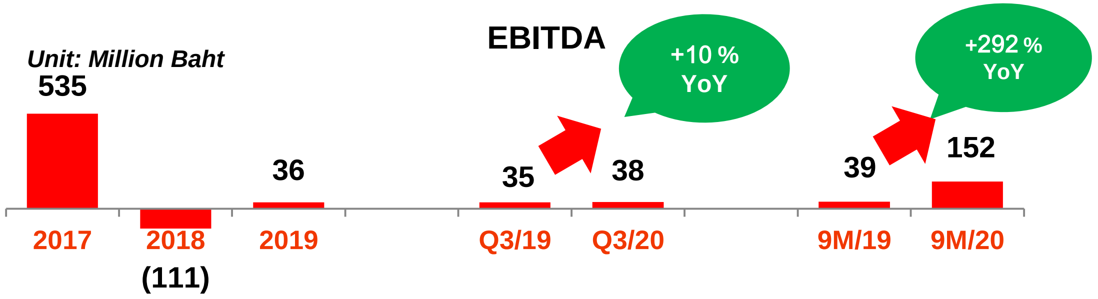


- **Q3/2020 Sales revenue of Baht 884 million, a decrease of 27% YoY, largely impacted by Covid-19 pandemic. Details are as follows:**

1) Domestic Branded Business sales decreased 23% YoY.
2) Export Branded Business sales decreased 15% YoY
3) Total Contract Manufacturing Business (CMG) sales decreased 35% YoY,



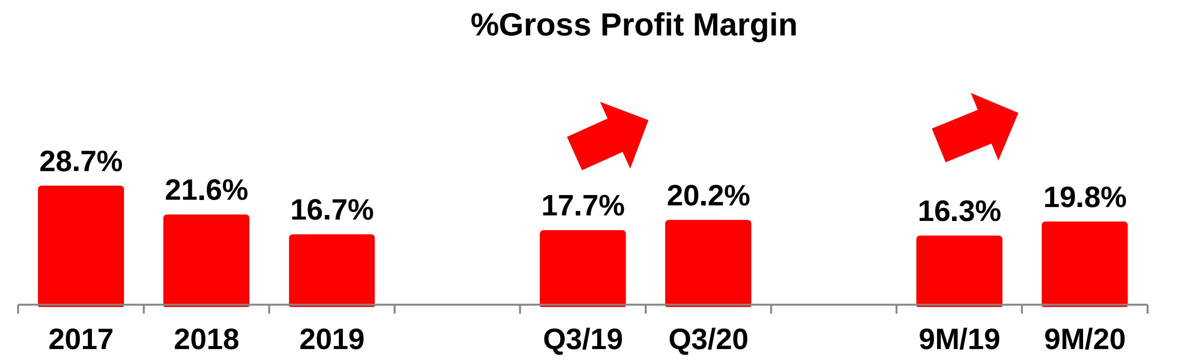
- **Q3/2020 Net Loss of Baht 35.6 million, a close figure to that of Q3/2019 that recognized net loss Baht 35.0 million.** The total sales decreased 27% while cost of goods sold decreased 29% when compare with the same period of the previous year. The cost reduction and selling expense cut and control according to the set goal promoted the Company greater performance. However, these did not compensate an impact from sales shrinkage largely caused by Covid-19 pandemic.



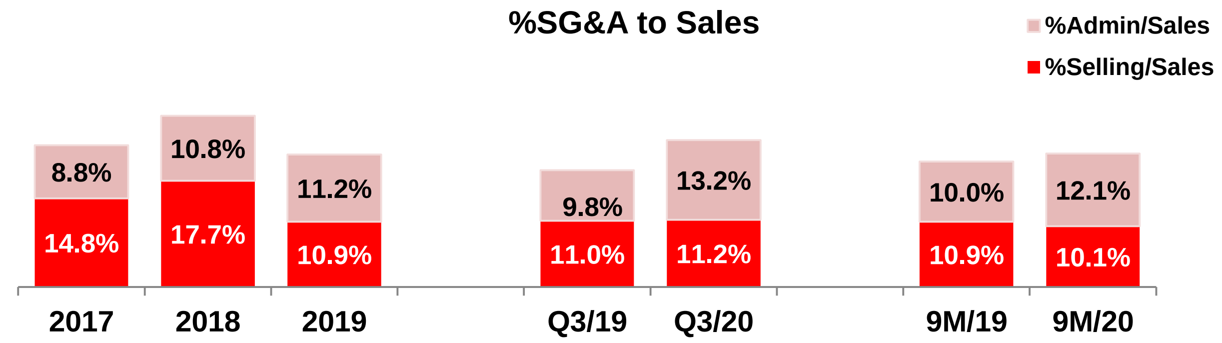
- **EBITDA in Q3/2020 was Baht 38 million,** an increase of 10% from Q3/2019 that recognized EBITDA Baht 35 million mainly due to :

1) Sales revenue decrease of 18% YoY, largely impacted by Covid-19 pandemic
2) An increase in a right-of-use asset and a lease liability for all of leases with leasing term more than 12 months, according to TFRS 16: Lease, effective 1 January 2020.

Profitability Margin

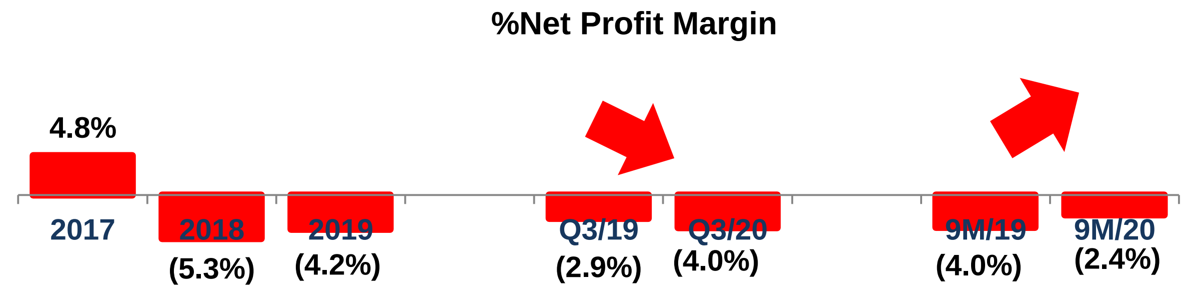


- Gross Profit Margin of Baht 179 million, an increase of 16% YoY, representing gross profit margin of 20.2%, growth from 17.7% in Q3/2019, mainly due to cost of goods sold decline as a result of effective cost of goods sold control.



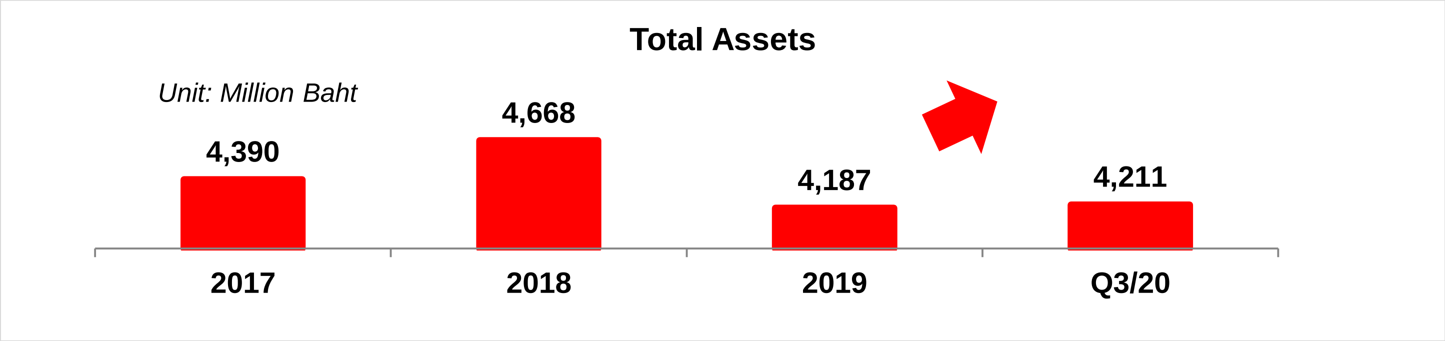
- Selling expenses of Baht 99 million, a decrease of 25% YoY, 11.2% selling expenses to sales was relatively close to that of 11.0% in Q3/2019. This was mainly due to efficient selling expense cut and control.

- Administrative expenses of Baht 117 million, a decrease of 1% YoY. Administrative expenses to sales increased to 13.2% from 9.8% in Q3/2019, mainly due to sales decrease caused by Covid-19 pandemic.

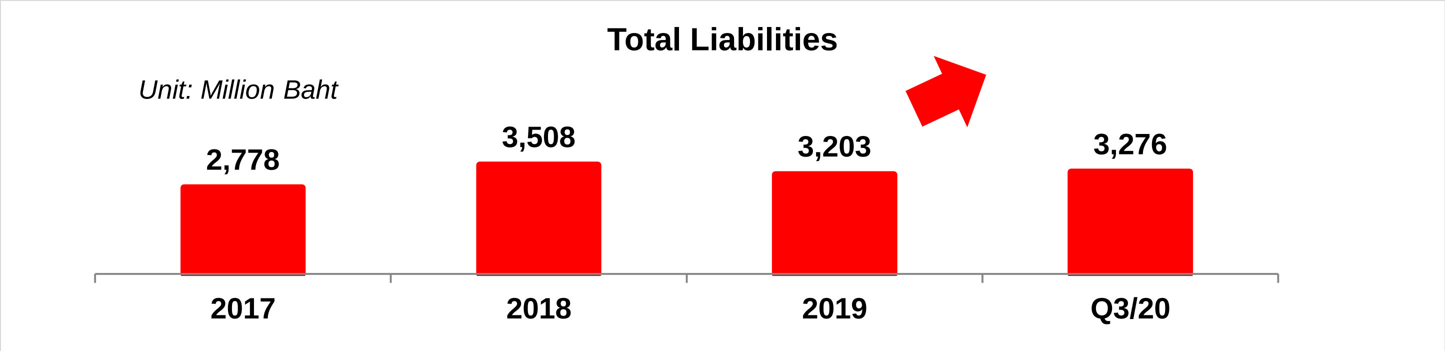


- Net loss of Baht 35.6 million, a close figure to that of Q3/2019 that recognized net loss Baht 35.0 million. The total sales decreased 27% while cost of goods sold decreased 29% when compare with the same period of the previous year. The cost reduction and selling expense cut and control according to the set goal promoted the Company greater performance. However, these did not compensate an impact from sales shrinkage largely caused by Covid-19 pandemic.

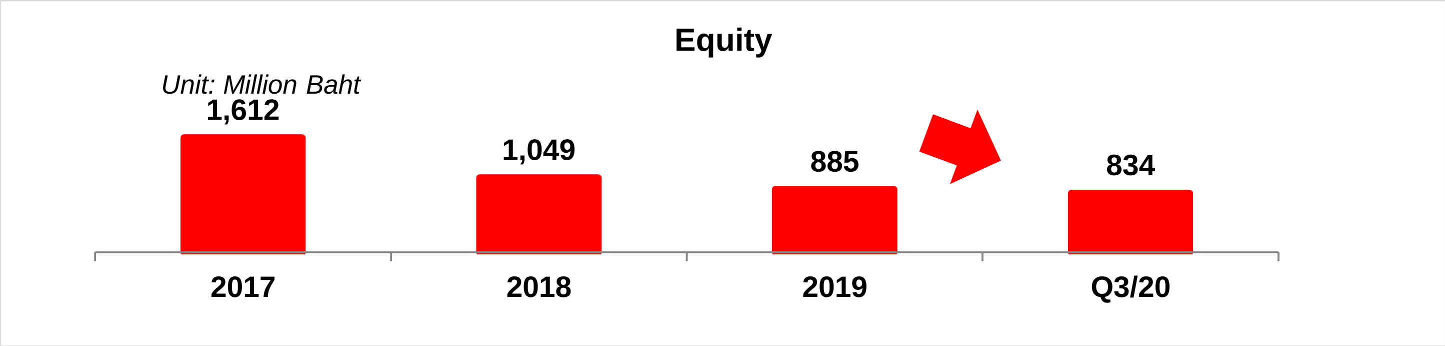
Statements of Financial Position



- Total Assets of Baht 4,211 million, an increase of 0.6% from Baht 4,187 million as of 31 December 2019. The main factors included an increase in a right-of-use asset and a lease liability for all of leases with leasing term more than 12 months, according to TFRS 16: Lease, effective 1 January 2020. In addition, the Company recorded a rise of inventories.

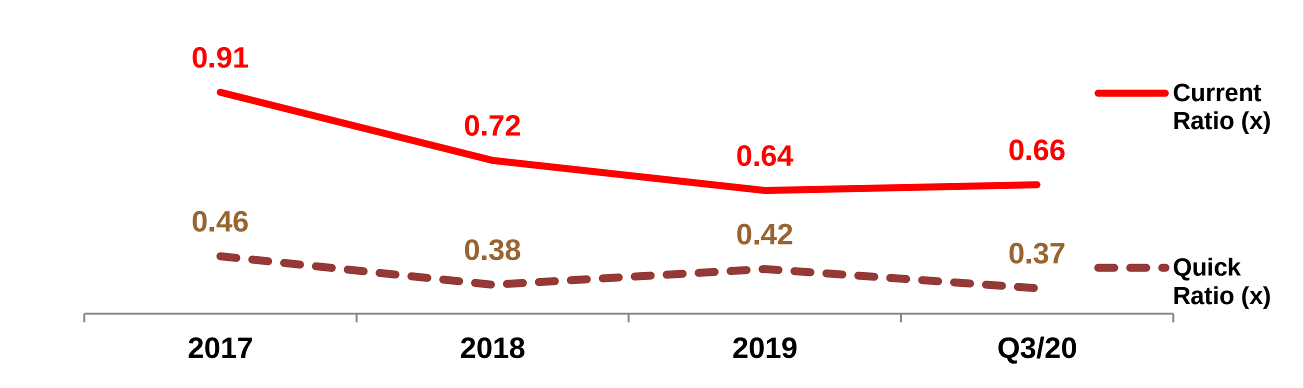


- Total Liabilities of Baht 3,276 million, an increase of 2% from Baht 3,203 million as of 31 December 2019, mainly due to an increase in a right-of-use asset and a lease liability for all of leases with leasing term more than 12 months, as a result of TFRS 16: Lease, effective 1 January 2020.

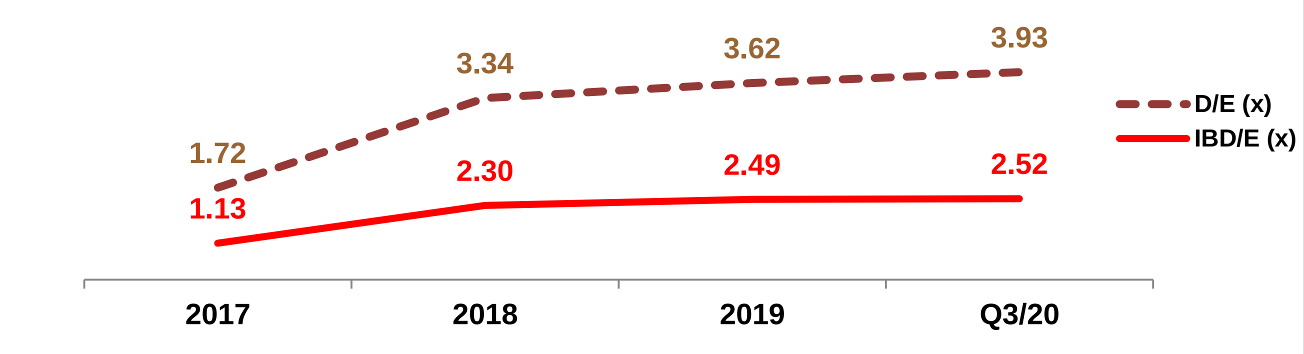


- Total Equity of parent Company's shareholders of Baht 834 million, a decrease of 6% from Baht 885 million as of 31 December 2019, mainly due to 9M/2020 net loss.

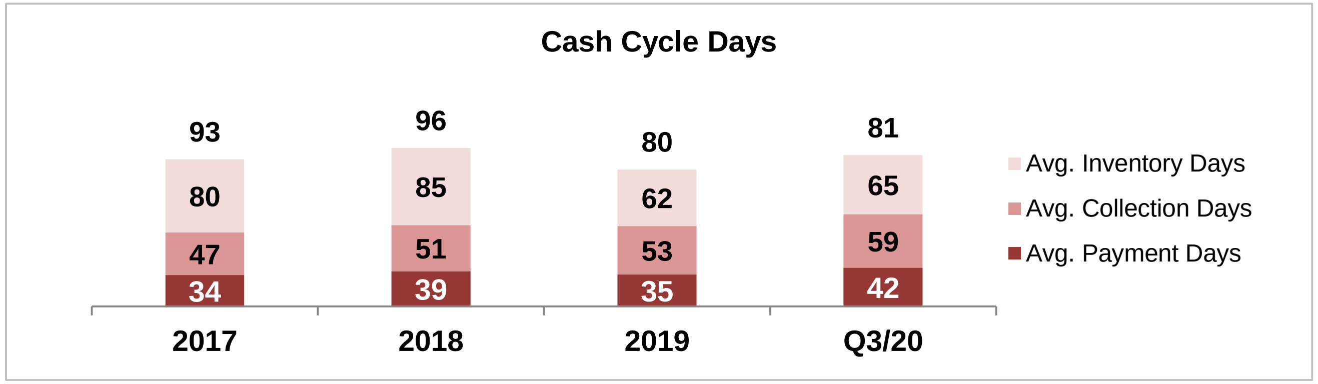
Liquidity



- Increase Current ratio was mainly due to increase in inventories and a decrease in current liabilities which resulted from changing short-term loans to long-term loans.
- Lower quick ratio was mainly due to an decreased trade receivables with a increase in current portion of long-term loans.



- Increased D/E mainly due to mainly due to an increase in a right-of-use asset and a lease liability for all of leases with leasing term more than 12 months, as a result of TFRS 16 : Lease, effective 1 January 2020. Resulting in total liabilities increased more than the increase of the parent company's shareholders.
- Increased IBD/E mainly due to increased interest-bearing liabilities and an equity decrease of parent Company's Shareholders.



- Higher cash cycle days was mainly due to longer Inventory days, collection days and payment days.
- Longer inventory days was mainly due to a new crop season for canned fruit production.
- Longer collection days was mainly due to higher portion of branded sales whose trade terms are longer than CMG sales.
- Longer payment days was mainly due to higher portion of long credit term suppliers.

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Due to a great impact from the COVID-19 crisis in 2020 and continuation of turnaround efforts, the Company will closely monitor the situations and quickly adjust to the rapid changes especially focusing on cash flow management. We will also continue to improve our operation to

- Ramp up asset utilization (i.e. increase capacity utilization)
- Expand Export Branded Business sales
- Improve work processes in all areas for higher efficiency
- Strictly control and reduce costs and expenses
- Minimize CAPEX and investments

Share Endorsements

“Excellent” Level of CG Scoring

Thank You