KSS Beverage Day

6 July 2026

MALEE GROUP AT A GLANCE

Market Leader

"Malee brings over 40 years of experience in the ready-to-drink fruit juice market, with proven know-how and industry expertise"

No.1 **Market Share**
in Premium Ready-to-Drink* Fruit Juices

23%

Premium RTD FJ
Market Size
THB 4,529 Mn.

Diverisified Portfolio

Market

Domestic (76%) | International (24%)

Business

Own Brand (33%) | CMG (66%)

Product

- Fruit and Vegetable Juice
- Coconut Water
- Dairy and Dairy Alternatives
- Canned Fruit
- Tea/Coffee
- Cereal Drink
- Energy Drink
- Carbonated Drink***

Globally Certified Manufacturer

Quality & Safety

Organic & Religious

Ethics & Responsibility

**Market Share as of 12-month period ended in March 2026*
***Market share as of March 2026 Source: Nielsen*

% Breakdown as of Q1/2026
****Carbonated drinks from Vietnam Factory*

3M/2026 HIGHLIGHTS

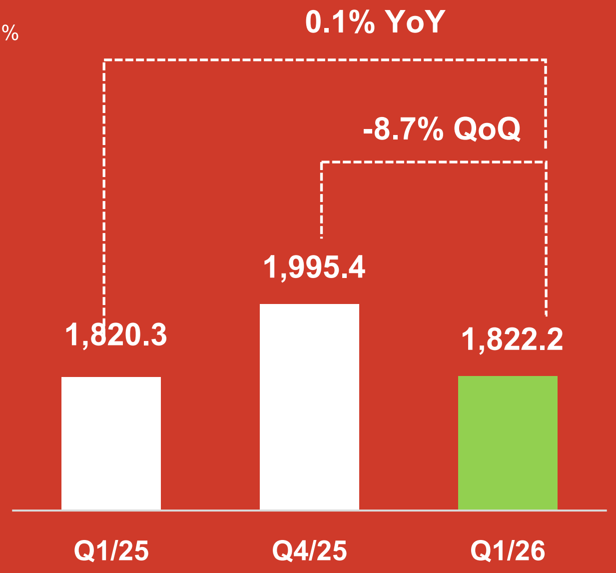
Malee Delivered Resilient Operating Performance YoY

FINANCIAL PERFORMANCE

Malee delivered **resilient operating performance with improved revenue YoY in Q1/2025, t**he growth was primarily driven by increased sales of dairy products in the contract manufacturing (CMG) business, following key contract renewals in the fourth quarter of 2025, resulting in higher order volumes, though higher costs of certain raw materials and trade discounts, sales promotions, and marketing expenses to drive sales and enhance brand awareness

Operating Revenue

Unit: Million Baht, %



Malee participated in the 114th Chengdu Food and Drinks Fair 2026

In March 2026, the Company participated in the 114th Gulfood Chengdu Food and Drinks Fair 2026, the largest food and beverage exhibition in China, held from March 26–28, 2026 in Chengdu, the People's Republic of China. Malee's fruit juice portfolio, including Malee COCO coconut water, received strong interest from visitors.

Malee Applied Sciences ushers in a New Era of Wellness, leveraging deep science and innovation to develop advanced, health-focused products

In April 2026, MAS announced its New S-Curve strategy, focusing on Global Well-being through Advanced Active Ingredients, expanding into B2B and high value-added products to drive long-term growth and profitability.

Malee participated in SIAL Canada 2026, the largest food exhibition in North America

In April 2026, the Company participated in SIAL Canada 2026, one of the largest food exhibitions in North America, held from April 29 to May 1 in Montreal, Canada. The event was a B2B platform attracting participants from North, Central, and South America.

AGENDA

- COMPANY OVERVIEW
- MALEE STRATEGY
- FINANCIAL PERFORMANCE
- OUTLOOK

MALEE GROUP STRUCTURE

Thailand Subsidiary | Overseas Subsidiary | JV/ Associate

Malee Group Plc

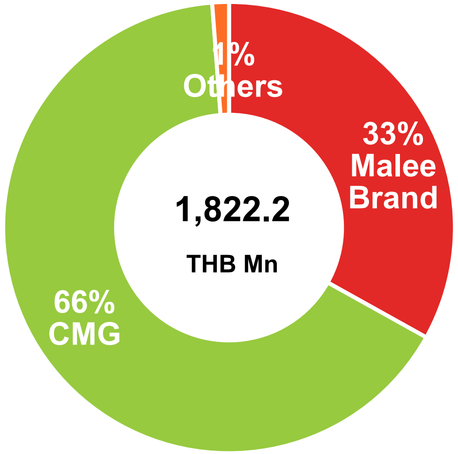
A leading manufacturer, distributor, and exporter of fruit juices, beverages, and canned fruits

- 100% — **Malee Enterprise Co., Ltd. (MEC)**
  "Domestic Sale and Marketing"
- 100% — **Malee International Co., Ltd (MIC)**
  "International Trading"
  Formerly named Malee Harvest Co., Ltd.
  - 49% — **PT Kino Malee Trading (KMT)**
    "Importer and distributor of Malee products and new products in Indonesia"
    Partner: Kino International Pte. Ltd.
- 100% — **Malee Capital Co., Ltd (MCC)**
  "Investment Business"
  Formerly named Agri Sol Co., Ltd.
  - 65% — **Long Quan Safe Food JSC (LQSF)**
    "Distribute beverages in Vietnam"
    - 100% — **Tan Quang Minh Manufacture and Trading Co., Ltd (TQM)**
      "Manufacture and Export beverages in Vietnam and neighboring countries"
- 49% — **Monde Malee Beverage Corp. (MMBC)**
  "Importer and distributor of Malee products and new products in Philippines"
  JV partner: Monde Nissin Corp
- 100% — **Malee Applied Sciences Co., Ltd (MAS)**
  "Innovation Research & Development"
- 100% — 2023 **Abico Holding Plc. (ABICO)**
  "Investment Business"
  - 100% — **Abico Dairy Farm Co., Ltd (ADF)**
    "Manufacturer and distributor of RTD milk, drink, and fruit juices"
  - 100% — **PPO Farm Co., Ltd. (PPO)**
    "Agriculture and dairy farm"
  - 100% — **Abico Land Co., Ltd (ALAND)**
    "Property development for lease and building service providing"

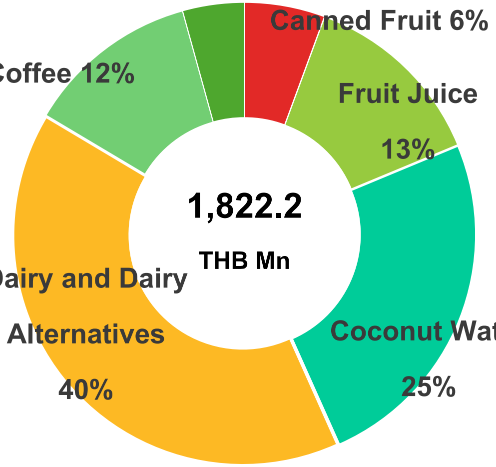
MALEE BRAND & PRODUCT

Malee maintains a well-diversified portfolio that serves a broad spectrum of consumers

3M/2026



Revenue By Product



Malee Brands

Fruit Juice & Coconut Water

Malee Signature | Malee Premium | Malee Tropical | Malee Coco

Dairy and Dairy Alternatives & Others

Pasteurized | UHT | Good Water

Canned Fruit

Malee | First Choice | Farmer

CMG

Provides end-to-end or partial OEM/ODM solutions for global partners with high-quality production and innovation

*Vietnam factory

Dairy Farm

Ensures sustainable raw material sourcing and produces fresh dairy products to support Malee's wellness-driven portfolio

*PPO Farm

MALEE FACILITIES & FARM

Malee has strategically located factories to manufacture its diverse product lines

1 Pakchong, Thailand

Pakchong Factory:

- Capacity: 121 million liters
- Area: 55 rai

UHT milk

Pasteurized juice & Milk

2 Sampran, Thailand

Sampran Factory:

- Capacity: 205 million liters
- Area: 36 rai

Canned fruits

Beverage cans

UHT boxes

PET bottles

Pouches

Bueng Kan, PPO Farm

PPO Farm:

- Total Herd: 1,603 Heads
- Milking Cow: 604 Heads
- Raw Milk: 1.2 million liters

3 Ho Chi Minh, Vietnam

Vietnam Factory:

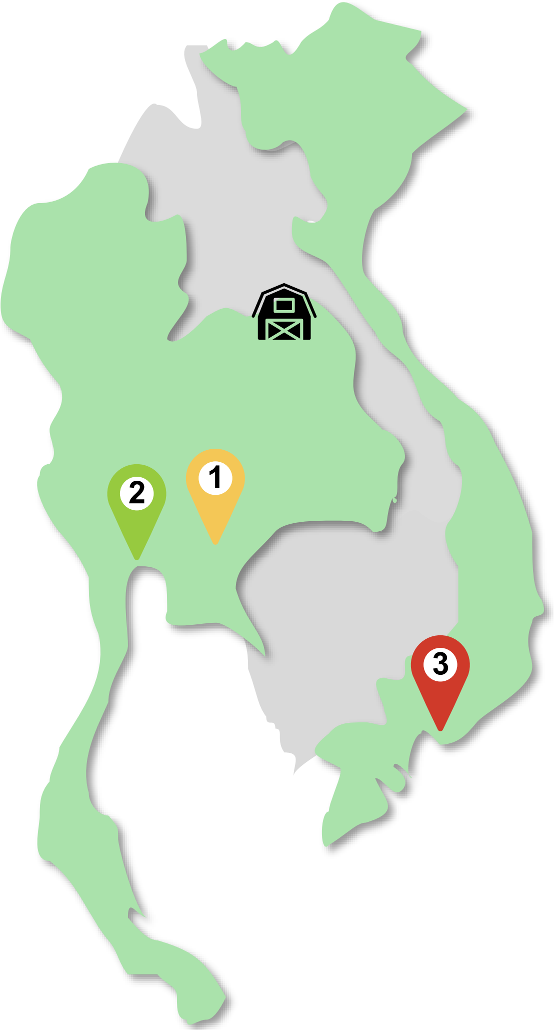
- Capacity: 330 million liters
- Area: 10 rai

Canned fruits juice

Beverage bottled

Green Tea in PET bottles

Carbonated Drinks in PET bottles



AGENDA

COMPANY OVERVIEW

MALEE STRATEGY

FINANCIAL PERFORMANCE

OUTLOOK

STRATEGIC DIRECTION
MOVING TOWARDS FUTURE WELLNESS TRENDS

2025 — **2026** — **+10-15% CAGR*** — **2028**

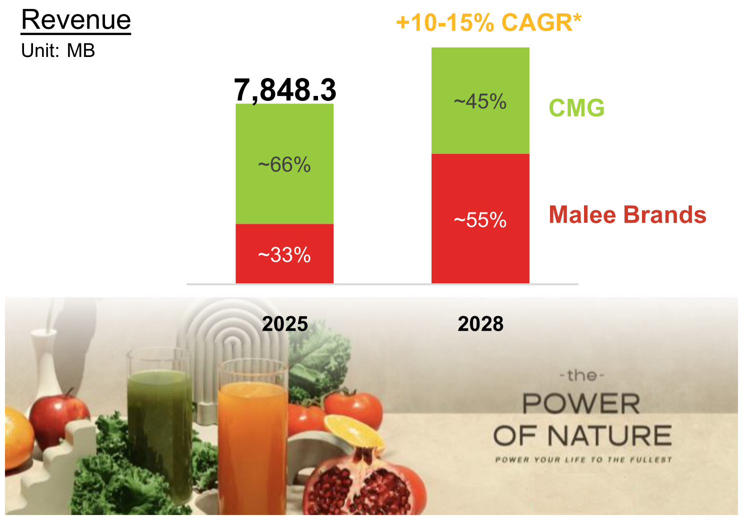
STRENGTHENING Business Foundation

- Redefining Brand and Prioritize Portfolio
  - Grow Own Brand Portion
  - Focus on Certain Products to Win in the Right Market
- Expanding Presence both Domestically and Internationally
- Lean Organization and Profit Optimization

TRANSFORMATION for a Sustainable Business Growth

Becoming a REGIONAL TRUSTED Brand & Business Partner

- A Well–known and Accepted Brand in Strategic Countries
- A Trusted Sustainable Supply Chain Partner



Malee product portfolio

ENJOYABLE — Consumer's Needs — Functional

Canned Fruits	Malee Tropical	Malee Fruit Juice	Malee Coco		Malee Power Plants
					
Delight	*Delight refreshment*	*Specific health Enhance needs*	*Natural Electrolyte Healthy shape Management*	*LIPOSOS® Innovative coconut hydration experience*	*INNOGUTZ™ Plant innovation crafted for modern living*

Need-based Segmentation

Happier & Healthier through Innovation Inspired by Nature

BRAND AWARENESS

Modernize Malee Brand & Reinforcing Awareness

Building Malee Brand

Malee Participated in the 114th Chengdu Food and Drinks Fair 2026

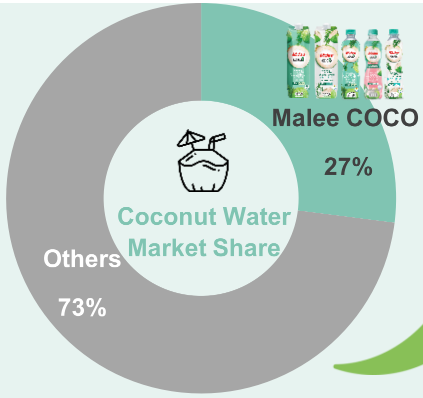
Participation in Chengdu Food & Drinks Fair 2026 (China) (26–28 March 2026)

- One of China's largest F&B exhibitions
- Strong market interest in Malee fruit juice portfolio
- Highlight product: Malee COCO coconut water

MALEE COCO – COCONUT WATER

- Communicating the concept of "Malee Coco"

Big Win in COCO Segment



Continue to Gain Market Share

Malee COCO Matcha accounted for **25%** of Malee COCO

*Market share as of March 2026 Source: Nielsen

CHANNEL EXPANSION

Expanding Reach in the Domestic Market

Expanding Coverage, Expanding Market Segments

Maintaining Core Channels: Super/hypermarket & convenience store

Accelerate Food Service And Online Channels

Super/Hypermarket

- Increase SKUs
- Special campaigns
- Shelfing – enhance product visibility in stores

Convenient Store

- Expand CVS coverage across Thailand
- Shelfing – enhance product visibility in stores

Food Service

Expanding Presence

- Restaurant
- Café
- Fast Food Chain
- Hospital/Airline

Online

Building a New Ecosystem

Curate Brand Segment

Expand Brand Awareness

Boost Customer Engagement

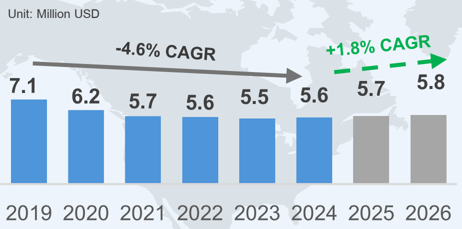
Increasing International Presence

INDUSTRY RESEARCH (2026)

Source: Euromonitor

South Korea

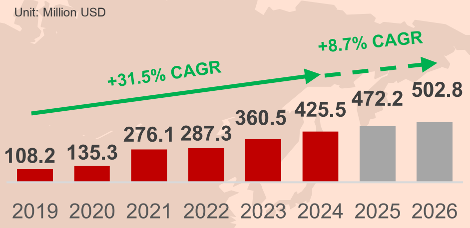
Coconut Water Market Size



Population	Consumer Expenditure Per Capita
52 Million People	$16,514 / year

China

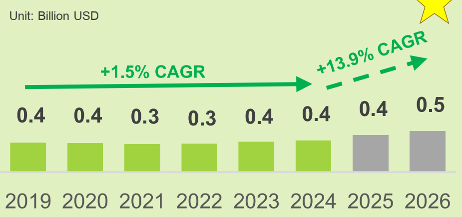
Coconut Water Market Size



Population	Consumer Expenditure Per Capita
1,410 Million People	$5,050 / year

Indonesia

Fruit Juice Market Size



Population	Consumer Expenditure Per Capita
283 Million People	$2,680 / year

Growing in the Global Market

For Own Brand and CMG

OWN BRAND

01 Brand Building Activities and Channels
Expanding existing markets with advertisements
Expanding distribution channels and partnerships

02 Selecting Strategic Markets to Penetrate
China, Indonesia, South Korea

03 Enter Markets with Relevant Portfolio
Harmonizing products to scale

CMG

04 Recruiting and Attracting Potential Partners
Attracting global partners

Enhancing Competitiveness to Attract & Retain Customers

Our Top-in-class Facilities

Pakchong, Thailand

Sampran, Thailand

3 Facilities **with top-in-class technologies** to serve a **well-rounded portfolio**

Ho Chi Minh, Vietnam

Product Extension

*Vietnam factory

Our Competitiveness

New Packaging Solutions

Carton | PET | Can (Alu and Tin) | Pouch

Accredited with Global Standard

CMG BUSINESS

Growth Strategy

01 Retain and generate growth from large existing customers

02 Attract new high-value customers to diversify risk

03 Offering New Solutions and Ensure Position as a Sustainable Partner

MAS Advances MALEE Business Offering At All Levels

MAS

Establish to R&D and focus on **high-value-added products (HVA)** in food, health supplements, and skincare with 4 clusters:

- **Health & Life-Science Products**
- **Environment & Energy**

Strong Innovation for Own Brands

Focusing on HVA health products strengthens the Malee brand, accelerating sales and expanding margins.

Malee Orange Hesperidin	Malee COCO - Liposos	Malee Power Plants
✓ Made with citrus extract rich in Hesperidin ✓ Inspired by antioxidant goodness	✓ Naturally balanced with electrolytes ✓ Refreshing vitality	✓ Natural plant-based ingredients ✓ Fiber and fermentation innovation

A well-established innovation pipeline enabling 2–3 annual launches, expanding our portfolio into non-juice categories

Foundation

Unlocking New Growth Beyond Traditional Business

Generate new revenue streams by expanding the Malee Group business beyond its core business.

1. ***New Revenue Stream***
   Sales of Ingredients for Cosmeceutical and Supplements

2. ***Upcycle of Waste***
   Developing active ingredients from Food Waste

ENABLED BY SCIENCE

MEGATREND

LONGEVITY & HOLISTIC WELLBEING

HEALTH TREND

PRECISION WELLNESS

INNOVATION TREND

ENCAPSULATION

DELIVERY SYSTEM

GLOBAL TREND

SUSTAINABILITY

MAS

OUR UPCYCLE WASTE TO INNOVATIVE INGREDIENTS

LAUNCH Q1Y'25

COCONUT

ACNOTRIX

Target Acne Smarter. Clear Skin Faster.

A sustainably sourced, encapsulated coconut active that helps brands deliver faster acne recovery without compromising skin comfort or the planet.

LAUNCH Q1Y'25

ORANGE

ORENIX

Precision Delivery for Melasma Care

A next-generation brightening active from upcycled tangerine peel, using encapsulation technology to deliver faster, visible reduction of melasma and dark spots with precise, sustainable skin correction.

LAUNCH Q1Y'26

PINEAPPLE

BROMEXOL®

Radiance skin, Fresh Glow, Zero Grease

An encapsulated, upcycled pineapple peel active designed to boost visible glow and reduce oily appearance through controlled, targeted delivery.

LAUNCH Q4Y'26

RAMBUTAN

RAMBINAL

Restore Youth for Visible Age Reversal

A breakthrough age-defying active that transforms upcycled rambutan peels into a high-performance, encapsulated solution for precision aging-wrinkle reduction and visible age reversal.

MAS

HIGHLIGHT INNOVATION IN 2026

in-cosmetics® global

Paris • 14-16 April 2026

BROMEXOL®

GLOBAL SUPPLIERS

INNOVATION BOX

INNOVATION ZONE

Managing Operations to Improve Profitability & Efficiency

- ☑ Cost Reduction
- ☑ Efficiency Improvement
- ☑ Value Creation

1 Cost of Goods Sold

- ✓ Higher purchasing discounts from large volume purchases
- ✓ Alternative sources
- ✓ Plastic usage reduction
- ✓ Solar Rooftop

2 SG&A

- ✓ Rationalization of redundant support functions such as IT, Admin and HR

3 Improved Efficiency

- ✓ Process Elimination and Resource Pooling
- ✓ Automation
- ✓ Logistic Optimization

4 Technology Implementation

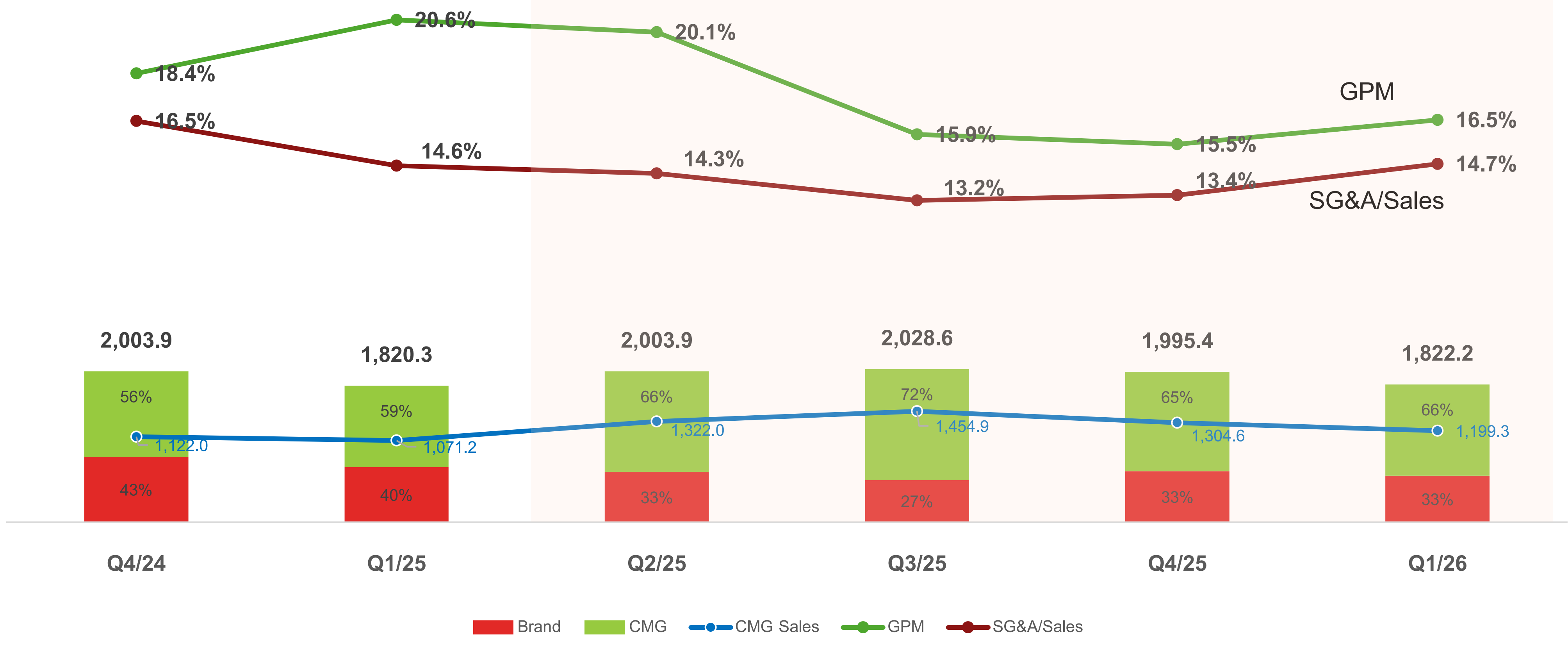
- ✓ Implementation of ERP, IoT and AI at all production stages

Well-managed GP and SG&A Discipline Despite Border & ME Conflict-Driven External Pressure

Cost Headwinds Managed, Profitability Maintained

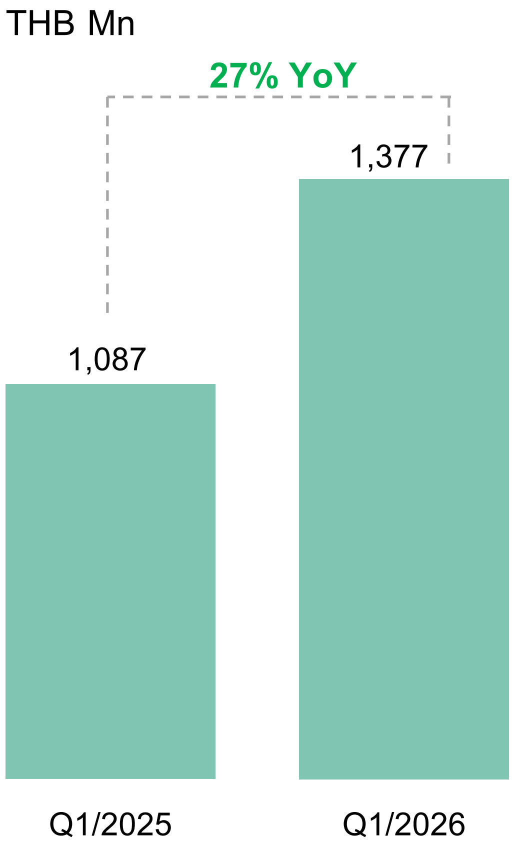
Pre Border Conflict Challenges	Thailand Border Conflict Impact and Middle East Tension Managed

'CMG Business to Serve as a Key Short-Term Growth Driver, Offsetting Border and Middle East Conflict Impact'



Resilient Growth Despite Border Disruption and Cost Pressures, mitigating external risks
Driven by Domestic Brand, CMG, and MAS Execution

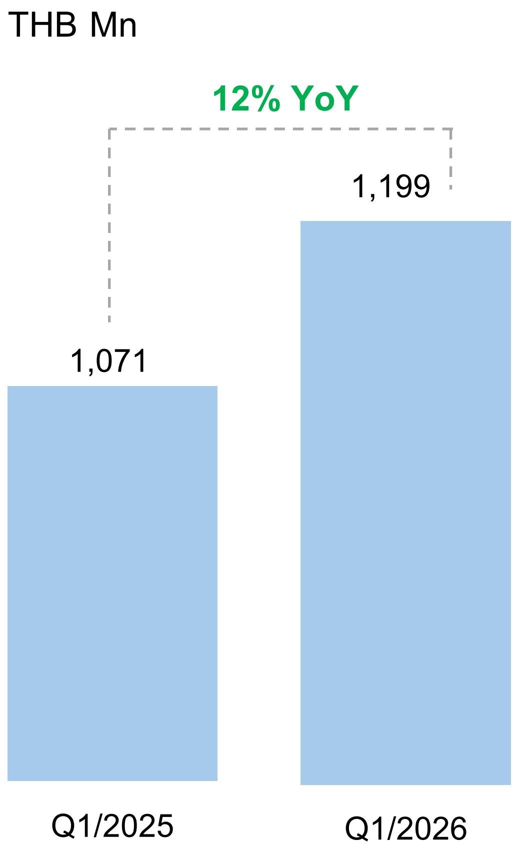
Domestic Brand



Domestic Brand Sales Growth driven by New Product Development (NPD) / Brand Building and marketing

*Excluding Agriculture and dairy farm business

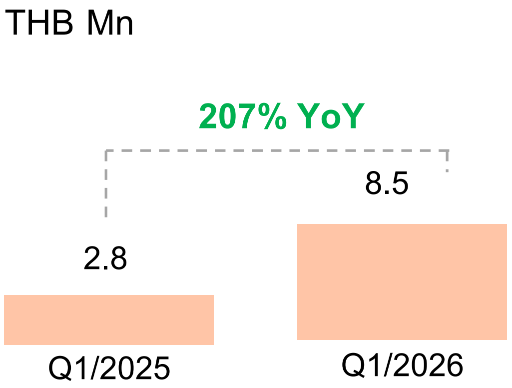
CMG Business



CMG Sales Growth driven by increasing share of wallet with existing customers while attracting new customers to offset the board conflict

Malee Applied Science (MAS)

MAS Sales Growth driven by high-margin B2B businesses, providing technologies, proprietary ingredients, and innovative solutions to other brands, and the development of value-added functional products



MALEE Building a Sustainable Future with ESG at the Core

E

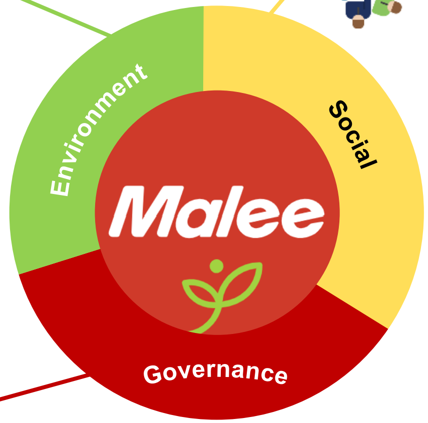
- **Develop environmentally friendly packaging,** including packaging used in logistics processes, to promote sustainable consumption
- **Commit to adopting technologies for recycling waste/by-products**

High Efficiency Air Blower

Changed Fuel

Combustion efficiency

Sustainable operation



S

- **Fostering a Culture of Giving**, Donating reusable items to **Pankan Shop (Yuvabadhana Foundation)** Transforming unused resources into social value → Supporting educational access for underserved children → Advancing inclusive and sustainable development

G

- **Enhance** employees' knowledge and understanding of **corporate governance**
- **Foster strong relationships** with government agencies relevant to our business

2026, Advancing Solar Rooftop Phase 2 to minimize dependence on fossil fuels

AGENDA

COMPANY OVERVIEW

MALEE STRATEGY

FINANCIAL PERFORMANCE

OUTLOOK

FY2025 FINANCIAL SUMMARY

Malee Demonstrates Resilience Topline Growth Amid Challenges

3M/26 KEY FINANCIAL INDICATORS

GPM

16.5%

-4.0% YoY

NPM

1.1%

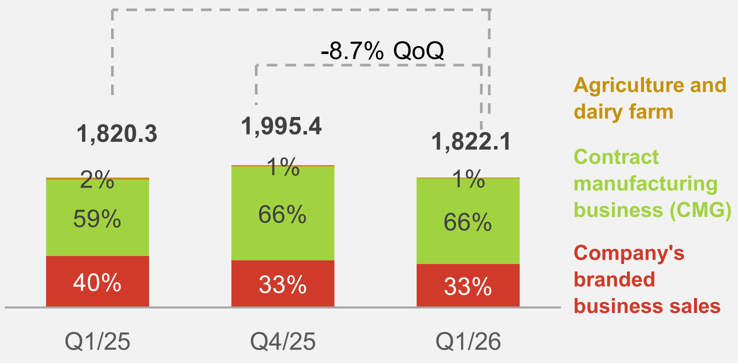
ROE

5.8%

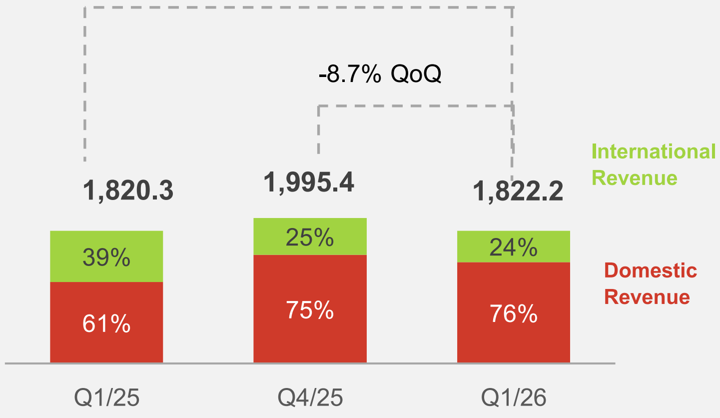
OPERATING REVENUE

Unit: Million THB, %

By Business Units

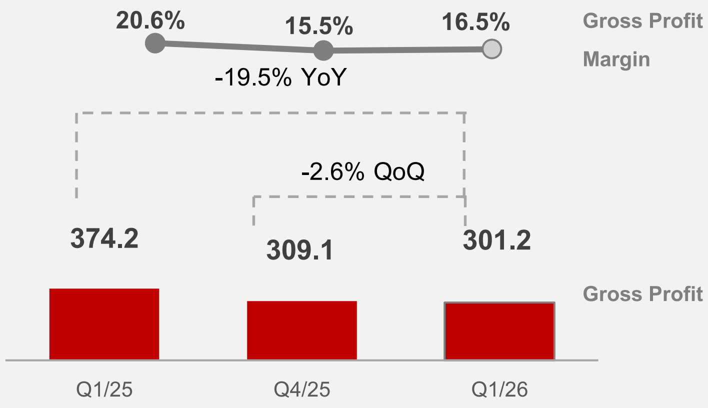


By Geography



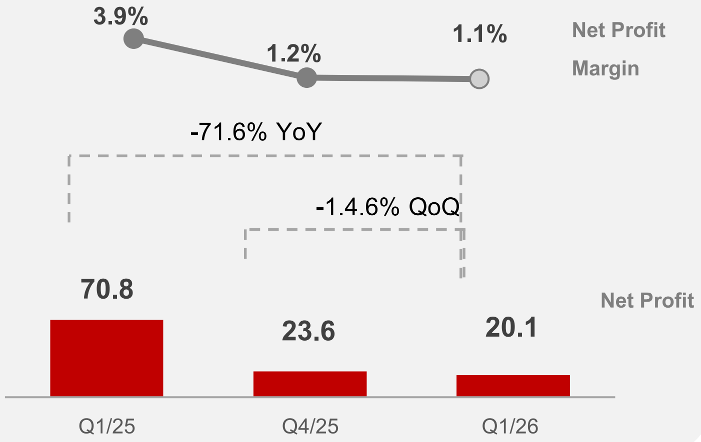
GP & GPM & GPM

Unit: Million THB, %



NP & NPM & NPM

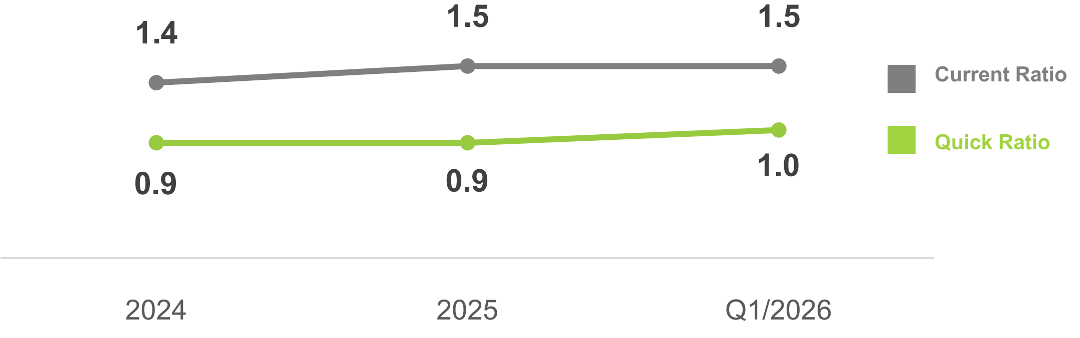
Unit: Million THB, %



Malee Demonstrates Strong Liquidity and a Favorable D/E Ratio

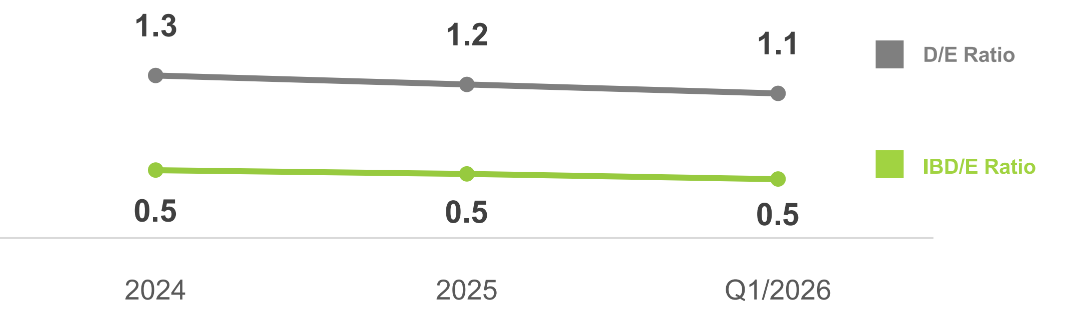
Current Ratio & Quick Ratio

Unit: Times



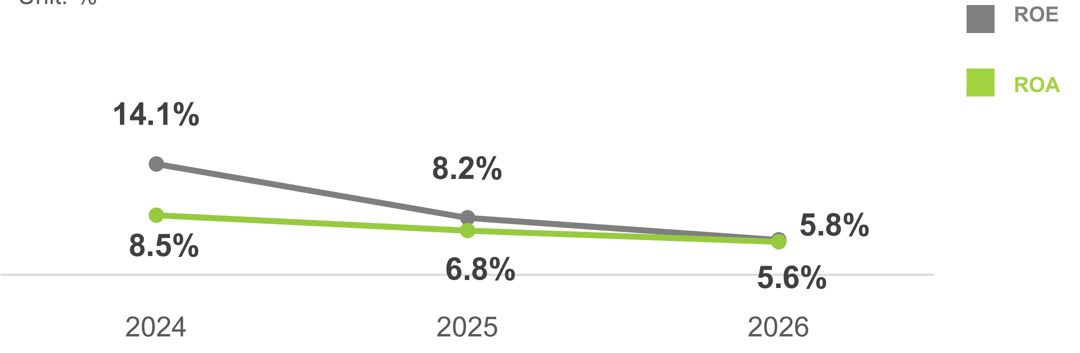
D/E & IBD/E Ratio

Unit: Times



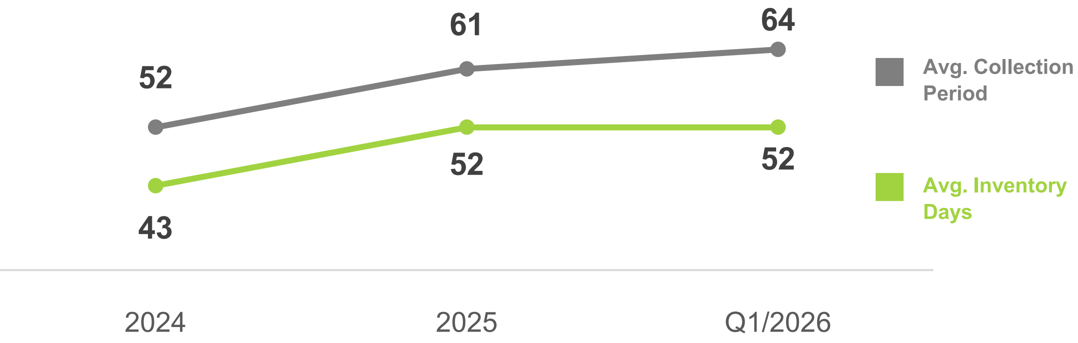
Return on asset (ROA) & Return on equity (ROE)

Unit: %



Avg. Inventory Days & Collection Period

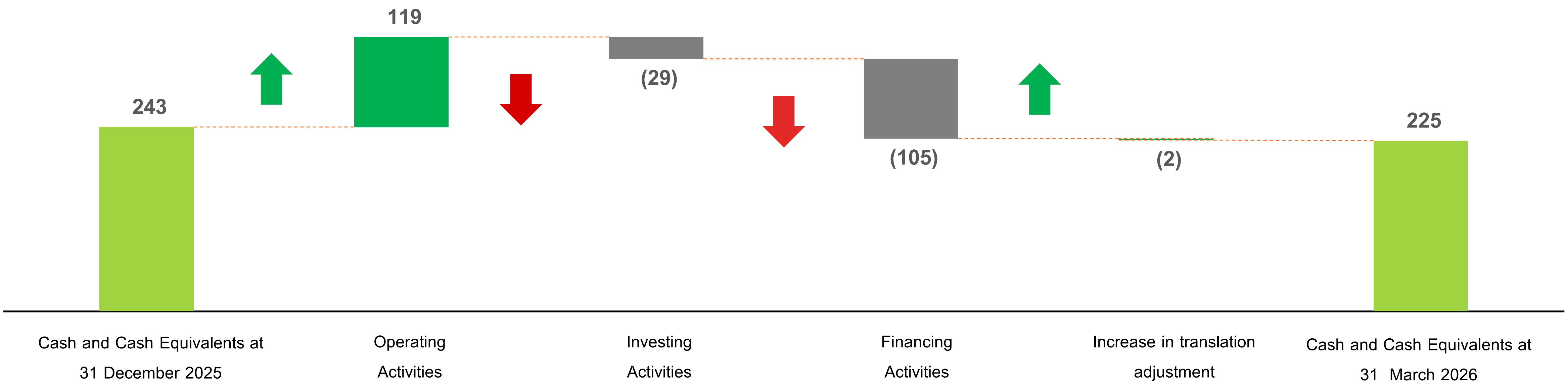
Unit: Days



STATEMENT OF CASH FLOW

Malee Demonstrates Strong Cash Flow from Operating Activities

Unit: Million THB, %



In the first quarter of 2026, the Company and its subsidiaries recorded net cash of THB 225 million, a decrease of THB 18 million from the fourth quarter of 2025. The main components were as follows:

Cash flow from Operating Activities

Net cash provided by operating activities amounted to THB 119 million, consisting of: (1) cash generated from operating activities before changes in operating assets and liabilities of THB 75 million; and (2) a decrease of THB 69 million from changes in operating assets and liabilities.

Cash flow from Investing Activities

Net cash used in investing activities amounted to THB 29 million, consisting of: (1) cash inflows of THB 3 million from the sale of dairy cattle biological assets; and (2) offset by cash outflows of THB 32 million for the purchase of equipment.

Cash flow from Financing Activities

Net cash provided by financing activities amounted to THB 105 million, consisting of: (1) cash inflows of THB 790 million from short-term borrowings from financial institutions; (2) repayments of short-term borrowings from financial institutions of THB 833 million; (3) repayments of long-term borrowings from financial institutions of THB 49 million; and(4) repayments of lease liabilities of THB 13 million.

AGENDA

COMPANY OVERVIEW

MALEE STRATEGY

FINANCIAL PERFORMANCE

OUTLOOK

2026: TRANSFORMATION for a Sustainable Business Growth

2026 FULL YEAR GUIDANCE

- ✓ **Adjusting Business Foundation for Growth**
- ✓ **Redefining Brand and Product in Selected Markets:** Continue movement towards health & wellness
- ✓ **Maintain momentum in Gross Profit Margin via operational improvement at all levels**
- ✓ **Malee diversify risks to other international markets**

Financial Impact	Guidance	Key Driver
Sales Growth	**9-12%**	✓ Develop new products aligned with health and wellness trends ✓ Expand into additional international markets ✓ Plan to mitigate supply chain risks and strengthen logistics strategies
GPM	**18%-20%**	✓ Portfolio optimization to drive GPM through a focus on higher-margin products ✓ Cost reduction through lower production and operating expenses ✓ Enhancing production efficiency through optimal resource utilization and effective waste management
SG&A to Sales	**13%-15%**	✓ Effective management of advertising and marketing expenses
CAPEX	**Machinery and Equipment Improvement Improvement of the machine and equipment**	✓ Upgrade core production lines and automation systems to support high-growth product categories ✓ Enhance operational efficiency through ERP system development to enable strategic decision-making

Malee COCO Brand Awareness Across Asia

Thank You

Your feedback helps us improve

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