

# **1Q25 Opportunity Day**



# **Agenda**

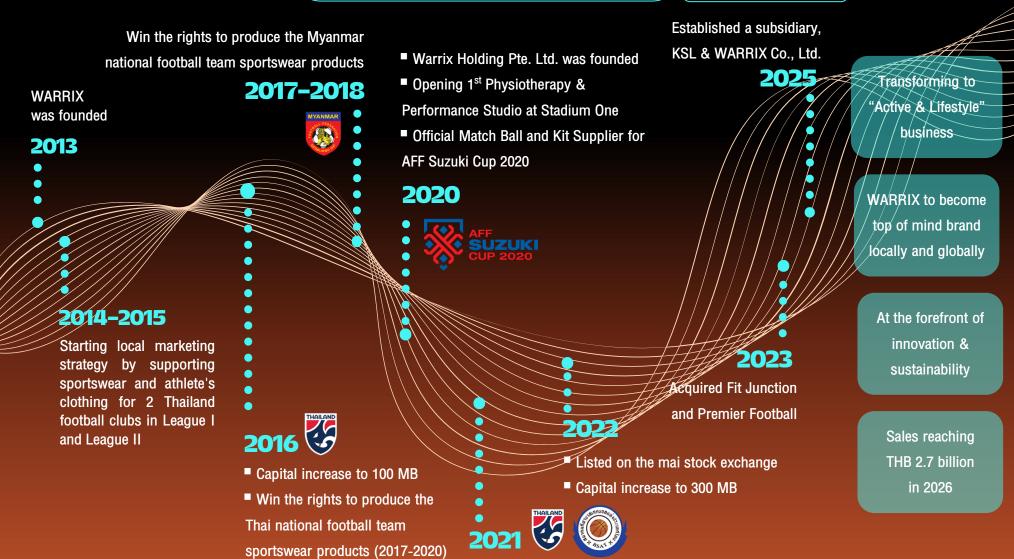


- U1 Business Overview
- 1Q25 Financial Performance
- **03** 2025 Key Strategies
- **O4** Business Update & Outlook

# 01

# **Business Overview**





# Key Milestones

- Win the rights to produce Thai national football team sportswear (2021-2028)
- Win the rights to produce Thai national basketball team sportswear
- Warrix Sdn. Bhd. was founded as subsidiary of Warrix Holding Pte. Ltd.

# Warrix at a glance









# **Warrix Key Product Portfolio**



#### **Expanding portfolio and products Football** Running Golf **Sport Equipment Basketball Table Tennis Sportswear Training** Streetwear Lifestyle **Footwear** Innerwear **Active &** Lifestyle Physiotherapy & **RUN HUB Performance Studio** Health **Trail / Marathon Running event** Web 3.0 **Music event Food event** Camping event # 0 J **Explorer** THE LEGEND IS BACK

#### **Warrix Product Portfolio at a Glance**



#### Non - Licensed products (81%)

#### **Classic Product**

Product with simple design, wear in classic and trendy ways for every occasion i.e. Polo T-shirt, short pants.



#### **Collection Product**

More variety, seasonal and fashionable products to meet all lifestyles and needs of customer, designed based on the periodic popularity, changing in fashion era/ season.



#### **Made to Order and Sport Equipment Product**

Customize design and origination of individual customer own product for various events i.e. sport events, organization, corporate.







#### **Licensed products (18%)**

#### National Team, Football Club, and Other Licensed

Warrix exclusive products with the official right to support the Thailand National Team, football club, and other licensed product for organization, education institutions for various activities.











#### Health business (1%)

#### Physiotherapy and Performance Studio & Warrix Run Hub

Providing advice and knowledge on physical and nutrition including professional trainers with modern medical equipment and specialized courses for athletes and the general public by professional and experience team.







As of 31 Dec 2024

# 02

# **1Q25** Financial Performance



# **1Q25 Financial Performance (Separate)**

Unit: THB million

Separate P&L Statement	1Q24	4Q24	1Q25	%QoQ	%YoY
Revenues from core operation	322	427	321	-25%	-0.2%
COGS	160	217	166	-24%	4%
Gross Profit	162	210	155	-26%	-4%
Other Income	7	5	5	6%	-30%
SG&A	135	147	152	3%	13%
EBITDA	50	85	26	-69%	-48%
Net Profit	26	52	5	-90%	-81%
Adjust	-	(0.6)	-	-100%	-
Net Profit after Adjust	26	52	5	-90%	-81%

Separate P&L Statement	1Q24	4Q24	1Q25	%QoQ	%YoY
% Gross profit	50.4%	49.1%	48.3%	-0.8%	-2.1%
% SG&A	41.9%	34.5%	47.2%	12.7%	5.3%
% EBITDA	15.6%	19.9%	8.1%	-11.8%	-7.5%
% NI	8.1%	12.2%	1.6%	-10.6%	-6.5%

#### **Key factor affecting 1Q25 Performance:**

- Missed target revenues, esp. MT Channel.
- A key driver of sales growth was the Non-Licensed product, which yielded lower GPM.
- Allowance for slow-moving inventories regarding financial reporting standards affects GPM.
- Increased selling exp., which are now under control.



# **1Q25 Financial Performance (Consolidated)**

Unit: THB million

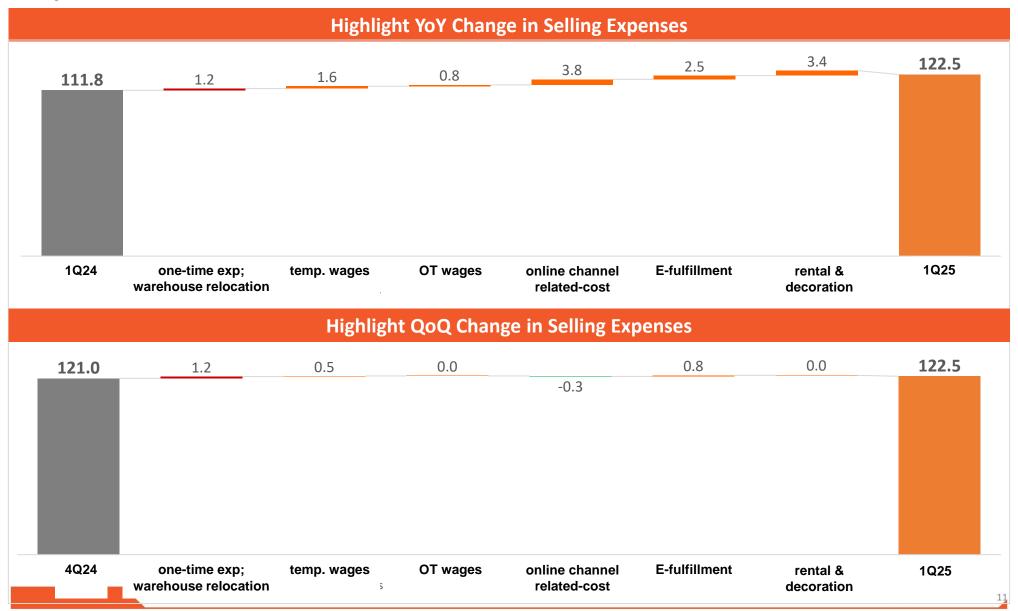
Consolidated P&L Statement	1Q24	4Q24	1Q25	%QoQ	%YoY
Revenues from core operation	328	447	330	-26%	1%
COGS	164	225	172	-23%	5%
Gross Profit	164	222	158	-29%	-3%
Other Income	8	4	5	15%	-38%
SG&A	143	153	158	3%	11%
EBITDA	46	93	24	-74%	-47%
Net Profit	20	57	2	-97%	-92%
Adjust	0.9	(0.7)	0.8	-212%	-15%
Net Profit after Adjust	21	57	2	-96%	-89%

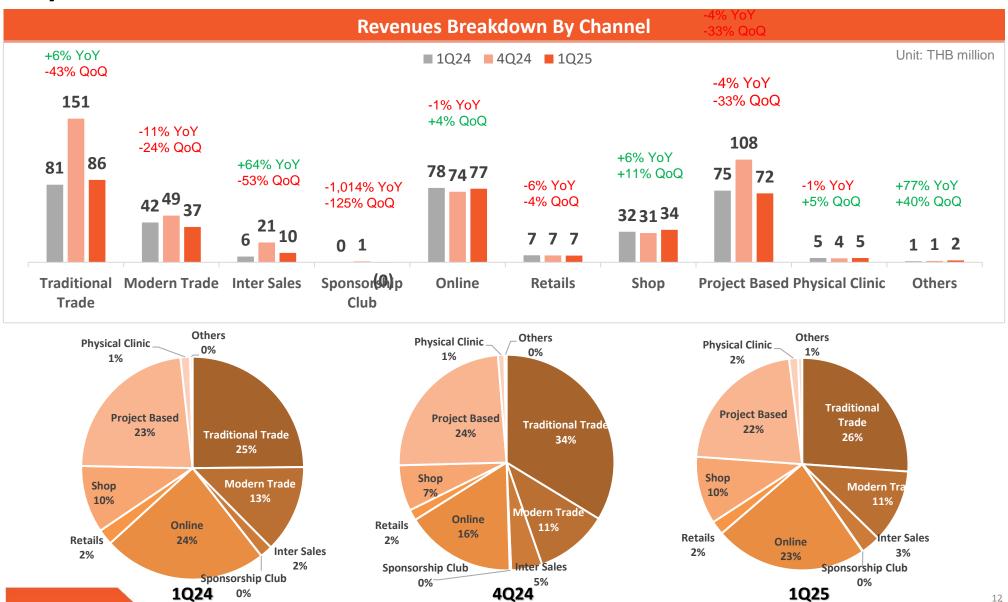
Consolidated P&L Statement	1Q24	4Q24	1Q25	%QoQ	%YoY
% Gross profit	49.9%	49.7%	47.9%	-1.9%	-2.0%
% SG&A	43.6%	34.3%	47.8%	13.5%	4.2%
% EBITDA	14.0%	20.7%	7.3%	-13.4%	-6.7%
% NI	6.2%	12.8%	0.5%	-12.34%	-5.7%

#### **Key factor affecting 1Q25 Performance:**

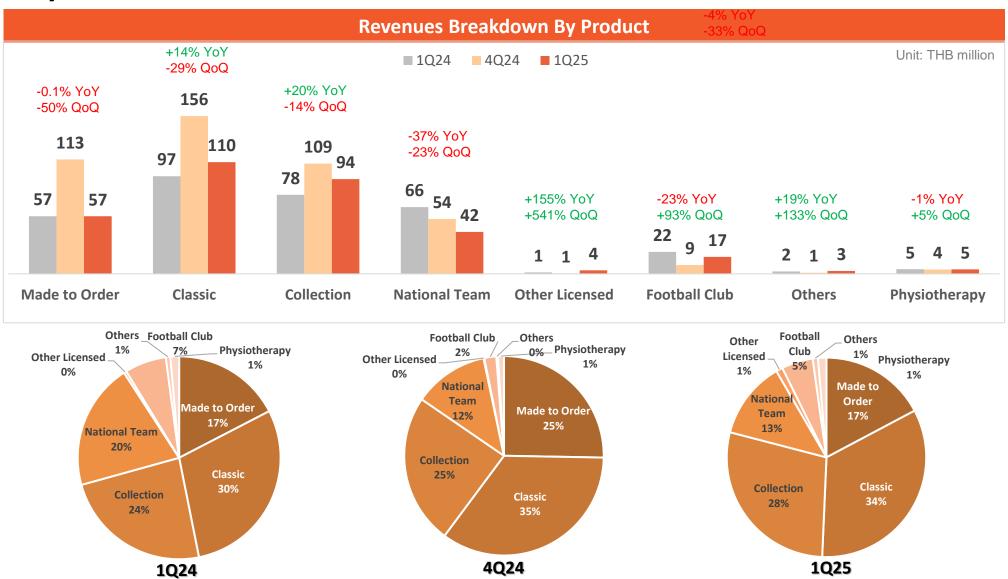
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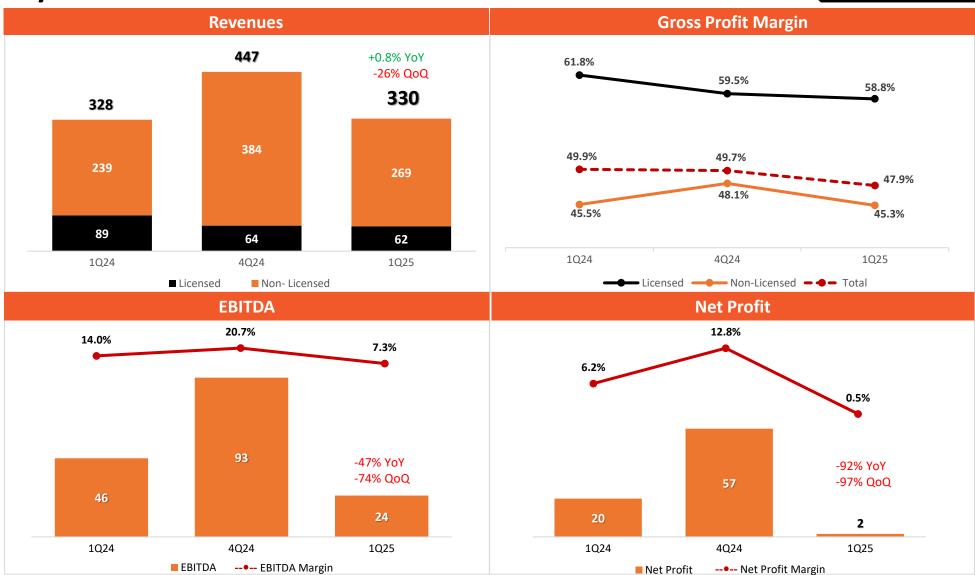






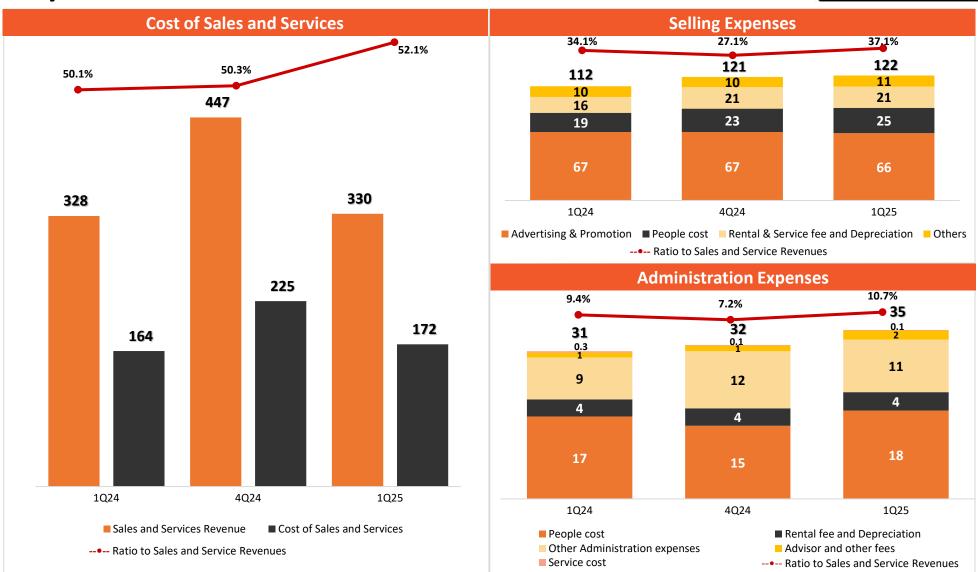






Unit: THB million





Unit: THB million

# WARRIX

#### **Balance Sheet**



**→** D/E **→** IBD/E

# 

# Key Strategies





#### **Brand Building**

- Improve brand positioning: stretch brand awareness to regional active & lifestyle brand to capture new-wider target groups and growing brand awareness of its non-license products.
- Enhance communication of each sales channels.
- Strengthen 'Run Hub' as Lifestyle Sport Community.



#### **Cost Management**

- Cost improvement from higher bargaining power with suppliers and better value chain management.
- Efficient inventory management i.e. using data analytic program for inventory forecast, SKUs refurbishment.



#### Focus on Direct to Customer (Own Channels from 54% in 2024 to 65% in 2025)

- Expand distribution channel, mainly focus on own channels; 24 new (temporary) shops, online
- Increasing high margin product mix.
- Al-Driven Efficiency.
- Develop every touch point for better customer experience.



#### **New Partnership**

- Expand new partnership through licensing strategy to diverse customer target groups in SEA.
- Potential new business expansion related to health and lifestyle.





#### **Brand Building**

- Improve brand positioning: stretch brand awareness to regional active & lifestyle brand to capture new-wider target groups and growing brand awareness of its non-license products.
- Enhance communication of each sales channels.
- Strengthen 'Run Hub' as Lifestyle Sport Community.



- Register Warrix as not only football wear, but lifestyle and sportswear for everyday use.
- Utilize its licenses/presenters to capture new-wider target groups and create sales for all Warrix's products.
- By using ONE take-out brand message & impact brand visibilities.











#### Focus on Direct to Customer (Own Channels from 54% in 2024 to 65% in 2025)

- Expand distribution channel, mainly focus on own channels; 20 new (temporary) shops and online.
- Increasing high margin product mix.
- Al-Driven Efficiency.
- Develop every touch point for better customer experience.



#### **Permanent Shop**

4 Flagship / Hub **7** Official Shop **Permanent 3** Outlet (Long-term rental contract >1 yr.)

#### **Temporary Shop**



# Warrix's Own Shop:



WARRIX

#### **Permanent Shop**









**Permanent** 

(Long-term rental contract >1 yr.)

4 Flagship / Hub

**7** Official Shop

**3** Outlet

#### **Temporary Shop**



Temporary (Short-term rental contract 6-12 mo.)

**2** Official Shop **1** Outlet

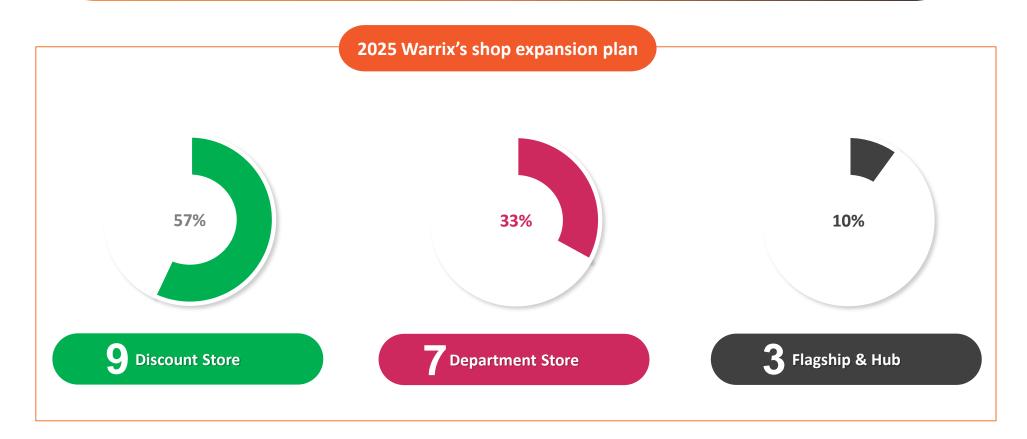
As of 31 Mar 2025





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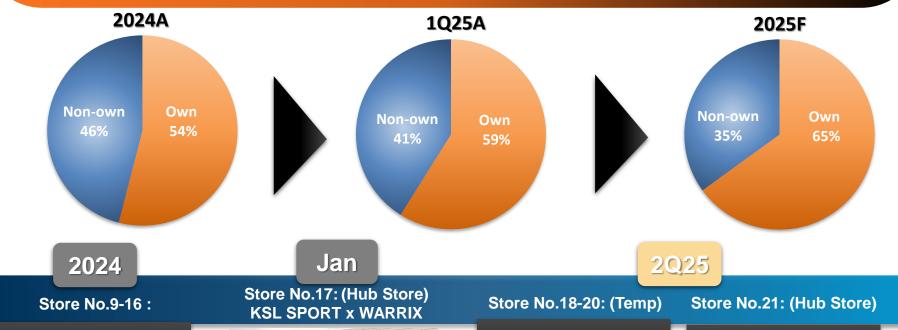






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+ 5 Permanent
Shop / Outlet

+ 3 Temporary Shop / Outlet



Temporary Shops in Discount & ESIE PLAZA 1

**Department Store** 

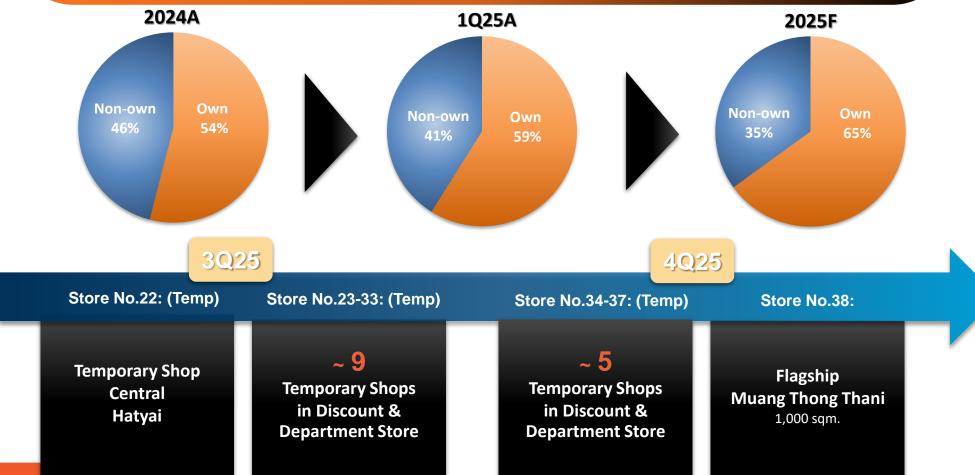
in Eastern Seaboard Industrial Estate (Rayong)





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- Potential new business expansion related to health and lifestyle.

#### **Official Licenses**

Thailand National & Thai League

















Other Sport Licenses



**Educational & Academy Licenses** 













**International Distributor** 





**Corporate & Project** 

**Partnership** 

TikTok Shop



and more

(New)



# WARRIX X SUKHOTHAI FC

Official Partner 2025/2026







# WARRIX X KANCHANABURI POWER FC

Official Partner 2025/2026







# WARRIX X KELANTAN RED WARRIOR FC

Official Partner 2025/2026 – 2026/2027

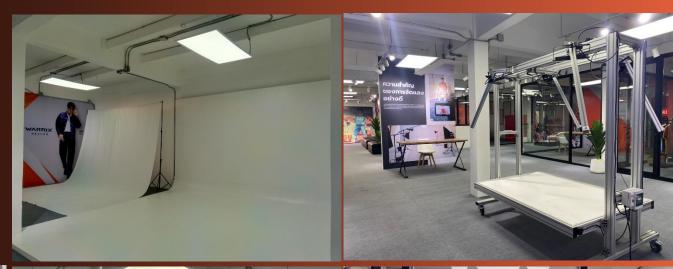


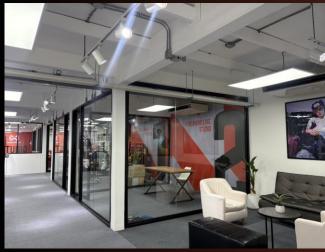




# WARRIX X TikTok

Live Base Center















# 04

# **Business Update & Outlook**



## Warrix International in Recovery



#### Warrix Singapore:

- Operations will be supported by USS appointed as the primary distributor.
- This partnership is expected to streamline logistics and distribution for both offline and online channels, including PFI stores.
- With licensing model, USS will have rights to manufacture and distribute football and futsal shoes under Warrix's trademark.

#### Warrix Malaysia:

- USS as the exclusive distributor has launched 1<sup>st</sup> physical store at Central I City in Nov 2024, with plans for a 2<sup>nd</sup> location in Negeri Sembilan in 2025.
- USS leverages football licenses to penetrate market with localized marketing and introduce Warrix to wholesale dealers for potential sales opportunities.

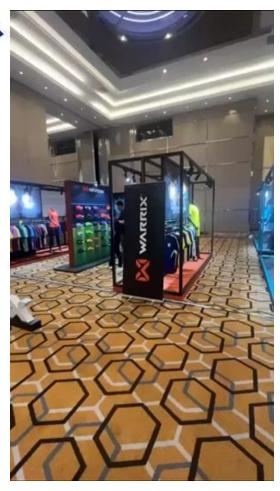
The partnership with **Universal Sports** marks a significant milestone in Warrix's international recovery, reinforcing brand expansion, localized market engagement, market penetration in Malaysia and Singapore, and cost optimization.

# UNIVERSAL SPORTS

# **Warrix International in Recovery**

















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# Leveraging new partnership to penetrate Chinese market

Himaxx x Warrix (Trademark Licensing): Launching Spring 2025 Collection

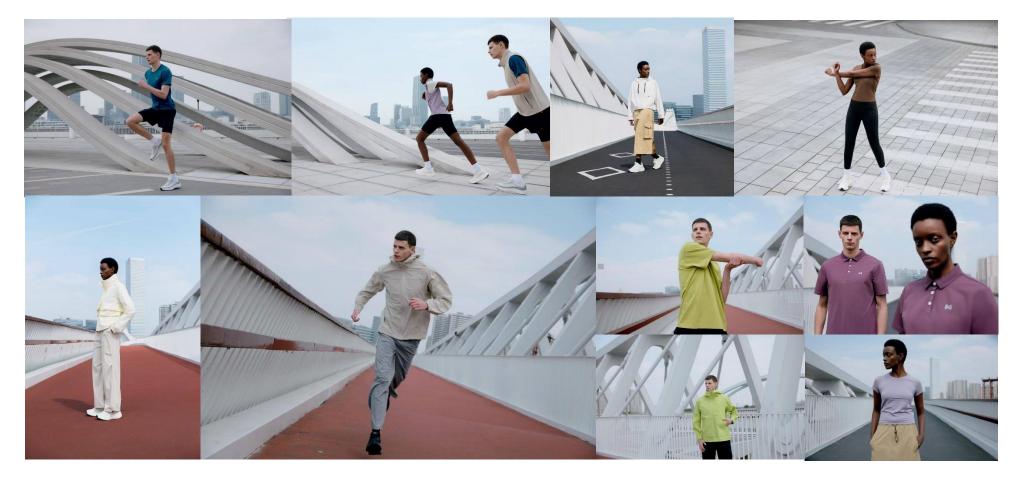


- Launched F/W 2024 Collection in first Himaxx Outlet Store since September 2024 to 26 stores with Warrix product at the present (+10 stores YTD) and aims to reach 60-70 stores with Warrix product by 2025. (Himaxx now has 50 stores around Shanghai and aims to reach 100 stores by 2025)
- Opportunities to cross borders for some items to leverage economies of scale of production and R&D costs, resulting in better COGS management.

# **WARRIX Spring 2025 Collection**

WARRIX

(Trademark Licensing)















# **WARRIX Spring 2025 Collection**

WARRIX

(Trademark Licensing)



# 7,369 sqm. sqm.

## **Efficiency Improvements in Distribution**



#### **Fully Operating New Warehouse**



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• To improve its distribution efficiency, Warrix decided to rent a new warehouse in Bangkok Free Trade Zone and operate by its experienced team.

Warrix has begun relocating some inventories to the new warehouse since Feb 2025. It realized 1.23MB as one-time exp in 1Q25 for warehouse relocation.

 At the present, The new warehouse is fully operated. As a result, Warrix has successfully commenced product deliveries to all channels since mid-April 2025.

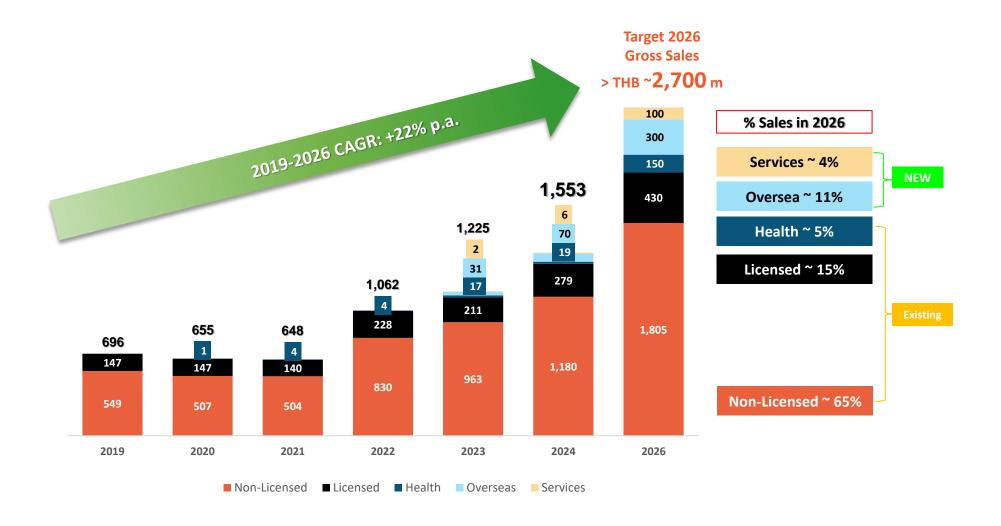


# **Activity Roadmap 2025**

	Q1			Q2			Q3			Q4		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC
FOOTBALL EVENT			<b>FIFA</b> 17-25 Mar			<b>FIFA</b> 2 - 10 Jun		TNT new joursey	<b>King's Cup</b> 1-9 Sep	<b>FIFA: Saudi</b> 9 / 14 Oct	<b>FIFA</b> 10-18 Nov	
		AFC: U20 Asian Cup 6-23 Feb	FIFA: Saudi 25 Mar	AFC: U17 Asian Cup 3-20 Apr		FIFA: Saudi 10 Jun			AFC: U23 Asian Cup 1-9 Sep		FIFA: Saudi 18 Nov	
										<b>TL 25/26</b> Aug - May	22.111	
		FIFA Inter Women 17-26 Feb	AFC: U20 Women 8-16 Mar	AFC: U17 Women 26 Apr - 4 May				AFC: U20 Women 11-17 Aug	AFC: U17 Women TBC	FIFA Inter Women 20-29 Oct		
		75th TU-CU TRADITIONAL FOOTBALL	FIFA: Inter Women 31 Mar - 8 Apr								31st JATURAMITR FOOTBALL	
		MATCH 15 Feb	AFC: Beach Soccer TBC		FIFA: Beach Soccer 1 - 10 May						FEST 15-22 Nov	
RUNNING EVENT	Run Hub Activities at QSNCC Every Saturday											
	Trail Series 12 Jan					Road Race 1 Jun		Tets-Special TBC		Trail Series TBC	Trail Series TBC	Trail Series TBC
	Buriram Marathon 2025 25 Jan					Trail Series TBC	Partner Activity TBC					
OTHER SPORT EVENT	AFC: Futsal Women 11-19 Jan				AFC: Futsal Women 7 - 18 May					AFC: Futsal 15-26 Oct		<b>33rd SEA Games</b> 9-20 Dec
		FIBA: Asia Cup 20/23 Feb	FIBA: Asia Cup 24-30 Feb		FIBA: Asia Cup  Big Matches: May / July / Aug							
			<b>Table Tennis</b> 23-31 Mar		<b>Table Tennis</b> 17-25 May		<b>Table Tennis</b> TBC				<b>Table Tennis</b> 14-23 Nov	
				<b>SCAT</b> 18-20 / 25-27 Apr	SCAT 2-4/16-18/23-25	<b>SCAT</b> 6-8/13-15/25-29	<b>SCAT</b> 5-6/11-13/26-27	<b>SCAT</b> 28 Jul - 3 Aug / 7-17	<b>SCAT</b> 5-6/21-28			
LIFESTYLE EVENT		Branding / Lifestyle Campaign Launch Product: Jeans / T-Shirt						Branding / Lifestyle Campaign Launch Product TBC				

# **2026 Sales Target**









For more information, please contact IR Department <u>ir@warrix.co.th</u> or 094 310 7103

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This presentation may include information which is forward-looking based on management's current views and assumption including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ from the results, performance or achievements expressed or implied by such forward-looking statements. Such statements are not, and should not be constructed as representation as to future performance of WARRIX. In particular, such targets should not be regarded as a forecast or projection of future performance of WARRIX. It should be noted that the actual performance of WARRIX may vary significantly from such targets.

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# 05

# **Appendix**

### **Sport Apparel Industry Outlook**



- The sport apparel goods market in Thailand is worth approximately THB 30 billion.
- Recovered to pre-COVID-19 level, and on an uptrend with prospect to grow 15-20% per year premised on increasing in health awareness as more people are committed to leading healthier and more active lifestyle.
- Along with huge opportunities from the resuming of large sports events including FIFA World Cup in 2022, AFF Mitsubishi Electric Cup 2022, and the Olympics in 2024 etc.
- An ongoing rise in popularity of outdoor and home-based sports (running, cycling, home exercise and yoga are becoming more popular).

#### The sport apparel goods market in Thailand



#### **Discounted/Mass market**

Import product by Thai company, no brand and cheap price



Middle market

Thai brand produce by Thai company



**Global market** 

Global brand, both import and export

#### Top 5 most popular sports in Thailand



ш



Rattan Ball







#### Top 5 most popular exercise activities in Thailand



Walking



Running



Cycling



Aerobic



Fitness

#### ~THB 30 billion

of sport apparel goods market in Thailand

42 %

of Thai population exercise regularly

#### >70%

of Thai people who exercise regularly are middle to high income

of Thai population playing sport regularly



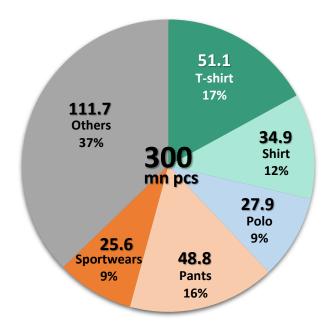
### **Thailand Annual Garment Consumption**

#### **Garment annual consumption**

- According to a study by UTCC, Thailand 2020 annual garment consumption is estimated at 300mn pieces
- The estimated T-shirt consumption is ~51mn pieces annually, contributing ~17% of all garment consumption and slightly higher than annual pants consumption at ~49mn pieces

#### **Fashion macro trend**

 According to UN, number of garment purchased per capita between 2000 and 2014 increased by about 60 percent, while each item is kept for only half as long. Hence people wants to buy more and spend less per piece



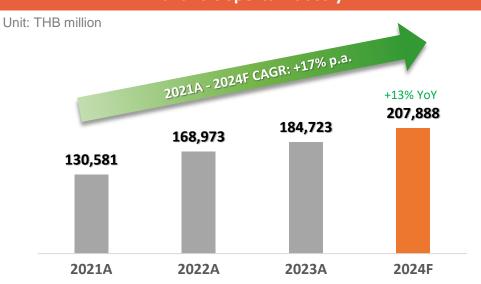
**Thailand Annual Garment Consumption 2020 (mn pcs)** 

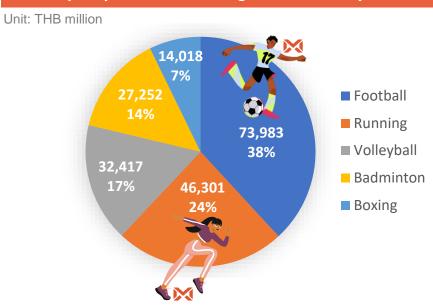
# **Industry Outlook**











#### **Sports-Related Expenditure per Person in 2023**



#### **Sports Shoes**

2,093

THB/person

Food and Beverages during watching, competing, playing sports



#### **Sportswear**



**Sports Equipment** 



**815** THB/person

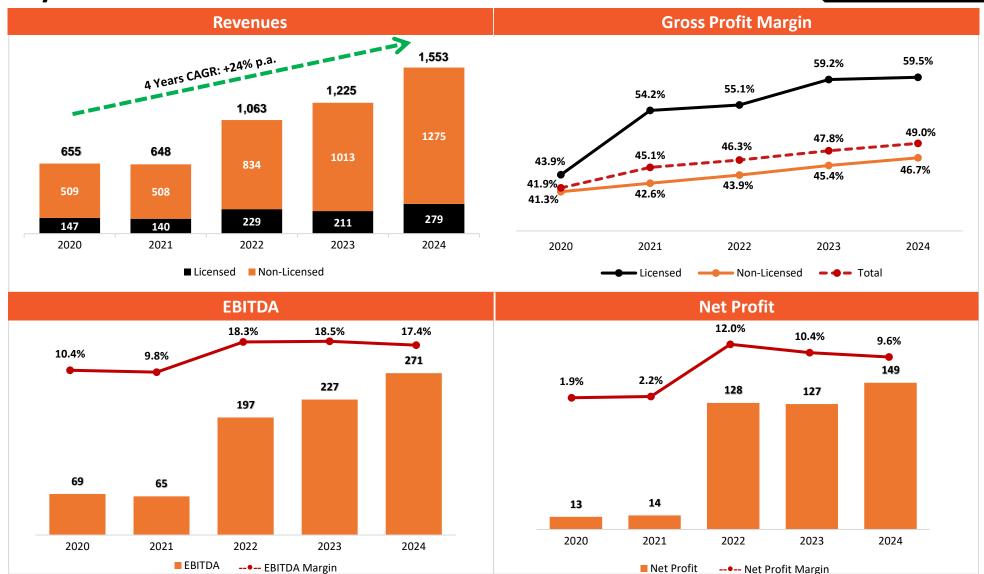
#### **Tickets and Fees**



391
THB/person



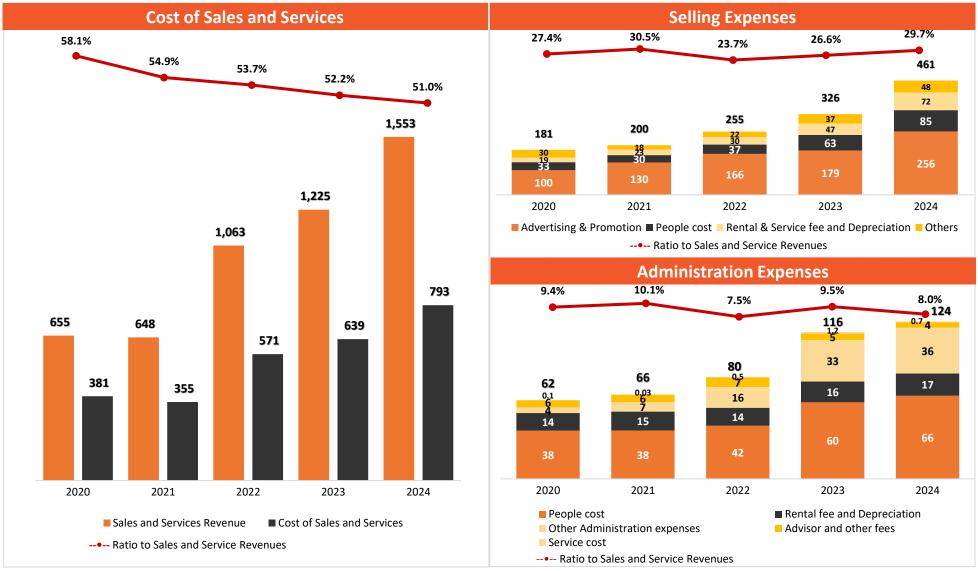
# **Key Financial Performance**



Unit: THB million



# **Key Financial Performance**



Unit: THB million



# **Key Financial Performance**

Unit : Million Baht	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Total A/R	327.2	245.9	344.3	357.1	294.8	317.6	400.5	524.3
Total Inventory	558.8	540.3	555.2	529.9	545.5	543.3	559.7	576.9
Total A/P	270.2	144.1	180.0	202.4	173.1	189.0	211.2	210.5
Total Assets	1906.6	1658.9	1735.7	1799.7	1771.5	1729.3	1831.1	1883.4
Interest Bearing Debt	146.0	129.6	126.7	141.5	135.8	137.9	166.2	156.8
Total Liabilities	454.7	299.2	334.8	392.3	363.2	364.5	416.1	411.9
Total Equity	1451.9	1359.7	1400.9	1407.5	1408.3	1364.8	1415.0	1471.5
EBITDA	28.5	41.8	66.9	89.3	45.8	42.6	89.7	92.6
CPLTD	17.9	18.2	19.5	25.6	26.5	28.2	36.4	35.4
Current ratio (Times)	3.98	5.99	3.66	5.39	5.78	5.59	5.07	5.59
D/E (Times)	0.31	0.22	0.24	0.28	0.26	0.27	0.29	0.28
IBD/E (Times)	0.10	0.10	0.09	0.10	0.10	0.10	0.12	0.11
Inventory Turnover by days	335	378	301	243	299	262	235	231
AR Turnover by days	124	102	83	81	91	80	76	94
AP Turnover by days	199	143	89	86	104	87	85	86
Cash Cycle (days)	259	338	295	239	285	255	226	240

# Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle



Warrix continuously expand the distribution channel to cover many areas in local and global. Currently, there are 5 mains channels, which consists of

#### 16 Warrix Own Shop

- CHANGSUEK Flagship Store at Stadium One, 1,000 sq.m.
- Warrix Outlet Muang Thong Thani 1 & 2
- Warrix Shop BCC, 20 sq.m.
- Warrix Run Hub at QSNCC, 557 sq.m.
- Warrix Outlet at Stadium One
- Warrix Lifestyle at Siam Square, 300 sq.m.
- Warrix Shop at The Mall Bang Khae & Bang Kapi
- 💡 Warrix Shop at Terminal 21 Korat & Pattaya 🕒
- Warrix Shop at Future Park Rangsit
- Warrix Shop Market Village Suvarnabhumi
- Warrix Shop Robinson Buriram
- Warrix Shop Central Westgate
- Warrix Outlet Siam Premium Outlet





New in 2024

# North ~ 47 stores Central ~ 63 stores Bangkok ~ 44 stores Northeast ~ 67 stores



#### > 15,000 Modern Trade





~69 stores

~ 80 stores



















~ 305 stores





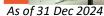
>14,545 via 24shopping

2022 - 2028









## Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle



#### E-Commerce /1



Website: www.WARRIX.co.th >300.000 members



**Facebook: WARRIX** >800,000 followers



Lazada: WARRIX >275,000 followers



**Shopee: WARRIX** >1,000,000 followers



Instagram: warrix\_official >78,500 followers



Line: WARRIX >100,000 followers



Tiktok: warrixthailand >91,000 followers





#### **Project Base**













#### **MADE TO ORDER**





POLO SHIRT SPORT WEAR



T-SHIRT





UNIFORM

As of 31 Dec 2024

# Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle

- Continue development in other businesses related to health and lifestyle.
- One stop service for supporting related sport event and to be a leader in sport-health and lifestyle business.





#### Warrix's active health businesses:

# 1. Physiotherapy Clinic & Performance Studio located at Stadium One, Samyan

- Providing physiotherapy treatment & rehabilitation, pre-post ACL operation, weight control, height increase, advice and knowledge on nutrition, including professional trainers with modern medical equipment.
- Sport specialized courses for football, marathon, golf, cycling and office syndrome such as physical analysis, sport massage and performance training for athletes and general public.

#### 2. Warrix Run Hub located at OSNCC

- Warrix Run Hub provides full facilities for athletes, general public and runners in Benjakitti Park.
- Including 3 main facilities:
- 1) Performance Training: Motion Metrix Analysis and Exercise & Training Workshop.
- 2) Flagship store for running products: running/training shirts, running shoes (Warrix, On, Asics), running gadgets and equipment.
- 3) Physiotherapy clinic.

# OC OC

#### 3. Fit Junction

- Multi-funnels fitness and nutrition educator: Online Courses, E-book, Workshop, 1 on 1 Training.
- More than 2M of total followers and subscribers from all social media platforms.
- Using 10 years worth of R&D, SOP, customer base and data from FJ to build strong foundation and boost exponential growth for Warrix Health.



