



WARRIX®

2Q26

EARNINGS CALL



WARRIX SPORT PUBLIC COMPANY LIMITED

26 August 2026

Agenda

- 01** Company Overview
- 02** 2Q26 Financial Performance
- 03** 2026 Key Growth Pillars
- 04** Outlook
- 05** Jump+ Update



01

Company Overview



BREATHABLE
FABRIC



ALWAYS
SMOOTH



WARRIX

Establishment period

Transformation from sport apparel to active and lifestyle

Go Public



WARRIX was
founded
2013

2014-2015

Starting local marketing strategy by supporting sportswear and athlete's clothing for 2 Thailand football clubs in League I and League II

Win the rights to produce the Myanmar national football team sportswear products

2017-2018



2016



- Capital increase to 100 MB
- Win the rights to produce the Thai national football team sportswear products (2017-2020)

- Warrix Holding Pte. Ltd. was founded
- Opening 1st Physiotherapy & Performance Studio at Stadium One
- Official Match Ball and Kit Supplier for AFF Suzuki Cup 2020

2020



2021



- 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.

2022

- Listed on the mai stock exchange
- Capital increase to 300 MB

2023

Acquired Fit Junction and Premier Football

2025

Established a subsidiary, KSL & WARRIX Co., Ltd.

Transforming to
“Active & Lifestyle”
business

WARRIX to become
top of mind brand
locally and globally

At the forefront of
innovation &
sustainability

Sales reaching
THB 2.7 billion
in 2026

Key Milestones

WARRIX at a glance

Innovation & Design

Unbreakable Jersey
Exclusive technology by WARRIX

COMBAT+TECH
COMBAT+TECH7 + AIRFLOW 360

นวัตกรรมล่าสุดจาก WARRIX เป็นการผสมผสานระหว่างเทคโนโลยี COMBAT+TECH7 โดยนำจุดเด่น 7 ประการ มาผสานกับนวัตกรรมการระบายอากาศ AIRFLOW 360 ที่เพิ่มการระบายอากาศลงจนกลายเป็นช่วยในการถ่ายเทความร้อนและระบายความร้อนระหว่างการออกกำลังกาย

- QUICK DRY: ระบายเร็ว
- QUICK AIRFLOW: ระบายทั่วถึง
- UV PROTECT: ป้องกันรังสี UV
- ANTI-BAC: ระบายอากาศได้ดี
- BREATHABLE: ระบายอากาศได้ดี
- COOL WEAR: ระบายอากาศได้ดี
- STRETCH: ยืดหยุ่นสบาย

COMBAT+LITE
COMBAT+LITE3 + VENTILATION

ผลิตด้วยนวัตกรรมการถักพิเศษแบบ Jacquard ซึ่งเป็นเทคนิคการถักโดยใช้ลายด้านกับด้านขวา ทอสีกับกันจนเกิดลวดลาย เนื่องจากใช้ Polyester คุณภาพสูง ทำให้อ่อนโยนสบาย ระบายอากาศได้ดี เหมาะกับทุกกิจกรรม

- QUICK DRY: ระบายเร็ว
- QUICK AIRFLOW: ระบายทั่วถึง
- BREATHABLE: ระบายอากาศได้ดี

COMBAT+COOL

WARRIX T-SHIRT
COOL FROM WITHIN

- UV PROTECT
- QUICK DRY
- ANTI-BAC

Strong Partnership

2 National Football team licenses



4 International licenses

>30 Club licenses

6 Educational licenses

6 Sponsorship licenses



Extensive Distribution Channel

5 Flagship Stores / Hub



21 Official Stores



400+ Traditional Trade



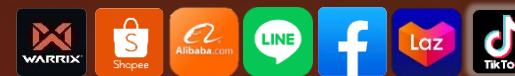
350+ Modern Trade



15,000+ CVS/24 Shopping



Wide-reaching E-commerce Platform



Data Driven with Marketing Technology



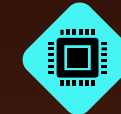
Data Marketing Analytics



Content Marketing



Decentralized Advertising



Programmatic Advertising



Social Media Marketing



Local Marketing

WARRIX key product portfolio

Expanding portfolio and products

Football

Running

Basketball

Golf

Table Tennis

Sport Equipment

**Sport
wears**



Training

Footwear

Innerwear

Lifestyle

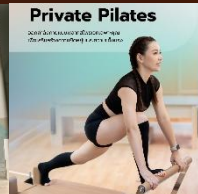
**Active &
Lifestyle**



Warrix Run Hub

Physiotherapy & Performance Studio

Health



Trail / Marathon event

Running event

Music Event

Food Event

Camping

Explorer



Extendable business

WARRIX product portfolio contribution

As of 31 Dec 2025

83% Non – Licensed products

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.



16% Licensed products

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.



1% Health Business

Physiotherapy and Performance Studio & Warrix Run Hub

Providing physiotherapy treatment & rehabilitation, pre-post ACL operation, weight control, height increase, advice, and knowledge on nutrition. Personalized program by doctors, physical therapists, and professional trainers with modern medical equipment.



WARRIX

FOR WEEKEND

WARRIX JEANS
TRUCKER JACKET PANSA
2,790 BAHT



#SONGWAT

02

2Q26 Financial Performance

2Q26 Financial Performance (Separate)



Unit: THB million

Separate P&L Statement	2Q25	1Q26	2Q26	%QoQ	%YoY	6M25	6M26	%YoY
Revenues from core operation	275	341	417	22%	52%	596	758	27%
COGS	145	182	211	16%	46%	311	393	26%
Gross Profit	130	159	206	29%	59%	285	365	28%
Other Income	3	6	4	-34%	38%	8	9	22%
SG&A	154	194	226	16%	47%	305	420	37%
Impairment Loss on Assets	-	45	13	-72%	100%	-	58	100%
EBITDA	(2)	(53)	(6)	89%	-249%	24	(58)	-338%
Net Profit	(19)	(62)	(37)	40%	-92%	(14)	(99)	-595%

Key factor affecting 2Q26 Performance:

- Revenue growth driven by Non-Licensed products, particularly classic & collection, supported by Polo Campaign.
- Licensed products sales were boosted by Thailand national team kit launch and promotion, as well as sponsorship of the “Daily News Cup 2026”.
- Online sales continued to grow significantly, while shop, TT, and MT were recovery.
- GPM improved due to higher owned-channel sales mix, better management of cost and discount.
- Net profit was pressured by higher operating expenses, including online variable costs, new shop operating expenses, personnel expenses, 5.70 MB of obsolete inventory provision, 4.98 MB of ECL, and 12.72 MB of impairment loss on assets.

Separate P&L Statement	2Q25	1Q26	2Q26	%QoQ	%YoY	6M25	6M26	%YoY
% Gross profit	47.2%	46.7%	49.3%	2.7%	2.1%	47.8%	48.1%	0.3%
% SG&A	56.0%	56.9%	54.1%	-2.8%	-1.8%	51.2%	55.4%	4.2%
% EBITDA	-0.6%	-15.4%	-1.4%	14.1%	-0.8%	4.1%	-7.7%	-11.8%
% NI	-7.0%	-18.2%	-8.8%	9.3%	-1.8%	-2.4%	-13.0%	-10.7%

Key factor affecting 6M26 Performance:

- Revenue growth driven by Non-Licensed products, supported by Polo Campaign.
- Licensed products sales were boosted by Thailand national team kit launch and promotion, as well as sponsorship of the student football matches.
- Online, shops, retail, and MT channels recorded growth.
- Realized royalty fee income from China (Himaxx) since 1Q26.
- GPM improved due to channel mix, better management of cost and discount.
- Net profit was pressured by higher operating expenses, 17.55 MB of obsolete inventory provision, 6.22 MB of ECL, 58.11 MB of impairment loss on assets, and 4.74 MB of litigation expenses.

2Q26 Financial Performance (Consolidated)



Unit: THB million

Consolidated P&L Statement	2Q25	1Q26	2Q26	%QoQ	%YoY	6M25	6M26	%YoY
Revenues from core operation	317	364	436	20%	38%	647	800	24%
COGS	174	186	222	19%	27%	347	408	18%
Gross Profit	143	178	214	21%	50%	301	392	30%
Other Income	3	6	5	-18%	49%	8	11	35%
SG&A	169	221	258	17%	53%	327	480	47%
Impairment Loss on Assets	-	4	-	-100%	-	-	4	100%
EBITDA	(2)	(18)	(15)	15%	-746%	22	(33)	-250%
Net Profit	(21)	(38)	(36)	6%	-69%	(20)	(74)	-276%
Adjust	0.2	1.6	(1.2)	-173%	-569%	1.1	0.4	-59%
Net Profit after Adjust	(21)	(37)	(37)	-1%	-76%	(19)	(74)	-295%

Key factor affecting 2Q26 Performance:

- Revenue growth driven by Non-Licensed products, particularly classic & collection, supported by Polo Campaign.
- Licensed products sales were boosted by Thailand national team kit launch and promotion, as well as sponsorship of the “Daily News Cup 2026”.
- Online sales continued to grow significantly, while shop, TT, and MT were recovery.
- GPM improved due to higher owned-channel sales mix, better management of cost and discount.
- Net profit was pressured by higher operating expenses, including online variable costs, new shop operating expenses, personnel expenses, 5.79 MB of obsolete inventory provision, and 14.84 MB of ECL.

Consolidated P&L Statement	2Q25	1Q26	2Q26	%QoQ	%YoY	6M25	6M26	%YoY
% Gross profit	45.0%	48.8%	49.1%	0.4%	4.1%	46.5%	49.0%	2.5%
% SG&A	53.4%	60.8%	59.3%	-1.5%	5.9%	50.5%	60.0%	9.5%
% EBITDA	-0.6%	-5.0%	-3.5%	1.4%	-3.0%	3.4%	-4.2%	-7.6%
% NI	-6.7%	-10.5%	-8.2%	2.3%	-1.5%	-3.0%	-9.2%	-6.2%

Key factor affecting 6M26 Performance:

- Revenue growth driven by Non-Licensed products, supported by Polo Campaign.
- Licensed products sales were boosted by Thailand national team kit launch and promotion, as well as sponsorship of the student football matches.
- Online, shops, retail, and MT channels recorded growth.
- Realized royalty fee income from China (Himaxx) since 1Q26.
- GPM improved due to channel mix, better management of cost and discount.
- Net profit was pressured by higher operating expenses, 19.96 MB of obsolete inventory provision, 24.81 MB of ECL, 3.56 MB of impairment loss on assets, and 4.74 MB of litigation expenses.

Normalized Earnings (Consolidated)

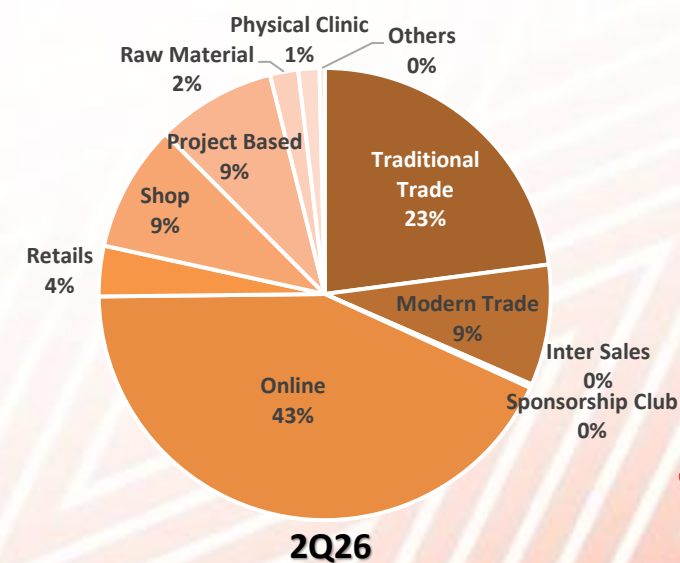
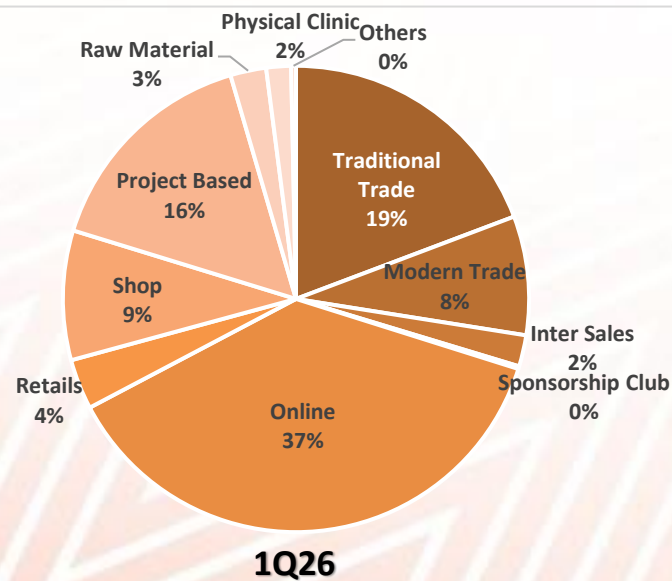
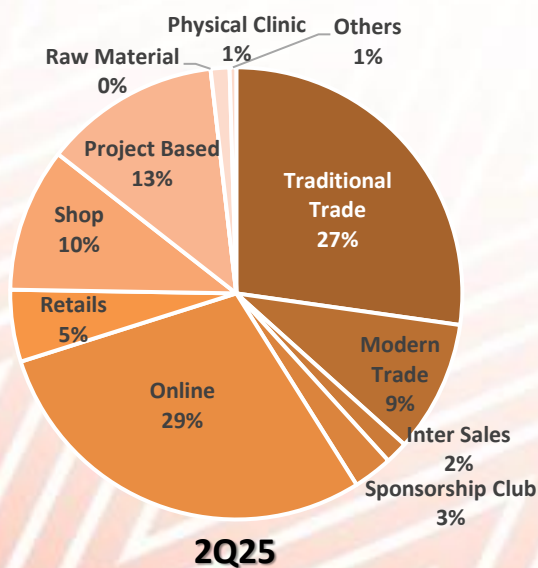
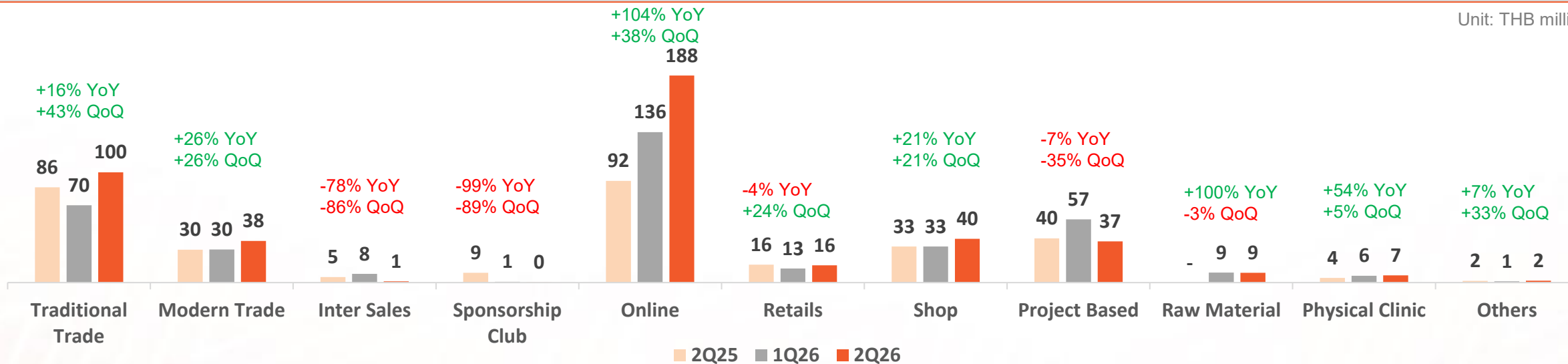
Unit: THB million

Normalized Earnings	2Q25	1Q26	2Q26	%QoQ	%YoY	6M25	6M26	%YoY
Revenues from core operation	317	364	436	20%	38%	647	800	24%
Reported Gross Profit	143	178	214	21%	50%	301	392	30%
Gross Profit Margin	45.0%	48.8%	49.1%	0.4%	4.1%	46.5%	49.0%	2.5%
Add: Obsolete Inventory Provision	7	14	6	-59%	-21%	10	20	106%
Adjusted Gross Profit	150	192	220	15%	47%	310	412	33%
Adjusted Gross Profit Margin	47.3%	52.7%	50.5%	-2.2%	3.1%	48.0%	51.5%	3.5%
Reported Net Profit	(21)	(38)	(36)	6%	-69%	(20)	(74)	-276%
Net Profit Margin	-6.7%	-10.5%	-8.2%	2.3%	-1.5%	-3.0%	-9.2%	-6.2%
Add: Obsolete Inventory Provision	7	14	6	-59%	-21%	10	20	106%
Add: Imparment Loss on Assets	-	4	-	-100%	-	-	4	100%
Add: Expected credit loss (ECL)	1	10	15	49%	2006%	1	25	1678%
Add: Provision for Litigation	-	5	-	-100%	-	-	5	100%
Adjusted Net Profit	(13)	(6)	(15)	-167%	-15%	(9)	(21)	-143%
Adjusted Net Profit Margin	-4.2%	-1.6%	-3.5%	-1.9%	0.7%	-1.3%	-2.6%	-1.3%

Key Financial Performance

Revenues Breakdown By Channel

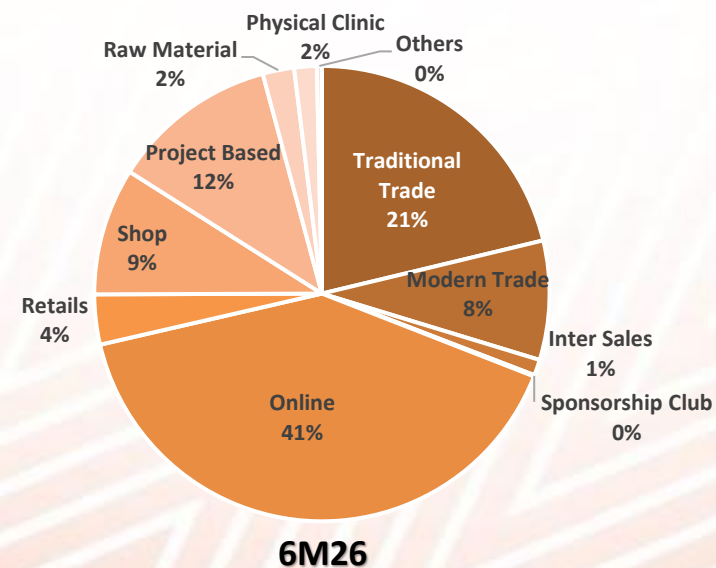
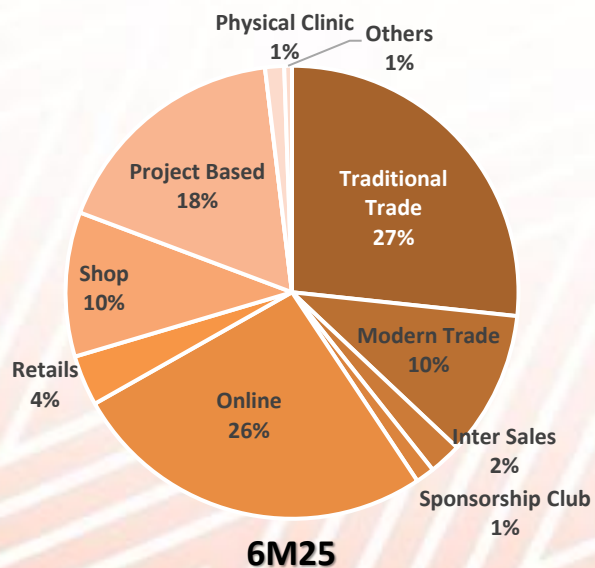
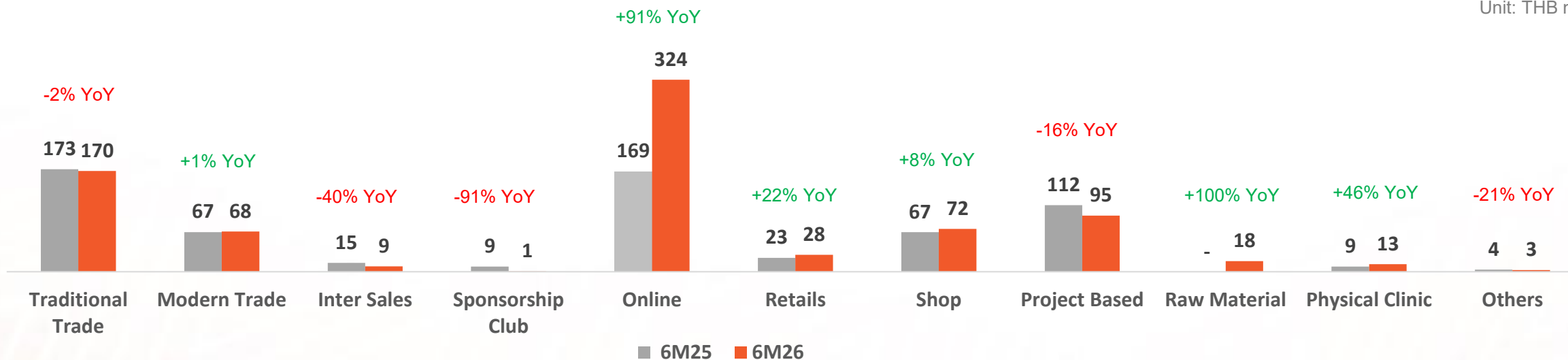
Unit: THB million



Key Financial Performance

Revenues Breakdown By Channel

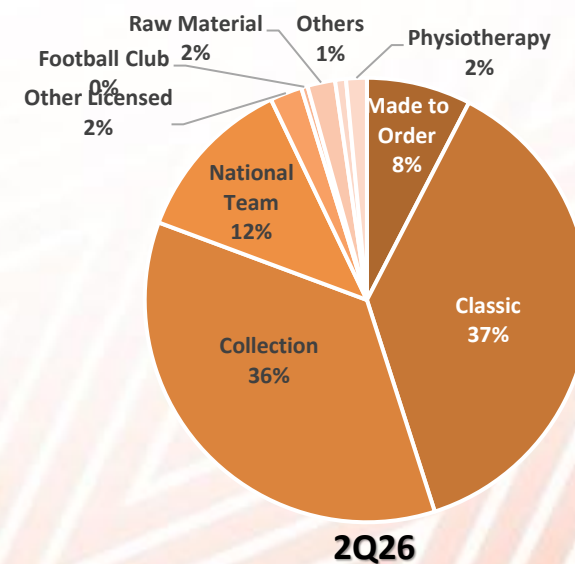
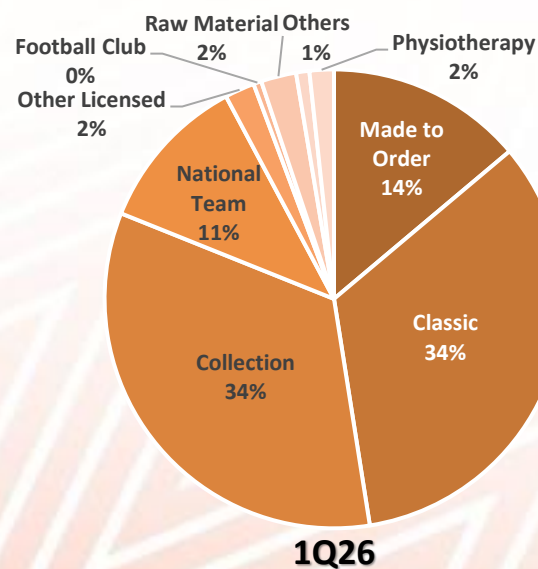
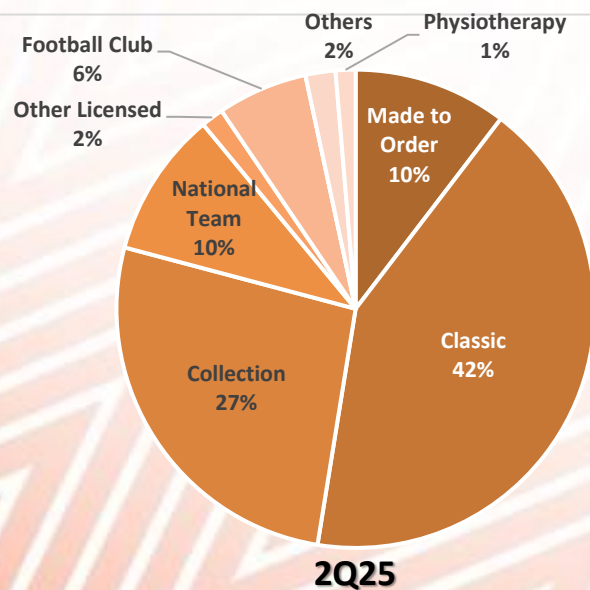
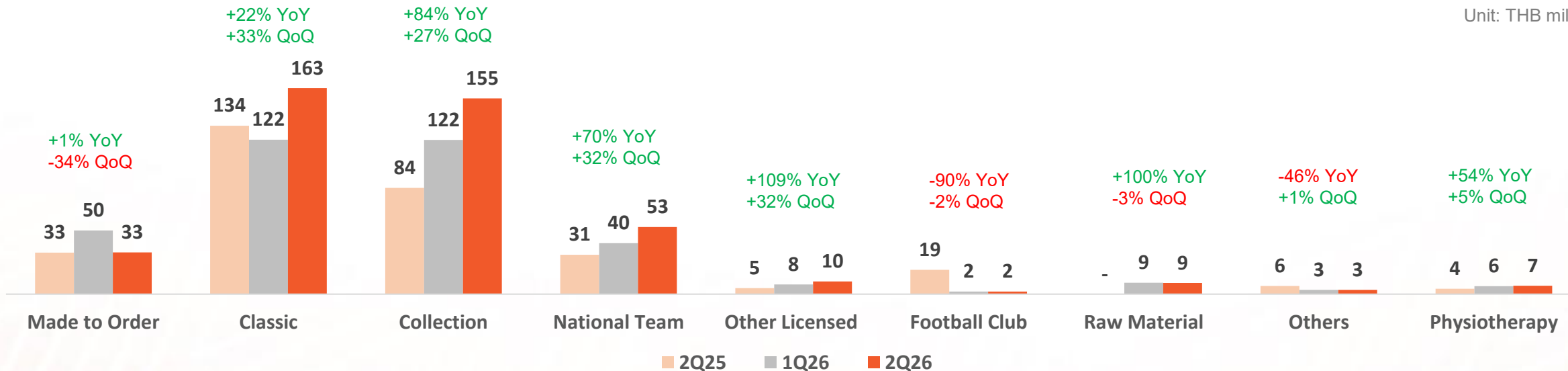
Unit: THB million



Key Financial Performance

Revenues Breakdown By Product

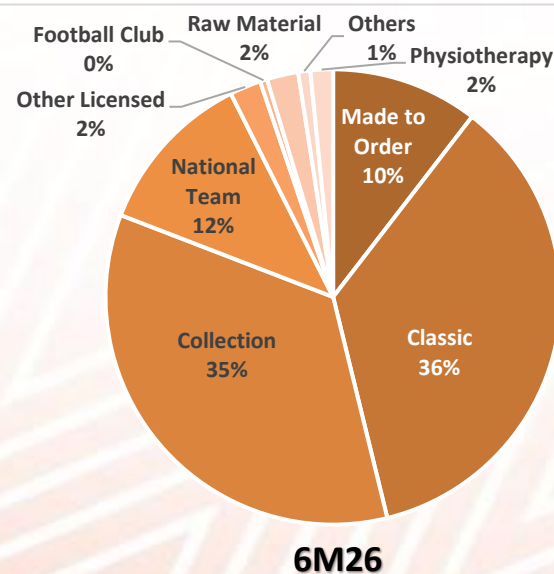
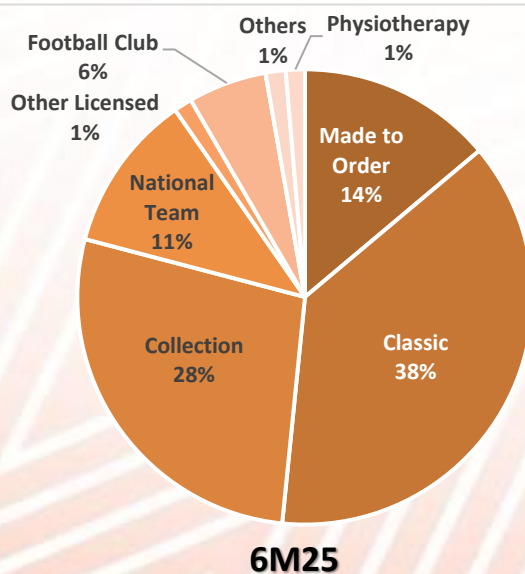
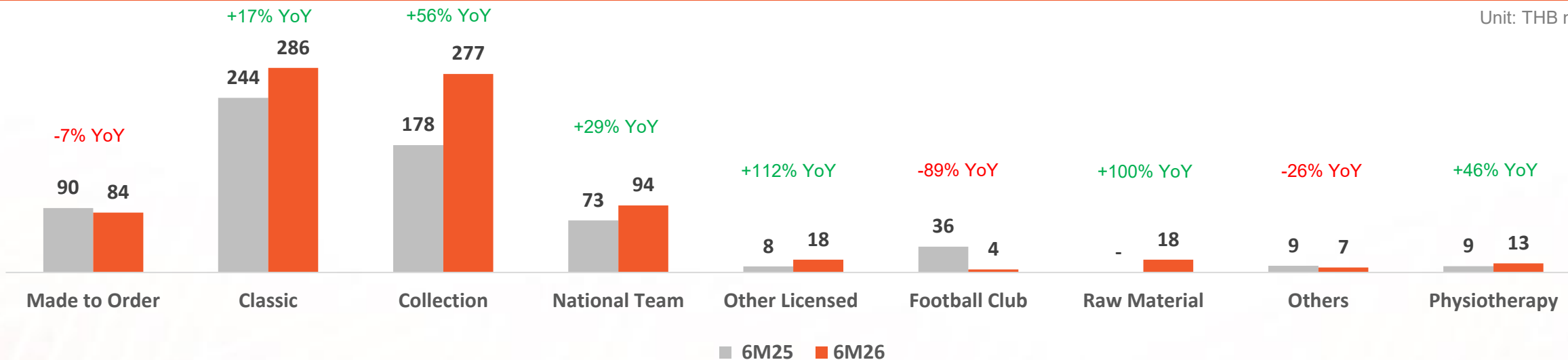
Unit: THB million



Key Financial Performance

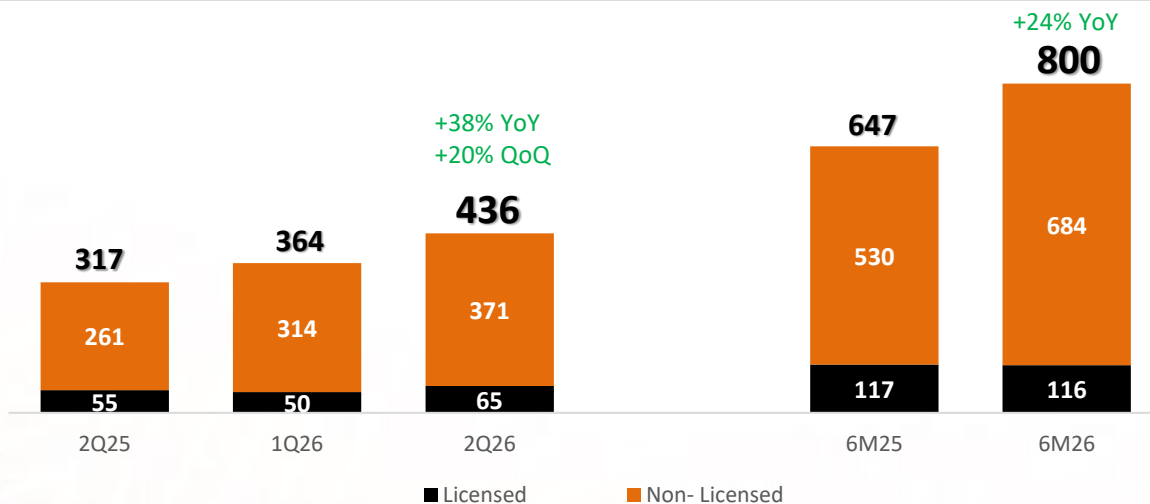
Revenues Breakdown By Product

Unit: THB million

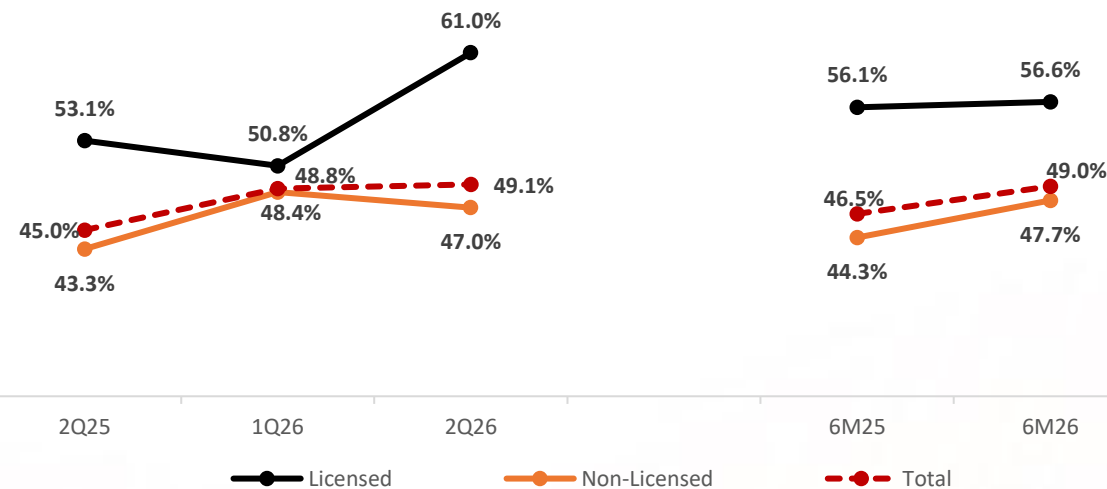


Key Financial Performance

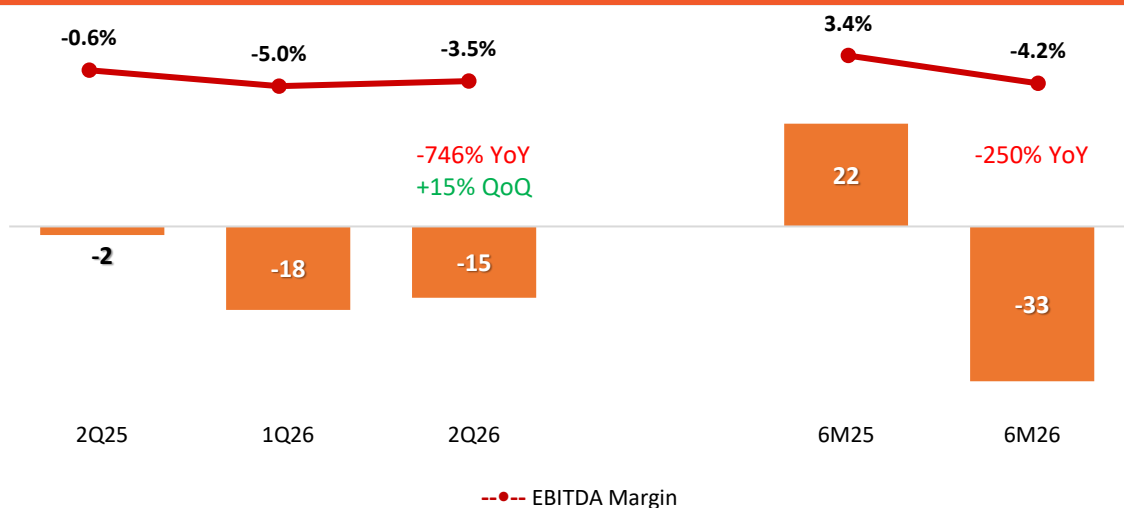
Revenues



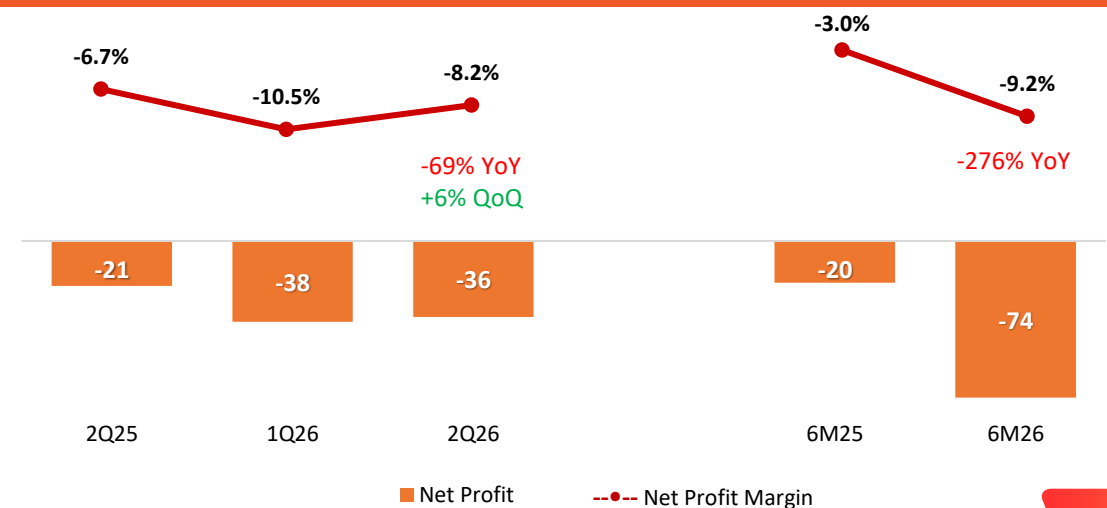
Gross Profit Margin



EBITDA



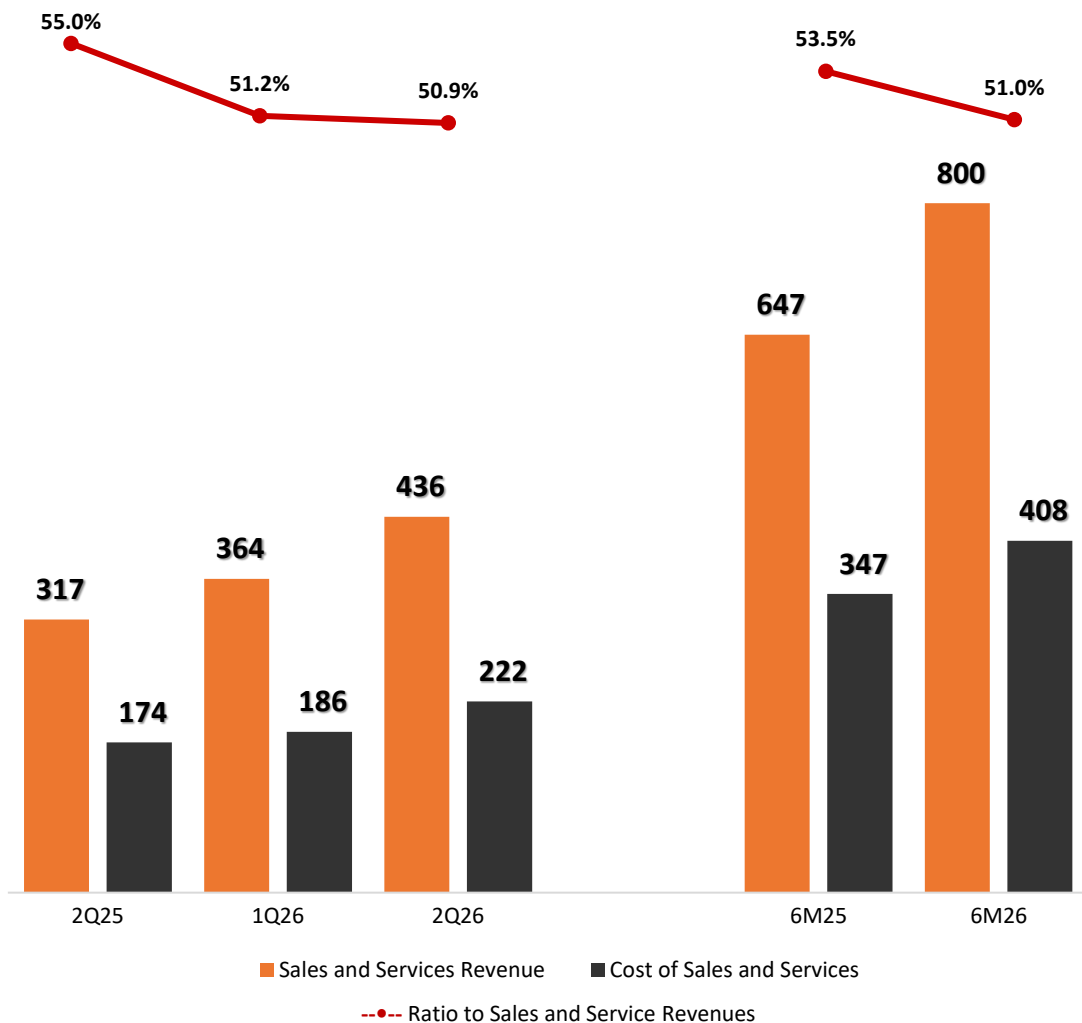
Net Profit



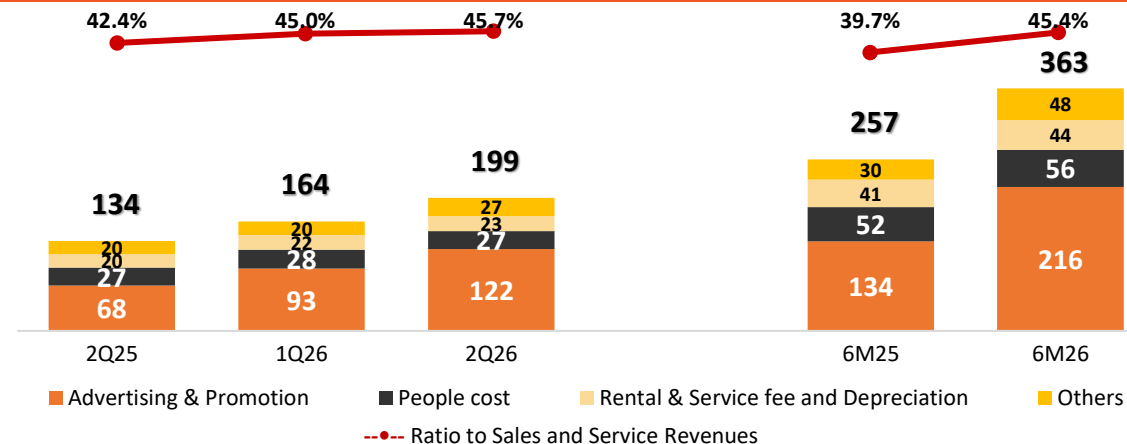
Unit: THB million

Key Financial Performance

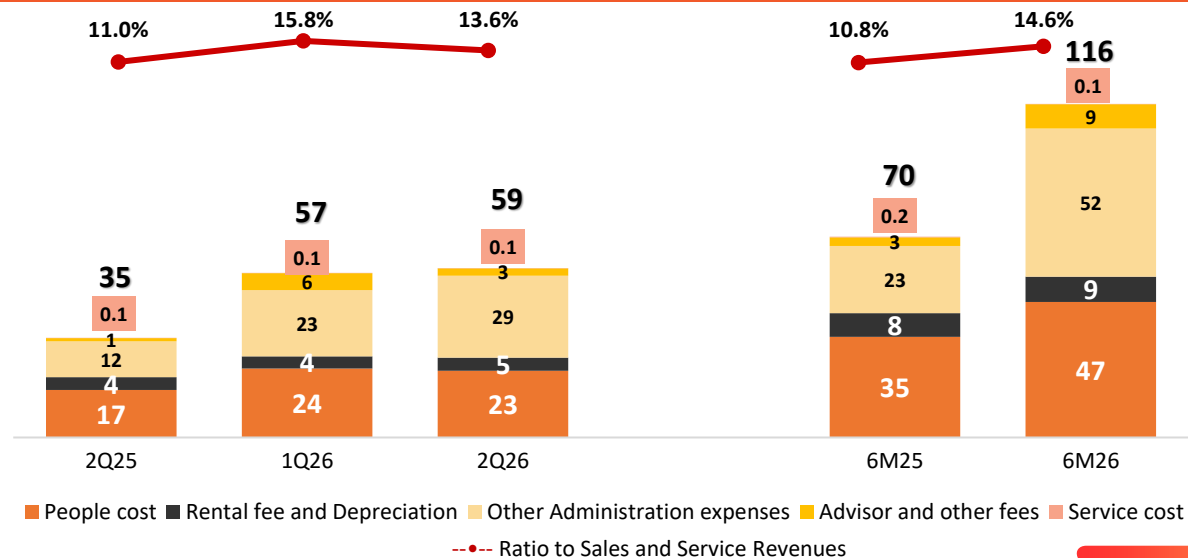
Cost of Sales and Services



Selling Expenses



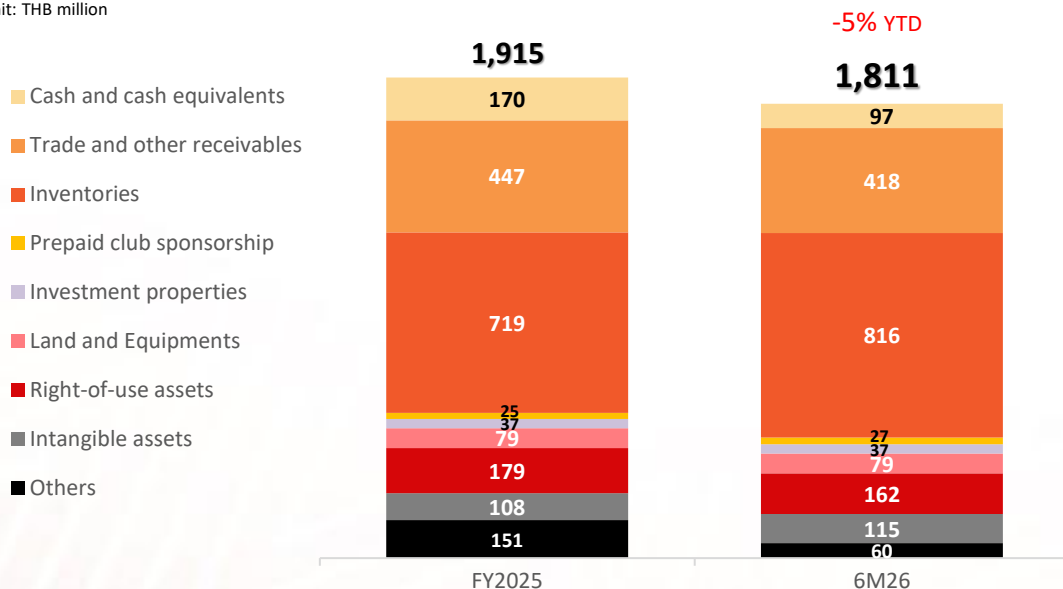
Administration Expenses



Balance Sheet

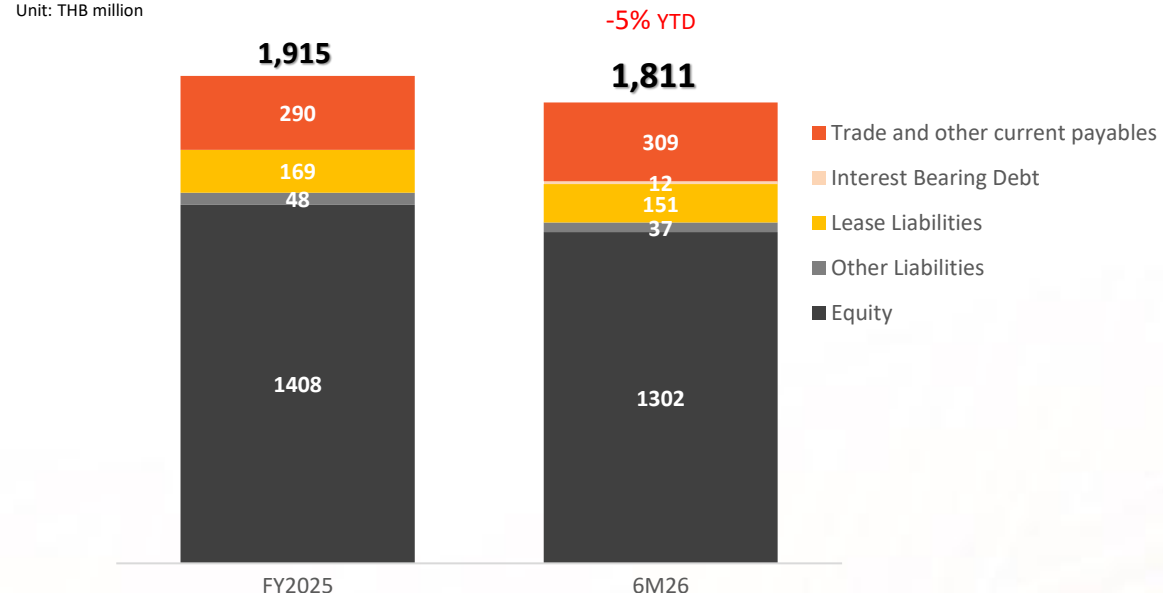
Assets

Unit: THB million



Liabilities & Equity

Unit: THB million

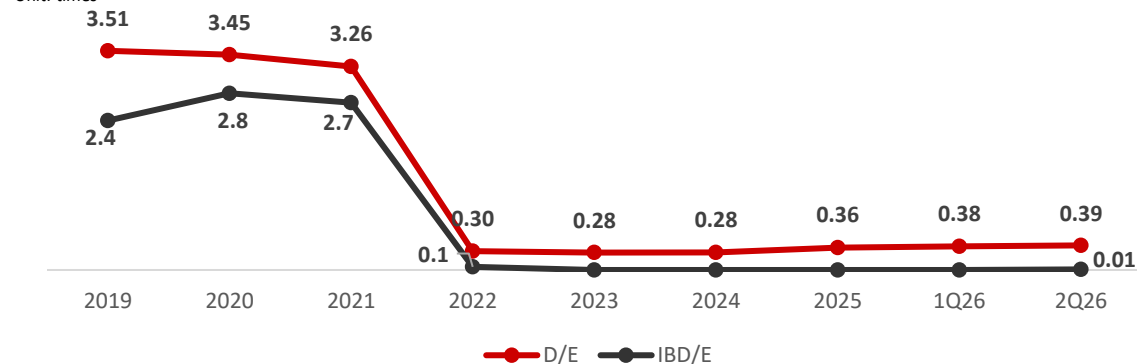


Key Financial Ratio

Key Financial Ratio	2Q25	3Q25	4Q25	1Q26	2Q26
Current ratio (Times)	3.97	4.14	3.95	3.67	2.88
Inventory Turnover (days)	352	275	217	374	335
AR Turnover (days)	137	90	70	106	86
AP Turnover (days)	137	109	85	147	128
Cash Cycle (days)	352	255	201	334	293

Financial Leverage

Unit: times



03

2026 Key Growth Pillars



2026 Key Growth Pillars



1

***Brand
Building***



2

***Direct-to-
Customer
Ecosystem***



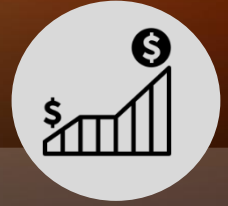
3

***Partnerships
for Growth***



4

***International
Growth
Through
Strategic
Partnerships***



5

***Margin
Improvement
and Cost
Optimization***

2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Product portfolio expansion

Core product:

- Polo shirts remain Warrix's primary revenue driver

Portfolio expansion:

- New Design Oversize jersey
- T-shirts
- Footwear (running and soccer)
- Accessories



2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Football: Strengthening Thailand Football Ecosystem from Grassroots to National Stage

- Supporting grassroots & youth football development
- Expanding brand visibility through nationwide school tournaments
- Building long-term engagement with next-generation athletes



Coke Cup U17 Thailand Football Championship

Warrix is the official sponsor of Thailand's youth football tournaments, a key platform to identify and develop talent for the Thailand U17 national team. The tournament featured 192 teams and 195 matches nationwide. Support the pathway from grassroots football to professional level.

2026 Key Growth Pillars



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Football: Strengthening Thailand Football Ecosystem from Grassroots to National Stage

- Supporting grassroots & youth football development
- Expanding brand visibility through nationwide school tournaments
- Building long-term engagement with next-generation athletes



Dailynews Cup 2026

Warrix is the official sponsor of Thailand's leading youth football tournaments, supporting U16 and U18 student athletes from 24 top schools nationwide.

2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Football: Strengthening Thailand Football Ecosystem from Grassroots to National Stage

- Supporting grassroots & youth football development
- Expanding brand visibility through nationwide school tournaments
- Building long-term engagement with next-generation athletes



4 Sports Series – 7HD Championship 2026

3 years partnership with 7HD and Chulalongkorn University, to support student sports competitions, covering football, basketball, volleyball, and sepak takraw

2026 Key Growth Pillars

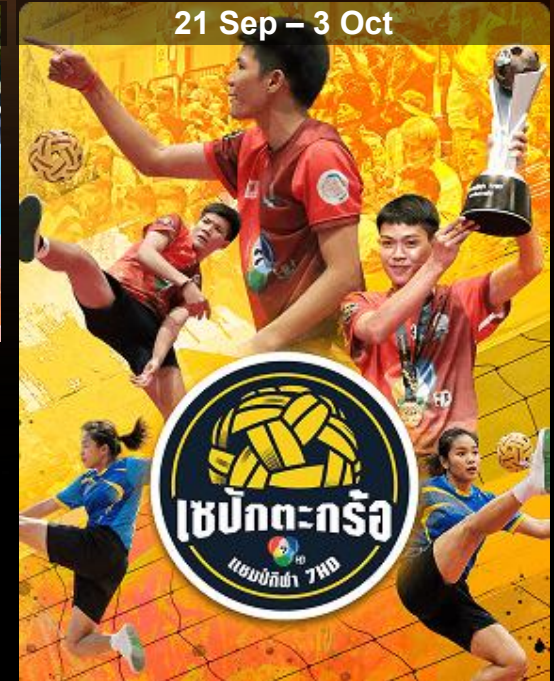


1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Non-Football: Expanding Reach Across Multi-Sport Communities

- Non-football activities broaden Warrix's customer base and reduce dependence on football seasonality
- Diversifying into high-engagement sports communities
- Increasing engagement with younger customers



4 Sports Series – 7HD Championship 2026

3 years partnership with 7HD and Chulalongkorn University, to support student sports competitions, covering football, basketball, volleyball, and sepak takraw

2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Non-Football: Expanding Reach Across Multi-Sport Communities

- Non-football activities broaden Warrix's customer base and reduce dependence on football seasonality
- Diversifying into high-engagement sports communities
- Increasing engagement with younger customers



Suankularb School Licensing

Official sportswear sponsorship to support youth athlete development across 4 sports — football, futsal, basketball, and swimming, reinforcing WARRIX's commitment to developing Thailand's next generation of athletes.

2026 Key Growth Pillars

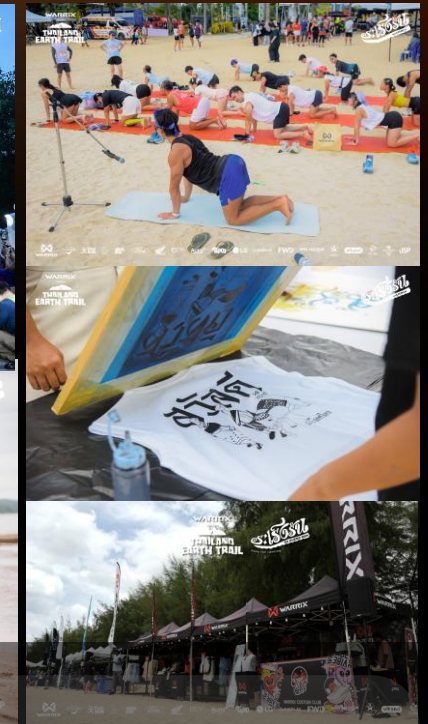
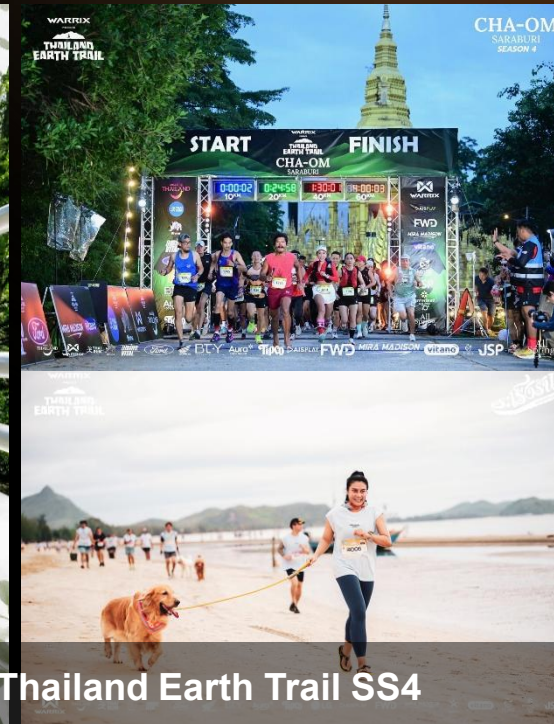


1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Non-Football: Expanding Reach Across Multi-Sport Communities

- Non-football activities broaden Warrix's customer base and reduce dependence on football seasonality
- Diversifying into high-engagement sports communities
- Increasing engagement with younger customers



- Expanding customer engagement through sports tourism events that combines exercise, travel, food, music, and local community engagement.
- The event features family-friendly and volunteer activities, welcoming all ages participants while also supporting local tourism and local income distribution.

2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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Non-Football: Expanding Reach Across Multi-Sport Communities

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- Increasing engagement with younger customers



Warrix Run Club

Building a strong running community through sports science, diverse training classes, and opportunities for customers to experience WARRIX products and services.

2026 Key Growth Pillars



1 Brand Building to Strengthen Active & Lifestyle Brand Positioning

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.

Lifestyle: Connecting with the Next Generation



Leveraging alumni/university collaborations to expand lifestyle product offerings, engage younger consumers, and build long-term brand affinity.

2026 Key Growth Pillars

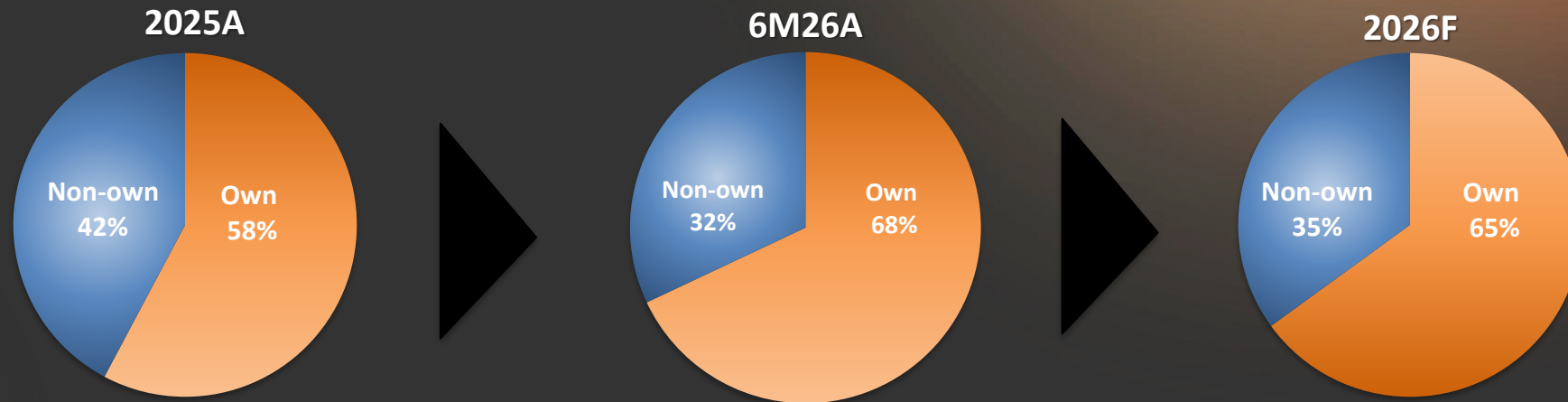


2 Direct-to-Customer Ecosystem

strengthening direct-to-consumer ecosystem to improve profitability and enhancing Omnichannel retail experience

Increasing the contribution of owned channel

- Target Own Channel from 58% in 2025 to **65%** in 2026



- Increasing local market penetration to improve customer coverage across all channels, capture local government budgets and access regional demand opportunities.

Prioritizing Profitability Over Store Expansion

- Cut down unprofitable stand-alone shop and shop-in-shop at the department store (consignment modern trade)
- Close 4 underperforming Warrix-owned shops while improve strategic own shops to strengthen branding
- The new shop opening is postponed and shifted to flexible pop-up/retail event formats in high-traffic locations

2026 Key Growth Pillars



2 Direct-to-Customer Ecosystem

strengthening direct-to-consumer ecosystem to improve profitability and enhancing Omnichannel retail experience

Improving customer journey and shopping experience

- Enhancing customer experience and improving store efficiency through Smart Mirror, enabling virtual try-on, seamless ordering, and supporting scalable store formats.
- Visual merchandiser improvement for physical store and live.
- Live studio expansion to 3 shops, enables cost-efficient content production and supporting creator collaborations.
- WARRIX customization at 11 shops and at various events.



2026 Key Growth Pillars

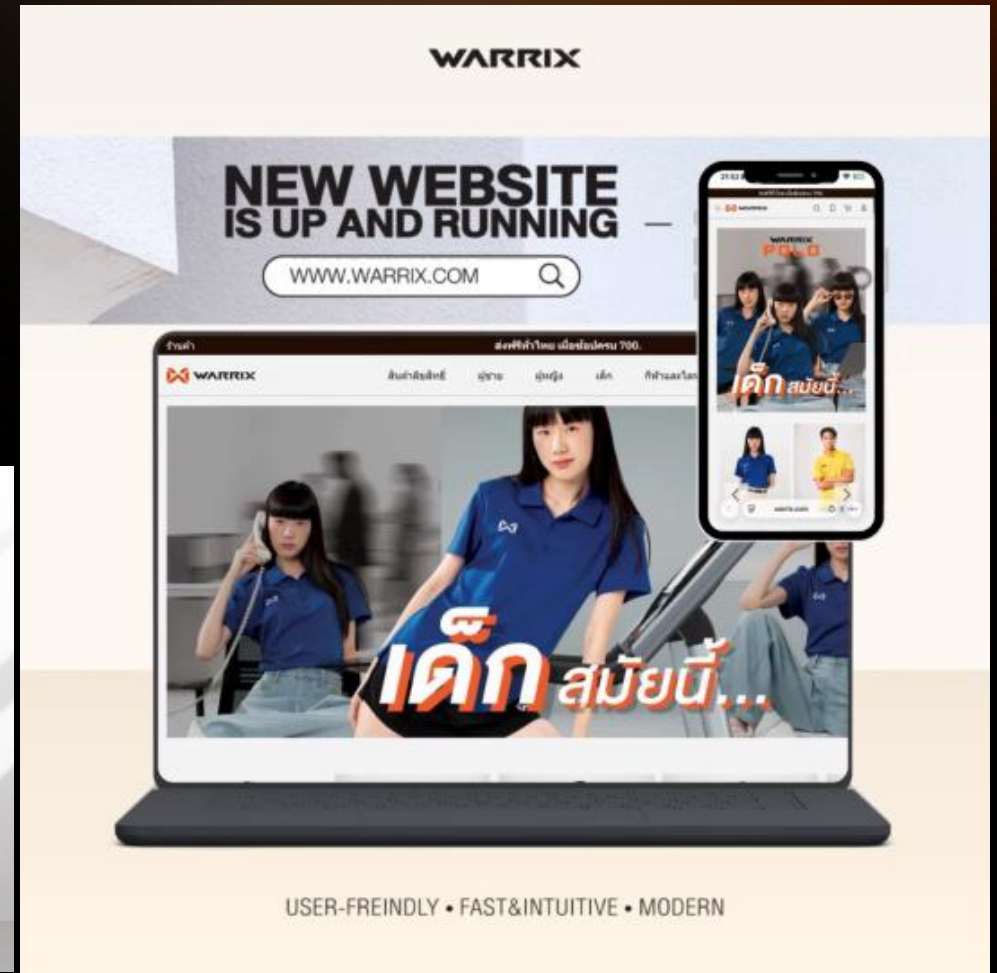
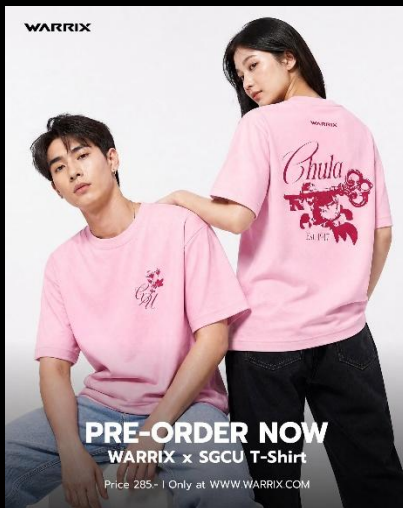


2 Direct-to-Customer Ecosystem

strengthening direct-to-consumer ecosystem to improve profitability and enhancing Omnichannel retail experience

Driving Customer Migration from Marketplaces to Warrix's Owned Platform

- CRM improvement for leveraging customer data to enable targeted marketing and repeat purchases
- Migrating marketplace customers to Warrix's owned platform
- Website UX improvement and developing into a global website, enabling Warrix to support international sales
- Online exclusive products to improve margins



2026 Key Growth Pillars



3 Partnerships for growth

- Expand new partnership through licensing strategy to diverse customer target groups in SEA.
- Potential new business expansion through JV or M&A

Official Licenses

Thailand National & Thai League



International Football Club



Other Sport Licenses



Educational & Academy Licenses



International Distributor



Corporate & Project

Partnership



2026 Key Growth Pillars



4 International Growth Through Strategic Partnerships

Warrix expands internationally through a partnership-driven model, allowing the company to scale globally while maintaining a capital-light structure.

Strategic Partnership with Himaxx (China) : 1) Trademark Licensing

As of December 2025

56

Stores with WARRIX apparel

(+40 stores YoY)

As of December 2025

62

Stores with WARRIX footwear

(+62 stores YoY)



Cross border products
from

**China
to Thailand**



As of June 2026

66

Stores with WARRIX apparel

(+10 stores YTD)

As of June 2026

77

Stores with WARRIX footwear

(+15 stores YTD)

Realized royalty income

4.37 MB

in 6M26

2026 Target

30-35

New store
opening

Target for higher
growth on

footwear

walking - running - trail

New royalty revenue
stream from

online

Platform
(Dewu or Poison)



2026 Key Growth Pillars

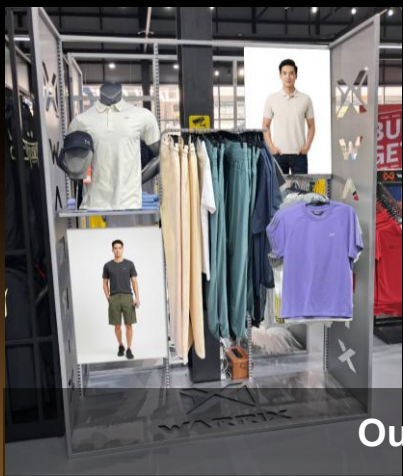


4 International Growth Through Strategic Partnerships

Warrix expands internationally through a partnership-driven model, allowing the company to scale globally while maintaining a capital-light structure.

Strategic Partnership with Himaxx (China) : 2) Cross border products from China to Thailand

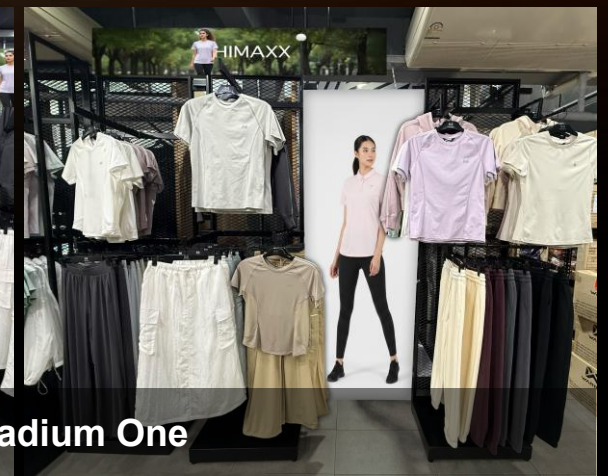
- Faster product expansion and market testing
- Leverage economies of scale of production and R&D costs, resulting in better COGS management



Outlet Muang Thong Thani



Flagship Stadium One



Flagship Siam Square



2026 Key Growth Pillars



5 Margin Improvement and Cost Optimization

Warrix has implemented several initiatives to improve profitability and control operating costs.



Channel margin optimization

- Increase owned-channel contribution
- Cutdown unprofitable shop/modern trade
- Strengthen discount policy across all channels to reduce price competition and support margin improvement
- Strengthen CRM and repeat purchases through owned platforms to reduce marketplace commission costs



Product mix optimization

- Expand product portfolio to increase basket size
- Expansion of higher-margin lifestyle products
- Own channel exclusive products



Vertical integration for core products

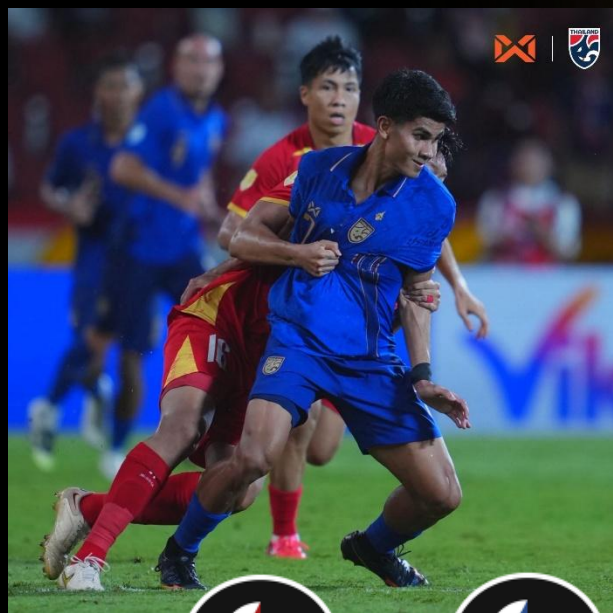
- Vertical integration of classic polo production
- Improve cost control across the production process
- Ensure consistent product quality, align production volumes with market demand

04

Outlook



Football Activation to Drive Growth



Jul - Aug



Sep - Oct



Sep - Dec



Nov



Aug - Dec



Sep - Dec

Major football tournaments throughout 2H26 featured the Thailand National team and domestic and international football clubs, supported by Warrick's official kit sponsorships, to drive licensed-product sales, fan engagement, and regional brand visibility through new kit launches, match-day activations and promotions, and e-commerce.

2026 Activity Roadmap

2026 Activity Roadmap	Q1			Q2			Q3			Q4		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FOOTBALL		FIFA International Window (Women's) Type II 24Feb-7Mar		FIFA International Window (Women's) Type I 1-9Apr		FIFA International Window's (2Matches) 1-9 Jun			FIFA International Window's (1Match) 21Sep-6Oct		FIFA International Window's (2Matches) 9-17Nov	
			FIFA International Window (1 Match) วันเสาร์ 23-31Mar	FIFA International Window (Women's) Type II 7-18Apr						FIFA International Window (Women's) Type I 5-13Oct	FIFA International Window (Women's) Type II 24Nov-5Dec	
	AFC: U23 (Saudi Arabia) 8-14 Jan	Sukhothai FC vs Uthai Thani FC 1 Feb	AFC Asian Cup Saudi Arabia 2027 Qualifiers Round MD6 Thailand vs Turkministan 31 Mar	AFC: U20W (Thailand) 1-18 Apr	AFC: U17 Finals 14-31 May		Final Competitions of AFC Women's Asian Cup 13Jul-23Aug		AFC: U20 Asian Cup 2027Q 19-27 Sep	AFC: U17 Asian Cup 2027 Q 17-25Oct		
	AFC: Futsal (Indonesia) 27-31 Jan			AFC: U17W(China) 30Apr-17May			ASEAN HYUNDAI CUP 24Jul-26Aug		U23 International Friendly Match 21Sep-6Oct			
					AFC: Futsal (Indonesia) 14-31 May				King's Cup Football Tournament 21Sep-6Oct			
						WORLD CUP 2026 USA			ASIAN GAME 2026			
RUNNING	BURIRAM MARATHON 24 Jan 26				Ra Rueng Run 16-17 May		TETS Cha-Om 25-26 Jul			TETS Saliyok 10-11 Oct		
BASKETBALL		3x3 Basket Boy (Workpoint) Season 2					FIBA U18 Asia Cup 2026		FIBA U18 Woman's Asia Cup 2026			
		FIBA Asia Cup 2026 2nd Round Qualifiers		FIBA 3x3 Asia Cup 2026 1-5 Apr	FIBA 3x3 Youth Nations League 2026 (U23)							
			FIFB 3x3 Champions Cup 2026 13-15 Mar		FIBA 3x3 Women's Series 2026							
						Basketball Thai League 2026						
ICE HOCKEY	Hong Kong Tournament U18 30Dec-2Jan	IIHF World Women's Team @Croatia 23Feb-3Mar		IIHF World Men's Team @South Africa 13-19Apr								
	IIHF World U20 Men's Team@Bulgaria 15-29Jan	IIHF World U18 Men's Team @Bosnia and Herzegovina 13-19Feb										
	IIHF World U18 Women's Team@Thailand 29Jan- 4Feb											
LIFESTYLE		Branding / Lifestyle Campaign Launch Product : T-shirt / Polo								Branding / Lifestyle Campaign Launch Product : Jeans		

Warrix Health: Robust trajectory for growth in the enduring wave of healthier lifestyle

A licensed sports-medicine polyclinic and private performance studio integrating physiotherapy, orthopedic specialists, performance training, and medical services under one roof.

Warrix Health's Key Services:

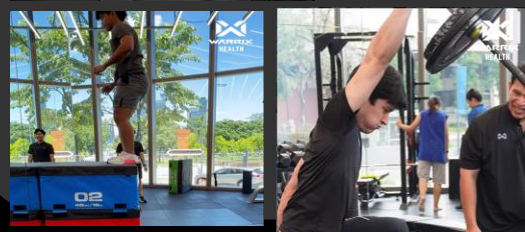
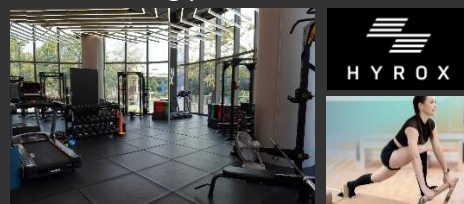
1. Physiotherapy

- **Office Syndrome:** Targeted treatment for desk-related neck, shoulder, and lower-back strain
- **ACL Rehabilitation (Return-to-Sport protocol):** One of the few operators in Thailand offering full-rehabilitation pathway for patients with ACL injuries.
- **Hospital-grade technology:** Cryotherapy, Focused Shockwave, High Power Laser, and more.



2. Performance Training

- **Performance Training:** 1:1 coaching targeting athletes, everyday individuals, kids and seniors.
- **HYROX Training:** Warrix Health is an official HYROX Training Club (HTC)
- **Private Pilates:** personalized program
- **Technology:** Motion Metrix (3D running analysis), Visbody/Inbody
- **Recovery:** Sports massage, Hyperbaric Oxygen Chamber (HBOT), stretching protocol.



3. Medical Services

- **Height Development Program:** For children aged 7–15, supervised by a doctor specializing in General Pediatrics, Pediatric Endocrinology & Metabolism.
- **Weight Management Program:** Medically supervised by board-certified endocrinologists, providing personalized care for diabetes, thyroid, and endocrine disorders with early diagnosis and precision treatment.
- **Men's Health 40+:** Hormone replacement therapy for men, led by a specialist in Urological Surgery.

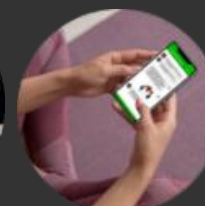


4. Fit Junctions

- **Multi-funnels fitness and nutrition educator:** Online Courses, FJ App, 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 proprietary data to build strong foundation and boost exponential growth for Warrix Health.



FIT JUNCTIONS



Warrix Health: Growth Drivers

Built to hold up when discretionary spending tightens — the model does not depend on volume, mass affordability, or economic tailwinds to grow.

1. Premium Customer Base

- Core customers: business owners & high-earning professionals.
- Segment less exposed to the mass-market consumer slowdown.

2. Private, Low-Volume Model

- 1:1 physiotherapy & personal training; not volume-dependent
- Small, high-margin client base with high per-session spending
- Business model able to sustain growth from stable services like performance training and long-term rehabilitation.

3. Prime, Insulated Locations

- Stadium One & Queen Sirikit Convention Center sit in dense commercial-residential hubs.
- Customers live/work within reach; low reliance on tourist/destination traffic.
- 3rd branch in the pipeline.

4. Non-Discretionary Demand from sports injury

- ACL/orthopedic patients are referred in through medical necessity, not lifestyle spend.
- Hospital partnership creates a surgical referral funnel.
- Monthly Sports Injury Series workshops, hybrid community workouts build a steady acquisition funnel and branding.

Performance-related Events



A hybrid community workout

Our Locations



Queen Sirikit Convention Center branch



Stadium One branch

Physiotherapy-related Events and Workshops



Meet-the-Expert session with our orthopedics team



Exclusive in-house training on injuries

05

Jump+ Plan Progress Update

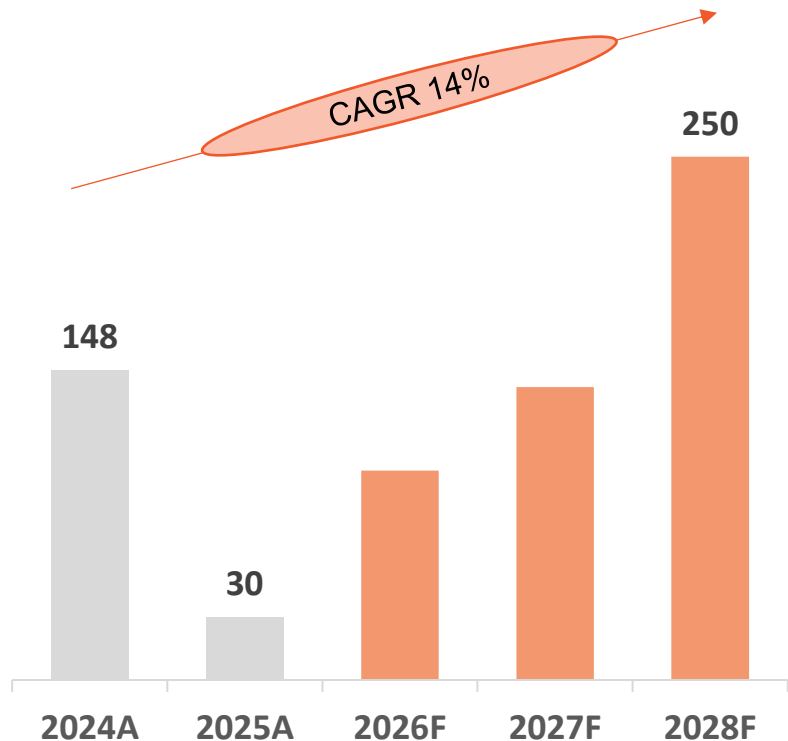


WARRIX

Jump+ Business Plan Progress Update

Warrix's **2028 net profit target of THB 200-250 million** is supported by four focused transformation programs designed to improve profitability, operating efficiency, revenue quality, and scalable growth.

Target: Net profit 200-250 MB in 2028



Integrated production & inventory optimization program

- Restructures sourcing and production model to improve cost transparency, reduce production inefficiencies, and strengthen gross margin structurally
- **Target: cumulative COGS reduction and inventory turnover improvement**



Enterprise integrated data platform

- Centralizes enterprise-wide data to eliminate redundant processes, enhance decision speed, and enable scalable operating leverage
- Integrates customer data from e-commerce platforms, enabling Warrix to redirect customers to its owned channels and reduce marketplace commission costs
- **Target: cumulative decrease of %SG&A**



Market demand intelligence

- Builds AI Agents for demand forecasting and consumer analytics capability to reduce inventory risk and improve revenue quality
- **Target: markdown rate reduction and inventory turnover improvement**



Brand-led product expansion & monetization program

- Drives differentiated, R&D-backed proprietary product innovation to enhance pricing power and expand high-margin revenue streams
- **Target: revenue from brand-led products reaching target**

Strategic Plan 1

Integrated production & inventory optimization program

- Transform production model from finished-goods purchasing to an integrated, stage-based production framework.
- By raw material sourcing and manage stakeholders along each production stage.
- The initiative enhances inventory management to effectively manage production cost, quality, and quantity to proportionately meet the market demand.

 Main target: Profitability & Efficiency	2025 (Base)	2026 Expected Outcome	6M26 Results	Current Status
%COGS	52.44%	51.30%	51.03%	
Cumulative %COGS growth (%)	-	-1.14%	-1.41%	✓ ON TRACK
Inventory Turnover	1.38x	1.58x	0.53x	
Inventory Turnover	-	+0.2x	-0.85x	! IN PROGRESS

6M26 Progress

- Raw-material sourcing reduced COGS for classic products, particularly polo.
- Quality control and lead time improved, enabling production adjustment to demand.
- Inventory turnover expected to improve in H2 from tighter replenishment, clearance and high season.

H2 Focus

- Replenish only missing color / size
- Align production with demand signals
- Clear aging inventory

Strategic Plan 2

Enterprise Integrated Data Platform

- Aims to improve profitability and operating efficiency by consolidating data into a single integrated platform.
- By reducing fragmented reporting, duplicated data work, and manual coordination across functions.
- The initiative is expected to strengthen cost discipline, improve reporting accuracy, and enhance the speed and quality of management decision-making.

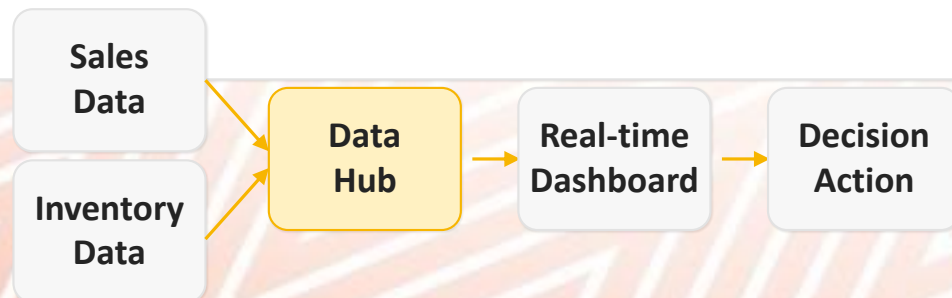


Main target: Profitability & Efficiency

	2025 (Base)	2026 Expected Outcome	6M26 Results	Current Status
%SG&A	45.42%%	44.18%	59.96%	
Cumulative %SG&A growth (%)	-	-1.24%	+14.54%	! IN PROGRESS

6M26 Progress

- Data Hub and dashboards have been developed for sales and warehouse management.
- Real-time data supports faster decisions on sales performance and stock management.
- Middle management training is underway to improve data-driven decision-making.



H2 Focus

- Accelerate dashboard adoption.
- Standardize master data, automate reporting and translate data visibility into SG&A discipline.
- SG&A remains above target, so efficiency benefits are expected to materialize progressively after full system adoption.

Strategic Plan 3

Market demand intelligence

- Improve revenue quality and inventory efficiency by building AI Agents to continuously track and analyze market demand, consumer behavior, and emerging trends.
- By applying AI across both internal and external workflows, integrate and analyze data into deep insights.
- The initiative enables more accurate demand forecasting, faster response to market shifts, and reduced revenue leakage from overstock and markdowns.

 Main target: Growth & Profitability & Efficiency	2025 (Base)	2026 Expected Outcome	6M26 Results	Current Status	
	Markdown Rate	25%	24.61%	20%	
	Target markdown Rate	-	-0.39%	-5%	 ON TRACK
	Inventory Turnover	1.38x	1.58x	0.53x	
	Inventory Turnover	-	+0.2x	-0.85x	 IN PROGRESS

6M26 Progress

- AI Agents track and analyze market demand, consumer behavior and emerging trends.
- AI suggestion reports identify best-selling products by channel and recommend stock actions.
- Insights help define the right product and price point to lower markdown reliance.

Price Architecture to Reduce Markdown

PREMIUM	Exclusive/ High-performance / Premium quality
LIFESTYLE	Everyday sport & lifestyle / Functionality / Mid-range pricing
ENTRY	Essential / Accessible pricing

AI insights support product-price-channel fit before markdown becomes necessary.



Jump+ Business Plan Progress Update

Strategic Plan 4

Brand-led product expansion & monetization program

- Aims to expand Warrix's revenue through distinctive, insight-led, and R&D-driven product development.
- By strengthening brand identity, increasing product value-added, and enhancing pricing power.
- The initiative is expected to create more sustainable differentiation from competitors and support long-term revenue growth with improved earnings quality.



Main target:
Growth

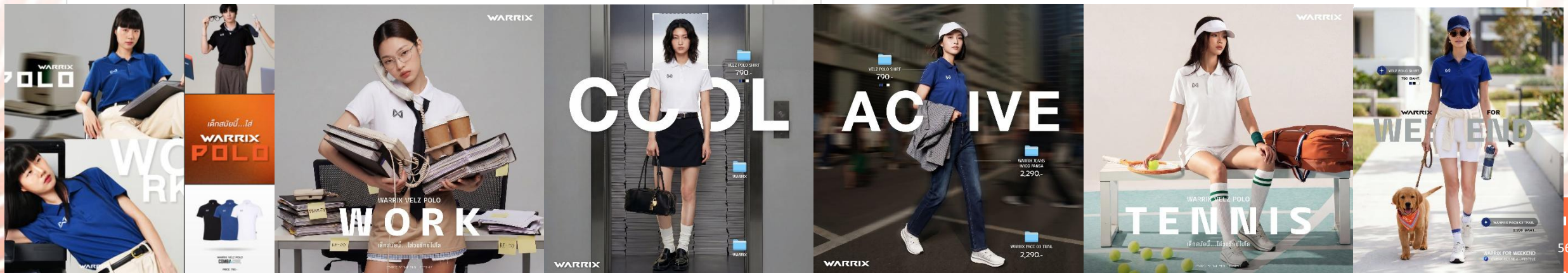
	2025 (Base)	2026 Expected Outcome	6M26 Results	Current Status
Revenue from Brand-led Products	-	+3.5%	+13.39%	ON TRACK

6M26 Progress

- Brand-led product growth is supported by strong Polo sales and lifestyle portfolio expansion.
- Brand identity has been refreshed with clearer, more modern positioning to engage Gen Z and First Jobbers.
- Campaign execution uses online media and OOH to build awareness, conversion and recurring demand.

H2 Focus

- Continue to strengthen Brand DNA and its core product.
- Expand to lifestyle product to capture emerging consumer demand and market trends.



“เด็กสมัยนี้” Campaign Performance

Facebook & IG, TikTok Ads and TikTok KOL performance · May–July 2026

EXECUTIVE SUMMARY

Connected audiences across **3 generations** from Gen Z to Gen Y+

OOH Audience

สัดส่วนผู้ชมตามช่วงอายุ



Online Performance

37.5M

Total Views Across All Channels

Facebook & IG + TikTok Ads + TikTok KOL



Facebook & IG
Total Views

13.41M



TikTok Ads
Impressions

10.60M

Reached approximately
6M people



TikTok KOL
Views

13.5M

Jump+ Governance Plan Progress Update

Initiative	2026 Expected Outcome	6M26 Progress	Current Status
 Board Independence Enhancement	- Review Board structure and independent director qualifications - Appoint additional independent directors.	✓ Review Board structure and independent director qualifications.	 IN PROGRESS
 Anti-Corruption & Third-Party Governance	- Annual review policy - Complete required documentation and preparations for CAC certification.	✓ Established anti-corruption and whistleblowing policy and whistleblowing channels. ✓ Regular quarterly reports to the BOD. ✓ CAC status is signatory and in the process of applying for certification.	 IN PROGRESS
 Insider Information Governance	Establish Insider Lists for 100% of material events; submit first formal Insider Compliance report and annual compliance testing results to the Board.	✓ Insider information prevention policy is established and reviewed. ✓ Insider Lists are under review and will be reported to the Board by the end of 2026.	 IN PROGRESS
 Business Continuity Plan	Conduct BIA and obtain preliminary BCP testing results with business-unit feedback for improvement.	✓ Conduct risk assessment. ✓ BCP is under review. ✓ Crisis Management Drills will be organized in 2H26.	 IN PROGRESS
 AI Governance Framework	- Develop Board-approved AI Policy - AI risk assessment - Employee training	✓ AI Governance Policy is currently being formulated.	 IN PROGRESS

Q&A

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

Disclaimer

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WARRIX
ウォリックス



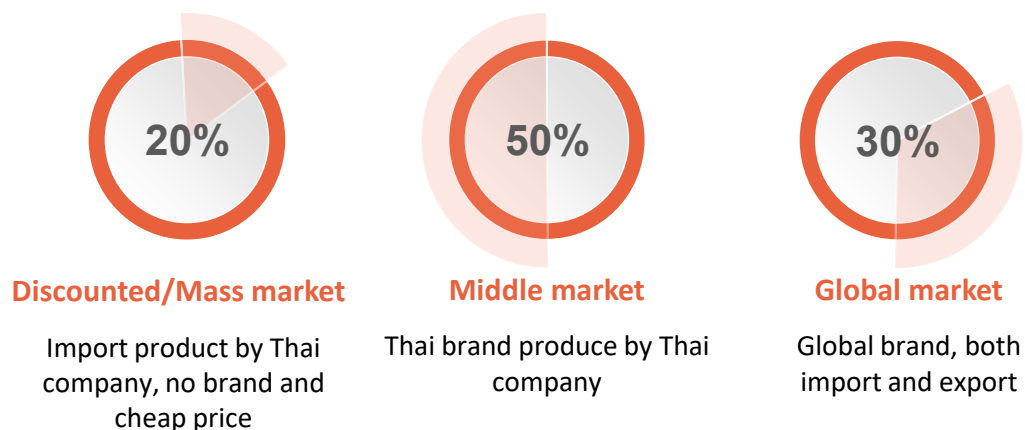
06

Appendix

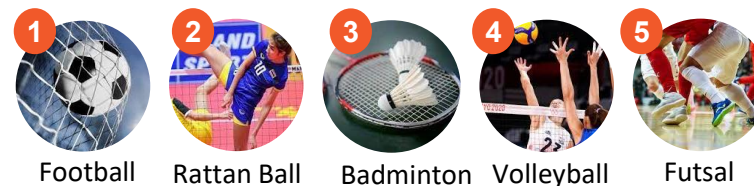
Sport Apparel Industry Outlook

- 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).

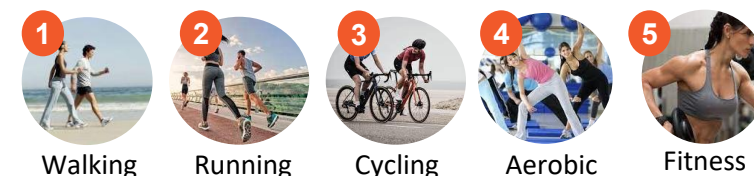
The sport apparel goods market in Thailand



Top 5 most popular sports in Thailand



Top 5 most popular exercise activities in Thailand



~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

8 %

of Thai population playing sport regularly

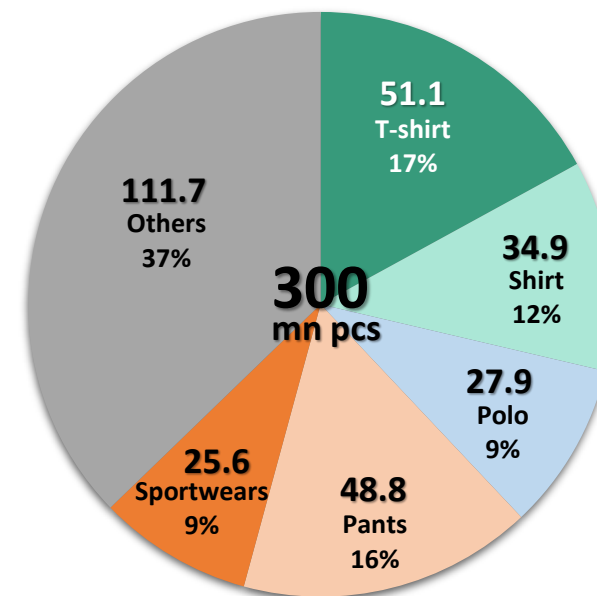
Thailand Annual Garment Consumption

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

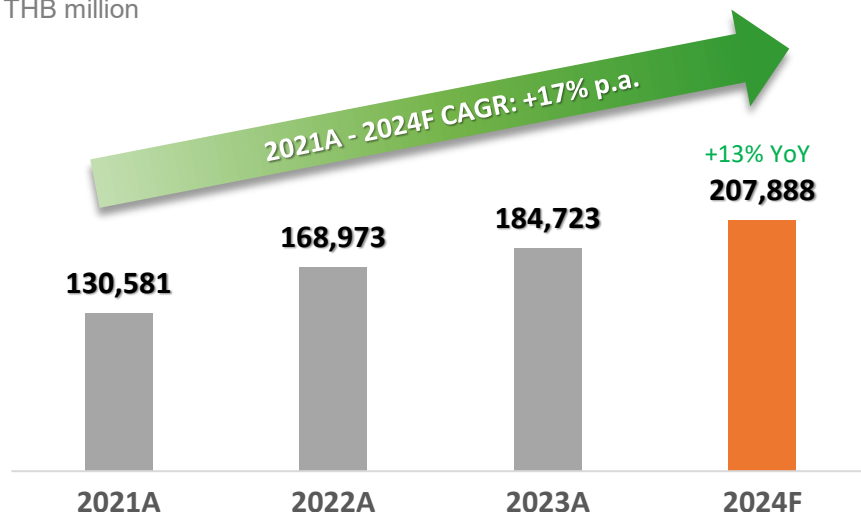


Thailand Annual Garment Consumption 2020 (mn pcs)

Industry Outlook

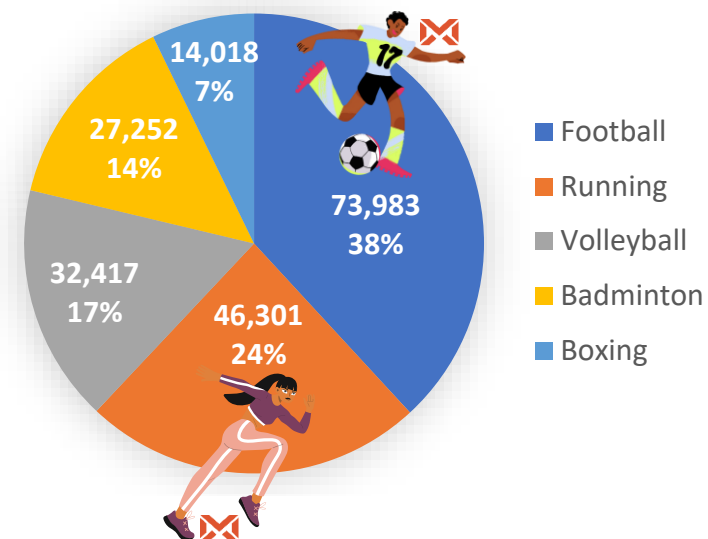
Thailand's Sports Industry

Unit: THB million



Top 5 Sports Contributing to the Industry in 2023

Unit: THB million



Sports-Related Expenditure per Person in 2023

