WR/SET/0013/2026

August 14, 2026

Subject: Management Discussion and Analysis for the three-month period ended June 30, 2026

To: The President

The Stock Exchange of Thailand

Warrix Sport Public Company Limited ("the Company") would like to submit these Management Discussion and Analysis of the Company's operation for the three-month period ended June 30, 2026 with details as follows:

Performance Overview for 2Q26

For the three-month period ended June 30, 2026 ("2Q26"), Warrix Sport Public Company Limited generated revenue from sales and services of THB 435.99 million, which increased by 37.57% YoY. The key factors were as follows:

- Growth in sales of Non-Licensed products, particularly collection products such as running products, footwear, teamwear and oversize jerseys, as well as classic products such as polo shirts. This growth was supported by marketing and advertising through the Polo Campaign, which expanded the customer base to first-jobbers and younger age groups, making the Company the most preferred brand by customers for black and/or dark-toned shirts during the mourning period.
- Growth in sales of Licensed products, including Thailand national team products, following the rescheduling of the launch of the new-season Thailand national team kit to early July, compared with late August in the previous year. The Company therefore conducted promotional campaigns to clear prior-season Thailand national team products and received advance orders from the Modern Trade channel. Sales of other licensed products also increased as a result of the Company's sponsorship of the "Department of Physical Education: Daily News Cup 2026" student football tournament.
- Continued growth in the online channel, with greater emphasis on sales through TikTok Live and e-commerce platforms, enabling the Company to reach target consumers more effectively. Other channels also grew, including traditional trade and shops, while the modern trade channel began to recover.

The Company's gross profit margin for 2Q26 was 49.14%, an increase of 4.12% from 2Q25, due to a higher contribution of sales from products, which yield higher gross profit margins, together with an increased contribution from Owned-Channels, which generate higher gross profit margins, and more efficient management of product costs and sales discounts across channels. However, selling and administrative expenses increased at a higher rate than sales growth, driven by variable expenses of online sales, advertising and sales promotion expenses, expenses for opening and operating new branches, and personnel expenses. In addition, the Company recognized a provision for diminution in inventory value of THB 5.79 million and an allowance for expected credit losses (ECL) of THB 14.84 million. Consequently, the Company reported a loss of THB 35.82 million in 2Q26, representing an increase in loss of 68.77% YoY.

Performance Overview for 6M26

For the six-month period of 2026 ("6M26"), the Company generated revenue from sales and services of THB 799.97 million, an increase of 23.59%YoY. The key factors were as follows:

- Growth in Non-Licensed products, comprising collection products and classic products for which demand continuous increase, as a result of advertising under the Polo Campaign.
- Sales of Licensed products, including Thailand national team products, increased following the rescheduling of the launch of the new-season Thailand national team kit, which resulted in advance-order sales being recognized in the first half of the year, together with promotional campaigns to clear prior-season Thailand national team products. Sales of other licensed products also increased as a result of the Company's sponsorship of the "Department of Physical Education: Daily News Cup 2026" student football tournament, as well as momentum from the Company's sponsorship of the Jaturamitr Samakkee Football Fest. In addition, the Company sponsored several more educational institutions this year.
- Continued growth in the online channel, together with growth in other channels such as retail and shops.
- Recognition of trademark royalty fee revenue in China from SHANGHAI HUIZHONG TECHNOLOGY CO., LTD., or Himaxx Outlet, commencing in 1Q26.

The Company's gross profit margin for 6M26 was 48.97%, an increase of 2.50% from 6M25, due to a higher contribution of sales from products, which yield higher gross profit margins, together with an increased contribution from Owned-Channels, which generate higher gross profit margins, and more efficient management of product costs and sales discounts across channels. However, sales growth was driven primarily by online channels, which incurred variable selling expenses along with sales, while e-commerce platforms continued to increase their fees. The Company also incurred higher expenses for opening new shops and higher personnel expenses. At the same time, revenue from other channels was lower than anticipated, resulting in operating expenses increasing at a higher rate than sales growth. Furthermore, The Company also recognized an allowance for diminution in inventory value of THB 19.96 million, an allowance for expected credit losses (ECL) of THB 24.81 million, and one-time expenses in 1Q26 comprising an impairment loss on assets of a subsidiary of THB 3.56 million and a provision for estimated litigation expenses of THB 4.74 million. Consequently, the Company reported a loss of THB 73.93 million for 6M26, representing an increase in loss of 275.65% YoY.

Separate financial statements for the three-month and six-month period ended June 30, 2025 and 2026

Statement of Comprehensive Income	2Q26		2Q25		Chg. (YoY)		6M26		6M25		Chg. (YoY)	
	THB million	%	THB million	%	THB million	%	THB million	%	THB million	%	THB million	%
Revenue from sales and servics	416.92	100.00%	274.56	100.00%	142.36	51.85%	757.63	100.00%	595.97	100.00%	161.66	27.13%
Cost of goods sold and services	211.22	50.66%	144.97	52.80%	66.25	45.70%	392.87	51.85%	310.98	52.18%	81.88	26.33%
Gross Profit	205.69	49.34%	129.58	47.20%	76.11	58.73%	364.76	48.15%	284.98	47.82%	79.77	27.99%
Other income	3.64	0.87%	2.63	0.96%	1.00	37.97%	9.18	1.21%	7.51	1.26%	1.66	22.11%
Earnings before expenses	209.33	50.21%	132.22	48.16%	77.11	58.32%	373.94	49.36%	292.50	49.08%	81.44	27.84%
Selling Expenses	179.33	43.01%	121.48	44.24%	57.86	47.63%	329.17	43.45%	239.52	40.19%	89.65	37.43%
Administrative Expenses	43.97	10.55%	32.21	11.73%	11.76	36.51%	90.52	11.95%	65.84	11.05%	24.68	37.48%
Impairment loss on asset	45.40	10.89%	-	0.00%	45.40	100.00%	58.11	7.67%	-	0.00%	58.11	100.00%
Total Expenses	238.41	57.18%	153.68	55.98%	84.73	55.13%	477.80	63.07%	305.37	51.24%	172.44	56.47%
Earnings before interest and tax	(29.08)	(6.97%)	(21.46)	(7.82%)	(7.62)	35.48%	(103.87)	(13.71%)	(12.87)	(2.16%)	(91.00)	707.23%
Finance Costs	2.55	0.61%	2.70	0.98%	(0.15)	(5.73%)	5.19	0.68%	5.18	0.87%	0.01	0.17%
Earnings before tax	(31.63)	(7.59%)	(24.17)	(8.80%)	(7.46)	30.87%	(109.05)	(14.39%)	(18.05)	(3.03%)	(91.01)	504.33%
Tax Expenses	5.23	1.26%	(4.97)	(1.81%)	10.20	(205.36%)	(10.26)	(1.35%)	(3.84)	(0.64%)	(6.42)	167.42%
Net Profit (Loss)	(36.86)	(8.84%)	(19.20)	(6.99%)	(17.66)	91.98%	(98.79)	(13.04%)	(14.21)	(2.38%)	(84.58)	595.32%

Consolidated financial statements for the three-month and six-month period ended June 30, 2025 and 2026

Statement of Comprehensive Income	2Q26		2Q25		Chg. (YoY)		6M26		6M25		Chg. (YoY)	
	THB million	%	THB million	%	THB million	%	THB million	%	THB million	%	THB million	%
Revenue from sales and services	435.99	1.00	316.92	1.00	119.07	0.38	799.97	1.00	647.29	1.00	152.68	0.24
Cost of goods sold and services	221.76	50.86%	174.27	54.99%	47.49	27.25%	408.21	51.03%	346.50	53.53%	61.71	17.81%
Gross Profit	214.24	49.14%	142.66	45.01%	71.58	50.18%	391.76	48.97%	300.78	46.47%	90.98	30.25%
Other income	4.98	1.14%	3.35	1.06%	1.63	48.69%	11.03	1.38%	8.17	1.26%	2.86	34.97%
Earnings before expenses	219.21	50.28%	146.00	46.07%	73.21	50.14%	402.79	50.35%	308.96	47.73%	93.84	30.37%
Selling Expenses	199.35	45.72%	134.35	42.39%	65.00	48.38%	363.25	45.41%	256.82	39.68%	106.44	41.44%
Administrative Expenses	59.09	13.55%	34.79	10.98%	24.30	69.85%	116.44	14.56%	70.11	10.83%	46.33	66.08%
Impairment loss on asset	-	0.00%	-	0.00%	-		3.56	0.44%	-	0.00%	3.56	100.00%
Total Expenses	258.43	59.28%	169.14	53.37%	89.30	52.80%	483.26	60.41%	326.93	50.51%	156.33	47.82%
Earnings before interest and tax	(39.22)	(9.00%)	(23.14)	(7.30%)	(16.09)	69.54%	(80.46)	(10.06%)	(17.97)	(2.78%)	(62.49)	347.73%
Finance Costs	2.58	0.59%	2.74	0.87%	(0.16)	(5.90%)	5.26	0.66%	5.27	0.81%	(0.01)	(0.27%)
Earnings before tax	(41.81)	(9.59%)	(25.88)	(8.17%)	(15.93)	61.55%	(85.72)	(10.72%)	(23.24)	(3.59%)	(62.48)	268.83%
Tax Expenses	(5.99)	(1.37%)	(4.66)	(1.47%)	(1.33)	28.62%	(11.78)	(1.47%)	(3.56)	(0.55%)	(8.22)	231.13%
Net Profit (Loss)	(35.82)	(8.22%)	(21.22)	(6.70%)	(14.60)	68.77%	(73.93)	(9.24%)	(19.68)	(3.04%)	(54.25)	275.65%
Loss of currency translation differences	(1.16)	(0.27%)	0.25	0.08%	(1.41)	(569.26%)	0.43	0.05%	1.05	0.16%	(0.62)	(58.88%)
Total comprehensive income for the year	(36.98)	(8.48%)	(20.98)	(6.62%)	(16.01)	76.32%	(73.50)	(9.19%)	(18.63)	(2.88%)	(54.87)	294.53%

Revenue from core operation

In 2Q25, the Company generated revenue from sales and services of THB 435.99 million, an increase of THB 119.01 million or 37.57% YoY. The increase was primarily driven by higher sales of Non-Licensed products, including classic products such as polo shirts, driven by the Polo Campaign, which enhanced WARRIX brand awareness and expanded the customer base to working-age consumers, first jobbers, and younger age groups. As a result, WARRIX became the most preferred brand by customers for black and/or dark-toned shirts during the mourning period. Sales of collection products also increased, including running products, running shorts and shoes, teamwear, and Oversize Jerseys. In addition, sales of Licensed products increased, particularly Thailand National Team products, following the rescheduling of the new season's Thailand National Team kit launch to early July, compared with late August in the previous year. As a result, the Company conducted promotional campaigns to clear inventories of the previous season's products, together with receiving advance orders from the Modern Trade channel. Sales of other licensed products also increased, supported by the Company's sponsorship of the "Department of Physical Education: Daily News Cup 2026" student football tournament.

The only product category that recorded lower sales compared with 2Q25 was football club products, as deliveries to football club customers are scheduled for 3Q26, whereas such deliveries were made in the second quarter in the previous year.

In 2Q25, the Company's revenue from owned and non-owned channels accounted for approximately 67% and 33%, respectively. There are changes compared to the same period last year as follows:

Owned Channel

- Online Channel: Sales increased significantly compared with 2Q25 and demonstrated continuously growth, as the E-commerce platforms enabled the Company to reach targeted consumer groups more effectively. The Company has also increasingly focused on sales through TikTok Live.
- Company-owned Shops: Sales increased compared with both 2Q25 and the previous quarter across stores located in malls and hypermarkets. The Company focuses on entering into short-term lease agreements and utilizing limited capital expenditure to test market potential prior to making longer-term commitments. In addition, the Company regularly monitors the performance of each store to determine whether to renew lease agreements or close stores that are unable to achieve the targeted profitability. In 2Q26, the Company delayed the opening of new stores, resulting in the number of Company-owned shops remaining at 26 stores, compared with 17 stores in 2Q25.
- Retail: Sales slightly decreased as the Company adjusted the number of retail events in line with its operating plan during the period. Nevertheless, sales of retail channel increased compared with 1Q26, supported by promotional campaigns to clear previous-season Thailand National Team products, together with positive responses to the Polo Campaign, which increased customers' tendency to purchase colorful and/or dark-toned products during the transition from the summer season.

- Project-Based Channel: Sales to government agencies and private-sector organizations decreased as the channel continued to be affected by the economic slowdown, resulting in organizations postponing purchase orders and restricting procurement budgets. The Company is currently improving its sales approach to enable the sales team to reach customers more effectively in both Bangkok and other provinces.
- Project-based Channel: Sales to government and private organizations decreased due to the continued impact of economic slowdown, causing organizations to delay purchases and limit procurement budgets. The Company is currently improving its sales model to actively reach customers in both Bangkok and provincial areas.
- Health Business: The health business continued to demonstrate a growth trend, supported by increasing demand for holistic healthcare and the expansion of the Company's medical services, including height enhancement, weight management, and rehabilitation programs for sports injuries/post-surgical recovery. Core services such as physiotherapy and personal training also recorded higher repeat usage rates.

Non-owned Channel

- Traditional Trade: Sales increased due to the higher demand for polo shirts, which are a key product category for this distribution channel. Its sales driven by the Polo Campaign, which resulted in WARRIX becoming the most preferred brand by customers for black and/or dark-toned shirts during the mourning period. Polo shirts are a key product category for this distribution channel.
- Modern Trade: Sales increased due to the Polo Campaign and the earlier launch of the new season's Thailand National Team kit compared with the previous year, resulting in advance orders. The increase was also supported by promotional campaigns to clear previous-season Thailand National Team products, as well as sales of licensed merchandise relating to the "Department of Physical Education: Daily News Cup 2026" student football tournament, which the Company is a sponsor.
- Revenue from sponsorship contracts decreased compared with 2Q25, as deliveries of products to football club customers are scheduled for 3Q26, whereas the Company delivered such products in the second quarter in the previous year.
- International sales decreased because the primary distributor, Universal Sports, was unable to achieve targeted growth. In addition, the Company closed the Premier Football store at SUNTEC CITY mall in Singapore in January 2026. Consequently, overseas revenue was generated only through distributors and online channels. Therefore, the Company plans to support distributors in developing online sales and conducting joint marketing activities to increase brand awareness.

For 6M26, the Company generated revenue from sales and services of THB 799.97 million, an increase of THB 152.68 million or 23.59% YoY. The increase was primarily attributable to growth in Non-Licensed products, comprising collection products and classic products for which demand is increasing, supported by the Polo Campaign, making the Company the most preferred brand by customers for black and/or dark-toned shirts during the mourning period. Sales of Licensed products, including Thailand national team products, also increased following the rescheduling of the launch of the new-season Thailand national team kit, which resulted in advance-order sales being recognized in the first half of the year, together with promotional campaigns to clear prior-season Thailand national team products. Sales of other licensed products also increased as a result of the Company's sponsorship of the "Department of Physical Education: Daily News Cup 2026" student football tournament and momentum from its sponsorship of the Jaturamitr Samakkee Football Fest. In addition, the Company sponsored several more educational institutions this year. Product groups recording lower sales compared with 6M25 included football club products because the 76th Chula–Thammasat Traditional Football Match was postponed to the second half of 2026, whereas it had previously been held during the first quarter, and because deliveries to football club customers were scheduled for third quarter, whereas they were made in second quarter of the previous year. Made-to-order products were affected by the economic slowdown, causing organizations to delay purchases and limit procurement budgets, consistent with the decline in Project-Based channel sales. Overall, revenue breakdown by distribution channel, sales grew through the online channel, retail, traditional trade, shop, and modern trade , which began to recover in 2Q26. Revenue from sponsorship contracts and international sales decreased due to the rescheduling of deliveries to football clubs and the closure of the Singapore branch. Revenue from Owned Channels and Non-owned Channels accounted for approximately 68% and 32%, respectively.

Other Income

Other income consisted of royalty fee income, shipment income, interest income, gain on disposal of assets, foreign exchange gain, service income, and other income.

In 2Q26, the Company reported other income of THB 4.98 million, an increase of THB 1.63 million or 1.38% compared to 2Q25. The increase was primarily attributable to the recognition of trademark royalty fee income in China of THB 1.75 million from SHANGHAI HUIZHONG TECHNOLOGY CO., LTD. ("Himaxx Outlet")

For 6M26, the Company recorded other income of THB 11.03 million, an increase of THB 2.86 million, or 34.97% YoY. The increase was primarily attributable to the recognition of trademark royalty fee income in China from Himaxx Outlet of THB 4.37 million, commencing in 1Q26. As at 30 June 2026, Himaxx Outlet sold apparel and footwear under the WARRIX brand at 77 branches in Shanghai and surrounding cities in China and planned to continue expanding its sales points.

<u>Selling Expenses</u>

In 2Q26, the Company recorded selling expenses of THB 199.35 million, an increase of THB 65.00 million, or 48.38% YoY. An increase in selling expenses in 2Q26 was mainly due to higher variable costs aligned with revenue growth, including advertising and cost of selling product on online channel, with e-commerce platforms continuing to raise their fees, sales promotion expenses, cash and supporting goods according to contract agreement, and advertising expenses for the Polo Campaign across various media. Moreover, the Company had rental and decoration expenses for opening shop (26 shops in 2Q26 compared to 17 shops in 2Q25). In addition, personnel expenses for sales and warehouse employees also increased due to annual salary adjustments, additional hiring to support expanded sales points and new shop openings, as well as expansion of warehouse teams to support its warehouse management to improve operational efficiency. Currently, Warrix's warehouse has shipping capacity for an average of 10,000 orders per day (previously, the E-fulfillment service provider had shipping capacity for an average of 2,000-3,000 orders per day). The Company has fully managed its warehouse operations since 2Q25.

For 6M26, the Company recorded selling expenses of THB 363.25 million, an increase of THB 106.44 million, or 41.44% YoY. The increase was primarily attributable to expenses that rose in line with sales, including online selling and advertising expenses, sales promotion expenses for the Modern Trade channel, supporting cash according to contract agreement, and advertising expenses through various media. Compared with the same period of the previous year, the Company also had shop rental and decoration expenses, leased warehouse space for products and raw materials, and incurred higher employee-related expenses for sales and warehouse personnel due to new branch openings and the full in-house management of warehouse operations.

<u>Administrative Expenses</u>

In 2Q26, the Company had administrative expenses of THB 59.09 million. An increase of THB 24.30 million or 69.85% YoY. The increase was mainly attributable to higher personnel expenses resulting from increased headcount and annual salary adjustments, including salaries and bonuses, as well as increased overseas travel expenses, advisory fees and other fees. In addition, in 2Q26 the Company recognized a provision for expected credit losses (ECL) amounting to THB 14.84 million, representing an increase of THB 14.13 million compared to 2Q25, primarily relating to overseas receivables.

For 6M26, the Company had administrative expenses of THB 116.44 million. An increase of THB 46.33 million or 66.08% YoY. The increase was mainly attributable to higher personnel expenses, as well as increased overseas travel expenses, advisory fees and other fees. In addition, in 6M26 the Company recognized a provision for expected credit losses (ECL) amounting to THB 24.81 million, representing an increase of THB 23.41 million compared to 6M25, primarily relating to overseas receivables. In addition, in 1Q26, the Company had estimated litigation expenses of THB 4.74 million as a one-time expense. The case is currently under consideration by the Court of Appeal. As at 30 June 2026, the Company still recognized the provision because the case had not yet been finally adjudicated.

Finance Costs

In 2Q26, the Company had finance costs in the amount of THB 2.58 million, decreased by THB 0.16 million or 5.90% YoY due to a decrease in interest expenses from lease liabilities regarding TFRS 16 – lease.

For 6M26, the Company had finance costs in the amount of THB 5.26 million, decreased by THB 0.01 million or 0.27% YoY due to a decrease in interest expenses from lease liabilities regarding TFRS 16 – lease.

Net profit

The Company reported a net loss of THB 35.82 million in 2Q26, an increase in loss of THB 14.60 million, or 68.77% YoY. This change was due to continuous sales growth from online channels, which incurred variable selling expenses along with sales, while e-commerce platforms continued to increase their fees. The Company also incurred higher sales promotion and advertising expenses across various channels, higher expenses for opening new shops, and higher personnel expenses due to new branch openings and the full in-house management of warehouse operations. Meanwhile, revenue from other channels affected by the economic slowdown showed only a slightly recovery. Consequently, operating expenses increasing at a higher rate than sales growth. Furthermore, the recognition of the provision for diminution in value of obsolete inventory and the provision for expected credit losses (ECL), these factors resulted in a loss for 2Q26.

For 6M26, the Company reported a net loss of THB 73.93 million, an increase in loss of THB 54.25 million, or 275.65% YoY. This change was due to significant sales growth from online channels, which incurred variable selling expenses along with sales, while e-commerce platforms continued to increase their fees. The Company also incurred higher expenses for opening new shops and higher personnel expenses. At the same time, revenue from other channels was lower than anticipated, resulting in operating expenses increasing at a higher rate than sales growth. Furthermore, the recognition of the provision for diminution in value of obsolete inventory, the provision for expected credit losses (ECL), impairment loss on asset of subsidiaries, and estimated litigation expenses contributed to the operating loss.

Statement of Financial Position and Operating Performance

For the year ended December 31, 2025 and for the six-month period ended June 30, 2025 and 2026

Description	Unit	30 June 2026	31 December 2025
Total Assets	THB million	1,810.87	1,915.07
Total Liabilities	THB million	509.28	506.82
Total Equity	THB million	1,301.59	1,408.26
Debt to Equity Ratio (D/E)	Times	0.39	0.36
Dividend Payout Ratio	%	110.57 [1/]	87.28 [2/]
Description	**Unit**	**30 June 2026**	**30 June 2025**
Total Revenues	THB million	811.00	655.46
Total Expenses	THB million	896.72	678.70
Net Proft (Loss)	THB million	(73.93)	(19.68)
Earnings Per Share (Fully Diluted) [3/]	Baht/Share	-0.13	-0.033
Gross Profit Margin	%	49.14	46.47
Net Profit Margin	%	-9.12	-3.00
Return on Asset (ROA)	%	-0.57	7.06
Return on Equity (ROE)	%	-1.82	6.77

Remark:

[1/] Dividend paid in 2026 totally THB 33.17 million from accumulated net income at the end of year 2025. The dividend payment is made on May 18, 2026.

[2/] Dividend paid in 2025 totally THB 129.95 million from accumulated net income at the end of year 2024. The dividend payment is made on May 14, 2025.

[3/] Earnings Per Share is calculated by dividing net profit by total number of shares after initial public offering (IPO) of 600,000,000 shares deducting 10,920,000 of repurchased shares.

Total Assets

Total assets as of June 30, 2026, amounting to THB 1,810.87 million, consisting of cash and cash equivalents, and fixed bank deposits, which are included in other current financial assets, totaling THB 98.65 million. A decrease in total assets by THB 104.20 million or 5.44% YTD was mainly attributable to:

- Cash and cash equivalents decreased as working capital was utilized in operations.
- Other current financial assets decreased because fixed bank deposits with maturities not exceeding 12 months matured and were used as working capital for the business.
- Decrease in trade and other receivables, which aligned with reduced sales in Traditional Trade and Modern Trade channels, while certain existing receivables were partially collected.
- Inventory increased due to classic and collection products, which are consistently popular and high-selling, being stocked in preparation for distribution to retailers (traditional trade). Additionally, the economic situation has led consumers to delay their purchases, resulting in sales remaining below expectations.

In addition, the Company launched more lifestyle collection products and commenced importing apparel and footwear from Himaxx, its Chinese business partner. Nevertheless, during the second half of the year, the Company plans to slow the launch of new collections and reduce purchase orders, replenishing inventory only for best-selling products with insufficient sizes or colors.

Total Liabilities

Total Liabilities as of June 30, 2026, amounting to THB 509.28 million, an increase of THB 2.46 million, or 0.49% YTD, primarily due to the following:

- Bank overdrafts and short-term borrowings from financial institutions increased due to trust receipt payables used to settle the cost of imported goods and services.
- Higher trade and other current payables related to purchase orders according to sales plan.

Total Equity

Total Equity as of 30 June 2026 amounted to THB 1,301.59 million, a decrease of THB 106.67 million, or 7.57% YTD. The decrease was primarily attributable to lower retained earnings following the Company's dividend payment of THB 33.17 million in May 2026, together with the operating loss for the period ended 30 June 2026.

Sustainable Business Development and Good Corporate Governance

To ensure the sustainable development and growth of the Company's business, the Company is committed to conducting its business in accordance with good corporate governance principles, while advancing sustainable development across environmental, social, economic, and corporate governance dimensions (ESG). The Company aligns its performance and strategic initiatives with the United Nations Sustainable Development Goals (SDGs).

WARRIX has established a sustainability policy that is aligned with its strategic direction as a leader in "Sport – Health – Active & Lifestyle", conducting its business based on responsibility toward stakeholders and comprehensive business management to achieve long-term growth. The Company also promotes the integration of sustainability into its core business activities, including brand development, the environmentally friendly design, quality and innovation development, the promotion of sustainable consumption behavior, the implementation of social and community initiatives, and the cultivation of a sustainability-oriented corporate culture for employees at all levels. The Company's key sustainability developments and initiatives across each dimension are as follows:

Environmental

- The Company continues to organize "Thailand Earth Trail 2026" for the fourth consecutive year under the concept of responsible tourism, comprising three race venues, with the objective of promoting responsible tourism and environmental conservation. Key initiatives include reducing the use of plastic packaging at the events, reusing event materials and equipment, organizing waste collection activities in race areas, and conducting the "ทิ้งฉันเถิด ให้ฉันได้เกิดใหม่" ("Let Me Go, So I Can Be Reborn") initiative, which collects used sportswear for recycling and transformation into new sportswear to be donated to schools in remote areas. The events also support the distribution of income to local communities.

- The Company implements the "Reduce Packaging" project to reduce the use of packaging and consumable materials for its online sales channel. The Company has reduced the packaging size for Polo Exclusive Online products, resulting in an approximately 20% reduction in storage space and costs. In addition, the Company developed its footwear delivery packaging from the use of bubble wrap around shoe boxes together with an additional shipping box to appropriately sized bag-type packaging. This initiative has reduced packaging costs by approximately THB 20 per pair, representing total savings of approximately THB 500,000 in 2025.
- The Company has established a systematic approach to reduce electricity, water, fuel, and paper consumption, with a target to reduce by no less than 10% from the base year by 2027. Initiatives include the use of LED lighting, energy-efficient appliances with Thailand's No. 5 Energy Efficiency Label, a secure printing system, and the development of process innovation to convert documents into digital formats.
- In 2025, the Company reduced electricity consumption to 366,477 kilowatt-hours, from 418,938 kilowatt-hours in 2024, while electricity expenses decreased to THB 1.81 million, from THB 2.14 million in the previous year.
- The Company disclosed scope 1 and scope 2 greenhouse gas emissions data to establish a database for setting future greenhouse gas reduction targets. The Company's targets are aligned with Thailand's goals of achieving Carbon Neutrality by 2050 and Net Zero Emissions by 2065. In 2025, the Company's combined Scope 1 and Scope 2 greenhouse gas emissions amounted to 228.54 tCO2e, decreasing from 276.96 tCO2e in 2024.

Social

- The Company continuously supports the development of Thai sports from the youth level through student football competitions, including the "Department of Physical Education: Daily News Cup 2026" and the "4 Student Sports Series – 7HD Championship 2026", as well as a 10-year long-term partnership with STB Academy. The Company also sponsored the Jaturamitr Samakkee Football Fest and the Chulalongkorn–Thammasat Traditional Football Match in the previous year. These initiatives aim to provide young people with greater opportunities to develop their skills and participate in sporting competitions, while fostering long-term engagement with the next generation of athletes. This is aligned with the Company's Brand Building strategy to strengthen Thailand's sports ecosystem from the grassroots level and reinforce WARRIX's position as an Active & Lifestyle Brand over the long term.

- The Company implements the “RESTART” project in collaboration with the Department of Corrections and the Central Women’s Correctional Institution, whereby the Company’s team provides polo shirt sewing skills training to prisoners and supports the production of a special-edition polo shirt, “Polo Restart”. The initiative aims to generate income for prisoners and prepare them for employment opportunities following their release. In 2025, a total of 637 shirts were produced, generating total sales revenue of THB 170,171 and income of THB 31,850 for participating prisoners.
- The Company implements the “ตั้งต้นดี” (“Good Start”) project in collaboration with the Thailand Institute of Justice (TIJ) to support prisoners in developing occupational skills and generating income following their release, while contributing to the reduction of social inequality. Under the project, the Company purchases meals prepared by prisoners and provides them as a free lunch benefit to the Company’s employees, thereby helping reduce employees’ cost of living. In 2025, 160 employees received lunch benefits under the project, while the initiative generated total income of THB 460,800 for prisoners.
- The Company conducted the “Warrix x CU Blood” activity for the second consecutive year to promote blood donation in collaboration with CU Blood and the Thai Red Cross Society. In 2025, 98 individuals participated in blood donation, while a portion of the proceeds from the sale of merchandise was donated to the National Blood Centre.
- The Company, in collaboration with the Chulalongkorn University Alumni Association, implemented the “Warrix x CU20 – Chula Sky Legacy (CU20 Love)” project to support Teach for Thailand and other social activities. In 2025, the project sold 1,173 shirts, generating total revenue of THB 853,877, of which THB 161,874 was contributed to social activities.
- The Company established the “Warrix Run Club” to build a running community and promote health and wellness through activities including Long Run, Yoga for Runner, HIIT Workout, and Park Run, while providing participants with knowledge in sports science.
- The Company encourages employees to participate in community and social development through “ปันกัน” (“Sharing Project”) by the Yuvabadhana Foundation, which supports educational scholarships for underprivileged children while also reducing waste through reuse, as well as “ปฏิทินเก่า = ความรักที่ส่งต่อได้” (“Old Calendars = Love That Can Be Passed On”) project by the Foundation for the Blind, under which used calendars are recycled into educational materials for visually impaired people.
- With respect to human capital development, the Company promotes a “Learning Organization” through both internal and external training programs, including the ESG DNA project, which aims to enhance employees’ knowledge and understanding of sustainability. In 2025, employees received an average of 5 training hours per person per year, exceeding the Company’s target of 4 hours per person per year. In addition, the Company also conducts annual occupational safety training.

- The Company commenced the second year of the “Warrix Live Academy” project to provide training for new creators, initially focusing on employees within the organization. The project aims to enhance employees’ sales knowledge and skills, enabling them to generate a second income.
- The Company has received certification for Good Labour Practices (GLP) from the Department of Labour Protection and Welfare. The Company also provides healthcare benefits, a provident fund, and the Employee Joint Investment Program (EJIP) to promote employees’ quality of life and well-being.

Economic and Governance

- The Company leverages innovation and technology to enhance its operational processes through the IT Automation project, which has reduced manual working time by 2,770 hours per year, increased the average number of monthly orders by 124% to 139,435 orders per month, and reduced the order cancellation rate to 8%. In addition, in 2026, the Company aims to becoming an AI-Driven Organization under its Direct-to-Customer Ecosystem strategy. The Company plans to deploy AI, Centralized Data, and Workflow Automation across CRM, customer analytics, marketing, inventory management, and back-office operations to enhance operational efficiency, improve the customer experience, and support long-term business growth.
- The Company continues to enhance its corporate governance practices in accordance with good governance principles. The Company has declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC) and is preparing to get certified. At the same time, the Company has set a target to improve its Corporate Governance Report (CGR) assessment from “Very Good” (4 stars) to “Excellent” (5 stars) and its AGM Checklist assessment from “Excellent” to a full score of 100 points in 2026, with the objective of enhancing corporate governance standards, transparency, and the protection of shareholders’ rights.

Please be informed accordingly,

Sincerely yours,

- Wisan Wanasuksrisakul -

(Mr. Wisan Wanasuksrisakul)

Chief Executive Officer

Warrix Sport Public Company Limited