

This juice is worth the squeeze

- A well-diversified product portfolio should sustain growths ahead
- Fruit juice and coconut water and exports are growth engines
- Initiated with BUY and a SoTP TP of THB8.7

MALEE has milk, on top of fruit juice and coconut water

Malee, the manufacturer of both its own branded products and OEM, but what many may not realize is that Malee also owns the famous Farm Chokchai milk brand. In 2024, MALEE's gross profit of THB1.6b comprises five product categories, from largest to smallest: 1) Dairy products (42.3% of revenue, 35.2% GP, 15.9% GPM); 2) Fruit juice (26% rev, 34.7% GP, GPM 25.6%); 3) Coconut water (18.8% rev, 19.2% GP, GPM 19.5%); 4) Canned fruit (5.7% rev, 6% GP, 20% GPM); and 6) Tea & coffee (6.8% rev, 4.9% GP). Tea & coffee has the lowest GPM among MALEE's five segments at only 14% in 2024. Hence, the segment contributed only 4.9% of GP and 6.8% of revenue.

3-year 12.5% CAGR net profit growth in 2025-27

We project the company's net profit to grow at a robust 12.54% CAGR over 2025E-2027E, driven by three key factors 1) Higher Gross Profit Margin from higher sale volume of Malee fruit juice; 2) Hiking Sale volume of Coconut water; 3) Recurring income and cost efficiency after ABICO acquisition

Coconut water and fruit juice are key catalysts

In 2025-27, we project MALEE's gross profit growth to come from the coconut water and fruit juice segments thanks to the growths in overseas coconut water market, mainly for MALEE's exports, and domestic fruit juice market as consumers now return to fruit juice as their preferred drinks away from the previously popular functional drinks. We forecast that total sales in the coconut water segment will experience substantial growth of 23% in 2025, 19% in 2026, and 14% in 2027.

If Malee Succeeds Like "IF"

MALEE has appointed popular Chinese actor Zhang Ling He as Asia Pacific Brand Ambassador for 2Q25 to accelerate growth in China's premium coconut water market. This strategy mirrors IF's successful approach with Xiao Zhan, which delivered 80% y-y sales growth. Given Zhang's strong Chinese fanbase, MALEE's premium positioning, and proven execution track record in South Korea, we expect significant uplift in brand awareness, market share, and sales in this high-growth market.

Initiated with BUY and a SoTP TP of THB8.7

We initiated with BUY and a SoTP TP at THB8.7, which implies 12x 2026E P/E, and justified by MALEE's different risk-rewards of each business, charging for growth on fruit juice and coconut water units

ESG Rating : n.a.

CG Rating : ▲▲▲▲▲

BUY

Target Price 12M (THB)	8.70
VS. BB Consensus TP (%)	-21.6%
Share Price) THB(5.55
Upside/Downside	+56.8%

Share Data

Market Cap (THB m)	3,028.81
Par (THB)	0.50
Free Float (%)	46.42
Issued shares (m shares)	545.73

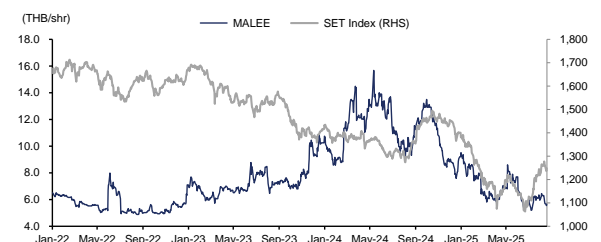
Financial forecast

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	8,456	8,798	9,475	10,129
Net profit	308	343	390	439
Core net profit	308	343	390	439
vs Consensus (%)		(4.3)	(5.5)	na
Net profit growth (%)	284.6	11.5	13.6	12.6
Core net profit growth (%)	284.6	11.5	13.6	12.6
EPS (THB)	0.56	0.63	0.71	0.80
Core EPS (THB)	0.56	0.63	0.71	0.80
Chg from previous (%)		0.00	0.00	0.00
DPS (THB)	0.30	0.19	0.21	0.24
P/E (x)	16.56	8.82	7.76	6.90
P/BV (x)	3.61	1.48	1.29	1.20
ROE (%)	14.04	14.08	14.59	14.74
Dividend yield (%)	3.16	3.40	3.86	4.35

Source: Financial Statement and Globlex securities

Share Price Performance (%)

	1M	3M	6M	YTD
Stock	(11.20)	(25.00)	(31.48)	(40.64)
Market	(13.30)	(27.96)	(30.01)	(32.74)
12M High/Low (THB)				13.90 / 5.05



Major Shareholders (%) as of

Mr. Chaichat Boonyarat	16.9
Miss Roongchat Boonyarat	15.63
Miss Kamolchat Juangroongruangkit	15.53

Company Profile

Manufacturer, Distributor, and Exporter of food and beverages.

Source: SETSMART, SET

Analyst

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Juicing Up Growth

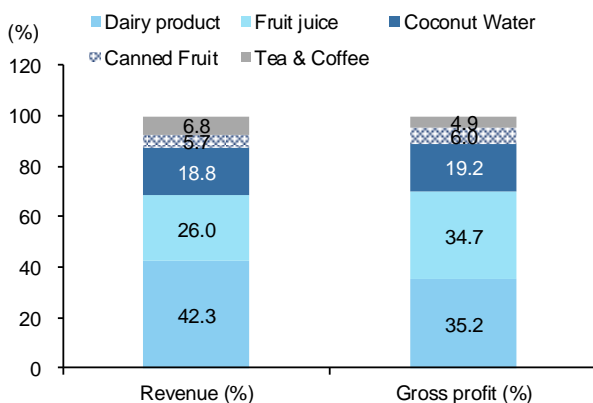
One Malee, One Mission

Malee, Thailand's renowned fruit juice brand owner, operates both its own branded products and OEM manufacturing services. What many may not realize is that Malee also owns the famous Farm Chokchai milk brand.

In 2024, the company generated gross profit of THB1.6b, comprising five product categories from largest to smallest segment as follow:

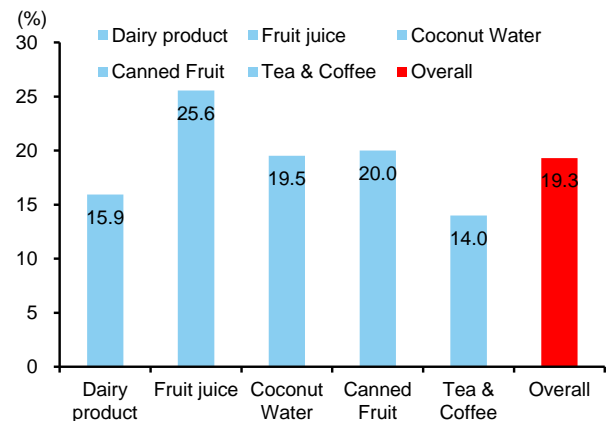
- **Dairy products (42.3% rev, 35.2% GP):** Revenue contribution at 42.3% and gross profit at 35.2% of total revenue and gross profit in 2024, implying gross profit margin (GPM) of 15.9%.
- **Fruit juice (26% rev, 34.7% GP):** The second largest segment is fruit juice with high GPM at 26%, thereby contributing the highest GP at 34.7% to MALEE in 2024.
- **Coconut water (18.8% rev, 19.2% GP):** Despite currently a moderate contributor, coconut water is projected to be the most significant growth driver for MALEE in 2025-27E, with GPM at 19.5% in 2024.
- **Canned fruit (5.7% rev, 6.0% GP):** With a high GPM at 20% in 2024, canned fruit though accounted for only 5.7% of total revenue and 6.0% of total GP.
- **Tea & coffee (6.8% rev, 4.9% GP):** Tea & coffee has the lowest GPM among MALEE's five segments at only 14% in 2024. Hence, the segment contributed only 4.9% of GP and 6.8% of revenue.

Exhibit 1: Revenue and gross profit breakdown by segment (2024)



Sources: MALEE; Globlex Research

Exhibit 2: Gross profit margin by segment (%)

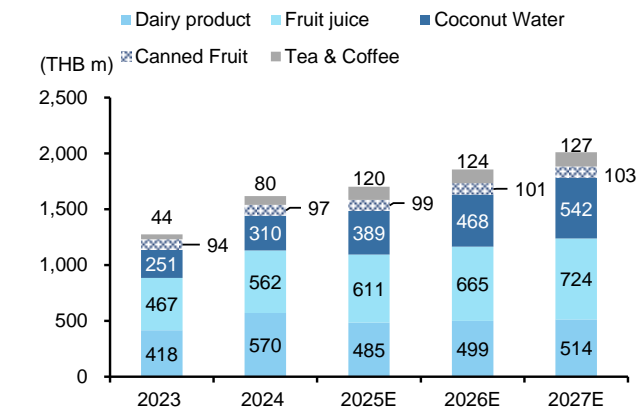


Sources: MALEE; Globlex Research

Coconut water and fruit juice are key catalysts

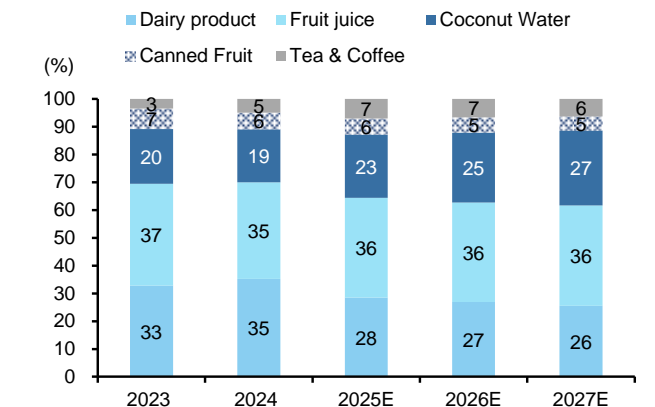
In 2025-27, we project MALEE's gross profit growth to come from the coconut water and fruit juice segments thanks to the growths in overseas coconut water market, mainly for MALEE's exports, and domestic fruit juice market as consumers now return to fruit juice as their preferred drinks away from the previously popular functional drinks.

Exhibit 3: Gross profit breakdown by product



Sources: MALEE; Globlex Research

Exhibit 4: Gross profit breakdown by product (%)

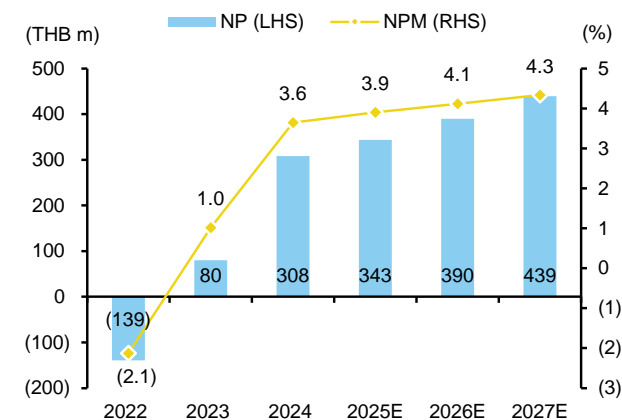


Sources: MALEE; Globlex Research

3-year 12.5% CAGR net profit growth in 2025-27

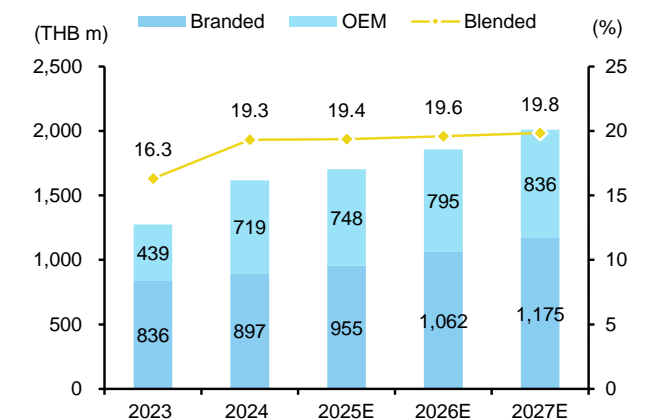
We project the company's net profit to grow at a robust 12.54% CAGR over 2025E-2027E, driven by three key factors 1) Higher Gross Profit Margin from higher sale volume of Malee fruit juice; 2) Hiking Sale volume of Coconut water; 3) Recurring income and cost efficiency after ABICO acquisition

Exhibit 5: Net Profit and Net Profit Margin



Sources: MALEE; Globlex Research

Exhibit 6: Gross profit vs Gross profit margin

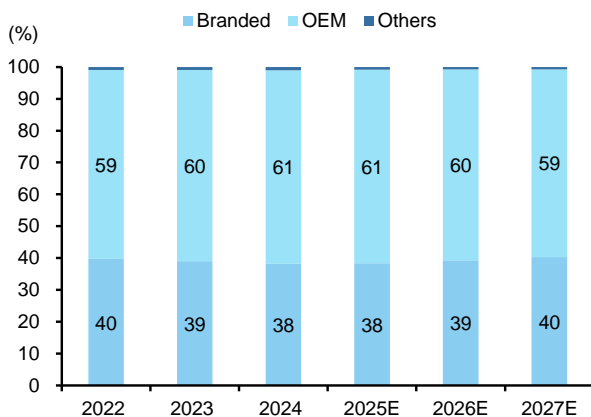


Sources: MALEE; Globlex Research

OEM vs Branded segment

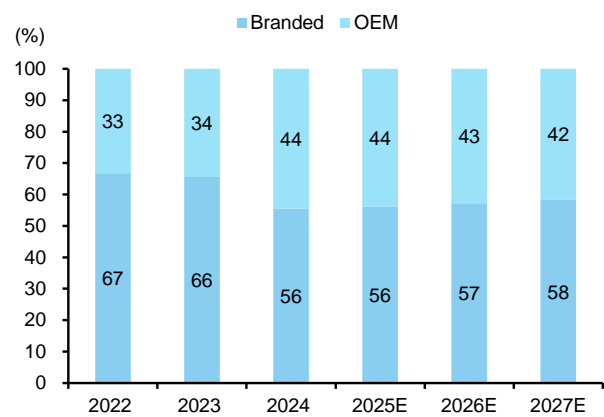
When we break down Malee's revenue by operation, OEM services generate 59% of total revenue versus 40% from own brands. However, the gross profit story tells a completely different tale as OEM contributes 44% of total gross profit while own brands command 56%. Based on our estimates, Malee's branded products with the highest gross margins are MALEE Fruit Juice at 35%, MALEE COCO at 30%, Farm Chokchai Milk at 21%, and Canned Fruit at 20%, while the combined OEM gross margin stands at merely 14%.

Exhibit 7: Revenue breakdown by operation (%)



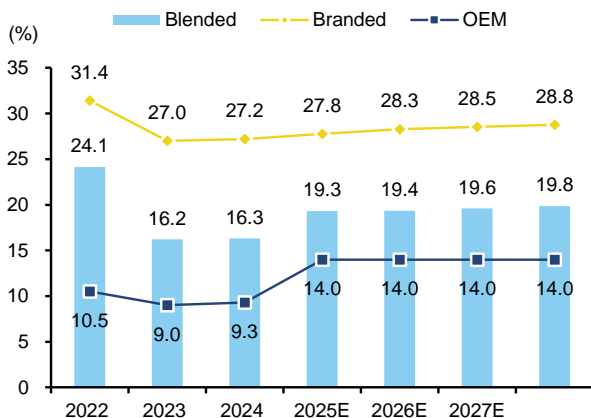
Sources: MALEE; Globlex Research

Exhibit 8: Gross profit breakdown by operation (%)



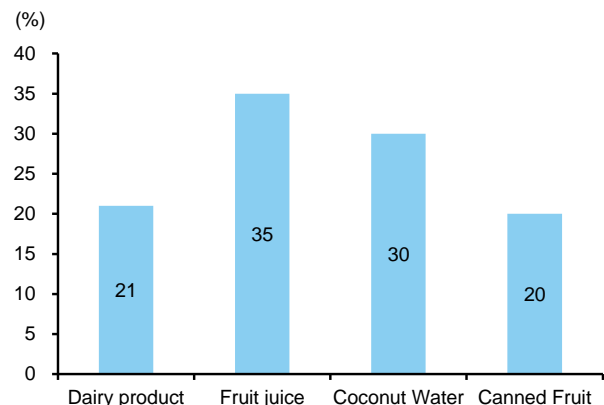
Sources: MALEE; Globlex Research

Exhibit 9: Gross profit margin breakdown



Sources: MALEE; Globlex Research

Exhibit 10: Branded gross profit margin breakdown by product



Sources: MALEE; Globlex Research

While some of Malee's business segments may be in mature markets, we believe the company is poised for more consistent and sustained profitability going forward. This growth is underpinned by the 'ONE Malee' strategy, which focuses on four factors, namely - Fostering organizational unity, Securing market leadership, Expanding internationally, Advancing innovation and technology.

The execution of this strategy is propelled by the following three key drivers

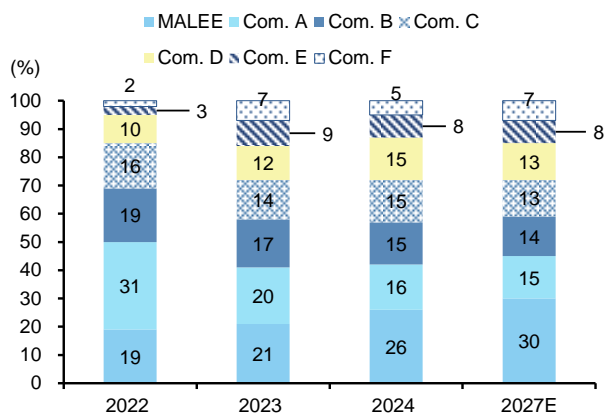
- 1) Growth by leveraging on MALEE's leading position in Fruit juice domestic market
- 2) Growth by penetrating and multiplying shares in both overseas and domestic coconut water markets
- 3) Growth by monetizing operational synergy from the acquisition of ABICO

Driver#1: Fruit Juice leader spurs profitability

The fruit drinks segment, which boasts the highest Gross Profit Margin (GPM) in Malee's portfolio, stands as the company's primary growth driver. Amidst a premium fruit juice market that grew strongly by 9.36% in 2024, fueled by health-conscious trends, Malee effectively executed its marketing strategy by highlighting the nutritional benefits of its products. This enabled the company to surpass its long-standing competitors, Doi Kham and Tipco, and secure the market leadership position.

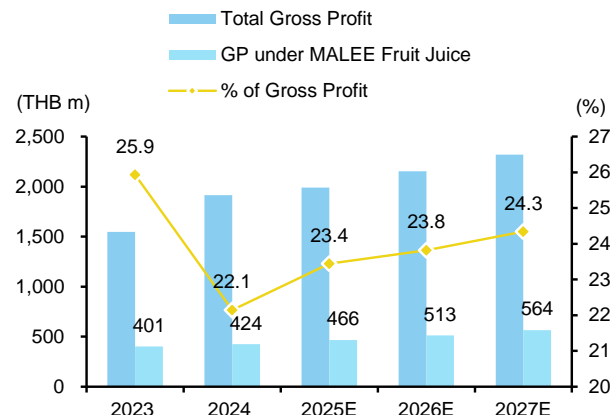
This success is reflected in concrete figures, with market share rising from 21% in 2023 to 26% in 2024. This has directly translated into enhanced profitability, evidenced by the gross profit margin increasing from 16.4% to 19.3% in 2024.

Exhibit 11: Premium fruit juice market share



Sources: MALEE; Globlex Research

Exhibit 12: Branded fruit juice's gross profit vs total gross profit



Sources: MALEE; Globlex Research

We believe that Malee's branded fruit juice will continue this strong growth trajectory, with the potential to capture a 30% market share within the next three years. This is based on an assumed average growth under Malee brand of 10% per year for the next three years, before aligning with the market's expected growth of 7% thereafter. This sales increase is projected to generate a gross profit of over THB564m in 2027, up from THB 424 million in 2024 and contribute 24.3% of total gross profit.

Its contribution to total sales is expected to steadily increase, especially in contrast to the slower growth of the dairy and canned fruit segments. This will position MALEE to maintain its high GPM at the 19% level, with a potential to gradually increase towards 20% in the future.

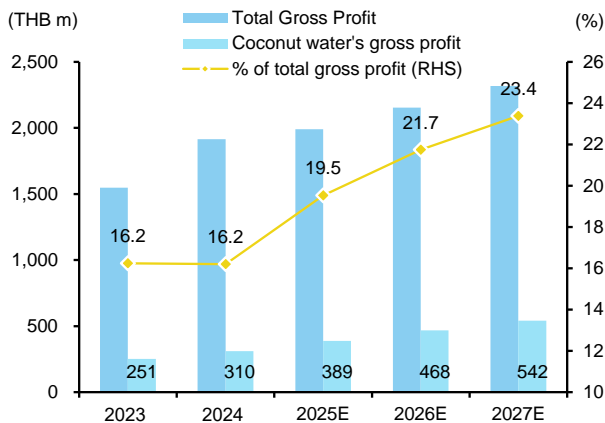
Furthermore, a significant upside opportunity lies in penetrating the Food Services channel. Successfully introducing its products into this segment would not only unlock a substantial new avenue for growth but also create an additional stream of recurring revenue, complementing its existing OEM business.

Driver#2: Coconut Water taps global growths

Coconut water is another critical growth driver, supported by a very strong market growth outlook both domestically and internationally. The domestic market is forecasted to grow at a high CAGR of 20.8% by 2030, fueled by its popularity among health-conscious consumers. Malee has implemented a comprehensive strategy for its coconut water products:

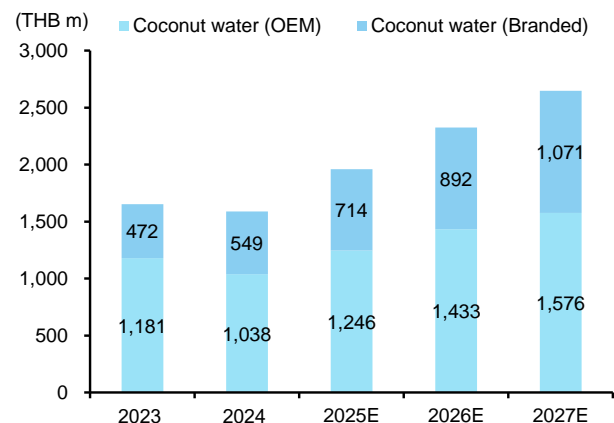
We forecast that total sales in the coconut water segment will experience substantial growth of 23% in 2025, 19% in 2026, and 14% in 2027. This will propel sales from THB 1,587m in 2024 to an estimated THB 2,674m in 2027. Given that coconut water is a product with a high gross profit margin, this robust sales growth is expected to directly increase the segment's gross profit from THB 310 million to THB 542 million over the same period and contribute about 23.4% of total gross profit. Consequently, the coconut water segment is positioned to be a primary engine for the company's overall profit growth in the future.

Exhibit 13: Coconut water's gross profit vs total gross profit



Sources: MALEE; Globlex Research

Exhibit 14: Coconut water's gross profit breakdown



Sources: MALEE; Globlex Research

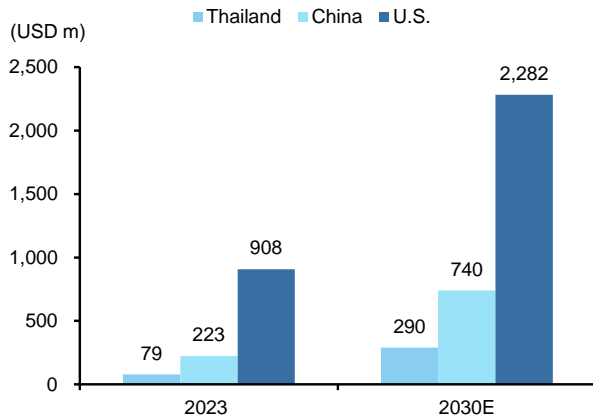
OEM Business: The OEM coconut water business serves as a crucial supplement. Thailand's advantage in raw material costs and the distinctive aroma of Thai coconut water makes this an attractive proposition, leading to significant exports of coconut water to international markets.

The OEM segment not only generates stable revenue but also increases the utilization rate of the company's factories. This, in turn, lowers the fixed cost per unit and helps improve the gross profit margin for Malee's own branded products.

Branded: Malee has increasingly focused on the "Malee COCO" brand, as coconut water under its own brand delivers a higher profit margin. This includes launching new products and executing targeted marketing campaigns.

Domestic Market: Malee differentiates itself with the launch of "Malee COCO LIPOSOS," a new product developed in partnership with 7-Eleven. It features health-focused ingredients like Chromium, L-Carnitine, and Potassium. Potassium helps balance sodium levels, which resonates well with the Thai consumer preference for flavorful, often high-sodium, foods. This strategy has propelled Malee to the second-largest market share in the domestic ready-to-drink coconut water market, at 36%.

Exhibit 15: Coconut water market value



Sources: Horizon Grand View Research

Exhibit 16: Malee COCO new SKU



Sources: MALEE; Globlex Research

International Market: The company focuses on exporting "Malee COCO" to high-potential markets such as China (forecasted market CAGR of 18.7%) and South Korea, where MALEE already holds a dominant market position.

In 2021, Malee launched a marketing campaign highlighting the benefits of reducing swelling, appointing Subin—a famous South Korean food influencer with a strong following in both South Korea and Thailand—as the brand's representative. Known for her dramatic weight loss transformation, Subin was the perfect fit for the campaign's theme. This initiative enabled Malee to successfully penetrate the South Korean coconut water market and secure the highest market share among Thai companies operating there.

Exhibit 17: Previous Malee Coco campaign



Sources: MALEE; Globlex Research

If Malee Succeeds Like “IF”: IF, a Thai coconut water company, achieved remarkable sales success in China by appointing Xiao Zhan as their global brand ambassador in 2Q24, resulting in 80% y-y sales growth. Drawing from IF’s proven strategy and Malee’s own track record in South Korea, the company has appointed Zhang Ling He, a highly popular Chinese actor, as its Asia Pacific Brand Ambassador to specifically accelerate growth in the Chinese market starting in 2Q25. With Zhang’s strong fan base and influence in China, coupled with Malee’s premium product positioning, we believe this campaign has the potential to replicate IF’s breakthrough performance—delivering a significant uplift in brand awareness, market share, and sales in one of the fastest-growing coconut water markets globally.

Exhibit 18: “Malee COCO” Brand ambassador



Sources: MALEE; Globlex Research

Exhibit 19: “IF” Brand ambassador

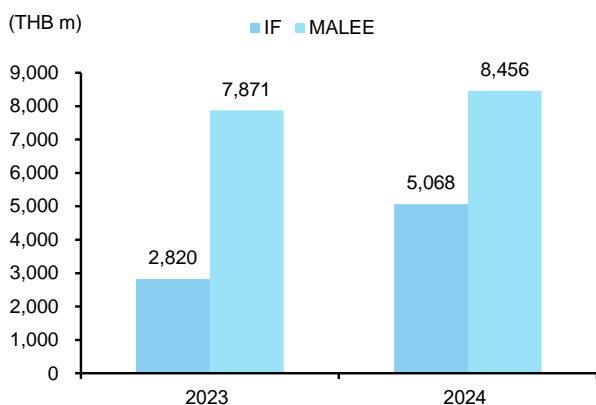


Sources: IF; Globlex research

Furthermore, IF operates through OEM manufacturing, which has the advantage of not bearing factory construction costs and enabling rapid supply scaling when demand increases. However, not owning manufacturing facilities poses the main risk of having a weak competitive moat, as this business already has low barriers to entry. If the contract manufacturer cancels agreements, cannot renew contracts due to competition from other companies, or the manufacturer launches their own brand, it could result in supply shortages and new competitors entering the market.

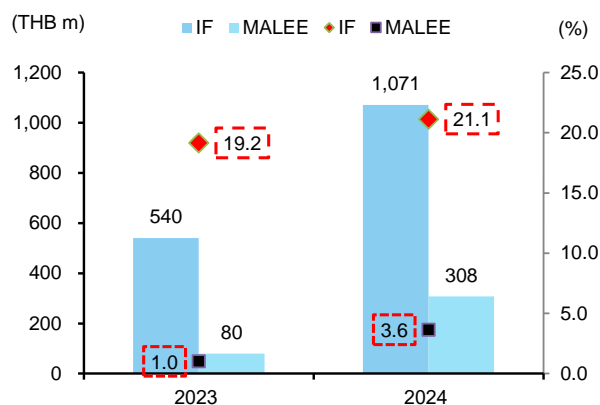
Unlike IF, Malee owns both its coconut water brand and manufacturing capabilities, eliminating this risk. Additionally, regarding production scaling, Malee currently operates its Samphran factory, which produces coconut water, at only 50% utilization rate.

Exhibit 20: Revenue comparison (IF vs MALEE)



Sources: Companies; Globlex Research

Exhibit 21: Net profit/NPM comparison (IF vs MALEE)



Sources: Companies; Globlex Research

Driver#3: From out-source to in-source Synergies

Malee's financial performance has experienced volatility in the past, the company has demonstrated a strong turnaround following the merger with ABICO in Q4 2022. Despite a one-time special expense from the merger that resulted in a net loss of THB139m that year, Malee returned to profitability with a net profit of THB 80 million in 2023. This momentum accelerated significantly in 2024, with net profit surging by 285% year-on-year to THB308m.

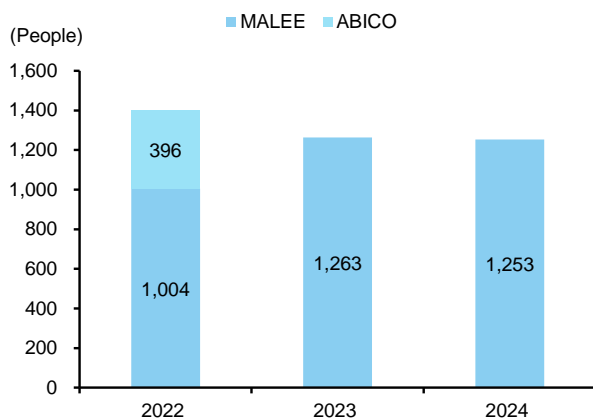
This merger has yielded multi-faceted benefits:

Expanded Production Capabilities: Acquiring a ready-to-drink dairy plant transformed MALEE from a distributor into a full-fledged dairy manufacturer. This allows the company to offer a one-stop service for the beverage OEM market.

Enhanced Cost Efficiency: The sharing of production and administrative resources has led to a decrease in the SG&A to sales ratio from 26.7% in 2021 to 14.2% in 2024. This is evident from the reduction in the combined workforce by 1,400 employees from a pre-merger total of 1,263 employees, resulting in a marked decrease in operational expenses. This synergy strengthens the company's cost structure and lays a crucial foundation for sustainable profit margin in the future.

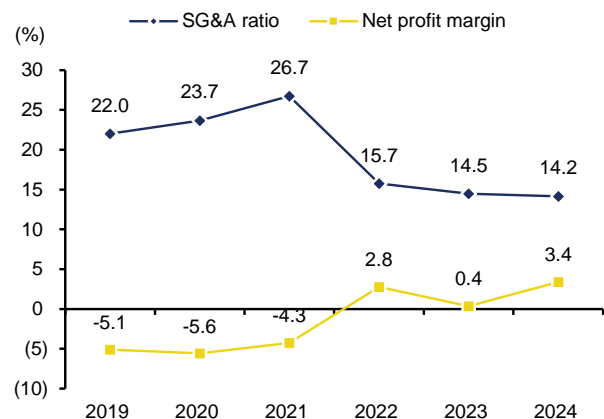
Recurring Income: While the ready-to-drink dairy industry may not exhibit high growth rates, it represents a relatively stable industry with low volatility and predictable demand patterns. The acquisition of ABICO brings in steady, recurring revenue and profit streams that act as a financial foundation, providing cash flow stability

Exhibit 22: Number of employees breakdown



Sources: MALEE; Globlex Research

Exhibit 23: SG&A to Sales ratio



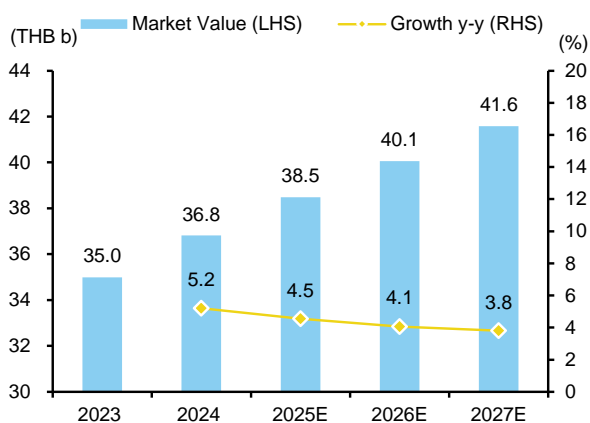
Sources: MALEE; Globlex Research

Industry Outlook

Dairy Products: The ready-to-drink milk market in Thailand grew by 5.2% year-on-year (y-y) in 2024 and is projected to continue growing at 4.5% in 2025. However, the long-term growth trend is expected to be low due to Thailand's declining birth rate.

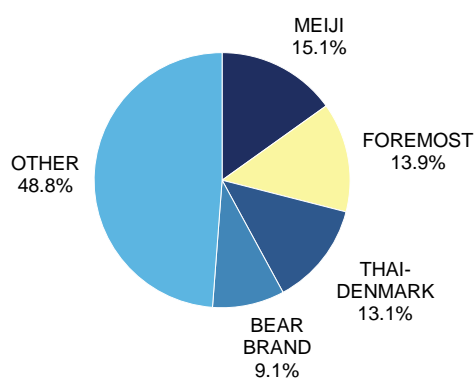
Additionally, the market faces increasing competition from plant-based milk alternatives (excluding soy milk), a segment growing rapidly at 18.5% per year. The ready-to-drink milk market is highly competitive and fragmented, as reflected in the 2024 market shares where the leader, Meiji, holds only 15.1%, followed by Foremost at 13.9%, THAI-DENMARK at 13.1%, and other brands collectively accounting for a significant 48.8%.

Exhibit 24: RTD milk market value and growth



Sources: Food Intelligence Center

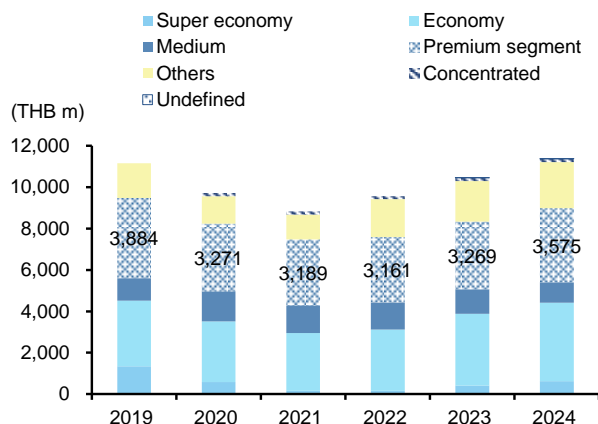
Exhibit 25: RTD milk market share as of 2024



Sources: Food Intelligence Center

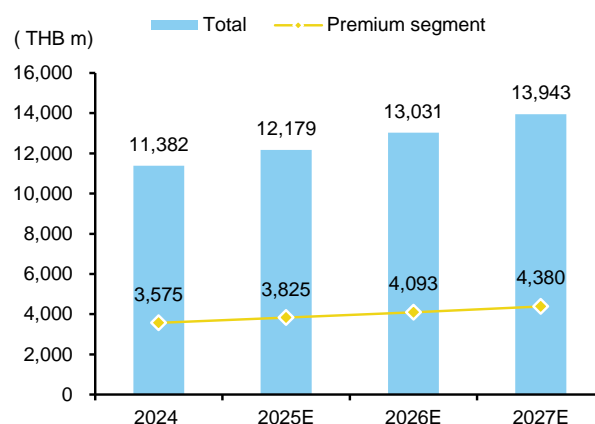
Fruit Juices: The ready-to-drink fruit juice market in Thailand has seen continuous growth since 2022, with a Compound Annual Growth Rate (CAGR) of 8.8%. The premium fruit juice segment, which is MALEE's primary market, showed particularly strong growth of 9.36% y-y in 2024. Looking ahead, the domestic fruit juice market is expected to grow by up to 7% annually, driven by health and wellness trend, with consumers seeking beneficial and safe beverage options.

Exhibit 26: Fruit juices market segment



Sources: MALEE; Globlex Research

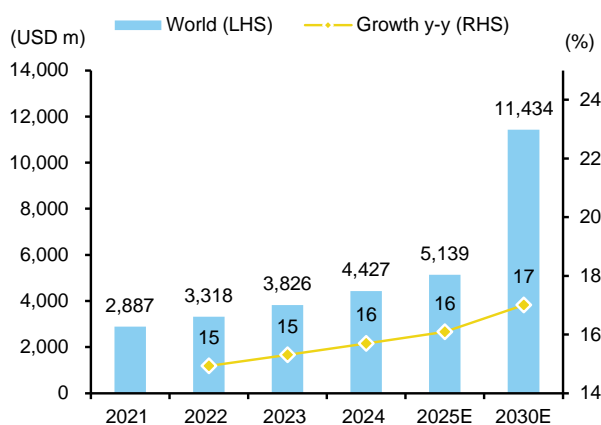
Exhibit 27: RTD fruit juice market value



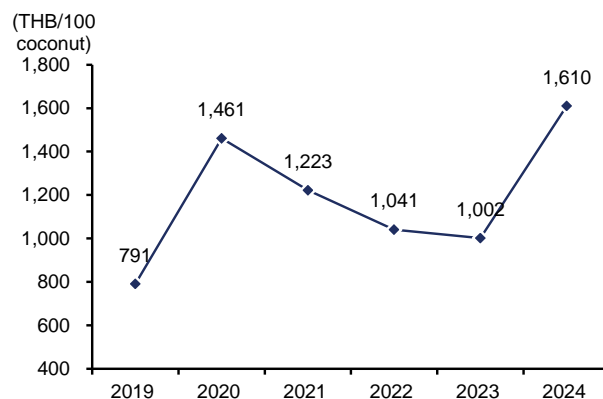
Sources: Food Intelligence Center, MALEE

Coconut Water: The coconut water market is experiencing very high growth both domestically and internationally. In 2024, the global coconut water market value reached USD94.4m. This growth is fueled by the health trend and coconut water's key benefit of being high in potassium, which helps balance sodium levels—a feature well-suited to the Thai diet, which often consists of flavorful, high-sodium foods.

Consequently, the domestic market is forecasted to grow at a high CAGR of 20.8% until 2030. This growth, not only in Thailand but also in the world scale, evidenced by a 5-year historical average growth rate of 15.5% and a forecasted average annual growth of 17.3% until 2030.

Exhibit 28: Coconut water market value

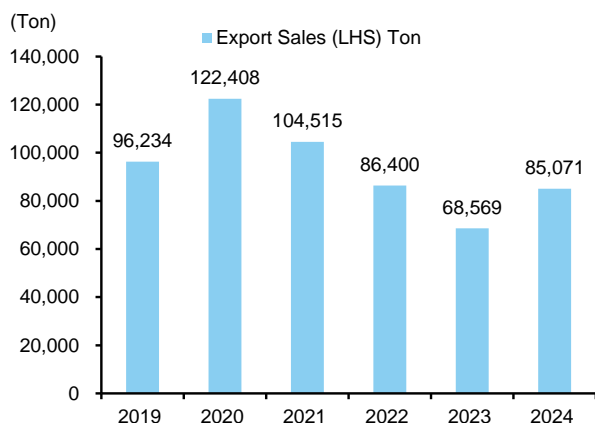
Sources: Horizon Grand View Research

Exhibit 29: Coconut price

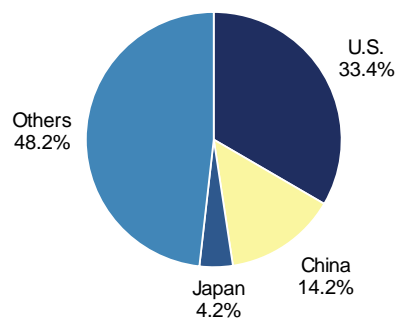
Sources: Office of Industrial Economics

Canned Fruit: In the past, the canned fruit market was a high-growth sector driven by strong demand from the United States, but it is now considered a mature market. Thai canned fruit exports have been declining continuously since the COVID-19 period, and the health trend has led to a decrease in the popularity of high-sugar products.

Although once a primary growth engine for the company, the current market landscape has shifted, as evidenced by competitor Tipco ceasing its production of canned pineapple. MALEE's sales in this category grew by only 3% y-y in 2024, causing its revenue contribution to fall from 6% to 5.7%.

Exhibit 30: Thailand's canned fruit export

Sources: Office of Industrial Economics

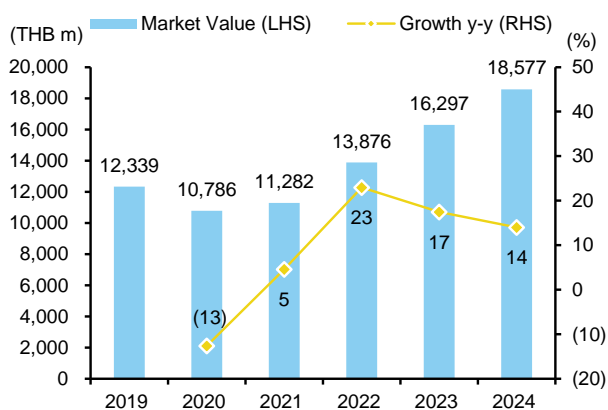
Exhibit 31: Share of Thailand's canned fruit export as of 2024

Sources: Trade Policy and Strategic Office

Tea & Coffee: Ready-to-Drink Tea in Thailand has experienced double digit growth in the last few years; however, the growth is expected to slow down from an increasingly high base, with a CAGR of 5% until 2030, according to StrategyHelix.

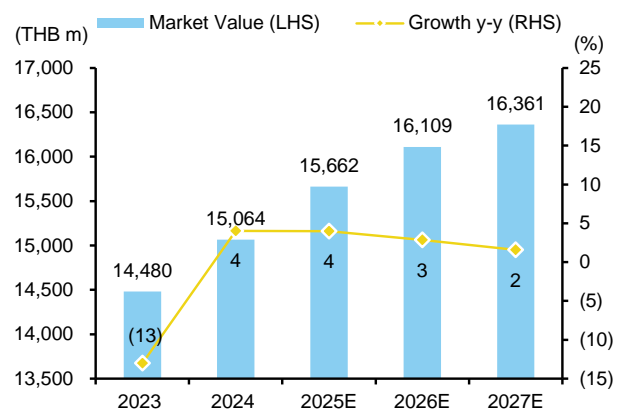
The Ready-to-Drink coffee market in Thailand is experiencing robust growth, aligning with the country's fast-paced urban lifestyle. In 2023, the market reached a value of THB14.5b, an increase of 8.4% from the previous year. This upward trend is expected to continue in this year but will slower in the next two years. The primary driver of this growth is convenience, with 44% of Thai consumers choosing RTD coffee for this reason.

Exhibit 32: RTD tea market value



Sources: Company; Globlex Research

Exhibit 33: RTD coffee market value



Sources: Food Intelligence Center

Risk

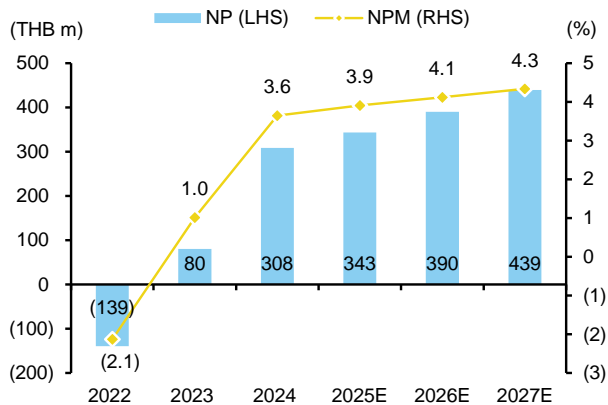
Challenges in the Dairy Segment: Although the overall domestic market for ready-to-drink milk is growing, MALEE's dairy business faces specific risks. Sales of the "Farm Chokchai" brand grew by only 4% in 2024, underperforming the market average. This is due to its heavy reliance on the Cambodian market (accounting for 30% of its total exports), which is currently exposed to geopolitical risks between Thailand and Cambodia. Furthermore, on the OEM side, the company lost a major client in Q1 2025, decreasing sales in this segment. However, a potential opportunity exists if the company can pivot to the high-growth plant-based milk market, which is expanding at 18.5% annually; this could become a new growth driver in the future.

Raw Material Price Volatility: The rapidly increasing demand for coconut water, both domestically and internationally, has caused the price of coconuts in Thailand to rise sharply, from approximately THB1,000 per hundred coconuts in 2022 to THB1,600 in 2024. This could exert pressure on the company's gross profit margin, especially since the company does not have a policy for forward purchasing or hedging coconut prices to mitigate this risk.

Financial: From volatility to stability

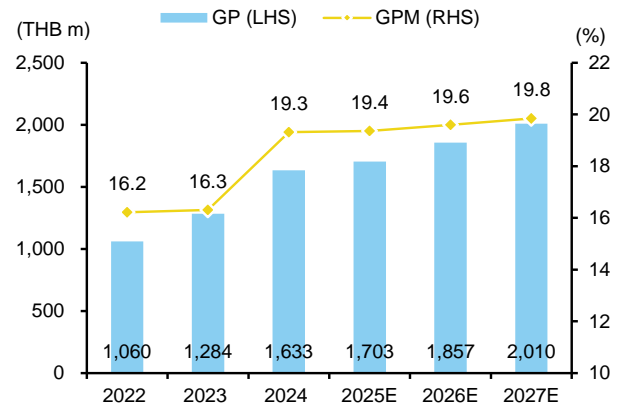
MALEE's net profit historically exhibited high volatility, but following the merger and acquisition with ABICO, the company's financial position has shown consistent improvement. The transformation from losses in 2022 to profits of THB80m in 2023 and THB308m in 2024 demonstrates this positive trajectory.

Exhibit 34: Net profit and Net profit margin



Sources: MALEE; Globlex Research

Exhibit 35: Gross profit and Gross profit margin

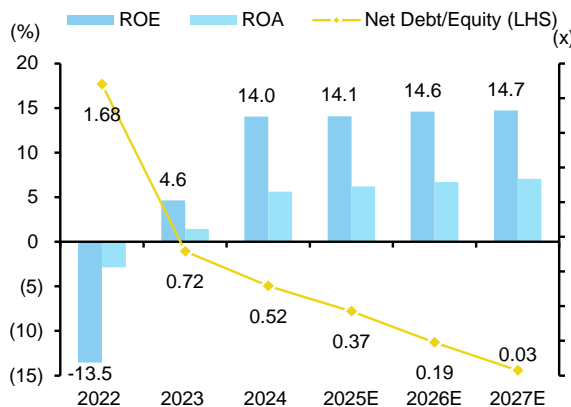


Sources: MALEE; Globlex Research

Based on our projections, MALEE's revenue will continue to grow steadily, primarily driven by increased sales of proprietary brand products. We forecast that the sales mix will shift to 40% own-brand products versus 59% OEM (with 1% from other revenue streams) by 2027. While this falls short of management's target 50:50 ratio, the transition will have a positive impact on profitability, as MALEE's branded products carry approximately 15% higher gross margins than OEM products. This shift will drive overall gross margin improvement from 19.3% in 2024 to 19.8% in 2027.

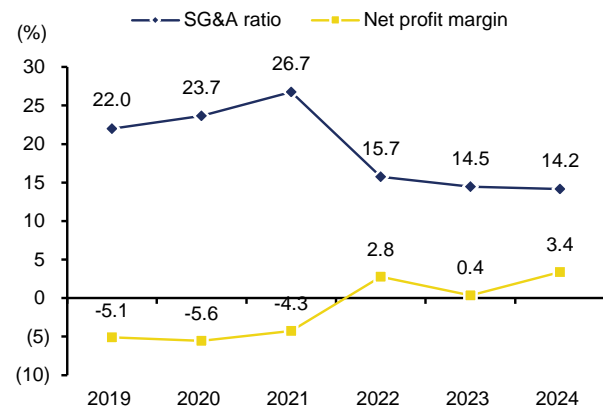
The combination of improving gross margins and more efficient SG&A expense management will directly contribute to net profit growth. We project net profits of THB343m this year, THB390m in 2026, and THB439m in 2027. Concurrently, the net profit margin is expected to gradually increase from 3.64% in 2024 to 4.34% in 2027. These developments will establish a more stable earnings foundation for the company while enabling sustainable long-term growth.

Exhibit 36: ROE, ROA and Net Debt/Equity



Sources: MALEE; Globlex Research

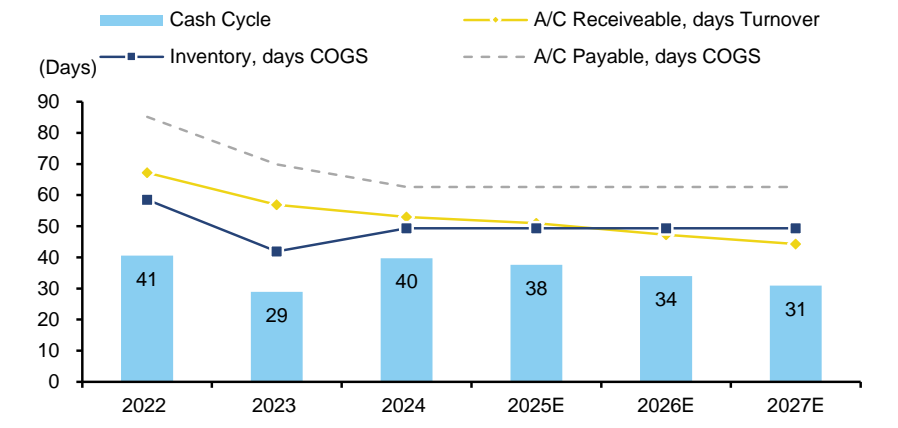
Exhibit 37: SG&A to Sale ratio



Sources: MALEE; Globlex Research

Cash Cycle Improvement. In 2023, the company implemented a strategic reduction of slow-moving inventory by over 20%, which initially resulted in a significant decrease in inventory turnover before recovering in the subsequent year. Looking ahead, we anticipate that the company's cash cycle will gradually improve, shortening from 40 days in 2024 to 31 days in 2027, driven primarily by enhanced accounts receivable turnover efficiency.

Exhibit 38: Cash cycle, days turnover for account receivable, account payable, and inventory



Sources: MALEE; Globlex Research

Squeeze the Gains – We're In with a BUY

We derive our valuation of MALEE at THB8.7, using SoTP methodology to reflect the potential, profitability, and risks of each business segment. In terms of P/E ratio, we believe the fair value of MALEE is THB8.7, based on 12x 2026E P/E.

Dairy Products: We apply 2026E P/E of 5x, significantly discount to the average 9x P/E for international peers to reflect the low growth prospects of dairy business in Thailand and the low business diversification than those of comparable peers whose portfolios are much more diversified.

Fruit Juice: We use 2026E P/E of 13x, discount to its peer average at 17x given MALEE operates both high-margin, own-brand and low-margin OEM businesses but will be partly offset by the positive growth outlook of fruit juice segment.

Coconut Water: Using two main competitors' P/E of 20x and 10x respectively, we apply a 15x P/E for MALEE's coconut business to reflect its highest growth outlook within MALEE's group.

Canned Fruit: Without direct peers in Thailand, we deploy valuations of global peers at P/E of 9.55x. Combined with the canned fruit industry maturity stage, we use a very conservative P/E of only 3x.

Tea & Coffee: We assign a conservative P/E of 5x for MALEE's Tea & Coffee segment to reflect MALEE's contract manufacturer with much lower pricing power than peers who owns their own brands and have P/E average of 11.92x.

Exhibit 39: SoTP valuation

Segment	2026E profit weight (%)	Net profit (THB m)	EPS (THB/share)	Value (THB/share)	P/E (x)
Dairy product	27	138	0.25	1.3	5.0
Fruit juice	36	184	0.34	4.4	13.0
Coconut Water	25	130	0.24	3.6	15.0
Canned Fruit	5	28	0.05	0.2	3.0
Tea & Coffee	7	34	0.06	0.3	5.0
Net Debt		(538)		(1.0)	
Target Price				8.7	

Sources: Globlex Research

Exhibit 40: Valuation P/E

Valuation P/E P/E (x)	EPS (THB/share)		
	2025E	2026E	2027E
	0.63	0.71	0.80
9	5.7	6.4	7.2
10	6.3	7.1	8.0
11	6.9	7.9	8.9
12	7.8	8.7	10.0
13	8.2	9.3	10.5
14	8.8	10.0	11.3

Sources: Globlex research

Background

Malee is an integrated beverage producer, handling processes from formula development to final product packaging. The company's primary revenue is divided into two main streams: 1) Revenue from its own branded products, accounting for approximately 38% of total revenue, and 2) Revenue from Original Equipment Manufacturer (OEM) services, which constitutes about 61% of total revenue.

Following the merger with ABICO, Malee's product portfolio now consists of five main categories:

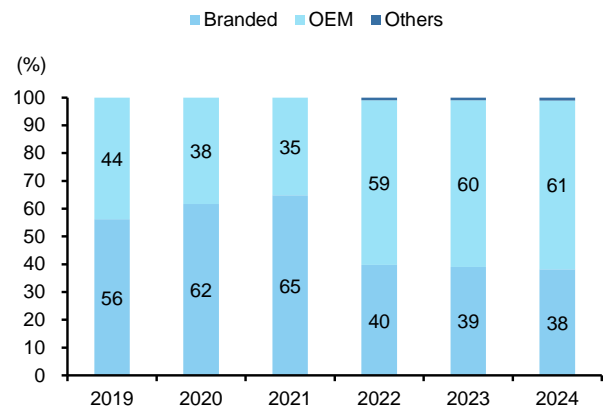
1. Dairy Products: Under the "Farm Chokchai" brand and OEM services.
2. Fruit Drinks: Under the "Malee" and "Malee Tropical" brands, as well as OEM services.
3. Coconut Water: Under the "Malee COCO" brand and OEM services.
4. Canned Fruit: Under the "Malee", "Chao Suan" and "First Choice" brands (no OEM services).
5. Tea & Coffee: Exclusively OEM services.

Exhibit 41: Product Portfolio



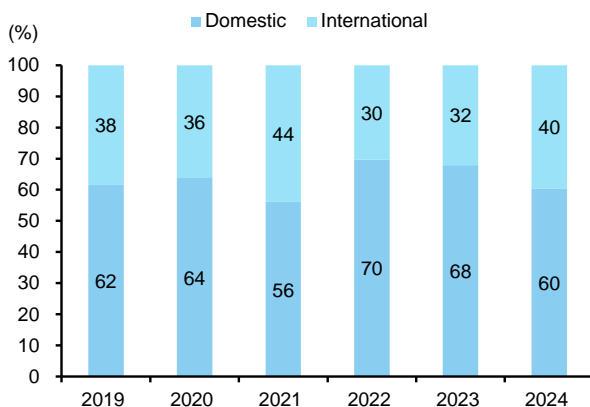
Sources: MALEE

Exhibit 42: Revenue breakdown by operation



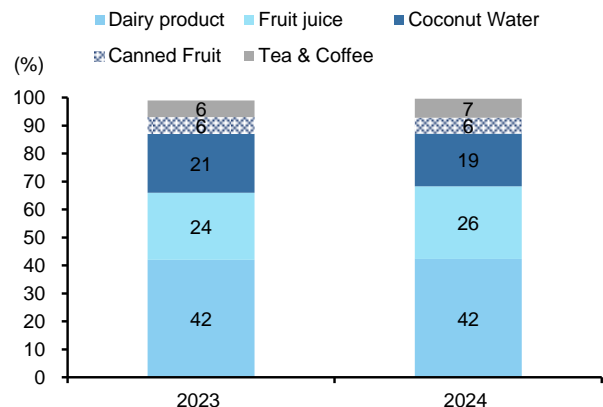
Sources: MALEE; Globlex research

Exhibit 43: Revenue Breakdown by geographical area



Sources: MALEE; Globlex research

Exhibit 44: Revenue Breakdown by product



Sources: MALEE; Globlex research

Balance sheet (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Current assets					
Cash & ST investment	327	220	496	895	1,339
Account receivable	1,228	1,228	1,228	1,228	1,228
Inventories	725	884	920	990	1,056
Others	66	132	138	148	159
Non-current assets					
Net fixed assets	2,281	2,164	2,078	1,982	1,874
Others	910	780	780	780	780
Total Assets	5,537	5,408	5,640	6,022	6,435

Current liabilities					
Account payable	1,211	1,123	1,169	1,257	1,341
ST borrowing	872	588	588	588	588
Others	94	90	94	101	108
Long-term liabilities					
Long-term debts	916	845	845	845	845
Others	331	329	329	329	329
Total liabilities	3,423	2,975	3,025	3,120	3,211
Paid-up capital	273	273	273	273	273
Retained earnings	255	563	745	1,032	1,354
Others	1,512	1,513	1,513	1,513	1,513
Minority interest	73	84	84	84	84
Shareholders' equity	2,114	2,433	2,615	2,902	3,224

Key ratios					
Year ending Dec	2023	2024	2025E	2026E	2027E
Growth (%YoY)					
Sales	20.4	7.4	4.1	7.7	6.9
Operating profit	39.2	75.1	3.7	9.2	8.9
EBITDA	39.2	75.1	3.7	9.2	8.9
Net profit	157.6	284.6	11.5	13.6	12.6
Core net profit	157.6	284.6	11.5	13.6	12.6
EPS	157.6	284.6	11.5	13.6	12.6
Core EPS	157.6	284.6	11.5	13.6	12.6
Profitability (%)					
Gross margin	19.7	22.6	22.6	22.7	22.9
Operation margin	5.2	8.5	8.4	8.6	8.7
EBITDA margin	5.2	8.5	8.4	8.6	8.7
Net margin	1.0	3.6	3.9	4.1	4.3
ROE	4.6	14.0	14.1	14.6	14.7
ROA	1.4	5.6	6.2	6.7	7.0
Stability					
Interest bearing debt/equity (x)	0.8	0.6	0.5	0.5	0.4
Net debt/equity (x)	0.7	0.5	0.4	0.2	0.0
Interest coverage (x)	1.7	5.3	6.4	7.2	8.0
Interest & ST debt coverage (x)	0.2	0.7	0.7	0.8	0.9
Cash flow interest coverage (x)	0.1	0.0	0.1	0.2	0.2
Current ratio (x)	1.1	1.4	1.5	1.7	1.9
Quick ratio (x)	0.7	0.8	0.9	1.1	1.3
Net debt (THB m)	1,461	1,213	937	538	94
Activity					
Asset turnover (X)	1.4	1.5	1.5	1.5	3.1
Days receivables	56.9	53.0	50.9	0.0	0.0
Days inventory	41.9	49.3	49.3	0.0	0.0
Days payable	69.9	62.7	62.7	0.0	0.0
Cash cycle days	28.9	39.7	37.6	0.0	0.0

Profit & loss (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Revenue from sales and service					
Revenue	7,871	8,456	8,798	9,475	10,129
Cost of goods sold	(6,323)	(6,541)	(6,809)	(7,322)	(7,811)
Gross profit	1,548	1,914	1,989	2,153	2,318
Operating expenses	(1,139)	(1,198)	(1,246)	(1,342)	(1,435)
Operating profit	409	717	743	811	883
EBIT	145	436	457	515	575
Depreciation	(264)	(281)	(286)	(296)	(308)
EBITDA	409	717	743	811	883
Non-operating income					
Other incomes	72	39	40	40	40
Other non-op income	1	2	0	0	0
Non-operating expense	(81)	(76)	(72)	(72)	(72)
Interest expense	(83)	(82)	(72)	(72)	(72)
Other non-op expense	2	6	0	0	0
Equity income/(loss)	(13)	(3)	0	0	0
Pre-tax Profit	123	398	425	483	544
Extraordinary items					
Current taxation	(67)	(77)	(82)	(93)	(105)
Minorities	24	(13)	0	0	0
Net Profit	80	308	343	390	439
Core net profit	80	308	343	390	439
EPS (THB)	0.15	0.56	0.63	0.71	0.80
Core EPS (THB)	0.15	0.56	0.63	0.71	0.80

Cash flow (THB m)					
Year ending Dec	2023	2024	2025E	2026E	2027E
Operating cash flow					
Net profit	80	308	343	390	439
Depre. & amortization	264	281	286	296	308
Change in working capital	62	(317)	8	15	14
Others	(168)	(186)	(192)	(215)	(238)
Investment cash flow	(817)	47	(422)	(257)	(257)
Net CAPEX	(1,049)	(177)	(164)	0	0
Change in LT investment	298	288	(200)	(200)	(200)
Change in other assets	(66)	(64)	(57)	(57)	(57)
Free cash flow	(579)	134	23	230	266
Financing cash flow					
Change in share capital	0	0	0	0	0
Net change in debt	(12)	11	0	0	0
Dividend paid	(42)	(161)	(161)	(103)	(117)
Others	861	(90)	414	272	295
Net cash flow	229	(107)	276	399	444

Per share (THB)					
EPS	0.15	0.56	0.63	0.71	0.80
Core EPS	0.15	0.56	0.63	0.71	0.80
CFPS	0.59	1.10	1.15	1.26	1.37
BVPS	3.74	4.30	4.64	5.16	5.75
Sales/share	14.42	15.49	16.12	17.36	18.56
EBITDA/share	0.75	1.31	1.36	1.49	1.62
DPS	0.08	0.30	0.19	0.21	0.24
Valuation					
P/E (x)	70.84	16.56	8.82	7.76	6.90
P/BV (x)	8.82	3.61	1.48	1.29	1.20
Dividend yield (%)	0.74	3.16	3.40	3.86	4.35
Dividend payout ratio (%)	52.38	52.38	30.00	30.00	30.00

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Analyst Certification

Suwat Sinsadok, Register No. 020799, Globlex Securities Public Company Limited

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RECOMMENDATION STRUCTURE

Stock Recommendations

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

BUY: Expected return of 10% or more over the next 12 months.
HOLD: Expected return between -10% and 10% over the next 12 months.
REDUCE: Expected return of -10% or worse over the next 12 months.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Sector Recommendations

Overweight: The industry is expected to outperform the relevant primary market index over the next 12 months.
Neutral: The industry is expected to perform in line with the relevant primary market index over the next 12 months.
Underweight: The industry is expected to underperform the relevant primary market index over the next 12 months.

Country (Strategy) Recommendations

Overweight: Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral: Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight: Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.