1Q26 RESULTS SUMMARY

AGENDA

COMPANY OVERVIEW

01

GENERAL INFORMATION

COMPANY OVERVIEW

Company name
Exotic Food Public Company Limited (XO)

Established
7 January 1999

Registered Capital
214,132,188.50 Baht : 428,264,377 Shares

Paid Registered Capital
215,882,188.50 Baht : 431,764,377 Shares

Location

Head Office
No. 130-132, Sindhorn Tower 2, 9th floor,
Wireless Road, Lumpini, Pathumwan, Bangkok

First Factory
No. 49/42 Moo 5, Tung Sukala,
Sriracha, Chonburi

Second Factory
No. 7/474 Moo 6, Mabyangporn,
Pluakdaeng, Rayong

Third Factory
No. 119/1 Moo 6, Tambon Thap Yai Chiang,
Phrom Phiram, Phitsanulok

Business

Manufacturing, exporting and trading of seasoning sauce, curry paste and seasonings, semi-instant and instant food products

Vision

To be the first brand that comes to the consumer mind when thinking about Thai food

COMPANY MILESTONE

COMPANY OVERVIEW

1999
Set up Exotic Food as a trading company

2000
- Received BOI and started production at our first factory in Laem Chabang
- Winner of Good Packaging Design 2000 Award

2001
Received HACCP (First factory in Thailand for Sweet Chilli Sauce) and ISO 9001

2005
First factory in Thailand to receive IFS for Sweet Chilli Sauce and Curry Paste

2008
Received ISO 22000

2010
Received BRC

2012
Received Thailand Prime Minister Export Award for Thai Owned Brand Category

2014
Listed in MAI

2016
Operated new factory with double capacity at Amata City

2019
- Received PM Awards 2019 Best Halal
- Received Best Company Performance Awards

2023
- Received Money & Banking Awards 2023 for best public company of the year in MAI
- Reveived HR Aisa Awardss 2023 for Best Companies to Work for in Asia Thailand

2024
Received Money & Banking Awards 2024 for best public company of the year in MAI

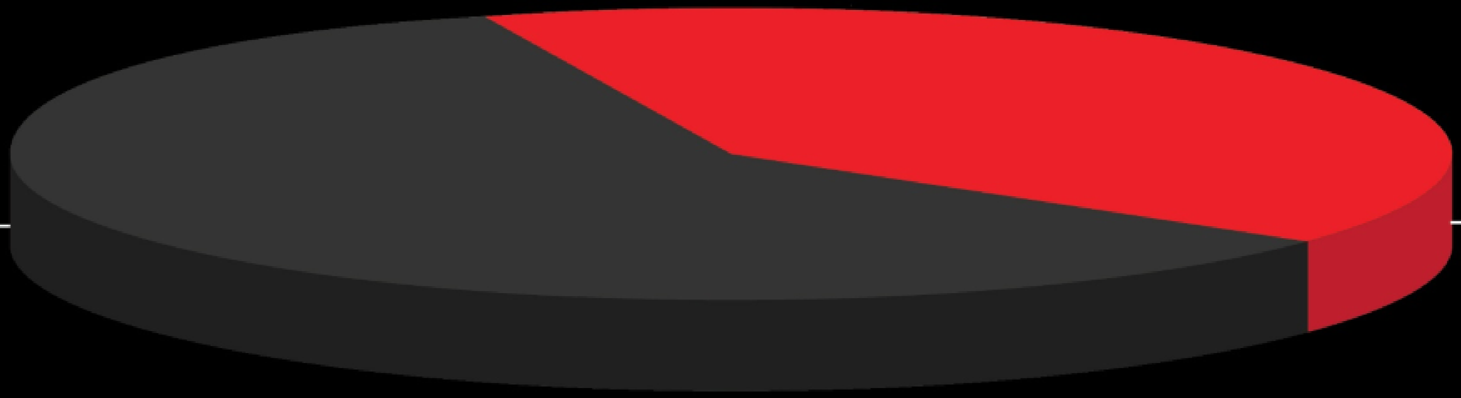
2025
- Operated a new production line
- Received Money & Banking Awards 2025 for best public company of the year in MAI

SHAREHOLDERS STRUCTURE

Major Shareholders as at March 10, 2026

1	2	3	4	5
Jantarach Family	DBS BANK LTD.	Thai NVDR Company Limited	Mr. Chatchai Rattanacanahuttanont	Mr. Niti Vanichjiratikal
253,670,347	17,951,000	12,110,254	5,995,800	5,468,400

59.23%
Jantarach Family



40.77%
General Public

INDUSTRY OUTLOOK

02

INDUSTRY OUTLOOK

HOW BIG IS THE SAUCE MARKET?

Tabasco

American
Maxican
2017 : 234.3 Million USD *
(about 7.6 Billion Baht)

Kikkoman

Japanese
2026 : 5 Billion USD
(about 151 Billion Baht)

Heinz

American
2025 : 25 Billion USD
(about 786 Billion Baht)

Huy Fong

American
Vietnamese
2018 : 150 Million USD*
(about 4.8 Billion Baht)

Lee Kum Kee

Chinese
2017 : 3 Billion USD #
(about 98 Billion Baht)

Thai

Total 5 brands over 1 Trillion Baht
(about 32 Billion USD)

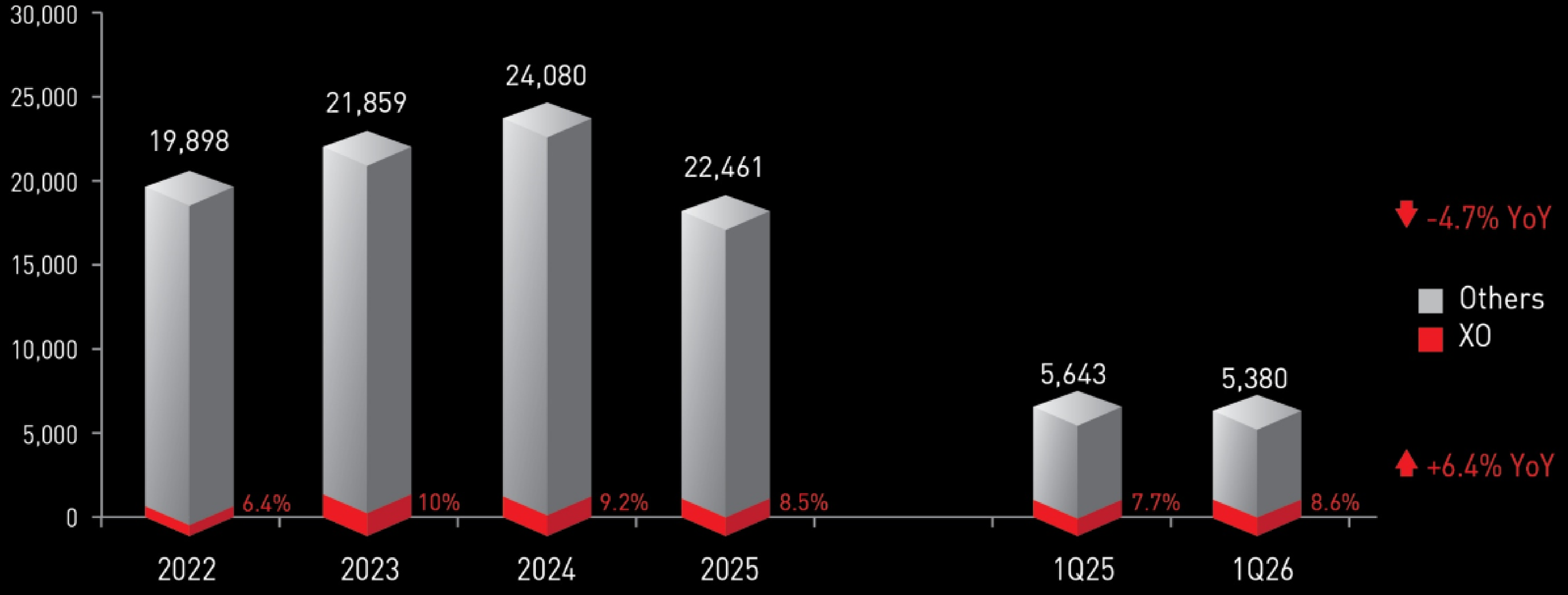
*www.positioningmag.com, May 3, 2019
Source : Forbes Asia, Jan 18 , 2018

THE EXPORT VALUE OF THAILAND'S SAUCE

INDUSTRY OUTLOOK

The export value of Thailand's sauce vs XO

Million Baht



Total sales of Thailand's dipping sauce and seasoning sauce in 1Q26 decrease by 4.7% while XO's sales of dipping sauce and seasoning sauce increased by 6.4%.

Remark : Sauce and seasoning products includes all sauce products except fish sauce.

BUSINESS CHARACTERISTIC

03

SALES AND DISTRIBUTION CHANNEL

BUSINESS CHARACTERISTIC

Manufacturing, exporting and trading of 4 product categories

Direct customers are our distributors from more than 70 countries worldwide.

Kreyenhop + Kluge

SOP International Limited

AGIDRA Importateur de saveurs

ENSO

TANG FRERES

F.W.TANDOORI SPOL.S R O

SPECIALIZOVANÝ DOVOZCE ASIJSKÝCH POTRAVIN

Indirect customers consist of more than 30,000 retailers from 80 countries worldwide.

METRO GROUP

TESCO Every little helps

EDEKA

REWE GROUP

NEW WORLD

ASDA

Woolworths The fresh food people

coles

OUR STOCKISTS AROUND THE WORLD

BUSINESS CHARACTERISTIC

coop
BILLA
Netto Marken-Discount
PENNY.
Combi
stokrotka
MERKUR Ihr Markt
PLUS
Carrefour
føtex

DEKAMARKT
colruyt
KaDeWe
METRO
cora
EDEKA
famila
LIDL
TESCO
ALDI

makro
Al Makhazen
EUROCASH GRUPA
Auchan
REWE
saveco A Way of Life
Bidfood
Bilka DIT HYPERMARKED

STORCASH
MENY
Tu Trébol Hipermercado
globus
Fany GASTROSERVIS
JIP
ICA
BUNNPRIS
Morrisons

le charcutier aoun
لو شركوتيه عون
tegut... gute Lebensmittel
HIT
countdown
Woolworths The fresh food people
LuLu
joker
albert SUPERMARKET

FANTASTICO
NEW WORLD
HAGKAUP Skemmtilegast að versla
BÓNUS
CITY GROSS
PAKnSAVE
KIWI mini pris
ASDA

MAJOR PRODUCT GROUP

BUSINESS CHARACTERISTIC

01 Dipping Sauce

- Sweet Chilli Sauce
- Sriracha Hot Chilli Sauce
- Sriracha Mayo
- 89.5% of total sales in 1Q26 compare to 90.2% in 1Q25.

02 Cooking Paste and Coconut Milk

- Red Curry Paste
- Green Curry Paste
- Coconut Milk
- 6.0% of total sales in 1Q26 compare to 5.7% in 1Q25.

MAJOR PRODUCT GROUP

03 Ready Meal

- Tom Yum Soup
- Red Curry Soup
- Tom Kha Soup
- 0.5% of total sales in 1Q26 compare to 0.5% in 1Q25.

04 Others

- Rice Noodles
- Rice Vermicelli
- Sesame Oil
- 4.0% of total sales in 1Q26 compare to 3.6% in 1Q25.

COMPANY'S BRANDS

Exotic Food
AUTHENTIC THAI
Thailand On a Plate!

THAI PRIDE

FLYING GOOSE BRAND

OUR CERTIFICATES AND AWARD

GMP

HACCP

ISO 22000 : 2018

FSSC 22000

BRC

FSMA

IFS

HALAL

PM AWARD

MARKETING CHANNEL

BUSINESS CHARACTERISTIC

XO's Website

Online Selling

Printing Media

Outdoor Media

Trade Exhibition

BUSINESS CHARACTERISTIC

RETAIL SHELF

MARKETING ACTIVITIES

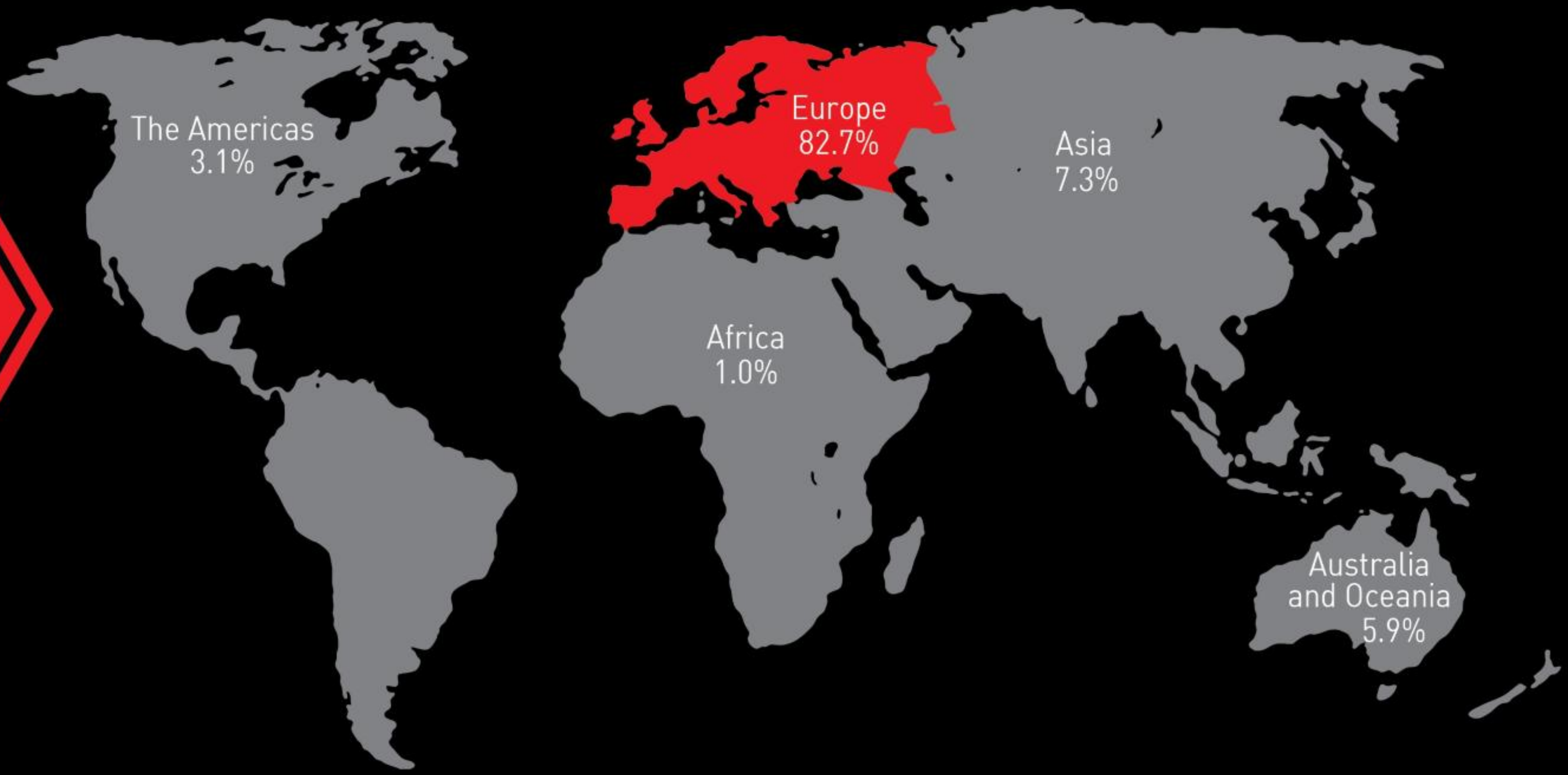
BUSINESS CHARACTERISTIC

ONLINE MARKETING ACTIVITIES

BUSINESS CHARACTERISTIC

CUSTOMERS BY REGION

BUSINESS CHARACTERISTIC



NEW MARKET

04

NEW MARKET 1Q26

Africa: Tunisia **Asia:** Israel, Brunei **Europe:** Kosovo **The Americas:** Colombia

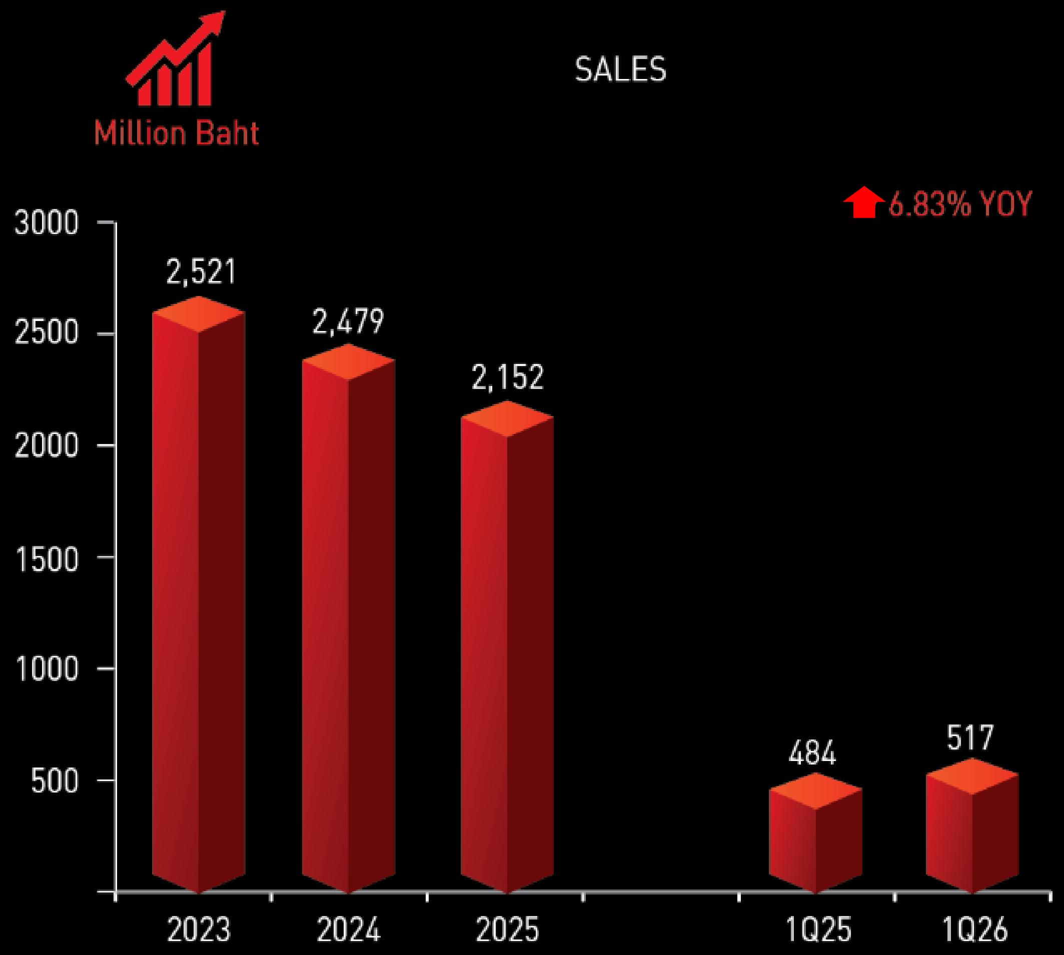
NEW MARKET
& NEW PRODUCT

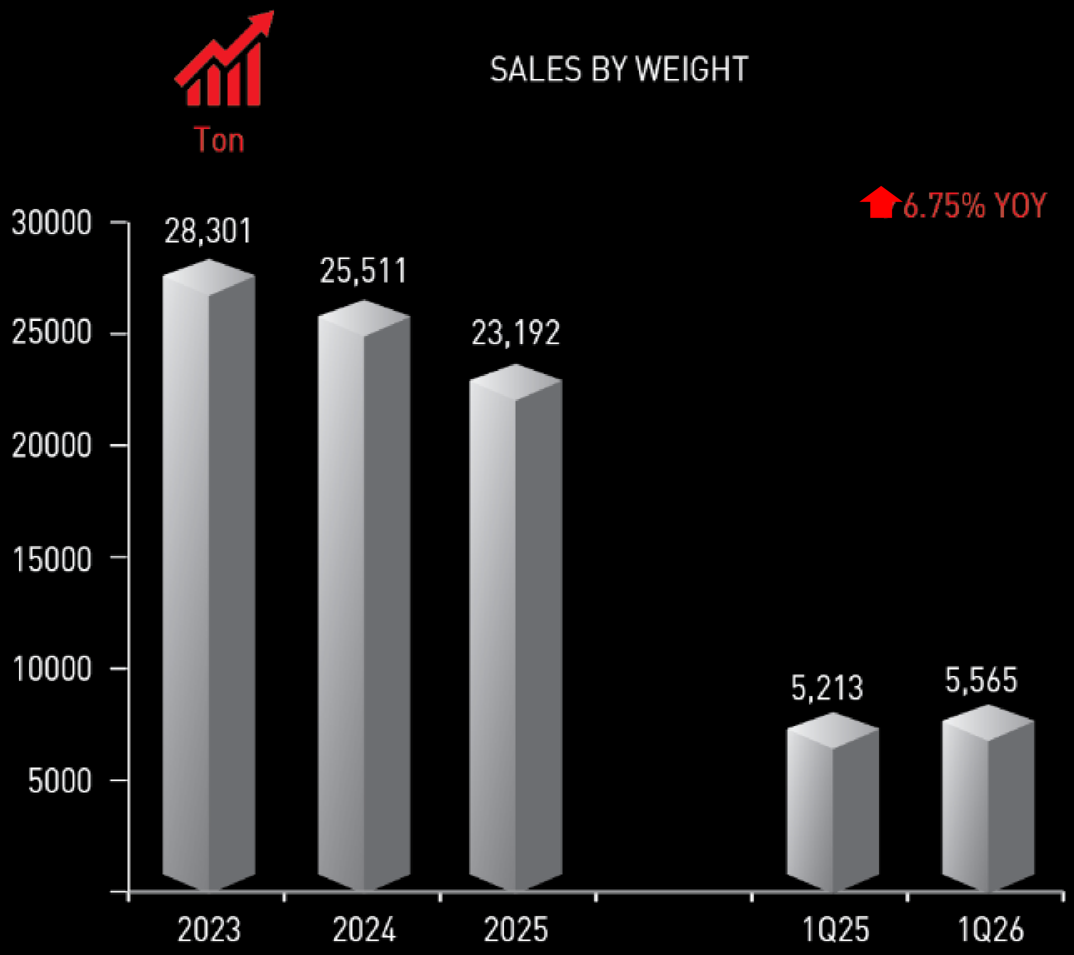
FINANCIAL RESULT

05

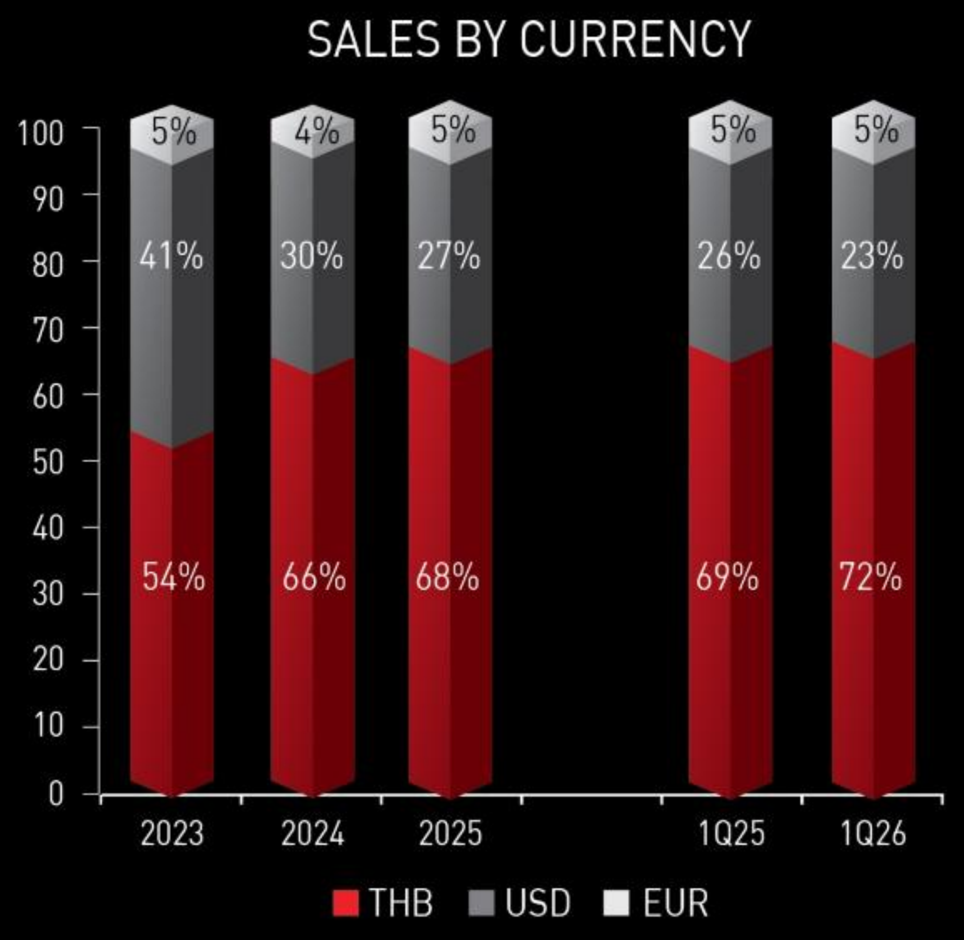
FINANCIAL RESULT

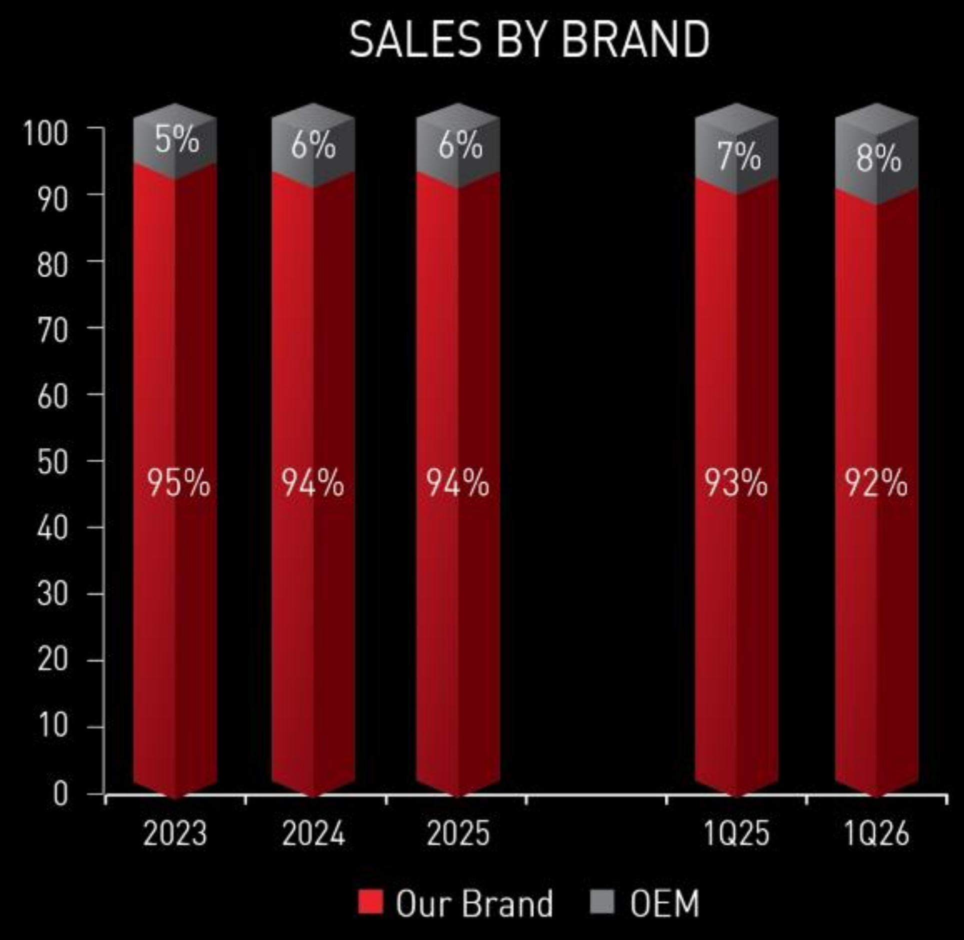
REVENUE FROM SALES





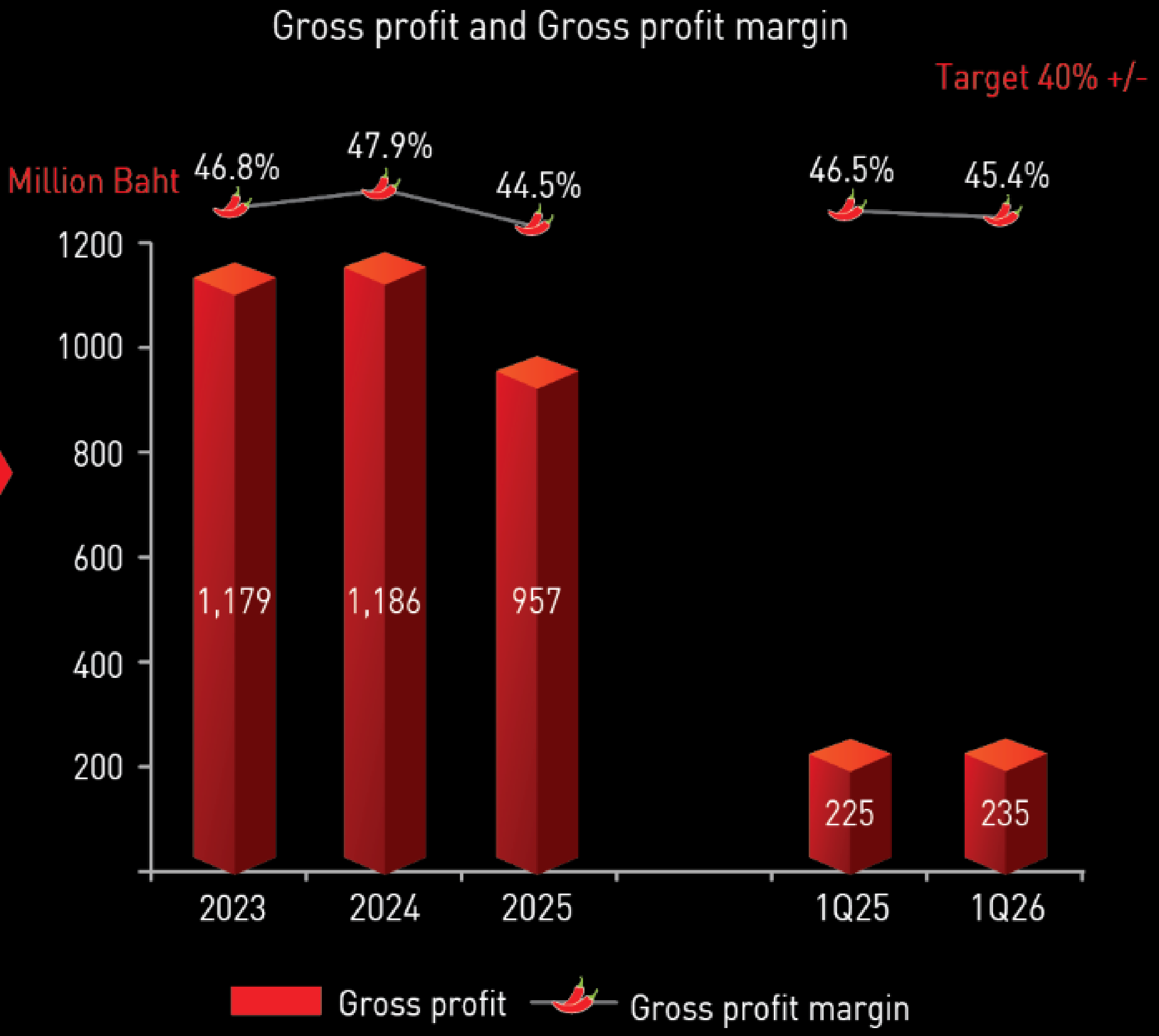
REVENUE FROM SALES

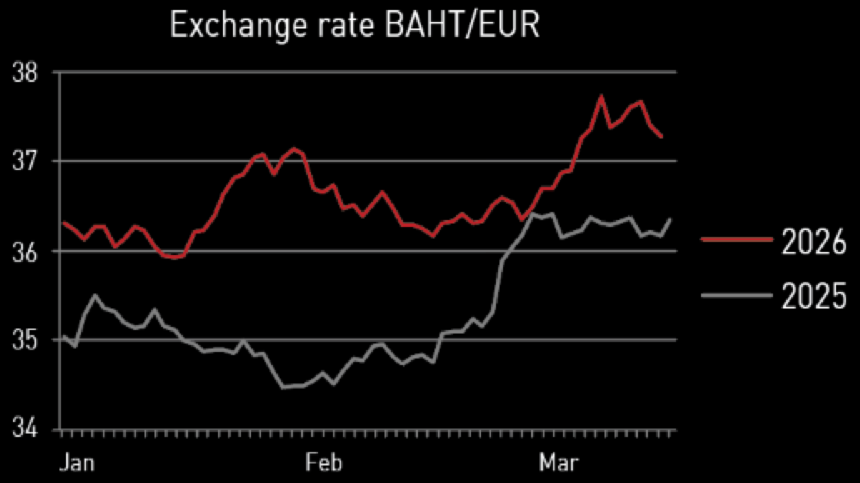


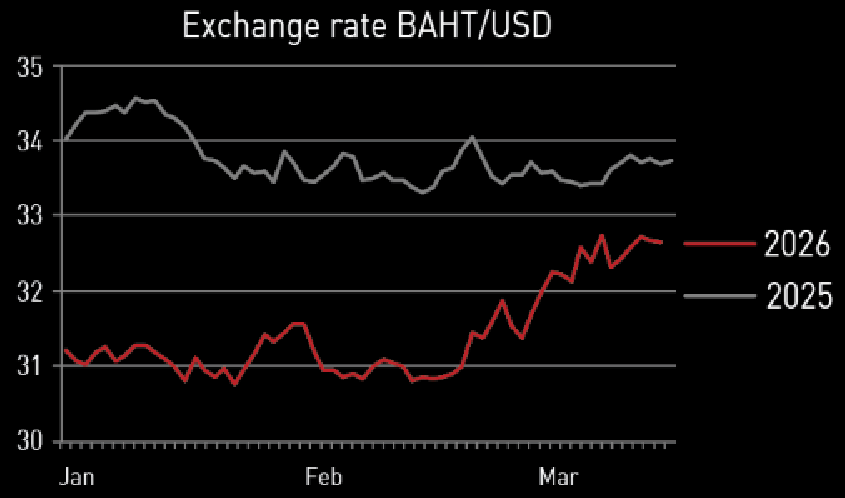


GROSS PROFIT AND GROSS PROFIT MARGIN

FINANCIAL RESULT

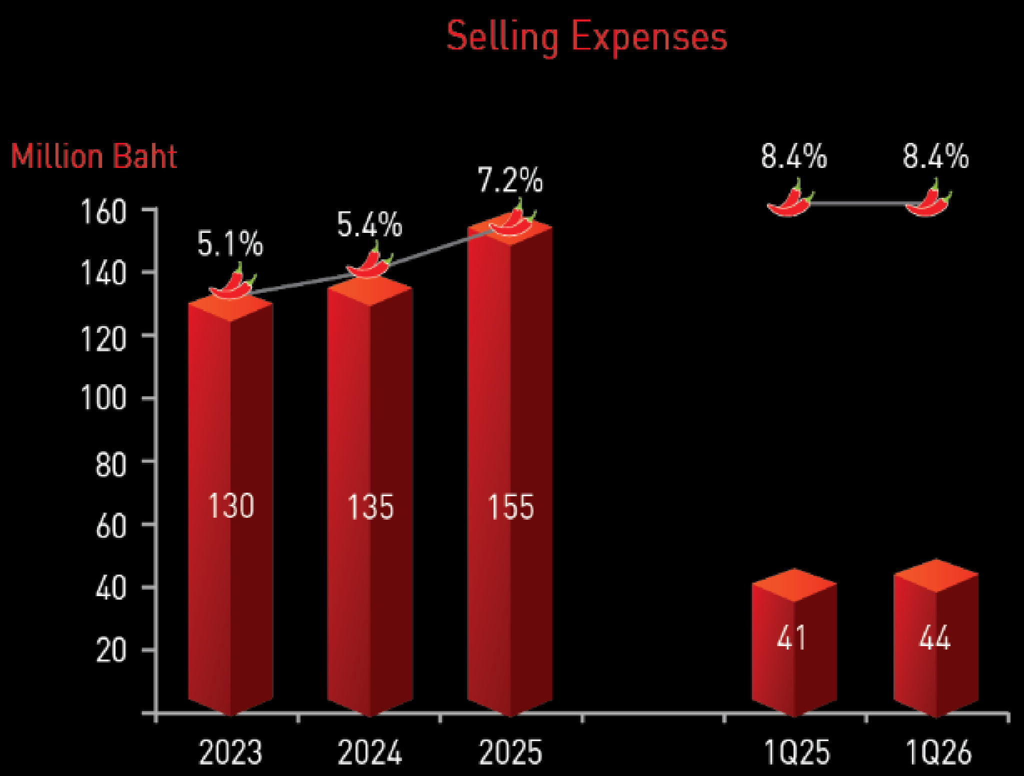




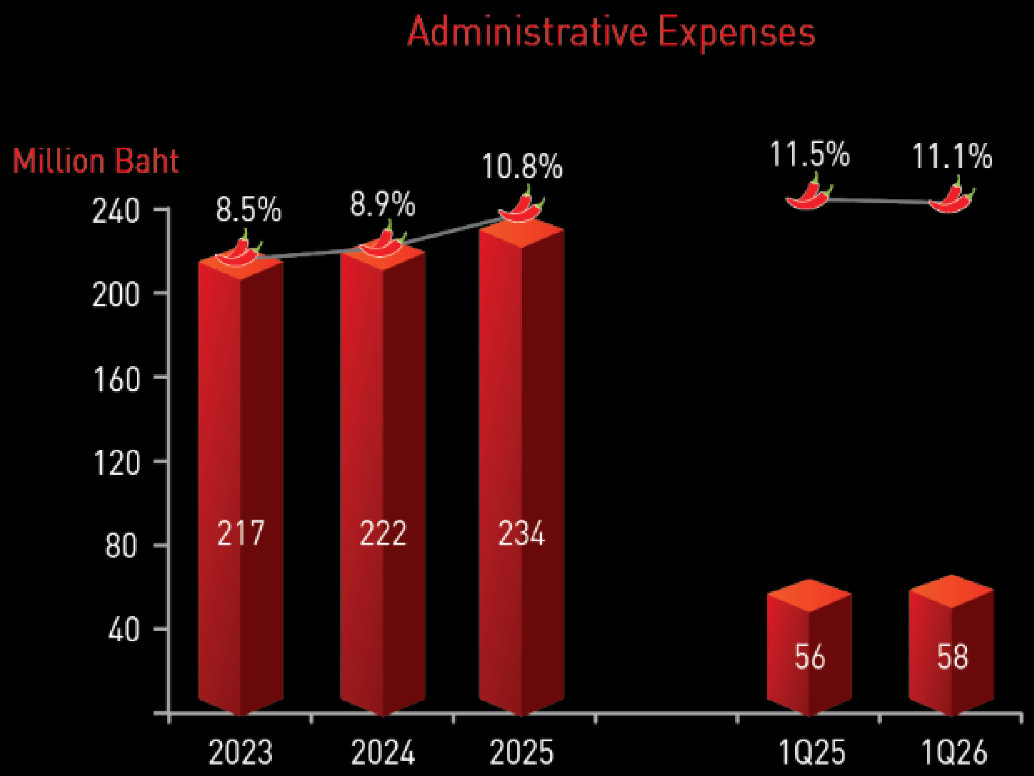


SELLING AND ADMINISTRATIVE EXPENSES

FINANCIAL RESULT



Selling Expenses
+6.17% YoY
In line with an increase in sales volume and advertising, and public relations expenses.

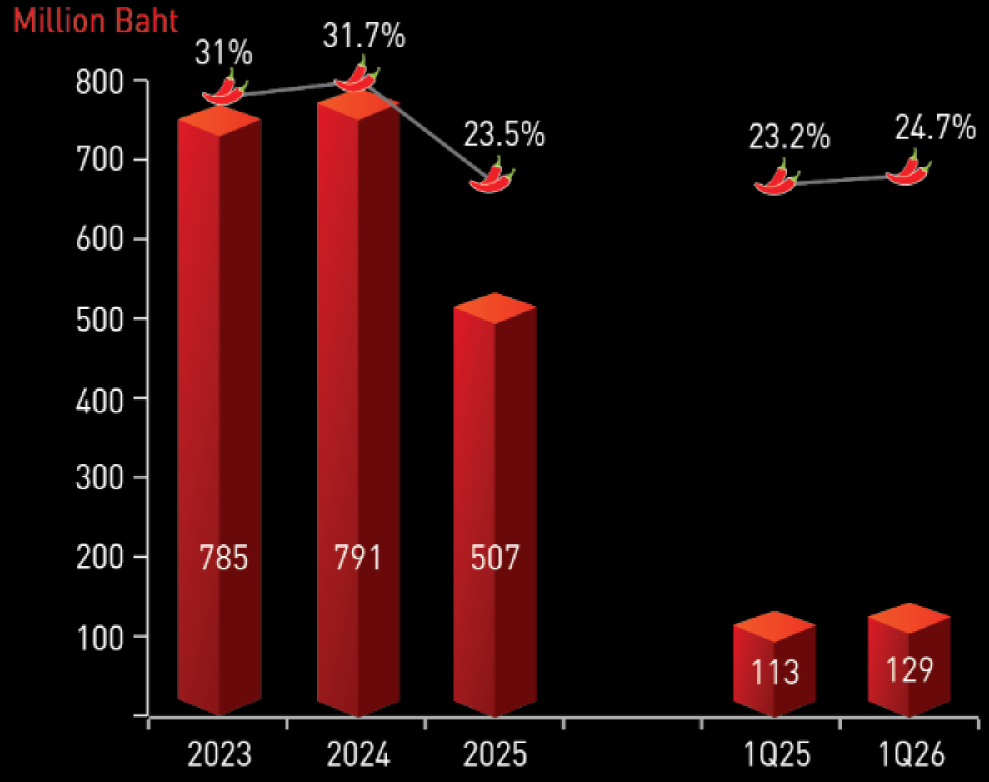


Administrative Expenses
+3.06% YoY
The reclassification of fixed production overheads for the new production line, which resulted from production below normal capacity.

PROFITABILITY

FINANCIAL RESULT

Net Profit & Net Profit Margin

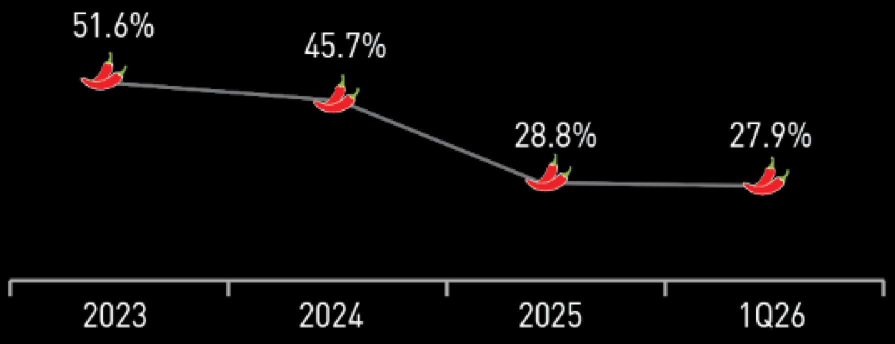


+13.71% YoY

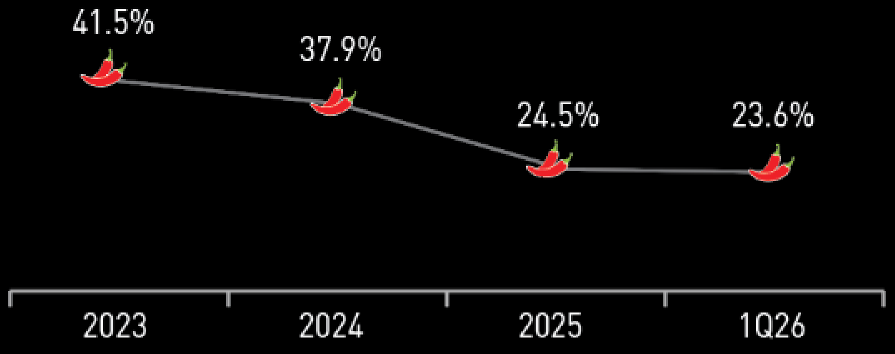
An increase in revenue from sales and the reduction in the effective tax rate.

Profitability Ratio

ROE



ROA



COMPANY OUTLOOK

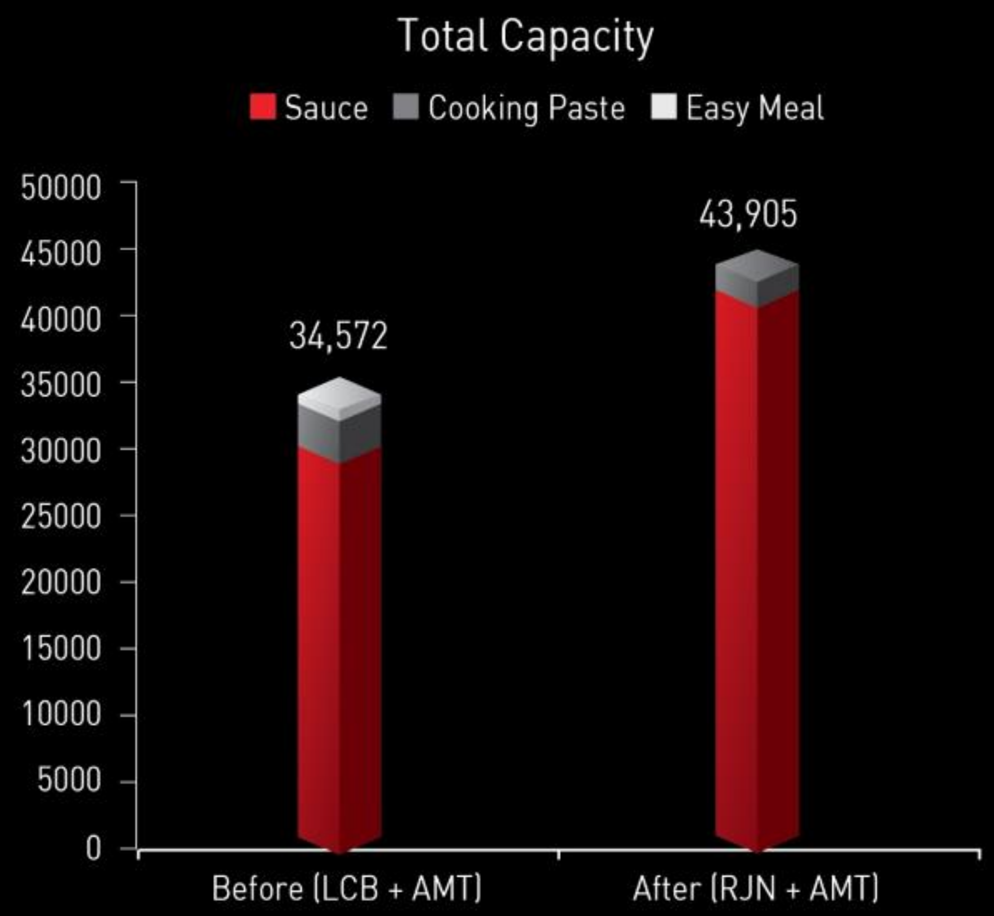
06

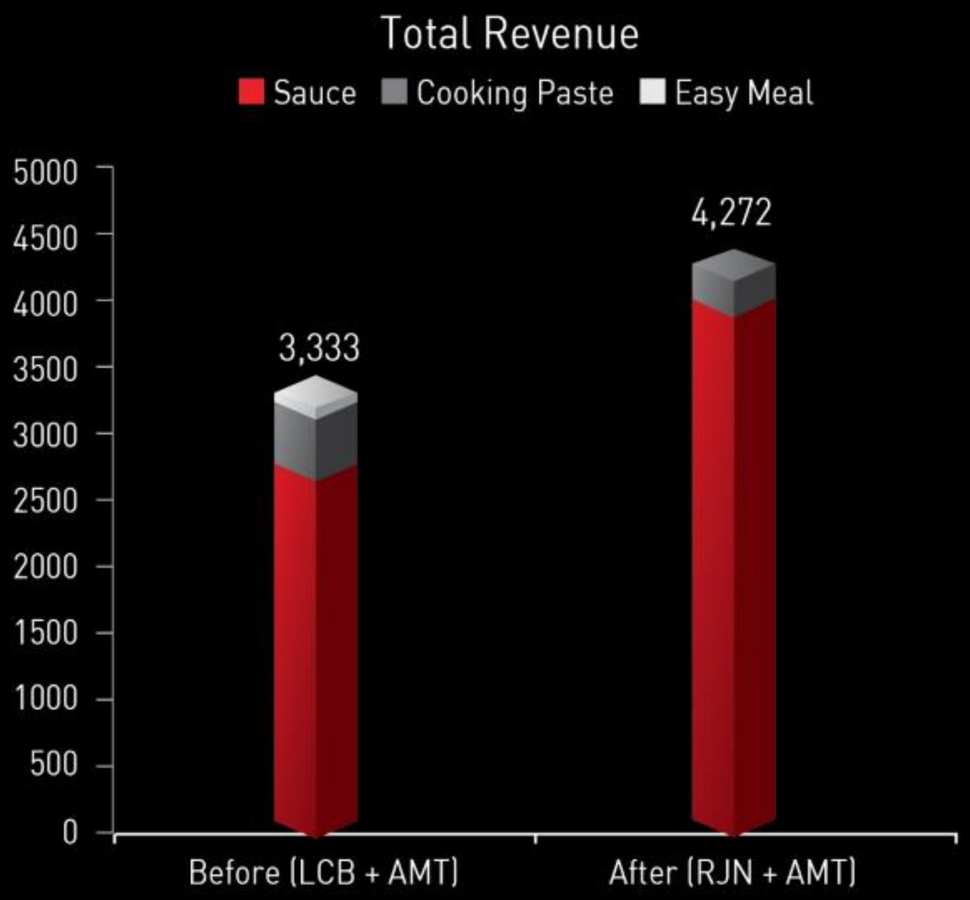
2026 OUTLOOK

Target GP is 40%.

COMPANY OUTLOOK

THE NEW BASELINE: CAPACITY & REVENUE GROWTH





THAI FOOD IS BECOMING THE NEXT MEGA TREND

Italian

Chinese

Japanese

Thai

KEY HIGHLIGHT

07

KEY HIGHLIGHT

Thai Food Becoming
Mega Trend

Kitchen of the World

Thailand is One of the
Top Tourist Destination

One Stop Brand

Strong Distribution Channel

Quality Cerfiticate

QUESTION
& ANSWER

08