

- Translation -

21 February 2022

Subject: Management's Discussion and Analysis for the Operating Results of the Fiscal Year 2021

Attention: The President of the Stock Exchange of Thailand

Exotic Food Public Company Limited (the "Company") would like to submit the financial statements for the fiscal year ended December 31st, 2021, which have been audited by the independent auditor. The Company's net profit increased by 45.16% to Baht 462.29 million as compared to Baht 318.48 million in 2020. The abovementioned changes are summarized in the table below.

| Income Statement (in million Baht) | 2020 | 2021 | %YoY |
|---|---------------|---------------|---------------|
| Revenue from sale of goods | 1,267.66 | 1,524.54 | 20.26% |
| Cost of sale of goods | (753.16) | (841.04) | 11.67% |
| Gross profit | 514.50 | 683.50 | 32.85% |
| Selling expenses | (70.37) | (80.85) | 14.89% |
| Administrative expenses | (119.20) | (132.34) | 11.02% |
| Operating profit | 324.93 | 470.31 | 44.74% |
| Net foreign exchange gain/(loss) | 0.34 | (0.35) | -202.94% |
| Other income | 7.44 | 12.97 | 74.33% |
| Earnings before interest and taxes | 332.71 | 482.93 | 45.15% |
| Financial expense | (2.14) | (1.56) | -27.10% |
| Profit before income tax expense | 330.57 | 481.37 | 45.62% |
| Income tax expense | (12.09) | (19.08) | 57.82% |
| Profit for the period | 318.48 | 462.29 | 45.16% |

Revenue from Sales

In 2021, the Company's revenue from sales was Baht 1,524.54 million, which increased in the amount of Baht 256.88 million or 20.26% when compared with the revenue from sales in 2020. Such increase stemmed from higher numbers of retail stores that managed to sell the Company's products.

| | 2020 | 2021 | %YoY |
|---------------------------------|---------------|---------------|---------------|
| Sales volume (Ton) | | | |
| - Euro | 986 | 1,049 | 6.39% |
| - United States dollar | 2,789 | 3,437 | 23.23% |
| - Thailand baht | 11,232 | 13,223 | 17.73% |
| Total sales volume (Ton) | 15,007 | 17,709 | 18.00% |
| Average FX | | | |
| - THB/EUR | 35.25 | 37.38 | 6.04% |
| - THB/USD | 31.08 | 31.78 | 2.25% |

Cost of Sales

Cost of sales in 2021 was in the amount of Baht 841.04 million which increased by Baht 87.88 million or 11.67% from the previous year. Such increase was in line with an increase in sales volume.

Gross Profit Margin

Gross profit margin increased from 40.59% in 2020 to 44.83% in 2021. This is because the customers' purchase orders had increased, and as a result, the overall capital utilization was higher. Therefore, the Company achieved the economy of scale. Moreover, the Company also managed to increase proportion of sales of products that have higher gross profit margin.

Selling Expenses

Selling expenses for the fiscal year 2021 were in the amount of Baht 80.85 million which increased by Baht 10.48 million or 14.89% from the previous year. Such increase was in line with an increase in sales volume and sales promotion expenses.

Administrative Expenses

Administrative expenses for the fiscal year 2021 were in the amount of Baht 132.34 million, which increased in the amount of Baht 13.14 million or 11.02% as compared to the previous year. Such increase was due to an increase in staff costs, service fees and the costs of office supplies.

Net Profit

The Company's net profit for the fiscal year 2021 was in the amount of Baht 462.29 million, which increased by 45.16% as compared with the net profit in 2020. Such increase was mainly due to an increase in revenue from sales and gross profit margin.

Please be informed accordingly.

Sincerely yours,

-Signed-

(Ms. Vasana Jantarach)

Managing Director