

No. NDR003/2022

22 February 2022

**Subject:** Management Discussion and Analysis (MD&A) Report for the Year 2021

**Attention:** Directors and Manager, The Stock Exchange of Thailand

N.D. Rubber Public Company Limited (“the Company” or “NDR”) would like to present the MD&A for the year ended 31 December 2021. The details are as follows:

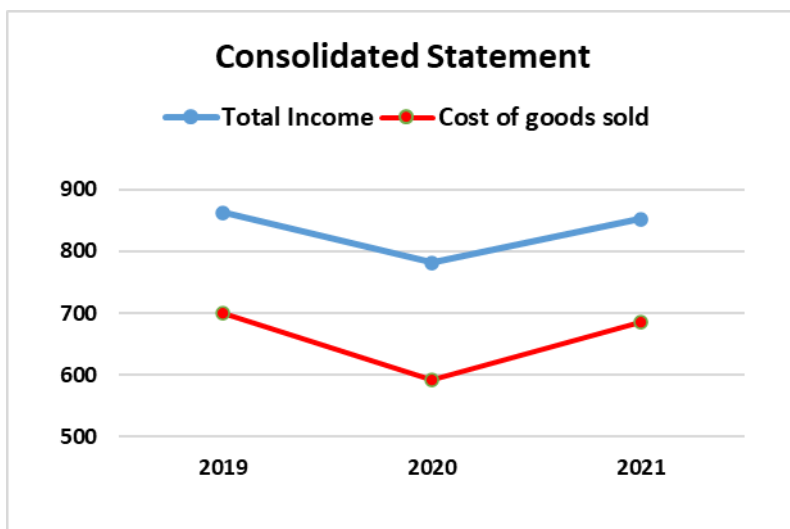
**Company's Operation**

Unit: Million Baht

Profit/Loss	2019	2020	2021	2019 : 2020		2020 : 2021		
				Different	%	Different	%	
Consolidated Statement	Sales Revenue	850.63	775.85	841.40	-74.78	-8.79%	65.55	8.45%
	Profit/Loss from Exchange Rate	4.61	2.55	0.57	-2.06	-44.69%	-1.98	-77.65%
	Other income	6.63	3.03	10.07	-3.60	-54.30%	7.04	232.34%
	Total Income	861.87	781.43	852.04	-80.44	-9.33%	70.61	9.04%
	Cost of Goods Sold	699.20	591.02	685.54	-108.18	-15.47%	94.52	15.99%
		81.13%	75.63%	80.46%				
	Selling Expenses	50.56	32.56	33.67	-18.00	-35.60%	1.11	3.41%
		5.87%	4.17%	3.95%				
	Administration Expenses	103.58	93.63	81.44	-9.95	-9.61%	-12.19	-13.02%
		12.02%	11.98%	9.56%				
	Gross Profit	151.4	184.80	155.85	33.39	22.05%	-28.97	-15.67%
		0.18%	0.24%	18.29%				
Net Profit (Loss)	-19.88	45.21	41.90	65.09	-327.41%	-3.31	-7.32%	
	-2.31%	5.79%	4.92%					

Unit: Million Baht

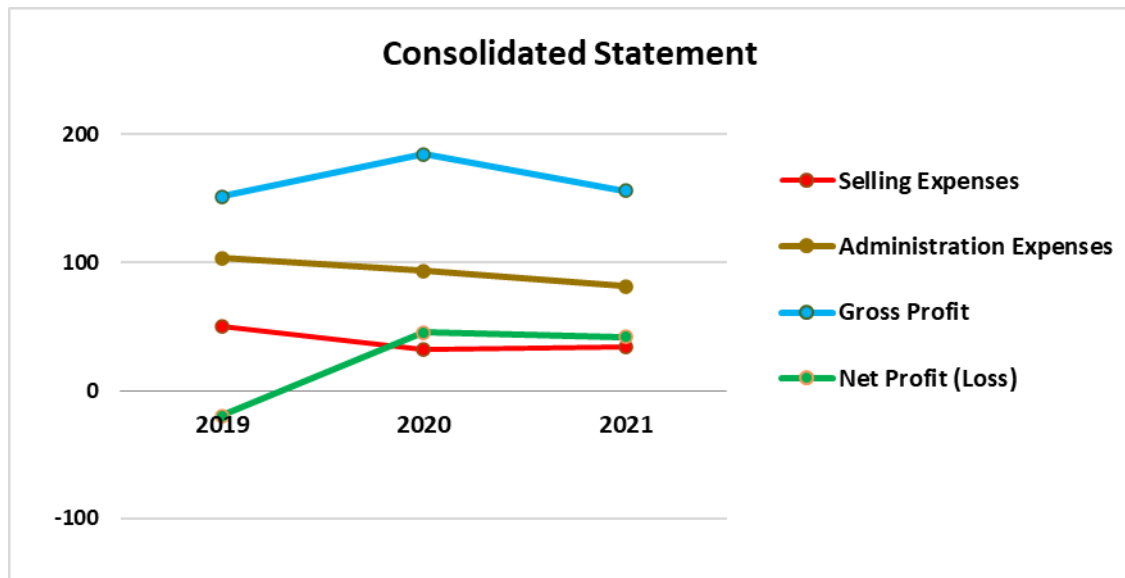
Profit/Loss	2019	2020	2021	2019 : 2020		2020 : 2021		
				Different	%	Different	%	
Separated Statement	Sales Revenue	604.99	562.71	602.65	-42.28	-6.99%	39.94	7.10%
	Profit/Loss from Exchange Rate	4.61	2.55	0.57	-2.06	-44.69%	-1.98	-77.65%
	Other income	22.3	14.08	16.12	-8.22	-36.86%	2.04	14.49%
	Total Income	631.9	579.34	619.34	-52.56	-8.32%	40	6.90%
	Cost of Goods Sold	561.49	478.42	544.14	-83.07	-14.79%	65.72	13.74%
		88.86%	82.58%	87.86%				
	Selling Expenses	13.21	7.46	7.66	-5.75	-43.53%	0.20	2.68%
		2.09%	1.29%	1.24%				
	Administration Expenses	40.68	42.80	34.77	2.12	5.21%	-8.03	-18.76%
		6.44%	7.39%	5.61%				
	Gross Profit	43.50	84.29	58.51	40.79	93.77%	-25.78	-30.58%
		6.88%	14.55%	9.45%				
	Net Profit (Loss)	8.03	39.41	25.09	31.38	390.78%	-14.32	-36.34%
1.27%		6.80%	4.05%					



Total income of the Company was increased in 2021 comparing with 2020. Our total income was nearly same with 2019 which is our target in the 2021 annual plan. Our total income of 2021 was at 852.04 Million Baht which was increased from 2020 by 70.61 Million Baht, though the Covid-19 had troubled us through out the year.

Our performance in 2021 was resulted from the fast adaptation of the Company strategy to match with the situation and from the expansion of the export market in Lao and Cambodia.

However, due to suddenly and continuously increasing of the commodity price in the world market, our production cost was substantially increased to 80.46% which is almost be at the same level of 2020.



As in 2021, it is continuously increasing in raw material cost, we had to apply the cost saving strategy which resulted to the decreasing in selling and administration expenses. The selling expense of 2021 was at 3.95% which is lower than 4.17% of 2020. And the administration expense of 2021 was at 9.56% which is lower than 11.98% of 2020.

Although the gross profit was less, the Company was able to keep the net profit to be closed with the year 2020. The net profit for the year 2021 was 41.90 Million Baht which is a little lower than 2020 by 3.31 Million Baht.

**Assets and Liabilities**

Unit : Million Baht

Balance Sheet		2019	2020	2021	2019 : 2020		2020 : 2021	
					Different	%	Different	%
Consolidated Statement	Current Assets	330.46	389.50	441.19	59.04	17.87%	51.69	13.27%
	Fixed Assets	730.89	695.64	785.05	-35.25	-4.82%	89.41	12.85%
	<b>Total Assets</b>	<b>1,061.35</b>	<b>1,085.14</b>	<b>1,226.24</b>	<b>23.79</b>	<b>2.24%</b>	<b>141.1</b>	<b>13.00%</b>
	Current Liabilities	293.75	274.20	265.89	-19.55	-6.66%	-8.31	-3.03%
	Long-term Liabilities	64.94	56.83	51.49	-8.11	-12.49%	-5.34	-9.40%
	<b>Total Liabilities</b>	<b>358.69</b>	<b>331.03</b>	<b>317.38</b>	<b>-27.66</b>	<b>-7.71%</b>	<b>-13.65</b>	<b>-4.12%</b>
	Retained Earnings	702.66	754.11	908.86	51.45	7.32%	154.75	20.52%
Separated Statement	Current Assets	137.06	172.05	196.21	34.99	25.53%	24.16	14.04%
	Fixed Assets	866.51	842.64	911.31	-23.87	-2.75%	68.67	8.15%
	<b>Total Assets</b>	<b>1003.57</b>	<b>1,014.69</b>	<b>1,107.52</b>	<b>11.12</b>	<b>1.11%</b>	<b>92.83</b>	<b>9.15%</b>
	Current Liabilities	240.60	221.21	219.48	-19.39	-8.06%	-1.73	-0.78%
	Long-term Liabilities	26.54	18.62	17.58	-7.92	-29.84%	-1.04	-5.59%
	<b>Total Liabilities</b>	<b>267.14</b>	<b>239.83</b>	<b>237.06</b>	<b>-27.31</b>	<b>-10.22%</b>	<b>-2.77</b>	<b>-1.15%</b>
	Retained Earnings	736.43	774.86	870.46	38.43	5.22%	95.60	12.34%

Assets and Liabilities as of 31 December 2021 are as follows:

- Current asset was increased from the cash and cash equivalent items and the account receivable because of higher sales and the stock of some raw materials which we kept stock because the price was expected to be increased in the first quarter of 2022.
- Fix asset was increased from the investment in ETRAN (Thailand) Co., Ltd.
- Overall debt was decreased because of usual install payment back to the financial institution.

Unit : Million Baht

Cash Flow Statement		2019	2020	2021
Consolidated Statement	Net Cash received (used) from Operation	42.25	137.76	58.27
	Net Cash received (used) from Investment	-68.23	-22.39	-20.30
	Net Cash received (used) from Financing	-20.20	-62.32	-6.13
	Net increase (decrease) of Cash and Cash equivalent	-58.58	53.11	33.44
	Cash and Cash equivalent at the end of the period	72.66	125.77	159.20
Separated Statement	Net Cash received (used) from Operation	34.97	93.09	36.91
	Net Cash received (used) from Investment	-49.03	-10.73	-30.69
	Net Cash received (used) from Financing	-15.70	-57.11	5.24
	Net increase (decrease) of Cash and Cash equivalent	-29.75	25.25	11.46
	Cash and Cash equivalent at the end of the period	5.89	31.14	42.60

In 2021, the cash and cash equivalent of the Company was increased by 33.43 Million Baht which was mostly resulted by the cash flow from operation. For the investment transaction, we had used the cash flow to invest in ETRAN (Thailand) Co., Ltd. On the other hands, we sold the unused property in Malaysia. As for the Financing transaction, we got the cash in from selling share to the specific investor and spend the cash to pay back the financial institution as usual schedule.

Due to re-pandemic of COVID-19, the company still maintain the regulation that everyone must strictly do as following:

- All employees and visitors must enter into the screening point for fever screening before entering the Company;
- Visitors must have received at least 2 doses of vaccination;
- All employees are required to wear a surgical mask at all times when in public areas;
- Encourage employees to regularly wash their hands with water or alcohol and keep social distance;
- Screening foreigner by ATK testing before allowing to enter the Company;
- Setting up the Bubble & Seal system in the factory to control the spreading (if occurring) in the limited group and controllable; and



บริษัท เอ็น.ดี.รีบเบอร์ จำกัด (มหาชน)

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URS is a member of Registrar of Standards (Holdings) Ltd

- Setting up the Factory Isolation for infected and suspected employee and preparing medical equipment and medicine for curing.

Please be informed accordingly,

Yours faithfully,

(Mr. Chaiyasit Samrittivanicha)

Managing Director