

No. NDR002/2023

23 February 2023

**Subject:** Management Discussion and Analysis (MD&A) Report for the Year 2022

**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 2022. The details are as follows:

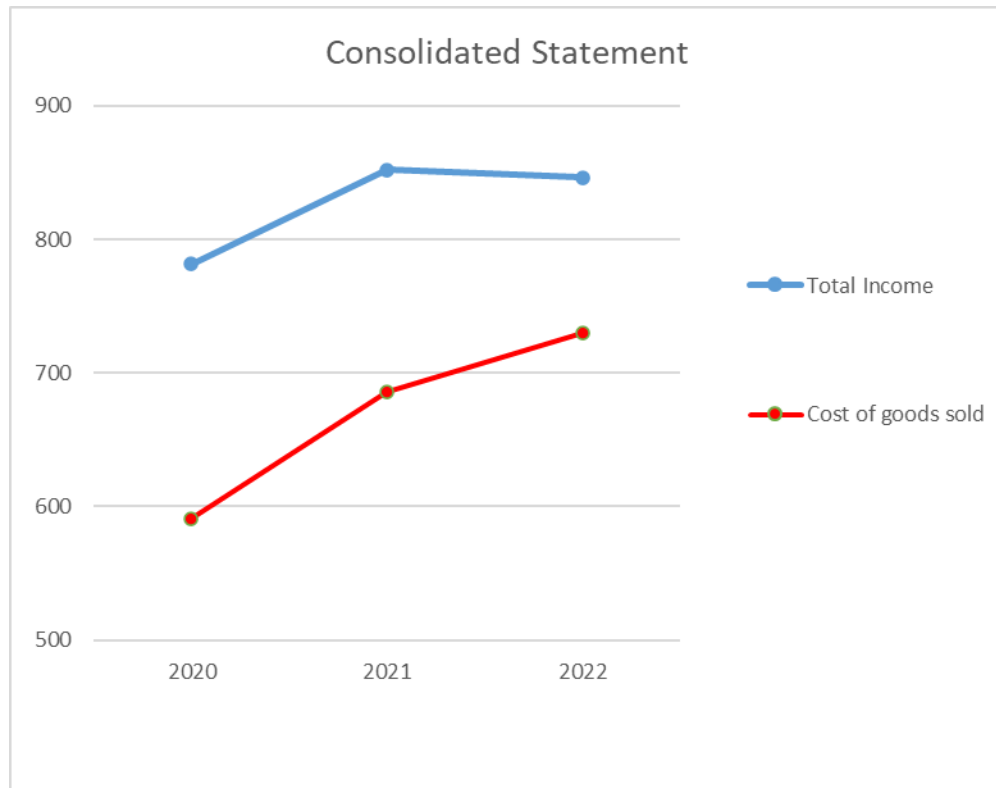
**Company's Operation**

Unit: Million Baht

Profit/Loss	2020	2021	2022	2020 : 2021		2021 : 2022		
				Different	%	Different	%	
Consolidated Statement	Sales Revenue	775.85	841.4	839.31	65.55	8.45%	-2.093	-0.25%
	Profit (Loss) from Exchanged Rate	2.55	0.57	1.335	-1.98	-77.65%	0.765	134.21%
	Other Revenue	3.03	10.07	5.607	7.04	232.34%	-4.463	-44.32%
	Total Revenue	781.43	852.04	846.249	70.61	9.04%	-5.79	-0.68%
	Cost of Goods Sold	591.02	685.54	730.01	94.52	15.99%	44.473	6.49%
		75.63%	80.46%	86.26%				
	Selling Expenses	32.56	33.67	43.64	1.11	3.41%	9.969	29.61%
		4.17%	3.95%	5.16%				
	Administration Expenses	93.63	81.44	86.97	-12.19	-13.02%	5.53	6.79%
		11.98%	9.56%	10.28%				
	Gross Profit	184.82	155.85	109.29	-28.97	-15.67%	-46.557	-29.87%
		23.65%	18.29%	12.91%				
Net Profit (Loss)	45.21	41.9	-24.72	-3.31	-7.32%	-66.62	-158.99%	
	5.79%	4.92%	-2.92%					

Unit: Million Baht

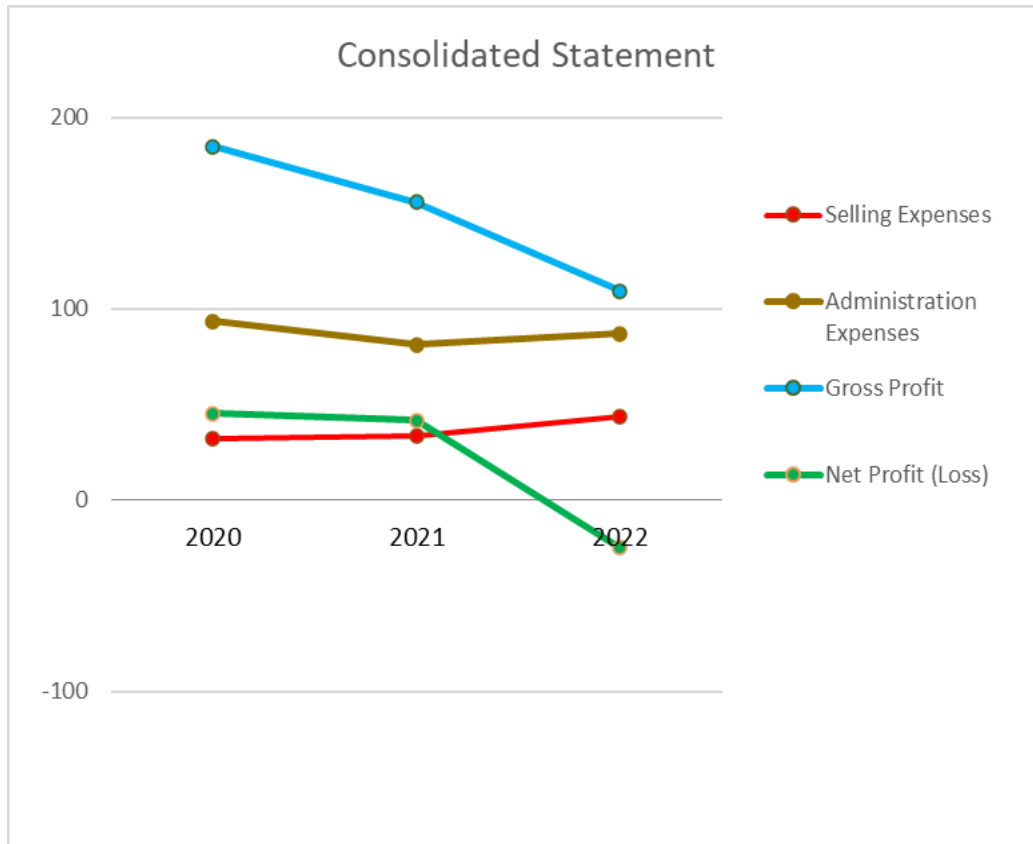
Profit/Loss	2020	2021	2022	2020 : 2021		2021 : 2022		
				Different	%	Different	%	
Separated Statement	Sales Revenue	562.71	602.65	629.55	39.94	7.10%	26.898	4.46%
	Profit (Loss) from Exchanged Rate	2.55	0.57	1.34	-1.98	-77.65%	0.765	134.21%
	Other Revenue	14.08	16.12	4.88	2.04	14.49%	-11.237	-69.71%
	Total Revenue	579.34	619.34	635.766	40	6.90%	16.426	2.65%
	Cost of Goods Sold	478.42	544.14	603.84	65.72	13.74%	59.7	10.97%
		82.58%	87.86%	94.98%				
	Selling Expenses	7.46	7.66	9.14	0.2	2.68%	1.48	19.27%
		1.29%	1.24%	1.44%				
	Administration Expenses	42.80	34.77	37.48	-8.03	-18.76%	2.712	7.80%
		7.39%	5.61%	5.90%				
	Gross Profit	84.29	58.51	25.71	-25.78	-30.58%	-32.803	-56.06%
		14.55%	9.45%	4.04%				
	Net Profit (Loss)	39.41	25.09	-12.04	-14.32	-36.34%	-37.13	-147.99%
	6.80%	4.05%	-1.89%					



We can generate the revenue in 2022 almost the same figure with the revenue of 2021, even though the market is much shrinkage because of the inflation. We can keep our revenue by using the strategy to focus selling on high price and less competitive product. In 2022, we can expand our export market to Taiwan and Bermuda.

However, because the commodities' price is maintained at the high level, our raw material cost has been at high level all the year at 86% while in 2020 and 2021 it is at 75% and 80%.

Main portion of our loss is due to impairment in investment and loss from operation of N. D. Interparts Co., Ltd. because we had been allowed to increase the price at the end of the year 2565 and early of the year 2023.



We have loss in this year because the raw material cost is at high level all the year, although we have adjusted the price and control unnecessary expenses but still can't cover the high raw material cost. Moreover, the plan to sell the EV motorcycle (ETRAN) is late than our plan because of adjusting and improving the quality of the bike, so we have to book impairment for the loss of investment in ETRAN for 12 Million Baht. However, we can see the down trend of the raw material cost in the 4<sup>th</sup> quarter which should result in our figure around late of 1<sup>st</sup> quarter of 2023.

Assets and Liabilities

Unit: Million Baht

Balance Sheet (Unit : million Baht)		2020	2021	2022	2020 : 2021		2021 : 2022	
					Different	%	Different	%
Consolidated Statement	Current Assets	389.50	441.19	366.31	51.69	13.27%	-74.879	-16.97%
	Fixed Assets	695.64	785.05	741.89	89.41	12.85%	-43.165	-5.50%
	Total Assets	1,085.14	1,226.24	1,108.20	141.10	13.00%	-118.044	-9.63%
	Current Liabilities	274.20	265.89	213.24	-8.31	-3.03%	-52.647	-19.80%
	Long-term Liabilities	56.83	51.49	45.67	-5.34	-9.40%	-5.821	-11.31%
	Total Liabilities	331.03	317.38	258.91	-13.65	-4.12%	-58.468	-18.42%
	Retained Earnings	754.11	908.86	849.28	154.75	20.52%	-59.576	-6.56%
Separated Statement	Current Assets	172.05	196.21	168.22	24.16	14.04%	-27.99	-14.27%
	Fixed Assets	842.64	911.31	869.76	68.67	8.15%	-41.55	-4.56%
	Total Assets	1,014.69	1,107.52	1,037.98	92.83	9.15%	-69.543	-6.28%
	Current Liabilities	221.21	219.48	173.69	-1.73	-0.78%	-45.79	-20.86%
	Long-term Liabilities	18.62	17.58	16.28	-1.04	-5.59%	-1.30	-7.42%
	Total Liabilities	239.83	237.06	189.97	-2.77	-1.15%	-47.094	-19.87%
	Retained Earnings	774.86	870.46	848.01	95.6	12.34%	-22.45	-2.58%

- There is no impact change in our assets.
- Overall liabilities are decreased because of pay back debt to financial institution.

Please be informed accordingly,

Yours faithfully,



(Mr. Chaiyasit Samrittivanicha)

Managing Director