



28 February 2023

Subject: Management Discussion and Analysis of the Operating Performance for the three-month period ended December 31, 2022 (Additional)

To: The President
 The Stock Exchange of Thailand

Quarterly Summary

(Unit: Million Baht)

Statement of comprehensive income	Q4/2022	Q3/2022	Q4/2021	% QoQ	% YoY
Revenue from contracts with customers	1,318.4	1,433.1	1,729.4	(8.0)	(23.8)
Cost of Sales and services	1,314.6	1,450.5	1,806.1	(9.4)	(27.2)
Gross Profit	3.8	(17.4)	(76.7)	121.8	105.0
Selling and distribution expenses	16.2	20.8	24.7	(22.1)	(34.4)
Administrative expenses	166.6	114.4	97.9	45.6	70.2
Profit (Loss) on exchange	4.4	(4.8)	17.9	191.7	(75.4)
Finance Cost	57.6	54.0	48.8	6.7	18.0
Profit (Loss) for the period	(246.7)	(218.0)	(242.0)	(13.2)	(1.9)

Operating Performance for the three months ended December 31, 2022

- Revenue from contracts with customers of Baht 1,318.4 million slightly decreased by 8.0% QoQ or Baht 114.7 million and 23.8% YoY or Baht 411.0 million.
- Cost of sales and services of Baht 1,314.6 million which is 99.7% of revenue, there was as decrease from the previous quarter which was 101.2% of revenue. In 2021 Q4 Cost of Sales and service was 104.4% of revenue. The group is considering adjusting distribution strategies and reducing manufacturing costs and other expenses.
- Gross profit of Baht 3.8 million which was a 0% of revenue. In the prior quarter, gross profit was a loss of (1.2)% as a percent of revenue. However, in comparison in to YoY the gross profit decreased gross profit was a loss of (4.4)% of revenue. During Q4, 2022 the company has negotiated to increase the selling price with customers. The company is working to try to increase the margin continuously.
- Selling and distribution expenses of Baht 16.2 million which is 1.2% of revenue, decrease from the previous quarter and the quarter last year which was 1.5% and 1.4% of revenue. The company group has the policy to manage the selling expenses continuously.
- Administrative expenses of Baht 166.6 million which is 12.6% of revenue. In the prior quarter, this was 8.0% of revenue. In comparison with the prior year, Administrative expenses were 5.7% of revenue. The group is working to manage the administrative expenses.
- Financial cost of Baht 57.6 million which is 4.4% of revenue increased by Baht 3.6 million and by Baht 8.8 million YoY or, respectively, because of the interest market rate.
- Net Loss of Baht 246.7 million or 18.7% compared to sales revenue, increased from the previous quarter year accounted for 15.2% and 14.0% respectively. As the Group is in the process of implementing operational plans to change its strategies and future business model, the loss continuously declines.

Statement of Financial Position

(Unit: Million Baht)

	31 December 2022		31 December 2021		Change	
	Amount	%	Amount	%	Amount	%
Current Assets	1,954.8	27.7	2,788.6	41.5	(833.8)	(29.9)
Non-current assets	5,097.3	72.3	3,933.1	58.5	1,164.2	29.6
Total Assets	7,052.1	100.0	6,721.7	100.0	330.4	4.9
Current liabilities	5,505.5	78.1	5,235.4	77.9	270.1	5.2
Non-current liabilities	635.3	9.0	984.7	14.6	(349.4)	(35.5)
Total liabilities	6,140.8	87.1	6,220.1	92.5	(79.3)	(1.3)
Total shareholders' equity	911.3	12.9	501.6	7.5	409.7	81.7
Total liabilities and shareholders' equity	7,052.1	100.0	6,721.7	100.0	330.4	4.9

- Total assets as of 31 December 2022 increased by Baht 330.4 million from 31 December 2021. This is an increase in fixed assets valuation.
- Total liabilities as of 31 December 2022 decreased by Baht 79.3 million from 31 December 2021, due to changing the purchase conditions.
- Total shareholders' equity as of 31 December 2022 of Baht 911.3 million increase a from 31 December 2021 by baht revaluation of assets during the period.

The Group was unable to maintain interest bearing debt to EBITDA plus extraordinary item and non-cash items ratio 5:1 and debt to equity ratio 2.75:1, as specified in the Credit Facility Agreement.

As disclosed in Note 1.2 to the consolidated financial statements, regarding the Group's ability to continue its operations as a going concern, the Group has sustained operating losses for a number of consecutive years. The Group had net loss from operation in the consolidated statements of comprehensive income for the year ended 31 December 2022 of Baht 808 million (the Company only: Baht 682 million). As at 31 December 2022, the Group's total current liabilities exceeded its total current assets by Baht 3,551 million (the Company only: Baht 3,905 million) and the Group had deficit of Baht 3,519 million (the Company only: Baht 2,603 million), which mainly became payable on demand since the Group was unable to maintain certain financial ratios as specified in the Credit Facility Agreement, as described in Note 18 to the consolidated financial statements.

Management approach

The Group's management has implemented various plans, including negotiating with financial institutions to obtain additional working capital and planning to dispose of assets that are not core assets in its operations. In addition, the Group is considering adjusting the production and distribution strategies and reducing manufacturing costs and other expenses to increase the Group's liquidity. Currently, these plans are still in progress.

Management approach long term

The Group is working on strategic plans and distribution plans, that will reduce production costs and other expenses. In additional the Group is working to accelerate the delivery of products to customers to generate additional revenue and profits for the company.

Yours Sincerely,

 Kulthorn Kirby Public Company Limited
 (Mr. Sutee Simakulthorn)
 Executive Vice President Finance