

9 May 2023
Bangkok Ranch Public Company Limited
Management Discussion and Analysis
Business overview
For the three-month period ended 31 March 2023

	For the three-month period ended		
	31 March 2023	31 March 2022	Change
	Million Baht	Million Baht	%
Sales	2,090	2,078	1
Cost of sales	(1,716)	(1,687)	2
Gross profit	374	391	(4)
% Gross profit	18%	19%	
Other income	18	5	298
Selling and administrative expenses	(234)	(258)	(9)
Operating profit (loss)	158	139	14
Share of gain (loss) from investments in joint ventures	4	1	176
Profit (loss) before finance cost and income tax income (expense)	162	139	16
Finance cost	(60)	(52)	16
Income tax income (expense)	(32)	(26)	20
Net profit (loss) for the period	70	62	13
Attributable to non-controlling interests of subsidiaries	1	(0)	358
Net profit (loss) for the period attributable to equity holders of the Company	71	62	15
EBITDA	257	219	17

The Group's operating results for the three-month period ended 31 March 2023 showed better sales and operating performance from the same period last year due to management's new strategy in response to global economic uncertainty. On the other hand, cost of sales increased due to higher cost.

Financial position

	As at		Change %
	31 March 2023 Million Baht	31 December 2022 Million Baht	
Total current assets	2,793	2,738	2
Total non-current assets	8,022	7,884	2
Total assets	10,815	10,622	2
Total current liabilities	3,147	2,872	10
Total non-current liabilities	3,176	3,341	(5)
Total liabilities	6,323	6,214	2
Total Shareholders' Equity	4,492	4,408	2
Total Liabilities and Shareholders' Equity	10,815	10,622	2

As of 31 March 2023, the Group has total assets of 10,815 million Baht, an increase of 193 million Baht from 31 December 2022, mainly from property plant and equipment along side inventories.

As of 31 March 2023, the Group has total liabilities of 6,323 million Baht, an increase of 109 million Baht from 31 December 2022, mainly due to trade finances from financial institutions.

While total shareholders' equity increased from profit for the three-month period ended 31 March 2023.

Financial Ratios

Liquidity Ratios	31 March 2023	31 December 2022
Current Ratio (times)	0.89	0.95
Quick Ratio (times)	0.36	0.45
Activity Ratios	31 March 2023	31 March 2022
Trade and Other Receivables Turnover (times)	3.01	3.23
Average Collection Period (days)	30	28
Fixed Asset Turnover (times)	0.46	0.46
Trade and Other Payables Turnover (times)	3.02	2.53
Average Payment Period (days)	30	36
Cash Cycle (days)	76	71
Inventory Turnover (times)	1.19	1.15
Inventory Turnover Period (days)	76	79
Total Assets Turnover (times)	0.20	0.19
Leverage Ratios		
Interest Coverage (times)	2.68	2.69
	31 March 2023	31 December 2022
Debt / Equity Ratio (times)	1.41	1.41
Profitability Ratios	31 March 2023	31 March 2022
Gross Profit Margin (%)	17.9%	18.8%
Net Profit Margin (%)	3.3%	3.0%
Return on Assets or ROA (%)	1.5%	1.3%
Return on Equity or ROE (%)	1.6%	1.5%

Factors affecting the Group's performance in the future

The global economic environment have never been more challenging. Rising bank interest rates, high inflation rates, and high energy cost are factors that affect the performance of the Group. On the other hand, we have seen positive growth early this year due to new management strategies.

Eventhough all measures related to Covid-19 have begun to be lifted especially in Europe, the group still continues to place high importance on taking care of employees and a safe working environment; including strict measures of controlling the possible spread of COVID-19 and Bird flu.

Yours sincerely,



Mr. Joseph Suchaovanich

Chief Executive Officer