

14 November 2023
Bangkok Ranch Public Company Limited
Management Discussion and Analysis
Business overview
For the three-month period ended 30 September 2023

	For the three-month period ended		
	30 September 2023	30 September 2022	Change
	Million Baht	Million Baht	%
Sales	1,926	2,104	(8)
Cost of sales	(1,516)	(1,626)	(7)
Gross profit	410	478	(14)
% Gross profit	21%	23%	
Other income	1	31	(97)
Selling and administrative expenses	(249)	(288)	(14)
Operating profit (loss)	162	221	(27)
Share of gain (loss) from investments in joint ventures	4	5	(20)
Profit (loss) before finance cost and income tax income (expense)	166	226	(27)
Finance cost	(74)	(52)	42
Income tax income (expense)	(34)	(37)	(8)
Net profit (loss) for the period	58	137	(58)
Attributable to non-controlling interests of subsidiaries	2	(1)	300
Net profit (loss) for the period attributable to equity holders of the Company	60	136	(56)
EBITDA	280	331	(15)

The Group's business operations for the year 2023 continued to grow on target. The Company is in the process of increasing production capacity to support the needs of increase demand globally. Operating results continue to improve fundamentally and management implemented strategies are working well in response to global economic inflation.

For the nine-month period ended 30 September 2023

	For the nine-month period ended		
	30 September 2023	30 September 2022	Change
	Million Baht	Million Baht	%
Sales	5,921	6,259	(5)
Cost of sales	(4,727)	(4,958)	(5)
Gross profit	1,194	1,301	(8)
% Gross profit	20%	21%	
Other income	28	46	(39)
Selling and administrative expenses	(725)	(860)	(16)
Operating profit	497	487	2
Share of gain (loss) from investments in joint ventures	7	9	(22)
Profit before finance cost and income tax income (expense)	504	496	2
Finance cost	(204)	(155)	32
Income tax income (expense)	(97)	(88)	10
Net profit (loss) for the period	203	253	(20)
Attributable to non-controlling interests of subsidiaries	5	(2)	350
Net profit (loss) for the period attributable to equity holders of the Company	208	251	(17)
EBITDA	822	795	3

The Group's operating results for the nine-month period ended 30 September 2023 with total sales of 5,921 million Baht and net profit for the period of 203 million Baht. EBITDA increased from 795 million Baht to 822 million Baht.

Financial position

	As at		Change %
	30 September 2023 Million Baht	31 December 2022 Million Baht	
Total current assets	2,849	2,738	4
Total non-current assets	8,045	7,884	2
Total assets	10,894	10,622	3
Total current liabilities	3,183	2,872	11
Total non-current liabilities	3,041	3,342	(9)
Total liabilities	6,224	6,214	0
Total Shareholders' Equity	4,670	4,408	6
Total Liabilities and Shareholders' Equity	10,894	10,622	3

As of 30 September 2023, the Group has total assets of 10,894 million Baht, an increase of 272 million Baht from 31 December 2022, mainly from property plant and equipment along side inventories.

While total shareholders' equity increased from profit for the nine-month period ended 30 September 2023.

Financial Ratios

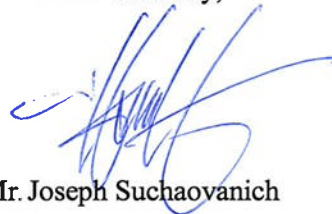
Liquidity Ratios	30 September 2023	31 December 2022
Current Ratio (times)	0.90	0.95
Quick Ratio (times)	0.29	0.45
Activity Ratios	30 September 2023	30 September 2022
Trade and Other Receivables Turnover (times)	8.67	9.57
Average Collection Period (days)	31	28
Fixed Asset Turnover (times)	1.28	1.39
Trade and Other Payables Turnover (times)	8.90	7.74
Average Payment Period (days)	30	35
Cash Cycle (days)	92	72
Inventory Turnover (times)	2.98	3.42
Inventory Turnover Period (days)	91	79
Total Assets Turnover (times)	0.55	0.59
Leverage Ratios		
Interest Coverage (times)	2.48	3.20
	30 September 2023	31 December 2022
Debt / Equity Ratio (times)	1.33	1.41
Profitability Ratios	30 September 2023	30 September 2022
Gross Profit Margin (%)	20.2%	20.8%
Net Profit Margin (%)	3.4%	4.0%
Return on Assets or ROA (%)	4.7%	4.6%
Return on Equity or ROE (%)	4.5%	6.1%

Factors affecting the Group's performance in the future

The uncertainty of bank interest rates, inflation, and high energy cost continue to be factors affecting the performance of the Group. On the other hand, we will continue to see positive growth this year due to successful sales strategies.

With most measures related to Covid-19 lifted especially in Europe; the group still continues to place high importance on taking care of employees and a safe working environment. We strive to continue implementing strict measures on controlling the possible spread of dangerous diseases.

Yours sincerely,



Mr. Joseph Suchaovanich

Chief Executive Officer