

**13 August 2024**
**Bangkok Ranch Public Company Limited**
**Management Discussion and Analysis**
**Business overview**
**For the three-month period ended 30 June 2024**

	For the three-month period ended		
	30 June 2024	30 June 2023	Change
	Million Baht	Million Baht	%
Sales	1,760	1,905	(8)
Cost of sales	(1,392)	(1,495)	(7)
<b>Gross profit</b>	<b>368</b>	<b>410</b>	<b>(10)</b>
<i>% Gross profit</i>	<i>21%</i>	<i>22%</i>	
Other income	6	9	(33)
Selling and administrative expenses	(264)	(243)	9
<b>Operating profit (loss)</b>	<b>110</b>	<b>176</b>	<b>(38)</b>
Share of gain (loss) from investments in joint ventures	-	(1)	100
<b>Profit before finance cost and income tax income (expense)</b>	<b>110</b>	<b>175</b>	<b>(37)</b>
Finance cost	(71)	(69)	3
Income tax income (expense)	(8)	(31)	(74)
<b>Net profit (loss) for the period</b>	<b>31</b>	<b>75</b>	<b>(59)</b>
Attributable to non-controlling interests of subsidiaries	1	2	(50)
<b>Net profit (loss) for the period attributable to equity holders of the Company</b>	<b>32</b>	<b>77</b>	<b>(58)</b>
<b>EBITDA</b>	<b>219</b>	<b>285</b>	<b>(23)</b>

**For the six-month period ended 30 June 2024**

	For the six-month period ended		
	30 June 2024	30 June 2023	Change
	Million Baht	Million Baht	%
Sales	3,704	3,995	(7)
Cost of sales	(2,928)	(3,211)	(9)
<b>Gross profit</b>	<b>776</b>	<b>784</b>	<b>(1)</b>
<b>% Gross profit</b>	<b>21%</b>	<b>20%</b>	
Other income	16	26	(38)
Selling and administrative expenses	(536)	(476)	13
<b>Operating profit</b>	<b>256</b>	<b>334</b>	<b>(23)</b>
Share of gain (loss) from investments in joint ventures	(1)	3	(133)
<b>Profit before finance cost and income tax income (expense)</b>	<b>255</b>	<b>337</b>	<b>(24)</b>
Finance cost	(144)	(129)	12
Income tax income (expense)	(29)	(63)	(54)
<b>Net profit (loss) for the period</b>	<b>82</b>	<b>145</b>	<b>(43)</b>
Attributable to non-controlling interests of subsidiaries	1	3	(67)
<b>Net profit (loss) for the period attributable to equity holders of the Company</b>	<b>83</b>	<b>148</b>	<b>(44)</b>
<b>EBITDA</b>	<b>454</b>	<b>542</b>	<b>(16)</b>

The Group net profit decreased from the same period of the previous year, due to the performance of the subsidiary in Netherlands, as a result of price competition in the market.

The Group continues to perform in line with the industry and the global economy. Management implemented strategies have worked in response to global economic inflation. In this quarter, the gross profit margin for the six-month period increased from the same period of last year from 20% to 21%

The Group's operating results for the six-month period ended 30 June 2024 with total sales of 3,704 million Baht, net profit for the period of 83 million Baht and EBIDTA of 454 million Baht.

**Financial position**

	As at		Change %
	30 June 2024 Million Baht	31 December 2023 Million Baht	
Total current assets	2,703	2,745	(2)
Total non-current assets	7,928	8,023	(1)
<b>Total assets</b>	<b>10,631</b>	<b>10,768</b>	<b>(1)</b>
Total current liabilities	2,920	3,176	(8)
Total non-current liabilities	2,849	2,854	(0)
<b>Total liabilities</b>	<b>5,769</b>	<b>6,030</b>	<b>(4)</b>
<b>Total Shareholders' Equity</b>	<b>4,862</b>	<b>4,738</b>	<b>3</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>10,631</b>	<b>10,768</b>	<b>(1)</b>

As of 30 June 2024, the Group's total assets is 10,631 million Baht, a decrease of 137 million Baht from 31 December 2023, mainly from trade receivables.

As of 30 June 2024, the Group's total liabilities is 5,769 million Baht, a decrease of 261 million Baht from 31 December 2023, mainly from repayment of long-term loans.

Total shareholders' equity increased from profit for the six-month period ended 30 June 2024.

**Financial Ratios**

<b>Liquidity Ratios</b>	<b>30 June 2024</b>	<b>31 December 2023</b>
Current Ratio (times)	0.93	0.86
Quick Ratio (times)	0.25	0.27
<b>Activity Ratios</b>	<b>30 June 2024</b>	<b>30 June 2023</b>
Trade and Other Receivables Turnover (times)	6.26	6.03
Average Collection Period (days)	29	30
Fixed Asset Turnover (times)	0.78	0.86
Trade and Other Payables Turnover (times)	6.02	5.71
Average Payment Period (days)	30	32
Cash Cycle (days)	108	87
Inventory Turnover (times)	1.65	2.03
Inventory Turnover Period (days)	109	89
Total Assets Turnover (times)	0.35	0.37
<b>Leverage Ratios</b>		
Interest Coverage (times)	1.77	2.61
	<b>30 June 2024</b>	<b>31 December 2023</b>
Debt / Equity Ratio (times)	1.19	1.27
<b>Profitability Ratios</b>	<b>30 June 2024</b>	<b>30 June 2023</b>
Gross Profit Margin (%)	21.0%	19.6%
Net Profit Margin (%)	2.2%	3.6%
Return on Assets or ROA (%)	2.4%	3.1%
Return on Equity or ROE (%)	1.7%	3.2%

**Factors affecting the Group's performance in the future**

Bank interest rates, inflation, and high energy costs are factors impacting the performance of the Group. On the other hand, maintaining EBITDA this year, due to successful sales strategies and stronger internal control.

With most measures related to Covid-19 lifted globally; the group still continues to place high importance on taking care of employees and creating 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

