

**Management Discussion and Analysis**

This MD&A report has been prepared based on the consolidated financial statements of GFPT Public Company Limited (“GFPT” or “the Company”) and its subsidiaries (collectively, “GFPT Group”) for the year ended December 31, 2021, as well as included any significant transactions occurred during fiscal year 2021.

GFPT Group operates fully vertical-integrated chicken production covering feed production, grandparent farm, breeder farm, broiler farm, production and distribution of chicken meat, cooked chicken products, and other chicken-related products under customers’ and the Company’s brand name for both domestic and international markets.

GFPT’s strategy is committed to being a leading poultry business focusing on quality and international food safety standards. Furthermore, GFPT Group maintains its competitive advantage by concentrating on its own farm policy and cost advantage through economies of scale.

**Industry Overview**

In 2021, Thailand’s chicken meat export was about 933,261 tons, 0.49% down from 2020 and export value equaled to THB 107,636 million mainly from lower export to the United Kingdom and China due to the COVID-19 pandemic and economic slowdown.

Japan still be the most important export market of Thai chicken meat products. Thailand exported chicken meat products to Japan about 448,665 tons, increased by 2.81% from 2020, EU and UK together were the second largest export market of Thai chicken meat which export volume of 265,456 tons, decreased by 1.23% from previous year mostly from lower export to UK which export volume of 138,194 tons, decreased by 6.21% from 2020.

Besides these two major markets, export of Thai chicken meat products to other countries such as China, South Korea, Hong Kong, Malaysia, Canada, and other countries was approximately 219,140 tons in 2021, a decrease of 5.80% from previous year mostly from lower export to China which export volume of 94,305 tons, decreased by 14.16% from 2020.

**Global Broiler Production and Export Outlook for 2022**

In 2022, the broiler industry is forecasted to improve slightly. As the Thai economy and the world economy will gradually recover from 2021, consumption demand in both domestic and international markets should improve due to the relaxation of the lockdown measures. Thai chicken production in 2022 is expected at 1,569.85 million birds, with the

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output of 2.32 million tons, up 1.07% from 2021, as reflected by the expected domestic consumption of 1.37 million tons or 0.90% increase as chicken meat is probably one of the best choices for consumers who want a low-fat protein that is cheaper than other meats.

In 2022, exports of chicken meat products is expected to be 945,000 tons, increased by 11,739 tons or 1.26% up from 2021 with supporting factors including (1) global economics expect to gradually recover (2) global broiler demand tends to continue to rise (3) confidence of foreign countries towards the international standard of Thai chicken meat production (4) free trade agreements (FTAs) between Thailand and trading partners help creating Thailand competitiveness and (5) the outbreaks of the Avian Influenza (AI) and the African Swine Fever (ASF) affect broiler production in some countries and take time to recover.

However, several risks that may affect the growth of Thai chicken meat exports, as follows (1) cost of raising broiler increased from rising prices of feed materials; both maize and soybean (2) the shortage of export containers (3) the global economic crisis may cause recession and have slow recovery and (4) uncertainty of the COVID-19 pandemic.

**A summary of the key operational matters and events for the Year 2021**

The COVID-19 pandemic has disrupted global economy in term of lower production and lessen purchasing power. Additionally, consolidated cost of sales considerably increased from higher major raw material price of feed production which are corn and soybean meal.

Consequently, in 2021, GFPT Group had total consolidated revenue from sales of THB 13,780.57 million, a decrease of THB 714.26 million or 4.93% down from 2020. The consolidated gross profit was THB 1,072.65 million in 2021, decreased by THB 1,060.69 million or 49.72% down from 2020 from decreasing in revenue from sales and higher cost of sales.

Participating profit from associates was THB 227.14 million in 2021, decreased by THB 127.78 million or 36.00% down comparing to 2020. Finally, consolidated net profit in 2021 accounted for THB 209.34 million, decreased by THB 1,142.38 million or 84.51% down from 2020. The 2021 earnings per share was THB 0.17.

For capital structure of the Group, as of 31 December 2021, the consolidated debt to equity ratio was 0.45 time.

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## Overall Financial Performance and Profitability

Business Segment of GFPT Group	2019		2020		2021	
	MB	%	MB	%	MB	%
Food Segment	8,603.26	51.02	6,744.55	46.53	7,108.94	51.59
Farm Segment	5,088.53	30.17	4,720.56	32.57	3,826.96	27.77
Feed Segment	3,171.95	18.81	3,029.72	20.90	2,844.67	20.64
<b>Total Sales</b>	<b>16,863.74</b>	<b>100.00</b>	<b>14,494.83</b>	<b>100.00</b>	<b>13,780.57</b>	<b>100.00</b>

## Revenue from Sales

The consolidated revenue from sales for 2021 were THB 13,780.57 million, decreased by THB 714.26 million or 4.93% down from 2020 due to COVID-19 pandemic and global economic slowdown. Revenue from farm segment were THB 3,826.96 million in 2021, declined by THB 893.60 million or 18.93% down from lower revenue from selling live broiler.

While revenue from feed segment for 2021 were THB 2,844.67 million, a decrease of THB 185.05 million or 6.11% down. The decrease in revenue of feed segment resulted from lower revenue from selling animal feed, partially offset by an increase in revenue from selling fish feed and shrimp feed. On the other hand, revenue from food segment for 2021 were THB 7,108.94 million, increased by THB 364.39 million or 5.40% up resulted from higher revenue from export of processed chicken products.

The consolidated revenue from sales consisted of food segment represented 51.59%, farm segment represented 27.77%, and feed segment represented 20.64% of its consolidated revenue from sales in 2021.

## Food Segment

Revenue from food segment in 2021 consisted of revenue from direct export of cooked chicken products and fresh frozen chicken meat, indirect export of chicken meat, domestic sales of chicken parts, chicken by-products, and processed food product such as chicken sausage, all together represented 51.59% of its consolidated revenue from sales amounting THB 7,108.94 million, increased by THB 364.39 million or 5.40% up from 2020. Revenue from direct

export increased by THB 350.91 million due to 6.61% grew in export volume of processed chicken products especially to Japan, the United Kingdom, and the European Union.

Revenue from domestic sales of chicken parts increased by THB 71.56 million, primarily attributable to higher sales volume and average selling price of domestic sales of chicken parts and revenue from processed food increased by THB 47.53 million mainly from higher sales volume of chicken sausage in domestic market. However, revenue from indirect export dropped by THB 173.35 million from lower sales volume of indirect export.

### **Farm Segment**

Revenue from farm segment in 2021 consisted of revenue from live broilers sales to GFN (our joint venture), selling day-old-chicks to both international and domestic market, and selling cage-free eggs to domestic market, represented 27.77% of consolidated revenue, amounting THB 3,826.96 million, which decreased by THB 893.60 million or 18.93% down from 2020. Revenue from selling live broilers to GFN in 2021 declined by THB 789.40 million or 19.03% decreased from 2020 mostly from lower sales volume of live broilers.

Whilst revenue from selling day-old-chicks decreased by THB 79.67 million from lower sales volume of day-old-chicks and revenue from selling cage-free eggs decreased by THB 64.44 million from lower sales volume of cage-free eggs to domestic market.

### **Feed Segment**

Revenue from feed segment in 2021 consisted of revenue from animal feed, fish feed, and shrimp feed, represented 20.64% of consolidated revenue, amounting THB 2,844.67 million, decreased by THB 185.05 million or 6.11% down from 2020. The revenue from animal feed decreased by THB 253.87 million or 16.84% down from 2020, mostly from lower sales volume of animal feed.

Conversely, revenue from shrimp feed increased by THB 72.79 million from higher sales volume and selling price of shrimp feed, and revenue from fish feed increased by THB 50.81 million from higher sales volume of fish feed.

### **Cost of Sales and Gross Profit**

Consolidated cost of sales for 2021 was THB 12,707.92 million, increased by THB 346.42 million or 2.80% up from 2020 while gross profit in 2021 was THB 1,072.65 million, decreased by THB 1,060.69 million or 49.72% down from 2020 primarily from lower revenue from sales and higher major raw material price of feed production which are corn and

soybean meal. Consequently, cost of sales for 2021 contributed of 92.22% of total sales, increased from 85.28% in 2020 while gross profit margin contributed of 7.78% of total sales in 2021, decreased from 14.72% in 2020.

#### **Other Income**

The consolidated other income in 2021 was THB 340.70 million, decreased by THB 146.32 million or 30.04% down from 2020, from compensation claims from fire accident in 2020. The consolidated other incomes in 2021 was 2.47% of total sales, decreased from 3.36% in 2020.

#### **Selling General and Administrative Expense**

The consolidated SG&A expenses in 2021 equaled to THB 1,337.65 million, increased by THB 14.42 million or 1.09% up from 2020, which mostly increased from higher freight cost comparing to 2020. The consolidated SG&A expenses in 2021 were 9.71% of total sales, increased from 9.13% in 2020.

#### **Share of Profit from Associated Company**

Consolidated share of profit from associated companies based on equity method in 2021 was THB 227.14 million, decreased by THB 127.78 million, or 36.00% down from 2020 mainly from GFN's loss contribution was THB 92.54 million, decreased by THB 125.72 million or 378.91% down comparing to 2020 due to lower export volume of processed chicken to the European Union. While McKey's profit contribution was THB 319.68 million, decreased by THB 2.05 million or 0.64% down from 2020.

#### **Financial Cost**

Financial costs of the Group include interest paid to financial institutions and related persons. The Company's financial costs in 2021 were THB 70.20 million, decreased by THB 20.83 million or 22.88% down from 2020 mainly from lower interest expense of related persons. Costs of funds for 2021 were 1.62%, decreased from 2020 at 2.67%. The consolidated financial costs of the Group were 0.51% of consolidated revenue sales, slightly decreased from 0.63% in 2020.

**Income Tax Expense**

Income tax expense consisted of corporate income tax expense and deferred tax expense. Income tax expense of the Group in 2021 was THB 21.74 million, decreased by THB 182.28 million or 89.35% down from 2020. A decrease in income tax expense was impacted by lower income tax expense comparing to 2020.

**Net Profit**

The consolidated net profit in 2021 was THB 209.34 million, decreased in amount of THB 1,142.39 million or 84.51% down from THB 1,351.73 million in 2020. The EPS of 2021 was THB 0.17 per share. The decrease in consolidated net profit was primarily driven from lower revenue from sales and higher cost of sales from higher major raw material price of feed production. The consolidated net profit margin in 2021 was 1.52% of consolidated revenue, decreased from 2020 at 9.33%.

**Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)**

Consolidated EBITDA in 2021 was THB 1,536.60 million, decreased by THB 1,442.00 million or 48.41% down from 2020. The decreasing in consolidated EBITDA resulted from lower revenue from sales and higher cost of sales from higher major raw material price of feed production. EBITDA margin in 2021 was 11.15%, decreased from 20.55% in 2020.

Unit: Million Baht

	2019	2020	2021
EBIT	1,540.24	1,652.04	302.84
Depreciation Expense	1,303.10	1,310.78	1,219.20
Amortization Expense	16.48	15.77	14.56
<b>EBITDA</b>	<b>2,859.82</b>	<b>2,978.59</b>	<b>1,536.60</b>
<b>EBITDA Margin (%)</b>	<b>16.96</b>	<b>20.55</b>	<b>11.15</b>

**Return on Equity**

In 2021, return on equity of the Company and its subsidiaries was 1.42%, decreased from 9.54% in 2020; resulting from lower efficiency in profit generation; whilst lower asset utilization and slightly higher risk from 2020 as follow:

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DuPont Analysis	2019	2020	2021
Return on Equity or ROE <sup>15</sup> (%)	9.08	9.54	1.42
Operating Profit Margin <sup>12</sup> (%)	9.13	11.40	2.20
Total Assets Turnover <sup>18</sup> (times)	0.93	0.76	0.68
Equity Multiplier (times)	1.40	1.39	1.42

## Financial position

## Asset

As of 31 December 2021, consolidated total assets of GFPT Group equal to THB 21,224.09 million including THB 5,753.03 million (27.11% of total assets) in current assets, THB 10,830.20 million (51.03% of total assets) in property, plant, and equipment (PP&E), THB 3,284.49 million (15.48% of total assets) in investments in associated companies, THB 548.15 million (2.58% of total assets) in investments in current biological assets, and THB 808.22 million (3.81% of total assets) in investment in property and other assets.

Total assets of GFPT Group as of 31 December 2021, increased in amount of THB 814.33 million or 3.99% up from 2020; primarily from an increase in PP&E of THB 784.93 million. In 2021, the consolidated return on asset was 1.01%, lower than 2020 at 6.89%.

## Trade and other Receivable

As of 31 December 2021, the Company and its subsidiaries recorded allowance for doubtful accounts in amount of THB 11.65 million, decreased from THB 29.60 million in 2020. The allowance for doubtful accounts was at acceptable level of 1.60% of total trade receivables. The average collection period of the Company and its subsidiaries was 19 days in 2021 same level as 2020. The account receivable turnover was 19.23 times, slightly increased from 18.68 times in 2020.

## Inventory

As of 31 December 2021, consolidated inventories were THB 3,498.59 million, increased by THB 122.95 million or 122.95% up from 2020; primarily from increasing in work in process. The inventory turnover period was 7 days, increased from 6 days in 2020. The Company and its subsidiaries recorded allowance for non-movement inventories in

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amount of THB 2.88 million and allowance for decline in value of inventories in amount of THB 5.90 million which accounted only 0.25% of total inventories value. It showed that the Company managed inventory appropriately.

### Liability

As of 31 December 2021, total liabilities of the Company and its subsidiaries was THB 6,538.94 million comprising of current liabilities of THB 4,032.02 million (61.66% of total liabilities), long-term loans from related persons of THB 1,500.00 million (22.94% of total liabilities), provision for employees benefit of THB 567.36 million (8.68% of total liabilities), advance received for rental income of THB 101.04 million (1.55% of total liabilities), lease liabilities and other non-current liabilities of THB 338.50 million (5.18% of total liabilities).

Total liabilities as of 31 December 2021 increased by THB 838.60 million or 14.71% up from 31 December 2020 primarily from short-term loans from financial institutions increased in amount of THB 610.00 million. All short-term and long-term loans are in THB currency, thus; the Company has no exposure in foreign currency borrowings. The consolidated interest-bearing liabilities as of 31 December 2021 were THB 4,330.50 million (66.23% of total liabilities).

As of 31 December 2021, trade and other payables of the Company and its subsidiaries was THB 1,102.48 million, increased in amount of THB 22.06 million or 2.04% up from 2020. In 2021, account payable turnover was 15.25 times, decreased from 2020 at 16.17 times. The consolidated average payment period in 2021 was 24 days, increased from 22 days in 2020.

### Shareholders' Equity

As of 31 December 2021, consolidated shareholders' equity was in amount of THB 14,685.16 million, decreased by THB 24.27 million or 0.16% down from 31 December 2020; primarily from the decrease in retained earnings of THB 23.14 million. The consolidated book value in 2021 was THB 11.71 per share, slightly decreased from THB 11.73 per share in 2020.

### Liquidity

#### Cash Flow Activity

In 2021, the Company and its subsidiaries generated cash flows from operating activities of approximately THB 805.43 million, decreased by THB 1,744.11 million from 2020. The cash cycle of the Company and its subsidiaries was 2 days in 2021, decreased from 3 days in 2020.



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The Company and its subsidiaries used cash in its investing activities in amount of THB 1,607.31 million, decreased by THB 460.52 million from 2020. The investing activities was made mostly in the investment in fixed assets in amount of THB 1,242.27 million and current biological assets in amount of THB 539.07 million.

The Company and its subsidiaries received net cash from its financing activities in an amount of THB 577.16 million, increased by THB 958.66 million from 2020, mainly from dividend payment of THB 250.72 million.

As of 31 December 2021, the Company and its subsidiaries' cash position in cash and cash equivalents was THB 962.73 million, decreased by THB 224.73 million from 2020.

**Liquidity Ratio**

In 2021, the liquidity of the Company and its subsidiaries was considerably appropriate for its operations and had strong financial position. As of 31 December 2021, the consolidated current ratio was 1.43 times, decreased from 2.28 times in 2020. The quick ratio in 2021 was 0.42 time, decreased from 2020 at 0.74 time. The cash ratio of the Company was 0.25 times, decreased from 2020 of 1.15 time.

**Short-Term Debt Maturity**

As of 31 December 2021, current liabilities of the Company and its subsidiaries were THB 4,032.02 million; comprised of short-term loans of THB 1,470.50 million, trade payables and other payables THB 1,102.48 million, current portion of long-term loans from related persons of THB 1,360.00 million, and other current liabilities THB 99.04 million.

Due to its strong position in cash flow and liquidity, the Group can repay its debt obligations including trade payables and other payables, short term loans, and interest expenses. The repayment can be made from cash flow from operation activities and working capital from operation.

The Company and its subsidiaries still had available credit line of short-term borrowings with financial institutions including bank overdraft in amount of THB 242.00 million, short-term loans, letters of credit, trust receipts, packing credit in amount of THB 6,708.00 million, and forward contract of foreign exchange in amount of THB 941.65 million.

**Capital Structure**

The Company and its subsidiaries had strong financial position. As of 31 December 2021, the consolidated debt to equity ratio was 0.45 time, slightly increased from 0.39 time as of December 31, 2020.

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As of 31 December 2021, the consolidated interest-bearing liabilities were THB 4,330.50 million, increased from THB 3,413.00 million comparing to same period last year. The net debt to equity of the Company was considerably low at 0.29 time, slightly increased from 0.23 time as of December 31, 2020. In summary, the Company had appropriate capital structure.

### Capital Expenditure and Capital Resource

In 2021, the Company made an investment of THB 1,607.31 million; mostly in purchasing of fixed assets in amount of THB 1,242.27 million and current biological assets in amount of THB 539.07 million. The investment of fixed assets made in 2021 mainly used in the farm expansion projects including its broiler and breeder farm. The investment was paid from cash flow from operations, short-term loans, and long-term loans.

The Company is constructing its new chicken processing plant and new further processing factory along with additional broiler farms in Chonburi Province to facilitate increasing demand from both domestic and international market. In addition, the new plant will help expanding its customer segment and response to the change in consumers' need with the capacity to process 150,000 birds per day at the beginning with further processing capacity of 24,000 tons per year. At the same time, the Company plans to expand the production capacity of chicken feed to accommodate the growth of our chicken integration.

The investment budget for these projects is estimated to be around THB 1,200 - 1,500 million per year. However, this expansion plan can be adjusted depending on changes of future situation.

### Contractual Obligation

Unit: Million Baht

Contractual Obligations	Total	Term of payment			
		Less than 1 year	1 - 3 years	3 - 5 years	More than 5 years
Long-term debt obligations	2,860.00	1,360.00	600.00	-	900.00
Financing lease obligations	345.10	19.47	37.44	36.96	251.23
Operating lease obligations	0.13	0.13	-	-	-
Acquisition obligations	69.47	63.06	6.41	-	-
Other debt obligations	267.07	267.07	-	-	-
<b>Total</b>	<b>3,541.77</b>	<b>1,709.73</b>	<b>643.85</b>	<b>36.96</b>	<b>1,151.23</b>

**Factors that may affect future operation or financial position**

GFPT Group categorized risks that may affect its business operations into 7 areas: strategic risk, operational risk, financial risk, compliance risk, reputational risk, right of shareholder's risk, other risk, and emerging risk. For information regarding risk factors and risk management, refer to "Risk Factors" GFPT Form 56-1 One Report 2021.

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## Summary of Consolidated Statements of

## Financial Position of GFPT Public Company Limited and its Subsidiaries

As of 31 December 2019, 2020, and 2021

	2019		2020		2021	
	MB	%	MB	%	MB	%
Cash and Cash Equivalent	1,087.26	5.78	1,187.46	5.82	962.73	4.54
Trade and other Receivables	889.86	4.73	715.06	3.50	780.06	3.68
Inventories	3,716.83	19.75	3,375.64	16.54	3,498.59	16.48
Current Biological Assets	-	-	422.66	2.07	454.53	2.14
Other Current Assets	19.60	0.10	37.00	0.18	57.11	0.27
<b>Total Current Assets</b>	<b>5,713.54</b>	<b>30.36</b>	<b>5,737.82</b>	<b>28.11</b>	<b>5,753.03</b>	<b>27.11</b>
Investment in Associates	2,891.82	15.37	3,159.11	15.48	3,284.49	15.48
Non-Current Biological Assets	538.29	2.86	504.32	2.47	548.15	2.58
Investment Property	346.91	1.84	340.52	1.67	276.60	1.30
Property, Plant and Equipment	9,038.06	48.02	10,045.27	49.22	10,830.20	51.03
Right-of-Use Assets	-	-	379.48	1.86	354.43	1.67
Deferred Tax Assets	180.28	0.96	118.29	0.58	121.02	0.57
Other Non - Current Assets	111.20	0.59	124.95	0.61	56.17	0.26
<b>Total Non-Current Assets</b>	<b>13,106.56</b>	<b>69.64</b>	<b>14,671.94</b>	<b>71.89</b>	<b>15,471.07</b>	<b>72.89</b>
<b>Total Assets</b>	<b>18,820.10</b>	<b>100.00</b>	<b>20,409.77</b>	<b>100.00</b>	<b>21,224.09</b>	<b>100.00</b>
Short - Term Loans from Financial Institutions	830.00	4.41	700.00	3.43	1,310.00	6.17
Short - Term Loans from Subsidiary & Related Persons	-	-	-	-	160.50	0.76
Trade and other payables	982.01	5.22	1,080.43	5.30	1,102.48	5.19
Current Portion of Long - Term Loans	-	-	553.00	2.71	1,360.00	6.41
Other Current Liabilities	115.83	0.62	172.54	0.85	99.04	0.47
<b>Total Current Liabilities</b>	<b>1,937.02</b>	<b>10.29</b>	<b>2,515.73</b>	<b>12.33</b>	<b>4,032.02</b>	<b>19.00</b>
Long - Term Loans from Related Persons	2,594.40	13.79	2,160.00	10.58	1,500.00	7.07

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	2019		2020		2021	
	MB	%	MB	%	MB	%
Lease Liabilities	-	-	344.35	1.69	325.63	1.53
Employee benefit obligations	551.45	2.93	568.12	2.78	567.36	2.67
Advance Received for Rental Income	106.76	0.57	98.00	0.48	101.04	0.48
Other Non - Current Liabilities	15.43	0.08	14.14	0.07	12.87	0.06
<b>Total Non - Current Liabilities</b>	<b>3,268.03</b>	<b>17.36</b>	<b>3,184.61</b>	<b>15.60</b>	<b>2,506.91</b>	<b>11.81</b>
<b>Total Liabilities</b>	<b>5,205.05</b>	<b>27.66</b>	<b>5,700.34</b>	<b>27.93</b>	<b>6,538.94</b>	<b>30.81</b>
<b>Total Shareholders' Equity</b>	<b>13,615.04</b>	<b>72.34</b>	<b>14,709.43</b>	<b>72.07</b>	<b>14,685.16</b>	<b>69.19</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>18,820.10</b>	<b>100.00</b>	<b>20,409.77</b>	<b>100.00</b>	<b>21,224.09</b>	<b>100.00</b>

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## Comprehensive Income Statements of GFPT Public Company Limited and its Subsidiaries

For the year ended 31 December 2019, 2020, and 2021

	2019		2020		2021	
	MB	%	MB	%	MB	%
Revenue from Sales	16,863.74	98.42	14,494.83	96.75	13,780.57	97.59
Other Income	270.64	1.58	487.02	3.25	340.70	2.41
<b>Total Revenue</b>	<b>17,134.38</b>	<b>100.00</b>	<b>14,981.85</b>	<b>100.00</b>	<b>14,121.27</b>	<b>100.00</b>
Cost of Sales	(14,443.47)	(84.30)	(12,361.50)	(82.51)	(12,707.92)	(89.99)
Selling and Administrative Expenses	(1,406.57)	(8.21)	(1,323.23)	(8.83)	(1,337.65)	(9.47)
<b>Total Expenses</b>	<b>(15,850.04)</b>	<b>(92.50)</b>	<b>(13,684.73)</b>	<b>(91.34)</b>	<b>(14,045.57)</b>	<b>(99.46)</b>
Participating Profit in Associated Companies	255.90	1.49	354.92	2.37	227.14	1.61
<b>Profit before Financial Costs and Income Taxes</b>	<b>1,540.24</b>	<b>8.99</b>	<b>1,652.04</b>	<b>11.03</b>	<b>302.84</b>	<b>2.14</b>
Financial Costs	(79.39)	(0.46)	(91.03)	(0.61)	(70.20)	(0.50)
Income Tax Expenses	(257.80)	(1.50)	(204.02)	(1.36)	(21.74)	(0.15)
<b>Profit for The Year</b>	<b>1,203.05</b>	<b>7.02</b>	<b>1,356.99</b>	<b>9.06</b>	<b>210.90</b>	<b>1.49</b>
Non - Controlling Interests	(7.60)	(0.04)	(5.27)	(0.04)	(1.56)	(0.01)
<b>Net Profit</b>	<b>1,195.45</b>	<b>6.98</b>	<b>1,351.73</b>	<b>9.02</b>	<b>209.34</b>	<b>1.48</b>

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## Consolidated Cash Flows Statements of GFPT Public Company Limited and its Subsidiaries

For the year ended 31 December 2019, 2020, and 2021

	2019	2020	2021
	MB	MB	MB
Net Cash Received from Operating Activities	2,021.24	2,549.54	805.43
Net Cash Used in Investing Activities	(1,765.91)	(2,067.83)	(1,607.31)
Net Cash Received from (Used in) Financing Activities	(408.17)	(381.50)	577.16
Net Increase (Decrease) in Cash and Cash Equivalents	(152.84)	100.21	(224.73)
Cash and Cash Equivalents at the Beginning Balance	1,240.10	1,087.26	1,187.46
Cash and Cash Equivalent at the Ending Balance	1,087.26	1,187.46	962.73

## Financial Ratios of GFPT Public Company Limited and its Subsidiaries

	2019	2020	2021
<b>Liquidity Ratio</b>			
Current Ratio <sup>1</sup> (times)	2.95	2.28	1.43
Quick Ratio <sup>2</sup> (times)	0.99	0.74	0.42
Cash Ratio <sup>3</sup> (times)	0.82	1.15	0.25
Account Receivable Turnover <sup>4</sup> (times)	18.54	18.68	19.23
Average Collection Period <sup>5</sup> (days)	19	19	19
Inventory Turnover <sup>6</sup> (times)	69.01	56.17	51.96
Average Inventory Turnover Period <sup>7</sup> (days)	5	6	7
Account payable Turnover <sup>8</sup> (times)	17.94	16.17	15.25
Average Payment Period <sup>9</sup> (days)	20	22	24
Cash Cycle <sup>10</sup> (days)	5	3	2
<b>Profitability Ratio</b>			
Gross Profit Margin <sup>11</sup> (%)	14.35	14.72	7.78
Operating Profit Margin <sup>12</sup> (%)	9.13	11.40	2.20

## Management Discussion and Analysis for Fiscal Year 2021

	2019	2020	2021
Cash Profit Margin <sup>13</sup> (%)	131.23	154.33	265.96
Net Profit Margin <sup>14</sup> (%)	6.98	9.02	1.48
Return on Equity or ROE <sup>15</sup> (%)	9.08	9.54	1.42
<b>Efficiency Ratio</b>			
Return on Assets or ROA <sup>16</sup> (%)	6.47	6.89	1.01
Return on Fixed Assets <sup>17</sup> (%)	19.62	19.17	9.48
Total Assets Turnover <sup>18</sup> (times)	0.93	0.76	0.68
<b>Leverage Ratio</b>			
Debt/Equity Ratio <sup>19</sup> (times)	0.38	0.39	0.45
Net Debt to Equity Ratio <sup>20</sup> (times)	0.25	0.23	0.29
Interest Coverage Ratio <sup>21</sup> (times)	19.34	22.54	7.70
Debt Service Coverage Ratio <sup>22</sup> (times)	0.25	0.31	0.16
Dividend Payout Ratio <sup>23</sup> (%)	78.76	22.54	N/A *

**Remark:**

- 1) Current Ratio = Current Assets/ Current Liabilities
- 2) Quick Assets = (Cash + Short-term Investments + Accounts Receivable) / Current Liabilities
- 3) Cash Ratio = Cash Flow from Operating / Average Current Liabilities
- 4) Account Receivable Turnover = Net Credit Sales / Average Accounts Receivable
- 5) Average Collection Period = 360 / Account Receivable Turnover
- 6) Inventory Turnover = Cost of Goods Sold / Average Inventory + Average Current Biological Assets
- 7) Average Inventory Turnover Period = 360 / Inventory Turnover
- 8) Account payable Turnover = Cost of Goods Sold / Average Account payable
- 9) Average Payment Period = 360 / Account payable Turnover
- 10) Cash Cycle = Average Collection Period + Average Inventory Turnover Period - Average Payment Period



**Management Discussion and Analysis for Fiscal Year 2021**

11) Gross Profit Margin = (Gross Profit / Sales) \* 100

12) Operating Profit Margin = (Operating Profit / Sales) \* 100

13) Cash Profit Margin = (EBIT / Net Income) \* 100

14) Net Profit Margin = (Net Profit / Total Sales) \* 100

15) Return on Equity or ROE = (Net Profit / Average Equity) \* 100

16) Return on Assets or ROA = (Net Profit / Average Total Assets) \* 100

17) Return on Fixed Assets = ((Net Profit + Depreciation) / Average Total Fixed Assets) \* 100

18) Total Assets Turnover = Total Revenue / Average Total Assets

19) Debt/Equity Ratio = Total Debt / Equity

20) Net Debt to Equity Ratio = Net Debt / Equity

21) Interest Coverage = (Cash Flow from Operations + Interest Expenses + Tax) / Interest Expenses

22) Debt Service Coverage = EBITDA / (Debt payment + Capital Expenditure + Investment in Fixed Assets +  
Dividend Payment)

23) Dividend Payout = (Dividends / Net Income) \* 100

\* The dividend payout ratio in 2021 is subject to the resolutions of the AGM 2022