

1. BUSINESS ANALYSIS

(1) Sales Analysis by Market

Unit: US\$'000

Area	地區	2010		2009		2010/2009	
		Amount 金額	% %	Amount 金額	% %	Difference 差額	% %
Vietnam	越南	170,003	50.6%	150,562	52.1%	19,441	12.9%
Japan	日本	66,429	19.8%	56,370	19.5%	10,059	17.8%
The PRC	中國	51,790	15.4%	54,697	18.9%	(2,907)	(5.3%)
ASEAN countries	東協國家	25,975	7.7%	14,211	4.9%	11,764	82.8%
European countries	歐盟國家	9,116	2.7%	2,619	0.9%	6,497	248.1%
Other regions	其他	12,794	3.8%	10,678	3.7%	2,116	19.8%
Total	總共	336,107	100.0%	289,137	100.0%	46,970	16.2%

一、營業分析

(1) 市場銷售分析

單位：千美元

(1) Vietnam

Vietnam is the Group's major market. During the period under review, the Group received revenue of about US\$170,003,000 from the market, a 12.9% growth or US\$19,441,000, compared with 2009. The increase was mainly attributed to the notably increased revenue from GA and modified starch. During the reporting period, the Vietnam plant decided strategically to resume supply of GA to local long-term customers, which led to an about 301.1% growth in revenue from GA. At the same time, as the production facilities for modified starch are perfected, full production of the product resumed and revenue from it grew by about 161.1%. At the impact of Vietnam Dong depreciation, revenue from the Vietnam MSG market was maintained at last year's level. Against the better performing markets including Japan, ASEAN countries, the European countries, the revenue proportion of Vietnam dropped from 52.1% in 2009 to 50.6% in 2010.

(一) 越南市場

越南是集團主要市場，期內營收約170,003,000美元，比二零零九年營收成長12.9%，金額19,441,000美元。主要成長來源來自谷氨酸與變性澱粉營收額大幅度成長。期內越南廠因策略上考量開始恢復谷氨酸供應給當地長期客戶，因此谷氨酸營業額快速成長約301.1%，同時，隨著生產相關設備配套完成，變性澱粉恢復全部生產，二零一零年營收額成長約161.1%，越南市場味精因受越盾貶值影響，營收維持去年水平。以市場地區而言，由於其他市場如日本、東協國家、歐盟國家等表現亮麗，二零一零年越南市場營收比重減少，佔集團50.6%，略低於二零零九年營收佔集團總營收52.1%。

2. BUSINESS OVERVIEW

Looking back at 2010, the “La Niña” phenomenon, which caused extreme climate changes and more frequent natural disasters, had seriously affected the agricultural industry and food and feeds production around the world. At the same time, the world population has continued growing and fast developing new economies with enlarging middle-class populations also have rising food demands. Food and feeds supply though growing has not been able to keep up with the growth in demand. In addition, a fast growing economy, India will follow the foot step of China and turn into a major food importer from an agricultural exporter. And, Brazil, a major agricultural producer, is expected to export less corn and soybeans, which is also a result of rapid economic growth. Furthermore, more grains and feeds are used as bio-fuels and for advanced processing. The United States and Brazil, for instance, have energy policies to use large quantities of corn and sugarcane as bio-fuels. In China, in order to maintain basic supply of grains and feeds, it restricts the use of corn to produce biomass ethanol. Other ASEAN countries such as Thailand and Vietnam are pursuing biomass energy production plans, which will inevitably keep the prices of sugar sources including cassava, starch and molasses on high levels. And if oil prices continue to rise, biomass energy production will become even more attractive. Other factors that will push up food prices include increasing farming costs, like that of seeds, fertilizers, labor and land, depreciation of the U.S. dollar, global inflation and speculation in the commodity market.

At the aforementioned factors, the costs of major raw materials of the Group inevitably increased during the period under review. The price of cassava doubled and that of molasses surged by 20%, and the increased costs squeezed the Group's gross profit margin. That explains why revenue for the period under review amounted to US\$336,107,000, up by US\$46,970,000 (a 16.2% year-on-year increase), but gross profit dropped by US\$13,476,000 to US\$57,856,000 (down by 18.9%), and gross profit margin also dropped from 24.7% to 17.2%.

二、業務總覽

回顧二零一零年全球糧食、飼料因受二零一零年處於「反聖嬰」現象，氣候極端變化，天然災害增加，對農業影響巨大。同時世界人口增加以及新興國家處於中產階級化過程對糧食需求殷切，糧食、飼料增產幅度跟不上需求成長。另外，隨著經濟的發展，很快的印度將隨著中國腳步由農產品出口國轉為糧食、飼料進口大國。巴西是農業生產大國，但隨著快速經濟成長，玉米、大豆出口能力將降低。此外，糧食、飼料作為生物燃料和深層加工用量增加，如美國和巴西基於能源政策均將大量玉米和甘蔗用為生物燃料。在中國為維持糧食，飼料基本供應必須限制玉米作為生質酒精之用。其他東協國家如泰國、越南亦在進行生質能源計劃，勢必造成木薯、澱粉、糖蜜等糖源原料價格居高不下。若原油價格進一步高漲，生產生質能源的動機將更大。其他如耕種成本不斷的提高如種子、化肥、勞動、土地成本等，美元的貶值，全球性通貨膨脹，投機資金炒作等更是進一步激化農產品價格上揚。

集團最主要的糖質原料如同上列所言，無可避免的在期內高漲，如木薯上漲約1倍，糖蜜漲幅亦達20%，導致成本墊高毛利下降，故期內營收336,107,000美元，成長金額46,970,000美元（按年增幅約16.2%），但毛利金額為57,856,000美元，減少13,476,000美元約（18.9%），毛利率由24.7%下降到17.2%。

2. BUSINESS OVERVIEW (continued)

After repeated efforts, an agreement was signed in August 2010 with the Association of Farmers and Fishermen regarding compensations to the farmers affected by the environmental incident in September 2008. The US\$11,807,000 compensation was paid in August 2010 and January 2011. With reference to accounting principles, the amount was recognized as expenses in 2010. As a result, the Group incurred a net deficit of US\$2,627,000 instead of a net profit of US\$9,180,000, and net profit margin dropped from 6.2% to -0.8%.

Even though Vietnam managed an economic growth rate of 6.78% in 2010, it was a victim of global inflation and recorded an inflation rate of 11.75%. The Vietnam Dong has continued to depreciate. The country was able to keep the depreciation at within 5.5% in 2010, but after the Lunar New Year in 2011, it announced a marked 9.3% depreciation of Vietnam Dong. Having spotted the unavoidable trend, the Group has done as all that is possible to minimize foreign exchange losses.

During the year, due to depreciation of the Vietnam Dong, revenue growth from the Group's major market Vietnam was 12.9%, slightly lower than the overall rate of revenue growth at 16.2%. However, with revenue from Vietnam grew by US\$19,411,000, about 41.3% of the total increased revenue, this shows that the Group continues to enjoy strong growth momentum in Vietnam.

Japan is the second largest market of the Group. With a good understanding of the Japanese market and long-standing operations and close cooperation with local customers, the Group has maintained stable growth in the market. The Group does not rule out the possibility of more in-depth and diversified cooperation with Japan in the future.

二、業務總覽(續)

二零零八年九月所發生環保事件產生的農漁民補償，經過多次的努力終於在二零一零年八月和農漁會代表簽訂協議，確定補償金額為11,807,000美元，補償金已分別於二零一零年八月及二零一一年一月支付。依會計準則全數補償金於二零一零年認列費用，故淨利由9,180,000美元轉盈為虧2,627,000美元，淨利率由6.2%下降到-0.8%。

越南二零一零年經濟成長率為6.78%但亦同樣遭受全球通貨膨脹所苦，高達11.75%。同時越盾貶值依然存在，二零一零年度內貶值幅度控制在5.5%但到二零一一年農曆年後則宣佈大幅貶值9.3%。集團已預測到貶值將無可避免並盡可能做好準備，將匯兌損失降到最低。

期內最主要越南市場因越盾貶值，營收成長12.9%略低於整體營收成長16.2%。但越南區營收增長金額19,411,000美元佔總增長金額41.3%，顯示集團越南市場成長動力依然強勁。

日本是除越南以外最大的市場，由於集團對日本市場的了解及長久經營和當地客戶密切的合作下，一直維持穩定成長的局面。未來集團將不排除與日本進行更深入及多元化合作。

2. BUSINESS OVERVIEW (continued)

In 2010, China achieved strong economic performance with GDP at 10.3%, increased by 1.1% as compared to 2009. However, competition of China's food industry has intensified. The MSG industry is going through consolidation and is defragmenting, which has affected growth in revenue and profit of the Group from MSG. During the year, revenue from China decreased mainly due to decline in sales of beverages. However, revenue from modified starch grew. To assimilate to the evolution of MSG industry and the strong demand of consumer goods in China, the Group has adjusted its operations and business model in the country. The change in strategy commanded the Group to sell idle land in Shanghai and the decision was duly announced on 30 September 2010 in accordance with rules of the Hong Kong Stock Exchange.

As for business in ASEAN countries and EU markets, they recorded commendable growth, their revenues grew by 82.8% (US\$11,764,000) and 248.1% (US\$6,497,000) respectively, indicating that business in those markets have been recovering gradually to levels before the environmental incident.

Revenue from MSG grew by 6.4% only because of depreciation of Vietnam Dong and that some MSG was converted into GA. The revenue from GA however grew by 160.6%, and a strong market saw revenue from modified starch surged 131.6%. Specialty chemicals (i.e. hydrochloric acid, soda) and fertilizers also brought in increased revenue, by 10.4% and 20.7% respectively.

The Group expects steady growth for MSG product demand in 2011. Depreciation of the Vietnam Dong will benefit exports of our Vietnam plant, but increase cost of some imported raw materials. Rising prices of electricity, oil, natural gas and so forth in Vietnam since the beginning of 2011, and high inflation rate in the country, will also increase operational pressure. However, such developments are not exclusive to Vietnam. As the prices of energy and agricultural raw materials climb globally, apart from adjusting sales prices, the Group will implement various solutions to overcome the challenges from high costs. For example, it will actively diversify procurement of sugar sources to ensure long-term stable raw-material supply, improve production procedures and efficiency, seek to cut down energy consumption, and strengthen its brand channels.

二、業務總覽（續）

二零一零年中國經濟表現亮眼，GDP二零一零年成長10.3%，增數比二零零九年增加達1.1%，但中國食品業競爭深化，味精行業面臨行業劇烈整合，行業集中度不斷提升，影響到集團味精營收和獲利的成長。期內集團中國區營收減少主要來自飲料的下降，但在變性澱粉則有不錯的成長。為配合中國味精行業生態的改變及消費品內需產品的龐大需求，集團已重新調整中國區的經營及營運模式。由於策略的改變，集團已決定處理上海廠閒置土地，並此決定已於二零一零年九月三十日依香港聯交所規定公告。

另外，在東協國家及歐盟市場均有不錯的成長，分別為82.8%（金額11,764,000美元）及248.1%（金額6,497,000美元），已逐漸恢復因受環保事件減產影響而喪失之市場。

味精營收因受越盾貶值和部分轉作谷氨酸影響僅成長6.4%，但谷氨酸有160.6%成長，同時變性澱粉因市場需求旺盛有131.6%增長。另外，特化產品（鹽酸、蘇打）和肥料的營業額亦分別增長10.4%及20.7%。

預估二零一一年味精產品需求依然是穩定增長，越盾的貶值有助於越南廠的外銷，但部分進口原物料將增加成本。同時越南自二零一一年初起電價、石油、天然瓦斯等價格的調漲及高通貨膨脹率勢必增加經營的困難度。然而面對此非越南單獨所處狀況，在全球能源、農產品原物料調漲的趨勢下，集團除應調整售價外，將積極落實各項解決方案的執行，如積極多元化糖源採購，掌握長期穩定的原料來源，生產製程的改善，效率的提昇，節省能源的推動，品牌通路的強化，以克服原料、能源成本高漲的挑戰。

2. BUSINESS ANALYSIS

(1) Sales Analysis by Market (continued)

(2) Japan

Japan is the Group's second largest market. It recorded US\$66,429,000 in revenue, a 17.8% increase, during the period under review. Fertilizers had the most significant growth in revenue, a 268.4%, in the market. The major products, namely MSG and modified starch, saw their revenues up by 11.7% and 72.6% respectively. Japan is the Group's most important export market with revenue accounting for 19.8% of the Group's total turnover. Currently, the Group is actively working with Japanese partners on closer and more extensive cooperation that can help grow the Japanese market further.

(3) The PRC

In China, the MSG industry has initially consolidated with the emergence of an oligopoly. Heeding the changing landscape of the industry and its effect on business growth, the Group has adjusted its business strategy in China accordingly. Also, with the Mao Tai Plant stopping sub-contracted work for beverage products during the period under review and starting to produce its own products, overall revenue came down by 5.3% despite that modified starch business recorded satisfactory growth. In the future, in addition to sales of MSG, the Group will also promote sales of modified starch and other products to build them into new growth drivers.

(4) ASEAN countries

During the period under review, the Group increased supply to and consolidated its market position in ASEAN countries. Revenue from ASEAN increased from US\$14,211,000 to US\$25,975,000, representing an 82.8% growth. During the period, products sold in the ASEAN market included MSG, modified starch, fertilizers and revenues from them were up by 83.1%, 110.2% and 45.8% respectively. The revenue generated from ASEAN markets constituted 7.7% of the Group's total revenue for the period compared to 4.9% in 2009.

二、營業分析

(1) 市場銷售分析（續）

(二) 日本市場

日本是集團第二大市場，期內營收約66,429,000美元，成長17.8%，日本市場銷售成長最高的產品為肥料成長268.4%，主要產品如味精成長11.7%，變性澱粉成長72.6%。日本是集團重要的外銷市場，營收比重約佔集團19.8%營收。目前正積極和日本夥伴尋求更緊密、更廣泛的合作，以期讓日本市場能有更一步成長。

(三) 中國市場

鑒於區內味精業者已初步達成整合，逐漸形成寡頭壟斷局勢。味精產業生態已產生變化，因此影響到中國區的成長，集團因應此項變化已調整中國區營運策略。同時因年度內廈門茂泰廠停止飲料代工，將改為生產自有產品，影響整體營收減少5.3%，但變性澱粉有不錯的成長。未來中國區的銷售除味精外，將擴大變性澱粉和其他產品的銷售，成為成長的動力。

(四) 東協國家市場

期內集團增加對此東協市場產品的供應，鞏固集團在東協國家的地位，二零一零年東協市場營收由二零零九年14,211,000美元增長至25,975,000美元，增長82.8%。期內東協市場銷售的產品，營收都大量增加，味精、變性澱粉及肥料增加分別為83.1%，110.2%及45.8%。東協市場二零一零年營收佔集團營收從二零零九年的4.9%增到7.7%。

2. BUSINESS ANALYSIS (continued)

(1) Sales Analysis by Market (continued)

(5) European countries

In 2010, revenue from European countries increased from US\$2,619,000 to US\$9,116,000, representing growth of 248.1%. The market has become the fastest growing revenue contributor of the Group. Revenues from MSG, modified starch and fertilizers grew by 309.3%, 169.1% and 214.0% respectively.

(2) Sales Analysis by Product

Unit: US\$'000

Product	產品名稱	2010		2009		2010/2009	
		Amount 金額	%	Amount 金額	%	Difference 差額	%
MSG	味精	236,403	70.3%	222,188	76.8%	14,215	6.4%
GA	谷氨酸	29,417	8.8%	11,296	3.9%	18,121	160.4%
Lysine	賴氨酸	-	0.0%	1,007	0.3%	(1,007)	-100.0%
Modified starch	變性澱粉	32,130	9.6%	13,874	4.8%	18,256	131.6%
Seasoning	調味料	2,434	0.7%	2,558	0.9%	(124)	-4.8%
Specialty chemicals	特化產品	17,445	5.2%	15,448	5.3%	1,997	12.9%
Fertilizer	肥料	13,701	4.1%	11,341	4.0%	2,360	20.8%
Others	其他	4,577	1.3%	11,425	4.0%	(6,848)	-59.9%
Total	總共	336,107	100.0%	289,137	100.0%	46,970	16.2%

(1) MSG and GA

In 2010, with improved environmental protection equipment in place, MSG and GA production in the Vietnam plant returned to normal. Due to the depreciation of Vietnam Dong, revenue from MSG was US\$236,403,000 only 6.4% higher than in 2009. As other products reported increased revenues, the share of revenue from MSG in the Group total decreased from 76.8% in 2009 to 70.3%. The revenue from GA was US\$29,417,000, representing a 160.4% annual growth and its share of the Group total increased from 3.9% in 2009 to 8.8% for the year under review. MSG and GA remained the Group major products and accounted for 79.1% of the Group's total revenue, slightly lower than 80.7% in 2009.

二、營業分析(續)

(1) 市場銷售分析(續)

(五) 歐盟國家市場

歐盟國家市場是集團期內營收增長最多的市場，增長248.1%，由二零零九年營收2,619,000美元增長到二零一零年的9,116,000美元。其中味精增長309.3%，變性澱粉增長169.1%，肥料增長214.0%。

(2) 產品銷售分析

單位：千美元

(一) 味精和谷氨酸

二零一零年度內，隨著相關環保改善設備已到位，越南廠的味精與谷氨酸都已逐步恢復正常生產。味精營收為236,403,000美元，因受越盾貶值影響，比二零零九年僅增長6.4%，因其他產品的營收均有增長，味精營業額佔總營收相較於二零零九年76.8%減少為70.3%。另外，谷氨酸營收為29,417,000美元，年增長160.4%，營業額佔總營收自二零零九的3.9%增至8.8%。味精和谷氨酸營業額仍是集團的主力產品，佔總營收比較二零零九年80.7%稍微減少為79.1%。

2. BUSINESS ANALYSIS (continued)

(2) Sales Analysis by Product (continued)

(2) Lysine

Increasing production cost and consistently low selling price commanded the continuous suspension of lysine production during the year under review. The Group is reviewing various cooperation programs with the aim of making use of the production facilities to create other revenue streams.

(3) Modified starch

With relevant production facilities fully installed, output of modified starch surged substantially during the period. Revenue from the product was US\$32,130,000, representing a 131.6% growth compared to US\$13,874,000 in 2009. The amount made up 9.6% of the Group's total revenue, up from 4.8% in 2009. Profit from modified starch also improved as a result of high market demand and that demand is expected to remain strong in 2011.

(4) Specialty chemicals/fertilizers

In 2010, the revenue from specialty chemicals maintained its over 5% share of the total revenue as in 2009. Soda price dropped because of reduced demand whereas the output and price of hydrochloric acid both saw slight increase. During the period, the revenue from hydrochloric acid and soda was US\$17,445,000, 12.9% higher year-on-year, or US\$1,997,000 more compared to US\$15,448,000 in 2009. The Group's solid fertilizer plant completed expansion of production line at the end of 2009. With output boosted and product price risen, revenue from fertilizer sales increased by 20.8%, or US\$2,360,000, from US\$11,341,000 in 2009 to US\$13,701,000 in 2010.

二、營業分析(續)

(2) 產品銷售分析(續)

(二) 賴氨酸

因賴氨酸生產成本增大，價格處於低迷，二零一零年期內仍然暫時停止生產。目前積極評估各種合作方案，以期利用相關設備，以創造營收獲利效益。

(三) 變性澱粉

由於相關生產配套設施已安裝完成，變性澱粉期內產量大增，營收為32,130,000美元，比二零零九年的13,874,000美元增加131.6%，營收額佔總營收比重也大量增加，自二零零九年的4.8%到二零一零年的9.6%。同時由於市場需求殷切，利潤亦比上期有所提昇，展望二零一一年變性澱粉需求依然旺盛。

(四) 特化產品／肥料

二零一零年集團特化產品營收額佔總營收額比重維持二零零九年5%多的水準，蘇打因需求減少而價格下跌，鹽酸產量與價格都稍微提升，期內鹽酸與蘇打營收額為17,445,000美元，年成長12.9%，比二零零九年營收額15,448,000美元高1,997,000美元。固體肥料廠於二零零九年底完成生產線擴增，肥料產量增加同時價格也增加，期內肥料營收額13,701,000美元與二零零九年營收額11,341,000美元相比增長為20.8%，金額2,360,000美元。

3. MAJOR RAW MATERIALS OVERVIEW

As the global economy gradually recovers, demands for raw materials in emerging markets especially Asia has been strong. However, supply of raw materials have dropped at the impacts of natural disasters, pests, climate changes, and correspondingly the prices of main raw materials have shot up. Thus, during the review year, the Group's Vietnam plant had to pay a much higher average price for raw materials than in 2009, and that affected the profit of the Group.

(1) Molasses

As a result of surging oil prices, main sugar-producing countries, such as Brazil, Thailand and the like, converted sugar source into alcohol. The feeds industry however had the same demand for molasses. The situations resulted in an imbalance between supply and demand and a drop in molasses export. To ensure it has stable supply, the Group increased purchases from Central and South Americas. With shipping costs increased, the procurement cost of molasses during the period rose by about 20%.

(2) Cassava/cassava starch

During the year under review, the price of cassava increased by more than 100% largely due to pest attacks lowering yields in Thailand. Furthermore, China had a strong demand for dried cassava slices, which also pushed up cassava price. Currently, China accounts for 90% of the cassava exports from Vietnam. And, since new bio-ethanol plants in Vietnam are expected to start production in 2011, demand for cassava have increased. Although there is an increase in planted area, output still cannot keep up with demand, which explains the consistently high price of cassava. In addition to actively strengthening cassava procurement from starch plants, the Company has increased purchase of cassava starch from other countries to stabilize costs and sources.

(3) Liquid ammonia

The price liquid ammonia has changed markedly. In 2009, its price dropped sharply with the financial crisis cooling demand. In 2010, as the global economy recovered and the price of natural gas increased, demand for liquid ammonia also climbed, hence its average price went up about 48% compared with 2009.

三、主要原料概況

隨著全球經濟逐漸復甦，特別是亞洲等新興市場需求強盛，原料需求大幅度增加，但原料供應因天災、病蟲害、氣候惡化等影響而減少，期內主要原物料價格都暴增。期內越南廠購買原料的平均價格比二零零九年大幅攀升，影響集團期內的利潤。

(一) 糖蜜

由於受到石油價格上漲，主要產糖國家如巴西、泰國等國將糖源轉作酒精，同時，飼料業對於糖蜜需求並無減少，導致供需失衡，出口減少。集團為穩定充足來源，期內增加對中南美採購，因距離較遠，運費增加，糖蜜期內採購價格上揚超過20%。

(二) 木薯／木薯澱粉

木薯在期內價格大漲逾100%，主因是最主要木薯產地泰國因受蟲害產量下降，同時中國木薯干需求強勁，導致木薯價格颯漲。目前越南木薯干出口中國佔90%，同時在二零一一年預計越南本地新設生質酒精廠陸續開工，木薯需求隨之增加，雖然種植面積有增加但趕不上需求，木薯價格依然呈高檔價位。公司目前除積極強化外部澱粉廠之木薯收購外，並擴及到其它國家採購進口木薯澱粉以穩定成本及來源。

(三) 液氨

液氨價格變動較大，二零零九年雖受金融海嘯影響需求銳減價格大幅下跌，但二零一零年在天然氣價格上漲及國際景氣復甦、需求增加下，整年平均價格比二零零九年價格漲約48%。

4. FINANCIAL REVIEW

(1) Liquidity and financial resources

During the year, the Group's cash and bank deposits amounted to US\$34,536,000, down by 12.8%, or US\$5,078,000 when compared with 2009. Its short-term bank borrowings were US\$27,875,000, an increase of US\$1,500,000; long-term loans were US\$15,259,000, a decrease of US\$963,000. These bank borrowings were 97.7% (US\$42,146,000) in US dollars, with the remaining 2.3% (equivalent to US\$988,000) being New Taiwan dollar bank borrowings. The ratio of short-term to long-term borrowings was 64.6% versus 35.4%.

Accounts receivable were US\$40,328,000, an increase of US\$13,391,000, and 66% were receivables within 30 days. Inventories amounted to US\$83,193,000, up by US\$17,597,000 or 26.8% reflecting the increased prices of raw material.

The gearing ratio (total loan to shareholder equity ratio) was 16.2%, higher than 15.6% in 2009. Net gearing ratio (total loan less cash and deposits to shareholder equity ratio) was 3.2%. As for current ratio, it went down to 2.28 from 2.50 last year as a result of increase in accounts payable and decrease in cash on hand.

(2) Capital expenditure

During the year, the Group's total capital expenditure was about US\$18,435,000, a decrease of US\$19,131,000 compared to US\$37,566,000 in 2009.

四、財務回顧

(一) 流動資金和財政資源

期內集團現金和銀行存款為34,536,000美元比二零零九年底減少5,078,000美元，約12.8%。短期借款為27,875,000美元，增加1,500,000美元；中長期借款為15,259,000美元，減少963,000美元，借款以美元為主（42,146,000美元），佔97.7%。其餘為新台幣佔2.3%（相當988,000美元）；短期和中長期借款比率為64.6%比35.4%。

應收帳款為40,328,000美元，因為市場價格與供貨調整之故，增加13,391,000美元，66%是在30天期內應收帳款；存貨總額為83,193,000美元，因為原料價格調升原因，也增加17,597,000美元，約26.8%。

資本負債比（總借款比股東權益）為16.2%，高於二零零九年的15.6%，淨資本負債比（總借款扣除現金和存款比股東權益）則為3.2%。另外，因為應付帳款增加、現金減少，流動比率由2.50減少為2.28。

(二) 資本支出

期內資本支出共約18,435,000美元，比二零零九年資本支出的37,566,000美元減少19,131,000美元。

4. FINANCIAL REVIEW (continued)

(3) Exchange Rate

Impacted by the financial crisis, the Vietnam Dong depreciated about 10% and 5.5% respectively in 2009 and 2010. During the year, the central bank devaluated the official exchange rate of Vietnam Dong twice. The first time was on February 2, 2010 from 17,941 Vietnam Dong against 1 U.S. dollar to 18,544 Vietnam Dong against 1 U.S. dollar; and the second time on August 18, 2010 to 18,932 Vietnam Dong against 1 U.S. dollar. The daily fluctuation range of the exchange rate among banks in the country was maintained at 3%. However, the black market exchange rate of Vietnam Dong was 10% higher than the official rate. To close the gap between the official exchange rate of Vietnam Dong and the real market level, the State Bank of Vietnam announced a 9.3% depreciation of the Vietnam Dong on February 11, 2011, meaning the official exchange rate Vietnam Dong against the US dollar is 20,693 to 1, and the daily interbank fluctuation range narrowed down to 1%. During the period under review, heeding the obvious Vietnam Dong depreciation trend, the Group had taken all measures possible to minimize foreign exchange losses.

(4) Dividends

With compensation expenses incurred, the Board decided not to distribute dividends in the first half of the year. However, to maintain the Group's dividend policy since listing, the Board has decided to distribute a final dividend of US cents 0.240 per share for the year.

ENVIRONMENTAL INCIDENT AT THE VIETNAM PLANT

Farmers and fishermen who demanded compensation were scattered and numerous, thus relevant authorities had required industry associations in relevant provinces to represent the claimants in negotiating with the Company. After more than a year's hard work, an agreement was finally signed in September 2010 with representatives of the affected in Dong Nai Province, Ba Ria Vung Tau Province and Ho Chi Minh City. Vedan Vietnam agreed to pay the total compensation of US\$11,807,000 to farmers and fishermen in the three regions and the representative associations are responsible for calculation and distribution of the compensation payments.

As commanded in the agreement, Vedan Vietnam already remitted the due total amount into designated accounts of the associations in August 2010 and January 2011. The total amount of the compensation was recognized as expenditure for the year 2010.

四、財務回顧（續）

（三）匯率

因金融海嘯的影響二零零九年越南貨幣貶值約10%，二零一零年貶值約5.5%。期內中央銀行曾二次宣佈越南盾官方匯率貶值。第一次為二零一零年二月二日從17,941越盾兌1美元貶值至18,544越盾兌1美元；二零一零年八月十八日越盾官方匯率再次貶值至18,932兌1美元，全年國內銀行間市場的每日匯率波動區間維持3%。但越南盾黑市匯價比官方匯率高約10%。為了使越南盾官方匯率水平降至真正市場水平，二零一一年二月十一日越南央行宣佈將越盾官方匯率貶值9.3%即20,693越盾兌1美元，銀行間每日匯率波動區縮小至1%。期內由於越南貶值趨勢明顯，集團也盡量做好避險措施將匯兌損失減至最小。

（四）股息

董事會考慮一方面因上半年認列補償費，故並未派發股利，且為維持上市以來每年均派發股息政策，決定派發期末股息每股0.240美仙。

越南廠環保事件

由於要求補償農漁民分散且眾多，主管機關要求相關省市農會代表負責和公司協商。經過一年多的努力終於和受影響地區的同奈省、巴地頭頓省和胡志明市農會代表於二零一零年九月簽訂協議書。味丹越南同意支付總計11,807,000美元給三個地區農漁民作為補償費用，農會則負責補償金的統計和發放。

味丹越南已依協議書分別於二零一零年八月及二零一一年一月將款項全部匯入農會指定專戶。補償費用則全部於二零一零年度內認列。

OUTLOOK

Stepping into 2011, the world is facing high raw materials and energy costs. China is not the only market feeling high inflationary pressure. Vietnam's inflation rate was as high as 11.75% in 2010, especially after the 9.3% depreciation of the Vietnam Dong announced by the Vietnamese government after the Lunar New Year, which added pressure on hike of import costs and wages. At the same time, the cost of electricity and gasoline also surged, which made the rise in production cost at the Vietnam plant unavoidably. To counter rising costs and maintain profit levels, the Group has embarked on measures on four major fronts, namely production, procurement, operation and administration.

Generally speaking, facing soaring raw material and energy costs in 2011, controlling costs and maintaining profitability will be the most important tasks of the Group. The long term strategy of the Group is to integrate the resources it has in Mainland China and Vietnam, and hence ensure it has a strong growth engine in the future.

1. Production

- Increase productivity
- Step up saving energy and boost energy efficiency
- Increase automation and mechanization to replace labor
- Improve use of raw materials and increase cost efficiency in usage of raw materials.
- Start work in relation to acquiring ISO 22000 certification and ensure environmental safety and health (OHSAS 18001)
- Improve the quality of cassava (raw materials) source from external starch plant

2. Procurement

- Heeding the depreciated Vietnam Dong, make procurement in Vietnam as much as possible
- Diversify sugar sources and procurement areas
- Review packaging designs and means to save packaging materials and shipping costs
- Monitor safety management of safety of raw-material warehouse to reduce capital cost

3. Operation

- Flexible price adjustment to respond to changes in exchange rate
- Strengthen business development, sales channels and brand image
- Boost the export business of the Vietnam plant and business in the ASEAN and European markets to previous levels
- Recruit and train high-caliber business personnel to enhance business development capability

展望

二零一一年初全球已面臨原物料及能源成本高漲的局面。不僅在中國有通貨膨脹的壓力，越南通貨膨脹率二零一零年更高達11.75%，特別是在農曆年後越南政府宣佈越盾貶值9.3%，造成進口成本增加及工資上昇壓力，同時二零一一年三月起電價與汽、柴油價格分別都已提高，故越南廠的生產成本上揚已是無法避免。集團為克服成本上昇維持獲利水平，在生產、採購、業務及行政等四大項提出因應措施。

整體而言，在二零一一年全球面臨原物料、能源成本高漲之下，如何控制成本是一重要課題。依集團長期策略，集團將再進一步整合中國與越南相關的資源，確保集團未來的成長動力。

1. 生產方面

- 提高生產效率
- 加強能源節省，提高能源效率
- 朝自動化、機械化取代人力
- 將原物料做最好的調配，增加原料使用效益
- 展開取得ISO 22000認證，做好環安衛工作(OHSAS 18001)
- 外部澱粉廠木薯原料的掌握的再提昇

2. 採購方面

- 越幣貶值依然存在，盡量越南境內採購
- 糖源多元化及分散採購地區
- 包裝形態及形式檢討以節省包材費用及運費
- 監督原料安全庫存管控以節省資金成本

3. 業務方面

- 售價機動反應匯率的變化
- 加強業務拓展，強化銷售通路與品牌提升
- 在越南廠增加出口業務，逐步恢復東協及歐盟市場
- 培訓招募高階業務人才，增強業務拓展力

OUTLOOK (continued)

4. Administration

- Add staff and raise workforce quality
- Simplify administrative processes and improve efficiency.
- Introduce ERP and improve management and operational effectiveness

Furthermore, to ensure its growth momentum, in addition to existing products, the Group has been active in exploring new products and new businesses and related plans are gradually being implemented.

- For the most proper application of production facilities, the Group is carefully studying the feasibility of different project items
- To ensure sugar sources supply, the Group is reviewing medium and long term supply solutions
- It is actively securing relevant supply chains
- Assess investment opportunities related to relevant new businesses

As at 31 December 2010, the Group had a total of 3,840 employees, 3,270 of whom were employed by subsidiaries in Vietnam, 552 by subsidiaries in China and 18 by the Taiwan Branch.

The Group's employees are remunerated in accordance with prevailing industry practices, and with reference to the financial performance of the Group and performance of individual employees. Other fringe benefits such as accommodations, meals, insurance, medical coverage and provident fund are provided to employees to ensure staff loyalty and the Group's competitiveness. To enhance the quality of human resources, bolster the professional skills and management abilities of employees and build localised workforces, the Group provides job rotation and internal and external training courses on professional skills, languages, and other self-improvement programs.

展望 (續)

4. 行政方面

- 人員補充及素質提昇
- 行政流程簡化及效率提昇
- 導入ERP，增加管理及作業效能

另一方面，為確保集團的成長動力，除了原有產品外，集團也積極朝新產品和新事業作規劃並開始逐步執行。

- 為妥善利用生產設備，目前正積極審慎評估各項專案的可行性
- 為糖源掌握，積極評估中長期原料確保方案
- 主動尋找相關供應鏈
- 評估相關新事業的投入機會

截至二零一零年十二月三十一日，本集團僱有員工3,840名，包括受僱於味丹越南廠子公司3,270名，味丹中國各子公司552名及台灣分公司18名。

本集團根據一般行業慣例，以集團業績及個別員工表現釐定僱員薪酬及其他員工福利，包括住宿、膳食、保險、醫療及退休金等，以確保競爭力及員工之忠誠度。為增進員工專業素質及管理能力的，落實本地化政策，集團亦為員工提供職務輪調，並積極規劃及舉行有關專業技能及語言等內外教育訓練及研討會，以強化專業技能，擴展新知，提高人力素質。