

# Management Discussion and Analysis

## 管理層討論及分析

### I. BUSINESS OVERVIEW

In 2022, the COVID-19 pandemic situation gradually improved. However, the outbreak of the Russia-Ukraine war led to soaring global energy and raw material prices and a sharp rise in global inflation risks. In addition, the US initiated a cycle of interest rate hikes, giving little room for optimism. Global economic growth decreased from 5.6% in 2021 to 3.4% during the year, indicating that the path to economic recovery remains full of challenges and uncertainties in various countries.

During the year, the Vietnamese government effectively brought the pandemic outbreak under control and subsequently opened its borders on 15 March 2022. The flow of people and goods gradually resumed. Total import and export trade volume increased from approximately US\$668.6 billion in 2021 to approximately US\$730.2 billion, with a trade surplus of approximately US\$12.0 billion, an increase of 18% over 2021. Looking back at 2022, the Russia-Ukraine war impacted the global economy, with a sharp rise in energy and raw material prices leading to global inflation. However, the Vietnamese Dong depreciated only slightly against the US Dollar by 1.97% in 2022 due to the effective stabilization of the exchange rate by the Vietnamese government. The Consumer Price Index (CPI) increased by 3.15% year-on-year, below the 4% inflation target. Compared with the global inflation rate of 8.8%, Vietnam performed well in curbing inflation. Its overall GDP growth was strong at 8.02%, better than the 6% expected by the Vietnamese government, indicating the strength of the recovery in Vietnam's economic activity.

### 一、業務總覽

2022年新型冠狀病毒 (COVID-19) 疫情趨緩，但俄烏戰爭發生，致使全球能源與原材料價格大漲，全球通脹風險驟升，加上美國啟動加息，全球經濟不容樂觀，全球經濟增長率從2021年的5.6%下降至年內的3.4%，顯示各國經濟邁向復甦之路仍然充滿挑戰與變數。

年內越南政府有效控制疫情爆發，於2022年3月15日開放邊境，人員貨物流通逐漸恢復，進出口貿易總額自2021年約為6,686億美元提升至約為7,302億美元，貿易順差達約120億美元，較2021年增長18%。環顧2022年，俄烏戰爭影響全球經濟，能源與原材料價格高漲，造成全球性通脹，但越南政府有效維持匯率穩定下，越南盾對美元匯率在2022年僅微幅貶值1.97%，消費物價指數(CPI)同比增長為3.15%，低於4%的通脹目標，在全球通脹率8.8%的對比下，越南在抑制通貨膨脹方面的表現良好。而整體經濟增長率(GDP)方面則有8.02%的強勢表現，優於越南政府預期目標的6%，顯示越南經濟活動的復甦力道。

### I. BUSINESS OVERVIEW (continued)

The Group's revenue for 2022 was approximately US\$451,007,000, an increase of 18.0% or US\$68,646,000 over the same period last year. The revenue growth was mainly attributable to the increase in sales volume and revenue of the Group's key products such as MSG due to the increase in demand and sales prices, in addition to the rebound in economic activity in Vietnam as compared with last year. Nevertheless, as a result of the soaring raw material prices and energy costs, the gross profit declined significantly during the year when compared with the previous year. The Group moderately adjusted the selling price of modified starch to cope with the rising raw material prices and continued to develop new products, resulting in overall revenue growth. With regard to maltose, its orders dropped sharply due to weak market sentiment in the US, resulting in lower sales volume and gross profit. As for specialty chemicals, both revenue and profit grew significantly over last year as the Group adjusted its selling prices. Given the price competition among industry peers, hydrochloric acid recorded an increase in sales volume, but revenue and gross profit were lower than last year due to lower average selling prices. Regarding fertilizers and feed products, the Group focused on consolidating its sales channels and adjusting the product mix and endeavored to develop higher-margin products. In addition, sales volume and revenue of some of the Group's other products, including coffee and bulk food ingredients, were lower than last year due to logistics issues and a significant contraction in consumption in the PRC as a result of the strict pandemic control measures implemented in the country. The Group achieved growth in revenue during the year but its profit declined due to rising raw material and energy costs. The overall gross profit margin fell to 9.6% from 15.8% in 2021. Gross profit amounted to US\$43,349,000, a year-on-year decrease of US\$17,024,000. Net profit margin dropped to -0.1% from 2.9% in the same period of 2021. Net loss was US\$4,384,000, a year-on-year decline of US\$15,416,000.

### 一、業務總覽(續)

集團2022年營收達約451,007,000美元，較去年同期上升18.0%或增加68,646,000美元。營收增長的主要原因，除了越南在經濟活動熱度較去年回升外，集團的主要產品中，味精產品銷量及營收隨著需求提升與售價調高而增加，但因原材料價格及能源成本飆升，使年內毛利較去年大幅減少。變性澱粉因應原材料上漲，適度調整售價，加上持續開發新產品，帶動整體營收增長；麥芽糖則因美國市場景氣低迷，訂單大幅減少，致銷售量以及毛利降低；特化產品中，在調整售價情況下，營收及利潤較去年顯著增長。惟鹽酸因同業價格競爭，雖銷量增加，但平均售價降低，營收與毛利較去年減少；肥飼料產品則著重在整合銷售通路與調整產品結構，致力發展高毛利產品。此外，集團其他產品中的咖啡與大宗食材，因中國在2022年對疫情執行嚴格管控政策，導致物流困難，消費大幅萎縮，使銷售量及營收較去年減少。集團於年內之營收雖有增長，但由於原材料及能源價格成本上升，造成利潤衰退，整體毛利率由2021年的15.8%下降至9.6%，毛利為43,349,000美元，較去年同期減少17,024,000美元；淨利率則由2021年同期2.9%減少至-1.0%，淨虧損為4,384,000美元，較去年同期減少15,416,000美元。

### I. BUSINESS OVERVIEW (continued)

Vietnam is one of the few countries that has been relatively successful in containing the pandemic, with stable economic growth over the long term. In the midst of the Sino-US trade conflict, Vietnam has become a target for many companies looking to relocate their production facilities. It has also actively participated in regional economic and trade consolidation, for example by signing free trade zone agreements such as the Free Trade Agreement (FTA), the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Regional Comprehensive Economic Partnership (RCEP) with developed economies such as the UK, the EU and the PRC, which is beneficial to the overall development of the country. Furthermore, with the improvement of the pandemic situation since the beginning of 2022, social distancing measures have been gradually lifted and the economy has slowly recovered. Vietnam's overall GDP growth was strong at 8.02%, better than the 6% target of the Vietnamese government. The PRC continued to adhere to its zero-COVID policy for most of 2022, which severely hit business activities. There was much disruption in the supply chain, impacting the global economy. As a result, the PRC's economic growth was only 3% in 2022, a notable decline when compared with 2021 (8.1%). The PRC has accelerated the easing of its lockdown policy since late 2022, but its economic growth has remained unsatisfactory in the short term. It is expected to improve in the spring of 2023. A more meaningful rebound is expected to occur in the second half of 2023, with economic growth estimated at 5% in 2023.

The global economy was affected by rising raw material and energy prices and the interest rate hike of the US dollar, which raised the possibility of economic recession. The timing of the end of the Russia-Ukraine war, the cessation of interest rate hikes and developments in the PRC following the relaxation of its restrictions are key to the economic recovery in 2023. Based on the outlook of the impact of the changing international economic situation on the Group, the Group will adopt a steady development strategy to strengthen the consolidation of its supply chain operation and management, seek strategic alliances with industry peers or different industries, and continue to step up efforts to develop high-value products in order to enhance the Group's core competitiveness and create greater business value.

### 一、業務總覽 (續)

越南為應對疫情較為成功的幾個國家之一，長期經濟增勢穩定。越南在中美貿易戰的機遇中，成為不少企業轉移生產基地的目標，且積極響應區域經貿整合，如與英國、歐盟、中國等發達經濟體簽訂自由貿易協議(FTA)、跨太平洋夥伴全面進步協定(CPTPP)、區域全面經濟夥伴協定(RCEP)等多個自由貿易區域聯盟，有利整體發展，而2022年初開始新冠疫情趨緩，社交隔離逐步解除，經濟逐漸復甦，其整體經濟增長率(GDP) 8.02%的強勢表現，優於越南政府預期目標的6%。中國2022年大部分時間仍堅持清零防疫政策，重創商業活動，對供應鏈造成衝擊，連帶全球經濟也受影響。這導致中國2022年的經濟增長率只有3%，相較2021年(8.1%)大幅衰退，2022年底中國加速解封腳步，但短期內經濟增長仍不理想，預估2023年春季增長將有所改善，更有意義的反彈預期將出現在2023年下半年，2023年全年增長估計可能達到5%。

全球經濟受原材料價格、能源價格上漲及美元加息影響，經濟衰退機率增加，俄烏戰爭結束的時間點、何時停止加息及中國解封後發展，將影響2023年經濟能否恢復之關鍵。展望國際經濟形勢變化對集團的影響，集團將以穩健中發展的策略，強化供應鏈之營運管理整合，尋求與同業或異業之間的策略聯盟，持續提升高價值產品開發，以期提升集團核心競爭力，創造更大的經營價值。

II. BUSINESS ANALYSIS

(1) Sales Analysis by Market

Country	國家	2022 二零二二年		2021 二零二一年		Difference 差異	
		US\$'000 千美元	%	US\$'000 千美元	%	US\$'000 千美元	%
Vietnam	越南	194,999	43.2%	169,363	44.3%	25,636	15.1%
Japan	日本	83,083	18.4%	62,832	16.4%	20,251	32.2%
PRC	中國	62,663	13.9%	63,447	16.6%	(784)	(1.2%)
ASEAN	東盟國家	35,991	8.0%	29,067	7.6%	6,924	23.8%
US	美國	36,256	8.0%	26,132	6.8%	10,124	38.7%
Others	其他	38,015	8.4%	31,520	8.3%	6,495	20.6%
Total	合計	451,007	100.0%	382,361	100.0%	68,646	18.0%

1. Vietnam

Vietnam is the Group's largest market. During the year, revenue was approximately US\$194,999,000, an increase of approximately US\$25,636,000, or 15.1%, when compared with the same period last year, though its share of revenue slightly fell from 44.3% to 43.2%. The increase in revenue from Vietnam during the year was mainly due to the Group's price adjustments of MSG, modified starch and soda products in response to rising costs, as well as enhanced inventory control and production efficiency, which effectively boosted sales volume and revenue. In addition, the Group made efforts to consolidate its sales channels and adjust the structure of fertilizers and feed products during the year, resulting in growth in both unit prices and revenue.

二、營業分析

(一) 市場銷售分析

1. 越南市場

越南為本集團第一大市場，年內營收約為194,999,000美元，較去年同期增加約25,636,000美元或15.1%，營收佔比由44.3%略為下降至43.2%。年內越南市場營收增加，主要因味精、變性澱粉與蘇打等產品因應成本上升而調整售價，及強化庫存控管與提升生產效率，有效推升銷售量與營收。同時，年內集團致力以整合銷售通路與調整肥飼料產品結構，帶動銷售單價與營收增長。

### II. BUSINESS ANALYSIS (continued)

#### (1) Sales Analysis by Market (continued)

##### 2. Japan

Japan is the Group's second largest market. As the country's economy gradually recovered as a result of the improving pandemic situation during the year, demand from the MSG consumer market rebounded, and the Group moderately adjusted its selling prices to reflect rising costs, leading to a rise in revenue. The Group also continued to expand its customer base in the starch and fertilizer product markets, promote cross-sector applications and actively developed high-value-added products, supporting the overall growth in revenue and profit. Revenue for the year was approximately US\$83,083,000, an increase of approximately US\$20,251,000 or 32.2% when compared with 2021, and its share of the Group's revenue rose from 16.4% to 18.4%.

##### 3. The PRC

During the year, revenue from the PRC market was approximately US\$62,663,000, a decrease of approximately US\$784,000 or 1.2% against 2021, and its share of revenue declined from 16.6% to 13.9%. The contraction in revenue against the same period last year was mainly due to the slow economic recovery as a result of the implementation of the zero-COVID policy in the PRC during the year, which led to lower shipment volume and revenue from various products.

##### 4. The ASEAN Market

Revenue from the ASEAN market (excluding Vietnam) amounted to approximately US\$35,991,000, an increase of approximately US\$6,924,000 or 23.8% relative to the same period in 2021. Its share of the Group's total revenue climbed slightly from 7.6% to 8.0%, mainly due to the growth in sales volume and revenue of MSG and fertilizers. The ASEAN market has always been a key market for the Group to aggressively develop. The Group hopes to realize its industry advantages and expand into this market with its core products, seek new customers, explore new markets, establish closer partnerships and broaden its sales channels in a bid to achieve a breakthrough in sales performance.

### 二、營業分析(續)

#### (一) 市場銷售分析(續)

##### 2. 日本市場

日本市場為集團第二大市場，年內由於疫情趨緩，經濟逐步復甦，味精消費市場需求回升。同時為反映成本上漲，產品銷售價格作適度調漲，營收隨之上升。集團持續針對澱粉與肥料產品，深化此市場的新客群與跨界應用，積極開發高附加價值產品，致整體營收與利潤有所增長。年內營收約為83,083,000美元，較2021年增加約20,251,000美元或32.2%，佔集團營收由16.4%增至18.4%。

##### 3. 中國市場

年內中國市場營收約為62,663,000美元，較2021年減少約784,000美元或1.2%，營收佔比由16.6%降至13.9%。中國市場年內營收較去年同期減少，主要因中國區於年內仍因疫情實施清零政策，經濟回復緩慢，使多項產品之出貨量及營收下降。

##### 4. 東盟市場

年內東盟市場(除越南之外)營收約為35,991,000美元，較2021年同期增加約6,924,000美元或23.8%，佔集團總營收由7.6%略提升至8.0%，主要因味精與肥料產品之銷售量與營收增長。東盟市場為本集團持續積極開發之重點市場，期能發揮產業優勢，以核心產品拓展此市場，尋求新客戶與開拓新市場，建立更緊密的合作夥伴關係，深耕銷售通路，以創造突破性的銷售成績。

### II. BUSINESS ANALYSIS (continued)

#### (1) Sales Analysis by Market (continued)

##### 5. The US

Revenue from the US market was approximately US\$36,256,000 during the year, an increase of approximately US\$10,124,000 or 38.7% compared with the same period in 2021, and its share of the Group's revenue increased from 6.8% to 8.0%. The increase in revenue during the year was mainly due to the growth in market demand for MSG, which pushed up selling prices, sales volume and revenue. With the Group mastering key sales channels and customers, consolidating its production and sales value chain, developing products to meet customer needs and improving product competitiveness, it will continue to monitor the sentiment and performance of the US market and support its customers in expanding their market.

##### 6. Other Markets

Other markets are mainly Taiwan, Korea and the EU. Total revenue during the year was approximately US\$38,015,000, up by approximately US\$6,495,000 or 20.6% against the same period in 2021. Its share of the Group's total revenue increased from 8.3% to 8.4%, mainly due to the significant increase in revenue resulting from the rising market demand for modified starch.

#### (2) Sales Analysis by Product

### 二、營業分析(續)

#### (一) 市場銷售分析(續)

##### 5. 美國

美國市場年內營收約為36,256,000美元，較2021年同期增加約10,124,000美元或38.7%，而營收佔比由6.8%增至8.0%。年內業績增長主要因味精之市場需求增加，帶動售價與銷售量表現，營業額隨之上漲。本集團已掌握關鍵重要銷售通路及客戶，整合產銷價值鏈，持續開發市場需求產品，以滿足客戶需求及提高產品競爭力，未來將持續觀察美國景氣表現以及配合客戶持續開拓市場。

##### 6. 其他市場

其他市場主要為台灣、韓國、歐盟市場，年內合計營收約為38,015,000美元，較2021年增加約6,495,000美元或20.6%，佔集團總營收由8.3%增至8.4%，營收增加主要因變性澱粉市場需求回升，致營業額有較大幅度的增長。

#### (二) 產品銷售分析

Item	項目	2022 二零二二年		2021 二零二一年		Difference 差異	
		US\$'000	%	US\$'000	%	US\$'000	%
		千美元	%	千美元	%	千美元	%
MSG and Seasonings	味精與調味料	277,042	61.4%	226,991	59.4%	50,051	22.0%
Modified Starch,	變性澱粉、						
Native Starch and	天然澱粉與						
Starch Sugar	澱粉糖	74,973	16.6%	67,684	17.7%	7,289	10.8%
Specialty Chemicals	特化產品	28,302	6.3%	21,330	5.6%	6,972	32.7%
Fertilizers and Feed	肥料與飼料						
Products		35,634	7.9%	28,870	7.6%	6,764	23.4%
Others	其他	35,056	7.8%	37,486	9.8%	(2,430)	(6.5%)
Total	合計	451,007	100.0%	382,361	100.0%	68,646	18.0%

### II. BUSINESS ANALYSIS (continued)

#### (2) Sales Analysis by Product (continued)

##### 1. MSG and Seasonings

During the year, revenue from MSG and seasoning-related products amounted to approximately US\$277,042,000, a surge of approximately US\$50,051,000 or 22.0% when compared with 2021. The growth was mainly due to the rising demand in the Vietnam, Japan, ASEAN and US markets. In addition, the Group raised the selling prices of its products to reflect the sharp rise in raw material and energy costs, resulting in higher sales volume and revenue. The revenue contribution from MSG and seasoning-related products jumped from 59.4% in 2021 to 61.4%.

##### 2. Modified Starch/Native Starch/Starch Sugar

Modified starch, native starch and starch sugar products recorded higher total sales and profit during the year, with revenue up by around US\$7,289,000 or 10.8% to approximately US\$74,973,000. This was attributable to the stabilization of cassava raw material prices, effective procurement strategies and the increase in demand for organic products during the year. The sales volume and revenue of native starch and modified starch decreased in the PRC due to the sluggish local market. However, the Group continued to actively develop new products with higher added value and deepen cooperation with leading companies around the world, which points to promising profit potential for the future. As for starch sugar products, as sentiment in Europe and the US remained subdued, customers reduced their order placement leading to a year-on-year decline in revenue.

### 二、營業分析(續)

#### (二) 產品銷售分析(續)

##### 1. 味精與調味料

年內味精與調味料相關產品營收約為277,042,000美元，較2021年增加約50,051,000美元或22.0%。業績增長主要由於越南、日本、東盟與美國市場需求回升，加上產品售價向上調整，以反映原材料及能源成本大漲，致銷售量與營收同時增加，營收佔比由2021年的59.4%上升至61.4%。

##### 2. 變性澱粉／天然澱粉／澱粉糖

變性澱粉、天然澱粉與澱粉糖產品，於年內因木薯原料價格回穩，計劃性採購策略應用得當，且有機產品需求增加，整體銷售與利潤略有上升，營收約為74,973,000美元，較2021年增加約7,289,000美元或10.8%。其中，因中國市場疲弱，天然澱粉及變性澱粉雖於中國銷售量與營收均減少，但在其他市場，集團持續積極開發高附加價值新產品，深化與全球領先企業的合作領域，未來獲利潛力仍值得期待。澱粉糖產品因歐美景氣低迷，致使客戶下單減緩，營收較2021年減少。

### II. BUSINESS ANALYSIS (continued)

#### (2) Sales Analysis by Product (continued)

##### 3. Specialty Chemicals, Fertilizers and Feed Products

Specialty chemicals including hydrochloric acid, soda and bleach are sold in the Vietnamese market. Total revenue from specialty chemicals was approximately US\$28,302,000 during the year, an increase of approximately US\$6,972,000 or 32.7% when compared with 2021, which accounted for 6.3% of the Group's total revenue, up from 5.6%.

Soda product prices increased significantly during the year, and revenue and gross profit surged accordingly. Affected by low price competition, sales volume of hydrochloric acid products rose slightly, but selling prices dropped modestly due to market conditions. Overall revenue and gross profit also fell marginally compared with the previous period.

As for fertilizers and feed products, sales volume of solid fertilizers and feed products declined during the year, and overall market demand remained weak. However, the selling prices of certain products were raised to reflect rising costs, which boosted revenue. The Group actively launched products with new specifications, effectively explored new customers and improved its product mix, allowing it to set higher product prices and achieve revenue and profit growth. It will continue to promote high-value-added specialty fertilizer products and develop new sales channels going forward. Revenue from fertilizers and feed products increased by US\$6,764,000 or 23.4% year-on-year to approximately US\$35,634,000, and its contribution to the Group's total revenue rose from 7.6% to 7.9%.

##### 4. Other Products

Revenue from other products was approximately US\$35,056,000, a decrease of approximately US\$2,430,000 or 6.5% compared with 2021, and the segment's revenue contribution to the Group's total revenue fell from 9.8% to 7.8%. The decline in revenue was mainly due to weak consumption as a result of the strict pandemic control measures introduced in the PRC and the drop in sales volume of coffee beans and bulk food ingredients distributed in the PRC.

### 二、營業分析(續)

#### (二) 產品銷售分析(續)

##### 3. 特化產品與肥飼料

特化產品包括鹽酸、蘇打、漂白水，均於越南國內銷售。特化產品營收年內合計約為28,302,000美元，較2021年增加約6,972,000美元或32.7%，佔集團總營收由5.6%上升至6.3%。

年內蘇打產品因有較大幅度地調漲價格，使營業額及毛利均增加。鹽酸產品受同業低價競爭，銷售量雖稍有增加，但售價因應市場稀微下調，致整體營收與毛利表現較前期略有下降。

肥飼料產品方面，年內固體肥飼料銷售量減少，整體市場需求仍疲弱，但部份售價得以調升，以反映成本上漲，使營收增加。集團積極投入新規格產品，有效開發新客戶與改善產品結構，並推動漲價策略，使營收與利潤仍維持增長。集團將繼續推廣高附加價值專用肥料產品，並積極開發新銷售渠道。集團肥飼料產品營收達約35,634,000美元，較2021年增加6,764,000美元或23.4%，佔集團總營收由7.6%增至7.9%。

##### 4. 其他產品

其他產品營收約為35,056,000美元，較2021年減少約2,430,000美元或6.5%，佔集團總營收由9.8%減少至7.8%。年內營業額下滑主要因中國區嚴控新冠疫情，以致消費疲弱，所代理之咖啡豆與大宗食材產品之銷售量減少。



### III. MAJOR RAW MATERIALS/ENERGY OVERVIEW

#### (1) Cassava/Starch

For the 2021/22 production season, output in major plantation areas such as Thailand, Vietnam and Cambodia was expected to be stable. At the beginning of the production season, cassava was still in short supply and its price was at a relatively high level. However, as cassava production increased at the beginning of 2022, the price gradually returned to a reasonable level. In response, the Group explored more new supply sources, seized the right procurement timing and adjusted inventory levels to control procurement costs in 2022 and improved profits. In 2023, the Group will continue to strengthen its long-term strategic supplier alliance, flexibly control the source of raw materials and stabilize the procurement costs of the supply chain.

#### (2) Molasses

The global production volume of molasses in 2021/22 was 65,800,000 tons, up slightly from 64,530,000 tons in 2020/21, an increase of approximately 1,000,000 tons. The strong trend in molasses prices, which have remained at historically high levels for a long time, is due to the rise in fuel and ethanol consumption and the overall tightness of the animal feed market, coupled with the high prices of corn and wheat and the shift of certain molasses exporting countries to non-exporting or importing countries in 2021/22, resulting in an undersupply.

Global molasses production volume in 2022/23 is estimated to reach 66,800,000 tons, slightly higher than in 2021/2022. All other countries (except India) will not export significant quantities of molasses, and India will utilize a significant portion of molasses in its ethanol production plan, which will result in higher demand in sugar and molasses.

Overall, there was a small increase in total molasses production in 2022/23, but the outlook for export volumes of this product is not positive, as a considerable portion of the increase in output will be used for ethanol production. Market prices for molasses are expected to remain firm. The Group will continue to closely monitor changes in the international molasses market and actively develop additional new supply sources to ensure stable access to raw materials.

### 三、主要原料／能源概況

#### (一) 木薯／澱粉

2021/22年產季，泰國、越南、柬埔寨等主要產地產量預估偏向平穩，季初木薯仍供不應求，澱粉價格也處於相對高點。進入2022年後木薯產量上升，價格慢慢回到合理區間，對此，集團透過加強開發更多新的供應源，掌握採購時機與進行庫存量調節方式，來控制2022年的採購成本，以提高獲利。在2023年，集團將持續強化長期的策略性供應商聯盟，彈性掌握原料來源，穩定供應鏈採購成本。

#### (二) 糖蜜

2021/22年全球糖蜜產量約為6,580萬噸，相較於2020/21年的6,453萬噸略為上升，約增加100萬噸，價格走勢堅挺，長期保持在歷史高位。這主要由於燃料乙醇消耗量增加及動物飼料市場總體形勢緊張，加上玉米和小麥價格也處於高位，且部分糖蜜出口國在2021/22年轉為不出口或者進口國，直接造成糖蜜供不應求的局面。

2022/23年全球糖蜜產量預估略高於2021/2022年，預計達6,680萬噸，除印度外，所有其他國家都沒有大量出口糖蜜，但印度糖蜜的一大部分將用於乙醇生產計畫，該計畫將需求更多的糖和糖蜜。

整體而言，2022/23年糖蜜的總產量略增，但出口量不甚樂觀，因產量增加的一大部分將用於乙醇生產，預測市場價格將持續堅挺。集團將持續觀察國際糖蜜市場變化動態，積極開發更多新的供應源，以確保原料來源穩定供應。

### III. MAJOR RAW MATERIALS/ENERGY OVERVIEW (continued)

#### (3) Energy

Crude oil:

In 2022, the conflict between the West and Russia intensified. Both sides used energy as a bargaining chip for sanctions, which triggered drastic fluctuations in the energy market and caused a further reduction in global oil supply. International crude oil prices remained high as a result. At one point, European ICE Brent crude oil approached US\$140/barrel, setting a new record since the financial crisis in 2008. In 2021, the rise in international crude oil prices was mainly due to the increase in demand after countries lifted lockdown measures and OPEC+ reduced production or resumed it slowly. The increase in crude oil prices in 2022 was mainly because the conflict between Russia and Ukraine blocked the export of Russian natural gas and crude oil, resulting in an imbalance in the supply and demand of energy and inflation.

Coal:

International coal prices rose again in January 2022 after Indonesia issued a ban on coal exports. In late February, the outbreak of the Russia-Ukraine conflict triggered a surge in natural gas prices, as well as global coal prices, which soared to a record high of nearly US\$400 per ton in March 2022. As of May, coal prices in Europe and Australia have rebounded again, and the price of high-quality Australian coal climbed to an all-time high of US\$425 per ton. As of September, the price of high-quality coal reached US\$443 per ton.

In 2023, natural gas and coal prices are expected to remain high and stabilize only in the second half of 2023, depending on the development of the Russia-Ukraine conflict.

### 三、主要原料／能源概況(續)

#### (三) 能源

原油：

2022年，西方國家與俄羅斯衝突加劇，雙方將能源作為制裁籌碼，引發能源市場劇烈波動，全球石油供應進一步縮減，國際原油價格保持高位上漲。歐洲ICE Brent原油更是一度逼近140美元／桶，創下08年金融危機以後的最新記錄。在2021年，國際原油價格上漲，主要是各國解封下的需求回暖增加，以及OPEC+減產或復產緩慢等因素造成；2022年原油價格上漲，主要因俄烏衝突使俄羅斯天然氣與原油出口受阻，引發能源原料供需失衡和通脹而造成。

煤炭：

當印尼於2022年1月發佈煤炭出口禁令後，國際市場價格再次上漲。2月下旬，俄烏衝突爆發引發天然氣價格飆升，推高了煤炭價格，全球煤炭價格在2022年3月飆升至每噸近400美元的歷史新高。至5月，歐洲和澳大利亞的煤炭價格再次回升，澳大利亞高品質煤炭價格直接攀升至每噸425美元的歷史高點。至9月，高品質煤炭價格達每噸443美元。

預估在2023年，鑑於烏俄戰爭的發展，天然氣與煤炭仍將處於高位，預計在2023年下半年，才可較為回穩。

### III. MAJOR RAW MATERIALS/ENERGY OVERVIEW(continued)

#### (3) Energy (continued)

Electricity:

The Vietnamese government reopened its borders at the beginning of 2022. To revitalize economic activity, electricity tariffs remained unchanged and stable. Moreover, plans have been made to upgrade electricity engineering works to meet the demand for electricity as production activities resume post-COVID. However, with the influx of foreign capital and the impact of rising international energy costs, the Vietnamese government is considering raising the electricity tariff in 2023 in response to rising energy costs and the lack of coal supply, but it has also stated that it will carefully review the possible tariff hike as it may trigger inflation.

The Group has been using a cogeneration power system to ensure a stable supply of electricity. It will continue to promote energy saving measures and increase flexibility in procuring coal and natural gas to reduce the impact of rising energy costs on the Group.

### IV. FINANCIAL REVIEW

#### (1) Liquidity and Financial Resources

The Group had cash and cash equivalents, short-term bank deposits and term deposits amounting to US\$47,810,000, a decrease of US\$21,934,000, or around 31.4%, when compared with the end of 2021. Total bank borrowings amounted to US\$59,621,000, an increase of US\$19,313,000 or approximately 47.9% from the end of 2021. The borrowings were mainly denominated in US dollars, accounting for 94.5%

Trade receivables amounted to US\$33,990,000, an increase of US\$1,826,000 or approximately 5.7% from the end of 2021. Total inventory was US\$140,527,000, an increase of US\$38,878,000 or approximately 38.2% from the end of 2021.

During the year, the rise in short-term borrowings led to an increase in current liabilities, and, as such, the Group's current ratio decreased from 2.98 at the end of 2021 to 2.28. The Group's financial structure remained healthy.

### 三、主要原料／能源概況(續)

#### (三) 能源(續)

電力：

2022年越南政府年初開放邊境，並為使經濟活動恢復活力，在電價方面並未有大幅變動，持續以穩定價格為方向，亦同時推進電力工程的升級計畫，以滿足疫情過後的復產之用電需求。然而，隨著外資進入以及國際能源原料價格提高的影響，越南政府正考慮於2023年調升電價，主因是能源原料價格高漲，煤炭原料供應亦有不足。越南政府表示，由於涉及物價上漲引發通脹風險，將謹慎評估漲價措施。

本集團使用汽電共生發電系統，有效確保電力供應穩定，集團將持續推動節能省電措施，並增加煤炭與天然氣的採購彈性，以減緩能源成本上漲對集團之影響。

### 四、財務回顧

#### (一) 流動資金與財政資源

集團現金及現金等價物、銀行短期存款、定期存款為47,810,000美元，較2021年底減少21,934,000美元，約減少31.4%。借款總額為59,621,000美元，較2021年底增加19,313,000美元或約47.9%。借款以美元為主，佔94.5%。

應收貿易帳款為33,990,000美元，較2021年底增加1,826,000美元，約增加5.7%。存貨總額為140,527,000美元，較2021年底增加38,878,000美元，約增加38.2%。

年內，因短期借款增加導致流動負債增長，流動比率因此由2021年底之2.98降為2.28，集團財務結構仍保持穩定狀態。

### IV. FINANCIAL REVIEW (continued)

#### (2) Exchange Rate

Vietnam's ample foreign exchange reserves have kept the Vietnamese Dong (VND) stable in recent years. The currency's performance has been relatively robust when compared with the currencies of other major ASEAN economies such as Singapore, Indonesia and Thailand, despite the impact of the pandemic and the appreciation of the US dollar (USD). The central exchange rate for the VND announced by the State Bank of Vietnam slightly depreciated by 1.97% at the end of 2022. Vietnam is expected to maintain its export growth and a trade surplus in 2023. However, the VND will face increasing pressure to depreciate in 2023 as the US raises interest rates continuously and the US dollar strengthens. The Group will closely monitor the interest rate hikes in the US and exchange rate movement between USD and VND.

The Group's subsidiaries in the PRC are mainly engaged in local sales with transactions denominated in RMB. Affected by the interest rate hikes in the US, experts forecast that the RMB will face depreciation pressure in 2023. However, the currency will maintain a higher degree of flexibility. At one point in the second half of 2022, the currency depreciated to around RMB7.3/USD, but rebounded to around RMB6.9/USD at year end. Looking ahead to 2023, the currency will depend on the interest rate hikes in the US and the economic recovery of the PRC, and the Group will continue to monitor changes in the exchange rate between RMB and USD.

#### (3) Loss per Share and Dividends

Basic loss per share were 0.288 US cents for the year. The Board decided not to declare any dividend.

### V. PROSPECTS

In 2022, the supply of energy and raw materials remained unstable and inflation continued to be high due to the ongoing impact of COVID-19 and uncertainty over when the Russia-Ukraine conflict will end. In an effort to curb inflation, the US has increased interest rates, which drove up operating and capital costs of companies and increased pressure on businesses. Downside risks to the global economy have risen sharply, impacting economic recovery and growth.

### 四、財務回顧(續)

#### (二) 匯率

越南近年來充足的外匯儲備有助越盾幣值穩定，致使雖在疫情衝擊及美元升值下，越盾表現相對新加坡、印尼、泰國等主要東協經濟體的貨幣強勢。越南國家銀行公佈的中心匯率於2022年年底貶值1.97%。各界預測越南2023年將延續出口增長趨勢，保持貿易順差態勢，但在美國持續加息，美元持續強勢之情況下，2023年越盾仍有貶值壓力，集團將持續關注美元加息以及美元與越幣之間的匯率變動。

集團中國區子公司主要以中國國內銷售為主，交易以人民幣計算。專家預期2023年亦同樣受美元加息影響，人民幣雖然有貶值壓力，但仍保持較高彈性，在2022年下半年一度貶值至約7.3人民幣兌換1美元過後，於年底回升至約6.9人民幣兌換1美元，在2023年整體走勢，應視乎未來美元加息情況以及中國國內經濟恢復是否強勁而定，集團亦將持續關注人民幣與美元幣值之間的匯率變動。

#### (三) 每股虧損及股息

本期每股基本虧損為0.288美仙。董事會決定不派發股息。

### 五、展望

2022年新冠病毒疫情持續及俄烏戰爭何時結束尚未明朗，使能源與原材料供應震盪持續，通貨膨脹居高不下，而為對抗通脹，美元利率持續升息，令企業經營及資金成本提升，加重企業的經營壓力，也使全球經濟下行風險機率驟增，影響經濟恢復與成長。

### V. PROSPECTS (continued)

Despite the unprecedented economic environment and changes, the Group will continue to improve the flexibility of its overall operations, adjust its business portfolios and models, strengthen its organizational operations to raise management efficiency, actively develop new products, expand the scale of production, focus more on meeting customer and consumer needs, optimize its flexible cost structure and industry chain integration, and implement its action plan to ultimately create new growth drivers and improve its capacity to generate profit. The main tasks and directions are set forth below:

- Expand product lines and optimize the product mix, partially reform existing products, study the expansion of extended products, and gradually develop value-added products. The Group will also increase the development of highly functional and high-value-added products to enlarge market share and boost profit from product sales.
- Actively expand into new channels and markets, adjust product positioning and sales tactics, look for cooperative partners to expand market scale, and strengthen brand positioning and competitive advantages so as to improve the Group's results performance.
- Continue to promote technological advances in production, enhance production efficiency, improve operational and management techniques and utilize key technologies to enhance core competitiveness in order to achieve the dual objectives of improving quality and reducing costs.
- Capture the market trends of bulk raw materials, actively look for alternative raw material solutions, maintain stable cooperative relations with domestic and overseas suppliers and flexibly execute procurement strategies to ensure a stable supply of raw materials.
- Adopt the "co-opetition" strategy to boost product and service value, leverage its production base in Vietnam to actively develop the ASEAN market and the markets of the FTA, CPTPP and RCEP, and via mutual support within the Group, realize its core advantages and expand the Group's business presence.

### 五、展望(續)

雖然集團將面對前所未見的經濟環境與變數，但將持續提升整體營運的靈活度，調整業務組合與商業模式，強化組織運作以提高管理效率，積極開發新品並提升生產規模，更加重視貼近客戶與消費者的需求，改善彈性成本結構與產業鏈整合，落實組織既定的行動方案，創造新成長動能，以期提高盈利能力。主要重點工作與方向，略述如下：

- 擴展產品線與優化產品組合，將現有產品進行局部改造，評估增加延伸商品，逐步發展具附加價值產品。同時增加開發功能性及高價值產品的佔比，以增強市場佔有率與產品銷售利潤。
- 積極拓展新通路與新市場，調整產品定位與銷售方式，尋求合作夥伴來擴大市場規模，強化品牌定位與競爭優勢，以提升集團業績表現。
- 持續精進生產技術與提升生產效率，改善經營管理技術，掌握關鍵技術以提升核心競爭力，達到提高品質與降低成本的相乘效益。
- 掌握大宗原料市場行情變動趨勢，積極尋求原料替代方案，致力與國內外供應商維持穩定合作關係，彈性執行採購策略，以確保原料供應穩定。
- 以競合策略增強產品與服務價值，透過越南生產基地，持續發展東盟市場及與越南有簽訂自由貿易協定(FTA)、跨太平洋夥伴全面進步協定(CPTPP)，及區域全面經濟夥伴協定(RCEP)的市場，並於集團內互相支援，發揮核心優勢擴展集團事業版圖。

### V. PROSPECTS (continued)

- Accelerate the formation of strategic alliances or cooperative links with different businesses to jointly develop markets through effective consolidation of resources, and strengthen its research and development (R&D) function to realize technological breakthroughs and facilitate the upgrade and transformation of the Group, in addition to the introduction of new products, the expansion of its business scale and the improvement of business performance.
- Establish a strategic organizational structure and dedicated strategic teams to enhance the organizational efficiency of all units, coordinate the operational action plans of each company, integrate the Group's resources, explore strategic M&As and alliances, and continue to expand the Group's operations in order to improve revenue, profit and economies of scale.
- Expedite the introduction of an electronic process and information system for the management and application of Big Data in order to obtain immediate feedback, optimize business processes and respond to customer needs in a timely manner.
- Adopt strategies for ongoing management of capital allocation, improve the operational efficiency of assets and reduce the risk of changes in financial markets amid the volatile global financial markets.

The economic situation in 2023 is not promising. Variables such as soaring raw material and energy prices and the Russia-Ukraine war have brought great uncertainty to the prospects of global economic recovery, hence the Group must remain caution in its operations. However, with its existing operational strategies, enhanced development of domestic and overseas markets, well established sales network, advantage of exporting an array of products from Vietnamese factories, and united workforce committed to facing challenges, the Group is confident that it can overcome the difficulties and leverage its operational strengths to facilitate the rapid recovery of its operations. The Group also hopes to achieve better results in the future.

### 五、展望(續)

- 加速策略聯盟或異業合作，有效整合資源共同開發市場，強化研發功能，跨越並掌握技術門檻，推動集團升級轉型，拓展新產品之經營，擴大經營規模與經營績效。
- 建置戰鬥型組織及專責策略小組，提升各單位組織效率，統合公司經營行動方案，整合集團資源，尋求策略併購與策盟方案，持續拓展集團經營，以達到擴增營收、利潤與規模之綜效。
- 加速導入電子化與資訊系統，進行大數據的管理及應用，取得即時回饋資訊，優化各項業務流程，及時服務客戶需求。
- 持續管控資金調配策略，同時提高資產營運效率，並在全球金融市場動盪之際，降低金融市場變動的風險。

展望2023年經濟局勢不容樂觀，原材料及能源價格仍處於高位與俄烏戰爭衝突等變數，為全球經濟復甦前景，帶來極大的不確定性，集團經營仍需審慎面對。然而，憑藉由集團制定的經營策略，配合深耕國內外市場的力度與深度、已建立的銷售網路等成果，加上越南廠多種產品的出口力度優勢，以及全體員工齊心面向挑戰，集團有信心可克服相關困難，發揮營運綜效，盡快恢復經營向上，期為未來再創佳績。