

# Chairman's Statement

## 主席報告書

In the first half of 2025, global economic growth momentum slowed again due to factors such as changes in US trade and tariff policies, international geopolitical tensions, and disasters caused by extreme weather. In addition, heightened uncertainty in energy supply not only pushed up inflationary pressure, but also led to instability risks such as fluctuations in the financial environment. These variables and corporate operational risks posed challenges to the policy capacity and economic resilience of different countries. At the same time, against this backdrop of uncertain macroeconomic and trading policies, market competition has become more intense. This, coupled with cautious consumer sentiment and a wait-and-see, conservative approach, has affected the Group's performance. Additionally, although the increase in raw material prices has eased, they are still at elevated levels, further restricting the Group's profitability. In Vietnam, the Group's largest market, the GDP growth rate reached 7.52% in the first half of 2025, but this was primarily due to the gradual resumption of exports in certain industries. Amid various uncertainties, the business operations of the country's SMEs and end-consumer sentiment are still recovering slowly.

The Group's revenue for the period was approximately US\$180,000,000, a decrease of approximately US\$890,000, or 0.5%, from the previous period. Due to the lack of full recovery in the sentiment and demand of major markets, as well as cut-throat price competition, the Group's major products, including MSG, starch products, and fertilizer and feed products, recorded a decline in revenue. Gross profit for the period was approximately US\$31,810,000, a decrease of 3.4% from the previous period, and the gross profit margin was 17.3%. The decline in gross profit was mainly due to a reduction in revenue caused by intense competition. Net profit for the period was approximately US\$7,610,000, a contraction of approximately 8.8% from the previous period, and the net profit margin was approximately 4.1%.

The performance of the Group's products in major markets was affected by the competition and subdued market sentiment, resulting in declines in some areas. In the Vietnamese market, weaker market demand for products, including seasonings, chemicals, and fertilizer and feed products during the period, combined with market competition, dragged down selling prices slightly, resulting in a decrease in revenue of about 7.7%. The Group's operations in the PRC were affected by the weak overall economy, and order volume remained sluggish. However, the Group made efforts to stabilize sales of its seasoning products and actively expanded businesses such as coffee beans, resulting in an approximately 19.7% increase in overall revenue from the PRC market compared with the previous period. As for operations in Japan, the Group worked diligently to promote new products such as high-end modified starch, but due to the weak Japanese yen and fierce market competition, revenue in this market fell by approximately 8.8% from the previous period. In the ASEAN market, revenue from the Group's two main products, MSG and modified starch, declined as a result of cut-throat price competition, leading to an 8.4% decline in revenue during the period compared with the previous period. In addition, due to tariff policies, customers in the US market increased their purchases of starch and MSG products, resulting in an approximately 35.1% surge in performance over the previous period. Taking advantage of this momentum, the Group will actively develop and supply products with higher market demand, with a view to achieving further performance breakthroughs in the future.

綜觀2025年上半年的全球經濟情勢，受美國貿易與關稅政策的變動、國際地緣政治的緊張氣氛與極端氣候所造成的災害等因素影響，全球經濟增長動能再度放緩。此外，能源供應的不確定性加劇，不僅推升通脹壓力，更導致金融環境波動等不穩定風險。該等變數與企業營運風險，對各國的政策之應對能力與經濟之韌性構成挑戰。同時，在宏觀經濟及貿易政策不確定的背景下，市場競爭更趨激烈，疊加消費環境仍瀰漫觀望與保守氣氛，集團業績受到影響。此外，各項原材料價格漲勢雖已緩和，但卻仍處高位，進一步造成集團盈利受限。在集團最大的市場越南，當地2025上半年的GDP增長率雖達7.52%，但主要仍是由於特定產業逐漸恢復出口，而面對多項不確定變數，其國內中小企業之經營與末端消費景氣仍在緩慢復甦中。

集團於期內的營業額約1億8千萬美元，較前期下滑約89萬美元，下降約0.5%。由於主要市場景氣與需求仍未完全恢復，同時競品低價競爭，集團幾項主要產品，包含味精、澱粉產品與肥飼料等的營收均錄得下滑。期內毛利額約3,181萬美元，較前期下降3.4%，毛利率為17.3%。毛利下滑主要因競爭所致造成營收下降所致。期內淨利為約761萬美元，較前期減少約8.8%，淨利率為約4.1%。

集團在各主要市場所經營之各項產品，業績因受競爭與景氣影響，在部份區域有所下滑。在越南市場，調味料、化學品與肥飼料等產品因期內市場需求降低，加上市場競爭，售價稍降，使營收減少約7.7%。集團在中國區的營運受整體經濟疲弱的影響，下單氣氛仍較低迷，但集團致力穩定調味品銷售，並積極擴展咖啡豆等業務，使中國市場整體營收較前期提升約19.7%。至於日本市場的營運，集團努力於該地區推廣高端變性澱粉等新產品，但在日圓疲軟與嚴峻的市場競爭之下，該市場營收仍較前期下滑約8.8%。東盟市場方面，主要經營產品味精與變性澱粉之營收受到競品低價競爭影響下滑，使期內之業績較前期下滑8.4%。此外，受貿易關稅政策影響，美國市場之客戶增加採購澱粉與味精產品，使業績較前期提升約35.1%。趁此勢頭，集團將更積極開發與供應市場需求產品，以期未來進一步取得業績突破。

By product category, revenue from the Group's main products, MSG and seasonings, decreased by approximately 5.6% year-on-year as major markets such as Vietnam, Japan, and ASEAN have not yet recovered, and low-price competition in various markets have placed pressure on their selling prices. As for another major starch product, modified starch and starch sugar, the Group adjusted the selling prices during the period in response to declining raw material prices, resulting in approximately 6.2% lower revenue compared to the previous period. The Group places significant emphasis on the tremendous market potential and development prospects of this product category, and is particularly committed to expanding into the Japanese, US, ASEAN and Vietnamese markets. To this end, it will continue to develop these products and their derivatives to diversify its portfolio and create new products with higher added value. Concerning the hydrochloric acid and soda products in the specialty chemicals category, the Vietnamese market experienced weak demand and severe price competition during the period, resulting in a 5.3% decline in the overall revenue of specialty chemicals compared with the previous period. Sales of the Group's fertilizer and feed products were affected by the sluggish international prices of chemical fertilizer and urea, and the market tended to believe that the decline would continue, resulting in a wait-and-see approach. As for the feed business, both sales volume and prices saw a notable contraction due to factors such as the spread of diseases, price cuts from competing products, weak market demand, and fierce competition. Overall sales of fertilizer and feed products fell by approximately 9.0% compared with the previous period. In addition, with the consumer goods industry in Vietnam growing rapidly, the Group has cooperated with several internationally renowned brands in product distribution during the year, so as to increase the number of products in operation and expand its scale of operations. At the same time, the Group promoted the trade products that it distributes in the PRC, including coffee beans, and met the corresponding demand by segmenting the market, leading to an approximately 46.0% surge in the overall performance of distributed products compared with the previous period.

以產品類別分析，集團主要的味精與調味料產品，因越南、日本、東盟等主要市場的景氣尚未恢復，加上各地市場低價競爭，售價有下跌壓力，使營收較前期降低約5.6%。由於原料價格下滑，集團另一項重要的澱粉產品，變性澱粉與澱粉糖，在期內調整售價，致使營收較上期下滑約6.2%。集團相當重視此類產品於市場的潛力與發展，尤其將致力開拓於日本、美國、東盟與越南市場，並持續致力開發其延伸產品，以期發展更多元化產品及開創更高之產品附加價值。另外，特化產品中的鹽酸與蘇打產品，期內越南市場需求仍顯疲弱、疊加競品低價競爭之影響，使整體特化產品的營收相較前期減少5.3%。而集團的肥飼料產品營運方面，受到國際化學肥料及尿素價格不振影響，肥料市場普遍有看跌不看漲的心理，觀望氣氛濃厚，影響銷售。飼料方面，由於疫病與競品價格下調，市場需求減少，但競爭卻加劇，飼料的銷售量與價格下滑較明顯，肥飼料整體銷售額較前期下跌約9.0%。另外，鑑於越南消費品產業增長快速，集團在期內與多家國際知名品牌合作產品代理，以增加集團營運品項，擴大營運規模。同時，集團在中國區推展的咖啡豆等代理商品，以區隔市場、滿足需求，使集團整體代理品業績較前期大幅增加約46.0%。

## Chairman's Statement 主席報告書

Looking ahead to the second half of 2025, while the full impact of US trade tariffs and international geopolitical conflicts remains uncertain, these factors are expected to trigger volatility in energy and raw material prices and supply. Coupled with exchange rate fluctuations, interest rate movements, and varying regional inflation levels, these variables will not only heighten complexity in the economic and operational landscape but also amplify uncertainty in consumer demand. In the meantime, given the increasingly fierce competition among different products in the market, the Group's operations in the near term face headwinds, hence, the management will closely monitor the market situation and respond accordingly. In addition to making daily operations more flexible and introducing more technologically advanced management plans to enhance efficiency, the Group is accelerating the development of new products, strengthening its technical capabilities, and evaluating strategies that can more effectively strengthen or transform its sales channels in response to market demand. In the meantime, the Group will proactively capitalize on opportunities arising from market challenges by evaluating various investment opportunities and has already entered into technological development and production and sales-related cooperation projects to accelerate the development of new products and new businesses. Concurrently, the Group will continue to expedite and deepen its strategic alliances in the same industry or across different industries, leverage its operational efficiency, and explore more diverse operating areas in the future. With the popularity of online applications, the Group will speed up the evaluation of opportunities for developing online and e-commerce sales channels to enhance the diversity and depth of its sales channels.

展望2025年下半年，美國貿易關稅與國際地緣政治衝突所造成之衝擊程度雖尚未明朗，但預期將導致能源與原材料之價格及供應不穩定，疊加匯率與利率波動以及各區域通貨膨脹等變數，不僅為經濟與經營環境增添複雜性，亦將牽動消費需求之不確定性。與此同時，各項產品的市場競爭亦日趨激烈，集團短期經營尚充滿挑戰，經營層將密切觀察市場情況及作出應對。除將繼續強化日常營運效能，導入更科技化之管理規劃，提升效率之外，集團正加快新產品開發與強化技術實力，並因應市場需求，評估更有效率地強化或轉型銷售通路的方法。同時，集團將積極把握危機中的機遇，評估各種投資機會，展開數項技術開發與產銷合作，以加快拓展新產品與新業務的步伐。同時，集團在未來也將持續加快、加深同業或異業策略聯盟，發揮經營槓桿與效率，開拓更多元之經營領域。隨著網絡應用普及，集團亦將加速評估開拓網絡與電商銷售渠道，提升更多元化之銷售渠道與層次。

## Chairman's Statement 主席報告書

Despite the short-term impact of various economic factors and the ongoing recovery of overall economic activity, Vietnam is expected to possess significant development potential once short-term economic fluctuations stabilize, supported by its favorable business environment and trade agreements such as EVFTA, UKVFTA, and RCEP signed with countries and regions, including ASEAN, the EU, and the UK. Therefore, while remaining cautiously optimistic about its business, the Group will, on top of stabilizing the foundation of its operations and enhancing their flexibility and agility, also actively embark on new operations via strategic alliances with a focus on new products and new business areas. The Group believes its operations, underpinned by solid strategies, will continue to advance and develop on the right track. Well aware of the opportunities and also their responsibilities in the changing business environment, all members of the Group will strive to seize those opportunities with a pioneering vision and a positive attitude, and implement its established operating strategies pragmatically and cautiously to achieve greater breakthroughs and development in its results and operations.

By Order of the Board

**Yang Tou-Hsiung**  
*Chairman*  
26 August 2025

雖然越南短期間仍受到各經濟環境因素的影響，整體經濟活動仍在復甦中，但憑藉其優越的總體經營環境，加上與東盟、歐盟、英國及區域各國簽訂EVFTA、UKVFTA與RCEP等貿易協定，預期在短期經濟波動趨穩定後，仍將有龐大的發展潛力。因此，集團將仍抱持審慎樂觀的態度，除穩定既定營運基礎，加速導入更科技化之管理模式，提升經營的彈性與機動性之外，將更進一步針對新產品與新事業，以策盟的方式，積極開創嶄新之營運範疇。同時，集團相信，在穩固的策略下，經營將持續朝向正面的方向發展。集團的所有成員深切體認處於多變的經營環境中，集團的契機與所肩負之責任，將會以開創的眼光與積極的心態，把握機會，並務實謹慎地來執行集團擬具之各項營運策略，以期對集團的業績與經營有更大的突破與發展。

承董事會命

主席  
**楊頭雄**  
2025年8月26日