



KCG Corporation Public Company Limited



Management Discussion and Analysis (MD&A)

For the First Quarter Ended 31 March 2025

Business Overview

- ✚ KCG Corporation Plc (the "Company" or "KCG") operates business in manufacturing and distributing products for consumption covering activities from research and development process to create production formula, procurement of raw materials, product manufacturing, distribution, and transportation to customers domestically, as well as exporting products to other countries. The Company is also an importer and distributor of leading products from overseas to Thailand. The Company's products can be categorized into three main groups:
 - (1) Dairy products, consisting of butter, cheese, and other dairy products.
 - (2) Food and Bakery Ingredients and other products (FBI), consisting of food ingredients, packaged foods, frozen foods, bakery ingredients, food additives, concentrated fruit juices, and bakery and cooking equipment.
 - (3) Biscuits, consisting of cookies, crackers, and wafers.
- ✚ The Company is the market leader in both butter and cheese products, with the No.1 market share of 55.0% for butter, and the No. 1 market share of 31.6% for cheese. The Company is also ranked in the top 5 market share for FBI and biscuits. The Company's brands include "Allowrie", "Imperial", "DAIRYGOLD", "Violet", "Premio", "SUNQUICK", etc.
- ✚ The Company was listed and started trading on the Stock Exchange of Thailand (SET) in the Agro & Food Industry group, Food & Beverage sector, under the ticker symbol "KCG" on 3 August 2023.

Summary of the Operating Results Q1/2025 and Outlook

Operating Results (Unit: THB Million, %)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
Other income	12.2	13.5	8.9	-27.0%	-34.2%
Total revenue	1,797.7	2,530.0	2,045.4	+13.8%	-19.2%
Cost of sales	1,240.4	1,737.6	1,403.9	+13.2%	-19.2%
Gross profit	545.0	778.8	632.7	+16.1%	-18.8%
Selling and distribution expenses	273.6	420.2	321.6	+17.6%	-23.4%
Administrative expenses	157.2	156.6	153.7	-2.2%	-1.9%
SG&A	430.8	576.8	475.4	+10.4%	-17.6%
Impairment loss on machinery and equipment	21.1	0.0	0.0	-100.0%	-
Finance costs	14.3	13.3	11.8	-17.5%	-11.6%
Profit before income tax expenses	91.1	202.2	154.4	+69.5%	-23.7%
Tax expenses	19.5	39.3	32.3	+65.5%	-17.9%
Net profit	71.6	162.9	122.2	+70.6%	-25.0%
EBITDA	156.7	273.1	222.3	+41.9%	-18.6%
Gross profit margin (%)	30.5%	30.9%	31.1%	+0.5%	+0.1%
SG&A to sales (%)	24.1%	22.9%	23.3%	-0.8%	+0.4%
Net profit margin (%)	4.0%	6.4%	6.0%	+2.0%	-0.5%
EBITDA margin (%)	8.7%	10.8%	10.9%	+2.2%	+0.1%

Q1/2025 vs Q1/2024 (YoY)

- ✦ In Q1/2025, the Company recorded net profit of THB 122.2 million, increased by 70.6% YoY, with the following key matters:
 - ✦ Sales increased by 14.1% YoY, with growth across all distribution channels, driven by sales growth in dairy products and foods & bakery ingredients (FBI).
 - ✦ Gross profit margin increased by 0.5% YoY, despite an increase in the overall average cost of raw materials, boosted by the following factors: (1) a reversal of reduction of inventories to net realizable value (NRV) previously recorded for certain products, which were subsequently sold at better values than initially anticipated; (2) no NRV related to SKU rationalization as occurred in Q1/2024; (3) an increase in the capacity utilization rate; 4) improved production efficiency; and 5) effective production cost management.
 - ✦ SG&A increased by 10.4% YoY, following the higher sales. Increased expenditure mainly came from (1) advertising and promotion (A&P); (2) transportation; (3) depreciation from KCG Logistics Park; (4) utility expenses; and (5) employee expenses from a merit increase. %SG&A to sales in Q1/2025 was 23.3%, decreased from 24.1% in Q1/2024 supported by increased sales and effective cost management, including benefits from KCG Logistics Park and solar rooftops.
 - ✦ The Company did not incur an impairment loss on machinery and equipment as occurred in Q1/2024, totaling THB 21.1 million resulting from the machinery upgrade, production process improvement, and factory re-layout to increase production capacity, enhance production efficiency, and reduce production cost.
 - ✦ Finance costs decreased by 17.5% YoY, supported by lower interest rates and reduced loans from financial institutions. At the end of Q1/2025, loans from financial institutions were THB 1,228.1 million, decreased by THB 20.4 million or 1.6% YoY from THB 1,248.5 million at the end of Q1/2024.
 - ✦ Income tax expenses increased by 65.5% YoY following the higher profit before income tax expenses.

Q1/2025 vs Q4/2024 (QoQ)

- ✦ In Q1/2025, the Company recorded net profit of THB 122.2 million, decreased by 25.0% QoQ, with the following key matters:
 - ✦ Sales decreased by 19.1% QoQ, following a seasonal decline after Q4, the period in which the Company experiences the highest sales of the year.
 - ✦ Gross profit margin slightly increased by 0.1% QoQ, despite a slight increase in the overall average cost of raw materials. This improvement was supported by a reversal of the reduction of inventories to net realizable value (NRV) previously recorded for certain products, which were subsequently sold at better values than initially anticipated.
 - ✦ SG&A decreased by 17.6% QoQ, following the lower sales. Decreased expenditure mainly came from: (1) advertising and promotion (A&P); (2) transportation; and (3) utility expenses. %SG&A to sales in Q1/2025 was 23.3%, an increase from 22.9% in Q4/2024, mainly due to lower sales despite the Company's continuous improvements in operational efficiency and effective cost management.
 - ✦ Finance costs decreased by 11.6% QoQ, supported by reduced loans from financial institutions and lower interest rates. At the end of Q1/2025, loans from financial institutions were THB 1,228.1 million, decreasing by THB 295.0 million or 19.4% from THB 1,523.1 million at the end of Q4/2024.
 - ✦ Income tax expenses decreased by 17.9% QoQ following the lower profit before income tax expenses.

Major Development and Outlook

The global economy has entered a period of heightened uncertainty following the United States' announcement on 2 April 2025, of the implementation of reciprocal tariffs on several countries. Although the enforcement of the reciprocal tariffs has been temporarily delayed for 90 days—with the base tariff rate maintained at 10%—rising global uncertainty and potential retaliatory measures from major economies are expected to impact global economy and trade. This situation may also affect the Thai economy, including exports, private sector investment, and household consumption.

In Q1/2025, the Company's sales continued to show solid growth YoY from Q4/2024, supported by customer responses across all distribution channels, both domestically and internationally. The growth was also driven by improved sales of new products that replaced discontinued items under the SKU rationalization, which was completed in Q3/2024. Although the future impact of reciprocal tariffs remains uncertain, the Company's exposure is limited, as exports accounted for only 4.2% of total sales in 2024, and the Company does not export to the United States. In addition, the Company maintains strong fundamentals across various aspects of its operations. It demonstrates high adaptability to changing conditions, strong product development capabilities aligned with market needs, and the ability to create new consumption demand in new ways. The Company also benefits from comprehensive nationwide distribution coverage and continues to focus on enhancing production efficiency and effective cost management. Accordingly, the Company remains confident in its 2025 performance outlook and expects to achieve continued growth throughout the year.

The average raw material costs in Q1/2025 slightly increased compared to Q4/2024, with the trend for raw material costs in Q2/2025 expected to remain relatively stable compared to Q1/2025. Although the overall average raw material costs for 2025 are anticipated to rise compared to 2024, the Company's gross profit margin in 2025 will be supported by efficient cost management, improved production efficiency, higher capacity utilization, and the positive impacts of SKU rationalization, which was completed in Q3/2024 and has been contributing positively to both sales and profit margins since Q4/2024.

The %SG&A to Sales in Q1/2025 decreased significantly compared to the same period last year, driven by strong sales growth, improved operational efficiency, effective cost management, and the full utilization of the KCG Logistics Park distribution center and solar rooftops since the end of 2024. The Company also aims to continue reducing the %SG&A to Sales in 2025 compared to 2024.

Sales Structure

Sales by Product Category (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Dairy products	1,086.2	1,284.5	1,223.5	+12.6%	-4.7%
Foods & Bakery Ingredients and others (FBI)	515.2	677.8	633.2	+22.9%	-6.6%
Biscuits	184.0	554.2	179.8	-2.3%	-67.6%
Total Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
%Sales by Product Category (Unit: %)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Dairy products	60.8%	51.0%	60.1%	-0.8%	+9.0%
Foods & Bakery Ingredients and others (FBI)	28.9%	26.9%	31.1%	+2.2%	+4.2%
Biscuits	10.3%	22.0%	8.8%	-1.5%	-13.2%
Total	100.0%	100.0%	100.0%		

Sales by Channel (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
B2B	728.8	927.9	881.4	+20.9%	-5.0%
B2C	992.1	1,487.0	1,077.7	+8.6%	-27.5%
Export	64.5	101.5	77.4	+20.0%	-23.7%
Total Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
%Sales by Channel (Unit: %)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
B2B	40.8%	36.9%	43.3%	+2.5%	+6.4%
B2C	55.6%	59.1%	52.9%	-2.6%	-6.2%
Export	3.6%	4.0%	3.8%	+0.2%	-0.2%
Total	100.0%	100.0%	100.0%		

Sales by Operation (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Own-manufacturing products	1,301.3	1,884.1	1,410.5	+8.4%	-25.1%
Trading products	484.2	632.3	626.1	+29.3%	-1.0%
Total Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
%Sales by Operation (Unit: %)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Own-manufacturing products	72.9%	74.9%	69.3%	-3.6%	-5.6%
Trading products	27.1%	25.1%	30.7%	+3.6%	+5.6%
Total	100.0%	100.0%	100.0%		

Operating Results

1. Revenue from sales

Operating Results (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Revenue from sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%

Q1/2025 vs Q1/2024 (YoY)

- In Q1/2025, the Company recorded total sales of THB 2,036.5 million, increased by THB 251.1 million or 14.1% YoY, with growth across all distribution channels, including both domestic B2B and B2C markets, as well as international markets. The growth was driven by higher sales of dairy products and food and bakery ingredients (FBI). The strong sales performance was also boosted by improved sales of new products that replaced discontinued items under the SKU rationalization, which was completed in Q3/2024.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded total sales of THB 2,036.5 million, decreased by THB 479.9 million or 19.1% QoQ, following a seasonal decline after Q4, the period in which the Company experiences the highest sales of the year.

2. Cost of Sales and Gross Profit

Operating Results	Q1/2024	Q4/2024	Q1/2025	Change	
(Unit: THB Million, %)				%YoY	%QoQ
Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
Cost of sales	1,240.4	1,737.6	1,403.9	+13.2%	-19.2%
Gross profit	545.0	778.8	632.7	+16.1%	-18.8%
Gross profit margin (%)	30.5%	30.9%	31.1%	+0.5%	+0.1%

Q1/2025 vs Q1/2024 (YoY)

- In Q1/2025, the Company recorded cost of sales of 1,403.9 million, increased by THB 163.4 million or 13.2% YoY, following the higher sales.
- Gross profit in Q1/2025 was THB 632.7 million, increased by THB 87.6 million or 16.1% YoY, following the higher sales. Gross profit margin in Q1/2025 was 31.1%, increased from 30.5% in Q1/2024, mainly boosted by: (1) a reversal of reduction of inventories to net realizable value (NRV) previously recorded for certain products, which were subsequently sold at better values than initially anticipated; (2) no NRV related to SKU rationalization as occurred in Q1/2024; (3) an increase in the capacity utilization rate; 4) improved production efficiency; and 5) effective production cost management.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded cost of sales of THB 1,403.9 million, decreased by THB 333.8 million or 19.2% QoQ, following a seasonal decline after Q4, the period in which the Company experiences the highest sales of the year.
- Gross profit in Q1/2025 was THB 632.7 million, decreased by THB 146.2 million or 18.8% QoQ following the lower sales. Gross profit margin in Q1/2025 was 31.1%, increased from 30.9% in Q4/2024, despite a slight increase in the overall average cost of raw materials. This improvement was supported by a reversal of the reduction of inventories to net realizable value (NRV) previously recorded for certain products, which were subsequently sold at better values than initially anticipated.

3. Selling, General and Administrative Expenses (SG&A)

Operating Results	Q1/2024	Q4/2024	Q1/2025	Change	
(Unit: THB Million, %)				%YoY	%QoQ
Sales	1,785.5	2,516.5	2,036.5	+14.1%	-19.1%
Selling and distribution expenses	273.6	420.2	321.6	+17.6%	-23.4%
Administrative expenses	157.2	156.6	153.7	-2.2%	-1.9%
SG&A	430.8	576.8	475.4	+10.4%	-17.6%
SG&A to sales (%)	24.1%	22.9%	23.3%	-0.8%	+0.4%

Q1/2025 vs Q1/2024 (YoY)

- In Q1/2025, the Company recorded selling, general and administrative expenses (SG&A) of THB 475.4 million, increased by THB 44.6 million or 10.4% YoY, following the higher sales. Increased expenditure mainly came from (1) advertising and promotion (A&P); (2) transportation; (3) depreciation from KCG Logistics Park; (4) utility expenses; and (5) employee expenses from a merit increase.
- %SG&A to sales in Q1/2025 was 23.3%, a decrease from 24.1% in Q1/2024, supported by increased sales and effective cost management, including benefits from KCG Logistics Park and the solar rooftops.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded SG&A of THB 475.4 million, decreased by THB 101.4 million or 17.6% QoQ, following the lower sales. Decreased expenditure mainly came from: (1) advertising and promotion (A&P); (2) transportation; and (3) utility expenses.
- %SG&A to sales in Q1/2025 was 23.3%, an increase from 22.9% in Q4/2024, mainly due to lower sales despite the Company's continuous improvements in operational efficiency and effective cost management.

4. Finance Costs

Operating Results (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Finance costs	14.3	13.3	11.8	-17.5%	-11.6%
Total loans from financial institutions	1,248.5	1,523.1	1,228.1	-1.6%	-19.4%
Total interest-bearing debts	1,355.6	1,638.6	1,336.6	-1.4%	-18.4%

Q1/2025 vs Q1/2024 (YoY)

- In Q1/2025, the Company recorded finance costs of THB 11.8 million, decreased by THB 2.5 million or 17.5% YoY, supported by lower interest rates and reduced loans from financial institutions. At the end of Q1/2025, loans from financial institutions were THB 1,228.1 million, decreased by THB 20.4 million or 1.6% from THB 1,248.5 million at the end of Q1/2024.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded finance costs of THB 11.8 million, decreased by THB 1.5 million or 11.6% QoQ, supported by decreased loans from financial institutions and lower interest rates. At the end of Q1/2025, loans from financial institutions were THB 1,228.1 million, decreased by THB 295.0 million or 19.4% from THB 1,523.1 million at the end of Q4/2024.

5. Income Tax Expenses

Operating Results (Unit: THB Million, %)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Profit before income tax expenses	91.1	202.2	154.4	+69.5%	-23.7%
Tax expenses	19.5	39.3	32.3	+65.5%	-17.9%
Effective tax rate (%)	21.4%	19.4%	20.9%	-0.5%	+1.5%

Q1/2025 vs Q1/2024 (YoY)

- In Q1/2025, the Company recorded tax expenses of THB 32.3 million, increased by THB 12.8 million or 65.5% YoY following the higher profit before income tax expenses.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded tax expenses of THB 32.3 million, decreased by THB 7.0 million or 17.9% QoQ following the lower profit before income tax expenses.

6. Net Profit

Operating Results (Unit: THB Million)	Q1/2024	Q4/2024	Q1/2025	Change	
				%YoY	%QoQ
Total revenue	1,797.7	2,530.0	2,045.4	+13.8%	-19.2%
Net profit	71.6	162.9	122.2	+70.6%	-25.0%
Net profit margin (%)	4.0%	6.4%	6.0%	+2.0%	-0.5%

Q1/2025 vs Q1/2024 (YoY)

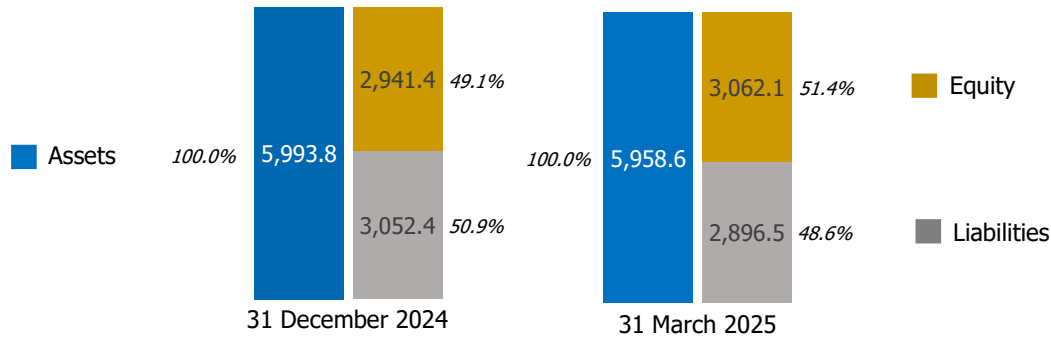
- In Q1/2025, the Company recorded net profit of THB 122.2 million, increased by THB 50.5 million or 70.6% YoY, supported by the following reasons:
 - Total revenue increased by 13.8% YoY, with growth across all distribution channels, driven by sales growth in dairy products and FBI.
 - Gross profit margin increased by 0.5% YoY, despite an increase in the overall average cost of raw materials, boosted by: (1) a reversal of reduction of inventories to net realizable value (NRV) previously recorded for certain products, which were subsequently sold at better values than initially anticipated; (2) no NRV related to SKU rationalization as occurred in Q1/2024; (3) an increase in the capacity utilization rate; 4) improved production efficiency; and 5) effective production cost management.
 - %SG&A to sales decreased by 0.8% YoY, supported by increased sales and effective cost management, including benefits from KCG Logistics Park and the solar rooftops.
 - The Company did not incur an impairment loss on machinery and equipment as occurred in Q1/2024, totaling THB 21.1 million resulting from the machinery upgrade, production process improvement, and factory re-layout to increase production capacity, enhance production efficiency, and reduce production cost.
 - Finance costs decreased by 17.5% YoY, supported by lower interest rates and reduced loans from financial institutions.

Q1/2025 vs Q4/2024 (QoQ)

- In Q1/2025, the Company recorded net profit of THB 122.2 million, decreased by THB 40.8 million or 25.0% QoQ, mainly due to the following reasons:
 - Total revenue decreased by 19.2% QoQ, mainly due to a 19.1% QoQ decline in sales, following a seasonal drop after Q4, the period in which the Company experiences the highest sales of the year.
 - %SG&A to sales increased by 0.4% QoQ, mainly due to lower sales despite the Company's continuous improvements in operational efficiency and effective cost management.

Statement of Financial Position

Unit: THB million, %



Assets

- As at 31 March 2025, the Company had total assets of THB 5,958.6 million, decreased by THB 35.2 million or 0.6% from THB 5,993.8 million at the end of 2024, resulting from decreases in: (1) trade and other receivables; (2) property, plant and equipment; and (3) right-of-use assets.
- The Company had inventories as at 31 March 2025 of THB 1,485.1 million, increased by THB 310.9 million or 26.5% from THB 1,174.3 million at the end of 2024, mainly due to stockpiling of butter products in preparation for a planned temporary production halt during the upcoming production line improvement.

Liabilities

- As at 31 March 2025, the Company had total liabilities of THB 2,896.5 million, decreased by THB 155.9 million or 5.1% from THB 3,052.4 million at the end of 2024. The decrease was mainly due to reduced loans from financial institutions and lower lease liabilities.
- As at 31 March 2025, loans from financial institutions were THB 1,228.1 million, decreased by THB 295.0 million or 19.4% from THB 1,523.1 million at the end of 2024.

Equity

- As at 31 March 2025, the Company had equity attributable to owners of the parent of THB 3,062.1 million, increased by THB 120.7 million or 4.1% from THB 2,941.4 million at the end of 2024, mainly resulting from (1) an increase in retained earnings, driven by the Company's net profit in Q1/2025 of THB 122.2 million; and (2) a decrease in other components of shareholders' equity of THB 1.5 million.

Statement of Cash Flows

Statement of Cash Flows	Q1/2024	Q1/2025	Change
(Unit: THB Million, %)			%YoY
Profit from operating activities before changes in operating assets and liabilities	220.8	214.0	-3.1%
Cash flow from changes in operating assets and liabilities	345.7	303.9	-12.1%
Net cash flows from operating activities	566.5	518.0	-8.6%
Cash paid for acquisitions of property, plant and equipment	(114.2)	(41.0)	+64.1%
Cash paid for acquisitions of intangible assets	(2.0)	(6.8)	-242.2%
Cash received (paid for) other investing activities	0.5	(64.7)	-12087.4%
Net cash used in investing activities	(115.6)	(112.6)	+2.6%
Decrease in short-term loans from banks	(587.8)	(293.4)	+50.1%
Cash paid for long-term loans from banks	(1.5)	(1.6)	-6.4%
Cash paid for lease liabilities	(14.1)	(14.9)	-5.9%
Interest paid	(15.2)	(12.7)	+16.7%
Dividends paid	0.0	0.0	-
Net cash flows used in financing activities	(618.6)	(322.6)	+47.8%
Net increase (decrease) in cash and cash equivalents	(167.8)	82.7	+149.3%
Cash and cash equivalents at beginning of period	334.5	64.0	-80.9%
Cash and cash equivalents at end of period	166.7	146.8	-12.0%

At the end of Q1/2025, the Company recorded ending cash and cash equivalents of THB 146.8 million, a decrease of THB 20.0 million or 12.0% from THB 166.7 million at the end of Q1/2024, with details as follows:

- Net cash received from operating activities of THB 518.0 million, consisting of (1) cash inflows from operating activities before changes in operating assets and liabilities of THB 214.0 million; and (2) cash inflows from net change in operating assets and liabilities of THB 303.9 million, mainly due to the decrease in trade and other receivables and the increase in trade and other payables.
- Net cash used in investing activities of THB 112.6 million, consisting of (1) cash paid for acquisitions of property, plant and equipment of THB 41.0 million; (2) cash paid for acquisitions of intangible assets of THB 6.8 million; (3) cash paid for other investing activities of THB 64.7 million.
- Net cash used in financing activities of THB 322.6 million, consisting of (1) decrease in short-term loans from banks of THB 293.4 million; (2) cash paid for long-term loans from banks of THB 1.6 million; (3) cash paid for lease liabilities of THB 14.9 million; and (4) interest paid of THB 12.7 million.

Key Financial Ratios

Financial Ratios	For the first quarter ended 31 March	
	2024	2025
Liquidity Ratios		
Current Ratio (x)	1.2	1.2
Quick Ratio (x)	0.6	0.6
Activity Ratios		
Average Collection Period (Days)	61	60
Average Inventory Period (Days)	96	89
Average Payment Period (Days)	69	73
Cash Cycle (Days)	88	76
Total Asset Turnover (x)	1.4	1.4
Fixed Asset Turnover (x)	3.1	3.1
Leverage Ratios		
D/E (x)	0.9	0.9
IBD/E (x)	0.5	0.4
Interest Coverage Ratio (x)	7.4	14.1
Profitability Ratios		
Gross Profit Margin (%)	30.5%	31.1%
EBIT Margin (%)	5.9%	8.1%
Net Profit Margin (%)	4.0%	6.0%
EBITDA Margin (%)	8.7%	10.9%
Return on Asset (%)	9.0%	11.1%
Return on Equity (%)	15.9%	15.7%

- ✚ Current Ratio = Total current assets / Total current liabilities
- ✚ Quick Ratio = (Cash and cash equivalents + Trade and other receivables + Other current financial assets) / Total current liabilities
- ✚ Average Collection Period = $365 / [\text{Sales} / \text{Average trade and other receivables}]$
- ✚ Average Inventory Period = $365 / [\text{Cost of sales} / \text{Average inventories}]$
- ✚ Average Payment Period = $365 / [\text{Cost of sales} / \text{Average trade and other payables}]$
- ✚ Cash Cycle Days = Average Collection Period + Average Inventory Period - Average Payment Period
- ✚ Total Asset Turnover = Total revenue / Average total assets
- ✚ Fixed Asset Turnover = Total revenue / (Property, plant and equipment + Right-of-use assets) (Average)
- ✚ Debt to Equity Ratio (D/E) = Total liabilities / Equity attributable to owners of the Company
- ✚ Interest-bearing Debt to Equity Ratio (IBD/E) = Interest-bearing Debt / Equity attributable to owners of the Company
- ✚ Interest Coverage Ratio = Earnings before interest and tax / Finance costs
- ✚ Gross Profit Margin = $(\text{Sales} - \text{Cost of sales}) / \text{Sales}$
- ✚ EBIT Margin = Earnings before interest and taxes / Total revenue
- ✚ Net Profit Margin = Profit attributable to equity holders of the Company / Total revenue
- ✚ EBITDA Margin = Earnings before interest, taxes, depreciation, and amortization / Total revenue
- ✚ Return on Assets (ROA) = Earnings before interest and taxes / Average total assets
- ✚ Return on Equity (ROE) = Profit attributable to equity holders of the Company / Average equity attributable to owners of the Company

Sustainable Development Operations

The Company has elevated sustainability to become one of its core strategies, with the goal of achieving sustainable business growth with corporate governance. The Company is also committed to driving innovation and adopting technology to deliver products and services that promote consumer health. The Company has set a target to achieve Net Zero greenhouse gas emissions by 2050, with a roadmap consisting of 6 phases:

Phase 1: The Company will use its 2024 greenhouse gas emissions data (Scopes 1, 2, and 3), totaling 106,835 tCO₂eq, as the base year.

Phase 2: In 2025, the Company aims to reduce Scope 1 and 2 emissions by 10% from the base year, through the use of renewable energy and improvements in internal operational efficiency.

Phase 3: In 2027, the Company targets a 20% reduction in Scope 1 and 2 emissions from the base year. In addition, the Company will seek collaboration with external stakeholders to achieve a 15% reduction in Scope 3 emissions from the base year.

Phases 4-6: The Company will continue to reduce emissions across Scopes 1, 2, and 3 in stages, in pursuit of its Net Zero target by 2050.