

Sri Trang Gloves (Thailand) Public Company Limited

Management Discussion and Analysis 4Q21 and year-ended 31 December 2021 I 17 February 2022

OUR VISION IS TO DELIVER TOUCH Of Life ON A GLOBAL SCALE

4Q20

3Q21

3Q21

our status as a major industry player with a secure access to NR latex, we

Gloves' Revenues by Product (THB million)

Financial Result Overview

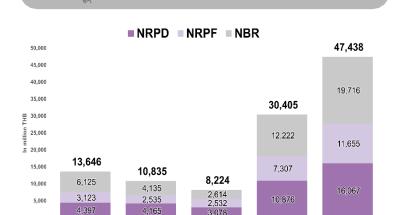
An all-time-high net profit

In FY21, we recorded an all-time-high profit after tax of THB 23,704.2 million, the highest in over 32 years of operation, increasing 64.4% YoY and representing a net profit of THB 8.28 per share, with a net profit margin of 49.9%.

In FY21, the increase in ASP, driven by robust global demand from across various sectors, led us to record an all-time-high revenue of 47,550.8 million, growing 55.6% YoY and THB 23,704.2 million in net profit, increasing 64.4% YoY, or THB 8.28 per share and a net profit margin of 49.9%.

In May 2021, we successfully became a listed company on the Singapore Exchange (SGX-ST) under the ticker "STG" without the issuance of any new shares. The listing broadened our shareholder base and opened up another channel for any future fundraising as well as enhanced our regional profile. We also successfully expanded our customer base to 170 countries around the world and expanded our distribution network to Singapore, Indonesia and Vietnam through new subsidiaries. Additionally, with excellent quality and outstanding ESG practices, we increased the percentage of products sold under our Sri Trang brands from 20% in FY20 to 28% in FY21. We also successfully increased our production capacity, with the commissioning of 3 new production facilities, which are Surat Thani Plant2 (SR2) in 2Q21 and Surat Thani Plant3 (SR3) and Sadao PS Plant in Songkla (PS) in 3Q21. Our annual installed production capacity increased from 33 billion pieces at the end of FY20 to 40.3 billion pieces at the end of FY21.

Going forward, we remain committed to expanding our production capacity to 48 billion pieces in 2022 and 80 billion pieces in 2024. Our unique production lines that can easily switch between producing NR and NBR gloves afford us the flexibility to adjust our product mix and make us stand out among industry players. We will continue to expand our customer base from currently 170 countries to over 190 countries within the next 3 years. In addition, we are committing to improving our production efficiency, from currently 2.18 persons per 1 million pieces to 1.65 person and 1.0 person per 1 million pieces in 2024 and 2028, respectively. Crucially, we will continue our research and development efforts to come up with new products to further broaden our customer base and market share, starting with the installation of production lines for surgical gloves, which are in high demand globally. And to strengthen



4Q21

Glove's Revenues by Geography (%)

FY20

FY20

FY21

FY21

■Asia ■Europe North America ■Latin America ■Middle East NAfrica □Australia.Oceania 1% 9% 10% 11% 13% 13% 25% 31% 28% 32% 37% 50% 17% 14% 15% 30%

4Q21

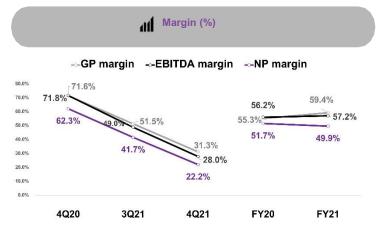
will continue with the development of NR gloves with low protein content that would prevent allergic reaction in users and would make NR gloves more attractive to markets where NBR gloves are preferred. Biodegradable NBR gloves are also in development as well. In September 2021, our "CWCG" (Clean World Clean Gloves) products, i.e, NR gloves with no detectable protein allergen, received test certificates from various labs in the US and Europe.

Revenue growth driven by ASP, but COVID-19 outbreak in 2Q21 and persisting global container shortage and shipping congestion led to sales volume decline

Sales revenue in FY21 was THB 47,550.8 million, growing 55.6% YoY, driven by the ASP that rose to THB 1,739.2 (USD 54.68) per 1,000 pieces, increasing 56.5% YoY on the back of robust global demand for gloves as a personal protective equipment (PPE) from the medical as well as other

sectors like food, restaurant, hospitality and aviation, for example. Sales volume, however, decreased 2.6% YoY to 27,275 million pieces as a result of the COVID-19 outbreak at our production facilities in 2Q21 as well as the global container shortage and shipping congestion that persisted throughout the year, which means that a portion of finished products could not be delivered to customers. As a result, our utilization rate decreased from 95% in FY20 to 87% in FY21.

By product, revenue from NBR gloves accounted for 41.6% of total sales revenue. Revenue from NR powdered gloves (NRPD) accounted for 33.9% of total sales revenue, while revenue from NR powder-free gloves (NRPF) made up 24.6% of total sales revenue. Our one-of-a-kind production lines that can switch between producing NRPF and NBR gloves afford us the flexibility to adjust our product mix, which is distinct from and makes us stand out from other glove producers.

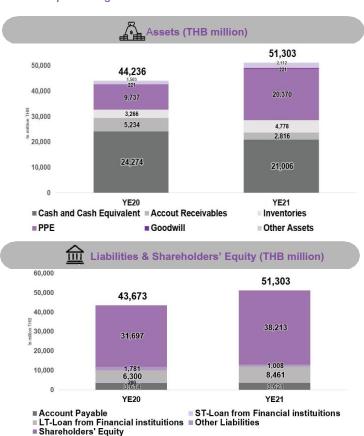


Among the high-end margin in the industry

In FY21, we recorded THB 28,259.0 in gross profit, increasing 67.3% YoY on the back of an increase in ASP across all product types. Gross profit margin increased from 55.3% in FY20 to 59.4% in FY21, a new record. The increase in gross profit could offset the increase in raw material prices, both NR latex and NBR latex. We also recorded THB 362.5 million in other income, THB 149.6 million of which were the interest subsidy received from the Rubber Authority of Thailand (RAOT) as part of the interest rate subsidy program to support our capacity expansion and THB 50.9 million were insurance claims for the fire incident at the expansion part of SR2 in February 2020.

SG&A increased 92.5% YoY to THB 2,242.8 million, mainly from higher ocean freight costs and an increase in products sold under the CIF incoterm, under which we bear the freight costs, which are completely passed on to customers in the selling prices. Administrative expenses also increased, corresponding to the growth in operations and capacity expansion. We recorded one-time expenses related to the listing on the Singapore Exchange (SGX), the accommodations for employees during the COVID outbreak at the production facilities and the provision of vaccines to employees to boost confidence among all stakeholders. The percentage of SG&A to sales increased from 3.8% in FY20 to 4.7% in FY21. Despite THB 481.3 million in net loss from currency exchange, mainly from hedging transactions like forward and options

contracts executed during the year, EBITDA margin increased from 56.2% in FY20 to 57.2% in FY21. Finance costs went down 11.1% to THB 127.4 million as a result of lower interest expenses. All of our long-term borrowings are under the interest rate subsidy program of the RAOT. We recorded THB 106.5 million in finance income, increasing 169.1% YoY from interests received from financial institutions. Although tax expenses increased 40.3% to THB 2,172.5 million in tandem with net profit, our effective tax rate declined from 9.7% in FY20 to 8.4% in FY21 as our capacity expansion received BOI benefits. We achieved a record net profit of THB 23,704.2 million, increasing 64.4% YoY, with a net profit margin of 49.9%.



Strong finances and lower debt

Our total assets increased by THB 7,066.9 million from the end of FY20 to THB 51,302.8 million and mainly consisted of THB 21,006.1 million in cash, which increased by THB 3,267.9 million from profits from operations, followed by property, plant and equipment, which increased in tandem with our capacity expansion, followed by inventory, which increased as the global container shortage and shipping congestion meant that some orders could not be shipped out, resulting in an increase in finished goods, work in process (WIP) and inventory days. Cash cycle slightly increased from 34.0 days at the end of FY20 to 36.0 days at the end of FY21 as a result. Interest-bearing debt (IBD) consisted of THB 8,531.6 million in outstanding short-term and long-term borrowings and leasehold obligations. All long-term loans were taken under the interest rate subsidy program of the RAOT, for which we do not bear any interest obligations. Our gearing IBD to equity ratio slightly increased from 0.21 at the end of FY20 to 0.22 at the end of FY21.

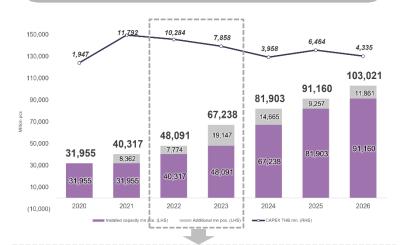
Strategy and capacity expansion

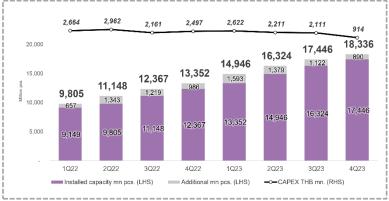
With our unique product mix (NR:NBR), production lines that can easily switch between producing NRPF and NBR gloves, and a production base in Thailand, a prime location for quality NR latex, we are well positioned to deliver high quality gloves to consumers worldwide at our maximum output. We remain committed to an expansion plan to achieve 80 billion pieces in annual installed production capacity by 2024. Following our Suratthani 2 (SR2) plant in 2Q21, our Suratthani 3 SR3 and Sadao PS (PS) plants started production in 3Q21. In 1H22, our new plants in Trang (TG3), in Songkhla (ANV), and in Chumporn (CP) will also commence production.

By the end of 2022, our annual installed production capacity is expected to reach 48 billion pieces, representing a 45.5% growth from FY20. We also focus on cost-saving initiatives like production automation to improve efficiency and streamline production process in order to optimize economies of scale and create maximum profits and returns to shareholders.

A strong commitment to environmental, social and governance issues (ESG) is what our customers, shareholders and all stakeholders can count on us. On environmental issues (E), we aim to reduce our green house gas emissions by no less than 10% annually and reduce our energy consumption by no less than 5% annually. In 2022, we plan to install over 6,000 square meters of solar roof that will generate 1 megawatt, bolstering our commitment to clean energy. We will also implement water reclamation, which is a process which recycles water that will then be reused in the production process, thereby reducing our consumption of water, one of the most used resources in glove production. We also utilize woodchips, which are considered biomass and have 3 times lower the emission factor than LPG, as fuel for boilers in production. On social issues (S), our labor practices are well known as the "best-in-class workforce treatment" and have received the top A rating in the Business Social Compliance Initiative (BSCI) audit by Amfori, a well-regarded trade organization in Europe, for our plants in Hat Yai and Trang. We take responsibility for visa fees and work permits for all of our foreign workers. All of our employees are provided with appropriate accommodations to ensure good living conditions. To protect the health of our employees, we have provided Sinopharm and Moderna vaccines to all employees, both local and foreign daily wage and salaried, who are now fully vaccinated. Additionally, we have organized the "Sri Trang Group Sharing Love with Local Communities 2" project to provide over 4.2 million pieces of medical gloves to various organizations in Thailand. On governance issues (G), we are committed to promoting diversity, including gender, age and ethnicity diversity, among our workforce. Corruption prevention is also our focus and we already submitted a declaration form to join Thailand's Private Sector Collective Action Coalition against Corruption and plan to be certified within FY22. The many accolades we have received from various organizations are testament to our commitment and we have been included in the ESG100 index of the Thaipat Institute.

Installed Capacity & Estimated CAPEX (THB million)





4Q21 & FY21 Key Financial Information (unit: million THB)

	4Q21	3Q21	%QoQ	4Q20 (Restated)	%YoY	FY21	FY20 (Restated)	%YoY
Volume (in million pcs)	7,604.1	7,210.1	5.5%	7,162.9	6.2%	27,275.5	27,964.8	-2.5%
Sales Revenue	8,285.4	10,864.0	-23.7%	13,684.8	-39.5%	47,550.8	30,552.4	55.6%
COGS	(5,688.5)	(5,272.9)	7.9%	(3,887.9)	46.3%	(19,291.8)	(13,665.4)	41.2%
Gross profit	2,596.91	5,591.16	-53.6%	9,797.00	-73.5%	28,259.01	16,887.02	67.3%
Other income	73.9	254.4	-71.0%	81.1	-8.9%	362.5	247.1	46.7%
SG&A	(780.2)	(591.7)	31.9%	(437.4)	78.4%	(2,242.8)	(1,164.9)	92.5%
Gain (loss) on exchange rate, net	(42.0)	233.3	118.0%	(10.3)	307.3%	598.1	161.3	270.9%
Other gains, net	127.4	(499.9)	125.5%	92.1	38.4%	(1,079.4)	(62.4)	1630.3%
Operating profit (loss)	1,976.0	4,987.2	-60.4%	9,522.5	-79.2%	25,897.4	16,068.0	61.2%
EBITDA	2,317.5	5,321.7	-56.5%	9,819.0	-76.4%	27,222.5	17,160.5	58.6%
EBIT	1,976.0	5,013.5	-60.6%	9,522.5	-79.2%	25,975.4	16,068.0	61.7%
Finance income	28.6	26.3	8.9%	29.2	-2.1%	106.5	39.6	169.1%
Finance costs	(32.7)	(31.0)	5.4%	(33.2)	-1.6%	(127.4)	(143.2)	-11.1%
EBT	1,971.9	4,982.5	-60.4%	9,518.6	-79.3%	25,876.6	15,964.4	62.1%
Tax	(132.3)	(449.7)	-70.6%	(990.6)	-86.6%	(2,172.5)	(1,548.7)	40.3%
Net profit	1,839.7	4,532.8	-59.4%	8,528.0	-78.4%	23,704.2	14,415.7	64.4%
GP margin	31.3%	51.5%	-20.1%	71.6%	-40.2%	59.4%	55.3%	4.2%
EBITDA margin	28.0%	49.0%	-21.0%	71.8%	-43.8%	57.2%	56.2%	1.1%
Net profit margin	22.2%	41.7%	-19.5%	62.3%	-40.1%	49.9%	47.2%	2.7%
Financial Ratio								
Current ratio	5.23	6.55	-20.1%	5.50	-4.8%	5.23	5.50	-4.8%
Cash cycle (days)	45.53	48.48	-6.1%	27.04	68.4%	35.97	34.02	5.7%
IBD/E	0.22	0.22	1.9%	0.21	7.0%	0.22	0.21	7.0%
Interest coverage ratio	60.48	161.74	-62.6%	286.71	-78.9%	203.96	112.20	81.8%
ROA	14.0%	33.4%	-19.4%	75.4%	-61.4%	46.2%	32.6%	13.6%
ROE	18.8%	44.5%	-25.6%	105.3%	-86.4%	62.0%	45.5%	16.6%

Sri Trang Gloves (Thailand) Public Company Limited ("STGT") is one of the world's largest producers of examination gloves. STGT has a total installed production capacity of 40.3 billion pieces per annum from production facilities located in strategic raw material locations in Thailand. STGT offers a wide range of high quality examination gloves for medical and non-medical purposes including Natural Rubber Powdered (NRPD), Natural Rubber Powdered-Free (NRPF) and Nitrile Butadiene Rubber (NBR) gloves that are distributed to more than 170 countries worldwide. STGT employs more than 9,752 people in all operating units worldwide including in Thailand, USA, the PRC, Singapore, Indonesia, and Vietnam. STGT is listed on the Stock Exchange of Thailand under Consumer Products/Personal Products & Pharmaceuticals sector and on the Singapore Exchange under healthcare services and medical equipment, supplies & distribution sector. For more information, please visit www.sritranggloves.com.

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