

NAM 2025/084

14 August 2025

Re: Management Discussion & Analysis for the Three-Month and Six-Month Periods Ended as of 30 June 2025

To: President
 Stock Exchange of Thailand

Namwiwat Medical Corporation Public Company Limited (the “Company”) wishes to clarify the Company’s operating results for the Three-Month and Six-Month Periods Ended as of 30 June 2025 as follows:

Operating results for 3-month period, Quarter 2 of the year 2025 and 2024

Income Statement (Consolidated Statement)

Item (Unit: Million Baht)	Q2/2025		Q2/2024		Change	
	Amount	%	Amount	%	Amount	%
Sales and services income	389.50	98.48%	226.45	97.77%	163.05	72.00%
Cost of sales and services	286.40	72.41%	135.45	58.48%	150.95	111.45%
Gross profit	103.10	26.07%	91.00	39.29%	12.10	13.29%
Other income	6.03	1.52%	5.16	2.23%	0.87	16.77%
Total income	395.53	100.00%	231.62	100.00%	163.91	70.77%
Distribution costs	44.16	11.17%	28.14	12.15%	16.03	56.97%
Administrative expenses	47.40	11.98%	18.88	8.15%	28.52	151.10%
Profit before financial costs and income tax	17.56	4.44%	49.15	21.22%	(31.59)	(64.27%)
Financial costs	6.53	1.65%	2.44	1.05%	4.08	167.19%
Profit before income tax	11.04	2.79%	46.71	20.17%	(35.67)	(76.37%)
Tax expense	(1.51)	(0.38%)	6.67	2.88%	(8.18)	(122.61%)
Profit for the period	12.55	3.17%	40.04	17.29%	(27.49)	(68.67%)

Sales and services income:

The operational results for the three-month period of Q2 of 2025 and 2024 show that the company generated net sales and service income of Baht 389.50 million and Baht 226.45 million, respectively. The increase in revenue is amounting to Baht 163.05 million, representing a growth of 72.00%. This is attributable to the company recognizing higher income from its subsidiaries and increased revenue from the manufacture and sale of medical equipment

(SM) and medical consumables (CS). In Q2 of 2025, these revenues increased by Baht 135.62 million, or 72.49%. Additionally, revenue from sterilization services (CSSD), medical equipment maintenance services, and waste disposal (SV) rose by Baht 21.29 million, or 54.09%. Furthermore, revenue from construction contracts accounted for Baht 6.13 million. As a result, the total revenue increased by 70.77% compared to Q2 of 2024.

Revenue structure segmented by business groups:

Item (Unit: Million Baht)	Q2/2025		Q2/2024		Change	
	Amount	%	Amount	%	Amount	%
● Manufacturing and distribution of medical Equipment (SM)	233.85	60.04%	126.24	55.75%	107.62	85.25%
● Manufacturing and distribution of medical Supplies (CS)	88.86	22.81%	60.86	26.87%	28.01	46.02%
● CSSD sterilization services, medical equipment maintenance services and infectious waste services (SV)	58.92	15.13%	38.20	16.87%	20.72	54.24%
● Revenue from construction contracting services	6.13	1.57%	0.00	0.00%	6.13	N/A
● Others	1.73	0.44%	1.16	0.51%	0.57	49.14%
Total Sales and services income	389.50	100.00%	226.45	100.00%	163.05	72.00%

The revenue structure segmented by business groups is as follows:

- Manufacturing and distribution of medical Equipment (SM): The Company recognized revenue of Baht 233.85 million in this group, representing an increase of Baht 107.62 million, or 85.25%.
- Manufacturing and distribution of medical Supplies (CS): Revenue recognized in Q2 of 2025 amounted to Baht 88.86 million, an increase of Baht 28.01 million, or 46.02%.
- Sterilization Services (CSSD), Medical Equipment Maintenance Services, and Waste Disposal: Total revenue from these services was Baht 66.78 million, increasing by Baht 27.42 million, or 69.67%. This also includes revenue from construction contracts, which are categorized under the service provision segment.

Gross Profit:

The gross profit for the Q2 of 2025 amounted to Baht 103.10 million, or 26.07 percent, representing an increase of Baht 12.10 million or 13.29 percent from the same period of the previous year. In comparison, the gross profit for the second quarter of 2024 was Baht 91.00 million, or 39.29 percent. The gross profit margin compared to the

company's sales revenue decreased from the previous year, primarily due to the revenue of the subsidiary being below the projected forecast and the nature of the subsidiary's business as a distributor, which resulted in a lower gross profit margin after deducting the cost of sales. In addition, certain large-scale projects of the subsidiary had relatively low gross profit margins. Furthermore, the Company incurred higher costs from importing products from overseas, which carried high costs and were transported by air, leading to an overall increase in total costs. The change in the Group's product sales mix also contributed to the reduction in the overall gross profit margin.

Others Income:

In the Q2 of 2025, the Company recorded other income of Baht 6.03 million, an increase of Baht 0.87 million from the same period of the previous year. This was mainly derived from bank deposit interest income of Baht 1.14 million and gains from fair value appraisal of financial assets and other items totaling Baht 4.89 million.

Distribution Costs:

For the three-month periods ended in the Q2 of 2025 and 2024, the company reported distribution costs of Baht 44.16 million and Baht 28.14 million, respectively. Distribution cost increased by Baht 16.03 million, or 56.97 percent, primarily attributable to expenses incurred by the subsidiary group amounting to Baht 14.82 million, together with higher sales promotion and marketing expenses, including those related to overseas markets.

Administrative Expenses:

The Company recorded administrative expenses of Baht 47.40 million and Baht 18.88 million in the Q2 of 2025 and 2024, respectively. Part of the increase was due to higher administrative expenses of subsidiaries, amounting to approximately Baht 12.18 million. In addition, in the Q2 of 2024, the company recorded a reversal of allowance for doubtful accounts related to trade receivables amounting to approximately Baht 13.00 million. Excluding the impact of such reversal in the Q2 of 2024, the level of administrative expenses would be comparable, which was the main reason administrative expenses in the Q2 of 2024 were lower.

Net Profit:

The Company reported a net profit of Baht 12.55 million and Baht 40.04 million for the three-month periods ended in the Q2 of 2025 and 2024, respectively, representing a decrease of Baht 27.49 million, or 68.67 percent. The decline was primarily due to a lower gross profit margin compared to the previous year, together with higher selling and administrative expenses, which consequently resulted in a decrease in the Company's net profit.

Operating results for 6-month period, Quarter 2 of the year 2025 and 2024

Income Statement (Consolidated Statement)

Item (Unit: Million Baht)	Q 2/2025		Q 2/2024		Change	
	Amount	%	Amount	%	Amount	%
Sales and services income	927.59	98.91%	426.90	97.56%	500.69	117.29%
Cost of sales and services	654.19	69.76%	244.83	55.95%	409.36	167.20%
Gross profit	273.40	29.15%	182.07	41.61%	91.34	50.17%
Other income	10.19	1.09%	10.66	2.44%	(0.47)	(4.45%)
Total income	937.78	100.00%	437.56	100.00%	500.28	114.32%
Distribution costs	82.17	8.76%	52.35	11.96%	29.82	56.97%
Administrative expenses	96.35	10.27%	66.64	15.23%	29.72	44.59%
Profit before financial costs and income tax	105.07	11.20%	73.75	16.85%	31.32	42.47%
Financial costs	13.43	1.43%	5.77	1.32%	7.66	132.84%
Profit before income tax	91.64	9.77%	67.98	15.54%	23.66	34.81%
Tax expense	18.17	1.94%	14.67	3.35%	3.50	23.85%
Profit for the period	73.47	7.83%	53.31	12.18%	20.16	37.82%

Sales and services income:

The operational results for the six-month period of Q2 of 2025 and 2024 show that the Company generated net sales and service income of Baht 927.59 million and Baht 426.90 million, respectively. The increase in revenue is amounting to Baht 500.69 million, representing a growth of 117.29%. This is attributable to the company recognizing higher income from its subsidiaries and increased revenue from the manufacture and sale of medical equipment (SM) and medical consumables (CS). In Q2 of 2025, these revenues increased by Baht 434.11 million, or 125.77%. Additionally, revenue from sterilization services (CSSD), medical equipment maintenance services, and waste disposal (SV) rose by Baht 42.46 million, or 51.94%. Furthermore, revenue from construction contracts accounted for Baht 24.12 million. As a result, the total revenue increased by 114.32% compared to Q2 of 2024.

Revenue structure segmented by business groups:

Item (Unit: Million Baht)	First Half of 2025		First Half of 2024		Change	
	Amount	%	Amount	%	Amount	%
● Manufacturing and distribution of medical Equipment (SM)	609.95	65.76%	215.89	50.57%	394.06	182.53%

<ul style="list-style-type: none"> Manufacturing and distribution of medical Supplies (CS) 	169.31	18.25%	129.26	30.28%	40.05	30.98%
<ul style="list-style-type: none"> CSSD sterilization services, medical equipment maintenance services and infectious waste services (SV) 	120.42	12.98%	79.44	18.61%	40.98	51.59%
<ul style="list-style-type: none"> Revenue from construction contracting services 	24.12	2.60%	0.00	0.00%	24.12	N/A
<ul style="list-style-type: none"> Others 	3.79	0.41%	2.31	0.54%	1.48	64.07%
Total Sales and services income	927.59	100.00%	426.90	100.00%	500.69	117.29%

The revenue structure segmented by business groups is as follows:

- Manufacturing and distribution of medical Equipment (SM): The Company recognized revenue of Baht 609.95 million in this group, representing an increase of Baht 394.06 million, or 182.53%.
- Manufacturing and distribution of medical Supplies (CS): Revenue recognized in Q2 of 2025 amounted to Baht 169.31 million, an increase of Baht 40.05 million, or 30.98%.
- Sterilization Services (CSSD), Medical Equipment Maintenance Services, and Waste Disposal: Total revenue from these services was Baht 148.33 million, increasing by Baht 66.58 million, or 81.44%. This also includes revenue from construction contracts, which are categorized under the service provision segment.

Gross Profit:

The gross profit for the Q2 of 2025 amounted to Baht 273.40 million, or 29.15 percent, representing an increase of Baht 91.34 million or 50.17 percent from the same period of the previous year. In comparison, the gross profit for the second quarter of 2024 was Baht 182.07 million, or 41.61 percent. The gross profit margin compared to the Company's sales revenue decreased from the previous year, primarily due to the nature of the subsidiary's business as a distributor, which resulted in a lower gross profit margin after deducting the cost of sales. In addition, the Company incurred higher costs from importing products from overseas, which carried high costs and were transported by air, leading to an overall increase in total costs. The change in the Group's product sales mix also contributed to the reduction in the overall gross profit margin.

Others Income:

In the Q2 of 2025, the Company recorded other income of Baht 10.19 million, a decrease of Baht 0.47 million from the same period of the previous year. This was mainly derived from bank deposit interest income of Baht 4.90 million and gains from fair value appraisal of financial assets and other items totaling Baht 5.29 million.

Distribution Cost:

For the six-month periods ended in the Q2 of 2025 and 2024, the Company reported distribution costs of Baht 82.17 million and Baht 52.35 million, respectively. Distribution cost increased by Baht 29.82 million, or 56.97 percent, primarily attributable to expenses incurred by the subsidiary group amounting to Baht 26.57 million, together with higher sales promotion and marketing expenses, including those related to overseas markets amounting to Baht 3.26 million.

Administrative Expenses:

The Company recorded administrative expenses of Baht 96.35 million and Baht 66.64 million in the Q2 of 2025 and 2024, respectively. Part of the increase was due to higher administrative expenses of subsidiaries. In addition, in the Q2 of 2024, the Company recorded a reversal of allowance for doubtful accounts related to trade receivables amounting to approximately Baht 13.00 million. Excluding the impact of such reversal in the Q2 of 2024, the level of administrative expenses would be comparable, which was the main reason administrative expenses in the Q2 of 2024 were lower.

Net Profit:

The Company reported a net profit of Baht 73.47 million and Baht 53.31 million for the six-month periods ended in the Q2 of 2025 and 2024, respectively, representing an increase of Baht 20.16 million, or 37.82 percent. The increase was primarily attributable to the subsidiaries' operations generating profits from their business activities. However, when considering the ratio to total sales, the net profit margin decreased compared to the previous year, from 12.18 percent in the Q2 of 2024 to 7.83 percent in the Q2 of 2025. This was due to a decline in the gross profit margin together with an increase in selling and administrative expenses.

Statement of financial position (Consolidated Statement):

Item (Unit : Million Baht)	Amount		Increase (Decrease)	
	Q2/2025	Y2024	Amount	%
Total Assets	2,968.74	2,709.05	259.69	9.59%
Total Liabilities	833.07	613.62	219.45	35.76%
Shareholders' Equity	2,135.67	2,095.43	40.24	1.92%
Debt-to-equity ratio (times)	0.39	0.29		

Item (Unit: Million Baht)	Amount		Increase (Decrease)	
	Q2/2025	Y2024	Amount	%
Current assets				
Cash and cash equivalents	634.14	920.84	(286.70)	(31.13%)
Trade and other current receivables	687.81	639.94	47.87	7.48%
Current Portion of Lease Receivables - due within one year	12.90	7.40	5.50	74.41%
Contract assets-current	5.66	0.00	5.66	N/A
Inventories	772.98	451.38	321.60	71.25%
Other current financial assets	40.62	59.94	(19.32)	(32.23%)
Total Current assets	2,154.12	2,079.50	74.62	3.59%
Non-current assets				
Finance lease receivables	10.82	13.77	(2.95)	(21.45%)
Other non-current financial assets	3.58	4.48	(0.90)	(20.10%)
Property, plant and equipment	564.58	445.12	119.46	26.84%
Right of use assets	15.86	18.42	(2.56)	(13.92%)
Goodwill	18.46	17.95	0.51	2.85%
Unallocated business acquisition costs	45.85	0.00	45.85	N/A
Other intangible assets	27.07	28.03	(0.96)	(3.44%)
Prototype assets	61.95	57.09	4.86	8.52%
Deferred tax assets	9.78	5.09	4.69	92.12%
Deposits at financial institutions - with obligations	52.02	35.00	17.02	48.64%
Other non-current assets	4.66	4.61	0.05	1.17%
Total non-current assets	814.62	629.55	185.07	29.40%
Total assets	2,968.74	2,709.05	259.69	9.59%
Current liabilities				
Overdraft and short-term borrowings from financial institutions	213.69	270.72	(57.03)	(21.07%)
Trade and other current payables	317.15	167.45	149.71	89.40%
Current portion of long-term liabilities	25.40	9.06	16.34	180.29%
Current portion of lease liabilities	19.94	8.10	11.84	146.18%
Deferred services income – recognition within one year	14.33	15.33	(1.00)	(6.53%)
Short-term borrowings from related person	6.55	6.55	0.00	(0.02%)

Item (Unit: Million Baht)	Amount		Increase (Decrease)	
	Q2/2025	Y2024	Amount	%
Current income tax payables	18.98	28.17	(9.18)	(32.61%)
Other current provisions	1.59	1.62	(0.03)	(1.97%)
Total current liabilities	617.63	506.99	110.63	21.82%
Non-current liabilities				
Long-term borrowings	105.49	34.36	71.14	207.04%
Lease liabilities	50.98	21.01	29.97	142.68%
Non-current provisions for employee benefit	47.03	38.15	8.87	23.25%
Deferred tax liabilities	1.91	1.59	0.32	19.95%
Deferred services income	9.13	10.52	(1.39)	(13.23%)
Long-term provisions	0.91	1.00	(0.09)	(9.14%)
Total non-current liabilities	215.44	106.63	108.81	102.05%
Total liabilities	833.07	613.62	219.45	35.76%
Shareholder's equity				
Issued and paid-up share capital	350.00	350.00	0.00	0.00%
Share premium on ordinary share	1,459.72	1,459.72	0.00	0.00%
Appropriated – Legal reserve	35.00	35.00	0.00	0.00%
Retained earnings - Unappropriated	176.30	226.50	(50.20)	(22.16%)
Non-controlling interests	114.65	24.21	90.44	373.60%
Total Shareholder's equity	2,135.67	2,095.43	40.24	1.92%
Total liabilities and shareholders' equity	2,968.74	2,709.05	259.69	9.59%

Assets:

As of June 30, 2025, the Company's total assets amounted to Baht 2,968.74 million, representing an increase of Baht 259.69 million from the total assets as of December 31, 2024. The primary reasons were as follows:

- Decrease in cash and cash equivalents of Baht 286.70 million, primarily due to: a) Net cash inflows from operating activities of Baht 6.09 million; b) Net cash used in investing activities of Baht 94.68 million, mainly comprising payments for the acquisition of land, buildings, and equipment amounting to Baht 22.89 million, payments for business acquisition of Baht 107.03 million, and cash received from the repayment of loans to related parties of Baht 25.19 million; and c) Net cash used in financing activities of Baht 198.11 million, consisting of proceeds from borrowings from financial institutions of Baht 185.00 million, repayments of long-term borrowings to financial institutions of Baht 276.31 million, and repayments of lease liabilities of Baht 9.67 million, including paying dividends in the amount of 97.13 million baht.

- Increase in trade and other current receivables of Baht 47.87 million, mainly due to an increase in net trade receivables of Baht 50.29 million, despite a decrease in other current receivables such as accrued income, advance payments for goods, and prepaid expenses totaling Baht 2.27 million. Considering the Company on a separate basis, trade and other current receivables decreased by Baht 79.40 million, primarily from a decrease in net trade receivables of Baht 51.41 million. In assessing trade receivable efficiency, it was found that the majority of net trade receivables, accounting for 64.84 percent, were from customers who were either not yet due or were overdue by 1–90 days. When compared with total net trade receivables, this indicates that the collectability of trade receivables remained at a good level, with customers generally able to meet their payment obligations to the Company.
- Increase in inventories in the Q2 of 2025 by Baht 321.60 million compared to December 31, 2024, primarily from the consolidation of inventories of subsidiaries, mainly in the form of raw materials and finished goods.
- Increase in land, buildings, and equipment of Baht 119.46 million, partly from the acquisition of shares in a subsidiary, which resulted in the recognition of assets amounting to Baht 152.32 million, together with investment in machinery and equipment totaling Baht 39.99 million.
- Increase in unallocated business acquisition costs of Baht 45.85 million, resulting from the Company's investment in shares of Innovative Imaging Systems Co., Ltd. The Company is in the process of performing a fair value appraisal of the acquired business as at the acquisition date, which is expected to be completed within 12 months from the date of acquisition.
- Increase in restricted deposits at financial institutions of Baht 17.02 million, arising from deposits pledged as collateral by a subsidiary, which increased by Baht 16.02 million due to an increase in credit facilities, for which cash was deposited with the bank as collateral.

Liabilities:

As of June 30, 2025, the Company's total liabilities amounted to Baht 833.07 million, an increase of Baht 219.45 million from the total liabilities as of December 31, 2024. The primary reasons were as follows:

- Increase in trade and other current payables of Baht 149.71 million, mainly from higher trade payables and trade notes payable of Baht 132.62 million, and increases in other current payables such as advance receipts, accrued expenses, payables to the Revenue Department, and other current payables totaling Baht 17.25 million. However, on a separate basis, the Company's trade and other current payables decreased by Baht 27.61 million.
- Bank overdrafts, short-term borrowings, and long-term borrowings from financial institutions — while bank overdrafts and short-term borrowings decreased by Baht 57.03 million, the Company recorded an increase in long-term borrowings of Baht 71.14 million and an increase in lease liabilities of Baht 29.97 million. On a

separate basis, the Company's long-term borrowings rose by Baht 54.21 million to fund investments in subsidiaries, and lease liabilities increased by Baht 1.44 million. This resulted in a higher obligation for repayment of principal due within one year together with interest, comprising an increase of Baht 15.14 million for long-term borrowings and an increase of Baht 0.69 million for lease liabilities. Nevertheless, the overall debt level of the Group remained at a low ratio.

Shareholders' Equity

As of June 30, 2025, the Company's shareholders' equity amounted to Baht 2,135.67 million, an increase of Baht 40.24 million or 1.92 percent from December 31, 2024. This was mainly attributable to total comprehensive income for the Q2 of 2025 of Baht 75.81 million from the Company's operating performance, and an increase in non-controlling interests of Baht 90.44 million, representing an increase of 373.60 percent. On a separate basis, the Company's shareholders' equity was Baht 1,986.54 million, a decrease of Baht 81.24 million or 3.93 percent from December 31, 2024, primarily due to lower net profit from operations and dividend payments to the Company's shareholders.

Debt-to-Equity Ratio:

As of June 30, 2025, compared to December 31, 2024, the Company's debt-to-equity ratio increased to 0.39 times from 0.29 times, respectively. On a separate basis, the debt-to-equity ratio as of June 30, 2025, was 0.24 times, a decrease compared to 0.28 times as of December 31, 2024. Nevertheless, the debt-to-equity ratio remained at a low level, reflecting the Company's solid capital structure and capacity to incur additional debt to support future growth.

Executive Summary of Operating Results for the Three-Month Period Ended June 30, 2025 (Changes Exceeding 20%)

Sales and services income: For the three-month period ended June 30, 2025, and 2024, the Company recorded net sales and services income of Baht 389.50 million and Baht 226.45 million, respectively, representing an increase of Baht 163.05 million, or 72.00 percent. This increase was mainly driven by higher revenue recognition from subsidiaries and increased revenue from the manufacturing and distribution of medical Equipment (SM) and manufacturing and distribution of medical Supplies (CS) in the Q2 of 2025 by Baht 135.62 million, or 72.49 percent. Additionally, revenue from sterilization services (CSSD), medical equipment maintenance services and infectious waste services (SV) increased by Baht 21.29 million, or 54.09 percent. Construction contract revenue also amounted to Baht 6.13 million, resulting in total revenue increasing by 70.77 percent compared to the Q2 of 2024.

Gross Profit Margin on Revenue from Sales and Services: Gross profit for the Q2 of 2025 was Baht 103.10 million, or 26.07 percent, representing an increase of Baht 12.10 million, or 13.29 percent, compared to the Q2 of 2024, which recorded gross profit of Baht 91.00 million, or 39.29 percent. However, the gross profit margin relative to the Company's sales income decreased compared to the previous year. This was mainly due to subsidiary revenues falling short of projections and the subsidiary's business nature as a distributor, which resulted in a lower gross profit margin after deducting cost of sales. Moreover, large-scale projects undertaken by the subsidiary carried relatively low gross profit margins. The Company also experienced increased costs from importing high-cost products via air freight, leading to higher overall costs. Additionally, the Group's product sales mix resulted in a reduced gross profit margin.

Administrative Expenses: Administrative expenses amounted to Baht 47.40 million and Baht 18.88 million in the Q2 of 2025 and 2024, respectively. The increase was partly due to higher administrative expenses incurred by subsidiaries, approximately Baht 12.18 million. In addition, the Company reversed allowance for doubtful accounts related to unpaid trade receivables amounting to approximately Baht 13.00 million in the Q2 of 2024. Excluding the impact of this reversal, administrative expenses in the Q2 of 2024 would have been comparable, which was the main reason for the lower administrative expenses reported in that period.

Summary: As a result of the above factors, net profit for the Q2 of 2025 amounted to Baht 12.55 million, representing 3.17 percent of total revenue, compared to a net profit of Baht 40.04 million in the Q2 of 2024, a decrease of Baht 27.49 million or 68.67 percent.

Please be informed accordingly.

Yours Faithfully,

Sukhum Phothisawasdee

(Mr. Sukhum Phothisawasdee)

Chief Financial Officer

Namwiwat Medical Corporation Public Company Limited