

May 14, 2026

Subject: Management Discussion and Analysis for the three-month period ended March 31, 2026

 To: President
 The Stock Exchange of Thailand

SEI Medical Public Company Limited (“the Company”) would like to submit this Management Discussion and Analysis of the Company’s operation for the three-month period ended March 31, 2026 detailed as follows:

Statement of comprehensive income for the three-month period ended March 31, 2026

Statement of Comprehensive income	Q1/2026		Q1/2025		Increase (Decrease)	
	Million baht	%	Million baht	%	Million baht	%
Revenue from sales of goods	89.61	89.42%	133.56	90.79%	(43.95)	-32.91%
Revenue from rendering of services	10.60	10.58%	13.55	9.21%	(2.95)	-21.77%
Total revenues	100.21	100.00%	147.11	100.00%	(46.90)	-31.88%
Cost of sales of goods	55.86	55.74%	86.93	59.09%	(31.07)	-35.74%
Cost of rendering of services	5.81	5.80%	9.75	6.63%	(3.94)	-40.41%
Total costs	61.67	61.54%	96.68	65.72%	(35.01)	-36.21%
Gross profit	38.54	38.46%	50.43	34.28%	(11.89)	-23.58%
Other income	0.02	0.02%	0.05	0.03%	-0.03	-60.00%
Interest income	0.36	0.36%	0.46	0.31%	-0.10	-21.74%
Selling and Distribution costs	19.58	19.54%	13.17	8.95%	6.41	48.67%
Administrative expenses	8.84	8.82%	9.46	6.43%	-0.62	-6.55%
Finance Costs	0.71	0.71%	0.58	0.39%	0.13	22.41%
Profit before income tax	9.79	9.77%	27.73	18.85%	(17.94)	-64.70%
Income tax	2.02	2.02%	5.55	3.77%	-3.53	-63.60%
Profit for the period	7.77	7.75%	22.18	15.08%	(14.41)	-64.97%

Revenue from business operation

The Company's primary revenue is derived from product sales, which include the following categories:

- Endoscope: Endoscopic equipment and devices
- Neonatal Care: Medical equipment for newborn care
- Surgery: Surgical instruments and devices
- Aesthetic: Medical equipment for aesthetic and cosmetic procedures
- Laboratory: Scientific instruments and laboratory equipment
- ICU : Medical Equipment for Intensive Care

1. Revenue from sales of goods

For the first three-month period of 2026 ended March 31, 2026, the Company reported revenue from sales of THB 89.61 million, representing a decrease of THB 43.95 million, or 32.91%, from THB 133.56 million recorded in the corresponding period of 2025. The decline in sales revenue during the period was primarily attributable to fluctuations in procurement cycles and budget disbursement processes of government agencies, which constitute the Company's principal customer base. As a result, the timing of tender announcements, procurement approvals, and product deliveries for each project may vary from period to period. In addition, during the first quarter of 2025, the Company delivered products for several high-value projects, resulting in a relatively high revenue base in the corresponding period of the previous year.

Nevertheless, the Company continues to receive purchase orders and operate its business as usual. Operating results in each period may fluctuate depending on the timing of product deliveries and revenue recognition for individual projects, which is considered normal for the medical device distribution business, where the primary customers are government agencies and large healthcare institutions.

2. Revenue from rendering of services

For the first three-month period of 2026 ended March 31, 2026, the Company reported service revenue of THB 10.60 million, representing a decrease of THB 2.95 million, or 21.77%, from THB 13.55 million recorded in the corresponding period of 2025. The decrease was primarily attributable to a lower number of service projects completed and delivered to customers during the period compared to the same period of the previous year. Revenue from services is recognized upon the Company's fulfillment of contractual obligations and completion of service delivery.

Nevertheless, the Company continues to generate recurring service revenue from repair services, preventive maintenance services, and medical equipment rental services, which provide a stable source of income and support the Company's recurring income base over the long term.

3. Interest income

For the first three-month period of 2026 ended March 31, 2026, the Company recognized interest income from lease receivables arising from finance lease agreements entered into during 2023 in the amount of THB 0.36 million, representing a decrease of THB 0.10 million, or 21.74%, from THB 0.46 million recorded in the corresponding period of 2025, in line with the recognition of interest income in each respective year.

4. Other income

For the first three-month period of 2026 ended March 31, 2026, the Company reported other income of THB 0.02 million, representing a decrease of THB 0.03 million, or 60.00%, from THB 0.05 million recorded in the corresponding period of 2025. Such other income primarily consisted of gains on disposal of assets and miscellaneous income, which may vary in each period depending on the nature and timing of the transactions incurred.

Total costs and gross profit margin

For the first three-month period of 2026 ended March 31, 2026, the Company reported gross profit from sales and services of THB 38.54 million, representing a gross profit margin of 38.46% of revenue from sales and services. In comparison, for the corresponding period of 2025, the Company recorded gross profit from sales and services of THB 50.43 million, representing a gross profit margin of 34.28% of revenue from sales and services.

The increase in gross profit margin was primarily attributable to changes in the revenue portion, as the Company recorded a higher proportion of sales of products with higher gross profit margins. In addition, certain service revenues, particularly revenue from medical equipment rental services, generated favorable gross profit margins, contributing to the overall improvement in gross profit margin compared to the same period of the previous year.

The gross profit margin remained at a level consistent with the nature of the Company's business operations and reflected the Company's effective cost management as well as its strategic selection of products and services with appropriate profitability potential.

Selling and Distribution Costs

For the first three-month period of 2026 ended March 31, 2026, the Company recorded selling expenses and distribution costs of THB 19.58 million, representing an increase of THB 6.41 million, or 48.67%, from THB 13.17 million in the corresponding period of 2025. The increase was primarily attributable to higher personnel expenses, sales promotion expenses, and additional investment in demonstration equipment to support marketing activities and enhance sales opportunities, in line with the Company's operating plan.

Administrative expenses

For the first three-month period of 2026 ended March 31, 2026, the Company recorded administrative expenses of THB 8.84 million, representing a decrease of THB 0.62 million, or 6.55%, from THB 9.46 million in the corresponding period of 2025. The change in administrative expenses was primarily attributable to a decrease in certain accounting estimate-related expenses, particularly expected credit losses, which declined from the same period of the previous year. This reflected the manageable quality of the Company's trade receivables, together with the Company's continued efforts in controlling administrative expenses.

Excluding the impact of such accounting estimate-related items, overall administrative expenses remained at a level comparable to the corresponding period of the previous year and were consistent with the Company's normal business operations.

Finance cost

For the first three-month period of 2026 ended March 31, 2026, the Company recorded finance costs of THB 0.71 million, representing an increase of THB 0.13 million, or 22.41%, from THB 0.58 million in the corresponding period of 2025. The increase was primarily attributable to higher short-term borrowings from financial institutions, which were utilized as working capital to support the Company's business operations and expansion. As a result, interest expenses increased compared to the same period of the previous year.

Net profit and net profit margin

For the first three-month period of 2026 ended March 31, 2026, the Company reported net profit of THB 7.77 million, representing a decrease of THB 14.41 million, or 64.97%, from THB 22.18 million in the corresponding period of 2025. The net profit margin was 7.75%, compared to 15.08% in the same period of the previous year.

Although the Company's gross profit margin improved to 38.46% from 34.28% in the same period of the prior year, reflecting a more favorable sales and service portion with a higher proportion of high-margin products and services, selling and distribution expenses increased due to higher personnel costs, sales promotion expenses, and additional investment in demonstration equipment to support marketing activities and enhance future sales opportunities. As a result, net profit and net profit margin declined compared to the corresponding period of the previous year.

Financial statements
Assets

List	Statement of Financial Position					
	March 31,2026		December 31,2025		Increase (Decrease)	
	Million baht	%	Million baht	%	Million baht	%
Assets						
Current Assets						
Cash and cash equivalents	147.49	28.36%	176.64	34.30%	-29.15	-16.50%
Trade and other current receivables	102.27	19.67%	99.31	19.28%	2.96	2.98%
Current portion of lease receivables	3.32	0.64%	3.20	0.62%	0.12	3.75%
Inventories	147.39	28.35%	140.15	27.21%	7.24	5.17%
Other Current assets	0.17	0.03%	0.09	0.02%	0.08	88.89%
Total current assets	400.64	77.05%	419.39	81.44%	-18.75	-4.47%
Non-current assets						
Restricted Deposit	44.20	8.50%	20.00	3.88%	24.20	
Leasehold improvement and equipment	51.67	9.94%	50.74	9.85%	0.93	1.83%
Intangible assets	4.03	0.78%	4.16	0.81%	-0.13	-3.13%
Right-of-use assets	7.02	1.35%	7.55	1.47%	-0.53	-7.02%
Lease receivables	5.64	1.08%	6.52	1.27%	-0.88	-13.50%
Deferred tax assets	6.34	1.22%	6.22	1.21%	0.12	1.93%
Other non-current assets	0.44	0.08%	0.41	0.08%	0.03	7.32%
Total non-current assets	119.34	22.95%	95.60	18.56%	23.74	24.83%
Total assets	519.98	100.00%	514.99	100.00%	4.99	0.97%

As of March 31, 2026, the Company had total assets of THB 519.98 million, representing an increase of THB 4.99 million, or 0.97%, from THB 514.99 million as of December 31, 2025. The key changes are as follows:

- Cash and cash equivalents decreased by THB 29.15 million, primarily due to the use of cash in operating and investing activities, partially offset by cash inflows from financing activities.
- Trade and other current receivables increased by THB 2.96 million, in line with billing and customer collections during the period.
- Inventories increased by THB 7.24 million, driven by stock preparation to support sales activities and customer deliveries.

- Restricted deposits increased by THB 24.20 million, due to deposits placed as collateral with financial institutions to support the Company's credit facilities.

Liabilities

List	Statement of Financial Position					
	March 31,2026		December 31,2025		Increase (Decrease)	
	Million baht	%	Million baht	%	Million baht	%
Liabilities and Equity						
Current Liabilities						
Short-term Borrowings from Financial Institutions	94.18	18.11%	83.13	16.14%	11.05	13.29%
Trade and Other Current Payables	61.43	11.81%	76.36	14.83%	-14.93	-19.55%
Current portion of long-term						
Borrowings from financial institutions	3.80	0.73%	3.81	0.74%	-0.01	-0.26%
Current Portion of Lease Liabilities	2.10	0.40%	2.03	0.39%	0.07	3.45%
Corporate Income Tax Payable	5.14	0.99%	3.73	0.72%	1.41	37.80%
Warranty Liabilities	10.71	2.06%	10.97	2.13%	-0.26	-2.37%
Other Current Liabilities	2.24	0.43%	1.27	0.25%	0.97	76.38%
Total Current Liabilities	179.60	34.54%	181.3	35.20%	-1.70	-0.94%
Non-Current Liabilities						
Long-term borrowings from financial institutions	4.83	0.93%	5.78	1.12%	-0.95	-16.44%
Lease liabilities	5.52	1.06%	6.07	1.18%	-0.55	-9.06%
Employee benefit obligations	9.86	1.90%	9.45	1.83%	0.41	4.34%
Provision for Decommissioning	0.39	0.08%	0.38	0.07%	0.01	2.63%
Total Non-Current Liabilities	20.60	3.96%	21.68	4.21%	-1.08	-4.98%
Total Liabilities	200.20	38.50%	202.98	39.41%	-2.78	-1.37%

As of March 31, 2026, the Company had total liabilities of THB 200.20 million, representing a decrease of THB 2.78 million, or 1.37%, from THB 202.98 million as of December 31, 2025. The decrease was primarily attributable to a reduction in trade and other current payables of THB 14.93 million, following payments made to suppliers during the period, despite an increase in short-term borrowings from financial institutions of THB 11.05 million, which were utilized as working capital for business operations.

Shareholder's Equity

List	Statement of Financial Position					
	March 31,2026		December 31,2025		Increase (Decrease)	
	Million baht	%	Million baht	%	Million baht	%
Shareholders' equity						
Share capital						
Authorized share capital						
Ordinary share 170,000,000 shares						
at par value of Baht 0.5 each	85.00		85.00			
Issued and paid-up share capital						
Ordinary share 170,000,000 shares						
paid-up at Baht 0.5 each	85.00	16.35%	85.00	16.51%	-	0.00%
Share Premium	125.24	24.09%	125.24	24.32%		
Retained earnings						
Appropriated - Legal reserve	7.90	1.52%	7.50	1.46%	0.40	5.33%
Unappropriated	101.64	19.55%	94.27	18.31%	7.37	7.82%
Total shareholders' equity	319.78	61.50%	312.01	60.59%	7.77	2.49%
Total liabilities and shareholders' equity	519.98	100.00%	514.99	100.00%	4.99	0.97%

As of March 31, 2026, the Company had total shareholders' equity of THB 319.78 million, representing an increase of THB 7.77 million, or 2.49%, from THB 312.01 million as of December 31, 2025. The increase was primarily attributable to the net profit generated during the period.

Sincerely



(Karn Punyacharoensin)

Chief Executive Officer