บริษัท เอ็น.ดี. รับเบอร์ จำกัด (มหาชน)
N.D. RUBBER PUBLIC COMPANY LIMITED
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No. NDR024/2026

13 August 2026

Subject: Management Discussion and Analysis (MD&A) Quarter 2 Ending 30 June 2026

Attention: Directors and Manager, The Stock Exchange of Thailand

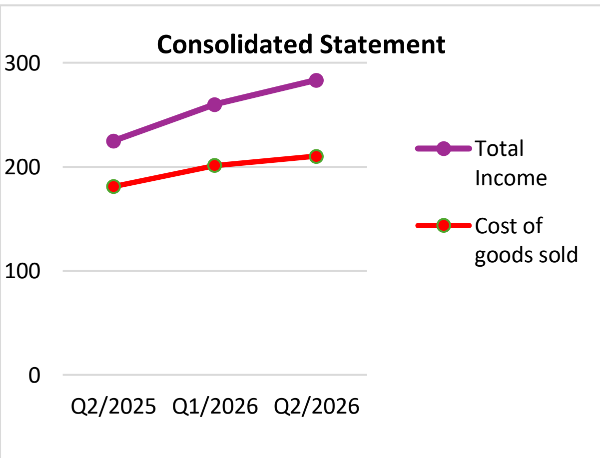
N.D. Rubber Public Company Limited (“the Company” or “NDR”) would like to present the MD&A for the Six-Month period ended 30 June 2026. The details are as follows:

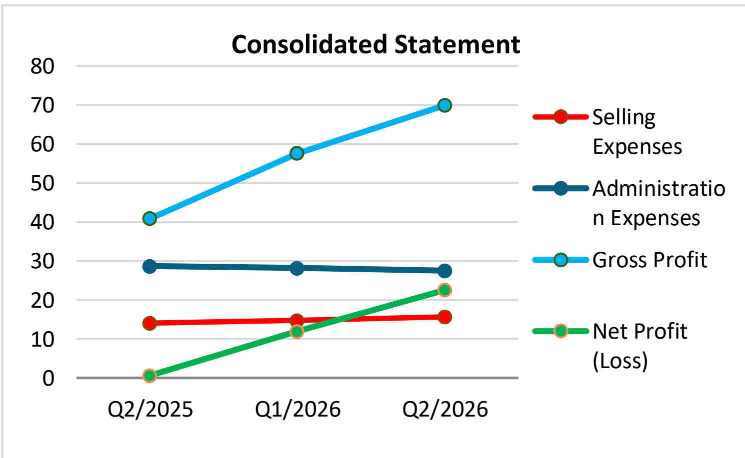
Company’s operation **Unit: Million Baht**

Profit/Loss		Q2/2025	Q1/2026	Q2/2026	YoY		QoQ	
					Different	%	Different	%
Consolidated Statement	Sales Revenue	221.8	258.73	280.15	58.35	26.31%	21.415	8.28%
	Profit (Loss) from Exchange rate	0.56	0.56	0.34	-0.22	-39.68%	-0.222	-39.57%
	Income Tax Benefit	0	0	0	0		0	
	Other income	2.575	0.78	2.969	0.39	15.30%	2.189	280.64%
	Total Income	224.932	260.074	283.456	58.52	26.02%	23.38	8.99%
	Cost of Goods Sold	180.967	201.191	210.288	29.32	16.20%	9.097	4.52%
		80.45%	77.36%	74.19%				
	Selling Expenses	14.047	14.72	15.635	1.59	11.30%	0.915	6.22%
		6.24%	5.66%	5.52%				
	Administration Expenses	28.665	28.141	27.495	-1.17	-4.08%	-0.65	-2.30%
		12.74%	10.82%	9.70%				
	Impairment for the loss of investment / Intangible Assets	-	-	-	0		0	
		0	0	0				
	Tax Expenses	0.63	4.07	7.54	6.92	1101.27%	3.47	85.31%
		0.002792	1.57%	2.66%				
	Gross Profit	40.83	57.54	69.86	29.03	71.11%	12.319	21.41%
		18.15%	22.12%	24.65%				
	Net Profit (Loss)	0.624	11.95	22.49	21.87	3504.81%	10.54	-88.22%
		0.28%	4.60%	7.94%				

Unit: Million Baht

Profit/Loss		Q2/2025	Q1/2026	Q2/2026	YoY		QoQ	
					Different	%	Different	%
Separated Statement	Sales Revenue	169.173	173.291	178.798	9.63	5.69%	5.507	3.18%
	Profit (Loss) from Exchange rate	11.32	1.069	14.474	3.15	27.86%	13.405	1253.98%
	Income Tax Benefit	0.227	0.561	0.339	0.11	49.34%	-0.222	-39.57%
	Other income	0.322	0	0	-0.32	-100.00%	0	
	Total Income	181.042	174.921	193.611	12.57	6.94%	18.69	10.68%
	Cost of Goods Sold	153.176	142.125	145.32	-7.86	-5.13%	3.195	2.25%
		84.61%	81.25%	75.06%				
	Selling Expenses	3.559	4.549	4.68	1.12	31.50%	0.13	2.88%
		1.97%	2.60%	2.42%				
	Administration Expenses	15.351	15.205	14.765	-0.59	-3.82%	-0.44	-2.89%
		8.48%	8.69%	7.63%				
	impairment for the loss of investment	0	0	0	0		0	
		0.00%	0.00%	0.00%				
	Tax Expenses	0	2.93	3.39	2.934		0.451	15.37%
		0.00%	361.10%	450.99%				
	Gross Profit	15.996	31.165	33.478	17.48	109.29%	2.313	7.42%
		8.84%	17.82%	17.29%				
	Net Profit (Loss)	8.96	10.11	25.46	16.5	184.25%	15.352	151.88%
		4.95%	5.78%	13.15%				





Executive Summary

The company's financial performance in Q2/2026 continued its strong growth momentum from the previous quarter, with total revenue reaching THB 283.46 million, representing an increase of 26.02% YoY and 8.99% QoQ. Gross profit expanded to THB 69.86 million, driving the Gross Profit Margin (GPM) up to 24.65%, compared to 18.15% in Q2/2025 and 22.12% in Q1/2026.

This robust growth was primarily propelled by the continuous optimization of our product mix toward high-margin products, alongside ongoing international market expansion. Consequently, revenue growth significantly outpaced the growth in cost of sales, propelling net profit to THB 22.49 million with a Net Profit Margin of 7.94%. However, raw material costs began to experience minor impacts from the Middle East conflict during this quarter. These effects are only partially reflected in current figures, and the full pressure of rising raw material costs is expected to become more pronounced in the upcoming quarter.

- **Revenue and Business Growth**

Consolidated Sales Revenue: In Q2/2026, consolidated sales revenue stood at THB 280.15 million, up 26.31% YoY (from THB 221.80 million in Q2/2025) and 8.28% QoQ (from THB 258.73 million in Q1/2026), demonstrating consistent year-on-year and quarter-on-quarter expansion.

Key Growth Drivers: The core growth drivers remain rooted in our product mix strategy—specifically increasing the proportion of high-margin products—coupled with steady overseas market expansion. This strategy enabled the company to grow revenue while simultaneously elevating the quality of earnings, ensuring that expansion was driven by high-value, high-return offerings rather than volume alone.

Separate Financial Statements: Sales revenue in the separate financial statements reached THB 178.80 million (+5.69% YoY and +3.18% QoQ), reflecting ongoing expansion in the parent company's core operations. Meanwhile, the higher growth rate of the consolidated financials highlights the increasing earnings contribution from group subsidiaries, propelled by the gradual scaling of the electronics business.

- **Cost of Sales and Gross Profit Margin**

Cost of Sales: Consolidated cost of sales was THB 210.29 million (+16.20% YoY and +4.52% QoQ), growing at a markedly slower pace than sales revenue (+26.31% YoY and +8.28% QoQ). This resulted in a continuous decline in the cost-to-revenue ratio, dropping from 80.45% in Q2/2025 to 77.36% in Q1/2026, and further down to 74.19% in Q2/2026.

Absolute vs. Proportional Analysis: In absolute terms, the cost of sales increased by approximately THB 9.10 million (+4.52% QoQ) compared to Q1/2026. However, the drop in cost-to-revenue proportion serves as a clearer indicator of the structural benefits yielded by our high-margin product strategy.

Cost Pressures: Certain raw material items experienced upward price pressure stemming from supply chain disruptions, energy costs, and the Middle East conflict. Due to procurement cycles and existing inventory buffers, these impacts were only partially reflected in Q2/2026. Management anticipates that these cost pressures will materialize more fully in the next quarter's performance.

- **Significant Expansion in Gross Profit Margin**

Gross Profit Growth: Driven by top-line expansion and an improved product mix, consolidated gross profit surged to THB 69.86 million (+71.11% YoY and +21.41% QoQ), lifting the Gross Margin to 24.65% (vs. 18.15% in Q2/2025 and 22.12% in Q1/2026).

Strategic Milestone: The expansion of the Gross Margin represents one of the most critical milestones this quarter, as it demonstrates that our high-margin strategy is structurally enhancing profitability. For every THB 100 of revenue, the company generated approximately THB 24.65 in gross profit, compared to just THB 18.15 in the same period last year.

Separate Financial Statements: Gross profit in the separate financial statements reached THB 33.48 million (+109.29% YoY and +7.42% QoQ), with a Gross Margin of 17.29% (compared to 8.84% in Q2/2025). While down slightly from 17.82% in Q1/2026, it remains significantly higher year-on-year.

- **Operating Expenses (OPEX Analysis)**

Selling Expenses: Consolidated selling expenses totaled THB 15.64 million (+11.30% YoY and +6.22% QoQ), aligning with sales growth and international market expansion. Notably, as a percentage of revenue, selling expenses improved from 6.24% in Q2/2025 and 5.66% in Q1/2026 down to 5.52% in Q2/2026, reflecting enhanced operating leverage as revenue scaled.

Administrative Expenses: Administrative expenses stood at THB 27.50 million (-4.08% YoY and -2.30% QoQ). The administrative expense-to-revenue ratio steadily improved, dropping from 12.74% in Q2/2028 to 10.82% in Q1/2026 and 9.70% in Q2/2026. Growing revenue alongside declining administrative overhead was a primary driver enabling operating profit to outpace top-line growth.

- **Net Profit and Earnings Quality**

Consolidated Net Profit: The company reported a consolidated net profit of THB 22.49 million, marking a substantial increase from THB 0.62 million in Q2/2025 and THB 11.95 million in Q1/2026. Net Profit Margins (NPM) progressed correspondingly: 0.28% → 4.60% → 7.94%.

Growth Drivers: The core takeaway lies in the quality of earnings growth. This quarter's profitability surge was propelled by a synergy of three distinct factors: top-line revenue growth, Gross Margin expansion via an optimized product mix, and lower operating expense ratios.

Parent vs. Subsidiary Performance: Separate net profit climbed to THB 25.46 million (up from THB 8.96 million in Q2/2025 and THB 10.11 million in Q1/2026), with a Net Margin of 13.15%, reflecting a marked recovery in the parent company's fundamentals. The separate net profit exceeding the consolidated figure by approximately THB 2.97 million reflects that certain subsidiary operations are still ramping up and have yet to achieve their planned profitability targets.

- **Management Outlook for the Next Quarter**

Strategic Focus: Management remains steadfast in prioritizing quality growth by expanding the proportion of high-margin products and scaling international markets—the core engines behind our sustained revenue and margin improvements.

Key Monitoring Items: The critical headwind to monitor in the upcoming quarter is the anticipated pressure on raw material costs driven by the Middle East conflict. Because the full cost impact was not fully absorbed in Q2/2026, the 24.65% Gross Margin recorded this quarter should not be taken as a normalized long-term baseline until the full effects of new-cycle raw material costs materialize.

Risk Mitigation: The company will actively mitigate these risks through disciplined procurement, efficient raw material management, strict production cost controls, and the sustained maintenance of a high-value product mix to help offset potential cost pressures.

Assets and Liabilities **Unit: Million Baht**

Balance Sheet (Unit : Million Baht)		Q1/2025	Q4/2025	Q1/2026	YoY		QoQ	
					Different	%	Different	%
Consolidated Statement	Current Assets	523.779	514.671	576.316	52.54	10.03%	61.645	11.98%
	Fixed Assets	691.537	783.749	769.888	78.35	11.33%	-13.861	-1.77%
	Total Assets	**1,215.32**	**1,298.42**	**1,346.20**	**130.89**	**10.77%**	**47.784**	**3.68%**
	Current Liabilities	196.276	236.545	263.662	67.39	34.33%	27.117	11.46%
	Long-term Liabilities	59.142	69.197	65.692	6.55	11.08%	-3.505	-5.07%
	Total Liabilities	**255.418**	**305.742**	**329.354**	**73.936**	**28.95%**	**23.612**	**7.72%**
	Retained Earnings	959.898	992.678	1,016.85	56.952	5.93%	24.172	2.44%
Separated Statement	Current Assets	251.148	266.273	294.231	43.083	17.15%	27.958	10.50%
	Fixed Assets	890.458	899.321	892.299	1.841	0.21%	-7.02	-0.78%
	Total Assets	**1,141.61**	**1,165.59**	**1,186.53**	**44.92**	**3.94%**	**20.936**	**1.80%**
	Current Liabilities	161.818	184.438	179.648	17.83	11.02%	-4.79	-2.60%
	Long-term Liabilities	16.187	16.899	17.166	0.979	6.05%	0.27	1.58%
	Total Liabilities	**178.005**	**201.337**	**196.814**	**18.809**	**10.57%**	**-4.523**	**-2.25%**
	Retained Earnings	963.60	964.26	989.72	26.116	2.71%	25.46	2.64%

Executive Summary

As of the end of Q2/2026, the company maintained a robust financial position, with total assets expanding to THB 1,346.20 million, representing a growth of 10.77% YoY and 3.68% QoQ. This quarterly increase was primarily driven by current assets, aligning with business and revenue expansion, while non-current assets saw a slight decline from the previous quarter following prior capital investments in machinery by our electronics subsidiary. Total liabilities rose to THB 329.35 million, largely driven by an increase in current liabilities corresponding to operational activity levels. Nonetheless, shareholders' equity continued its upward trajectory, reaching THB 1,016.85 million on the back of improved earnings. This keeps our overall capital structure strong and provides an adequate capital base to support future growth.

- **Total Assets Overview**

As of the end of Q2/2026, total assets stood at THB 1,346.20 million, an increase of THB 130.89 million or 10.77% YoY, and up THB 47.78 million or 3.68% QoQ, reflecting asset base expansion alongside business growth.

Current Assets: Rose to THB 576.32 million (+10.03% YoY and +11.98% QoQ). This quarterly increase corresponds directly with business activity levels and continuously expanding sales. Driven by Q2/2026 sales revenue growth of 26.31% YoY and 8.28% QoQ, the company experienced a higher working capital requirement to support elevated operational scales.

Cash and Cash Equivalents: Component analysis reveals that the increase in current assets was largely driven by cash and cash equivalents, which grew from THB 226.32 million to THB 267.23 million (+18.07%

QoQ). An increase in cash during a period of revenue and profit expansion is a positive development for our financial standing, as it enhances liquidity and working capital flexibility while providing a cushion against potential raw material cost volatility down the road.

Inventories: Rose from THB 120.07 million to THB 139.12 million (+15.87% QoQ), aligning with increased business activities and the preparation of raw materials and goods to support subsequent sales. However, management closely monitors inventory levels—particularly amid rising raw material cost pressures driven by the Middle East conflict—to maintain an optimal balance between production material security and working capital efficiency.

Trade and Other Receivables: Stood at THB 15.1.75 million, down slightly by 0.21% QoQ from THB 152.07 million in Q1/2026, despite an 8.28% QoQ increase in sales revenue. This is a positive indicator of receivables management, as receivables did not scale linearly with sales, reflecting the company's ability to maintain efficient collection performance and appropriate credit control.

Summary of Current Asset Quality: Overall, the quality of current asset expansion in Q2/2026 is viewed favorably, characterized by a significant rise in cash, stable receivables relative to sales, and inventory growth tailored to business scaling. The company remains committed to disciplined inventory and working capital cycle management to effectively convert revenue growth into cash flow and shareholder returns.

- **Non-Current Assets and Investments**

Non-current assets stood at THB 769.89 million, up 11.33% YoY but down 1.77% QoQ from Q1/2026.

Compared to the previous year, the expansion in non-current assets is primarily attributed to additional capital investments in machinery within our electronics subsidiary, aimed at expanding manufacturing capacity and supporting future business growth. The slight QoQ decrease reflects depreciation charges and minor interim asset adjustments.

Such investments lay down the manufacturing foundation for mid-to-long-term growth. The key priority moving forward is to ramp up the utilization rate of this new machinery, translating these capital expenditures into revenue and operating cash flow to generate an appropriate asset return.

- **Liabilities Structure**

Total liabilities amounted to THB 329.35 million, up 28.95% YoY and 7.72% QoQ, with the majority driven by current liabilities, which increased to THB 263.66 million (+34.33% YoY and +11.46% QoQ).

Viewed alongside expanding revenues, the growth in current liabilities is partially proportionate to heightened business activities and greater working capital demands.

Conversely, non-current liabilities decreased from THB 69.20 million in Q1/2026 to THB 65.69 million (-5.07% QoQ), demonstrating that the rise in liabilities this quarter was not driven by heavier long-term debt burdens.

4. Liquidity and Debt-Carrying Capacity

Based on available data, the consolidated Current Ratio can be estimated as follows:

Metric	**Q2/2025**	**Q1/2026**	**Q2/2026**
Current Assets (THB mil.)	523.78	514.67	576.32
Current Liabilities (THB mil.)	196.28	236.55	263.66
Current Ratio (x)	**2.67x**	**2.18x**	**2.19x**
Debt-to-Equity (D/E) Ratio (x)	**0.27x**	**0.31x**	**0.32x**

Although the Current Ratio moderated from 2.67x in Q2/2025 to approximately 2.19x, current assets continue to exceed current liabilities by over two times, reflecting sound liquidity reserves.

Meanwhile, the Debt-to-Equity (D/E) Ratio stood at approximately 0.32x, up from 0.27x in the prior year, yet remains at a relatively low level as total assets are predominantly backed by equity rather than debt.

- Shareholders' Equity and Capital Strength

Shareholders' equity rose to THB 1,016.85 million (+5.93% YoY and +2.44% QoQ), propelled by the Q2/2026 net profit of THB 22.49 million and sustained operational performance improvements.

Shareholders' equity accounts for roughly 75.5% of total assets, while liabilities represent only about 24.5%, reflecting a low Financial Leverage profile.

Surpassing the THB 1,000 million capital milestone for the first time under this data set enhances the company's financial flexibility, empowering us to handle raw material price volatility, manage working capital, and execute future growth investments effectively.

- **Separate Financial Statements (Parent Company)**

In the separate financial statements, total assets stood at THB 1,186.53 million (+3.94% YoY and +1.80% QoQ). Current assets surged prominently by 17.15% YoY and 10.50% QoQ to THB 294.23 million, while non-current assets remained stable relative to the prior period.

Total liabilities reached THB 196.81 million (+10.57% YoY but down 2.25% QoQ). Unlike the consolidated figures which showed a QoQ rise in liabilities, this indicates that the increase in debt leverage occurred primarily at the subsidiary level rather than the parent company.

The parent company's shareholders' equity increased to THB 989.72 million (+2.71% YoY and +2.64% QoQ), moving in tandem with a strong surge in the separate net profit for Q2/2026.

- **Management Outlook on Financial Position**

The overall financial position as of Q2/2026 reflects a strategic transition from capital investment for capacity expansion toward asset monetization and yield generation, particularly concerning the new machinery at our electronics subsidiary. Simultaneously, earnings have shown tangible qualitative improvements through higher revenues and an optimized high-margin product mix. Key priorities moving forward center on maximizing the utilization rate of new assets, defending Gross Margin resilience, exercising rigorous working capital controls, and navigating liquidity management—especially amid potential raw material cost headwinds stemming from the geopolitical situation in the Middle East.

Please be informed accordingly,

Yours faithfully,

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(Mr. Chaiyasit Samrittivanicha)

Managing Director