Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

MENA TRANSPORT PUBLIC COMPANY LIMITED

(MENA)

at 30 June 2026

This report was disseminated on 25/08/2026

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MENA TRANSPORT PUBLIC COMPANY LIMITED

SET

Services / Transportation & Logistics

CG Report :

SET ESG Ratings: **-**

Anti-Corruption Certification (CAC): **Yes**

Business Type

In-Land freight transportation by trailers, transportation of ready mix concrete by concrete mixer trucks, and sales of construction materials, equipment and tools.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	836.03	846.27	789.11	707.60
Expenses	785.76	783.58	710.65	640.48
Net Profit	63.68	66.56	69.01	51.18
Balance Sheet (MB)				
Assets	1,397.62	1,431.18	1,342.97	1,161.40
Liabilities	411.75	486.59	442.92	307.91
Shareholders' Equity	985.86	944.59	900.05	853.50
Cash Flow (MB)				
Operating	105.33	145.02	104.66	105.52
Investing	-2.79	7.10	25.47	-75.97
Financing	-113.82	-123.98	-144.02	-88.30
Financial Ratio				
EPS (Baht)	0.09	0.09	0.09	0.07
GP Margin (%)	14.17	15.37	17.33	16.51
NP Margin (%)	7.62	7.86	8.75	7.23
D/E Ratio (Times)	0.42	0.52	0.49	0.36
ROE (%)	6.60	7.22	7.87	6.11
ROA (%)	5.77	6.47	7.41	6.04

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	**200 - 210** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Strengthening and Enhancing the Efficiency of Core Transportation Operations (Core Transport Excellence & Optimization).	✓	✓	✓
2. Strategic Plan 2 : Expansion of High-Frequency, Recurring-Revenue FMCG Logistics Business .	✓	✓	✓
3. Strategic Plan 3 : Cold Chain & FMCG Storage Expansion	✓	✓	✓
4. Strategic Plan 4 : Pharma Logistics & GDP-Compliant Distribution	✓	✓	✓

Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Formulation of a succession plan for the CEO, executive management, and critical roles

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
EBITDA (Million Baht)	200 - 210	138.68	71.01

These targets reflect revenue growth alongside enhanced operational efficiency. Revenue growth is driven by the expansion of the customer base and service offerings, while the EBITDA margin improves through higher asset utilization, effective cost control, and the adoption of digital systems. As a result, the Company achieves high-quality and sustainable growth over the long term.

Progress description

In the first half of 2026, the Company made progress in implementing its strategic plan as intended. EBITDA for the first half of 2026 increased by 6% compared with the same period of the previous year. Overall, the Company continues to operate in accordance with its established plans, including the expansion of its FMCG fleet by 20 trucks and the improvement of asset utilization for its mixer truck fleet, with utilization during the first six months of 2026 increasing compared with 2025. The Company has also continued to maintain costs at an appropriate level and improve its work processes through the increased adoption of digital systems.

Growth plan/Increase business value

Strategic Plan 1 : Strengthening and Enhancing the Efficiency of Core Transportation Operations (Core Transport Excellence & Optimization).

The Company aims to enhance its core transportation business as a stable and highly profitable revenue base by increasing vehicle utilization rates, improving route planning efficiency, and adopting digital systems for operational management. In addition, the Company emphasizes predictive maintenance and effective cost control to enhance operational efficiency and strengthen sustainable competitiveness.

Targets

The Company focuses on enhancing resource utilization efficiency and controlling costs in its core transportation business in order to improve profitability. This is achieved through increasing vehicle utilization rates, reducing unit costs, and improving service quality, enabling the core business to generate revenue and EBITDA in an efficient and sustainable manner.

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	870	1000	1100	836.03	428.74
EBITDA (MILLION BAHT)	150	180	200-210	138.68	71.01

Progress description

In the first half of 2026, the Company increased the utilization rate of its mixer truck fleet by 5% through the adoption of technology to enhance operational efficiency. This was complemented by tighter control over repair costs, with a focus on preventive maintenance, resulting in an increase in EBITDA.

In addition, during the first half of 2026, the Company expanded its FMCG fleet by 14 trucks out of the total planned 20 trucks. The remaining 6 trucks were added in July 2026, resulting in an increase in revenue.

Strategic Initiative

The Company aims to enhance the efficiency of its core transportation business by increasing vehicle utilization rates, developing predictive maintenance systems, and optimizing fleet structure, in order to improve operational efficiency and achieve sustainable profitability.

Strategic Initiative 1 : Fleet Utilization Improvement through the enhancement of operational systems, alongside the strengthening of information security governance.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - Fleet utilization: Increase by +2-3% from the 2025 baseline year - Implementation of KPIs and route profitability analysis	Mixer Truck Fleet Utilization increased by 5% from the 2025 baseline, with KPI monitoring and route profitability analysis also implemented.

Strategic Initiative 2 : Predictive Maintenance & Cost Optimization

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - Downtime reduced by -2% compared with the 2025 base year - %Maintenance costs reduced by -2% compared with the base year	Downtime: Currently pending measurement, as the preventive maintenance (PM) program has only recently been implemented. The benefits are expected to become evident in 2026. %Maintenance costs : Decreased by 2% from 2025, in line with the plan.

Strategic Initiative 3 : Fleet Restructuring & Renewal

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• Decommissioned 2% of the total aging fleet and replaced with new vehicles to improve efficiency and reduce maintenance costs.	In 2026, the Company retired 1% of its aging fleet but has not yet purchased new vehicles to replace them, as it was determined that the existing fleet remains sufficient to support the current level of demand. However, the delay in the fleet restructuring & renewal plan has not had a material impact on the Company’s operating performance.

Remark : The plan will be implemented through a phased approach, beginning with operational efficiency improvements and cost control in the core business, before expanding to system enhancements and fleet restructuring. Fleet renewal will be carried out gradually, taking into account customer demand and financial viability, to ensure efficient use of resources and mitigation of investment risks, while supporting sustainable long-term growth.

Strategic Plan 2 : Expansion of High-Frequency, Recurring-Revenue FMCG Logistics Business.

Focus on expanding the business into the FMCG customer segment by building a core customer base and long-term contracts, and investing in the expansion of the FMCG fleet to generate recurring and stable revenue. At the same time, enhance operational systems and transportation networks to support high-frequency services, improve vehicle utilization, and strengthen long-term profitability.

Targets

Focus on building a high-frequency FMCG revenue base supported by long-term contracts by expanding the customer portfolio alongside fleet expansion to increase the proportion of recurring revenue. In parallel, enhance service efficiency and resource utilization to ensure stable growth and sustainable long-term profitability.

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue from FMCG	85	155	200	45	30

Progress description

In the first half of 2026, the Company expanded its FMCG fleet by 14 trucks out of the total planned 20 trucks. The remaining 6 trucks were added in July 2026, which is expected to contribute to an increase in revenue from the FMCG business in the second half of 2026.

Strategic Initiative

Focus on developing the FMCG logistics business into a high-frequency and recurring revenue stream by establishing a core customer base and long-term contracts, supported by fleet expansion, alongside the enhancement of operational systems and transportation networks to improve efficiency. This approach aims to increase the share of revenue and strengthen the organization's long-term profitability.

Strategic Initiative 1 : Building an FMCG Customer Base and Long-Term Contracts (Anchor Clients & Contracting)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - Secured at least two anchor FMCG clients and commenced long-term contracts, alongside investment in fleet expansion. - Generated FMCG revenue accounting for approximately 10% of total revenue in 2026.	In the first half of 2026, the Company commenced a long-term contract with a key customer, together with an investment to expand its fleet, and is currently in negotiations with additional customers. In the first half of 2026, revenue from the FMCG transportation business accounted for approximately 7% of total transportation revenue.

Strategic Initiative 2 : FMCG Operations and Network Development

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - Established a dedicated FMCG team and a separate dispatch system. - Introduced KPIs for on-time performance and service levels.	Established a dedicated FMCG team and a separate dispatch system. - Introduced KPIs for on-time performance and service levels.

Strategic Initiative 3 : Strategic Partnership & Joint Venture

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• - Identify and negotiate with strategic partners (e.g., logistics service providers or companies with an established FMCG customer base). - Establish collaboration structures or joint venture (JV) agreements to initiate the business.	The company is currently in the process of selecting and negotiating with strategic partners.

Remark : The plan will be implemented through a phased approach, starting with the establishment of an FMCG customer base through long-term contracts, before expanding operational capabilities and the transportation network. Business expansion will be undertaken in line with customer demand and financial viability, to generate recurring revenue and enhance sustainable resource utilization efficiency.

Strategic Plan 3 : Cold Chain & FMCG Storage Expansion

Focus on developing warehouse and Cold Chain operations to support temperature-sensitive FMCG products, starting with market trials using leased warehouses and expanding according to customer demand. Integrate storage and transportation services into a comprehensive end-to-end solution to enhance service value and create long-term growth opportunities.

Targets

Focus on developing the Cold Chain business as a new revenue and value-generating stream for the organization, starting with market trials and expanding according to customer demand. Simultaneously, improve space utilization and operational efficiency to generate stable revenue growth and enhance long-term profitability.

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue from Cold Chain & FMCG Storage Expansion	0	16	30	0	0

Progress description

The company is currently in the process of selecting and negotiating with strategic partners.

Strategic Initiative

Focus on developing Cold Chain and warehouse operations to support temperature-sensitive FMCG products, starting with low-investment market trials and expanding based on customer demand. Integrate storage and transportation services into a comprehensive end-to-end solution to enhance service value and drive long-term growth.

Strategic Initiative 1 : Cold Chain Market Entry & Pilot

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• - Launched market pilot using leased warehouses (low capex). - Onboarded pilot customers and integrated services with FMCG transportation.	The company is currently in the process of selecting and negotiating with strategic partners.

Strategic Initiative 2 : Cold Chain Operations & Utilization Optimization

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• - Established a Cold Chain operations team and warehouse management system. - Implemented inventory management and temperature monitoring systems.	The company is currently in the process of selecting and negotiating with strategic partners.

Remark : The plan will be implemented gradually, starting with low-capex market trials and expanding according to customer demand to mitigate investment risks. Cold Chain business development will be carried out in parallel with FMCG transportation services, creating resource synergies and enhancing operational efficiency and long-term profitability.

Strategic Plan 4 : Pharma Logistics & GDP-Compliant Distribution

Focus on developing the pharmaceutical logistics business with strict quality and temperature control standards, starting with service trials and building system and workforce readiness. Expand the business according to market demand to generate high-value new revenue and enhance long-term competitive capability.

Targets

Focus on building the pharmaceutical logistics business as a high-standard new revenue stream by developing capabilities in GDP compliance and temperature control, while gradually expanding the customer base to generate stable revenue growth and enhance long-term profitability.

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue from Pharma Logistics & GDP-Compliant Distribution	0	32	55	0	0

Progress description

The company is currently in the process of selecting and negotiating with strategic partners.

Strategic Initiative

Focus on developing the pharmaceutical logistics business in compliance with GDP standards, starting by establishing temperature control systems and service quality readiness. Gradually expand the customer base and network to generate high-value new revenue and enhance the organization’s long-term profitability.

Strategic Initiative 1 : GDP Compliance & System Readiness

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• - Developed temperature control and product tracking systems. - Established GDP standards and conducted staff training.	The company is currently in the process of selecting and negotiating with strategic partners.

Strategic Initiative 2 : Pharma Customer & Network Expansion

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• - Launched pharmaceutical client pilot programs and built a customer pipeline. - Generated initial revenue from the pharmaceutical logistics business.	The company is currently in the process of selecting and negotiating with strategic partners.

Remark : The plan will be implemented gradually, starting with the development of standards and systems in compliance with GDP requirements, before expanding the customer base and network. This approach aims to mitigate quality and regulatory risks, while business growth will depend on market demand and the ability to build long-term customer trust.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

Accelerating the enhancement of the Board of Directors' capabilities and performance through the development of a structured Board Development Plan, which is currently in progress and scheduled for completion by 2028, with the objective of strengthening the Board's strategic role, governance oversight, and effective decision-making for the organization.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board's performance assessment	In Progress	In Progress	Success	In Progress	In Progress
The Company has established three sub-committees to enable directors to fully leverage their knowledge and expertise, namely: the Risk Management Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainability Committee.	Success	Success	Success	-	Complete
Development of Directors' Capabilities in Growth Strategy and Strategic Decision-Making.	The directors have received knowledge development in growth strategies, new business opportunities, and industry trends relevant to the Company's business.	The directors actively participate in the formulation and review of the Company's corporate strategies and strategic initiatives.	Success. The Board of Directors is able to perform its role as a Strategic Advisor, providing tangible support to the Company's growth.	-	Complete
Enhancing the Role of the Board of Directors in Risk Governance and ESG Oversight.	Directors are equipped with enhanced knowledge and understanding	The Board integrates risk and ESG considerations into the formulation of corporate	Success. The Board is able to effectively oversee risk management and ESG matters in	-	Complete

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	of risk management and ESG matters relevant to the Company's business operations.	strategy and the monitoring of the Company's performance.	alignment with the Company's sustainable growth objectives.		

Remark : The implementation of the objectives may be adjusted in terms of details or timelines to suit the context and the Board of Directors' considerations. Nonetheless, the main schedule for preparing and commencing the Board development plan will be adhered to, with the target completion by mid-March 2026.

Progress description

Accelerating the enhancement of the Board of Directors' capabilities and performance through the development of a structured Board Development Plan, which is currently in progress and scheduled for completion by 2028, with the objective of strengthening the Board's strategic role, governance oversight, and effective decision-making for the organization.

Strategic Initiative

The Company has developed and is implementing a systematic Board of Directors' capability and performance development plan, which is currently in progress and scheduled for completion within 2028, with the objective of enhancing the Board's strategic role, governance effectiveness, and organizational decision-making.

Strategic Initiative 1 : Key Initiative No. 1: Development and Implementation of a Board of Directors' Capability and Performance Enhancement Plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Board of Directors' development plan is scheduled to be completed by mid-March 2026 and will thereafter be implemented to enhance the roles, effectiveness, and performance of the Board of Directors in a concrete and systematic manner. • The Company has established three sub-committees to enable directors to fully leverage their knowledge and expertise, namely: the Risk Management Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainability Committee.	Complete.

Strategic Initiative 2 : Key Initiative No. 2: Enhancing the Board of Directors' Proactive Role in Strategy, Risk Management, and ESG

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• The Board of Directors has begun to play a more proactive role in shaping the Company's strategic direction, risk management, and ESG matters, in parallel with the implementation of the Board Development Plan.	Complete.

Remark : The aforementioned key initiatives are currently in progress. Details, implementation methods, and timelines may be adjusted as deemed appropriate by the Board of Directors' considerations and resolutions. Nevertheless, the framework for development will continue to be followed, with the aim of completing the Board development plan by mid-March 2026.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Enhance the Company's anti-corruption and anti-bribery framework to be robust, transparent, and aligned with international standards, with a focus on the continuous renewal of the CAC certification and the extension of such practices to joint ventures within the business group, in order to strengthen good corporate governance and build long-term confidence among stakeholders.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	In Progress
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	-	-	-	Complete	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Renewal of the CAC Certification from the Thai Institute of Directors Association (Thai IOD)	Preparation of Documentation in Accordance with Checklist 71 for Submission for Certification Renewal	The Company submitted the application for renewal and successfully obtained the renewal of the certification within 2027.	Success	-	In Progress
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	Establish guidelines and communicate the anti-corruption policy to key business partners to ensure mutual understanding and consistent compliance throughout the value chain.	Commence monitoring and evaluation of key business partners' compliance with the Company's policies.	Commence monitoring and evaluation of key business partners' compliance with the Company's policies.	-	In Progress
The Company invited its joint venture companies to participate in the Collective Action Coalition Against Corruption (CAC) certification program organized by the Thai Institute of Directors Association.	Conducted a readiness assessment and developed an implementation plan to support the joint venture, TDM, in entering the Collective Action Coalition Against	TDM formally declared its intention to participate in the Collective Action Coalition Against Corruption (CAC) and commenced implementation in accordance with the	Success	-	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	Corruption (CAC) process.	prescribed guidelines and requirements.			

Remark : The implementation of the objectives may be adjusted in terms of steps or timelines as appropriate, in accordance with the requirements and considerations of the Thai Institute of Directors Association (Thai IOD) and the resolutions of the Board of Directors. The Company remains committed to maintaining its CAC certification continuously and will prioritize supporting its joint-venture companies within the business group to participate in the CAC process as deemed appropriate.

Progress description

The Company has an anti-corruption policy and communicates it to employees at all levels within the organization. Currently, the Company is certified by the CAC and is in the process of renewing its CAC certification, with the renewal application scheduled for 2027.

Strategic Initiative

Strategic Initiative 1 : Key Initiative No.1: Renewal and Enhancement of the Company’s CAC Certification

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Comply fully with all CAC requirements and submit the application for CAC certification renewal in accordance with the Thai IOD process.	Fully complying with CAC requirements, the Company will apply for renewal in 2027.

Strategic Initiative 2 : Key Initiative No. 2: Expanding Anti-Corruption Practices to Joint-Venture Companies within the Business Group (TDM)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Assess readiness and develop a support plan to enable joint-venture companies (TDM) to implement CAC-aligned practices.	In Progress

Remark : The implementation of this key initiative may be adjusted in terms of steps, methods, and timelines as appropriate, in accordance with the requirements of the Thai Institute of Directors Association (Thai IOD) and the resolutions of the Board of Directors. The Company remains committed to the continuous renewal of CAC certification and prioritizes supporting its joint-venture companies within the business group to participate in the CAC process as deemed appropriate.

Governance of Risk and Management Compliance

Formulation of a succession plan for the CEO, executive management, and critical roles

Enhance strategic human resource management by systematically developing succession plans for the Managing Director, executives, and key personnel. This aims to ensure continuity in management, reduce risks from over-reliance on individuals, and support the organization's long-term sustainable growth.

Targets

The Company has comprehensive succession plans for the Managing Director, executives, and key positions, with identified high-potential personnel and concrete development plans in place by 2026, and is able to continuously monitor and evaluate progress.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a succession plan for the President & CEO,senior executives,and key position holders.	Success	Success	Success	In Progress	Success
Risk assessment and identification of critical roles to categorize and prioritize positions requiring succession plans.	Success	Success	Success	In Progress	Success
Define core qualifications and competencies by regularly reviewing and updating job descriptions to ensure clarity and relevance,and specifying essential competencies for each position.	Success	Success	Success	In Progress	Success
Identification and assessment of high-potential employees for future key roles.	Success	Success	Success	In Progress	Success
Development of Individual Development Plans	Success	Success	Success	In Progress	Success
Monitor IDP progress and evaluate the overall effectiveness of the succession plan,ensuring key role incumbents participate in and complete essential training and skill development.	Success	Success	Success	In Progress	Success
Effectively communicate the value of the succession plan to employees and encourage a culture of continuous learning across the company.	Success	Success	Success	In Progress	Success
Development of a Succession Readiness Index for key positions.	Establish criteria and indicators for assessing the readiness of successors (Succession Readiness	Assess the readiness of successors based on the established criteria, and use the assessment	Success	-	Establish criteria and indicators for succession readiness (Succession Readiness Index) for

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
	Index) for the Managing Director, executives, and key positions.	results to inform decisions on development and job assignments.			CEO, executive, and key positions.

Remark : The implementation of targets may involve adjustments to details, procedures, and timelines to align with the organizational context and resolutions of the Board of Directors. Nevertheless, the company remains committed to continuously developing and executing succession plans for the Managing Director, executives, and key positions to ensure management continuity and reduce risks associated with reliance on any single individual

Progress description

The Company has comprehensive succession plans for the Managing Director, executives, and key positions, with identified high-potential personnel and concrete development plans in place by 2026, and is able to continuously monitor and evaluate progress.

Strategic Initiative

Develop and implement systematic succession plans for the Managing Director, executives, and key personnel to ensure management continuity, reduce reliance on individuals, and enhance the organization's readiness to support long-term growth.

Strategic Initiative 1 : Key Initiative No. 1: Development and implementation of succession plans for key positions.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop succession plans for the Managing Director, executives, and key positions, systematically identifying successors and their readiness levels.	Success.

Strategic Initiative 2 : Key Initiative No. 2: Development of successors' potential and readiness (Succession Readiness Development).

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish criteria for assessing the readiness of successors and develop individual potential development plans for target personnel.	Success.

Remark : The details, procedures, and timelines for implementing key plans may be adjusted as appropriate to align with the organizational context and resolutions of the Board of Directors. Nevertheless, the company remains committed to continuously executing succession plans to ensure management continuity and reduce the risk of reliance on any single individual.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : Year of the Report 2026
https://hub.optiwise.io/en/documents/211286/mena-one-report-2025-en.pdf

Reference: Greenhouse Gas Emissions Report (56-1 One Report 2025), page 075.

The Company recognizes the importance of conducting business responsibly towards the environment and has established policies to mitigate environmental impacts. As MENA operates a transportation business, it chooses vehicles that are suitable for the job. Most of MENA's transport vehicles are new because it is no more than 15 years old and have been inspected and maintained regularly before operation to ensure readiness and complete combustion of the engine, reducing emissions that may result from exhaust fumes. Additionally, MENA provides training to all drivers to properly maintain the engines and rigorously adhere to traffic regulations to reduce road accidents. MENA also considers managing fuel consumption in transportation efficiently. Climate change can impact business operations and the environment. MENA is committed to reducing greenhouse gas emissions, which are a major contributor to climate change. In 2025, MENA's greenhouse gas emissions data was verified by the Thailand Institute of Scientific and Technological Research's Quality Certification Office, an independent external verification body registered as an external assessor for organizational carbon footprint certification with the Thailand Greenhouse Gas Management Organization (Public Organization). The verification report summarizes MENA greenhouse gas emission levels as follows:

Scope 1: Direct GHG emissions 18,591 tons of CO2 equivalent per year
Scope 2: Indirect GHG emissions from purchased energy 104 tons of CO2 equivalent per year
Scope 3: Other indirect GHG emissions 2,646 tons of CO2 equivalent per year
Direct GHG emissions, separately reported 690 tons of CO2 equivalent per year

Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	Success

Progress description

The Company has prepared and published verification reports on greenhouse gas emissions (Scope 1 and 2) and registered them with the Thailand Greenhouse Gas Management Organization (TGO).


Certificate Number:
TGO CFO FY26-02-775

THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO

CERTIFICATE

Awarded to

MENA TRANSPORT PUBLIC COMPANY LIMITED

Company address verified: 280/8 Moo 9, Tambol Thap Kwang, Ampher Kaeng Khoi Saraburi 18260

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Thailand Institute of Scientific and Technological Research and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2025 - 31/12/2025]

Total Greenhouse Gas Emission (Scope 1&2): 18,695 tonCO_2e/year

Direct GHG emissions	18,591	tonCO_2e/year
Energy Indirect GHG emissions	104	tonCO_2e/year
Other Indirect GHG emissions	2,646	tonCO_2e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2026

Nakorn.

Mr.Nakorn Tangavirapat
Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

Decarbonization

The Company has installed 60.63 kWp solar rooftop systems at the Headquarters (Saraburi) and Lat Krabang Center to generate electricity for internal use, replacing grid electricity (Scope 2). Each site is expected to produce approximately 80,000 kWh per year, reducing greenhouse gas emissions by around 40 tCO_2e per year per site (based on Thailand's Emission Factor), and lowering long-term energy costs, with an estimated payback period of approximately 3 years and 4 months.

Targets

The Company aims to reduce Scope 2 greenhouse gas (GHG) emissions from electricity consumption at the Headquarters (Saraburi) and Lat Krabang Center through the installation of a 60.63 kWp solar rooftop system, thereby reducing reliance on grid electricity. Annual reduction targets are set as detailed in the table below, compared to the baseline year 2025. These targets will be reviewed based on the GHG inventory and actual electricity generation data to ensure alignment with the operations of the Headquarters (Saraburi) and Lat Krabang Center, and to support the continued use of clean energy in the long term.

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (tCO_2e)			Actual Greenhouse Gas Emission (tCO_2e)
	2025	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	18,695	26.89	66.69	79.37	In progress

Remark : Greenhouse gas emissions reduction of 18,695 tCO2e, covering Scope 1 and Scope 2 only.

Progress description

The Company has completed the installation of a solar rooftop at its Lat Krabang center and is currently installing one at its head office (Saraburi), which is expected to be completed in August 2026.

Strategic Initiative

This initiative focuses on reducing greenhouse gas (GHG) emissions from electricity consumption (Scope 2) at the Headquarters (Saraburi) and Lat Krabang Center through the installation of a 60.63 kWp solar rooftop system. It is implemented alongside the preparation of a GHG inventory and systematic monitoring of electricity generation and energy use, enabling measurement and reporting of emission reductions against the established annual targets. This approach aligns with the Climate Action framework under the JUMP+ project and the company's long-term sustainability goals.

Strategic Initiative 1 : 60.63 kWp Solar Rooftop Installation Project at the Headquarters (Saraburi) and Lat Krabang Center.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• "Installation and commissioning have been completed. The system has started generating electricity for internal use and began reducing Scope 2 emissions according to the established targets.	The Company has completed the installation of a solar rooftop at its Lat Krabang center and is currently installing one at its head office (Saraburi), which is expected to be completed in August 2026.

Strategic Initiative 2 : Preparation of GHG Inventory and Energy Monitoring System.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Prepare a greenhouse gas (GHG) inventory for Scope 1 and Scope 2 emissions.	Succuss.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/MENA0_JUMP%2B_Plan_Year_2026-2028_EN.pdf