

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

MENA TRANSPORT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

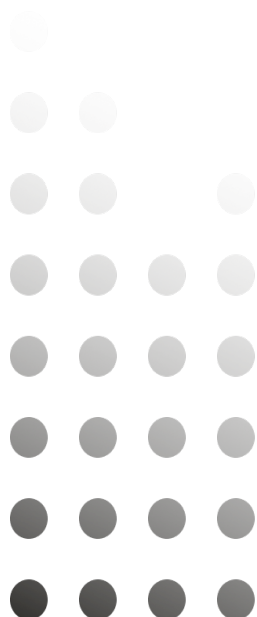


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : MENA TRANSPORT PUBLIC COMPANY LIMITED

Symbol : MENA

Address : 280/8 Moo 9, Tambol Thap Kwang, Amphur Kaeng Khoi

Province : Saraburi

Postcode : 18260

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

Registration Number : 0107563000207

Telephone : 0-3620-0321

Website : www.menatransport.co.th

Email : ir@menatransport.co.th

Total Shares Sold (shares)

Common Stock : 734,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	776,407.69	833,659.59	821,781.05
Revenue from transportation (Thousand baht)	231,283.33	244,919.86	252,166.66
Revenue from concrete transportation services (Thousand baht)	504,774.89	532,968.64	541,018.35
Revenue from sales (Thousand baht)	40,349.47	55,771.09	28,596.04

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from transportation (%)	29.79	29.38	30.69
Revenue from concrete transportation services (%)	65.01	63.93	65.83
Revenue from sales (%)	5.20	6.69	3.48

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	776,407.69	833,659.59	821,781.05
Domestic (Thousand baht)	776,407.69	833,659.59	821,781.05
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	12,704.97	12,608.47	14,248.97
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	12,704.97	12,608.47	14,248.97

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	14,312.66	27,019.27	31,366.70

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk Associated with Remaining in the Same Sector and Having Few Consumers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large customers or few customers

Risks from the construction business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk

Risks from Oil Price Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risk from Controlling the Use of Fuel by Delivery Drivers

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations

Risk from Price Competition in the Transportation and Service Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Risk from shortage of delivery personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks and Consequences on Financial Statements

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risks Associated with Adherence to Business and Transportation Laws and Others

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Risks of Breaching the Terms of the Loan Contract

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Other

Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	5,912,246.21	6,596,472.55	7,037,146.97
Natural gas (Standard cubic feet)	63,718,272.36	60,206,193.41	45,290,763.91

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	227,862.00	256,758.00	236,135.00

Water management

• Water consumption

	2023	2024	2025
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Total water withdrawal (Cubic meters)	3,586.00	3,365.00	3,136.00
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Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	0.00	655,388.00
Total waste generated (Kilograms)	0.00	0.00	655,388.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	0.00	17,907.00	18,591.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	118.00	104.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	3,061.00	2,646.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	21,086.00	21,341.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Thailand Institute of Scientific and Technological Research (TISTR)

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	706	740	718
Number of female employees (Persons)	108	109	116
Total number of employees (Persons)	814	849	834

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	173,635,128.00	185,180,572.00	189,486,399.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	6.00	6.00	6.00
Employee development and training expenses (baht)	592,987.00	364,480.00	940,546.00

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	15	8	14

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	77.15	80.45	76.38

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.menatransport.co.th/storage/document/corporate-governance/corporate-governance-code-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	8	100.00
Number of male directors	4	50.00
Number of female directors	4	50.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	3	37.50

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NOPPORN THEPSITHAR Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Logistics and Supply Chain Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	14 Feb 2018	Transportation & Logistics, Human Resource Management, Engineering, Strategic Management, Risk Management

2.	Mr. WIBOON RASMEEPAISARN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	14 Feb 2018	Accounting, Data Analysis, Risk Management, Budgeting, Audit
3.	Mrs. SUWANNA KAJONWUTTIDET Gender: Female Age: 60 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Feb 1993	Transportation & Logistics, Data Management, Data Analysis, Corporate Management, Governance/ Compliance
4.	Mr. NATHAPHON KAJONWUTTIDET Gender: Male Age: 71 years old Highest level of education: Below a bachelor's degree Major: Lower Secondary Education Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	24 Feb 1993	Transportation & Logistics, Marketing, Data Management, Brand Management, Corporate Management
5.	Ms. PICHAVARIN KAJONWUTTIDETPAT Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Faculty of Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 Feb 2018	Transportation & Logistics, Marketing, Human Resource Management, Data Management, Data Analysis

6.	Ms. PATCHAREERAT KAJONWUTTIDETPAT Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Bachelor of Social Work Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	14 Feb 2018	Transportation & Logistics, Marketing, Data Analysis, Negotiation, Corporate Management
7.	Mr. ANAN LAPTHANANCHAIVONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Sep 2019	Transportation & Logistics, Data Management, Data Analysis, Engineering, Risk Management
8.	Ms. CHAYANIN KAJONWUTTIDETPAT Gender: Female Age: 33 years old Highest level of education: Bachelor's degree Major: Faculty of Humanities Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 May 2021	Transportation & Logistics, Information & Communication Technology, Procurement, Data Analysis, Negotiation

Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. WIBOON RASMEEPAISARN [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	14 Feb 2018	Accounting, Data Analysis, Risk Management, Budgeting, Audit
2.	Mr. NOPPORN THEPSITHAR Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Logistics and Supply Chain Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	14 Feb 2018	Transportation & Logistics, Human Resource Management, Engineering, Strategic Management, Risk Management
3.	Mr. ANAN LAPTHANANCHAIVONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	30 Sep 2019	Transportation & Logistics, Data Management, Data Analysis, Engineering, Risk Management

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Ms. Thannaphat Wongpraser Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Nov 2019
2. Mrs. SUWANNA KAJONWUTTIDET Gender: Female Age: 60 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	28 Feb 2018
3. Ms. PATCHAREERAT KAJONWUTTIDETPAT Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Bachelor of Social Work Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Sep 2018
4. Ms. Kobchai Chitcuresakulchon Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Feb 2023

5.	Ms. Worakamol Sriduangmaneechai Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2023
6.	Ms. Natchaphak Kajonwuttidet Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Journalism and Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2023
7.	Mr. Athiwat Leenatham Gender: Male Age: 36 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Nov 2024

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. SUWANNA KAJONWUTTIDET Gender: Female Age: 60 years old Highest level of education: Below a bachelor's degree Major: Accounting	Chief Executive Officer	24 Feb 1993	Transportation & Logistics, Data Management, Data Analysis, Corporate Management, Governance/ Compliance

2.	Ms. PATCHAREERAT KAJONWUTTIDETPAT Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Bachelor of Social Work	Deputy Chief Executive Officer	1 Mar 2024	Transportation & Logistics, Marketing, Data Analysis, Negotiation, Corporate Management
3.	Ms. Thannaphat Wongpraser Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting	Deputy Chief Operating Officer 2	16 Nov 2019	Transportation & Logistics, Procurement, Data Management, Data Analysis, Negotiation
4.	Ms. Kobchai Chitcuresakulchon [1] Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer (CFO)	1 Feb 2023	Accounting, Business Administration, Finance, Data Analysis, Budgeting
5.	Ms. Worakamol Sriduangmaneechai Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Chief Corporate Support Officer (CSO)	15 Aug 2023	Business Administration, Human Resource Management
6.	Ms. Natchaphak Kajonwuttidet Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Journalism and Mass Communication	Deputy Chief Operating Officer 3	15 Aug 2023	Transportation & Logistics, Information & Communication Technology, Risk Management
7.	Mr. Athiwat Leenatham Gender: Male Age: 36 years old Highest level of education: Doctoral degree Major: Engineering	Deputy Chief Operating Officer 1	12 Nov 2024	Transportation & Logistics

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 718

Number of female employees (persons) : 116

Total number of employees (persons) : 834

Employee Remuneration

Total employee remuneration : 189,486,399.00

Provident fund

Total number of employees (persons) : 834

Number of employees contributing to the PVD (persons) : 276

Percentage of employees who are members (%) : 33.09

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NOPPORN THEPSITHAR	Chairman of the board	Participating
Mr. WIBOON RASMEEPAISARN	Vice Chairman	Participating
Mrs. SUWANNA KAJONWUTTIDET	Director	Participating
Mr. NATHAPHON KAJONWUTTIDET	Director	Participating
Ms. PICHAVARIN KAJONWUTTIDETPAT	Director	Participating
Ms. PATCHAREERAT KAJONWUTTIDETPAT	Director	Participating
Mr. ANAN LAPTHANANCHAIVONG	Director	Participating
Ms. CHAYANIN KAJONWUTTIDETPAT	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 9

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NOPPORN THEPSITHAR (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2.	Mr. WIBOON RASMEEPAISARN (Vice Chairman)	-	9/9	Participating	Did not hold the meeting
3.	Mrs. SUWANNA KAJONWUTTIDET (Director)	-	9/9	Participating	Did not hold the meeting
4.	Mr. NATHAPHON KAJONWUTTIDET (Director)	-	9/9	Participating	Did not hold the meeting
5.	Ms. PICHAVARIN KAJONWUTTIDETPAT (Director)	-	9/9	Participating	Did not hold the meeting
6.	Ms. PATCHAREERAT KAJONWUTTIDETPAT (Director)	-	9/9	Participating	Did not hold the meeting
7.	Mr. ANAN LAPHANANCHAIVONG (Director)	-	9/9	Participating	Did not hold the meeting
8.	Ms. CHAYANIN KAJONWUTTIDETPAT (Director)	-	8/9	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. NOPPORN THEPSITHAR (Chairman of the board)	-	0.00	720,000.00	No
2.	Mr. WIBOON RASMEEPAISARN (Vice Chairman)	-	0.00	240,000.00	No
3.	Mrs. SUWANNA KAJONWUTTIDET (Director)	-	0.00	0.00	No
4.	Mr. NATHAPHON KAJONWUTTIDET (Director)	-	0.00	240,000.00	No
5.	Ms. PICHAVARIN KAJONWUTTIDETPAT (Director)	-	0.00	0.00	No
6.	Ms. PATCHAREERAT KAJONWUTTIDETPAT (Director)	-	0.00	0.00	No

7.	Mr. ANAN LAPTHANANCHAIVONG (Director)	-	0.00	240,000.00	No
8.	Ms. CHAYANIN KAJONWUTTIDETPAT (Director)	-	0.00	240,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. WIBOON RASMEEPAISARN (Chairman of the audit committee)	-	8/8
2.	Mr. NOPPORN THEPSITHAR (Audit committee)	-	8/8
3.	Mr. ANAN LAPTHANANCHAIVONG (Audit committee)	-	8/8