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13th November 2026

Subject: Management Discussion and Analysis (MD&A) for the 3rd Quarter and 9-months period ended 30th Sep 2026

Attention to: The President of Stock Exchange of Thailand

LEO Global Logistics Public Company Limited and its subsidiaries (the " Company") would like to inform its operating performance for the 3rd Quarter and 9-months period of 2026 ended 30th Sep 2026 as the following.

Highlight: In Q3/2026, the Company's total revenue was 478.6 MB increase of 23% when compared to Q2/2026 and increased 38% when compared to Q3/2025. For 9 months period comparison between 9M/2026 and 9M/2025 increased 15% driven by higher service volumes and increased earnings across all strategic business units (SBUs), as well as a rise in freight rates resulting from the Iran-US conflict. The Company anticipates that this positive impact will continue into the Q4/2026.

The company's net profit (Owners of the parent) was 9.3 MB representing an increase of 30% from 7.1 MB in Q2/2026. and a significant increase of 301% compared to 2.3 MB in Q3/2025. Furthermore, EBITDA growth in Q3/2026, at 38.5 MB, increased by 13% compared to Q2/2026 and by a significant 41% compared to Q3/2025. EBITDA for 9M/2026 increased by 20 MB or 23%, from 86.1 MB in 9M/2025 to 106.1 MB in 9M/2026. Under the JUMP+ Program, the Company aims to achieve EBITDA growth of at least THB 50–55 MB by 2028.

The company continues to see sustained growth in its non-fpreight and non-logistics business segments, aligning with its "3x6 Growth Matrix" business plan for 2026. Furthermore, the Company has successfully achieved the target set under the JUMP+ Program, which aims for Non-Freight and Non-Logistics businesses to contribute 20% of the Company's total revenue. Revenue from self-storage and container depot services increased by 17.7 MB or 65% from 27.4 MB in 9M/2025 to 45.1 MB in 9M/2026. Meanwhile, the group's rail freight operations conducted through LaneXang Express and Sritrang-Leo Multimodal Logistics generated a combined revenue of 317.2 MB for 9M/2026, increased by 121.1 MB or 62% from 196.1 MB in 9M/2025 to 317.2 MB in 9M/2026.

Summary of Financial Performance

Unit : Million Baht (MB)	2026 Q3	2026 Q2	2025 Q3	% Change Q-o-Q	% Change Y-o-Y	2026 9 Months	2025 9 Months	% Change
Revenues-Service and Other income	478.6	390.6	346.0	23%	38%	1,183.1	1,029.3	15%
Gross Profit (GP)	113.1	115.0	104.5	-2%	8%	328.3	322.9	2%
Gross Profit Margin (%)	24%	30%	30%			28%	32%	
Net Profit (NP) : Owners of the parent	9.3	7.1	2.3	30%	301%	23.9	16.3	46%
Net Profit Margin - Owners (%)	1.9%	1.8%	0.7%			2.0%	1.6%	
EBITDA	38.5	34.1	27.2	13%	41%	106.1	86.1	23%

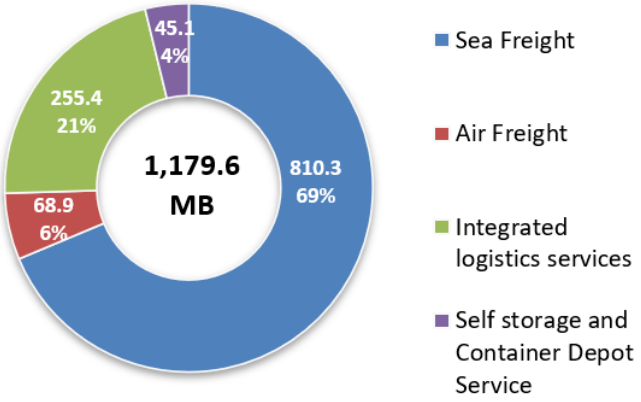
In Q3/2026, The Company's total revenues were 478.6 MB, increased 88.0 MB or 23% from Q2/2026 increased 132.6 MB or 38% from Q3/2025. For 9 months period, in comparison between 9M/2026 and 9M/2025, the total revenues increased 153.8 MB or 15%. The Company's gross profit in Q3/2026 was 113.1 MB, decreased by 1.9 MB or 2% from Q2/2026 when compared to Q3/2025, increased 8.6 MB or 8%. For 9 months period, the gross profit in 9M/2026 increased 5.4 MB or 2% when compared to 9M/2025 and gross profit margin was 24% in Q3/2026, down from Q2/2026 and Q3/2025 which were 30%

The Company's net profit (Owners of the parent) in Q3/2026 was 9.3 MB, increase 2.2 MB or 30% from Q2/2026 when compared to Q3/2025 increased 7.0 MB or 301%. For 9 months period, the net profit (Owners of the parent) in 9M/2026 increased 7.6 MB or 46 % when compared to 9M/2025. The company's net profit margin was 1.9% in Q3/2026, compared with 1.8% in Q2/2026 and 0.7% in Q3/2025. EBITDA in Q3/2026 was 38.5 MB, an increase of 4.4 MB or 13% from Q2/2026 and a significant increase of 11.3 MB or 41% from Q3/2025. Comparing 9M/2026 with 9M/2025, there was an increase of 20.0 MB or 23%.

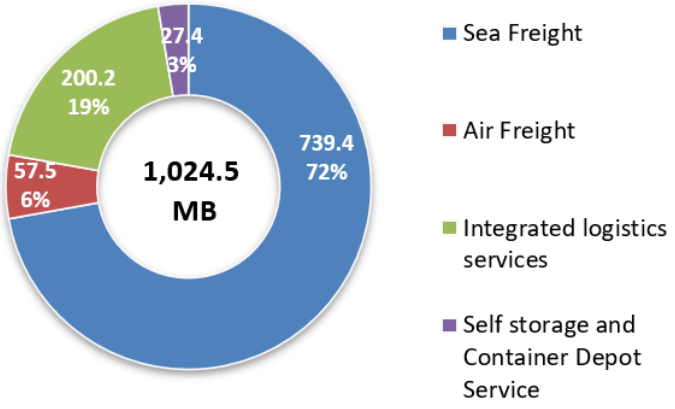
Service income and portion by segment.

Segment	2026 Q3	2026 Q2	2025 Q3	% Change Q-o-Q	% Change Y-o-Y	2026 9 Months	Portion %	2025 9 Months	Portion %
1. Sea Freight	350.9	252.2	247.6	39%	42%	810.3	69%	739.4	72%
2. Air Freight	21.5	27.4	21.5	-22%	0%	68.9	6%	57.5	6%
3. Integrated logistics services	89.1	93.1	65.3	-4%	36%	255.4	21%	200.2	19%
4. Self storage and Container Depot Service	15.1	17.0	10.2	-11%	48%	45.1	4%	27.4	3%
Total	**476.6**	**389.7**	**344.6**	**22%**	**38%**	**1,179.6**	**100%**	**1,024.5**	**100%**

Revenue (MB)-Year 2026 (Jan-Sep)



Revenue (MB)-Year 2025 (Jan-Sep)



For the first 9 months of 2026 (9M/2026), the service income was 1,179.6 MB, with 4 segments as the follows.

1) Sea Freight service: the company's revenues from sea freight was 810.3 MB or 69% of total service income.

2) Air Freight Services: the company's revenues from air freight was 68.9 MB or 6% of total service income.

3) Integrated Logistics Services: the income from these services including local transportation, customs clearance service, and others was 255.4 MB or equivalent to 21% of total service income.

4) Self Storage and Container Depot Services: the income from these services including rental space services, container depot, and container repair services were 45.1 MB or about 4% of total service income.

Performance Analysis

1. Sea Freight Service

In Q3/2026, the income increased by 39% compared to Q2/2026 and increased by 42% when compared to Q3/2025. For 9 months period compared between 2026 and 2025, in 9M/2026 revenue increased 10% from 9M/2025. The primary driver for this trend is the rise in ocean freight rates, which have remained at a high level.

2. Air Freight Service

In Q3/2026, the income decreased by 22% compared to Q2/2026. When compared to Q3/2025, the revenue remained relatively stable. For 9 months period, compared between 2026 and 2025, in 9M/2026 revenue increased 20% from 9M/2025 due to increase in air freight volumes.

3. Integrated Logistics Services

3.1 Transportation Services

In Q3/2026, the income decreased by 7% from Q2/2026 but increased by 34% when compared to Q3/2025 and when comparing 9M/2026 with 9M/2025 increased by 31% due to adjustments to freight rates and increase in shipments transport volumes.

3.2 Customs Clearance & Other Services

The income from customs clearance and other services in Q3/2026 decreased by 1% from Q2/2026 but increased by 39% when compared to Q3/2025. For 9 months period, 9M/2026 increased by 22% from 9M/2025, driven by increase in the number of customs clearance services provided.

4. Self-Storage and Container Depot Services

For businesses in this group, the total revenue in Q3/2026 was 15.1 MB, compared to Q2/2026 decrease of 11 % but increase of up to 48% when compared to Q3/2025.Compared 9M/2026 to 9M/2025, increased by 65% as detailed follows:

4.1 Income from Self-storage service

in Q3/2026 increased 5% when compared to Q2/2026 and increased 18% compared to Q3/2025 For 9 months period, 9M/2026 increased by 3% from 9M /2025 due to higher volumes of customers and increased patronage at the newly opened branches in China Town and on Rama IV Road.

4.2 Income from container depot service

in Q3/2026 when compared with Q2/2026, the income decreased 18% driven by a decline in the volumes of containers delivered to the yard by regular clients partly due to vessel arrival delays but when compared with Q3/2025 increased 73%, when compared between 9M/2026 and 9M/2025 increased 140% this was driven by full capacity utilization at the container yard 2, combined with the addition of new clients at the container yard 1, both of which contributed to the revenue growth.

Revenue from rail transportation by companies in the group

Company	Q3/2026	Q2/2026	Q3/2025	9M/2026	9M/2025	% Change
LaneXang Express	67.6	58.1	8.2	150.6	31.1	384%
Sritrang Leo Multimodal Logistics	57.3	58.6	36.0	166.6	165.0	1%
Total	**124.9**	**116.7**	**44.2**	**317.2**	**196.1**	**62%**

Selling and Administrative expenses

The selling and administrative expenses (SG&A) for Q3/2026 increased by 3% compared to Q2/2026 and increased by 9% compared to Q3/2025. For 9 months period, SG&A in 9M/2026 increased 2%, indicating a similar level.

Financial Cost

The Company's financial costs in Q3/2026 comprising interest expenses paid to financial institutions and financial costs related to lease agreements 10.8 MB, an increase from Q2/2026 and Q3/2025.

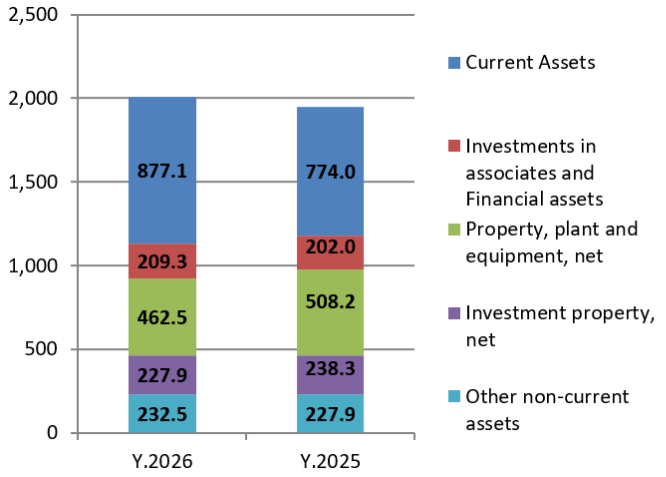
Net Profit (Owners of the parent)

Net profit (Owners of the parent) in Q3/2026 was 9.3 MB, which increased 2.2 MB from Q2/2026 and 7.0 MB from Q3/2025. The net profit (Owners of the parent) in 9M/2026 increased by 7.6 MB from 9M/2025, primarily due to the recognition of a gain from the sale of an investment in a subsidiary, as well as a reduction in losses recognized from certain subsidiaries and associates.

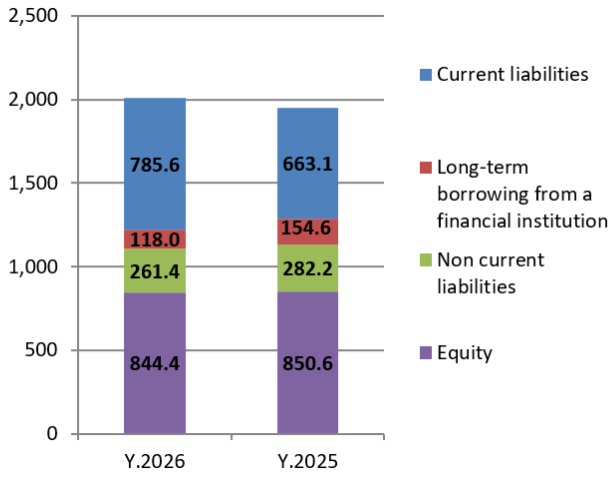
Financial Analysis

Unit: Million Baht

Assets



Liabilities and Equity



Assets

As of 30th September 2026, the Company reported total assets of 2,009.3 MB representing an increase of 58.9 MB from 31st December 2025. The significant changes in assets are as follows Trade and other receivables increased by 127.9 MB, Property and equipment net decreased by 33.2 MB due to depreciation and the sale of investments in one of its subsidiaries, investment properties decreased by 10.5 MB, rights of use decreased by 12.4 MB due to amortization and financial assets measured at fair value through other comprehensive income increased by 5.7 MB due to revaluation.

Liabilities

The Company had total liabilities as of 30th September 2026 amount 1,165.0 MB increased 65.1 MB from 31st December 2025, primarily due to the following key items. Bank overdrafts and short-term borrowings from financial institutions increased by 118.6 MB. Account payable decreased by 6.7 MB. Long-term loans from financial institutions decreased 36.6 MB and liabilities under lease contracts decreased 22.5 MB.

Equity

The Company had total shareholders' equity as of 30th September 2026 in the amount of 844.4 MB decrease from as of 31st December 2025 in the amount of 6.2 MB, this decrease resulted from a capital reduction of 2.5 MB, an increase from Net Profit (Owners of the parent) of 23.9 MB in 9M/2026 and increase in other components of equity of 4.9 MB, in non-controlling interests net decrease of 16.0 MB and annual dividend payment 18.9 MB.

Liquidity

Unit : Million Baht	For 9M/2026
Cash at the beginning of the period	92.5
Net cash flows from operating activities	-26.8
Net cash flows from investing activities	-1.0
Net cash flows from financing activities	8.0
Net decrease in cash	-21.2
Cash at the end of the period	65.8

Cash flows from operating activities

The Company and subsidiaries used in operating activities 26.8 MB in 9M/2026 which cash generated from net profit in this period 16.4 MB, account receivable increased 121.8 MB, accounts payable increased 5.1 MB.

Cash flows from investing activities

Net cash flows used in investing activities for 9M/2026 in the amount of 1.0 MB from the disposal of investments in subsidiaries 11.1 MB and acquisition of fixed assets 9.8 MB, long-term loans to related parties of 6.4 MB and invested in property investments 0.2 MB.

Cash flows from financing activities

Net cash flows generated from financing activities amounted to 8.0 MB for 9M/2026, resulting from an increase in Short-term loans from financial institutions 108.8 MB, repayments of long-term loans from financial institutions of 36.7 MB, payment of liabilities under the lease contracts of 28.5 MB, interest payment of 31.2 MB and dividend payment amount 18.9 MB.

Financial Ratio

Financial Ratio	2026 30/09/2026	2025 31/12/2025
Gross Profit Margin (%)	28%	32%
Net Profit Margin (%)	2.0%	0.7%
Current Ratio (Times)	1.1	1.2
Debt/Equity (Times)	1.4	1.3

Business Overview and Industry Outlook

LEO Global Logistics Public Company Limited ("the Company") is a comprehensive end-to-end logistics service provider, offering a wide range of services, including sea freight, air freight, rail freight, cross-border transportation, customs clearance, warehousing and distribution, self-storage, as well as temperature-controlled warehousing and wine storage services under the LEO COLDBOTIC brand. The Company focuses on continuously developing and diversifying its logistics services to address evolving customer requirements and generate sustainable long-term revenue growth from businesses with strong growth potential.

Regarding global trade prospects in 2026, the World Trade Organization (WTO) has revised upward its forecast for global merchandise trade volume growth to 3.9% in 2026, compared with its previous estimate of 1.9%, and expects growth to continue at 4.1% in 2027. Key supporting factors include investment in Artificial Intelligence (AI) and technology infrastructure, which has stimulated demand for AI-enabling goods, such as electronic equipment, semiconductors, computer components, and other technology-related products. The WTO expects AI-related investment to remain a key driver of global trade growth in 2027. Nevertheless, global trade growth is expected to vary across regions and industry segments, amid ongoing geopolitical tensions in the Middle East, energy price volatility, and risks affecting international shipping routes.

In Thailand, during the first nine months of 2026 (January–September), exports amounted to USD 304,588.6 million, representing an increase of 19.6% year-on-year, while imports totaled USD 348,282.5 million, increasing by 37.8%. As a result, Thailand recorded an overall trade deficit of USD 43,693.9 million. Export growth was primarily supported by electronic products and goods related to AI and Data Center investments, reflecting global market demand and Thailand's role in the international technology manufacturing supply chain. Exports of certain agricultural and food products also continued to demonstrate positive growth.

However, export performance varied across industry segments. Technology and electronics products recorded particularly strong growth, while certain other product categories continued to experience a slowdown. This reflects a divergence in global market demand across industries, commonly referred to as K-shaped divergence, resulting in varying logistics requirements depending on product categories, particularly in terms of transportation modes, delivery lead times, specialized cargo handling, and service standards.

Thailand's border and transit trade during the first nine months of 2026 totaled THB 1,764,313 million, representing an increase of 18.8% compared with the same period of the previous year. Transit trade to third countries amounted to THB 1,092,189 million, increasing by 39.3%, while border trade with neighboring countries totaled THB 672,124 million, decreasing by 4.2%. The growth in transit trade was supported by exports of technology and electronic products, particularly telephone receivers and related equipment, computers and components, and hard disk drives. This trend highlights opportunities to further develop cross-border transportation services and strengthen trade connectivity between Thailand, China, and other countries across the Asian region.

Regarding the logistics industry outlook for the remainder of 2026, the Company expects the industry to maintain growth opportunities, supported by the expansion of international trade, increasing demand for transportation of technology products, electronics, and high-value goods, as well as the growth of transit trade and the development of international transportation networks. Meanwhile, logistics operators are increasingly focusing on supply chain diversification, alternative transportation routes, and multimodal transport solutions to enhance operational flexibility and cost efficiency. Nevertheless, the industry continues to face challenges arising from global economic and geopolitical uncertainties, changes in international trade policies, and volatility in energy prices, freight rates, and operating costs, all of which may affect demand for logistics services and operators' profitability.

In response to these developments, the Company continues to adjust its business strategies in line with changing market conditions, placing emphasis on expanding into high-potential international markets and trade lanes, increasing its focus on high-value cargo and specialized markets (High-Value & Niche Trade Lanes), developing cross-border and rail logistics services, and expanding specialized logistics solutions and businesses capable of generating recurring revenue. These initiatives are complemented by the development of strategic business partnerships and improvements in cost management efficiency to capture new business opportunities, strengthen competitiveness, and support sustainable long-term growth.

Risk Factors, Risk Management and Business Outlook

Risk Factors and Risk Management

The international logistics industry continues to face various risk factors arising from global economic volatility, geopolitical conflicts, and changes in international trade policies. These factors may affect cargo volumes, trade routes, operating costs, and customer demand for logistics services. The Company places great importance on closely monitoring market developments and continuously assessing their potential impacts on its business operations.

1. Risks from Freight Rate and Transportation Cost Volatility

Sea and air freight rates fluctuate in accordance with global market supply and demand, cargo space availability, fuel prices, and international transportation conditions. Such fluctuations may affect the Company's cost management capabilities and profit margins. To mitigate these risks, the Company focuses on efficient cargo space management, maintaining strong relationships with shipping lines, airlines, and business partners, as well as continuously monitoring market conditions and adjusting its pricing strategies accordingly.

2. Risks from Geopolitical Developments and Changes in Trade Routes

International conflicts, particularly in the Middle East, may result in changes to transportation routes, shipment delays, limited cargo space availability, and higher transportation costs. In addition, changes in international trade measures and regulations may affect customers' import and export decisions. The Company therefore emphasizes trade route diversification, the development of alternative transportation routes, and close coordination with its overseas partner network to accommodate changes and ensure service continuity.

3. Foreign Exchange Risk

As international logistics operations involve transactions and service payments in multiple currencies, foreign exchange rate fluctuations may affect the Company's costs, revenues, and overall financial performance. The Company closely monitors foreign exchange market developments and manages its foreign currency transactions appropriately in line with its revenue and expenditure obligations during each period.

4. Risks from Competition and Changing Customer Requirements

The logistics industry is highly competitive in terms of pricing, service quality, delivery speed, and the ability to provide solutions that meet customers' evolving requirements. Furthermore, customer demand continues to change in response to economic conditions and structural shifts in global trade. To address these challenges, the Company focuses on developing comprehensive end-to-end logistics solutions, expanding into High-Value & Niche Trade Lanes, diversifying its revenue streams, and strengthening long-term relationships with customers and business partners.

Business Direction and Operating Plans for 2026

The Company aims to strengthen its core logistics businesses while diversifying revenue streams and enhancing operational efficiency. In the third quarter of 2026, the Company's sea freight business recorded growth both quarter-on-quarter and year-on-year, as detailed in the Operating Performance section. This growth was supported by higher sea freight rates, which remained at elevated levels, together with strong relationships with business partners. These factors enabled the Company to manage cargo space effectively and continuously accommodate customer demand, despite cargo space constraints arising from geopolitical tensions in the Middle East.

For the fourth quarter of 2026, the Company will focus on expanding its markets and capturing new business opportunities in high-potential trade lanes, with particular emphasis on high-value-added markets and cargo segments. In parallel, the Company will continue to provide integrated End-to-End Logistics Solutions by connecting sea freight, air freight, rail transportation, and cross-border transportation services. This approach aims to enhance service flexibility, address diverse customer requirements, and create opportunities to expand the Company's business presence throughout the supply chain.

In terms of revenue diversification through Non-Freight Businesses, the Company will continue to develop and expand businesses with strong growth potential, including Rail Logistics, Warehouse & Distribution, LEO Self Storage & Wine Storage, and temperature-controlled warehousing and wine storage services under the LEO COLDBOTIC brand. These businesses are intended to broaden the Company's service portfolio, generate new revenue streams, and reduce its reliance on core freight transportation businesses alone.

Furthermore, the Company places importance on maximizing value from its existing customer base through Cross-selling & Up-selling strategies, while strengthening long-term customer relationships. The expansion of services and investment decisions will be assessed based on market demand, business viability, and resource readiness.

Regarding Green Logistics development, the Company has initiated a pilot program utilizing electric trucks (EV Trucks) to evaluate their suitability and operational efficiency under actual operating conditions, as well as to assess their feasibility as an alternative transportation option. This initiative aims to reduce greenhouse gas emissions and support the Company's environmental management efforts. In parallel, the Company is developing data collection and greenhouse gas emissions calculation systems for transportation activities to prepare for the systematic development of Green Logistics services. The Company targets further development and expansion of these services in 2027. Future implementation will be determined based on pilot results, economic feasibility, operational efficiency, service quality, and customer demand.

Corporate Sustainable Development

The Company is committed to becoming Thailand's leading integrated logistics service provider. We aim to build engagement, trust, and value for all stakeholders through operational excellence and transparency. This ensures stable and sustainable business growth across three dimensions: Environmental, Social, and Governance (ESG), while supporting the United Nations Sustainable Development Goals (SDGs). During the first nine months of 2026, the Company continued to drive its sustainability initiatives in accordance with its established plans, aiming to enhance operational efficiency, reduce environmental impacts, promote social responsibility, and strengthen good corporate governance. Key initiatives and achievements are summarized as follows:

Environment

• Development of Green Logistics Services

During the third quarter of 2026, the Company made progress in developing its Green Logistics services and is currently in discussions with partners to define the scope and framework of a feasibility study on providing Green Logistics services to suitable customers or projects. The findings of the study will be used to support the Company's evaluation of potential service development opportunities in the future.

• Climate Change Management

As part of the Company's participation in the Stock Exchange of Thailand's listed company value enhancement program ("Jump+"), the Company has developed a greenhouse gas (GHG) inventory plan to support effective planning for reducing greenhouse gas emissions from its operations. During the first nine months of 2026, the Company continued to collect data on Scope 1 and Scope 2 greenhouse gas emissions, with the target of completing data collection for both scopes by 2026 and conducting data verification in accordance with the standards of the Thailand Greenhouse Gas Management Organization (TGO) by 2027.

In addition, the Company has begun studying the requirements and approaches for collecting Scope 3 greenhouse gas emissions data, with data collection expected to commence in 2027.

• Waste and Waste Management

The Company has continued its waste management efforts in accordance with the Circular Economy concept by promoting waste segregation at source, reuse, and recycling. Recyclable waste is collected and weighed by category to monitor and evaluate performance. For general waste, the Company monitors the estimated volume based on the collection volume specified in waste collection fee invoices issued by the Bangkok Metropolitan Administration (BMA), with a target of controlling general waste at no more than 140 liters per day.

During the first nine months of 2026, the Company collected 1,160.80 kilograms of recyclable waste, representing approximately 69.5% of its annual target of at least 1,671 kilograms, equivalent to an increase of at least 5% from the 2025 baseline. The Company continued to encourage employee participation through waste segregation campaigns and the GREEN HEALTH REWARDS initiative to increase recyclable waste collection and promote efficient resource utilization.

• Efficient Use of Resources

The Company continued to promote efficient resource utilization in accordance with the 3Rs principles (Reduce, Reuse, Recycle), with a focus on reducing paper consumption through electronic documents (Paperless), double-sided printing, and employee awareness campaigns to encourage responsible resource utilization. The Company also monitors paper consumption to evaluate performance and determine continuous improvement measures.

During the first nine months of 2026, the Company used 2,180 reams of A4 paper, representing approximately 77.3% of its annual target of no more than 2,820 reams, which is at least a 5% reduction compared with 2025. The Company continued to implement paper reduction measures to keep consumption within the established target.

Social

• Healthy Organization Development and Drive Project

The company continued to implement the following activities throughout third quarter of 2026:

1. Physical Well-being Promotion

1.1 LEO Slim Fit Challenge: This activity focuses on encouraging employees at all levels to modify their behaviors by reducing the consumption of sweet, oily, and salty foods, while incorporating regular exercises (such as running, walking, cycling, and swimming). To elevate data management, the company has integrated an Artificial Intelligence (AI) system to analyze and score healthy food menus based on standard criteria. A maximum score of 10 points is established; menus scoring below 7 points will not be classified as healthy meals. This approach aims to build motivation for correct behavioral adjustments.

1.2 LEO MOVE: This activity aims to reduce sedentary behavior by encouraging employees to move and stretch every Tuesday and Thursday at 2:30 PM. Employee representatives act as leaders for physical stretches to foster engagement and promote physical activities across the organization.

2. Mental Well-being Promotion

The company recognizes the importance of mental health and focuses on preventing employee burnout through the "Office Heal-Jai" (Office Healing) activity, creating a psychologically safe space within the organization.

2.1 Awareness Campaign: Raising awareness by utilizing mental health communication materials from the Department of Mental Health through digital posters and computer screensavers.

2.2 Monthly Mental Health Assessments: Implementing monthly mental health self-assessments provided by the Department of Mental Health to monitor, track, and analyze the overall organizational risks regarding mental health.

3. Spiritual and Social Dimensions Proactive communication is promoted to raise awareness and recognition of risk behaviors that lead to Non-Communicable Diseases (NCDs) and other health issues, shared continuously via the company's official Line group.

• Share 4 Change ESG Activity

Core Concept: Each quarter, the Company will focus on a specific ESG dimension to highlight and recognize positive behaviors demonstrated in the workplace. Every Saturday, each department will recognize employees who exemplify ESG practices by sharing stories or articles in the Company's LINE group. The quarterly themes are as follows:

- Quarter 1: E – Environment: "Think before you use, maximize utility" and "Reduce the impact of our work" (e.g., reducing paper usage).
- Quarter 2: S – Social: Focusing on "People" and teamwork (e.g., actively listening to team members' opinions).
- Quarter 3: G – Governance: Working with integrity and building trust (e.g., doing the right thing even when no one is watching).
- Quarter 4: ESG: Recognizing employees who embody all three aspects of ESG.

• LEO's "My School Project #7

LEO has implemented the "My School Project" since 2013 to create educational opportunities for children in remote areas. To date, the initiative has supported six schools, benefiting more than 400 students. In 2026, the Company continued the "My School Project #7" at Wat Sattha Ruang Sri School in Saraburi Province, focusing on improving school facilities and the learning environment. "LEO RUN FOR CHILD 2027" is scheduled for January 17, 2027, to raise funds for the project, followed by school renovation activities on January 23–24, 2027. The Company also pledges USD 5 for every Sea Freight or Air Freight shipment to support the initiative, reinforcing its commitment to social responsibility and sustainable development.

• Producing Bachelor's Degree in Supply Chain Business in Maritime Business

In the third quarter of 2026, the Company welcomed five scholarship students from the College of Logistics and Supply Chain into its work-integrated learning program. Under the close guidance of experienced mentors, the students are building their knowledge, skills, and professional competencies through hands-on learning in preparation for future careers.

• **Refreshing SE for Growth 2026 Project**

The Company continues to support the capacity development of social enterprises (SE). Mr.Kettivit Sittisoontornwong, Chief Executive Officer, participated as a coach in the Stock Exchange of Thailand's "Refreshing SE for Growth" program, providing business advice to Good Start for Society Co., Ltd., a social enterprise operating a restaurant business that creates employment opportunities for formerly incarcerated individuals. The advisory support covered cost management, work process development, customer relationship management, and business planning, with the aim of strengthening the business operations and supporting sustainable growth while creating social value.

• **Supporting Catering Services from Good Start for Society Co., Ltd.**

The Company continues to support socially responsible procurement (Social Procurement) by engaging catering services from Tangtondee for Society Co., Ltd., a social enterprise operating under the supervision of the Thailand Institute of Justice (TIJ). The enterprise was established to provide life skills and vocational training to former prisoners and individuals who have made mistakes, enabling their sustainable reintegration into society.

In the third quarter, the Company engaged Tangtondee Kitchen to cater its corporate activities. This engagement generated stable income and vocational development opportunities for former prisoners, parolees, and probationers, helping reduce recidivism. It also reflects the Company's commitment to Creating Shared Value, alongside sustainable growth in line with ESG principles.

Corporate Governance

Under the Stock Exchange of Thailand's listed company value enhancement program ("Jump+"), the Company continues to implement the three governance enhancement roadmaps: the Anti-Corruption Roadmap, the Conflict of Interest Prevention Roadmap, and the Information Security Governance Roadmap. Following the successful updates of all relevant governance policies and guidelines during the first half of 2026, the Company has continued preparing the supporting documents and relevant information to facilitate the implementation of these roadmaps and ensure progress in accordance with the established action plans. These initiatives aim to further strengthen corporate governance, enhance operational transparency, and promote effective governance practices.

• Thai Private Sector Collective Action Against Corruption (Thai CAC) Project

The Company continues to implement the Anti-Corruption Roadmap under the Jump+ Program. During the first nine months of 2026, the Company prepared supporting documents and relevant information for the certification process in accordance with the guidelines of the Thai Private Sector Collective Action Against Corruption (Thai CAC). The Company also prepared information for the 71-item self-assessment questionnaire. The Company remains committed to implementing the established action plan, with the target of announcing its intention to join the Thai CAC by the end of 2026.

Please be informed accordingly.

Best Regards,

LEO GLOBAL LOGISTICS PUBLIC COMPANY LIMITED

Mr. Kettivit Sittisoontornwong
(Chief Executive Officer)
LEO Global Logistics Public Company Limited