PILATUS MARINE



Management Discussion and Analysis for the Company's Performance of

Pilatus Marine Public Company Limited for the 3rd quarter ended September 30, 2026

Reference No. PLT/MAI-016/2026

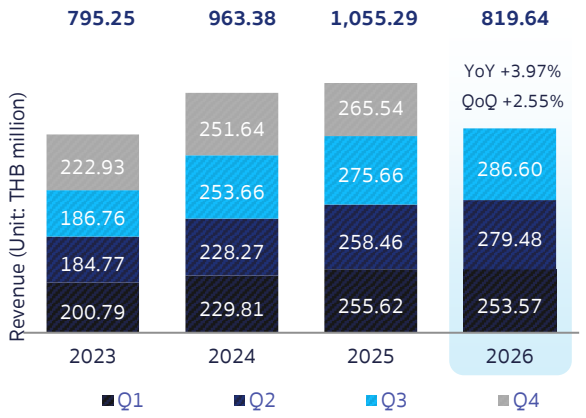
November 12, 2026

1. Executive Summary

1.1 Business Overview for 3Q2026

For 3Q2026, Pilatus Marine Public Company Limited (the "Company") reported service revenue of THB 286.60 million, an increase of 2.55% QoQ and 3.97% YoY, mainly supported by marine transport revenue, which increased 2.81% QoQ and 3.90% YoY. Domestic marine transport revenue increased 1.98% QoQ due to higher transport volumes under COA agreements and 4.41% YoY due to higher freight rates. International marine transport revenue increased 5.22% QoQ due to continuous service throughout the month and 2.50% YoY due to a full quarter of revenue recognition under Time Charter agreements.

Quarterly Revenue Comparison, 2023–2026



In 3Q2026, **EBITDA amounted to THB 84.23 million, increasing 8.13% QoQ and 1.20% YoY.** EBITDA margin was 29.39%, up from 27.87% in 2Q2026 but down from 30.19% in 3Q2025. **Net profit amounted to THB 17.89 million, increasing 21.71% QoQ and 6.36% YoY.** The QoQ increase was consistent with higher revenue and gross profit. Although service costs increased at a higher rate than revenue YoY, mainly due to fuel and maintenance costs, higher other income and lower other expenses supported net profit growth.

For the nine-month period of 2026, the Company reported service revenue of THB 819.64 million, increasing 3.79% YoY, mainly supported by a 4.27% YoY increase in marine transport revenue. Domestic marine transport revenue decreased 2.77% YoY in line with lower transport volumes, while international marine transport revenue increased 30.40% YoY due to revenue from an additional international Time Charter vessel, which commenced service in mid-July 2025. Land transportation revenue decreased 1.57% YoY. Property rental revenue increased by THB 1.79 million following the commencement of rental revenue recognition in June 2026 in which no such revenue was recorded in the same period of the prior year. Gross profit decreased 10.24% YoY to THB 125.60 million, EBITDA decreased 0.65% to THB 237.32 million, and net profit decreased 5.43% YoY to THB 45.20 million.

1.2 Thailand's Economic Conditions and Energy Consumption Outlook

Thailand's economy is expected to expand at a limited pace in 2026, supported by electronics exports, technology-related investment and foreign investment. Recent forecasts from various institutions place Thailand's GDP growth at approximately 1.7–2.3%[1], with SCB EIC projecting growth of 2.2%[2]. However, the recovery remains uneven, reflecting a gradual recovery in private consumption, constraints on household income, high household debt, and tight credit access for some households and businesses. Trade policy and geopolitical uncertainties also remain factors to monitor and have prompted some customers to manage inventories and order volumes cautiously, which may cause the Company's domestic transport volumes to fluctuate with customers' workload and orders.

Regarding energy consumption, the Energy Policy and Planning Office (EPPO) reported that primary commercial energy consumption increased 0.9% YoY in the first six months of 2026, while electricity and natural gas consumption increased 6.0% and 8.5%, respectively. EPPO expects national energy demand to increase by 1.4%[3] for the full year amid uncertainty over global energy prices, economic conditions and geopolitics. LPG demand continues to be supported by households, the service sector and industry, although consumption in each segment may vary with economic and production activity.

1.3 Gas Carrier and LPG Shipping Industry Overview[4]

During the first nine months of 2026, the Gas Carrier and LPG Shipping industries continued to be influenced by changes in trade routes, geopolitical uncertainty, and differing supply and demand conditions across vessel sizes. Disruptions to routes from the Middle East and increased LPG supplies from the United States lengthened some voyages, reducing vessel availability. According to Poten[5], MGC LPG shipments from the United States totaled 572 voyages during January–September 2026, compared with 277 voyages in the same period of the prior year. The average one-year Time Charter rate for a 40,000-cubic-meter MGC was approximately US$37,000 per day, increasing approximately 19% YoY.

In the international LPG market, key factors during the first nine months of 2026 extended beyond changes in large-vessel freight rates to include energy security management and Asian customers' sourcing behavior. According to the IEA, LPG exports through the Strait of Hormuz declined by approximately 80% in March 2026, causing India's LPG imports to fall by more than half. The government consequently prioritized LPG for households and restricted allocations to industrial and commercial customers. LPG shipments from the United States to India took approximately 40 days, compared with 4–5 days via the Strait of Hormuz. These developments suggest that customers may place greater emphasis on supply continuity, inventory management and transport route flexibility.

[1] BOT Economic Outlook

[2] SCB EIC Outlook Quarter 3/2026

[3] EPPO: Thailand's Energy Situation in the First Six Months of 2026

[4] IEA (2026)

[5] Poten & Partners

1.4 Management Outlook

Management expects operations during the remainder of 2026 to remain challenged by limited economic growth and fluctuations in energy transport demand. The Company therefore focuses on maintaining the stability of its core businesses, improving fleet utilization, controlling costs and managing cash flow prudently.

International marine transport continues to benefit from Time Charter agreements, which provide a base supporting revenue continuity. The Company focuses on improving the operating efficiency of all three vessels and will consider business expansion based on workload, returns and risks.

For domestic marine transport, the Company will focus on retaining existing customers and expanding its customer base. Short-term agreements will serve as a starting point for building relationships and assessing workload, with a view to developing long-term agreements where appropriate.

For LPG Trading and related services, the Company focuses on gradually expanding its customer base and workload, building on its customer network and logistics expertise. It is also exploring opportunities to expand into domestic LPG transport logistics services and establish partnerships to support long-term growth and broaden its service offering.



2. Performance Overview and Explanation

2.1 Financial Highlights for 3Q2026

Pilatus Marine Public Company Limited (the "Company") recorded the following overall performance for 3Q2026, ended September 30, 2026:

Financial Highlights	Unit	3Q26	2Q26	3Q25	QoQ Change (%)	YoY Change (%)
Service revenue	THB million	**286.60**	279.48	275.66	2.55%	3.97%
Total revenue	THB million	**291.39**	283.88	286.99	2.65%	1.54%
Gross profit	THB million	**46.60**	41.84	47.19	11.36%	(1.25%)
EBITDA[1/]	THB million	**84.23**	77.90	83.24	8.13%	1.20%
Net profit	THB million	**17.89**	14.70	16.82	21.71%	6.36%
Earnings per share (EPS)	THB	**0.019**	0.015	0.018	21.71%	6.36%
Gross profit margin (GPM)	%	**16.26%**	14.97%	17.12%	8.59%	(5.02%)
EBITDA Margin[2/]	%	**29.39%**	27.87%	30.19%	5.44%	(2.66%)
Net profit margin	%	**6.24%**	5.26%	6.10%	18.68%	2.31%

Notes: 1/ Earnings before interest, taxes, depreciation and amortization. 2/ Earnings before interest, taxes, depreciation and amortization margin.

- **Service revenue** – Service revenue amounted to THB 286.60 million, increasing 2.55% QoQ and 3.97% YoY. Marine transport revenue totaled THB 253.81 million, increasing 2.81% QoQ due to higher COA transport volumes and 3.90% YoY due to higher freight rates and a full quarter of international Time Charter revenue. Land transportation revenue totaled THB 31.44 million, decreasing 2.22% QoQ due to lower freight rates but increasing 0.22% YoY due to higher freight rates. Property rental revenue amounted to THB 1.34 million, increasing 200.33% QoQ as no such revenue was recorded in 3Q2025.
- **Gross profit** – Gross profit amounted to THB 46.60 million, increasing 11.36% QoQ but decreasing 1.25% YoY. Gross profit margin was 16.26%, up from 14.97% in the previous quarter but down from 17.12% in 3Q2025. The QoQ increase was consistent with higher revenue, while the YoY decrease resulted from service costs increasing at a higher rate than revenue, mainly due to fuel and maintenance costs.
- **EBITDA** – EBITDA amounted to THB 84.23 million, increasing 8.13% QoQ and 1.20% YoY. EBITDA margin was 29.39%, up from 27.87% in the previous quarter but down from 30.19% in 3Q2025.

- **Net profit** – Net profit amounted to THB 17.89 million, increasing 21.71% QoQ and 6.36% YoY. Net profit margin was 6.24%, up from 5.26% in the previous quarter and 6.10% in 3Q2025. The QoQ increase was supported by higher gross profit despite increases in selling and administrative expenses, finance costs and income tax expense. The YoY increase was supported by higher other income and lower other expenses despite higher service costs.

2.2 Operational Performance for 3Q2026

Figure 1: Marine transport volume (unit: k. tonnes)

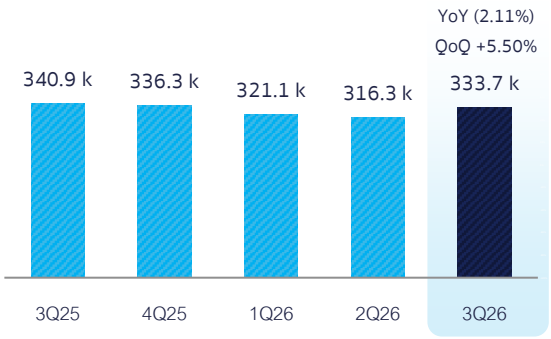
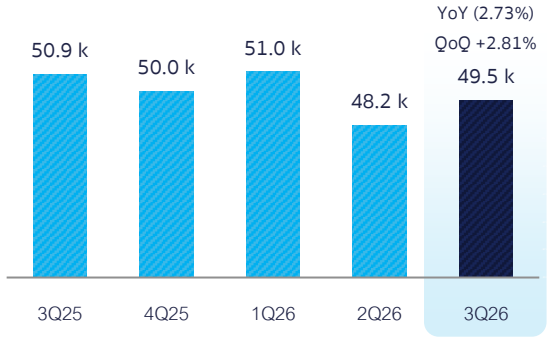


Figure 2: Land transport volume (unit: k. tonnes)



- Marine transport volume was 333.7 thousand tonnes, increasing 5.50% QoQ but decreasing 2.11% YoY. The QoQ increase resulted from higher domestic transport volumes, while the YoY decrease reflected lower transport volumes. Nevertheless, marine transport revenue increased both QoQ and YoY due to higher domestic freight rates and a full quarter of international Time Charter revenue.
- Trucking volume was 49.5 thousand tonnes, increasing 2.81% QoQ. However, land transportation revenue decreased QoQ because freight rates declined in line with the fuel selling prices used as a reference in calculating revenue. Transport volume decreased 2.73% YoY, while revenue increased due to higher freight



2.3 Consolidated Income Statement for 3Q2026

Consolidated Income Statement (Unit: THB million)	3Q26	2Q26	3Q25	QoQ Change (%)	YoY Change (%)
Service revenue	**286.60**	279.48	275.66	2.55%	3.97%
Total revenue	**291.39**	283.88	286.99	2.65%	1.54%
Cost of services	**(240.00)**	(237.63)	(228.48)	1.00%	5.04%
Gross profit	**46.60**	41.84	47.19	11.36%	(1.25%)
Other income	**1.56**	0.23	0.81	585.02%	91.00%
Profit before expenses	**48.44**	42.33	47.90	14.46%	1.14%
Selling and administrative expenses (SG&A)	**(17.71)**	(17.40)	(17.44)	1.77%	1.54%
Loss on disposal of assets	**0.00**	(0.25)	0.00	(100.00%)	N/A
Other expenses	**0.00**	0.00	(1.68)	N/A	(100.00%)
Total expenses	**(17.71)**	(17.65)	(19.12)	0.36%	(7.37%)
Profit from operating activities	**30.73**	24.68	28.78	24.53%	6.80%
Net finance costs	**(8.17)**	(6.01)	(7.55)	35.79%	8.23%
Profit before income tax	**22.57**	18.67	21.23	20.91%	6.29%
Income tax expense	**(4.68)**	(3.97)	(4.41)	17.95%	6.00%
Profit for the period	**17.89**	14.70	16.82	21.71%	6.36%



2.3.1 Operating Performance Explanation for 3Q2026

- **Service revenue** – Service revenue amounted to THB 286.60 million, increasing 2.55% QoQ and 3.97% YoY. Total revenue amounted to THB 291.39 million, increasing 2.65% QoQ and 1.54% YoY.

    1. **Domestic marine transport revenue increased by THB 3.62 million QoQ** due to higher COA transport volumes and by THB 7.89 million YoY due to higher freight rates despite lower transport volumes.
    2. **International marine transport revenue (Time Charter and Spot)** increased by THB 3.32 million QoQ as the Company provided continuous service throughout 3Q2026, whereas some vessels were idle for service preparations during Q2. Revenue increased by THB 1.63 million YoY because an additional international vessel was chartered in mid-July 2025 to provide Time Charter services, resulting in less than a full quarter of revenue recognition in 3Q2025.
    3. **Domestic land transportation revenue** decreased by THB 0.71 million QoQ due to lower freight rates despite higher transport volumes, but increased by THB 0.07 million YoY due to higher freight rates.
    4. **Rental and service revenue** amounted to THB 1.34 million, increasing by THB 0.90 million QoQ and THB 1.34 million YoY. The Company began recognizing property rental revenue in June 2026 and therefore recognized a full quarter of revenue in 3Q2026.

- **Service costs** – Service costs amounted to THB 240.00 million, increasing 1.00% QoQ and 5.04% YoY. Marine transport costs increased by THB 3.05 million QoQ due to higher fuel costs in line with increased transport volumes and higher repair and maintenance costs, while vessel operating expenses decreased due to improved cost control. Land transportation costs decreased by THB 1.25 million due to lower fuel costs. Rental service costs increased following a full quarter of cost recognition. Service costs increased by THB 11.52 million YoY, reflecting higher marine transport costs from fuel and repairs and maintenance, together with rental service costs first incurred in 2026.
- **Gross profit** – Gross profit amounted to THB 46.60 million, increasing 11.36% QoQ but decreasing 1.25% YoY. Gross profit margin was 16.26%, up from 14.97% in the previous quarter but down from 17.12% in 3Q2025. The QoQ increase was consistent with higher service revenue, while the YoY decrease resulted from higher service costs, mainly fuel and maintenance costs.
- **Net finance costs** – Net finance costs amounted to THB 8.17 million, increasing 35.79% QoQ and 8.23% YoY. Both increases resuled from higher long-term borrowings to finance investments in property and two vessels.
- **Net profit for the period** – Net profit amounted to THB 17.89 million, increasing 21.71% QoQ and 6.36% YoY. The QoQ increase was supported by higher gross profit despite increases in selling and administrative expenses, net finance costs and income tax expense. The YoY increase was supported by higher other income and lower other expenses despite higher service costs.

2.3.2 Revenue by Business Segment for 3Q2026

Revenue by Business Segment (Unit: THB million)	3Q26	2Q26	3Q25	QoQ Change (%)	YoY Change (%)
1. Marine transport	**253.81**	246.87	244.29	2.81%	3.90%
1.1 Domestic marine transport	**186.88**	183.26	178.99	1.98%	4.41%
COA1/	**186.88**	182.65	178.99	2.31%	4.41%
Spot2/	**0.00**	0.60	0.00	(100.00%)	N/A
1.2 International marine transport	**66.94**	63.62	65.30	5.22%	2.50%
Spot	**0.00**	0.00	17.59	N/A	(100.00%)
Time Charter3/	**66.94**	63.62	47.71	5.22%	40.28%
2. Trucking	**31.44**	32.16	31.37	(2.22%)	0.22%
Domestic	**31.44**	32.16	31.37	(2.22%)	0.22%
3. Rental and service revenue	**1.34**	0.45	0.00	200.33%	N/A
Total service revenue	**286.60**	279.48	275.66	2.55%	3.97%

Notes: 1/ COA (Contract of Affreightment) is a contract to transport cargo over a specified period.

2/ Spot (Spot Charter) is a contract to transport cargo on an individual voyage basis according to customer requirements.

3/ Time Charter is a vessel charter for a specified period, during which the charterer or customer has the right to use the vessel.

Key Takeaway:

In 3Q2026, service revenue was THB 286.60 million, up 2.55% QoQ and 3.97% YoY. Marine transport revenue grew both QoQ and YoY, supported by higher domestic COA volumes and a full quarter of international Time Charter services. land transportation revenue fell QoQ on lower freight rates but rose YoY on higher rates. Property rental revenue increased both QoQ and YoY following a full quarter of recognition.



Figure 3: Revenue Mix by Business Segment, 3Q2026 vs. 3Q2025

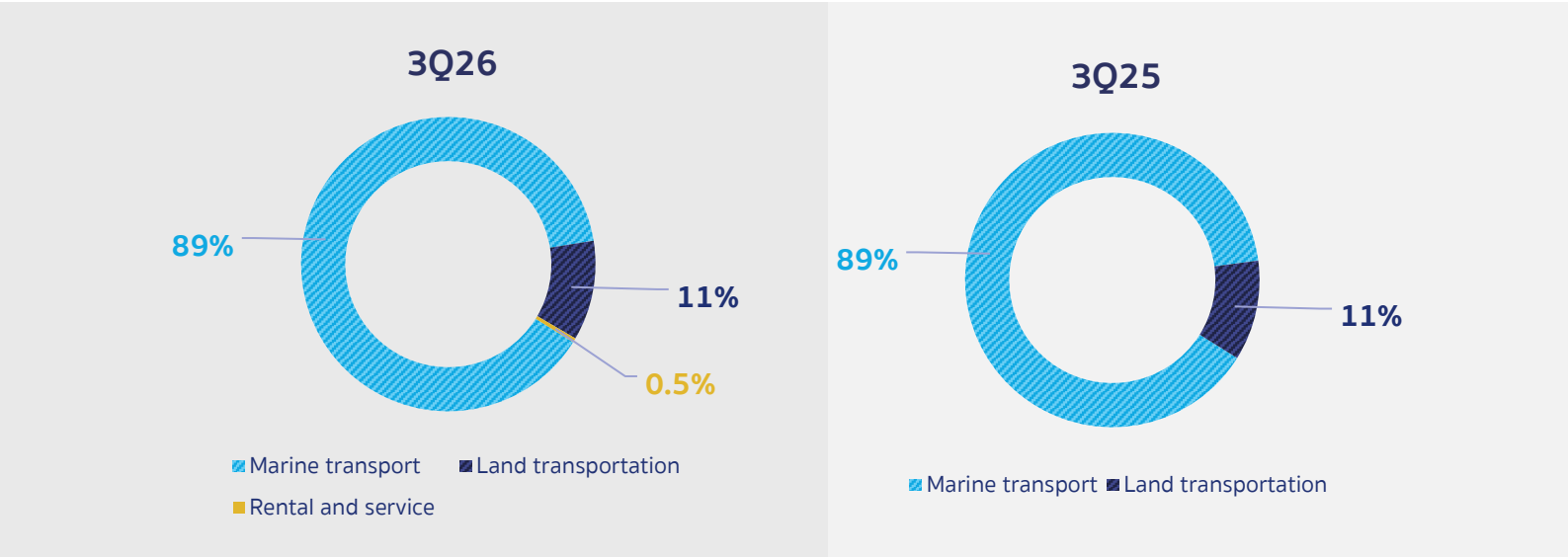


Figure 3: Shows the service revenue mix, marine transport accounted for 89%, land transportation for 11%, and rental and service revenue for 0.5%.

Figure 4: Revenue Mix by Region, 3Q2026 vs. 3Q2025

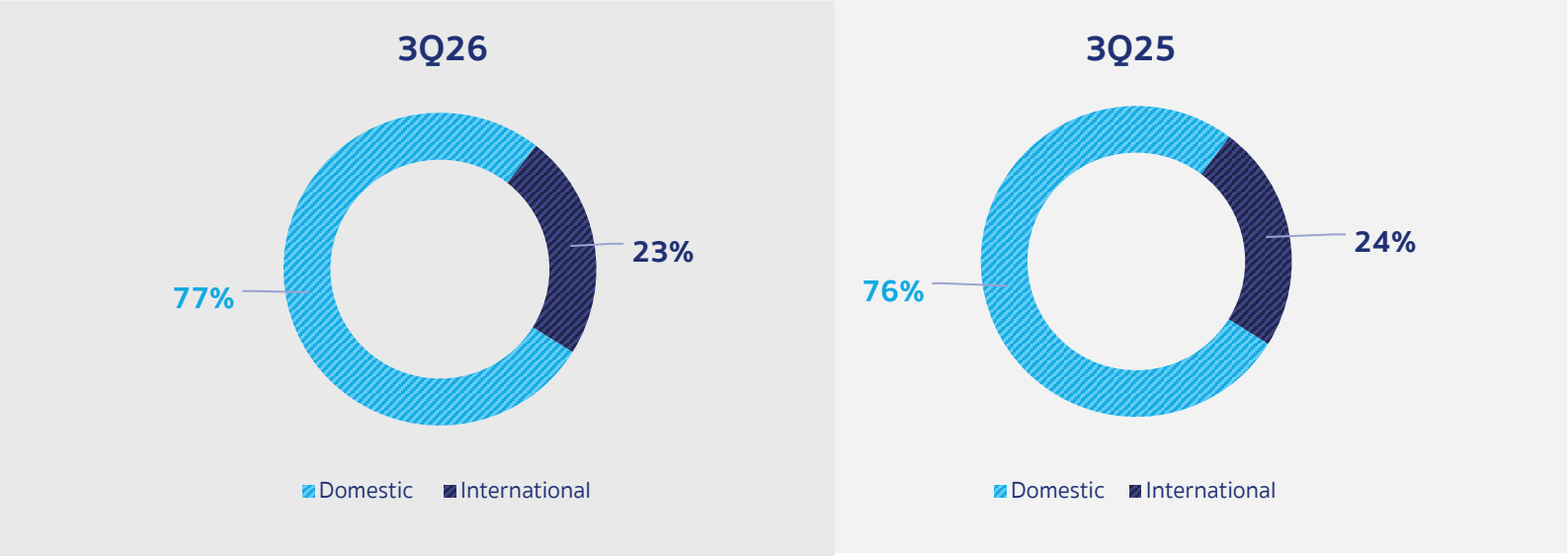


Figure 4: Domestic revenue accounted for 77% of service revenue in 3Q2026, compared with 76% in 3Q2025. International revenue accounted for 23%, down slightly from 24%, mainly reflecting Time Charter revenue from three vessels.

Domestic marine transport, 3Q26

THB 186.88 million

Increased 4.41%

from the same period of the prior year





International marine transport, 3Q26

THB 66.94 million

Increased 2.50%

from the same period of the prior year

Land transportation, 3Q26

THB 31.44 million

Increased 0.22%

from the same period of the prior year



2.4 Consolidated Income Statement for 9M2026

Consolidated Income Statement (Unit: THB million)	9M26	9M25	YoY Change (%)
Service revenue	**819.64**	789.75	3.79%
Total revenue	**840.15**	802.66	4.67%
Service costs	**(694.05)**	(649.83)	6.80%
Gross profit	**125.60**	139.92	(10.24%)
Other income	**4.64**	1.62	185.88%
Profit before expenses	**130.83**	141.53	(7.56%)
Selling and administrative expenses	**(52.96)**	(50.29)	5.31%
Loss on disposal of assets	**(0.25)**	(5.38)	(95.44%)
Other expenses	**0.00**	(2.30)	(100.00%)
Total expenses	**(53.20)**	(57.97)	(8.23%)
Profit from operating activities	**77.63**	83.56	(7.09%)
Net finance costs	**(20.67)**	(23.55)	(12.24%)
Profit before income tax	**56.96**	60.00	(5.07%)
Income tax expense	**(11.77)**	(12.21)	(3.65%)
Profit for the period	**45.20**	47.79	(5.43%)

2.4.1 Operating Performance Explanation for 9M2026

- **Service revenue** – Service revenue amounted to THB 819.64 million, increasing 3.79% YoY, while total revenue amounted to THB 840.15 million, increasing 4.67% YoY. Key factors were: (1) international marine transport revenue (Time Charter and Spot) increased by THB 44.75 million due to an additional international Time Charter vessel, which commenced service in mid-July 2025; (2) domestic marine transport revenue decreased by THB 15.14 million in line with lower transport volumes; (3) domestic land transportation revenue decreased by THB 1.51 million due to lower transport volumes; and (4) rental and service revenue increased by THB 1.79 million from investment property rentals by a subsidiary in which the Company made an additional investment in June 2026.

- **Service costs** – Service costs amounted to THB 694.05 million, increasing 6.80% YoY. Marine transport costs increased by THB 45.45 million due to higher vessel operating expenses, depreciation and employee expenses. Trucking costs decreased due to lower repair costs and depreciation despite higher fuel costs. Rental service costs increased following the commencement of services in June 2026.
- **Gross profit** – Gross profit amounted to THB 125.60 million, decreasing 10.24% YoY. Gross profit margin declined from 17.72% in 9M2025 to 15.32% in 9M2026 because service costs increased at a higher rate than revenue, although international Time Charter revenue supported total revenue growth.
- **Selling and administrative expenses** – Selling and administrative expenses amounted to THB 52.96 million, increasing 5.31% YoY, mainly due to higher commissions for international vessel services.
- **Loss on disposal of assets** – In 2025, the Company sold one vessel following its retirement before the end of its useful life, as its condition made continued operation and maintenance uneconomical, resulting in a loss on disposal.
- **Net finance costs** – Net finance costs amounted to THB 20.67 million, decreasing 12.24% YoY, reflecting principal repayments during the period and lower borrowing rates.
- **Net profit for the period** – Net profit for the nine-month period amounted to THB 45.20 million, decreasing 5.43% YoY. Net profit margin was 5.51%, down from 6.05% in the same period of the prior year.

2.4.2 Revenue by Business Segment for 9M2026

Revenue by Business Segment (Unit: THB million)	9M26	9M25	YoY Change (%)
1. Marine transport	**723.37**	**693.76**	**4.27%**
1.1 Domestic marine transport	**531.41**	**546.54**	**(2.77%)**
COA1/	530.81	546.54	(2.88%)
Spot2/	0.60	0.00	N/A
1.2 International marine transport	**191.96**	**147.21**	**30.40%**
Spot	0.00	22.80	(100.00%)
Time Charter3/	191.96	124.42	54.29%
2. Trucking	**94.48**	**95.99**	**(1.57%)**
Domestic	94.48	95.99	(1.57%)
3. Rental and service revenue	**1.79**	**0.00**	**N/A**
Total service revenue	**819.64**	**789.75**	**3.79%**

Figure 5: Revenue Mix by Business Segment, 9M2026 vs. 9M2025

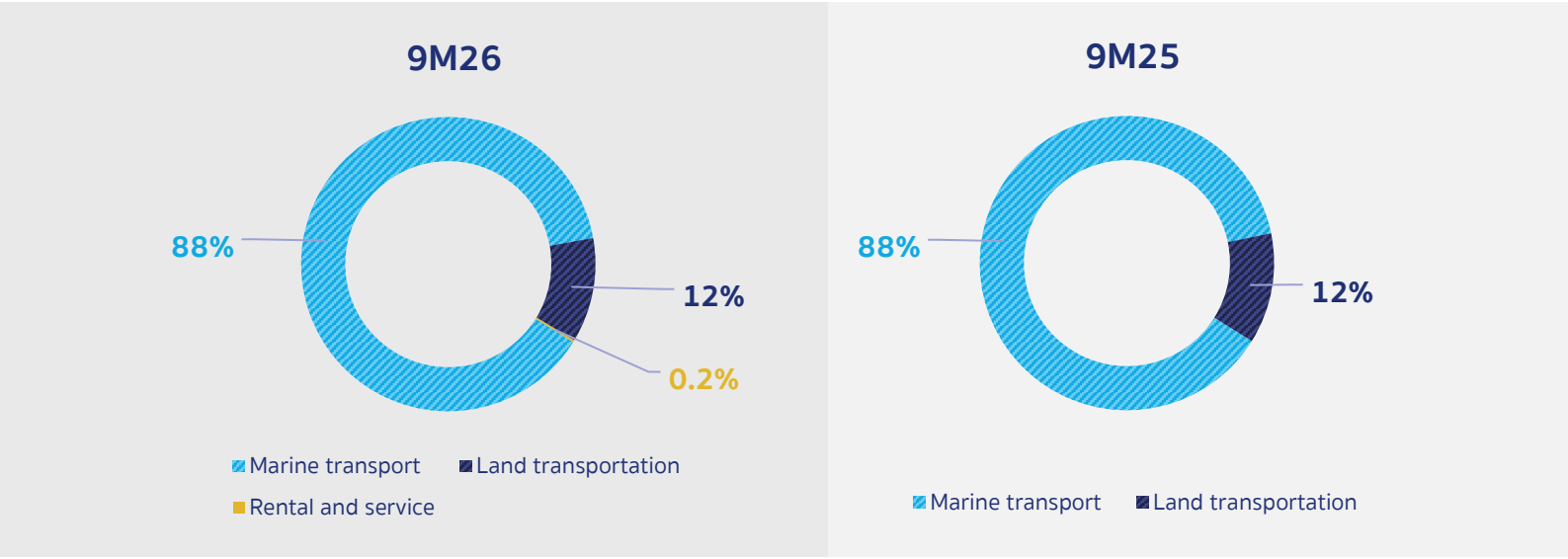


Figure 5: Marine transport accounted for 88% of service revenue in 9M2026, land transportation for 12%, and rental and service revenue for 0.2%. The main revenue mix was similar to the same period of the prior year, when no rental and service revenue was recorded.

Figure 6: Revenue Mix by Region, 9M2026 vs. 9M2025

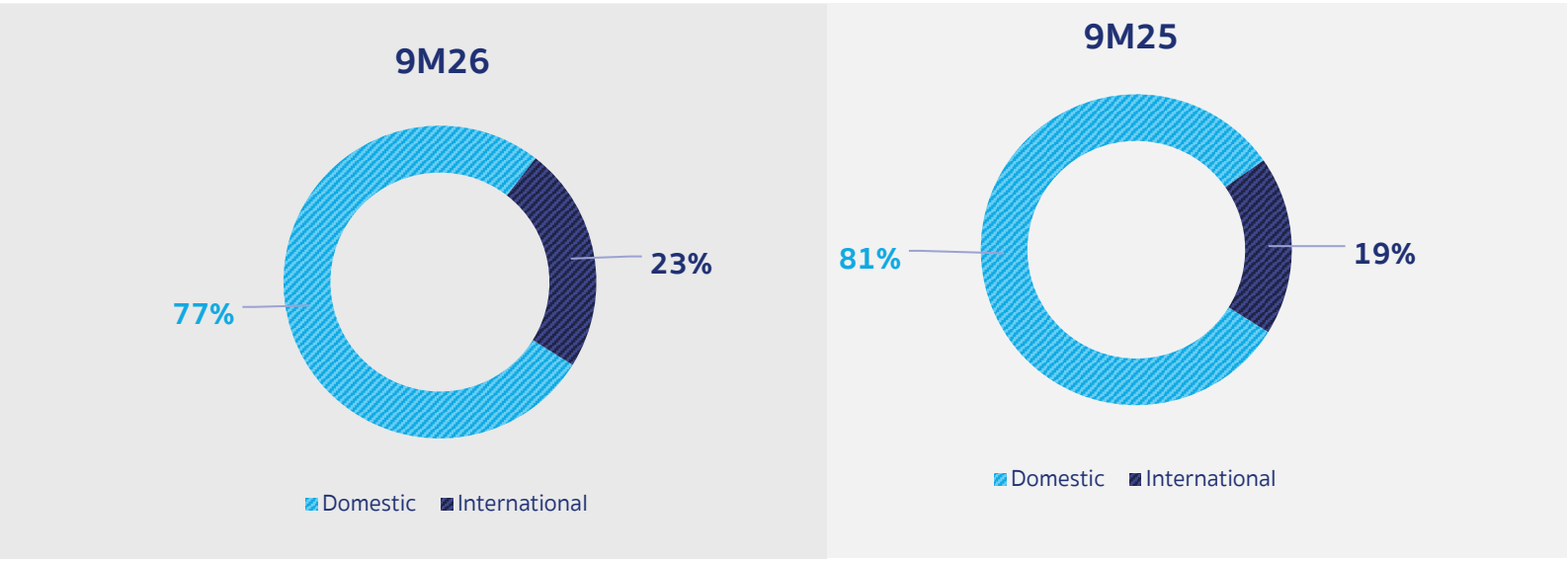
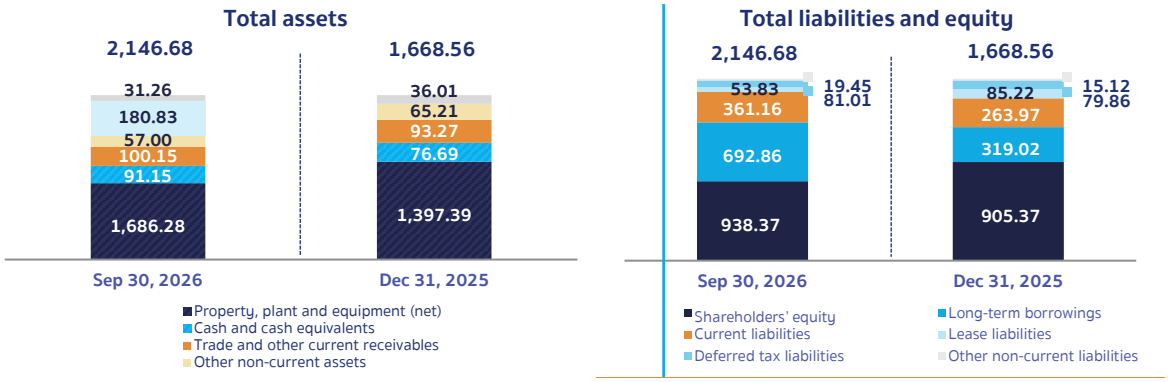


Figure 6: Domestic revenue accounted for 77% of service revenue in 9M2026. International revenue accounted for 23%, increasing from 19% in the same period of the prior year, mainly due to Time Charter revenue from three vessels.

3. Statement of Financial Position

Figure 7: Statement of Financial Position as of Sep 30, 2026 vs. Dec 31, 2025 (Unit: THB million)



Assets

As of September 30, 2026, the Company and its subsidiaries reported total assets of THB 2,146.68 million, increasing by 28.65% from December 31, 2025. Key changes were as follows:

- **Cash and cash equivalents** increased by THB 14.46 million from operating cash flows.
- **Investment property (net)** increased by THB 180.83 million following an additional investment in a subsidiary engaged in property rentals.
- **Plant and equipment (net)** increased by THB 288.90 million following the acquisition of two new vessels: one replacement vessel for domestic services and one vessel for international services.
- **Advance payments for asset acquisitions** decreased by THB 6.69 million following the delivery of one vessel in 3Q2026.

Liabilities

As of September 30, 2026, the Company and its subsidiaries reported total liabilities of THB 1,208.31 million, increasing by 58.32% from THB 763.19 million as of December 31, 2025. Key changes were as follows:

- **Bank overdrafts and short-term borrowings from financial institutions** increased by a net THB 19.94 million due to trust receipt financing for vessel purchases. This transaction will be converted into long-term borrowings in 4Q2026.
- **Long-term borrowings** increased by THB 373.84 million following loan drawdowns to finance an investment in a subsidiary and additional vessel purchases.
- **Lease liabilities** decreased by THB 31.39 million due to scheduled repayments.

Shareholders' Equity

As of September 30, 2026, shareholders' equity of the Company and its subsidiaries increased by THB 33.00 million, or 3.65%, reflecting net profit for the nine-month period of THB 45.20 million and an increase of THB 1.05 million from cash flow hedges, less an employee benefit obligation adjustment of THB 3.64 million under the new actuarial report and dividend payments of THB 9.60 million.

4. Cash Flow Statement

Transaction (Unit: THB million)	Sep 30, 2026	Sep 30, 2025
Net cash provided by (used in) operating activities	**224.50**	228.35
Net cash provided by (used in) investing activities	**(466.76)**	(106.82)
Net cash provided by (used in) financing activities	**256.09**	(145.37)
Net increase (decrease) in cash and cash equivalents	**13.83**	(23.84)
Cash and cash equivalents at the beginning of the period	**76.69**	104.78
Unrealized gain (loss) on foreign exchange	**0.63**	(0.03)
Cash and cash equivalents at the end of the period	**91.15**	80.92

The Company had an opening cash balance of THB 76.69 million as of January 1, 2026. Net cash provided by operating activities amounted to THB 224.50 million after employee benefit payments of THB 1.29 million and net income tax payments of THB 17.57 million. Net cash used in investing activities totaled THB 466.76 million, mainly comprising payments to acquire a subsidiary, vessel investments and vessel dry-docking expenses. Net cash provided by financing activities totaled THB 256.09 million, reflecting higher proceeds from long-term borrowings, offset by repayments of long-term borrowings and lease liabilities, interest payments and dividend payments. As a result, the Company had a closing cash balance of THB 91.15 million as of September 30, 2026.



5. Sustainability Commitment



Pilatus Marine Public Company Limited has established clear and effective operational guidelines aimed at achieving sustainable growth while simultaneously reducing negative environmental impacts in a tangible manner. The Company recognizes the importance of strictly complying with environmental laws and regulations, which serve as a fundamental basis for business operations

- **Currently**, one of the Company's key policies is the efficient use of resources and energy. The Company is committed to environmental protection by minimizing unnecessary resource consumption and preventing pollution that may arise from business operations. Additionally, the Company places significant emphasis on promoting and developing innovations for environmental sustainability, creating new methods that help reduce environmental impact.
- The Company has actively pursued environmental goals with a strong commitment and has implemented measures to reduce water pollution through the management of ballast water in accordance with international standards and has systematically reduced waste by adhering to the 7R principles (Refuse, Refill, Return, Repair, Reuse, Recycle, Reduce). This systematic approach effectively minimizes environmental impact. Additionally, the Company has transitioned to using low-sulfur fuels, such as Marine Gas Oil (MGO), and has promoted the use of LED lighting to reduce air pollution and greenhouse gas emissions.

In the Future

The Company places great importance on responsibility towards all stakeholders, whether directly or indirectly involved with the Company. The Company is committed to identifying additional sustainability benchmarks at international standards to enhance the efficiency and quality of marine and land transportation services. Furthermore, the Company is dedicated to minimizing any potential negative impacts it may cause, ensuring that all operational planning supports sustainable growth in the future.