Report of Board of Directors

Potjanee Thanavaranit

Ms. Potjanee Thanavaranit
Chairman of Board of Directors

Dear Stakeholders,

In 2025, the Thai business sector will face challenges from a rapidly changing business landscape. This includes a slowdown in the Thai economy due to multiple internal and external pressures, such as US import tariff increases and the strengthening of the Baht, which impact the manufacturing and export sectors; a slowdown in the tourism sector; declining household income and purchasing power due to debt burdens and a potential decline in employment in businesses at risk of being impacted by US tariffs; tightening credit standards by financial institutions; declining business profitability due to increased competition and business costs; and global economic and trade volatility due to trade protectionism measures and intensified geopolitical conflicts. The National Economic and Social Development Council forecasts that Thai economy will grow by 1.8% to 2.3% in 2025, lower than the 2.5% growth in 2024. In addition to the highly volatile and uncertain economy, Thai business sector faces other significant challenges, such as preparedness to respond to the intensified impacts of natural disasters caused by climate change and geopolitical conflicts that may impact business demand, costs, and supply chains. This includes sustainability pressures on businesses to balance profits with environmental and stakeholder responsibilities to comply with laws, trade measures, and increasingly customer demands that place increasing emphasis on corporate responsibility, as well as developing new skills for employees to work with rapidly evolving technologies.

In 2025, the Board of Directors has instructed the management of the Company and subsidiaries to closely monitor changes in the business environment, financial position, and operating results, along with assessing the direction, opportunities, and risks of the business in all aspects. This ensures that the Company is prepared to flexibly adjust its business strategy, organizational management, and personnel operations to respond appropriately and timely to the business situation. This will support UV Group's businesses and activities to achieve its established goals or objectives, namely, operational growth under good corporate governance and sustainable development, ensuring appropriate returns for shareholders and stakeholders in the business value chain. The results of business supervision in accordance with this policy, jointly implemented by the Board of Directors and the management, are coupled with a focus on ensuring efficient budget utilization to generate revenue or business benefits, prudently managing business costs and expenses, and constantly developing products and services to generate sales and maintain competitiveness. As a result, in the fiscal year 2025, UV Group had total revenue of 14,598.1 million Baht and a net profit of 212.1 million Baht, compared to the fiscal year 2024, which had total revenue of 15,804.8 million Baht and net profit of 156.4 million Baht. The revenue structure came from businesses that generated consistent revenue of 64%, consisting of the energy business and office building rental business. The remaining 36% of revenue is derived from sales from condominium development, real estate project management, building management system distribution, zinc oxide powder, and commercial refrigerator businesses.

Regarding corporate governance performance, in addition to ensuring that UV Group's management strictly oversees business operations and activities in compliance with relevant laws and adheres to the Company's principles of good corporate governance, which aligns with the policies and practices of regulatory agencies and international standards, in 2025 the Board of Directors emphasized risk management and internal control, which are key tools for identifying the status, opportunities, and risks of the business against the goals set by each entity. The Board of Directors regularly monitored the performance report of the Sustainability and Risk Management Committee. In 2025, this subcommittee increased quarterly monitoring of the Company's and subsidiaries' performance risk indicators. It also instructed all entities to immediately assess and develop risk management plans for significant events that could materially impact UV Group's business, such as increases in US import tariffs, the severe earthquake in Bangkok, and the conflict along the Thai-Cambodian border. Furthermore, it mandated that corruption and human rights risks be assessed and a climate change risk assessment be prepared, which are environmental, social, and governance risks (ESG risks) the Company prioritizes within its sustainability management framework and aligns with the regulatory agencies' sustainability initiatives.

Regarding sustainable business development performance, in 2025 the Board of Directors approved material sustainability topics, namely, business growth of the companies in which the Company invests through effective corporate governance and risk management to deliver appropriate returns to relevant stakeholders; product and service development that prioritizes customer needs and safety to maintain competitiveness and business growth; and energy management and preparation for business opportunities and risks arising from the transition to a low-carbon economy and society, driven by law enforcement and various measures to reduce greenhouse gas emissions by the government. In 2025, the government moved Thailand's net-zero greenhouse gas emissions target forward by 15 years to 2050, similar to other countries, to maintain the competitiveness of Thai businesses in global trade.

UV Group's power plants directly involved in the transition to a low-carbon economy and society showed that improvements to machinery and production processes to increase natural gas efficiency, implemented from 2024 to 2025, resulted in lower energy costs and greenhouse gas emissions per unit of production, in line with the established targets. Meanwhile, subsidiaries operating in the renewable energy sector are actively seeking opportunities and business collaborations with existing industrial customers and other business partners to expand investment in renewable energy and related businesses, particularly solar power generation, which is expected to see increased demand in the future, in line with the goals set in the draft Renewable and Alternative Energy Action Plan 2024-2037, developed by the government to drive Thailand toward net-zero greenhouse gas emissions by 2050. The performance results of material sustainability topics affecting the Company's sustainability in the economic, social, and environmental dimensions, including the performance results of corporate governance in the fiscal year 2025, appear in the sections "Driving Business for Sustainability" and "Report on Significant Corporate Governance Performance" in this 56-1 One Report.

The Board of Directors would like to thank all shareholders and stakeholders for trust and support in UV Group's operations. The Board also extends its gratitude to the management and employees of UV Group for their dedication to driving the performance of each business to achieve its goals and plans, despite facing challenges and business uncertainties arising from various pressures in 2025. The Board remains committed to ensuring that UV Group's operations and management are transparent, in compliance with the law, the Company's Articles of Association, and shareholder resolutions, under the principles of good corporate governance and with consideration of the sustainability management framework, for the long-term benefit of the Company, shareholders, and relevant stakeholders. Furthermore, the Board encourages management to enhance the capabilities of the organization and personnel at all levels, equipping them with new skills and readiness to respond to and adapt appropriately to changes in the business landscape, ensuring sustainable growth for the organization and UV Group's businesses.