Dear Stakeholders,

In 2025, the Board of Directors and the management jointly established a business strategy for 2025 to 2027, **"aiming to unlock the potential of the business and the inherent value within the organization to create opportunities for sustainable growth."** The Company and subsidiaries' performance under this business strategy is summarized as follows:

Improving operational efficiency through technology and process improvements to reduce costs and maintain overall performance.

The improvement in natural gas efficiency of Univenture BGP Company Limited ("UVBGP") power plants, including the conversion of the load transfer and power distribution systems to island operation, and the continued operation of the half-block system from the previous year, resulted in a total reduction of 280 million Baht in natural gas costs for electricity generation in 2025. Furthermore, improvements to the plant load management system of the central control system increased electricity generation capacity sold to the Electricity Generating Authority of Thailand by 0.45 MW, representing revenue of 9 million Baht per block per year. Meanwhile, the gas turbine efficiency improvement at the Bangpoo Industrial Estate power plant, implemented in 2025, increased electricity generation capacity by 7.5 MW, enabling the plant to sell electricity at its full capacity of 135 MW. The zinc oxide powder business operated by Thai-Lysaght Company Limited ("TL") has continuously improved energy efficiency and improved its production process to maintain competitive production costs. This has been achieved by increasing the control of excess combustion air volume in furnace to match the fuel used, reducing natural gas costs by 700 MMBtu per kiln per year. Furthermore, TL has increased the use of recycled zinc as a raw material for the production of zinc oxide powder, along with pure zinc ingots. This is to manage raw material costs and promote efficient resource utilization in accordance with the Circular Economy principles, while maintaining product quality under international production standards and management systems as the leading zinc oxide powder producer in Thailand. In terms of business support activities, the results of inter-departmental workflow adjustments to online and ERP systems, as well as the successful "On Cloud" activity at UV's headquarters, in which all departments increased the use and storage of electronic files instead of paper documents, aimed to increase efficiency and security in data management throughout the process. This has helped the Company achieve its "Paperless Office" goal, reducing printing costs, and document storage and destruction service fees. In 2025, paper procurement volume and costs decreased by 9% from the previous year, while the amount of hard-copy data stored decreased by 40% and electronic files decreased by 4% due to the destruction of documents and data that are no longer in use or have expired, in accordance with the law or UV Group's operating procedures.

Developing products and services that meet customer needs to increase business flexibility and diversify revenue generation opportunities.

In 2025, despite the business sector facing challenges and pressures from declining demand and purchasing power due to the overall economic slowdown, coupled with increased price competition and business costs, UV Group has closely monitored market conditions and competition to adjust strategies to suit the business environment. This strategy is also being pursued through the development of product and service quality, as well as the expansion of the customer base. This has resulted in significant business progress in several areas, including the rooftop solar cell installation project at the Queen Sirikit National Convention Center and distribution

center of Havi Logistics (Thailand) Limited, the EV charging station at the One Bangkok under the UVBGP Group, and the selection of a supplier and operator for the installation of solar cells and EV charging stations in 3 additional real estate and industrial plant projects, with a total power generation capacity of 4.65 MW and a total investment of 105.5 million Baht. TL's zinc oxide powder business has successfully developed and produced a 72% zinc oxide powder formula to meet the needs of customers in the animal feed industry. TL is currently in the process of improving its zinc oxide powder based on customer feedback for continued production, and is also expanding its zinc oxide powder orders from new customers and existing customers who have not placed orders for more than 1 year in the animal feed, rubber, chemical and ceramic industries, totaling more than 33 million Baht.

In the real estate and related businesses, despite the severe earthquake in Bangkok and its vicinity in March 2025 significantly impacting customer confidence in condominium living, Grand Unity Development Co., Ltd. (“GRAND UNITY”), a condominium developer with high-quality construction standards by experienced and skilled contractors and consulting engineers, was able to close sales of 322 units of Blue Phahonyothin 35 condominium worth 796 million Baht in September 2025, and reported revenue from condominium sales in 2025 of 464 units totaling 1,671 million Baht. Furthermore, GRAND UNITY leased land awaiting development to Forward System Company Limited (“FS”) for its “EZPARK” parking service, generating rental income from unused assets. FS also generated additional revenue from expanding its current business and utilizing the parking space to offer products and services related to parking control systems to target customers. Senses Property Management Company Limited (“SENSES”) manages T PLACE office building on Thonglor Soi 4, UV Group's office building, increasing occupancy to 87%. SENSES has also been selected to manage 3 new real estate projects, including condominiums and commercial real estate projects, bringing the total to 30 projects managed by 2025. Regarding the business of providing building management and security systems for real estate projects, FS and AheadAll Company Limited (“AA”) have generated revenue from the design and distribution of their own proprietary solutions and mobile applications, along with new products and technologies from partners, such as the "Fine my Car" parking location system, indoor and outdoor noise detection systems, and private elevator calling systems. The Companies also have a backlog of over 80 million Baht in 2026.

The refrigeration business, operated by Patana Intercool Co., Ltd. (“PIC”), saw increased revenue in 2025 from its services in designing, manufacturing, and installing high-quality stainless steel kitchenware under the "Q Kitchen" brand, as well as new orders from international customers. Furthermore, PIC has developed SIM-card-enabled refrigerators for customers seeking temporary rental refrigeration.

Maximize business data and resource management.

In 2025, UV Group will increase its use of the ERP system to support faster, more accurate, and comprehensive reporting and analysis of business data across all dimensions. For example, it will prepare cost and expense reports of past project sales to ensure the cost and expense structure for new project budgets is complete and consistent with the current situation. It will also prepare sales and gross profit reports for projects categorized by customer group, product type, and distribution channel. This will enable the company to develop business strategies or marketing plans that meet the needs of its target customers and maintain acceptable operating results.

As a result of UV Group's business supervision to ensure efficient budget management for all businesses, tight cost control, along with regular monitoring of market conditions, competition, customer behavior, and comprehensive risk assessments, in order to adjust business strategies to align with the changing business environment at any given time, in the fiscal year 2025 UV Group's total revenue was 14,172.3 million Baht, consisting of 8,928.4 million Baht from the energy business, 615.6 million Baht from the commercial refrigerator business, 1,355.2 million Baht from the construction management and supervision business, 1,670.9 million Baht from the real estate business, 988.4 million Baht from the zinc oxide powder business, and 613.8 million Baht from other businesses. UV Group's normalized net profit after adjusting for special items was 231.2 million Baht, compared to 394.9 million Baht in 2024, and 212.1 million Baht in net profit for the year ending 30 September 2025, compared to 156.4 million Baht in 2024. In addition to the aforementioned business progress, in 2025, the Company will continue to focus on business supervision under the principles of good corporate governance, anti-corruption efforts, developing personnel's skills and knowledge to work with new technologies, working concepts, enforcing laws, regulations, and business practices to maintain competitiveness, as well as seeking business opportunities and managing risks arising from enforcement of laws and government measures to transition to a low-carbon economy and society, all of which play an important role in the sustainability of UV Group's future business operations.

I and the management would like to express appreciation the Board of Directors and subcommittees for their support and valuable suggestions for UV Group's business operations and activities in all aspects. We also thank UV Group's executives and employees for their work and contributions to the progress and successes achieved in 2025. I, along with the management of the Company and all subsidiaries, will continue to closely monitor risk factors affecting the business sector and the overall economy, while overseeing business operations to the best of our ability to ensure that 2026 performance is within budget and achieves the goals approved by the Board of Directors.