

INVEST IN TOMORROW

A LEADING INVESTMENT COMPANY



In Remembrance of

Her Majesty Queen Sirikit

The Queen Mother

The Board of Directors, Management and Staff
of Univentures Public Company Limited

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Report of Board of Directors

Potjanee Thanavarant

Ms. Potjanee Thanavarant
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.

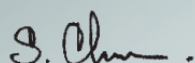
Regarding corporate governance performance, in addition to ensuring that UV Group's management strictly oversees business operations and activities in compliance with relevant laws and adheres to the Company's principles of good corporate governance, which aligns with the policies and practices of regulatory 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.

Report of Audit Committee



Mr. Suwit Chindasanguan
Chairman of Audit Committee



Dear Stakeholders,

In fiscal year 2025, the Audit Committee 3 persons, who were independent directors with full qualifications as specified in the Company's Audit Committee Charter, which is in line with the criteria of the Capital Market Supervisory Board, had total of 5 meetings as follows:

Mr. Suwit Chindasanguan Chairman of the Audit Committee	Meeting attendance 5/5 times
Ms. Potjaneer Thanavarani Member of the Audit Committee	Meeting attendance 5/5 times
Assoc. Prof. Tithiphan Chuerboonchai Member of the Audit Committee	Meeting attendance 5/5 times

The Audit Committee has performed its duties independently within the scope of responsibilities as specified in the charter assigned by the Board of Directors, in accordance with the announcements of the Stock Exchange of Thailand, the best practices of the Audit Committee, and the principles of good corporate governance for listed companies. In every meeting, the Audit Committee invites executive directors, top-level executives, and related persons to attend the meeting to provide additional information on important issues to increase the efficiency and effectiveness of the audit and review, and the meeting results are reported to the Board of Directors every time. Furthermore, there was a meeting with the auditor without attendance of the management by 1 time, apart from the regular meeting in the accounting year for 4 times to approve the financial statements, in order to discuss independently in the operations that are important relevant to preparation of financial statements, opinions, scope, plan and approach for annual auditing of the auditor. In addition, there was a meeting with the management without attendance of Head of Internal Audit Department by 1 time in order to review

operations and compare them with the audit plan, manpower and knowledge and capabilities of the Internal Audit Department. The details of the performance of duties of the Audit Committee in the fiscal year 2025 and the audit results of the Internal Audit Department are summarized as follows:

1. Review on accuracy of financial reports and sufficiency of information disclosure of the Company

The Audit Committee monitors the management to prepare financial reports within an appropriate time frame and reviews important financial information, including quarterly financial statements, annual financial statements for the accounting period from 1 October 2024 to 30 September 2025 of the Company and subsidiaries, material transactions, related transactions, transactions that may have conflicts of interest, etc., including listening to the opinions and observations from auditor and Internal Audit Department, as well as communicating and listening to explanations of the auditors and management to ensure that the financial reports are accurate, transparent, complete, reliable, and have sufficient disclosure of notes to the financial statements, in accordance with financial reporting standards and relevant laws, before the Audit Committee gives opinions and presents them to the Board of Directors for approval or propose to the shareholders' meeting for approval. In the fiscal year 2025, the Audit Committee agreed with the auditor that the Company's financial reporting process has a good and sufficient internal control system that ensures that the Company's financial reports, which are prepared in accordance with accounting requirements and standards in accordance with generally accepted accounting principles, present the Company's financial position, operating results, and cash flow accurately and fairly in all material respects, including adequate disclosure of information that is beneficial to users of financial reports.

2. Review on internal control system

The Audit Committee has reviewed the adequacy of the internal control system by considering the audit report of the Internal Audit Department according to the approved work plan, the auditor's assessment results, and the management's assessment results of the internal control system using the "Internal Control Adequacy Assessment Form" of the Securities and Exchange Commission before submitting it to the Board of Directors to assess the adequacy of the Company's internal control system. In the fiscal year 2025, the Audit Committee did not find any issues or significant deficiencies that affected the Company's main objectives. Therefore, it is of the opinion that the Company has an internal control system that is adequate, effective, and appropriate for business operations, and can support the Company's operations to achieve the specified objectives and goals.

3. Review on risk management

The Audit Committee has reviewed the appropriateness and effectiveness of UV Group's risk assessment and management processes by considering the policies, plans and guidelines for managing significant risks that will affect UV Group's performance, together with considering the risk assessment and management report of the Sustainability and Risk Management Committee, which is conducted every quarter. In the fiscal year 2025, the Audit Committee found that the Company and subsidiaries have consistently assessed and managed key risks that affect the Company's performance to be at an acceptable level, including strategic risks, financial risks, operational risks, compliance risks, and environmental, social, and corporate governance risks (ESG risks), as well as considering emerging risks that may affect the Company's business in the future. Including quarterly monitoring of performance risk indicators, which helps the Company to more efficiently monitor trends in the performance risks of subsidiaries that directly impact the Company's performance. In addition, the Audit Committee has considered and approved the risk assessment criteria, risk map, acceptable risks, and performance risk indicators for 2026 as proposed by the Sustainability and Risk Management Committee, which has been reviewed to align with the goals, plans, and business conditions in 2026 before presenting them to the Board of Directors for approval.

4. Review compliance with laws, regulations, and requirements of regulatory agencies

The Audit Committee has reviewed and supervised the Company and subsidiaries to comply with laws, regulations, policies and conduct business activities in accordance with the Securities and Exchange Act, the requirements of the Securities and Exchange Commission, the Stock Exchange of Thailand and laws related to the Company's business. In the fiscal year 2025, the Audit Committee did not find any indications and did not receive any complaints that the Company and subsidiaries did not comply with and/or performed any actions that were in violation of laws, regulations, policies and requirements of regulatory agencies, including personal data protection laws, the Corporate Governance Policy and Code of Business Ethics of UV Group.

5. Review on internal audit of the Company

The Audit Committee supervises the internal audit to operate independently and effectively by approving the annual audit plan prepared based on UV Group's key risks, monitoring the performance of the Internal Audit Department every quarter, providing comments, suggestions, and following up on the correction of significant findings consistently, along with considering the adequacy of personnel and promoting internal audit personnel to attend training courses on internal auditing, risk management, and other matters that support operations in order to enhance knowledge and skills for efficiency and compliance with international internal auditing standards. The Audit Committee Meeting No. 5/2024-2025 approved the revision of the Internal Audit Charter to align with the new Global Internal Audit Standards set by the Institute of Internal Auditors to raise the standards of the Company's Internal Audit Department. The Audit Committee is of the opinion that the Company's internal audit system in the fiscal year 2025 is appropriate, sufficient, and effective, and that the Internal Audit Department's performance achieved its goals.

6. Review on good corporate governance and compliance with anti-corruption measures

The Audit Committee encourages UV Group to manage the organization and operate business under the principles of good corporate governance. The Company has the Corporate Governance Committee responsible for supervising and providing recommendations to support the performance of the duties of the Board of Directors and the management in accordance with the law and the criteria of the regulatory agencies, as well as the principles of good corporate governance of UV Group. In this regard, from the report of the Corporate Governance Committee submitted to the Board of Directors, it was found that in 2025, UV Group conducted its business and managed the organization under the principles of good corporate governance appropriately. The Compliance Department has followed up on the new or amended laws, criteria and announcements of regulatory agencies related to UV Group to report to the directors and management, such as improving the criteria for material transactions and related transactions, as well as reviewing the corporate governance policy, including other related policies and practices of UV Group every year to ensure that the practices are consistent with the criteria of the regulatory agencies and appropriate for UV Group's context. In addition, the results of the internal audit for the fiscal year 2025 found that UV Group has operated in accordance with the Company's regulations, good corporate governance principles and anti-corruption policy appropriately. In addition, Internal Audit Department's audit results for the fiscal year 2025 found that the departments and subsidiaries had properly implemented good corporate governance and anti-corruption policy. No stakeholder complaints or concerns regarding non-compliance with the Code of Business Ethics were received, nor were any instances of corruption detected. Regarding one case of misconduct by a subsidiary's sales employee that was suspected of being corrupt, the Audit Committee followed up on the subsidiary's corrective actions until the incident was resolved according to established procedures and provided recommendations to the management and subsidiaries to determine measures to prevent future recurrence.

7. Review and provide opinions on material transactions, related transactions, transactions that may have conflicts of interest, including information disclosure

The Board of Directors has determined that all material transactions, transactions with potential conflicts of interest, and related transactions that are not normal business transactions or transactions that support normal business with trade agreements that are general trading conditions in accordance with the principles approved by the Board of Directors must be reviewed for transaction information, reasonableness, related risks, and impacts on the Company's financial position and performance by the Audit Committee for approval before being submitted to the Board of Directors for approval or submitted for approval at the shareholders' meeting. The Audit Committee found that all material transactions and related transactions occurring in 2025 were normal business transactions and transactions supporting normal business with trade agreements that were general trading conditions. The Company and subsidiaries have followed transparent procedures and are in compliance with regulatory requirements. Furthermore, a review of the internal audit report revealed no significant issues that could impact the achievement of the organization's objectives, and no irregularities were reported during the auditor's review of the disclosure of related transactions.

8. Consider selecting, nominating, and proposing the compensation of the auditor

The Audit Committee has considered the selection of auditors for the fiscal year 2025 in order to propose to the Board of Directors for approval before proposing for approval from the 2025 Annual General Meeting of Shareholders by considering the independence of the auditor, the quality of the previous audit work, as well as skills, knowledge and experience of the auditor, including the appropriateness of the auditor's compensation. The Audit Committee resolved to propose to the Board of Directors for approval and propose to the 2025 Annual General Meeting of Shareholders to consider and approve the appointment of auditors from KPMG Phoomchai Audit Ltd. namely Miss Nittaya Chetchotiros, a certified auditor No. 4439 or Mr. Ekkasit Chuthamsatid, a certified auditor No. 4195 or Miss Kanokon Phooriphanyawanit, a certified auditor No. 10512 or Miss Nadsasin Wattanapaisal, a certified auditor No. 10767 or Miss Sukanya Rodkroh as the Company's auditor for the fiscal year 2025 with auditing compensation in the amount of 930,000 Baht, equal to the fiscal year 2024.

9. Review and revise the Charter of Audit Committee

The Audit Committee reviews the Charter annually to oversee and improve it to be in line with the principles of good corporate governance of the Securities and Exchange Commission and the Stock Exchange of Thailand. In 2025, the Audit Committee proposed revising responsibilities when notified by the auditor of suspicious behavior by a director, management, or individual responsible for the Company's operations that may constitute a violation of the duties and responsibilities under the Securities and Exchange Act. This includes clearly specifying the process and actions to be taken and in line with the SEC Circular No. 23/2023, Re: Clarifying the Understanding of the Roles and Duties of the Audit Committee, issued by the Securities and Exchange Commission. The Committee also aims to increase the responsibilities of the Audit Committee in overseeing the Company's whistleblowing and complaints process, measures to protect whistleblowers, independent investigative processes, and appropriate monitoring.

In addition, the Audit Committee conducted a self-assessment of performance, both as a group and individually. The 2025 performance assessment was rated as good. The Committee found that it had fully performed its duties as specified in the Charter and that the Audit Committee had utilized its knowledge and capabilities to provide opinions and recommendations to management and the Board of Directors with appropriate independence.

Summary overview in 2025, the Audit Committee performed duties as specified in the Charter and assigned by the Board of Directors completely, independently, and with consideration to stakeholders equally. The Audit Committee considers that UV Group has prepared financial reports that are accurate and reliable, with adequate disclosure of information in accordance with generally accepted accounting standards and financial reporting standards, including compliance with laws, rules, and regulations related to business operations. In addition, there is good corporate governance and internal auditing, as well as having adequate and appropriate risk management and internal controls.

Report of Remuneration and Nomination Committee

Dear Stakeholders,

In the fiscal year 2025, the Remuneration and Nomination Committee ("RNC"), which includes independent directors and non-executive directors as listed below, held 2 meetings, and the meeting results were reported to the Board of Directors every time. Details of the meeting attendance of RNC and a summary of our duties in fiscal year 2025 are as follows:

Ms. Potjanee Thanavarant	Meeting attendance
Chairman of RNC	2/2 times
Mr. Thapana Sirivadhanabhakdi	Meeting attendance
Member of RNC	2/2 times
Mr. Panote Sirivadhanabhakdi	Meeting attendance
Member of RNC	2/2 times
Mr. Nararat Limnarat	Meeting attendance
Member of RNC	2/2 times

- Consider individuals with knowledge and capabilities that are beneficial and appropriate to the nature of the Company's business, as well as having qualifications according to the law and relevant regulations, to be elected as directors to replace directors whose terms have expired at the 2025 Annual General Meeting of Shareholders. As a result of the follow-up, the Company allowed shareholders to nominate individuals for consideration for appointment as directors between 1 July 2024, and 30 September 2024, but the Company did not receive any nominations from shareholders. Therefore, RNC reviewed the qualifications and considered the performance of three directors whose terms had expired in order to propose to the Board of Directors for the shareholders' meeting to consider and approve the re-election of the directors whose terms had expired to serve as directors and subcommittees for another term.
- Review the Board Skill Matrix of the Company's directors to identify existing skill gaps, including considering the structure and composition of the Board of Directors, subcommittees, and executives against regulatory requirements, good corporate governance principles, and the Company's short-term and long-term business goals.

This information will be used to select new directors or executives in the future, and to support current directors and executives in enhancing their knowledge and developing skills necessary for overseeing UV Group's business or managing the organization to achieve the established plans or goals.

- Follow up and ensure that the Company and subsidiaries prepare a succession plan for top-level executive positions and important positions to prepare personnel and create continuity in the management of the organization and the business operations of UV Group.
- To determine the remuneration for the Board of Directors and subcommittees and the amount of compensation for the fiscal year 2025 to propose to the Board of Directors for approval before presenting to the 2025 Annual General Meeting of Shareholders for approval. The criteria for determining the remuneration will consider the duties and responsibilities assigned, as well as comparable to listed companies in the Stock Exchange of Thailand that are in the same business and with similar business sizes.
- Assess the performance of the President to determine the 2025 compensation of the President.
- Consider the bonus payment criteria for the 2024 fiscal year performance and determine the 2025 compensation for executives and employees that is fair and competitive with the market in order to retain quality and potential personnel before submitting it to the Board of Directors for consideration and approval.
- Consider and comment on the appropriateness of the structure of remuneration for directors and executives to disclose opinions in 56-1 One Report according to the rules of the Office of the Securities and Exchange Commission.
- Assess the performance of RNC for the fiscal year 2025 in order to improve the performance of their duties as well as review the appropriateness of the Charter to comply with the good corporate governance principles and relevant environmental factors which have changed appropriately.

Potjanee Thanavarant

Ms. Potjanee Thanavarant

Chairman of Remuneration and Nomination Committee

Report of Corporate Governance Committee



Assoc. Prof. Tithiphan Chuerboonchai
Chairman of Corporate Governance Committee



Dear Stakeholders,

In the fiscal year 2025, the Corporate Governance Committee (“CG Committee”) which includes independent directors and non-executive directors as listed below, held two meetings, and the meeting results were reported to the Board of Directors every time. Details of the meeting attendance of the CG Committee and a summary of our duties in fiscal year 2025 are as follows:

Assoc. Prof. Tithiphan Chuerboonchai

Chairman of CG Committee	Meeting attendance 2/2 times
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Mr. Suwit Chindasanguan Member of CG Committee	Meeting attendance 2/2 times
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Mr. Panote Sirivadhanabhakdi Member of CG Committee	Meeting attendance 2/2 times
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Mr. Worawat Srisa-an Member of CG Committee	Meeting attendance 2/2 times
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- Follow up on new or amended laws, regulations, and announcements of regulatory agencies in the fiscal year 2025, including documents to listen to opinions on proposals for drafting or improving criteria and announcements of regulatory agencies that are directly related to the Company, in order to monitor and provide suggestions to the management and related departments to proceed correctly and appropriately. Examples include guidelines for the preparation and disclosure of good interim MD&A, reporting and disclosure of securities trading information of listed companies and the use of listed company share as collateral,

revisions to Backdoor Listing criteria by incorporating consideration of the substance of asset acquisition transactions into the conditions for considering Backdoor Listing transactions, draft announcements and manuals for revisions to criteria for material transactions and related transactions of listed companies, etc.

- Review the 2025 Corporate Governance Policy, which the CG Committee agreed to maintain the current policy as it can still be used to oversee UV Group's operations to ensure they are in accordance with corporate governance principles appropriately. Also, acknowledge the results of the Sustainability and Risk Management Committee's review of the sustainability development policy, which proposed that the current policy be maintained.
- Consider the results of comparing the Corporate Governance Policy and Code of Business Ethics of the Company with the Corporate Governance Code for listed companies 2017 (“CG Code”). As a result of the review for the fiscal year 2025, the CG Committee found that most policies and practices are consistent with the CG Code and are appropriate for the current corporate environment and business context of UV Group. For some CG Code practices that the Company has adapted to be consistent with the Company's management and business operations, the replacement measures shall be disclosed in Form 56-1 One Report 2025.

- Follow up on directors and executives to comply with the Company's Corporate Governance Policy and Code of Business Ethics, such as updating information on securities holdings, information on stakeholder interests, and conflicts of interest annually, and having top-level executives request approval from the Board of Directors or the President before assuming directorships in businesses other than the Company's subsidiaries. As well as follow up on the Company Secretary and the Compliance Department to communicate important practices of the Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, and Sustainable Development Policy to directors, executives, and employees regularly for review and strict adherence. In 2025, the Compliance Department organized an annual review training on good corporate governance and sustainability development practices in the form of E-Learning through video clips and quizzes on the topics of conflicts of interest, anti-corruption, use, maintenance, disclosure of internal information, waste management to support the circular economy concept, and respect for human rights.

In addition, the CG Committee acknowledged and provided recommendations to management and relevant departments to implement actions in line with the revised guidelines and criteria for the Corporate Governance Survey ("CGR") for 2025, such as the disclosure of information on the organization's human rights due diligence and the addition of guidelines for the whistleblowing policy. The CG Committee also acknowledged proposed improvements to the CGR assessment criteria for 2027, such as the addition of criteria for encouraging shareholder engagement with the company beyond the Annual General Meeting of Shareholders, such as organizing company visit activity or opportunity day activity; the addition of information disclosure criteria to the quarterly interim MD&A; and the addition of bonus scoring criteria for encouraging key customers or business partners to join the anti-corruption coalition and be declared CAC Change Agents. The CG Committee also provided recommendations to management to consider the appropriateness of implementing actions in line with the 2027 CGR assessment criteria.

- Supervise the disclosure of corporate governance information in Form 56-1 One Report in accordance with the requirements of Form 56-1 One Report of the Securities and Exchange Commission and the assessment criteria of

the CGR Project, which have been revised to include information on employee provident funds and guidelines for supporting savings as long-term financial security for employees, and information on cyber security care, demonstrating secure services to customers.

- Oversee the assessment of the annual performance of the Board of Directors and all subcommittees in 2025 and report the assessment results and suggestions received from the assessment form to the Board of Directors for acknowledgement and jointly determine guidelines for increasing the efficiency of the performance of the Board of Directors and subcommittees, including overseeing the disclosure of the assessment results in Form 56-1 One Report 2025.
- Support and oversee the rights of minority shareholders by following up the Company to give the minority shareholders the opportunity to nominate persons to be nominated as directors, propose the meeting agenda and submit questions about the Company in advance of the 2026 Annual General Meeting of Shareholders as well as to ensure that the Company discloses important information to shareholders in accordance with the rules of the regulatory agencies through the news system of the Stock Exchange of Thailand and the Company website, which is a channel that shareholders can access easily and equally.
- Review the Charter for the year 2025, in which the CG Committee has the opinion to maintain the current Charter as there are no significant issues that need to be improved.

With the cooperation of the directors, management and employees in conducting business and managing the organization under the principles of good corporate governance, adhering to the best interests of the Company and shareholders, along with considering the stakeholders, society and environment, this is an important way to lead to the sustainable growth of the Company. As a result, the Company received the 2025 CGR project assessment results at the level of "Excellent" for the 10th consecutive year, and received an assessment of the quality of 2025 Annual General Meeting of Shareholders by the Thai Investors Association with a full score of 100 points.



Dear Stakeholders,

The Executive Committee which includes non-executive directors and executive directors as listed below, there were 11 meetings in the fiscal year 2025. Details of the Executive Committee's attendance and summary of their duties are as follows:

Mr. Thapana Sirivadhanabhakdi

Chairman of the Executive Committee	Meeting attendance 11/11 times
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Mr. Panote Sirivadhanabhakdi

Vice Chairman of the Executive Committee	Meeting attendance 10/11 times
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Mr. Nararat Limnararat

Member of the Executive Committee	Meeting attendance 11/11 times
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Mr. Sithichai Chaikriangkrai

Member of the Executive Committee	Meeting attendance 9/11 times
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Mr. Worawat Srisa-an

Member of the Executive Committee	Meeting attendance 11/11 times
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Mr. Khumpol Poonsonnee

Member of the Executive Committee	Meeting attendance 10/11 times
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- Follow up on the performance of the Company and subsidiaries on a monthly basis to report to the Board of Directors quarterly or immediately upon the occurrence of significant situations that may impact UV Group's business, such as the severe earthquake in Thailand in March 2025, which significantly impacted customer confidence in purchasing condominiums for residential or investment purposes; the US import tariff increase policy, which may impact the overall economy, including production and exports of industrial customers in the power plant and zinc oxide powder businesses; political uncertainty, geopolitical conflicts, and the Thai-Cambodian border conflict, which impact the overall Thai economy, investor confidence, and household purchasing power, etc.

In addition, the Executive Board monitors the management to assess and manage the financial status of the Company and subsidiaries to ensure financial stability and sufficient liquidity to conduct business and pay off debts of each business. As well as providing suggestions for solving problems or adjusting business strategies to be in line with economic conditions, market conditions, and competitive landscape, ensuring UV Group's operations achieve its plans and goals.

- Screen and provide opinions on important transactions or plans related to the business operations and management of the Company and subsidiaries, which require approval from the Board of Directors and/or the shareholders' meeting of the Company or subsidiaries. In the fiscal year 2025, the Executive Committee considered and provided opinions to the management on the reasonableness, risks, and important issues requiring consideration of various investment plans and proposals, such as joint venture proposals in industrial businesses, restructuring of the Company's investment and financial structure of subsidiaries, investment proposals in new businesses, adjustments to business strategies and investment plans for the condominium business after the earthquake, relocation of the subsidiary's headquarters to accommodate future business expansion, and business lawsuits of the subsidiary.
- Screen and approve spending for investments and financial transactions with financial institutions as proposed by the management, within the approved limit and authority granted by the Board of Directors, including entering into various transactions to support the management and operations of the Company or subsidiaries to ensure efficiency and suitability for the business situation, such as a budget to support investment plans for providing parking services on land not currently used for business operations, proposals for short-term credit lines for working capital in the refrigerator business, etc.
- Provide opinions on the management's proposals for adjusting the organizational structure and management to be consistent with the business plan in order to increase work efficiency and budget control, and increase flexibility in adapting to changes in the market and business environment, such as appointing senior executives of subsidiaries, transferring employees, etc.
- Follow up and provide useful suggestions for the organization's management to ensure that the operations of UV Group for the fiscal year 2025 are in accordance with the strategies, plans, and budgets approved by the Board of Directors, as well as monitor and ensure that the management prepares strategies, plans, and budgets for the fiscal year 2026, including long-term goals and strategies for a period of 3-5 years, for the Executive Committee to consider and provide opinions before presenting them to the Board of Directors for consideration and approval.
- Assess the performance of the Executive Committee in the fiscal year 2025 to provide information for developing efficient performance of duties. Including reviewing the appropriateness of the Executive Committee Charter to be consistent with the principles of good corporate governance and relevant environmental factors that have changed appropriately.

In summary, in the fiscal year 2025, the Executive Committee has used its knowledge and abilities carefully, cautiously, honestly, and taking into account the best interests of the Company in performing its duties, considering, screening, supervising, and giving recommendations on important matters related to business operations and organizational management of UV Group as assigned by the Board of Directors to support the operating results of UV Group to achieve success according to the short-term and long-term plans and goals that have been set, building confidence among shareholders and all stakeholders.

Report of Sustainability and Risk Management Committee

Dear Stakeholders,

In the fiscal year 2025, the Sustainability and Risk Management Committee ("SRMC") consists of the Company's directors, top-level executives of UV Group's departments and subsidiaries as listed below, there were 5 meetings and the results of the meetings were reported to the relevant subcommittees and the Board of Directors for acknowledgment every time. Details of meeting attendance of the SRMC and a summary of their duties in fiscal year 2025 are as follows:

Mr. Khumpol Poonsonnee	
Meeting attendance 5/5 times	Chairman of SRMC
Mr. Bundit Muangsornkeaw	
Meeting attendance 5/5 times	Member of SRMC
Mrs. Karnsuda Sansuthi	
Meeting attendance 5/5 times	Member of SRMC
Mr. Korntawat Kingngoen	
Meeting attendance 5/5 times	Member of SRMC
Mrs. Monta Lekhawattana	
Meeting attendance 5/5 times	Member of SRMC
Mr. Panom Pommiratana	
Meeting attendance 5/5 times	Member of SRMC
Dr. Pahfun Chitmittraphap	
Meeting attendance 5/5 times	Member of SRMC
Ms. Chanphen Thaworncharoenpon	
Meeting attendance 5/5 times	Member of SRMC
Mr. Akaparp Suphaklert	
Meeting attendance 4/5 times	Member of SRMC
Mr. Ekkapong Tangsirimanakul	
Meeting attendance 4/5 times	Member of SRMC
Mr. Nuttachai Veerakul	
Meeting attendance 2/2 times	Member of SRMC

Remark Mr. Nuttachai Veerakul has ceased to be SRMC since 1 February 2025 due to his resignation from being an executive of UV Group.

Risk Management Performance

- Supervise the Company's departments and subsidiaries to identify key risks and assess their potential impact on the business and operating results on a quarterly basis, and promptly address any significant events that negatively impact the economy and business sector, such as earthquakes, U.S. tax policies, geopolitical conflicts abroad and on the Thai-Cambodian border, including develops risk management plans to control risks to an acceptable level or reduce the likelihood of future risks occurring. In 2025, the SRMC monitored and provided recommendations on the management of key risks directly impacting the operations of the Company and subsidiaries, including strategic risks, financial risks, operational risks, legal risks, and environmental, social, and governance risks (ESG risks). The SRMC also considered emerging risks that could significantly impact business operations over the next 3-5 years, such as increasingly stringent environmental measures to drive ESG and support the transition to a low-carbon economy and society, the enactment and enforcement of new laws related to greenhouse gas emissions both domestically and internationally, changes in U.S. trade policy, and the governance of data and businesses in the digital age, addressing cyber threats and rights infringement resulting from technology use, etc.
- Follow up and review operations according to the risk management plan established for the fiscal year 2025 to ensure that UV Group manages risks effectively, is appropriate to the changing business environment, and is able to control important risks at an acceptable level. Every quarter, the SRMC prepares a report to present key risk management results of the departments and subsidiaries to the Audit Committee for review before presenting it to the Board of Directors for acknowledgment and opinions.

- Review and improve the efficiency of risk management processes. In 2025, the Company and subsidiaries established and used risk indicators as a tool to monitor the direction and serve as early warning signals for key risks of each business on a quarterly basis to identify causes and determine solutions or mitigate impacts in a timely manner. In addition, the risk appetite, risk heat map, and operation impact assessment criteria, which have been revised for use in 2025, have been used to enhance risk management efficiency and suit the current organizational environment and business context.

In addition, the SRMC has reviewed and established risk assessment criteria for 2026, including both quantitative financial impact and qualitative non-financial impact assessment criteria for operations, reputation, and compliance, as well as reviewed and established risk heat map, acceptable risks, and performance risk indicators to enhance risk management efficiency and suit UV Group's business situation and trends.

- Follow up with the risk management department to organize activities to review understanding of UV Group's risk management and explain risk management guidelines for the 2025 fiscal year to UV Group's senior and middle executives, who play a key role in communicating and building understanding of risk management among subordinate employees. This is to encourage employees to participate in the organization's risk management, as well as to participate in various training courses to enhance knowledge and skills in risk management to achieve greater efficiency in accordance with international standards.

In addition, SRMC has reviewed their Charter and conducted an annual performance assessment in 2025 to incorporate the assessment results and feedback received from the assessment to improve the efficiency of their duties.

In summary, in the fiscal year 2025, the SRMC performed its duties in risk management and sustainability development completely as assigned by the Board of Directors as shown in the charter. The SRMC continuously monitors and provides feedback on risk management and covers key short-term and long-term issues to ensure that key risks are controlled to an acceptable level. Including following up and providing support to drive the sustainability development plan to achieve success according to the goals set. The risk management information and performance results of UV Group's sustainable development are shown in the topic "Risk Management" and "Driving Business for Sustainability" of this Form 56-1 One Report.

Sustainable Development Performance

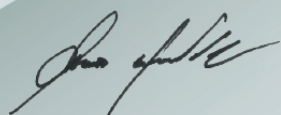
- Analyze internal and external factors in 2025 to identify and prioritize material topics that impact the sustainability of UV Group and key stakeholders in the business value chain in order to set appropriate goals, management plans, and information presentation scope.
- Oversee the preparation of sustainability development plans and goals for the fiscal year 2025 of the department and subsidiaries in order to be in line with the sustainability management policy in the economic, social, and environmental dimensions and UV Group's strategic business plan before presenting them to the Board of Directors for consideration.
- Follow up on progress of operations according to the sustainability development plan of the department and subsidiaries on a quarterly basis to report to the relevant subcommittees and the Board of Directors, including providing appropriate and sufficient support in terms of policies, budgets, and resources so that the sustainability development plan achieves its goals.
- Supervise and support the preparation of sustainable development information of UV Group for the fiscal year 2025 to be disclosed in Form 56-1 One Report accurately and completely in accordance with the requirements of the Office of the Securities and Exchange Commission and in accordance with the assessment criteria for the Corporate Governance Survey of Listed Companies. Such information has been considered by the SRMC and approved by the Board of Directors.
- Review UV Group's annual sustainability development policy. The SRMC is of the opinion that the current policy should be maintained as it can still be used as a framework for monitoring UV Group's corporate management and business operations to appropriately support UV Group's current sustainability goals and plans.



Mr. Khumpol Poonsonee

Chairman of Sustainability and Risk Management Committee

Message from President



Mr. Khumpol Poonsonee

President



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.

Section 1

Business Operations and Performance

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1 Structure and Business Operations of UV Group

1.1 Policy and business overview

Univentures Public Company Limited (“the Company” or “UV”) operates investment business in other businesses, divided into 3 business lines as follows:

(1) Investment business

UV and its subsidiaries invest in various businesses. The main businesses currently invested by UV Group are as follows:

(1.1) Energy business

Univenture BGP Company Limited (“UVBGP”), a joint venture company between the Company and B.Grimm Power Public Company Limited (“BGRIM”) in the proportion of 55.00% and 45.00% respectively, to conduct business in investing, developing, managing and operating energy projects. UVBGP invests in the following energy businesses:

- Cogeneration Power Plant is operated by SSUT Company Limited (“SSUT”) and PPTC Company Limited (“PPTC”), UVBGP holds directly and indirectly 100.00% of SSUT and 74.50% of PPTC.

- Renewable Energy business is operated by UVBGP Clean Energy Company Limited (“UVCE”), which currently operates the business of procuring and installing solar cells for electricity generation and electric vehicle charging stations in real estate projects.



(1.2) Commercial refrigerators business is operated by Patana Intercool Co., Ltd. (“PIC”) in which Univenture Capital One Company Limited (“UVCAP1”) holds 60.00% of PIC shares.

(1.3) Construction management and supervision consulting business is operated by Stonehenge Inter Public Company Limited (“STI”) and STI’s subsidiaries, in which Univentures Consulting Company Limited (“UVC”) holds 38.12% of STI shares.

(2) Real estate and related businesses



(2.1) Real estate for sale business (Condominiums) which is invested and developed by Grand Unity Development Company Limited (“GRAND UNITY”).

(2.2) Real estate for rent business, namely Park Ventures Ecoplex Building which is invested and developed by Lertrattakarn Company Limited (“LRK”) and the office building T PLACE Thonglor Soi 4, which was invested and developed by Lertrattakarn Property Development Company Limited (“LRKP”).

(2.3) Business of building management, investment and property management and related services which operated by Univentures Asset Management Company Limited (“UVAM”), Senses Property Management Company Limited (“SENSES”) and Connexion Company Limited (“CONNEX”).

(2.4) Business of distribution of security control system, access control system and building automation system which is operated by Forward System Company Limited (“FS”) and AheadAll Company Limited (“AA”).



(3) Industrial business

Business of manufacturing and distributing zinc oxide powder and chemicals which operated by Thai-Lysaght Company Limited (“TL”)

1.1.1 Vision, Mission, Business strategies

Vision

To be a leading investment company that continues to create sustainable growth by focusing on good quality of portfolio management.



Mission

Investment

Balancing the good quality of investment portfolio to make the sustainable growth.



Shareholders

Generate stability and suitable returns under the principles of good governance.

Staff

Be proactive, think out of the box and encourage collaboration to achieve organizational goals.

Society and Environment

Encourage social and environmental awareness.

Core Value

Inspiring

Be a role model that inspires yourself and others.

Reliable

Build trust and confidence.

Collaboration

Support collaboration to achieve target.

Proactive

Be responsible to your duties and continuously develop yourself.

Caring

Give attention and care with honesty.



Business strategies

Seek opportunities to invest in companies or businesses that have potential for growth and generate good returns with taking into account the balance of investment structure and returns from investments.



Increase operational efficiency by communicating and collaborating in the supply chain with business partners both within and outside UV Group as well as the management of resource utilization for maximum benefit.

Focus on creating innovative products and services that are valuable for customers. Expanding new markets and customer groups to diversify business risks as well as analyze the market and formulate business strategies to increase competitiveness.

Place importance on personnel investment by increasing efficiency in recruiting and retaining quality personnel. Focus on developing professional skills and competencies along with creating a bond and feeling of joint ownership in the organization.

1.1.2 Material change and developments

The Company was established on 13 August 1980 with the initial objective to produce and sell zinc oxide powder. The Company was listed on the Stock Exchange of Thailand. ("the SET") in 1988. Since 2001, the Company has expanded its investment in the real estate development business by investing in GRAND UNITY and started with the development of potential real estate projects but having financial problems and unable to complete the projects. Due to the Company's continuous expansion of its investment in the real estate development business, in 2006, the SET approved the Company to change its listing category from Petrochemicals & Chemicals sector to Property Development sector. In 2012, the Company invested 50.64% in Golden Land Property Development Public Company Limited ("GOLD"), which is engaged in the development of residential and commercial real estate projects, and in 2016, invested 35.00% in Stonehenge Inter Company Limited, which is engaged in the consulting and construction management services, and also supported the company to be listed on the SET in 2018. Later in 2019, the Company adjusted its investment structure to be balanced, reduced its reliance on the main income from the real estate business, and expanded its investment in other businesses with the potential to generate appropriate returns by selling all GOLD shares in which the Company held 39.28% of the shares. Then in 2021, the Company invested 60.00% in PIC, which is engaged in the business of manufacturing and distributing commercial refrigerators, and jointly with BGRIM to conduct energy business by investing in 2 power plants operated by SSUT and PPTC and invested an additional 12.00% in STI in 2023.

During the fiscal year 2022-2025, the Company and its subsidiaries ("UV Group") have significant changes and developments as follows:

2022	: GRAND UNITY launches economy condominiums under new brand, namely Blue Phahonyothin 35, in February 2022 and Blue Sukhumvit 105 in June 2022. : ANIL Sathorn 12 and Denim Chatuchak of GRAND UNITY have completed the construction and commenced the ownership transfer in May 2022, while CIELA Charoen Nakhon has completed the construction and commenced the ownership transfer in June 2022. : ANIL Sathorn 12 has been certified WELL Certified for Multifamily Residential Project, Gold Level from the International WELL Building Institute (IWBI), USA in September 2022. : Established UVCE to operate renewable energy business, holding 100.00% of shares by UVBGP and UVCE increased its registered capital from 70.00 million Baht to 270.00 million Baht. : TRIS Rating Company Limited affirmed the Company's corporate credit rating at BBB+.
2023	: The 2023 Annual General Meeting of Shareholders approved the issuance and offering of additional debentures in an amount not exceeding 9,000 million Baht and when including the amount previously approved by the shareholders' meeting, the total amount was not exceeding 14,000 million Baht. : UVC acquired an additional 12.00% of STI shares, increasing STI's shareholding to 38.12% and having control over STI, resulting in STI changing its status from an associate to a subsidiary from 26 January 2023 onwards. : GRAND UNITY launched the Blue Sukhumvit 89 condominium in March 2023, while the Blue Sukhumvit 105 and Blue Phahonyothin 35 condominiums have completed the construction and commenced the ownership transfer in March 2023 and August 2023. : T PLACE Thonglor Soi 4 office building was completed, and tenants will use the building in June 2023. : UVCE acquired a 100.00% investment in Binh Duong Energy Solutions Company Limited, a company established in Vietnam in July 2023 to operate energy businesses in Vietnam. : UVBGP Group restructuring within the group of companies under common control by transferring the entire business of STC Energy Co., Ltd., APEX Energy Solution Co., Ltd. and Thassiri Co., Ltd. to E-COGEN and proceeded with the dissolution of the companies. : UV changed corporate logo to be consistent with its vision and business strategy. : UV was certified for the renewal of membership in Thai Private Sector Collective Action Coalition Against Corruption No.1 on 30 June 2023. : The Company received a score of 100 full points for the quality assessment of 2023 Annual General Meeting of Shareholders organized by Thai Investors Association and received the result of Corporate Governance Assessment of Thai Listed Companies for 2023 organized by the Thai Institute of Directors Association at "Excellent" level for the 8th year. : TRIS Rating Company Limited affirmed the Company's corporate credit rating at BBB+. : Blue Sukhumvit 89 condominium have completed the construction and commenced the ownership transfer in in December 2023.

2024	: Univenture Capital Company Limited has changed its name to Univenture Consulting Company Limited (UVC) and provides financial and investment feasibility studies to businesses in and outside the TCC Group, including investment budget control work for the One Bangkok project and services in the supervision, coordination and management of the One Bangkok Forum building development. : GRAND UNITY closed the sale of the Denim Chatuchak condominium, Building A, totaling 694 units, worth 1,821 million Baht in May 2024 and closed the sale of the De Lapis Charan 81 condominium and transferred 100% of the ownership of the units in June 2024. : E-COGEN invested in Araya Green Power Company Limited ("AGP") at 41%, together with ARAYA Land Development Company Limited (a subsidiary of Frasers Property (Thailand) Public Company Limited), which holds 59% of AGP shares. AGP was established to operate electricity generation and transmission business. : PIC increased its registered capital from 50.00 million Baht to 100.00 million Baht. : The Company received a score of 100 full points for the quality assessment of 2024 Annual General Meeting of Shareholders organized by Thai Investors Association and received the result of Corporate Governance Assessment of Thai Listed Companies for 2024 organized by the Thai Institute of Directors Association at "Excellent" level for the 9th year. : TRIS Rating Company Limited affirmed the Company's corporate credit rating at BBB+.
2025	: E-COGEN purchased 1,373,050 additional common shares of AGP, representing 34.99% of the total issued and paid-up shares. This is an additional investment in a smaller proportion than other shareholders in AGP, resulting in E-COGEN's shareholding in AGP decreasing to 35.00% and changing the classification of the investment in the joint venture to an investment in an associate. : AA increased its registered capital from 5.00 million Baht to 20.00 million Baht. : FS expands its business by providing parking space "EZPARK" in Soi Thonglor 4 (next to T PLACE office building) in June 2025. : GRAND UNITY closed the sale of Blue Phahonyothin 35 condominium, totaling 322 units, valued at 796 million Baht in September 2025. : The Company received a score of 100 full points for the quality assessment of 2025 Annual General Meeting of Shareholders organized by Thai Investors Association and received the result of Corporate Governance Assessment of Thai Listed Companies for 2025 organized by the Thai Institute of Directors Association at "Excellent" level for the 10th year. : TRIS Rating Company Limited affirmed the Company's corporate credit rating at BBB+.

1.1.3 Spending of the money obtained from each offering of equity or debt securities

In fiscal year 2025, the Company has not offered equity or debt instruments.

1.1.4 Obligations to which the Company has committed in the registration statement for securities offering and/or the approval conditions of the Securities and Exchange Commission (if any) and/or the conditions for the Stock Exchange of Thailand's acceptance of securities (if any), including the compliance with such obligations or conditions

None

1.1.5 Company information

Company name	Univentures Public Company Limited
Security symbol	UV
Type of business	Investing in other companies. UV Group operates 3 main business lines, namely (1) investment business: at present, the Company's subsidiary has invested in energy business, commercial refrigerators business and construction management and supervision consulting business (2) real estate and related businesses and (3) industrial business, namely zinc oxide powder and chemicals business.
Head office address	22nd floor, Park Ventures Ecoplex, 57 Wireless Road, Lumpini, Patumwan, Bangkok 10330, Thailand
Registration number	0107537001030
Telephone	0 2643 7100
Facsimile	0 2256 0505
Website	www.univentures.co.th
Registered capital/	As of 30 September 2025, the Company has registered capital and paid-up capital 1,911,926,537 Baht consisting of ordinary shares 1,911,926,537 shares with a par value of 1.00 Baht per share.
Paid-up capital	

1.2 Nature of business operations

1.2.1 Revenue structure

Total revenue structure of the Company and subsidiaries for the fiscal year 2023 – 2025 classified by business group, is summarized as follows:

Business Group	Operated by	Shares held by UV (%)	Fiscal year 2023 (Oct 2022 – Sep 2023)		Fiscal year 2024 (Oct 2023 – Sep 2024)		Fiscal year 2025 (Oct 2024 – Sep 2025)	
			Million Baht	%	Million Baht	%	Million Baht	%
1. Investment business								
Energy business	UVBGP E-COGEN SSUT/ PPTC UVCE	55.00 100.00 100.00/ 74.50 100.00	10,088.86	57.09	8,676.15	54.90	8,928.41	61.16
Commercial refrigerator business	UVCAP1 PIC	100.00 60.00	738.29	4.18	689.99	4.37	615.56	4.22
Financial and investment	UVC	100.00	10.12	0.06	8.55	0.05	8.55	0.06
Construction management consulting business	STI	38.12	1,088.37	6.16	1,497.13	9.47	1,355.21	9.28
Interest income			12.14	0.07	26.32	0.17	30.57	0.21
Other income			771.61	4.36	79.51	0.50	330.97	2.27
Total revenue from investment business			12,709.39	71.92	10,977.65	69.46	11,269.27	77.20
2. Real estate and related business								
Real estate development business								
Real estate for sale business (Condominium)	GRAND UNITY	100.00	2,787.85	15.77	2,991.52	18.93	1,670.92	11.45
Real estate for rent business	LRK / UVAM LRKP GRAND UNITY	100.00	40.32	0.23	122.57	0.78	156.04	1.07
Interest income			13.31	0.08	14.24	0.09	13.25	0.09
Other income			321.13	1.82	33.33	0.21	37.83	0.26
Total revenue from real estate business			3,162.61	17.90	3,161.66	20.01	1,878.04	12.87
Business related to real estate								
Property management business	SENSES CONNEXT UVAM	100.00 100.00 100.00	115.13	0.65	145.43	0.92	164.75	1.13
Selling security control systems, access control systems and building automation system business	FS AA	100.00 80.00	450.49	2.55	425.69	2.69	279.98	1.92
Interest income			0.10	0.00	0.22	0.00	0.21	0.00
Other income			4.05	0.02	1.57	0.01	3.78	0.02
Total revenue from business related to real estate			569.77	3.22	572.91	3.62	448.72	3.07
Total revenue from real estate business and related business			3,732.38	21.12	3,734.57	23.63	2,326.76	15.94
3. Industrial business								
Zinc oxide powder and chemicals	TL	100.00	1,219.64	6.90	1,074.60	6.80	988.40	6.77
Total revenue from zinc oxide powder and chemicals			1,219.64	6.90	1,074.60	6.80	988.40	6.77
Interest income			0.49	0.00	0.72	0.00	0.63	0.00
Other income			1.65	0.01	11.13	0.07	5.08	0.04
Total revenue from industrial business			1,221.78	6.91	1,086.45	6.87	994.11	6.81
4. Other income								
Interest income			1.05	0.01	1.25	0.01	3.65	0.02
Other income			7.71	0.04	4.88	0.03	4.34	0.03
Total other income			8.76	0.05	6.13	0.04	7.99	0.05
Grand total			17,672.31	100.00	15,804.80	100.00	14,598.13	100.00

1.2.2 Characteristics of products or services and business innovation development

(1) Investment business

The Company's subsidiary invests in energy business, commercial refrigerators business and consulting business for construction management and supervision, the details are summarized as follows:

(1.1) Energy business

(a) Characteristics of products or services

UVBGP is engaged in investment, development, management and operation of energy projects by holding shares in various companies engaged in energy business, summarized as follows:

○ Cogeneration power plant operated by SSUT and PPTC

SSUT operates two cogeneration power plants with a total maximum capacity of 273.76 megawatts ("MW") and a maximum steam capacity of approximately 60 tons per hour. The power plant is located in Bangpoo Industrial Estate, where Plant 1 commenced commercial operation on 29 December 2016 and Plant 2 commenced commercial operation on 3 December 2016. SSUT has a power purchase agreement with the Electricity Generating Authority of Thailand ("EGAT") of 90 MW per plant, totaling 180 MW for a period of 25 years, Plant 1 ended on 28 December 2041 and Plant 2 ended on 2 December 2041. In addition, SSUT has power purchase agreements and steam purchase agreements with customers who are industrial plants in Bangpoo Industrial Estate.

PPTC operates a cogeneration power plant with a maximum capacity of 127.5 MW and steam with a maximum capacity of approximately 30 tons per hour. The power plant is located in Lad Krabang Industrial Estate, which commenced commercial operation on 29 March 2016. PPTC has a power purchase agreement with EGAT of 90 MW for a period of 25 years, ending on 28 March 2041. In addition, PPTC has a power purchase agreement and a steam purchase agreement with customers who are industrial factories in the Lad Krabang Industrial Estate.

○ **Supply and installation of solar cells for electricity generation and electric vehicle charging stations** ("EV charging stations"), operated by UVCE, which as of 30 September 2025 has real estate projects and industrial plants that UVCE provides services as follows:

Solar cell installation project	Production capacity (MWp)	Contract period (years)	Commercial Operation Date
Terragro Fertilizer Co., Ltd. factory roof	2.50	10	15 August 2023
FYI Center office building roof	0.30	15	23 November 2023
F&N Dairies (Thailand) Co., Ltd. factory roof	0.99	20	1 July 2024
Havi Logistics (Thailand) Co., Ltd. distribution center roof	0.99	16	15 May 2025
Queen Sirikit National Convention Center roof	0.99	15	20 June 2025

EV charging station installation project	Chargers	Contract period (Years)	Service start date
Queen Sirikit National Convention Center	AC 20 chargers	12	15 September 2022
Samyan Mitrtown Project	AC and DC Total 4 chargers	12	9 July 2024
Sathorn Square Office Building	AC 3 chargers	12	16 September 2024
Park Venture Ecoplex Office Building	AC 3 chargers	12	23 September 2024
One Bangkok Project	AC and DC Total 31 chargers	12	5 April 2024 (2 bus chargers) 31 October 2025 (29 Chargers)

Business innovation development

UVBGP Group encourages subsidiaries to create innovations that benefit the business, customers, and stakeholders in line with changing environmental factors at each time, including innovations in production processes, work processes, products and services, and new business models. In the fiscal year 2025, SSUT and PPTC increased the stability and efficiency of power plant production and services, as well as to reduce business expenses and the use of power plant production resources, such as, improving the power supply system (Island operation improvement) to increase flexibility in power supply to industrial customers, adjusting the load transfer system to be suitable for power plant operations to increase heat rate and reduce natural gas usage, and operating in half block during periods when customers have low electricity demand to reduce natural gas usage, which helps reduce carbon dioxide emissions, improving the transmission system to support customers' solar cell installations to increase the stability of electricity supply from both sources. The total investment is approximately 7 million Baht.

(b) Market situation and competition**Marketing policy, target customer group and sale distribution channels**

The main customers of SSUT and PPTC are EGAT, both of which have power purchase agreements with EGAT representing 75.00% of the total production capacity of each power plant. This is a 25-year long-term contract with criteria for determining the power purchase price. Target customers of the remaining 25.00% of electricity and steam are industrial plants located in Bangpoo Industrial Estate and Lad Krabang Industrial Estate which is the location of the power plants SSUT and PPTC respectively. Pricing for supplying electricity or steam to industrial customers takes into account the costs of installing and generating electricity and steam of SSUT and PPTC, along with costs that customers can avoid if they purchase electricity or steam from SSUT and PPTC, such as expenses that industrial customers are responsible for in the event of procuring electricity or steam themselves or receiving them from other sources, such as purchasing electricity from the Metropolitan Electricity Authority ("MEA") in order to determine the price of electricity or steam distribution of SSUT and PPTC to be able to compete with MEA and able to motivate target customers. SSUT and PPTC have power plant management in order to supervise the stable operation of the power plant, to be able to supply electricity to customers continuously and efficiently by providing engineers and staff with knowledge and expertise to be stationed at the power plant 24 hours a day, including communication with industrial customers and coordinating with MEA and EGAT about the operation plan, the power shutdown plan and maintenance plans in order to avoid affecting the business of industrial customers.

UVCE's customers are entrepreneurs in various businesses such as industrial estates, industrial factories, warehouses, both residential and commercial real estate projects that wish to install renewable energy power generation sources (solar cells) to reduce electricity bills or wishes to install EV charging stations to support business operations to meet the needs of customers demands for clean energy or to achieve carbon dioxide emission reduction goals. UVCE's business development and sales staff will offer products and services to target customers in various businesses to make UVCE's products and services known and to have the opportunity to receive work from potential customers.

Market situation and competitionOverall economic situation

The National Economic and Social Development Council forecasts that Thai economy will expand by 1.8%-2.3% in 2025, with a median estimate of 2.0%, a slowdown from 2.5% in 2024. The main driver of economic growth in 2025 is consumption spending, which is expected to expand by 2.1%, down from 4.4% in 2024, due to a slowdown in foreign tourist receipts and a decrease in farm income due to lower agricultural prices. Meanwhile, government consumption spending is expected to expand by 1.2%, down from 2.5% in 2024. Total investment is expected to expand by 2.1%, compared to 0.0% in 2024. Private investment is expected to expand by 1.0%, improving from a 1.6% decline in 2024. Public investment is expected to expand by 5.2%, up from 4.8% in 2024. Export value in US dollar terms Thailand's exports are expected to expand by 5.5%, slowing down from 5.8% in 2024, in line with the high growth in export value during the first half of 2025, which grew by 15.0%. However, the impact of US retaliatory tariffs and the slowdown in the global economy and trade volume is expected to begin to impact Thailand's export sector more in the second half of the year. Combined with the reduction in service exports to reflect the reduction in the number and revenue of foreign tourists, export volume of goods and services in 2025 is expected to grow by 5.1%, slowing down from 7.8% in 2024. Average headline inflation in 2025 is expected to range from 0.0% to 0.5%, compared to 0.4% in 2024, consistent with the continued decline in fresh food and energy prices.

However, the expansion in the second half of 2025 and beyond for the Thai economy faces the following key limitations and risk factors:

- The impact of the US import tariff increase or reciprocal tariffs levied on Thailand at a rate of 19%, effective from 7 August 2025, and the imposition of specific import tariffs, particularly an additional 25% import tariff on automobiles and automotive parts, is expected to impact Thai economy in the second half of 2025 following the acceleration of Thai imports in the first half of 2025, especially export products in which Thailand may lose market share in US, such as electrical appliances and communication equipment, electronics and computers, automotive components and equipment. Furthermore, the impact of a decrease in demand for intermediate goods and raw materials in the production chain of countries blocked by US, especially China, may see lower exports due to decreased demand for products such as automotive parts, computer components, rubber products, plastic seeds and chemicals.

- Private sector debt remains high under continued tightening credit standards, with the household debt-to-GDP ratio at 87.4% in Q1 2025. Meanwhile, loan quality has continued to decline, particularly in personal consumer loans, where the ratio of non-performing loans (NPLs) and special mention loans (SMLs) to total loans in Q1 2025 stood at 3.4% and 7.8%, respectively, up from 3.0% and 7.0% year-on-year ("YoY"). Meanwhile, the quality of SMEs loans has continued to decline, with the ratio of NPLs and SMLs to total loans in Q1 2025 reaching high levels of 7.4% and 13.4%, the highest in two quarters and 17 quarters, respectively. Going forward, SMEs are expected to face increasing pressure from international trade protectionist measures and the impact of increased competition from imported goods, which will weaken their financial position.

- The slowdown in the tourism sector, with the cumulative number of tourists during the seven months of 2025 at 19.3 million, a 6.4%YoY decrease. As a result, Thailand is expected to welcome 33.0 million foreign tourists in 2025, a 7.2% decrease from the previous year. However, foreign tourist revenue is expected to reach 1.57 trillion Baht, a 4.7% increase, as per-capita tourist spending is expected to increase, although this growth rate is slower than the 45.8% growth seen in 2024.

○ Global economic and trade volatility. Risks that require close monitoring include (1) uncertainty regarding US import tariffs on major trading partners, uncertainty regarding the increase in import tariffs on specific products and international trade control measures on capital goods and key raw materials such as semiconductors, steel, aluminum, and rare earths; (2) risks from different monetary policy directions of major central banks, which may affect exchange rate volatility of developing and emerging market economies, as well as volatility in global financial markets; (3) risks from a slowdown in Chinese economy due to debt problems in the real estate sector and the impact of US trade protectionist measures; (4) prolongation of geopolitical conflicts, especially those in Middle East, which risk escalating and potentially affecting energy prices, commodity prices, and logistics costs in the global market; and (5) risks to the economic stability of developing and emerging market economies due to the global economic and trade slowdown.

Power generation business

Information from the Energy Policy and Planning Office, The Ministry of Energy found that electricity generation for the first eight months of 2025 (January-August 2025) totaled 153,968 gigawatt-hours ("GWh"), a 4.6% YoY decrease. The majority of electricity generation came from natural gas, which accounted for 84,387 GWh or 54.8%. This was followed by electricity generation from imported/exchanged electricity at 25,106 GWh or 16.4%, coal/lignite at 22,892 GWh or 14.9%, renewable energy generation at 16,410 GWh or 10.7%, hydropower generation at 5,148 GWh or 3.3%, and diesel and other fuel oil generation at 25 GWh.

Electricity consumption for the first eight months of 2025 totaled 140,384 GWh, a 3.7% YoY decrease. Electricity consumption in the industrial and business sectors amounted to 57,887 GWh and 35,335 GWh, a decrease of 2.7% and 4.3%, respectively, due to the industrial sector facing pressure from US import tariff policy, which directly impacted Thailand's main export products. Household electricity consumption amounted to 40,332 GWh, a decrease of 6.2% due to economic uncertainty and high cost of living, causing consumers to reduce unnecessary expenses and electricity use within the home.

According to the research report "Thailand's Fossil Power Plant Business Trends" by Kasikorn Research Center Co., Ltd. ("KResearch Center"), the fossil power plant business will continue to grow in 2025, driven by an expected 0.6% increase in fossil electricity demand. Revenue from fossil electricity generation for sale to the government in 2025 is expected to expand by 1%, though at a slower pace compared to 2024, due to a slowdown in the business and household sectors. Meanwhile, revenue from electricity sales to industrial estates in 2025 is expected to decrease by approximately 3.6% due to production contraction caused by the trade war, oversupply from Chinese goods, and the continued slowdown in Thai economy. Meanwhile, electricity demand from the business sector is expected to expand by only 0.2% in 2025, due to a 1.1% contraction in electricity consumption in the manufacturing sector, in line with the expected production contraction. Electricity consumption in the service sector is expected to decrease to 2.2%, down from 8.7% in 2024, due to slower demand in the wholesale/retail, hotels and accommodation, and storage businesses, which account for over 70% of total service sector electricity consumption. Household electricity demand is expected to expand by 2.0%, following growth in urban areas and a downward trend in electricity rates compared to the previous year.

However, the fossil-fuel power plant business poses medium term to long term risks. The draft Power Development Plan of Thailand 2024-2037 (Draft PDP 2024) aims to reduce dependence on fossil fuels and increase the share of renewable energy in the power system. Fossil fuel-based power generation is projected to decrease by 20%, from 38,108 MW in 2023 to 30,453 MW in 2037, while the share of fossil fuel supply is expected to decrease from 72% in 2023 to 49% in 2037. Furthermore, in the long term, fossil-fuel power generation is expected to decline further to achieve the net-zero greenhouse gas emissions target by 2065. Furthermore, industrial estate operators are expected to increasingly turn to clean electricity due to the draft Climate Change Act and stricter global trade regulations. This is particularly true for operators exporting to the European Union, which will implement Carbon Border Adjustment (CBAM) measures in 2026. This has prompted industrial estate manufacturers to increasingly turn to renewable energy to maintain competitiveness in the export market.

According to the KResearch Center's "Trends in Renewable Energy Business in Thailand," demand for renewable energy power purchases is expected to increase in 2026 from both the public and private sectors. Renewable energy electricity sold to the public sector is expected to reach 24,303 GWh, and to the private sector 4,249 GWh, representing increases of 2.8% and 8%, respectively. The largest renewable energy sources sold in 2026 were biomass and solar, accounting for 79% of electricity sold to the public sector and 96% of electricity sold to the private sector. The remaining sources were wind, waste, and biogas, accounting for 21% and 4% of electricity sold to the public and private sectors, respectively. Biomass remains the most widely used source for electricity generation due to its higher production stability and flexibility compared to other renewable fuels. Furthermore, Thailand is well-prepared in terms of raw materials due to its agricultural production base. However, in the future, solar power will increasingly be used and become a primary fuel source, as targeted in the draft Renewable and Alternative Energy Action Plan 2024-2037, which aims for 68% of renewable energy by 2037 to come from solar power. However, the renewable energy power plant business faces medium term to long term risks. Currently, there is no Third Party Access (TPA), allowing private power producers or other energy providers to freely access and use the government's electricity grid. This prevents private power producers from selling electricity directly to consumers through the government grid. Furthermore, private power producers must compete with government green electricity projects (Utility Grid Tariff : "UGT" or clean energy services with Renewable Energy Certificates) in the private power market. This may lead private power consumers, especially large-scale consumers, to opt for UGT over private PPA contracts in the long term, given the advantages of government services in terms of comprehensive infrastructure and the ability to supply large, reliable electricity volumes.

(c) Procurement of products or services

The electricity and steam generation processes of SSUT and PPTC are summarized as follows.

- Production by gas turbine power generation consists of gas turbine and generator, starting from compressed air to high pressure and then mixed with natural gas in the combustion chamber with the ignition system to create sparks, causing combustion to become hot gas with expansion, which is used to drive the blade of gas turbine, which is connected to the shaft, causing the shaft to rotate and produce torque. This causes the generator rotor to rotate along the shaft axis and induces an electric current.

- Hot gas drives the blade of a gas turbine that is still at a high temperature and the remaining energy is quite high (about 500-600 degrees Celsius) will be sent to the steam generating unit (Heat Recovery Steam Generator : "HRSG"). The residual heat is recycled to transfer heat energy to the water and turn it into high-pressure steam. Hot gases with reduced temperature will be discharged through the shaft of HRSG.

- Part of the high-pressure steam vented from the HRSG is sold to factories within the industrial estates and the other part is collected into a steam turbine generator to turn the steam turbines with their connecting shafts to the generator. Steam generated from the steam turbine power generation unit will be exchanging heat with water from the cooling tower to condense water vapor into water before circulating back to use in HRSG.

The main raw material for the cogeneration power plant is natural gas, for which SSUT and PPTC entered into a natural gas supply contract with PTT Public Company Limited. Power plants use tap water to produce purified water for steam generation and use wastewater that has been treated to reduce the temperature of the power plant's machinery. The cooling tower system of the power plant is designed to be able to use treated wastewater.

UVCE procures products from manufacturers with experience and expertise, well-known and internationally recognized, as well as having a reasonable price. UVCE has a team to provide a full range of related products and services from design, procurement, installation and maintenance.

Environmental impact

SSUT and PPTC power plants have been certified for environmental management according to ISO 14001 standards and have been monitored for various impacts that may arise from the operation of the power plant according to the management and control plan specified in the Environmental Impact Assessment Report ("EIA"), controls emissions of nitrogen oxides, sulfur dioxide, particulate matter, temperature and fuel-to-air ratio to the levels required by law. As well as provide a measure of pollution and noise levels arising from power plants to ensure that the level does not exceed the criteria prescribed by law. The results of the implementation of measures to prevent, reduce and monitor environmental quality will be reported to the Energy Regulatory Commission and related regulatory agencies within a specified period of time both hazardous and non-hazardous waste.

(d) Tasks which have not been submitted

SSUT has a power purchase agreement with EGAT of 180 MW for a period of 25 years ending in December 2041, and PPTC has a power purchase agreement with EGAT of 90 MW for a period of 25 years ending in March 2041. In addition, SSUT and PPTC have power and steam purchase agreements with customers who are industrial plants in industrial estates where each business is located which has the amount of electricity or steam that must be delivered according to the period agreed in the contract with each customer.

As of 30 September 2025, UVCE has 3 projects in the pipeline for procurement and installation of solar cells and EV charging stations, with a combined value of approximately 105.5 million Baht, which will be gradually installed and implemented during Q4 2025 to Q4 2026.

(1.2) Commercial refrigerator business**(a) Characteristics of products or services**

PIC is a manufacturer and distributor of commercial refrigerators such as mini-mart refrigerators, stainless steel refrigerators, bakery refrigerators for shops, restaurants, hospitals for use in various industries under the brand "PATANA INTERCOOL", including providing other related services as follows:

- Producing refrigerators under the customer's brand (Original Equipment Manufacturer: OEM Service) PIC can design, manufacture, research, and develop refrigerator performance according to the standards and customer requirements.
- Producing refrigerators or kitchen equipment according to the customer's specific design (customized product) to give the store a unique identity or have a form of use according to the needs.
- Consulting and designing shops and kitchen spaces as required.
- Repairing services for broken refrigerators and provides yearly maintenance of refrigerators equipment, including refrigerators rental with maintenance and repair services throughout the rental period.

Business innovation development

PIC focuses on the development of innovative products and manufacturing technologies to create added value for products and services to meet the diverse needs of customers with modern innovations, there are usage patterns that increase user convenience and are environmentally friendly. This is an important strategy to increase competitiveness and maintain leadership in the business. In 2022-2024, PIC will increase the efficiency of the production process to become a "Smart Factory" with robotics and automation system technology by investing in installing automatic machinery and investing in welding robots and automatic metal folding machines with a total investment value of 101.1 million Baht to increase the accuracy and speed of part production and assembly, as well as increase the efficiency, accuracy, continuity of production and help reduce production losses. For the fiscal year 2025, PIC is developing Internet-based IOT connectivity technology, Phase 2, to increase convenience in using refrigerators and developing SIM card-based refrigerators for retail customers who want refrigerators for rent.

(b) Market situation and competition

Marketing policy

Product and services quality strategy PIC has more than 40 years of experience in the commercial refrigerators business as the country's first minimart shop refrigerator manufacturer and today's major commercial refrigerator manufacturer. PIC is a manufacturer and/or distributor of commercial refrigerators and standard export kitchen equipment which has a wide range of products and a full range of services, including design, research, development, production, installation and maintenance. PIC's refrigerators are designed and developed by a team of architects and engineers to have a beautiful and modern style, with a variety of functions to choose from according to the needs of use, made from durable materials, using innovative energy-saving and environmentally friendly materials under the production process with modern machinery and technology, control the design and production standards with the quality management system (ISO 9001: 2015) and the environmental management system (ISO 14001). Additionally, PIC offers design, research, development and manufacturing services for refrigerators and kitchen equipment, as well as design services for shops and kitchen spaces for business and retail customers with the capacity to support mass production. PIC has been chosen as a manufacturer of refrigerators and/or kitchen equipment from business customers which is a distributor of commercial refrigerators under various brands or a large business customer engaged in the manufacture and/or distribution of well-known branded consumer goods. At the same time, PIC never stops developing or introducing new products to be in accordance with the situation and needs of customers at each time.

Pricing strategy PIC determines selling prices to be suitable and competitive by considering factors such as raw material prices, costs and expenses of production or procurement, quantity or style of products, service scope as well as considering market conditions and price competition with other competitors at that time.

Proactive marketing strategy PIC aims to maintain good relationship with existing customers, both business customers, dealers, general retail customers by maintaining product quality and after-sales service. PIC has a policy for the sales team to follow up to present new products or technologies, which is beneficial to the business or the use of existing customers and/or jointly support the customer's business activities on various occasions to maintain a consistent good relationship, such as meeting with customers to listen to opinions or suggestions to improve the quality of products and services or join to congratulate when customers open a store that chooses PIC's products or services, etc. In addition, PIC increases distribution channels and promotes product information through online media such as website, Facebook, Instagram, LINE and participates in trade shows to expand access to new customer groups. Along with organizing promotional activities at certain times to boost sales, such as offering products that offer special discounts at trade shows or during various festivals, etc.

Target customer group

PIC's customers are: (1) business customers who engage PIC to manufacture refrigerators under their brands (OEM); which in fiscal year 2025 accounted for approximately 40% of total sales revenue (2) large business customers engaged in the manufacture and/or distribution of well-known branded consumer products such as department stores, retail stores and/or convenience stores with branches nationwide, restaurants, coffee shops, bakery shops, etc., which hire PIC to design, manufacture and install refrigerators and/or kitchen equipment and (3) general customers, including business customers, government or private organizations and end users who demand for refrigerators, kitchen equipment, small electrical appliances, etc., which sales from customers in (2) and (3) total approximately 60% of total sales revenue.

Sale distribution channels

Business customers and general customers can purchase products or request services from PIC's marketing department, which has channels to contact via phone, website, online media such as Facebook, Instagram, LINE, etc., or products from stores or a distributor of PIC's products. In addition, with its reputation for business and the example of large business customers which is known to the general public, resulting in PIC being contacted by new customers through the above-mentioned contact channels as well as having the opportunity to get new orders from the referrals of existing or current customers of PIC. Most of the sales in the fiscal year 2025 came from domestic customers.

Market situation and competition

PIC is a contract manufacturer of quality refrigerator for several major domestic refrigerator distributors with well-known brands and exporters of refrigerator for sale abroad. PIC also manufactures and distributes refrigerator and kitchen equipment under the brand name "PATANA INTERCOOL". The growth of the refrigerator business depends on the overall economic situation and the food and beverage business, as follows:

Food and beverage business

KResearch Center's food and beverage business outlook report indicates that the food and beverage market in 2025 will have a market value of 646 billion Baht, growing 2.8% from 2024. This is a downward revision from the previous forecast of 4.6% growth, or 657 billion Baht. This is due to the highly uncertain growth outlook for Thai economy in 2025, posing risks to employment and consumer purchasing power, key factors in the growth of the food and beverage business. Furthermore, the number of foreign tourists in 2025 is expected to decrease, while some Thai tourists are cautious about spending due to economic factors. However, the food and beverage business is supported by increasing consumer dining out and ordering food to go, as well as new food and beverage brands entering the market and branch expansion by entrepreneurs. According to the Department of Business Development, in the first three months of 2025, 973 new food and beverage businesses were registered. Although this represents an 11.0% year-on-year decrease, the food and beverage business remains one of the top five new businesses registered each year. By 2025, the number of food and beverage businesses nationwide is expected to exceed 690,000 (excluding other types of food and beverage businesses, such as street-side food carts without a permanent storefront, food trucks, and ghost kitchens, which are numerous).

In 2025, KResearch Center projects that the restaurant business (including full-service restaurants, limited-service restaurants, and street food restaurants with storefronts) will have a market value of approximately 562 billion Baht, growing 3.0% YoY. The beverage business sector (including bakeries and ice cream shops) will have a total market value of approximately 84,200 million Baht, growing by 1.9% YoY, partly due to the expansion of branches by both large and small entrepreneurs (individuals) who have opened new shops and the expansion of beverage shop franchises by foreigners who have entered the Thai market more.

(c) Procurement of products and services

PIC's head office and production facility are located in Klong Luang District, Pathum Thani Province. The maximum refrigerator production capacity is 55,500 units per year and as of 30 September 2025, PIC used approximately 52.30% of the production capacity. PIC will produce and deliver products according to customer orders and will produce some items that are popular with general customers as a certain amount of inventory for PIC to have products for sale and deliver to customers immediately when receiving orders through various distribution channels. The main raw materials for the production of refrigerator are metal sheet such as stainless steel, iron, zinc, etc., foam insulation, compressors and other electrical equipment such as wires, evaporator coils. PIC orders approximately 97% of the raw materials from domestic manufacturers and approximately 3% from overseas sources, such as China. Criteria for purchasing raw materials will consider purchasing raw materials from manufacturers capable of producing quality products that meet PIC's standards, including prices and delivery times that are in line with PIC's cost and production plans. PIC does not source more than 30% of raw materials from any manufacturer and/or distributor.

(d) Tasks which have not been submitted

As of 30 September 2025, PIC has products waiting to be produced and delivered to customers according to orders totaling approximately 89 million Baht, which will be gradually delivered within Q2 2026.

(1.3) Construction management and supervision consulting business

UVC holds shares in STI, which operates a consulting business for construction management and supervision both low-rise and high-rise residential real estate projects, and commercial real estate projects such as department store, office building, hotel, exhibition center, etc. STI acts as a representative of the project owner or the main contractor in management and control of construction project to complete according to the employer's objectives in terms of time, cost, quality, and scope. Additional information on business operations of STI and its subsidiaries can be viewed from Annual Registration Statement (Form 56-1) at www.sti.co.th or www.sec.or.th or www.set.or.th.

(1.4) Investment business in other companies and provide financial and investment advisory services**(a) Characteristics of products or services**

UVC operates investment business in other companies. Currently, it holds shares in STI, FS, AA, EV and EEI, as well as operates financial and investment advisory services. The details of the services provided are as follows:

- Project Consulting : UVC offers business feasibility studies and analysis of commercial real estate project in terms of business, marketing, finance, proposes alternatives and recommendations for project development and investment with assessment on opportunities and risks that may occur for each alternative, as well as offering services of conducting investment plan and structure according to appropriate alternative. In addition, UVC also offers services of being supervisor, coordinator, and manager during project development period (before and during construction period) in order for the project to launch according to specified plan.

- Investment Banking – Finance and Business Consulting : UVC offers financial advisory services according to the need of employer such as business merger and acquisition, sale or acquisition of business, studies on feasibility or cost effectiveness of project or investment, business valuation, preparation of company's financial projections, capital financing, etc.

(b) Market situation and competition**Marketing policy**

UVC provides real estate project consultancy and financial advisory services by executives and teams with experience, knowledge, and expertise in various professions such as finance, marketing, engineering and construction, specifically for real estate project consultancy in which UVC has long experience (since 2002) and has portfolio of its consultancy in various projects, such as, One Bangkok Project, One Bangkok Forum Building, Office building T PLACE Thonglor Soi 4, Renovation of Queen Sirikit National Convention Center, Baan Munkong Chonnabot Project, Alliance Françoise Relocation Project, ThaiBev Quarter Building, Samyan Mitrtown, Modena by Fraser Buriram, BAB Box Building (Command Center of the Bangkok Art Biennale 2018 International Contemporary Art Festival), etc. UVC offers complete consultancy services from feasibility studies to supervision until completion according to defined plan or goals under prices that are appropriate and competitive to other operators in the business.

Target customer group

Target customer group of UVC includes business operators of real estate business or other businesses that wish to employ consultants to provide advices on project development or investment or to be financial advisors in order to mitigate risks that may occur from new project procedures, expansion into new business, or entering into financial transactions.

Sale distribution channels

Customers who wish to use UVC's services can directly contact UVC. In addition, due to UVC's experience and portfolio as a consultant of multiple real estate or investment projects, UVC has been employed by new customers from the reference of its previous customers who used its services.

Market situation and competition

The growth of UVC's business of financial and investment advisory is related to the expansion of overall economy and real estate business. This information is presented in the topic "Market situation and competition" of Real estate for sale business and Real estate for rent business.

(c) Procurement of products and services

UVC has working team with experience, knowledge, and expertise in various professions, including engineering, construction, architecture, finance, marketing, etc., to provide complete services to customers of all business groups.

(2) Real estate and related businesses**(2.1) Real estate for sale business****(a) Characteristics of products or services**

GRAND UNITY is the investor and developer of real estate high-rise projects for residence (Condominiums) located in community area, convenient facilities, and transportation routes under various brands, which focus on project locations next to or near the skytrain stations under concept "Simply Makes Sense.", creating residential area that meets with every lifestyle in order to expand product base of GRAND UNITY to cover all market and customer groups. As at 30 September 2025, GRAND UNITY has projects open for sale as follows:

Project's names	Location	Land area (rai)	Date of sale	Number of units	Project's value (MB)	Construction status	Total sale (%)	Amount of ownership transfer (%)
MAZARINE Ratchayothin	Phahonyothin Road, next to Ratchayothin BTS station	3-3-46	October 2018	476	2,400	Completed	92	91

Project's names	Location	Land area (rai)	Date of sale	Number of units	Project's value (MB)	Construction status	Total sale (%)	Amount of ownership transfer (%)
The Private Residence Rajdamri	Sarasin Road, Soi 2, Lumpini	3,304.32 Sq.m.	April 2019	29	488	Completed Renovation	72	72
ANIL Sathorn 12	Soi Sathorn 12, North Sathorn Road, next to Saint Louis BTS station	1-2-35	June 2019	222	3,270	Completed	88	87
KARA Ari- Rama 6	Rama 6 Road, Soi 41	0-1-84	June 2019	28	210	Completed	47	47
CIELA Charan 13 Station	Soi Charan Sanitwong 13, near Charan13 MRT station	1-3-96	June 2019	360	990	Completed	81	80
Denim Chatuchak	Vibhavadi-Rangsit Road, Soi 3, near Mo Chit BTS Station	9-1-23	November 2019	1,817	4,870	Completed	78	77
CIELA Charoen Nakhon	Somdet Chao Phraya Road, near Gold Line Monorail	1-0-15	March 2020	105	340	Completed	59	56
Blue Phahonyothin 35	Phahonyothin 35 Road	2-1-97	February 2022	322	796	Completed	100	99
Blue Sukhumvit 105	Lasalle Road (Soi Lasalle 57)	3-1-18	June 2022	387	720	Completed	44	43
Blue Sukhumvit 89	Sukhumvit Road (Sukhumvit 89)	2-2-0	March 2023	328	860	Completed	77	76

Remark Blue Phahonyothin 35 project sold the last unit and closed the project in September 2025, which is in the process of transferring ownership in October 2025

Business innovation development

GRAND UNITY recognizes the importance of product and related services development so that its condominium can respond to the needs of the target customers as well as to be consistent with social changes and important environmental issues at each time that will help increase business competitiveness as well as making GRAND UNITY condominium recognized and one of the choices of customers. In this regard, GRAND UNITY has expenses for product and/or service development in the fiscal years 2023-2025 of approximately 0.53 million Baht, 0.23 million Baht, and 0.20 million Baht, respectively. The majority of expenses are for developing the GRAND UNITY mobile application's functionality to provide greater convenience to users and for improving the efficiency of the Real Estate Management system.

(b) Market situation and competition

Marketing policy

Location of project : GRAND UNITY focuses on developing projects in area nearby electrictrain stations or communities with convenient transportation routes and facilities which are in high demand, covering various area of Bangkok and its vicinity in order to access variety of customer segments and diversify its business risk.

Developing valuable and diverse products to expand the market : GRAND UNITY develops products under the concept of "Simply Makes Sense." by focusing on the quality and product standards both design, construction and selection of quality construction and decorative materials according to the Brand Promise, such as using safety glass throughout the project, designing every condominium unit to have a private balcony, and the policy of "every project must pass EIA before starting sales". In addition, GRAND UNITY develops a variety of products, including Luxury, Premium, Premium Economy, Economy and Budget to expand the market to cover all customer groups.

Unique design with focus on optimal utility space : GRAND UNITY gives importance to giving concept and design for each project with uniqueness apart from other projects in the area, including its external architecture design, interior design, and scenery around the project that are modern, stylish, and equipped with convenient facilities such as retail stores, swimming pool, fitness room, and green area, etc. in order to attract interest of target customer group for each project. It also gives importance to designing utility space and room layout for its residents to be able to maximize usage of the space.

Project quality maintenance and after sale services : GRAND UNITY controls construction work to ensure quality, in accordance with construction standards and construction blueprints by selecting building contractors with experience and expertise under monitor by engineering consultant company and its construction department. It also to utilize innovation or technology related to construction, new construction material, furniture, decoration, and electronic equipment in project development to maximize residential benefits, and continues to add value and distinctiveness of its projects to attract interests of its target customer groups and increase competitive advantage by utilizing energy-saving and cooling building material and equipment, furnitures manufactured by quality mold-safe material, and precast bathroom to shorten the construction period,

helping to reduce dust and waste in construction, etc. Furthermore, GRAND UNITY provides after sale services to provide convenience for customers such as unit guarantees, maintenance teams ready to serve co-owners and residents, facilitating mortgage loan applications with various financial institutions, etc, as well as giving importance to establishing good relationships with co-owners and residents through customer relationship management ("CRM") activities which is beneficial and encourages good relations. In addition, GRAND UNITY has increased communication channels through online media and mobile applications in order to increase convenience and speed in receiving news and information from juristic persons, notification of CRM activities and privileges.

Determining appropriate and competitive selling prices : GRAND UNITY determines the selling price of a condominium unit based on the model and target customers of that project, land cost, construction cost, related expenses, and profit margin according to the policy, together with taking into account the selling price of other projects of the same level that are located nearby its projects, in order for its selling price to be in conjunction with purchasing power, gain interest from target customer group, and compete with competitors' prices. In addition, GRAND UNITY also gives importance to project cost and expense control, in order to determine proper selling prices and maintain investment returns at the specified level.

Public relations to access target customer and promotion campaigns to stimulate sales : GRAND UNITY utilizes sale media by constructing mock-up sample rooms at the sales office of each project in order for customers to experience room type and layout, furniture, decorating material, and atmosphere. It also adds channels to view room via Video Tour and Live Video Tour, along with advertising and public relations through various media such as online media and billboards nearby project area, etc. Furthermore, GRAND UNITY organizes sales promotion campaigns or direct marketing in some periods to stimulate room sales, such as by providing special offers during pre-sale period, presenting its projects in department stores or at the House and Condo Expo, etc. In addition, GRAND UNITY has increased sales channels for condominiums through CRM activities with co-owners and residents to build trust and good relationships with former co-owners and residents that may be a way to reach new customers based on the recommendations of former co-owners and residents.

Target customer group

GRAND UNITY focuses on competition in quality condominium market for customer with middle to high income. Target customers consist of (1) Customers who need residential room such as customers who need first residence, customers who have residence nearby projects but want to have second residence to support family expansion in the future, customers who need residence nearby workplace or school, etc. (2) Investors who need quality rooms located in area with potential in order to gain returns from rental or profits from sale.

Sale distribution channels

GRAND UNITY has a sales team with knowledge and understanding of the product to provide information to customers who visit the project and customers who ask for information via telephone, website and online social networks such as Facebook, Instagram, LINE so that customers can receive basic details of each project conveniently and quickly. In addition, GRAND UNITY also has communication channels via public relation media and special activities such as billboards nearby project locations, joining exhibitions, etc., and has sale distribution channel through real estate agent.

Market situation and competition

Data from the Real Estate Information Center, Government Housing Bank Public Company Limited ("REIC") reported that the overall housing market in the first half of 2025 continued to slow down on both supply and demand compared to the same period last year. However, on a quarterly basis, ownership transfers increased due to government measures such as reductions in transfer and mortgage fees and the Bank of Thailand's temporary relaxation of loan-to-value (LTV) criteria. REIC expects these supporting factors to continue to positively impact ownership transfers in the second half of 2025. In the first half of 2025, residential ownership transfers in Bangkok and its vicinity totaled 65,982 units, valued at 225,966 million Baht. This represents a 15.0% YoY decrease in unit and a 17.3% YoY decrease in value. Condominium ownership transfers accounted for 31,428 units, valued at 77,737 million Baht, a decrease across almost all price levels, except for the 1.01-1.50 million Baht price range, which saw unit and value increases of 18.1% and 15.4%, respectively. Low-rise property transfers totaled 34,554 units, valued at 148.229 billion Baht, a decrease in both unit and value across all price ranges. In the first half of 2025, foreign condominium ownership transfers totaled 7,167 units, valued at 28.711 billion Baht. This represents a 1.3% YoY decrease in unit and a 12.6% YoY decrease in value. This decline is due to the continued slowdown in Thai and global economies, which has a direct impact on purchasing power and has led foreign investors to be more cautious in their investments. The majority of buyers are Chinese.

On the supply side, permitted residential construction areas in Bangkok and its vicinity in the first half of 2025 totaled 3,078,740 sq.m., a 39.6% decrease compared to the same period last year, which saw 5,097,762 sq.m. Of this, 2,417,767 sq.m. was low-rise residential, down 44.7%, and 660,974 sq.m. was condominiums, down 8.5% YoY. Meanwhile, the number of new units and the value of new launches decreased by 34.0% and 25.8%, respectively. From January to June 2025, 112 new residential projects were launched, a decrease of 40.1%, totaling 18,278 units, a 46.0% decrease. The total project value reached 140,288 million Baht, a 44.6% decrease compared to the same period last year, when 187 projects, 33,848 units, were launched. The total project value was 253,133 million baht. By type, there were 84 new housing developments launched, a decrease of 42.5%. The total number of units was 7,814, a decrease of 56.6%, and the total value was 87,977 million Baht, a decrease of 51.8% YoY. Meanwhile, there were 28 new condominiums launched, a decrease of 31.7%, with a total number of units of 10,464, a decrease of 34.0%, and a total value of 52,311 million Baht, a decrease of 25.8% YoY.

Economic Intelligence Center of Siam Commercial Bank Public Company Limited ("SCB EIC") estimates that the housing market in 2025 is likely to continue to contract from the previous year due to key pressures, including (1) the recovery of purchasing power, particularly among middle-low-income earners whose expenses exceed their incomes. This, coupled with high household debt, prevents them from accessing new loans, leading them to decide to hold off on or postpone their purchases. (2) the tightening of financial institutions' lending practices, as reflected in the average annual increase in the proportion of outstanding NPLs for housing loans to total outstanding housing loans by commercial banks to 3.7% in 2024, up from 3.2%-3.3% in 2022-2023. (3) rising housing prices, in line with land prices, coupled with higher prices of key construction materials, such as steel and cement, than in the past. Furthermore, foreign purchasing power has been impacted by the global and Chinese economic slowdown. Chinese purchasing power accounts for approximately 40% of all foreign ownership transfers, with Chinese ownership transfers contracting by 22% YoY in 2024.

However, SCB EIC believes that condominiums are likely to remain more popular than other housing types over the next 1-2 years due to buyer preference prioritizing location. Currently, over 80% of condominiums are priced under 5 million Baht, making them more accessible to middle to lower income earners than horizontal housing. Condominium units and transfer values in Bangkok and its vicinity are expected to contract by 1%-3% YoY in 2025, down from the previously projected 1%-3% YoY growth. Meanwhile, detached houses and semi-detached houses will contract by 5%-7% YoY, and townhouses by 10%-12% YoY. New project launches in Bangkok and its vicinity in 2025 totaled approximately 54,000 units, a contraction of 11%-13% YoY, with a focus on high-end projects targeting high-potential purchasing groups. However, due to contracting demand, the accumulated unsold housing stock in 2025 will total 234,000 units, unchanged from the previous year.

For the 2026-2027 housing market outlook, Bank of Ayudhya Research Center expects new project launches to increase by an average of 0.5%-1.5% per year, or approximately 37,000 units per year, or approximately one-third of the pre COVID-19 outbreak period (2017-2019), when an average of 110,000 units were launched per year. Sales are expected to grow by an average of 0.2%-1.0% per year, driven by (1) the gradual recovery of Thai economy, averaging 1.5% to 2.0% per year; (2) the development of transportation infrastructure, especially the electric train line extending to the inner-city circle, which will increase access to new areas and stimulate housing demand in and around the electric train lines, including the suburbs; and (3) the increase in expatriates staying long-term in Thailand, including working professionals, investors, those relocating from overseas, and retirees, which will drive demand for middle to upper class housing, both in the form of long-term rentals and purchases for personal use.

(c) Procurement of products or services

Land procurement GRAND UNITY selects land in Bangkok and its vicinity with potential on location and appropriate price for project development. GRAND UNITY collects land information from various sources such as land owner, financial institutions, asset management companies, real estate brokers, etc. Before considering a land purchase, GRAND UNITY will preliminarily determine the project model to suit the land condition and target customer groups, including studying the feasibility of project development in terms of finance, legal and marketing.

Procurement of construction material and other equipment GRAND UNITY determines construction contractors to be responsible for procurement of main construction material such as steel, mortar, brick, stone, sand, etc. in which the costs of these material are included in compensation according to construction contract. GRAND UNITY will determine characteristics and exact prices of the main building material in construction contract in order to control the building material quality of its projects as specified. However, GRAND UNITY will procure certain construction and decoration materials by itself, such as elevators, furniture, and automatic parking systems, security system and CCTV, etc. GRAND UNITY has 3-5 experienced, expertise and reputable suppliers to submit price proposals to select suitable suppliers of products or services.

Project development After purchasing land, GRAND UNITY will analyze market conditions, competition, behavior, and consumer demand in the project area to determine the concept, project development model, and selling price to suit the project model and target customer group. Then, it will proceed to conduct EIA report to gain approval from related government agencies. The period for condominium development will be different depending on size and type of each project. Condominiums with a height of not more than 8 floors take 12 - 15 months to build, and 24 - 36 months for condominiums with a height of 8 floors or more. When the construction is complete, GRAND UNITY will have its Home Friendly staff to provide repair services to its co-owners and residents during the warranty period.

Environmental impact

Because a condominium project with height of 23 meters or 80 units and above or with utility space of 4,000 sq.m. and above is required to conduct and present EIA report within process of requesting for building permission by law, therefore, the construction of most GRAND UNITY condominiums are under the control of the Notification of the Ministry of Natural Resources and Environment Re: the principles, procedures, practices and guidelines for the preparation of environmental impact assessment reports. GRAND UNITY complies with the measures to prevent impacts on communities and the environment surrounding the construction project as specified in the EIA report. Over the past period, GRAND UNITY has no issues on environmental impact and no expenses on prevention of environmental impact.

(d) Tasks which have not been submitted

As of 30 September 2025, GRAND UNITY has projects open for sale in total of 9 projects in which there are room units that have been booked and awaiting transfer in total of 27 units which is calculated as sale value of approximately 88 million Baht.

(2.2) Real estate for rent business**(a) Characteristics of products or services**

UV Group by LRK and LRKP invested and developed office buildings for rent, namely

- Park Ventures Ecoplex Building is located on the corner of Wireless Road - Ploenchit Road, the central business district (CBD), the building is accessible via a link from the Ploenchit BTS station. It is a 22-story Grade A office building and the first office building to receive LEED certification (Leadership in Energy and Environmental Design) at Platinum level. On March 2016, LRK entered into contract for renting its office building area, fixtures, and building system with rental period of 26 years to Golden Ventures Leasehold Real Estate Investment Trust.

- T PLACE office building, 13 floors with total rental area of 13,690 sq.m., located on Thonglor Soi 4 on leased land, total area of 3-1-70 rai, investment value of approximately 1,430 million Baht.

(b) Marketing situation and competition**Marketing policy**

Location strategy : UV Group give importance to selection of project location in which all projects are located in the central business district or urban community surrounded by convenient facilities as well as conveniently accessible.

Project quality strategy : UV Group focus on development of quality buildings by designing projects to have unique and remarkable architecture, both exterior and interior, as well as designing the structure and layout of the building to accommodate usage of each renter group with different space usage. In addition, they also give importance to energy saving and arrange full convenience facilities. Furthermore, every project will have related services including consistent monitoring of building system and improvement of building in order to create easiness and highest satisfaction level of renters.

Pricing strategy : UV Group determine rental prices for office buildings in suitable level by considering costs, project location, project type, size of rental area, and target customer group, as well as rental prices of other operators within the same or nearby area.

Services quality and relationship strategy : UV Group give importance to services quality of building management and other services related to projects. They arrange assessment of building system to be in ready-to-use and good conditions and improve efficiency of building management regularly.

Target customer group

Target customer groups for renting office space are local companies and foreign companies who need quality office space and complete facilities that located in the central business district or urban community which is conveniently accessible.

Sale distribution channels

Building space leasing is operated via leading real estate brokers. UV Group coordinate closely with real estate brokers to select and examine information of rental customer, as well as providing project information needed by customers, proposing suitable rental prices, and monitoring until completion.

Market situation and competition

According to SCB EIC's research report "Commercial Real Estate Industry Trends in the Second Half of 2025 and 2026," occupant space in Bangkok and its vicinity is expected to expand slightly by 1% YoY to 8.1 million sq.m., and is expected to remain stable in 2026 due to pressure from the domestic economy, which is expected to grow slowly, the impact of the trade war, global economic uncertainty, and investment trends. Demand for new office space for rent is likely to come primarily from foreign companies investing in high-quality Grade A and A+ downtown locations, as well as those interested in lower rental rates outside the city, which offer convenient transportation or transport between production bases, offices, and distribution points. The supply of office space for rent is likely to be oversupplied, with new supply expected to continue expanding by 2.5% to 4.5% YoY in 2025 and 2026, reaching 10.1-10.4 million sq.m.. This is particularly true for large-scale Grade A and A+ projects in central locations. This has resulted in occupancy rates tending to decline and remain below 80%, particularly for large-scale Grade A and A+ projects in central locations and middle to outer Bangkok, where new supply is increasing significantly. This has also put pressure on rental rates in 2025, which are expected to contract by approximately 1% YoY, before stabilizing in 2026. In the long term, office space for rent is at risk of oversupply due to the rapid development of AI technology, which enhances work efficiency to the point where AI agents are being used to replace humans. This could lead to some businesses requiring fewer employees and office space.

(c) Procurement of products or services

Land procurement UV Group procure land for development in business district with convenient transportation and study the feasibility for project development in terms of finance, law, and marketing thoroughly before considering and approving the purchase or lease of the land. UV Group will enter into long-term rental contract and may have conditions for the right to extend rental contract.

Building material procurement UV Group determines construction contractors to be responsible for procurement of main construction material such as steel, mortar, brick, stone, sand, etc. in which the costs of these material are included in compensation according to construction contract. UV Group will determine characteristics and exact prices of the main building material in construction contract in order to control the building material quality of its projects as specified. However, UV Group will procure certain construction and decoration materials by itself, such as elevators, furniture, and automatic parking systems, security system and CCTV, etc. UV Group has 3-5 experienced, expertise and reputable suppliers to submit price proposals to select suitable suppliers of products or services.

Project development UV Group will use pricing bids in procurement of engineering consultant company, construction contractor, and suppliers with experience, expertise, well known credibility, and proper price proposal to be responsible for designing, supervising construction, proceeding with construction, or sourcing for products and services of its project to complete as planned. The project construction period is estimated at 12-36 months depending on the type and size of project. The construction contract will specify period for construction insurance of 12 months from the date of delivery.

Environmental impact

UV Group design and develop appropriate utility systems in commercial real estate projects for rent in order not to affect the community and the environment surrounding the project. They also give importance to the energy-saving design and construction building to align with global standards. Furthermore, they also employ consultants to prepare EIA report to propose within process of requesting permission for construction by law and to supervise and ensure that the measures to prevent impacts on communities and the environment surrounding the project are strictly complied with as specified in the EIA report.

(2.3) Business of building management, investment and property management and related services**(a) Characteristics of products or services**

This business is operated by SENSES, UVAM and CONNEXT. The business of each company is summarized as follows:

- SENSES and UVAM operate business of real estate project management and is responsible for management of project resource for efficiency and benefits to project revenue creation. This includes management of building and facility to create readiness for utilization of renters and users; management of customers or renters to create or maintain positive relationship between project owner and renters which will be beneficial for new area development and rental contract extension with appropriate rental prices; and management of public relations to create positive project image, project reputation, and extensive attraction of target customer group and general public. In addition, providing management services for residential buildings and condominium juristic persons. As of 30 September 2025, there are residential real estate projects and commercial real estate projects that have been hired as follows:

- Siri Apartment and 26 condominiums, namely U Delight Bangsue @ Station, U Delight Ratchavibha, Condo U Kaset - Nawamin, KARA Ari- Rama 6, The Private Residence Rajdamri, Mazarine Ratchayothin, ANIL Sathorn 12, Denim Chatuchak, CIELA Charoen Nakorn, Blue Sukhumvit 105, Noble BE33, Noble Around Sukhumvit 33, Noble BE19, Noble State Sukhumvit 39, NUE Noble Srinakarin - Lasalle, CIELA Charan 13 Station, Noble Around Ari, A Space ID Asoke-Ratchada, Blue Phahonyothin 35, Blue Sukhumvit 89, Watthana Heights Condominium, Ideo Mobi Rangnam, ONE89 Wireless, EI8HTEEN SEVEN, KLOS Ratchada7, Chapter Chula-Samyang.

- Office buildings: CW Tower and T PLACE Thonglor Soi 4
- The Street Ratchada shopping mall and One Bangkok Retail (Scope of work includes maintenance of store systems or equipment, administrative tasks, store care before opening hours, and inspection of activity areas before and after dismantling equipment.)

- CONNEXT operates as a real estate consultant for the selling, purchasing, leasing of real estates both real estate projects of UV Group and real estate projects of other operators.

(b) Market situation and competition**Marketing policy**

SENSES, UVAM, and CONNEXT offer quality services with professional teams possessing business experience and expertise under working process standards, team working, and efficient communication. They also utilize the advantage from cooperation between businesses under UV Group such as data base of rental customers, customers, investors, suppliers of products or services related to real estate projects in order for their customers to receive quality services, satisfaction, and maximum benefits from using services of the Group under appropriate prices and comprehensive services coverage.

Target customer group

Target customer group of SENSES, UVAM, and CONNEXT is owners of real estate projects of all types for both residential and commercial real estate projects who wish to employ manager for project or housing estate juristic persons or agency and broker for selling, purchasing, and leasing real estate with business experience and expertise to manage projects to proceed efficiently, create maximum satisfaction to renters and users, as well as ensuring that the real estate project for rent or sale of employer meets its sales or rental targets.

Sale distribution channels

Customers who wish to use building management services, condominium juristic person services, and real estate buying and selling services can contact SENSES UVAM and CONNEXT directly. In addition, each company will offer its services to new potential customers to create opportunities to get more jobs, along with maintaining good relationships with existing customers by maintaining the quality of service and offering new services that will be beneficial to the business of existing customers to increase the opportunity to continuously renew the employment contract.

Market situation and competition

The business growth of building management, investment and management of real estate projects, and related services is related to the expansion of the overall economy and real estate business, as presented in the topic "Market situation and competition" of Real estate for sale business and Real estate for rent business.

(c) Procurement of products and services

SENSES, UVAM, and CONNEXT has professional team with experience, knowledge, and expertise in business to provide comprehensive services related to residential building management, estate juristic persons management, and full management of selling, buying, leasing real estate.

(2.4) Business of distribution of security control systems, access control systems and building automation systems**(a) Characteristics of products or services**

FS develops or provides building security solutions. The solution connects various building devices and control systems into a single system, such as building access system, elevators, car parking, turnstile/ flap gate, closed circuit camera, and other security systems. FS products can be divided into the following systems:

- Security control and convenience system at car parking area (car park system) such as detecting suspicious objects under vehicles, license plate recognition camera system, automatic card reader system for both long and short distances, parking space guidance system, parking payment system for both using staff manually and automatically payment, including electronic payment systems (e-payment).
- System for controlling entry and exit of area within building (building access control system) such as automated turnstile or speed-gate, revolving door systems and automatic door system which are controlled and monitored with modern security protocols such as using cards to enter and exit buildings, checking using 3D palm and face characteristics. The access control system can be connected to a body temperature monitor and display elevator call numbers to increase safety and efficiency in building management, including the visitor management system and the elevator control system.
- High-quality CCTV system (monitoring system) with software systems to support applications such as image data analysis systems for safety warnings and use in marketing, camera sensors to detect abnormal temperatures or detect people with high fevers entering the area.
- Consulting and design services to connect various systems to work together (integrated system) under the management of the Building Automation System which enables fast monitoring of systems in order to manage building with efficiency, save energy, and reduce expenses. The central management system can be connected to IoT sensors or other devices to work together.
- Smart city systems such as lighting poles and the installation of smart control equipment (smart poles), CCTV management and control systems with image analysis systems and event notification by specifying location on the map, and contact and building user management systems that connect various systems that use data to verify identity together, i.e., access control systems, car parking systems, meeting room booking systems, and co-working space management-smart lockers.
- Audio & visual system to manage and display audio and visual data in various places such as meeting rooms, seminar rooms, cinemas, public areas by using technology that helps communication to be efficient and interesting such as VDO conference system, large advertising signs (LED video wall), digital signage, public address system, etc.
- Various technology products and solutions such as servers and storage, both equipment and space to help manage access, storage, backup and security of data, software dashboard to display important data through graphics in an easy-to-understand and interesting format, etc.

(b) Market situation and competition**Marketing policy**

Product and services quality strategy : FS procures and distributes products from leading manufacturers with expertise and a reputation that is internationally recognized, as well as developing solutions and providing new products in accordance with the situation and needs of customers in each period. In addition, FS operates under the ISO 9001 quality management system and is equipped with experienced and skilled personnel, able to provide comprehensive services to customers both consulting and designing according to customer requirements, supply and installation of products, including after-sales service for maintenance. FS has a Call Center so that customers can contact 24 hours a day.

Pricing strategy : FS sets prices for products and services to be suitable and competitive, considering the costs for sourcing FS's products or services, the numbers or types of products, the size or complexity of the system, as well as the market situation and price competition with other operators at the time.

Proactive marketing strategy : The sales team offers products and services to prospective customers in various businesses to help FS products and services become more widely known, creating opportunities to get work from new target customers. At the same time, FS aims to maintain good relationships with existing customers by maintaining the quality of after-sales service to satisfy customers and presenting products or systems with new technologies that will be beneficial to the business operations of existing customers.

Target customer group

FS's target customers are those responsible for designing, configuring, or selecting real estate project equipment and control systems, such as project owners, main contractors and sub-contractors, consultants involved in the construction or management of real estate projects, project engineers, property managers, etc.

Sale distribution channels

Customers interested in or wishing to purchase products or use services of FS can consider basic product and service information through the website or contact sales staff through various contact channels such as telephone, email, and LINE, as shown on the FS website. In addition, with its reputation in the business, examples of large real estate projects that choose to use FS products or services, and good relationships with current customers, FS has been contacted by new customers through the contact channels mentioned above. Including the opportunity to get a new job through the referral of existing FS customers.

Market situation and competition

Due to the growth of FS security control systems, building access systems, building automation and management systems business, it is in line with the overall economic and real estate growth which such information appears in the topic "Market situation and competition" of Real estate for sale business and Real estate for rent business.

(c) Procurement for products and services

FS procures products from both domestic and international manufacturers to distribute to customers with specific consideration for only quality products from leading manufacturers with experience, expertise, and generally accepted reputation, as well as appropriate selling prices in order for FS's products to be able to compete in the market. This comprises of products from domestic manufacturers of 92% and international manufacturers of 8%. FS has its working teams with knowledge and experience to provide complete services to customers including design, installation, providing solution, and maintenance.

(d) Tasks which have not been submitted

As of 30 September 2025, FS has 6 real estate projects in the process of installing equipment or systems, with a total work value of approximately 26.2 million Baht, which will be gradually installed and delivered within Q4 2026.

In addition, UVC invested in 80% of AA shares. AA is a distributor and installer of products related to electrical control systems, security systems, audiovisual systems and other equipment such as fire-resistant cables and low smoke cables from world-class manufacturers for both horizontal and vertical residential real estate projects, including commercial real estate projects in various forms, such as office buildings, hotels, shopping malls, retail stores, industrial plants, and warehouses. AA offers comprehensive services to customers, providing consultancy, design, procurement, and installation of quality products or systems aligning with the need of customers. It also provides after sales services in terms of maintenance with hotline services for customers to contact 24 hours.

(3) Industrial business**(a) Characteristics of products or services**

TL manufactures and distributes zinc oxide powder which is used as raw material in the production of many products, such as tires, rubber gloves, shoes, animal feed, ceramics, porcelain, cosmetics, medicines, etc. TL uses the French Process production process under international production standards and management systems such as ISO 9001, GHPs, HACCP, FAMI-QS, HALAL, ISO 14001, ISO 45001 and ISO 50001. TL produces zinc oxide in the forms of both powder and granular to meet different demand for usage, classified by product type and purity as follows:

Product Type	% Zinc Oxide	Industry
White Seal Special	99.80	Animal Feeds and Treatment, Ceramic, Anti-Rust Paint, Rubber Products and Parts, Cosmetics, Medicine and Pharmaceuticals
White Seal Extra	99.50	
White Seal - UV	99.50	Ceramic, Rust Protective Paint
White Seal Feed Grade	99.50	Animal Feeds Industry
Red Seal	90.00	High Quality Tire Industry, Rubber Shoes and Related Products
Red Seal-R (RS-R)	90.00	Products Related to Rubber Industry

Business innovation development

TL continuously emphasizes on product and production process development to obtain products with characteristics or properties that meet customer needs or to increase the efficiency of zinc oxide production to use resources efficiently and maximize benefits, such as adjusting the production process to increase product quality from standard grade products to special grade products with higher usage properties and selling price, developing the performance of the furnace to reduce energy costs, increasing the efficiency of warehouse management and product delivery through the use of warehouse management software systems. In fiscal year 2023, TL invested in adding a granular machine worth approximately 12 million Baht to increase production capacity to 18 tons per day, preparing for product expansion and the fiscal year 2024, TL invested in changing the burner to increase energy efficiency in the production process, improving the infrastructure of the wide area network (WAN) to increase the efficiency, stability and security of the network system in connecting data, as well as increasing electronic communication (Internet of Things or IoT) of electrical energy and heat data, with a total investment of approximately 4.6 million Baht. In fiscal year 2025, TL will apply the Heat Recovery Ventilation principle to its production process by reusing waste heat from the kiln of production line 6 by installing a heat pipe into the melting furnace to melt solid raw materials into liquid form, resulting in increased zinc oxide powder volume. The total investment is approximately 0.41 million Baht. Furthermore, the amount of excess combustion air in the continuous furnace of the zinc oxide powder production process is controlled to be appropriate for the fuel volume to ensure complete combustion, which is expected to reduce natural gas consumption by 700 MMBtu per kiln per year.

(b) Market situation and competition**Marketing policy**

Quality products under international standards of management and production technology TL focuses on the development of zinc oxide products with quality and variety to meet customer demand from every industry with different usage, as well as control production in accordance with international production standards and management systems, including paying attention to product quality inspection to obtain high purity zinc oxide powder with consistent quality.

Quality services for maximum customer satisfaction : TL has professional teams with knowledge, expertise, and experience in the business for more than 40 years who adhere to offering services to customers with care. TL provides examination service of customer sample product to provide recommendation on the products appropriate for usage of the customer, as well as giving highest importance to delivery that is accurate to purchase order and punctual to delivery period with strictness to create confidence and highest satisfaction to customers.

Continuous development of product quality and manufacturing technology : As the first zinc oxide manufacturer of Thailand (since 1971) with highest market share as of current, TL continues to conduct research to improve quality and product variety continuously, as well as manufacturing technology to increase production efficiency and product quality. For example, technology for generating heat to the workpiece, both in the form of Heater Element and Electric Induction, helps reduce greenhouse gas emissions from the use of natural resources and increases the properties of the particle size of zinc oxide powder, with a size smaller than 700 micrometers and greater stability, reducing impurities in the product from uneven combustion processes, in line with the needs of the agricultural industry, such as liquid fertilizers and foliar plant food, etc.

Target customer group

TL's target customers are domestic industrial customers who use zinc oxide powder as a raw material in manufacturing products. In fiscal year 2025, TL's main customer industries were the tire manufacturing and rubber industries, which accounted for 63% of the total purchase order value, followed by the animal feed industry at 17%, the chemical industry at 9%, and other industries at 11% of the total purchase order value. In fiscal year 2025, TL had a domestic sales proportion of 80% and international sales proportion of 20%.

Sale distribution channels

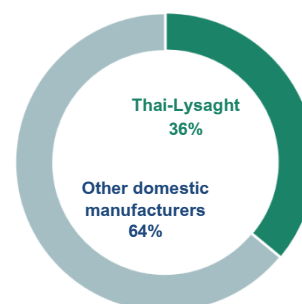
Customers who wish to purchase zinc oxide powder can contact TL via various channels such as telephone and email shown in TL's website in which TL has sales staff to inform information or advices related to products and receive purchase order from customers. Furthermore, TL has sales representatives ready to provide comprehensive services domestically and internationally. TL has policy to maintain positive relationship with existed customers as well as expansion into new customers.

Market situation and competition

Zinc oxide is a chemical product that can be used in a wide range of industries both directly used and applied in both upstream and downstream industries such as automotive, animal feed, cosmetics, pharmaceuticals etc. The market value or demand for zinc oxide in the country in 2025 is expected to have a total value of approximately 1,936 million Baht. If considering the market share of domestic production found that TL is the producer with the highest market share, approximately 36% of the total supply. Meanwhile, 6 other domestic manufacturers have a combined market share of approximately 64% of the total supply.

The main customer industries of TL are tires and rubber products. Referring to the data from the Industrial Economic Situation Report for Q2 2025 and the Outlook for Q3 2025 prepared by the Office of Industrial Economics, it was found that the production of primary processed rubber (sheet rubber, block rubber, and concentrated latex), tires, and rubber gloves in Q2 2025 amounted to 0.75 million tons, 22.42 million units, and 8,869.69 million pieces. The production of primary processed rubber decreased by 3.77% YoY due to a decrease in the production of block rubber and concentrated latex. The production of tires increased by 6.03% YoY from the production of passenger car tires, pickup truck tires, and truck and bus tires. The production of rubber gloves decreased by 14.62% YoY due to a decrease in orders from major trading partners. Domestic sales of primary processed rubber, tires, and rubber gloves in Q2 2025 totaled 0.27 million tons, 8.64 million tires, and 889.40 million pieces, respectively. Primary processed rubber sales volume increased by 5.52% due to increased demand from downstream industries. Tire sales volume increased by 9.23% due to increased domestic demand. Meanwhile, rubber glove sales volume increased by 16.19% due to high demand for medical gloves. Exports of primary processed rubber, tires, and rubber gloves in Q2 2025 reached 1,132.12 million USD, 1,947.97 million USD, and 347.92 million USD, respectively, representing increases of 4.40%, 12.98%, and 4.10%, respectively, due to strong export growth to key markets. In Q3 2025, production volume of primary processed rubber (sheet rubber, block rubber, and concentrated latex) for all three products is expected to expand due to both domestic and international market demand. While tire production is expected to expand in line with the recovery of the automotive industry and REM (Replacement Equipment Manufacturing) market demand, rubber glove production may slow down due to orders from reduced foreign market orders.

Domestic market share of zinc oxide products for fiscal year 2025



(c) Procurement of products and services

TL uses pure zinc ingot and recycled zinc as its primary raw materials for producing zinc oxide powder, at a ratio of approximately 86% and 14%, respectively. TL purchases pure zinc ingots from domestic producers and imports them from overseas, while TL purchases 10% recycled zinc from domestic suppliers and 4% from overseas. TL's factory is located in Rojana Industrial Park, Sam Bandit Subdistrict, Uthai District, Phra Nakhon Si Ayutthaya Province, with a maximum production capacity of 18,000 tons per year. In fiscal year 2025, its actual production capacity was approximately 9,291.02 tons, representing approximately 51.62% of its maximum production capacity. TL has a production policy according to the customer's purchase order.

Environment impact

Over the past period, TL has no issues or has not been charged in relation to environmental impact. For waste from production process, TL will send them to sorting process for reuse or sell them to external companies for recycle usage. For waste in the form of components, TL employs external parties that are legally registered for industrial waste disposal to dispose of the waste or industrial waste as required by law.

(d) Tasks which have not been submitted

None

1.2.3 Assets used in business operations

As of 30 September 2025, important fixed assets which the Company and subsidiaries use to operate the business are as follows:

(1) Main fixed assets used in business operation (real estate projects for sale) of UV Group that are significant

Project	Location	Land area (rai)	Book value (Baht)	Guarantee value (Baht)	Obligation	Ownership of
MAZARINE Ratchayothin	Phahonyothin Road, next to BTS Ratchayothin Station, Bangkok	3-3-46	167,542,993.83	-	-	GRAND UNITY
The Private Residence Rajdamri	Sarasin Road Soi 2, Lumpini, Bangkok	3,304.32 sq.m.	60,469,613.07	-	-	
Denim Chatuchak	Vibhavadi Rangsit Road Soi 3, Bangkok	9-1-23	795,613,584.22	-	-	
ANIL Sathorn 12	Sathorn Road, Soi 12, Bangkok	1-2-35	331,053,971.42	-	-	
KARA Ari- Rama 6	Rama 6 Road, Bangkok	0-1-84	47,213,104.76	-	-	
CIELA Charan 13 Station	Charansanitwong Road, Soi 13, Bangkok	1-3-96	178,991,496.69	-	-	
CIELA Charoen Nakhon	Somdet Chao Phraya Road, Bangkok	1-0-16	143,996,762.38	-	-	
Blue Sukhumvit 105	Sukhumvit 105 Road, Soi Lasalle 57, Bangkok	3-1-18	313,415,797.68	-	-	
Blue Phahonyothin 35	Phahonyothin Road, Soi Phahonyothin 35, Bangkok	2-2-97	9,593,254.94	-	-	
Blue Sukhumvit 89	Sukhumvit Road, Soi Sukhumvit 89, Bangkok	2-2-0	184,458,533.34	-	-	
Land awaiting development	Sukhumvit Road 55, Soi Thonglor 4-6, Bangkok	3-1-63.7	2,891,556,862.12	2,891,556,862.12	Loan collateral	

(2) Main fixed assets used in business operation (commercial real estate projects for rent) of UV Group

Project	Location	Area	Fair value (Baht)	Guarantee value (Baht)	Obligation	Ownership of
Park Ventures Ecoplex - Office for rent	57 Wireless Road, Lumpini, Patumwan, Bangkok	81,504 sq.m.	3,042,100,000.00	-	-	LRK
Commercial unit of U Delight 3 Prachachuen-Bang Sue	Prachachuen Road, Bangkok	47.90 sq.m.	4,981,600.00	-	-	GRAND UNITY
Commercial unit of U Delight Residence Pattanakarn- Thonglor	Patthanakan Road, Bangkok	99.79 sq.m.	10,551,390.00	-	-	GRAND UNITY
Commercial unit of Condo U Ratchayothin	Phahonyothin 32 Road, Bangkok	71.63 sq.m.	7,592,780.00	-	-	GRAND UNITY
Commercial unit of U Delight Residence River Front Rama 3	Rama 3 Road, near BRT Pariwat Temple, Bangkok	136.62 sq.m.	14,208,480.00	-	-	GRAND UNITY
Commercial unit of U Delight Ratchavipha	Vibhavadi Rangsit Road, near SCB Park, Bangkok	135.67 sq.m.	14,516,690.00	-	-	GRAND UNITY
Commercial unit of CIELA Sripatum	Phahonyothin Road, next to BTS Sripatum Station, Bangkok	174.63 sq.m.	19,209,300.00	-	-	GRAND UNITY
Commercial unit of Denim Chatuchak	Vibhavadi Rangsit Road Soi 3, Bangkok	297.47 sq.m.	30,044,470.00	-	-	GRAND UNITY
Commercial unit of KARA Ari- Rama 6	Rama 6 Road, Bangkok	490.10 sq.m.	82,674,474.00	-	-	GRAND UNITY
Commercial unit of The Private Residence Ratchadamri	Sarasin Road, Soi 2, Lumpini, Bangkok	468.60 sq.m.	83,118,210.00	-	-	GRAND UNITY
Commercial unit of Condo U Kaset-Nawamin	Lat Pla Khao Road, Bangkok	76.00 sq.m.	6,916,000.00	-	-	GRAND UNITY

Project	Location	Area	Fair value (Baht)	Guarantee value (Baht)	Obligation	Ownership of
Commercial unit of MAZARINE Ratchayothin	Phahonyothin Road, next to BTS Ratchayothin Station, Bangkok	168.28 sq.m.	28,085,932.00	-	-	GRAND UNITY
Commercial unit of CIELA Charoen Nakhon	Somdet Chao Phraya Road, Bangkok	46.27 sq.m.	5,089,700.00	-	-	GRAND UNITY
Commercial unit of Blue Sukhumvit 105	Sukhumvit 105 Road, Soi Lasalle 57, Bangkok	183.61 sq.m.	12,568,000.00	-	-	GRAND UNITY
Commercial unit of CIELA Charan 13 Station	Charansanitwong Road, Soi 13, Bangkok	84.92 sq.m.	9,235,050.00	-	-	GRAND UNITY
Commercial unit of U Delight @ Bangson Station	Bangkok-Nonthaburi Road, near MRT Bang Son, Bangkok	87.60 sq.m.	9,110,400.00	-	-	GUL
4-storey commercial building	Prachachuen Road Soi 9, Nonthaburi	0-0-16 rai	6,500,000.00	-	-	GUL
Land with buildings	Soi Phahonyothin 90, Pathum Thani	7-2-60 rai	132,800,000.00	-	-	UV
Land	Soi Phahonyothin 90, Pathum Thani	1-3-88 rai	41,800,000.00	-	-	TL
T PLACE office building	Thonglor, Bangkok	19,614 sq.m.	1,288,021,765.57	-	-	LRKP
Siri Apartment	Wireless Road, Lumpini, Pathumwan, Bangkok	3 rai	25,400,000.00	-	-	LRK

Remark The assets for rent of the Company and subsidiaries were assessed at fair value by the asset appraiser listed on the SEC's list, appraised during September 2025.

(3) Main fixed assets used in business operation of UV Group

Asset	Location	Book value (Baht)	Obligation	Ownership of
Land, buildings and machinery for producing zinc oxide powder	Rojana Industrial Park, Sam Buntit Subdistrict, Uthai District, Phra Nakhon Si Ayutthaya	100,088,430.17	-	TL
PPTC's power plant and machinery	Lad Krabang Industrial Estate, Bangkok	3,162,289,387.99	Loan collateral	PPTC
SSUT's power plant and machinery	Bangpoo Industrial Estate, Samut Prakan	6,997,467,431.03	Loan collateral	SSUT
Land, building and machinery for producing refrigerator and stainless steel kitchen equipment of PIC	Khlong Nueng Subdistrict, Khlong Luang District, Pathum Thani	482,440,141.53	Loan collateral	PIC

(4) Intangible assets important to UV Group's business operations

Assets	Characteristics	Book Value (Baht)
Right to use electricity transmission lines and gas pipeline systems	Expenses for acquiring the right to use electricity transmission lines and gas pipelines	503,854,516.45
Rights in the power purchase agreement	Rights in the power purchase agreement obtained from a business merger	2,932,702,448.73

(5) Property lease agreement of UV Group

Asset	Counterparties		Year at which the end of the rental period
	Lessor/ Sub-lessor	Lessee/ Sub-lessee	
Park Ventures Ecoplex (Leasehold rights of land and buildings)	M.L. Suthada Kasemsan	LRK (Primary Lessee)	2041
	LRK	Golden Ventures Leasehold Real Estate Investment Trust (Sub-lessee)	
Siri Apartment	M.L. Suthada Kasemsan	LRK	2027
T PLACE office building	Siam Future Development Public Company Limited	LRKP	2049
Land on which PPTC power plant is located	Industrial Estate Authority of Thailand	PPTC	2040
Land on which SSUT power plant is located	Industrial Estate Authority of Thailand	SSUT	2041

Summary of long-term lease agreements

○ Lease agreements for office buildings, components parts and system work of Park Ventures Ecoplex

On 29 March 2016, LRK, a subsidiary of UV, entered into leasehold rights agreement over office building including its components parts and other systems of Park Ventures Ecoplex approximately 26 years ended on 5 September 2041, including the sale of ownership of furniture, tools and equipment to Golden Ventures Leasehold Real Estate Investment Trust ("GVREIT"). GVREIT paid for the office building, its component and other systems in the amount of 2,984 million Baht and for the sale of furniture, tools and equipment amounting to approximately 13 million Baht. Additional, GVREIT has commitment from enter into land lease with payment schedule by annually for approximately 25 years until August 2040, totaling 579 million Baht.

○ Land and building rental contract of Siri Apartment

On 26 December 2022, LRK entered into a land and building rental contract for a period of 5 years (from 1 January 2023 to 31 December 2027). The rent for the 1st year and 2nd year is 9.86 million Baht per year. And the rent for the 3rd year onwards is 10.85 million Baht per year. The renewal of the lease depends on the consideration of the lessor. The lessor will notify you at least 2 months before the end of the rental period according to the contract.

○ Space rental contract of T PLACE office building

On 11 November 2019, LRKP entered into a space lease agreement with Siam Future Development Public Company Limited for a period of 26 years, 8 months, 27 days (from 1 April 2023 to 27 December 2049) with an annual rent of 7.44 million Baht, adjusting the rent every 3 years at a rate of 15.00% of the rental rate at that time.

○ Land lease agreement of PPTC power plant

On 18 June 2010, PPTC entered into a land lease agreement with the Industrial Estate Authority of Thailand ("IEAT") to lease land in Lad Krabang Industrial Estate, an area of approximately of 11 rai 46.9 sq.wah., with a rental fee of 0.60 million Baht per rai per year, adjusted rent every 5 years at the rate of 10.00% of the then rental rate, for a 30 year lease period (from 18 June 2010 to 17 June 2040). In the last year before the contract expires not less than 6 months, if PPTC wishes to continue to lease the land, PPTC must notify the IEAT for further consideration of the lease for another 20 years according to the rental rates and conditions specified by the IEAT.

○ Land lease agreement of SSUT power plant

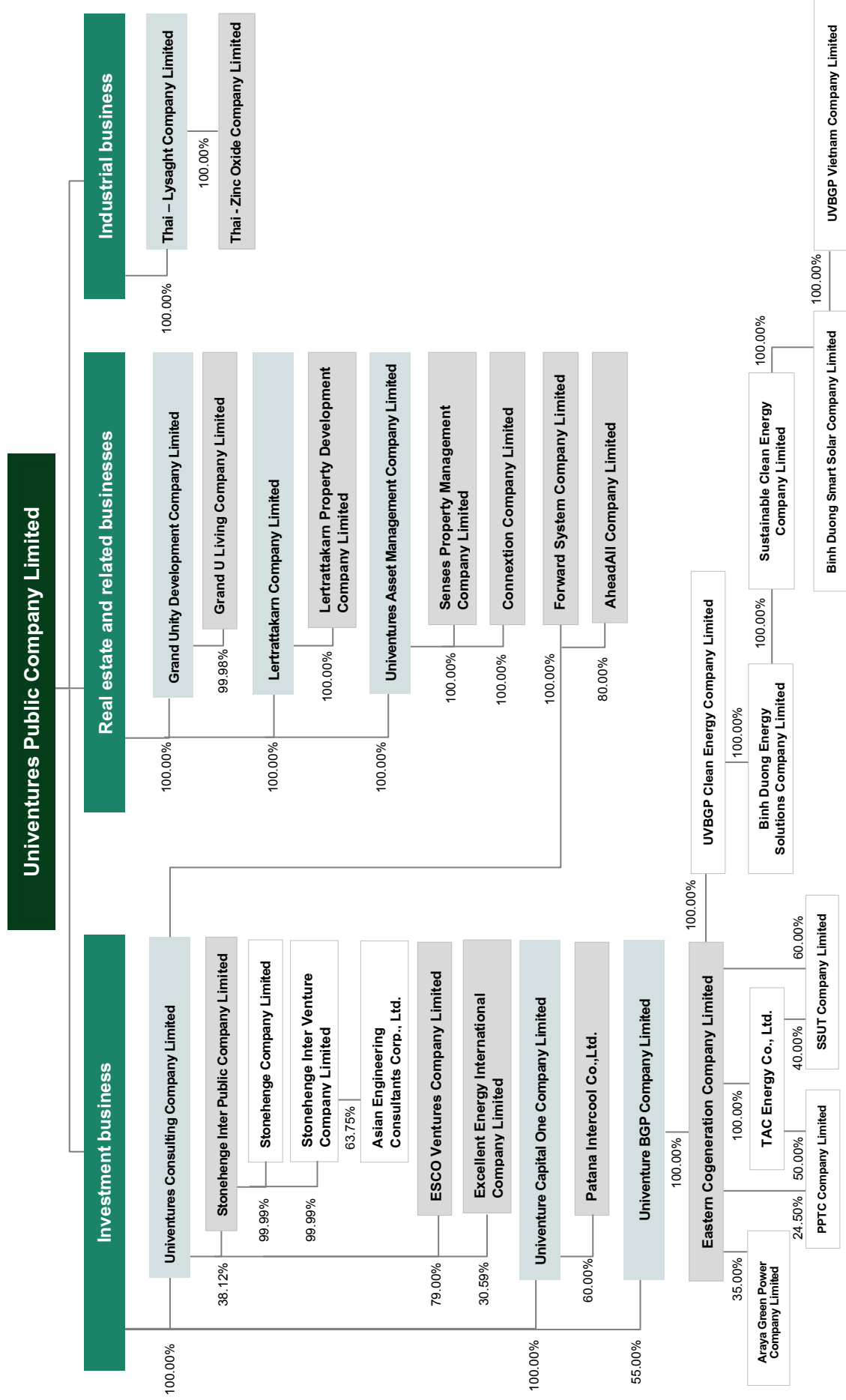
On 3 August 2011, SSUT entered into a land lease agreement with IEAT to lease land in Bangpoo Industrial Estate, an area of approximately 17 rai, with a rental fee of 0.70 million Baht per rai per year, adjusted every 5 years at the rate of 10.00% of the then rental rate, for a 30 year lease period (from 3 August 2011 to 2 August 2041) or the term under the power purchase agreement with EGAT, whichever period is due first. In the last year before the contract expires not less than 6 months, if SSUT wishes to continue to lease the land, SSUT must notify the IEAT to consider renting according to the rental rate and conditions specified by the IEAT.

1.2.4 Investment policy in subsidiaries and associated companies

The Company has a policy to invest in businesses that are in line with the Company's vision, growth strategies or is a business that is related or able to extend the business and create synergies with the current business of UV Group. This will increase revenue generation channels, increase competitiveness and bring a suitable and stable return on investment in the long run. In addition, the Company may consider investing in other businesses if it is a business that has potential for growth and has the opportunity to generate a suitable return on investment. In considering investment, the Company will analyze the feasibility study of the investment, the proportion and the appropriate investment structure, estimated return expected from investment, potential risks, the sensitivity to changes in important factors that may affect investment, social and environmental impacts (if any), as well as the Company's financial status before making investment decisions. The investment must be approved by the Board of Directors or by the shareholders (depending on the case). In this regard, the Company will appoint a representative with qualifications and experience to join as directors and executives in that business at least in proportion to their shareholding in order to set important policies and to supervise the operations of such subsidiaries and associated companies to maintain the benefits of the Company's investment.

1.3 Shareholding structure

1.3.1 Shareholding structure of UV Group as of 30 September 2025



Policy on dividing operations of companies in UV Group

The Company operates investment business in other companies. The operations of UV Group are divided into 3 business lines, namely investment business, real estate and related businesses, and industrial business which details of revenue structure, characteristic of products and services and UV Group' shareholding structure as shown in Clause 1.2.1, Clause 1.2.2 and Clause 1.3.1. Information on subsidiaries and businesses in which the Company directly and indirectly holds shares of more than 10.00% is as follows:

	Company name	Abbreviation	% of share holding	Type of business
1	Investment business			
1.1	Univentures Consulting Company Limited 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 580.00 million Baht by divided into 58,000,000 ordinary shares with a par value of 10 Baht each	UVC	100.00	Investment in other companies, financial and investment consulting
1.2	Stonehenge Inter Public Company Limited ¹ 163 Soi Chokchai Ruammit (Ratchadaphisek 19), Din Daeng, Bangkok 10400 Tel: 66 (0) 2690 7462 Fax: 66 (0) 2690 7463 Registered capital / Paid-up capital at 301.50 million Baht by divided into 602,997,079 ordinary shares with a par value of 0.50 Baht each	STI	38.12	Consultation, management, and control of construction
1.3	Stonehenge Company Limited ² 163 Soi Chokchai Ruammit (Ratchadaphisek 19), Din Daeng, Bangkok 10400 Tel: 66 (0) 2690 7460 Registered capital/ Paid-up capital at 40.00 million Baht by divided into 400,000 ordinary shares with a par value of 100 Baht each	STH	38.12	Consultation, management, and control of construction, Architectural and engineering design service
1.4	Stonehenge Inter Venture Company Limited ² 49 Soi Vibhavadi Rangsit 16/43, Din Daeng, Bangkok 10400 Registered capital/ Paid-up capital at 310.50 million Baht by divided into 31,050,000 ordinary shares with a par value of 10 Baht each	STV	38.12	Invest in other businesses and/or consultant or other businesses
1.5	Asian Engineering Consultants Corp., Ltd. ² 9th Floor, Sathorn Thani Building, 90/18 – 90/20 North Sathorn Road, Silom, Bang Rak, Bangkok 10500 Tel: (662) 636 7510 Fax: (662) 236 6086 Registered capital/ Paid-up capital at 108.00 million Baht by divided into 1,080,000 ordinary shares with a par value of 100 Baht each	AEC	24.30	Consultation, management, and control of construction, other services
1.6	ESCO Venture Company Limited ¹ 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital at 12.50 million Baht and Paid-up capital at 6.88 million Baht by divided into 1,250,000 ordinary shares with a par value of 10 Baht	EV	79.00	Invest in energy management business
1.7	Excellent Energy International Company Limited ¹ 12th Floor, Siripinyo Building, 475 Sri Ayutthaya Road, Phayathai, Rajthevi, Bangkok 10400 Tel: 66 (0) 2201 3466-7 Fax: 66 (0) 2201 3465 Registered capital/ Paid-up capital at 26.00 million Baht by divided into 2,600,000 ordinary shares with a par value of 10 Baht each	EEI	30.59	Analyze and manage energy
1.8	Univenture Capital One Company Limited 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 260.00 million Baht by divided into 26,000,000 ordinary shares with a par value of 10 Baht each	UVCAP1	100.00	Investment in other companies
1.9	Patana Intercool Co.,Ltd. ³ 119/8-9, Moo 10, Phaholyothin Road, Khlong Nueng Subdistrict Khlong Luang District, Pathum Thani 12120 Tel: 66 (0) 2026 3966-8 Fax: 66 (0) 2004 1174 Registered capital/ Paid-up capital at 100.00 million Baht by divided into 1,000,000 ordinary shares with a par value of 100 Baht each	PIC	60.00	Manufacture and distribute of commercial refrigerators

	Company name	Abbreviation	% of share holding	Type of business
1.10	Univenture BGP Company Limited 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 4,050.00 million Baht by divided into 405,000,000 ordinary shares with a par value of 10 Baht each	UVBGP	55.00 ⁴	Investment in other companies
1.11	Eastern Cogeneration Company Limited ⁵ 17th Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7575 Fax: 66 (0) 2643 7576 Registered capital/ Paid-up capital at 1,000.00 million Baht by divided into 10,000,000 ordinary shares with a par value of 100 Baht each	E-COGEN	55.00	Investment in other companies
1.12	TAC Energy Company Limited ⁵ 17th Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7575 Fax: 66 (0) 2643 7576 Registered capital/ Paid-up capital at 1,990.00 million Baht by divided into 19,900,000 ordinary shares with a par value of 100 Baht each	TAC	55.00	Investment in other companies
1.13	SSUT Company Limited ⁵ 17th Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7575 Fax: 66 (0) 2643 7576 Registered capital/ Paid-up capital at 2,919.00 million Baht by divided into 29,190,000 ordinary shares with a par value of 100 Baht each	SSUT	55.00	Generate and distribution of electricity
1.14	PPTC Company Limited ⁵ 17th Floor, Park Ventures Ecoplex (1) Tel: 66 (0) 2643 7575 Fax: 66 (0) 2643 7576 Registered capital/ Paid-up capital at 1,484.00 million Baht by divided into 14,840,000 ordinary shares with a par value of 100 Baht each	PPTC	40.98	Generate and distribution of electricity
1.15	UVBGP Clean Energy Company Limited ⁵ 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 270.00 million Baht by divided into 27,000,000 ordinary shares with a par value of 10 Baht each	UVCE	55.00	Renewable energy business
1.16	Binh Duong Energy Solutions Company Limited ⁵ L17-11, 17th Floor, Vincom Center, 72, Le Thanh Ton St, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam Tel: +84 028 3520 7671 Fax: +84 028 3520 7637 Registered capital at 4,219.20 million VND	BDE	55.00	Management consultancy service
1.17	Sustainable Clean Energy Company Limited ⁵ 2nd Floor, Vietcomreal Building, 68, Nguyen Hue St, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam Tel: +84 028 3520 7671 Fax: +84 028 3520 7673 Registered capital at 3,516.00 million VND	SCE	55.00	Management consultancy service
1.18	Binh Duong Smart Solar Company Limited ⁵ L10-06, 10th Floor, Vincom Center, 72, Le Thanh Ton St, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam Tel: +84 028 3520 7671 Fax: +84 028 3520 7673 Registered capital at 3,164.40 million VND	BDS	55.00	Management consultancy service
1.19	UVBGP Vietnam Company Limited ⁵ 16th Floor, Saigon Tower, 29, Le Duan Blvd, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam Tel: +84 028 3520 7671 Fax: +84 028 3520 7673 Registered capital at 2,812.80 million VND	UVBV	55.00	Electricity power generation
1.20	Araya Green Power Company Limited ⁶ Mitr town Office Tower Building, 22nd-23rd Floor, No. 944, Rama IV Road, Wang Mai Subdistrict, Pathum Wan District, Bangkok 10330 Tel: 66 (0) 2643 7575 Fax: 66 (0) 2643 7576 Registered capital/ Paid-up capital at 392.40 million Baht by divided into 3,924,000 ordinary shares with a par value of 100 Baht each	AGP	35.00	Electricity power generation

	Company name	Abbreviation	% of share holding	Type of business
2	Real estate business and related businesses			
	Real estate business			
2.1	Grand Unity Development Company Limited 7th Floor, Tonson Tower ⁽²⁾ Tel: 66 (0) 2643 7171 Fax: 66 (0) 2253 3263 Registered capital/ Paid-up capital at 600.00 million Baht by divided into 60,000,000 ordinary shares with a par value of 10 Baht each	GRAND UNITY	100.00	Property development
2.2	Grand U Living Company Limited ⁷ 7th Floor, Tonson Tower ⁽²⁾ Tel: 66 (0) 2643 7171 Fax: 66 (0) 2253 3263 Registered capital/ Paid-up capital at 64.00 million Baht by divided into 711,111 ordinary shares and 5,688,889 preference shares with a par value of 10 Baht each	GUL	99.98	Property development
2.3	Lertrattakarn Company Limited 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 600.00 million Baht by divided into 60,000,000 ordinary shares with a par value of 10 Baht each	LRK	100.00	Property development
2.4	Lertrattakarn Property Development Company Limited ⁸ 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital 450.00 million Baht by divided into 45,000,000 ordinary shares with a par value of 10 Baht each	LRKP	100.00	Property development
	Business related to real estate			
2.5	Univentures Asset Management Company Limited 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 75.00 million Baht by divided into 7,500,000 ordinary shares with a par value of 10 Baht each	UVAM	100.00	Real estate consultant for buying, selling, depositing and renting, Investment advisor, providing management and investment services in real estate for rent
2.6	Senses Property Management Company Limited ⁹ 90 CW Tower, Tower A, Unit A1801, 18th Floor, Ratchadaphisek Road, Huai Khwang Subdistrict, Huai Khwang District, Bangkok 10310 Tel: 66 (0) 2643 7595 Registered capital/ Paid-up capital at 40.00 million Baht by divided into 4,000,000 ordinary shares with a par value of 10 Baht each	SENSES	100.00	Providing corporate registration services and juristic management, brokers and agents in business related to real estate
2.7	Connexion Company Limited ⁹ 22nd Floor, Park Ventures Ecoplex ⁽¹⁾ Tel: 66 (0) 2643 7100 Fax: 66 (0) 2256 0505 Registered capital/ Paid-up capital at 5.00 million Baht by divided into 500,000 ordinary shares with a par value of 10 Baht each	CONNEXT	100.00	Real estate consultant for selling, purchasing, leasing of real estates
2.8	Forward System Company Limited ¹ 2nd Floor, Mahatun Plaza Building, 888/222-224 Ploenchit Road, Lumpini, Patumwan, Bangkok 10330 Tel: 66 (0) 2643 7222 Fax: 66 (0) 2255 8987 Registered capital/ Paid-up capital at 40.00 million Baht by divided into 400,000 ordinary shares with a par value of 100 Baht	FS	100.00	Distribution of security control system, access control system and building automation system
2.9	AheadAll Company Limited ¹ 2526/18, Bangkok-Nonthaburi Road, Wongsawang, Bang Sue, Bangkok 10800 Tel: 66 (0) 2922 3467-69 Fax: 66 (0) 2922 3472 Registered capital/ Paid-up capital at 20.00 million Baht by divided into 2,000,000 ordinary shares with a par value of 10 Baht	AA	80.00	Distribution of electronic appliances control and safety system

	Company name	Abbreviation	% of share holding	Type of business
3.	Industrial business			
3.1	Thai-Lysaght Company Limited 54 Moo 3, Sam Bundit, U-thai, Phra Nakhon Si Ayutthaya 13210 Tel: 66 (0) 2643 7111 Fax: 66 (0) 2643 7299 Registered capital/ Paid-up capital at 587.00 million Baht by divided into 587,000 ordinary shares with a par value of 100 Baht	TL	100.00	Manufacture and sale of zinc oxide and chemicals
3.2	Thai-Zinc Oxide Company Limited ¹⁰ 54 Moo 3, Sam Bundit, U-thai, Phra Nakhon Si Ayutthaya 13210 Tel: 66 (0) 2643 7111 Fax: 66 (0) 2643 7299 Registered capital at 25.00 million Baht and Paid-up capital at 6.25 million Baht by divided into 2,500,000 ordinary shares with a par value of 10 Baht	TZ	100.00	Manufacture and sale of zinc oxide and chemicals

Remarks

- 1 UV holds shares of STI, EV, EEI, FS and AA through UVC.
- 2 UV holds shares of STH, STV and AEC through STI.
- 3 UV holds PIC shares through UVCAP1.
- 4 Another 45.00% shareholder of UVBGP is B.Grimm Power Public Company Limited.
- 5 UV holds shares of E-COGEN, UVCE, TAC, SSUT, PPTC and companies established in Vietnam through UVBGP.
- 6 The remaining 65.00% shareholders of AGP are Araya Land Development Company Limited with 50% and MEA Smart Energy Solutions Co., Ltd. with 15%.
- 7 The Company holds shares in GUL through GRAND UNITY.
- 8 The Company holds shares in LRKP through LRK.
- 9 The Company holds shares in SENSES and CONNEXT through UVAM.
- 10 The Company holds shares in TZ through TL.
- (1) Park Ventures Ecoplex is located at 57 Wireless Road, Lumpini, Patumwan, Bangkok 10330.
- (2) Tonson Tower is located at 900 Ploenchit Road, Lumpini, Patumwan, Bangkok 10330.

1.3.2 Persons who may have conflicts of interest hold shares in subsidiaries or associates more than 10.00%

None

1.3.3 Relationship with major shareholders' business

None

1.3.4 Shareholders

(1) Major shareholders of the Company

Top 10 major shareholders of the Company as of 2 October 2025 are as follows:

	Shareholders	Number of shares holding	% of shares holding
1	Adelfos Company Limited ¹	1,038,732,605	54.33
2	Siribhakditham Company Limited ²	228,800,000	11.97
3	Mr. Boonkiat Aursudkit	18,374,600	0.96
4	Thai NVDR Company Limited	17,021,740	0.89
5	Mr. Wason Tanteerapan	12,100,000	0.63
6	Mr. Somyot Sutthilertsub	10,000,000	0.52
7	Mr. Vichien Srimuninnimit	8,400,000	0.44
8	Mr. Peerasit Vatanatunyakum	7,852,700	0.41
9	Mrs. Dusadee Chiwattanasuk	7,166,000	0.37
10	Mr. Pan Chudasring	6,852,500	0.36
	Other shareholders	556,626,392	29.12
	Total	1,911,926,537	100.00

Remarks

- 1 Adelfos Company Limited is held by Mr. Thapana Sirivadhanabhakdi and Mr. Panote Sirivadhanabhakdi, who is a director of the Company, in a portion of 50% each. Adelfos Company Limited invests in other businesses.
- 2 Siribhakditham Company Limited is held by Adelfos Company Limited in a portion of 99.98%. Siribhakditham Company Limited invests in other businesses.

(2) The limited of foreign shareholders

The foreign shareholders are entitled to hold not more than 49.00% of its paid-up registered capital. As of 2 October 2025, foreign persons held 0.31% of the Company's paid-up registered capital.

(3) Shareholders of subsidiaries operating the core business

Univenture BGP Company Limited

	Shareholders	Number of shares holding	% of shares holding
1	Univentures Public Company Limited	222,749,999	55.00
2	B.Grimm Power Public Company Limited	182,250,000	45.00
3	Lertrattakarn Company Limited*	1	0.00

Remark * UV holds 100.00% of the total shares

Stonehenge Inter Public Company Limited

	Shareholders	Number of shares holding	% of shares holding
1	Univentures Consulting Company Limited*	229,860,000	38.12
2	Mr. Somkiat Silwattana Wong	66,663,500	11.06
3	Saha Pathana Inter-Holding Public Company Limited	60,047,025	9.96
4	Other shareholders	246,426,554	40.86

Remark * UV holds 100.00% of the total shares

Patana Intercool Co.,Ltd.

	Shareholders	Number of shares holding	% of shares holding
1	Univenture Capital One Company Limited*	599,998	60.00
2	Other 5 shareholders	400,000	40.00
3	Univentures Consulting Company Limited*	2	0.00

Remark * UV holds 100.00% of the total shares

Grand Unity Development Company Limited

	Shareholders	Number of shares holding	% of shares holding
1	Univentures Public Company Limited	59,999,998	100.00
2	Univentures Consulting Company Limited*	1	0.00
3	Univentures Asset Management Company Limited *	1	0.00

Remark * UV holds 100.00% of the total shares

Thai-Lysaght Company Limited

	Shareholders	Number of shares holding	% of shares holding
1	Univentures Public Company Limited	5,869,944	100.00
2	Univentures Consulting Company Limited*	28	0.00
3	Univentures Asset Management Company Limited*	28	0.00

Remark * UV holds 100.00% of the total shares

(4) Major shareholders' agreement

None

1.4 Registered capital and paid-up capital

- As of 30 September 2025, the Company has registered capital and paid-up capital of 1,911,926,537 Baht, divided into 1,911,926,537 ordinary shares with a par value of 1.00 Baht per share.
- As of 30 September 2025, the Company has not issued any other types of shares other than ordinary shares.
- Issuance of an instrument showing benefits arising from underlying securities (Non-Voting Depository Receipt : "NVDR"), as of 2 October 2025, Thai NVDR Co., Ltd., a subsidiary of the SET there are 17,021,740 ordinary shares of the Company as underlying securities, representing 0.89% of the Company's paid-up capital. NVDR investors will receive financial benefits such as dividends, the right to purchase newly issued ordinary shares but will not be able to exercise the right to vote in the shareholders' meeting except in the case of exercising voting rights to vote on the delisting of securities from the SET. The number of ordinary shares of the Company that investors invest in NVDR is subject to change which the company cannot determine. However, investors can check the number of NVDR shares from the SET website.

1.5 Issuance of other securities

As of 30 September 2025, the Company has not issued convertible securities and debt securities such as debentures or bills of exchange. However, the Company has a limit of 14,000.00 million Baht of debentures that have not yet been issued and offered for sale.

1.6 Dividend policy

The Company has a policy to propose to the shareholders' meeting to consider paying dividends of the Company to shareholders at the rate of not less than 50% of the net profit after tax and various reserves of the consolidated financial statements in each year, depending on the investment plan, necessity and other suitability in the future. Upon approval by the Board of Directors, the annual dividend payout is to be presented to the shareholder's meeting for approval. As regards an interim dividend, the Board of Directors is authorized to pay it and then report the payout at the next shareholders' meeting.

For the dividend policy of UV's subsidiaries, the Board of Directors of each company will consider the dividend payment from the retain earnings and cash flow balance comparing to their investment budgets. Subject to the cash flow be enough after having the legal reserve, the Board of Director of each company will consider for dividend payment as appropriate subject to shareholders of each subsidiary approval.

The details of UV's dividend payment for the previous 5 years as follows:

	Performance of the fiscal year				
	2021	2022 ¹	2023	2024	2025 ²
Dividend (Baht per share)	0.016	0.045	0.09	0.09	-
Net profit (loss) attributable to the Company of consolidated financial statements (million Baht)	30.17	167.85	515.84	22.18	(45.02)
Add (Deduct): Legal reserves and others³ (million Baht)	-	-	(355.44)	93.05	(5.94)
Net profit attributable to the Company remaining for dividend payment (million Baht)	30.17	167.85	160.40	115.23	(50.96)
Dividend payment (million Baht)	30.59	86.04	172.07	172.07	-
Dividend payout ratio compared with profit after allocation (%)	101.40	51.26	107.28	149.33	-

Remarks 1 Dividends for the fiscal year 2022 are paid from the operating results of the financial statements before the restatement which are compared with the financial statements for the fiscal year 2023 as approved by the 2023 Annual General Meeting of Shareholders held on 17 January 2023.

2 The Board of Directors' Meeting No. 1/2025-26 held on 24 November 2025 resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval of the suspension of dividend payments for the 2025 operating results due to the Company's net loss attributable to the parent company. However, the suspension of dividend payments is subject to approval by the 2026 Annual General Meeting of Shareholders, which will be held on 20 January 2026.

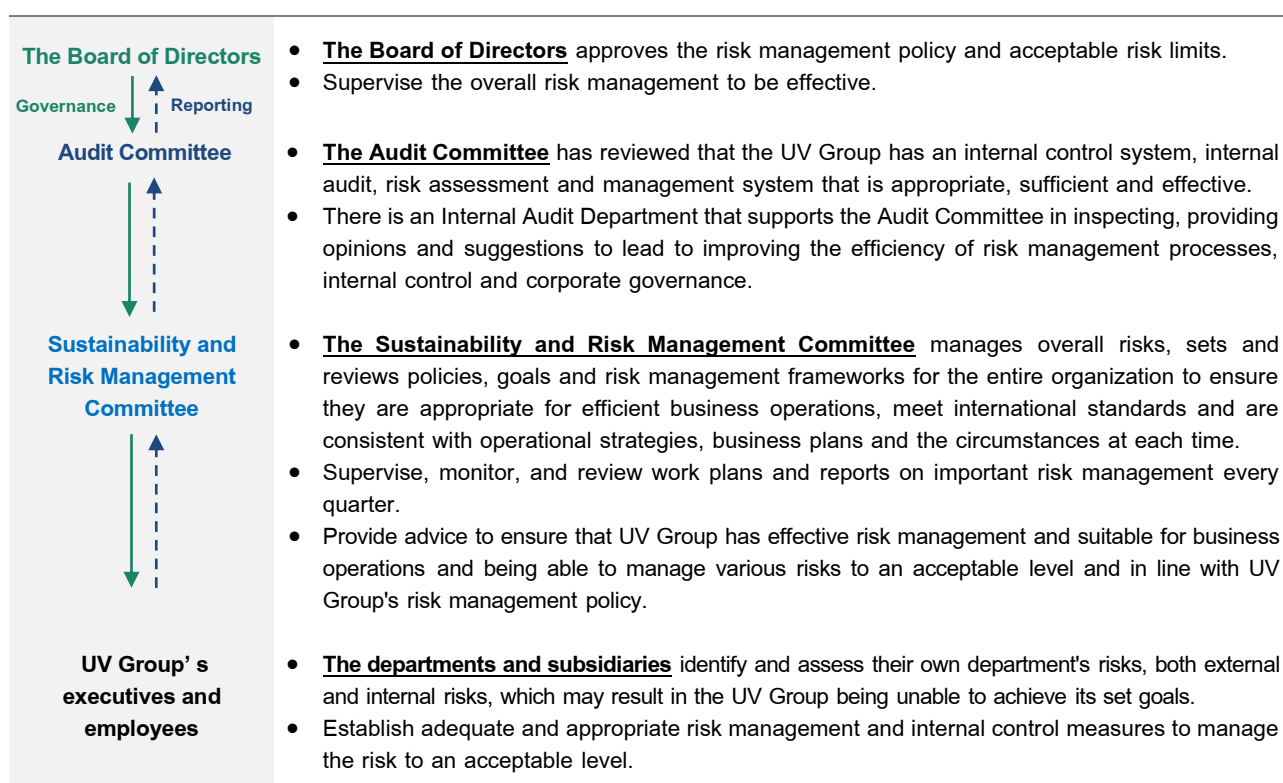
3 Other added (deducted) reserves, such as gain on fair value measurement of associate, gain on change in fair value of investment properties, amortization of rights in power purchase agreements and claim compensation from insurance company, etc.

2 Risk Management

2.1 Risk management policy and plan

Business operations with systematic organizational management, under risk management that covers all business activities and linked to internal control systems and effective internal audits. It is a process that will help UV Group achieve its goals both strategy and performance under the changing environment and business competition as well as being able to respond to the needs of all stakeholder groups in a balanced manner and reduce the risk of loss that may arise from various uncertainties. UV aims to promote risk management as part of the corporate culture by providing a risk management structure that clearly defines the duties and responsibilities of those involved. It also establishes an appropriate risk management system based on international standards of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), the Corporate Governance Code for Listed Companies 2017 (CG Code) and Anti-Corruption guidelines as well as establish a risk management policy and determine the level of risk that is acceptable to the organization (Risk Appetite).

2.1.1 Risk management structure of UV Group



2.1.2 UV Group's risk management process

The Company has determined to operate systematically according to the above risk management structure and various risk management tools are used, such as setting the organization's risk appetite, setting key risk indicators (KRI) which are reviewed and improved regularly to align with the organization's strategy, setting a mitigation plan. Including cultivating a risk management culture within UV Group, such as organizing risk workshops for executives and management, organizing training to promote understanding among employees, and supporting directors and executives to participate in various activities to enhance their knowledge and understanding of risk management. In addition, each business is required to prepare a Business Continuity Plan (BCP), setting a process or plan to manage crises and major risks that may occur in the business operations of each business, which are monitored and reviewed regularly to reduce risks that may affect business operations. Policy, practices, and risk management processes of UV Group appear in Risk Management Policy in topic "Sustainable Development" on the Company's website www.univentures.co.th.

2.2 Risk factors on the Company's business operations

2.2.1 Business operations risks

Risk factors and risk management practices that are significant to UV Group's business operations are as follows:

(1) Strategic and investment risks

○ Risk from the Company's business by investing in other companies

UV operates investment business in various companies. Therefore, UV's performance and ability to pay dividends depend on the performance and dividends received from subsidiaries. In the case subsidiary's operating results did not meet the target due to the impact of various internal and external factors, causing a loss or inability to pay dividends as expected. It will directly affect the operating results, financial position and ability to pay dividends of UV.

In order to reduce such risks, UV has required subsidiaries to prepare annual business plans and goals. The said business plan must be considered and approved by the Board of Directors of each business in which there are representatives of UV as directors in each business. In addition, the management of the subsidiary has a duty to report the operating results to UV's Executive Committee every month and report risk status and risk management measures to Sustainability and Risk Management Committee and Audit Committee every quarter before presenting the operating results and risk reports to the Board of Directors every quarter. It is one way that helps UV to monitor and drive subsidiaries to achieve the operating results as planned or can plan to manage risks that may occur in a timely manner.

(2) Business and operational risks

Energy Business

○ Risk from power plant management to operate stably

The main mission of UVBGP Group's power plants is efficiency and stability in the production and delivery of electricity to customers under power purchase agreements. The power plants that are already in operation need maintenance and improvement of machinery and equipment in order for the production process to be efficient and stable. For example, it can produce electricity according to the production plan continuously without a sudden cessation of production, including maintaining the heat rate, which affects the cost of electricity production, to enable power plants to generate electricity using resources efficiently and with reasonable production costs. In the fiscal year 2025, the average heat rate of SSUT and PPTC power plants was 7,567.36 BTU/kWh and 7,494.73 BTU/kWh, in line with the target of not exceeding 7,630 BTU/kWh and not exceeding 7,530 BTU/kWh, respectively. The availability factor of SSUT and PPTC power plants was 99.75% and 95.83%, compared to the target of not less than 98.00% due to the PPTC power plant shutting down operations for unscheduled machinery repairs and a plant blackout incident due to external factors.

UVBGP Group power plants manage these risks by (1) establishing a systematic maintenance plan for power plant machinery and equipment and monitoring compliance with the plan; (2) continuously developing, reviewing, and enhancing the knowledge and skills of power plant employees in machine control; (3) installing AI-based software to process machine operation data, which will provide early warnings if problems are detected (anomaly detection) to facilitate troubleshooting before damage occurs; (4) securing insurance to cover damage to power plant machinery, equipment, and assets, including business interruptions and lost revenue; (5) developing a business continuity management system based on the ISO 22301 standard. This requires critical business units to have a business continuity plan, conduct regular training exercises, and review the system's operational performance through external audits to prepare for and mitigate the potential impacts of business disruptions; and (6) establish measures and procedures for testing the power supply system with the Metropolitan Electricity Authority to prevent disruptions in the production and supply of electricity at both power plants.

○ Risk of relying on the main fuel procurement and delivery from a single supplier

UVBGP Group's power plants use natural gas as the main fuel for electricity and steam generation. Power plants only purchase natural gas from PTT Public Company Limited ("PTT"). Therefore, UVBGP Group's power plants may be at risk of having to stop their production processes and being unable to produce electricity and steam in accordance with the existing power and steam purchase agreements, if PTT is unable to procure and/or deliver natural gas to UVBGP Group's power plants in the specified quality or quantity. In order to manage such risks, UVBGP Group's power plants have entered into a long-term natural gas supply and use contract with the quality and quantity of natural gas specified with PTT, which has the potential to manage the natural gas procurement of Thailand, as well as procuring other natural gas distributors to increase purchasing options of UVBGP Group's power plants.

○ **Risk from volatility in main fuel prices**

As natural gas is a significant cost in the operation of UVBGP Group's power plants, the price of natural gas may increase at certain times. If fuel costs increase significantly and UVBGP Group's power plants are unable to pass on such increased fuel costs to customers, it may result in a decrease in the profit margin of UVBGP Group's power plants and have a negative impact on the operating results and financial position.

For EGAT which is currently the main customer, UVBGP Group's power plants can pass on fuel costs in accordance with the terms of the power purchase agreement with EGAT. For industrial customers, because UVBGP Group's power plants agree to sell electricity to industrial customers at a discount from the MEA's retail electricity tariffs. The MEA's tariff formula has been automatically included in the calculation of the electricity tariff, or the Ft value that reflects the volatility of fuel prices. But since the Ft Value is adjusted by the Energy Regulatory Commission every four months, there is a risk that the electricity rates sold to industrial customers at any given time may not be consistent with the monthly natural gas price fluctuations. This may affect the profit margins of UVBGP Group's power plants to decrease when the natural gas price increases rapidly.

However, to reduce the impact from the volatility of natural gas prices, UVBGP Group's power plants focus on increasing the efficiency of fuel use in the production process by upgrading the efficiency of gas turbines, improving the power distribution system (Island Operation Improvement) to increase the flexibility of electricity supply to industrial customers, adjusting the load transfer system to be suitable for the operation of the power plant to increase the heat rate to reduce natural gas use, operating in half block mode during the period when customers have low electricity demand to reduce natural gas use.

○ **Risk from dependence on the purchase of electricity from EGAT**

The main customer of SSUT and PPTC power plants is EGAT, with power purchase agreements with EGAT representing 75% of the total production capacity of each power plant. SSUT and PPTC power plants have to comply with various conditions and obligations. In the past, SSUT and PPTC has always complied with the terms of the power purchase agreement with EGAT, meanwhile both power plants are continuously expanding their distribution of electricity and steam to other industrial customers. Including expanding the business to related services such as energy optimization services, electrical system consulting services and offering renewable energy solutions to increase the diversity of customer groups and sources of revenue.

Commercial refrigerators business

○ **Risk of dependence on revenue from limited customers**

PIC's main customers are OEM customers of minimart refrigerators, which in the fiscal years 2025, sales from OEM customers accounted for approximately 40% of total sales revenue. Therefore, PIC is exposed to the risk of relying on limited customers. If the overall OEM customers or large OEM customers reduce orders and PIC cannot find other customers to replace them, or if an event occurs that prevents OEM customers from ordering products or conducting business with PIC, it will have a significant impact on PIC's financial position and performance. However, PIC is aware of such risks and has a policy to increase revenue from expanding customer groups in various businesses and general customers. In addition, PIC aims to build good relationships and/or business cooperation with current OEM customers to increase production efficiency and develop products to meet the needs of each OEM customer.

Real estate and related businesses

○ **Risk of declining housing demand and purchasing power are constrained by many negative factors**

In the first half of 2025, despite the real estate sector being supported by government measures, including reductions in transfer and mortgage fees and the relaxation of loan criteria under the Bank of Thailand's temporary LTV measure, the severe earthquake in Thailand in March 2025 significantly impacted customer confidence in purchasing condominiums for residential or investment purposes. SCB EIC expects the earthquake to cause condominium transfers in Bangkok and its vicinity to contract by 0.8% YoY in 2025, down from the previous 2.6% YoY growth forecast. This is because customers are postponing transfers or purchase decisions to assess the safety of high-rise buildings and awaiting completion of repairs to buildings and common areas. Meanwhile, investors are delaying investments due to uncertainties such as resale prices and tenants' move-outs to rent low-rise properties. Furthermore, household debt-to-GDP ratio in the first quarter of 2025 stood at 87.4%, and loan quality continued to decline, particularly in personal consumption loans. The non-performing loan (NPL) ratio to total loans in the first quarter of 2025 rose to 3.4%, leading financial institutions to tighten their lending practices for all types of households. In the first quarter of 2025, housing loan growth slowed to 1.9% YoY, while foreign purchasing power was impacted by the global and Chinese economic slowdowns. Due to these negative factors, SCB EIC expects condominium unit and transfer value in Bangkok and its vicinity to contract by 1.0% to 3.0% YoY in 2025, down from the previous 1.0% to 3.0% growth projection. The slowdown in housing demand and purchasing power due to the aforementioned negative factors has significantly impacted sales and revenue of all condominium developers, including GRAND UNITY.

GRAND UNITY adjusts marketing strategies and selling prices to suit the economic conditions, competition in the real estate market and the needs of target customers coupled with an aggressive marketing strategy by focusing on marketing with customers who buy condominiums for real living, organizing promotional activities in various formats continually to attract and drive customers' purchasing decisions, increasing sales channels through online channels and sales agents to increase the reach of target customers more widely, including improving the quality of service both before and after the sale to increase the satisfaction of current customers and create opportunities for referrals to new customers.

Zinc oxide powder business

○ Price competition risk

TL faces the risk of new zinc oxide powder producers entering Thailand, which could impact both existing producers and TL in various ways. This is especially true if new entrants have lower production costs and offer products at prices below market prices or offer superior products and services. This intensifies price competition, reducing profits from sales. Existing producers and TL may lose market share and some customers who purchase products primarily based on price.

However, TL, as a zinc oxide powder producer with over 40 years of expertise and experience, maintains international production standards and quality control and continuously develops its products and manufacturing processes to meet customer needs at prices commensurate with the quality and service provided, including expanding its product range to expand customer bases in new industries. This mitigates the impact of price competition and the loss of market share and customers from new entrants.

○ Risk from the fluctuating prices of raw material

The main raw materials for the production of zinc oxide powder are zinc ingots and recycled zinc. The price of zinc ingots is based on the average price in the LME market, which fluctuates constantly depending on supply and demand at each period. During the first nine months of 2025, the price of zinc ingots fluctuated between 2,521.00 USD and 3,102.00 USD per metric ton, compared to the same period in 2024, when the price fluctuated between 2,364.45 USD and 2,955.69 USD per metric ton. Therefore, the fluctuation of raw material prices creates a risk that finished goods produced from zinc ingots during the high price range will have a higher selling price than the selling price of zinc oxide powder produced from zinc ingots during the low price range, affecting customer purchasing decisions.

However, TL has an approach to reduce such risk by closely monitoring the price of zinc ingot in LME and the market conditions of industries that are major customers of TL such as tire industry, rubber industry in order to use such information for setting appropriate targets of prices and quantity for forward purchase to manage costs, while maintaining sales and profit margins as targeted and having sufficient raw materials for production according to customer orders at each period.

○ Risk from relying major customers and limited customers

The major customer of TL in the fiscal year 2025 (1 October 2024 – 30 September 2025) are tire manufacturers and distributors that has total purchase order value approximately at 63% of the total order value. Therefore, TL has a risk of relying on a limited customer in which if the tire manufacturer and distributor group reduces its production capacity no matter what the cause, it will significantly impact revenue and business performance of TL. According to data from the Office of Industrial Economics, in the second quarter of 2025, the tire industry saw production, sales, and export volumes increase by 6.03%, 9.23%, and 12.98%, respectively. This was due to increased production of passenger car tires, pickup truck tires, and truck and bus tires. Domestic tire demand and exports to key markets also expanded well. As a result, tire production is expected to expand in the third quarter of 2025, in line with the recovery of the automotive industry and demand for replacement equipment manufacturing. Furthermore, Kasikorn Research Center indicated that Thai tire exports to the US will continue to grow in 2025. Despite the US increasing import tariffs on auto parts from around the world under Section 232, effective 3 May 2025, the US continued to import more tires from Thailand. Consequently, during the first seven months of 2025, Thailand remained the market leader in importing small car tires for US passenger cars, pickup trucks, and light trucks with a market share of 26%. Meanwhile, imports of large car tires for buses and large trucks from US decreased due to Thailand being subject to import tariffs as high as 30.36% compared to competitors who were not subject to import tariffs, which resulted in Thailand's large car tire market share decreasing by 8%.

However, TL has a strategy to reduce the risk of relying on limited customers by focusing on research and development of current product quality and adding new products. that are diverse and can meet a wide range of users with diverse needs to expand domestic and international customers in various industries, such as agricultural industry, pharmaceutical industry, cosmetic industry.

○ Risk from foreign exchange rates

As TL procures some of the zinc ingot from the foreign supplier or producers based on the average price in the LME market, which is denominated in USD, as well as selling zinc powder to foreign customers, resulting in TL being exposed to the risk of exchange rate fluctuations. In the fiscal year 2025 (1 October 2024 – 30 September 2025), the Baht moved in the range of 32.16 – 34.61 Baht per USD, compared to the same period last year when the Baht moved in the range of 32.15 – 37.30 Baht per USD. However, TL has an approach to manage such risk by conducting forward contract on international currency, as well as managing income and expenses cash flows that are international currency to be in alignment.

Risk from other external factors○ **Risks from government policies, compliance with relevant laws, regulations and rules**

Changes in government policies, laws, regulations and rules related to business operations, if UV Group does not comply or cannot comply correctly and completely, it may be a risk factor that affects the reputation, loss of business opportunities or penalties and fines for each business. However, the Company requires its departments and subsidiaries to regularly monitor changes in government policies, laws, regulations and rules related to their business operations, including improving the regulations, rules and practices, policies and practices on good corporate governance, anti-corruption, risk management and sustainable development, to be consistent with new or changed government policies, laws, regulations and rules, and to communicate them to UV Group's employees so that they are aware and comply. In addition, it may consider having a legal consultant with expertise to provide recommendations and/or take actions to ensure that UV Group complies correctly and completely with the relevant laws, regulations and rules.

(3) Financial risk○ **Risk from interest bearing debt**

As of 30 September 2025, UV Group has liabilities with interest burden of 15,978.40 million Baht which is loan from financial institutions for investing in new businesses and developing projects in the past, including as working capital for UV Group's operations. Loans from financial institutions have fixed interest rates and conditions that must be complied with, such as maintenance of debt-to-equity, maintenance of loan to building value based on valuation report, maintenance of shareholding proportion of the parent company in the highest order, right transfer in insurance contract and construction contract, placing assets as collateral, etc. Therefore, in the event that UV Group is unable to repay the loan and/or comply with the conditions stipulated in the loan agreement will cause UV Group to breach the loan agreement and financial institutions may demand repayment of the loan in full or enforce collateral which will affect the business operation of UV Group.

In the past, UV Group has been able to repay loans and comply with the terms and conditions of the loan agreements as specified by the financial institution. UV Group also manages its risks by regularly monitoring trends in interest rates and exchange rates to enter into interest rate swap contracts in the ratio appropriate to the income structure as well as entering into forward foreign exchange contracts together with the management of cash flows of income and expenditures in foreign currencies accordingly. In addition, because some of the subsidiary's loans are based on floating interest rates and must pay interest and principal in foreign currency. Furthermore, in 2025, the Monetary Policy Committee Meetings No. 1/2025 in February 2025, No. 2/2025 in April 2025, and No. 3/2025 in August 2025 resolved to reduce the policy interest rate by 0.25% per annum, bringing the policy interest rate down from 2.25% at the end of 2024 to 1.50% in September 2025. SCB EIC estimates that the Monetary Policy Committee may further cut interest rates in 2025 to 1.25% and again in early 2026 to 1.00% to facilitate further easing of financial conditions, consistent with the Thai economic growth trend that is expected to slow in 2026.

(4) Safety, occupational health, social, and environmental risks

As the Company invest in various businesses, the Company's normal operations do not have significant safety, occupational health, social, and environmental risks. However, the Company may be exposed to such risks from investing in businesses that may negatively impact the safety, occupational health, social, and environmental of stakeholders. The Company has a policy and requires UV Group to operate their business in strict compliance with laws, quality standards, policies, and requirements on safety, occupational health, social, and environmental matters. The Company also ensures efficient use of natural resources and energy, and implements sound environmental and waste management. Furthermore, during the investment consideration process, the Company assesses the risks and impacts on stakeholders, society, and the environment that may arise from the operations of the business in which it will invest before making an investment decision. The risks and risk management approaches related to safety, occupational health, social, and environmental in UV Group's operations are as follows:

○ **Risk from power plant production process**

Communities and industrial plants located near power plants can be affected by air pollution and noise generated by the power plant's production process. However, both power plants have continuously implemented environmental management measures in accordance with the ISO 14001 international standard since the beginning of their operations. In addition, there are ongoing community relations activities such as organizing a tripartite committee meeting (comprising community representatives, government officials in the area, and the Industrial Estate Authority of Thailand) to listen and resolve the impacts from the power plant operation regularly twice a year. In addition, both power plants set policies that emphasize the importance of operating according to the work instructions correctly and safely. No accidents involving the operators were found, causing them to stop working since the two power plants started operating. Moreover, PPTC and SSUT regularly conduct emergency drills in many cases, such as fire drills, chemical spill drills, oil spill drills, so that employees are aware of various risks that might happen and are able to perform duties properly and effectively in the event of an emergency.

○ **Risk from construction of UV Group's real estate projects**

Subsidiary that develops real estate projects, both residential and commercial, are aware of the impacts that the construction process may have on society and the environment surrounding the project, such as air quality, noise levels, vibrate, garbage and waste water from the project, accidents from construction work, etc. All business focus on reducing the impact on society and environment from project development in the process by designing and planning the project to reduce the impact on the environment and consider the building's energy efficiency, including choosing construction materials, decoration materials and furniture that are environmentally friendly, safe from toxins and save energy. In addition, during the construction, all business will supervise the contractors to comply with the mitigation guidelines specified in the EIA Report as well as taking care of the safety and welfare of those involved during the construction operations, providing a process to manage the impact that may occur to stakeholders in the construction process in all aspects such as rights and quality of life of construction workers, taking responsibility for the impact on the community and surrounding environment of the project. However, in fiscal year 2025, UV Group has no real estate projects under construction.

○ **Risk from zinc oxide powder and refrigerator manufacturing process**

With the production of zinc oxide powder using large machinery, high temperature furnaces, noisy production lines and dust generated around production lines and packing plants. Similar to refrigerator manufacturing process, which uses machinery for cutting, welding, and assembling sheet metal, the use of chemicals can pose risks to safety, occupational health, and employee well-being. Consequently, TL and PIC have taken various measures to mitigate business risks that may impact stakeholders. For example, provide employees with protective clothing and equipment against heat, noise, dust, or chemicals, and maintain a clean, orderly work area with an environment suitable for work. Furthermore, inspect and maintain machinery and equipment to ensure they are in good condition and ready for use. Establish work procedures to increase safety and create a better quality of life for employees, strictly adhering to relevant legal requirements and human rights principles, such as the installation of ventilation fans, determining the working hours of employees in the furnace work to take breaks from time to time regularly. In addition, TL and PIC provide health checks for employees along with the annual environmental quality analysis within the factory by independent external auditors in order to supervise the business operations in accordance with the requirements of laws and standards on environment, energy, labor and human rights rules.

In the fiscal year 2025, UV Group's business in the production process of power plants, refrigerator factories, and zinc oxide factories did not encounter any serious accidents resulting in deaths, and did not encounter any environmental complaints or complaints from communities that were significant, resulting in work stoppages, lawsuits, or impacts on the reputation of UV Group.

(5) Emerging risk

○ **Climate change risk**

Climate change from global warming that is becoming more severe, in addition to causing the business sector to be directly and indirectly affected by physical risks such as severe natural disasters, droughts that result in water shortages, may affect the production or delivery of goods of the business sector, as well as affecting the income or purchasing power and business expansion plans of customers. In addition, the international community has expressed its intention to move towards a low-carbon society at the Conference of the Parties of the United Nations Framework Convention on Climate Change, with the goal of achieving net zero greenhouse gas emissions ("Net Zero") by 2050. This includes Thailand, where Prime Minister Anutin Charnvirakul has announced a policy to push Thailand towards a low-carbon economy and society to cope with international trade. By adjusting the target for Thailand to achieve Net Zero by 2050, like 111 other countries, Thailand's move 15 years earlier from the original target of 2065 marks a significant shift in Thailand's climate policy that will impact the industrial sector due to risks associated with adapting to a low-carbon economy and society (Transition Risk). These risks include costs associated with developing environmentally friendly products and services, increased operating costs associated with enforcing new laws related to greenhouse gas emissions ("GHG"), and government measures such as renewable energy purchase targets, carbon taxes, and the implementation of emission trading systems, particularly for businesses and industries with high GHG, such as the oil and gas industry, fossil fuel power plants, chemicals, construction materials, aluminum, transportation, etc.

Although Thailand is still considering a draft Climate Change Act, which includes a Climate Change Fund mechanism to facilitate and drive the transition to a low-carbon economy and society, UV Group is constantly monitoring the situation, assessing the likelihood of impacts and the extent of climate change risk impacts, to enable each business to develop appropriate risk management plans for business continuity management and maintaining competitiveness. For example, the power plant and zinc oxide powder businesses began conducting Carbon Footprint for Organization (CFO) assessments from 2021 and conduct product carbon footprint (CFP) assessments in 2024 and 2025, respectively, along with continuously optimizing energy use (natural gas and electricity for the power plant and zinc oxide powder businesses) to maximize efficiency. This aims to reduce overall GHG emissions and GHG emissions per unit of production, coupled with the procurement or development of products and services that align with environmental standards and criteria and support the growing customer demand for environmentally friendly or energy-saving products and services, such as:

- Expanding solar cell installation services for electricity generation and procurement services from clean energy along with Renewable Energy Certificates for industrial customers who purchase electricity from UVBGP Group's power plants.
- Promoting the concept of Circular Economy in UV Group's business activities by using resources with maximum efficiency through the process of reuse and recycling, such as
 - Reusing treated wastewater for cooling machinery and equipment in power plants.
 - Sorting ash, powder, and scrap zinc ingots, which are materials left over from the manufacturing process, and reusing them in the zinc oxide production process or selling them to other manufacturers for reuse. This also includes increasing the use of recycled zinc ingots in zinc oxide production.
 - Implementing a project to collect plastic bottles, aluminum cans, glass bottles, paper, and food waste from tenants of office buildings and residential real estate projects. The packaging is recycled for reuse or converted into soil nutrients.
- Installation of solar cells to increase the use of clean energy electricity in UV Group's business.

○ **Cybersecurity and data security risk**

As the business sector has changed its way to operate business and working method by applying information technology ("IT") in production process and corporate management increasingly such as using automated system in the production processes of power plants and industrial plants, connecting information between departments and contacting related individuals of UV Group via internet, this results increase exposure of UV Group's business operations to risks from internet and cyber threats such as network attack and access into relevant internal information of UV Group such as product development information, trade information, and customer personal information by external individuals with no relation and without approval for demolition or using such information in ways that cause damages to UV Group. Such threats may lead to impact on finance, business operations, reputation, and credibility of UV Group such as increase of costs from expenses on legal actions and/or from fines for disclosing personal information, loss of intellectual information and customer information owned by UV Group, etc.

The Company has established an Information Technology Security Policy, which establishes guidelines for controlling access to and use of the Company's IT systems, data backup, data system restoration, and emergency preparedness, including auditing, risk assessment, and internal data control. Executive-level responsible persons and the IT Department are designated to be responsible for monitoring, supervising, and implementing various actions in accordance with these guidelines. The Company also has a data backup and recovery system, conducting annual rehearsals based on the data system recovery plan, and implementing preventative measures through training on the proper and safe use of technology for employees to avoid cyber threats. This aims to raise awareness of cyber threats and keep employees up-to-date on the situation. In fiscal year 2025, UV's IT Department will increase the installation of Endpoint Detection and Response (EDR) systems in critical systems, along with performing preventative maintenance on critical systems and equipment. It will also organize annual cybersecurity training for directors, executives, and employees as planned. Furthermore, it is preparing to conduct an IT security assessment based on the National Institute of Standards and Technology's (NIST) Cybersecurity Framework to assess UV Group's cybersecurity status. This will lead to the establishment of effective IT security targets and measures, which will reduce the risk of cyberattacks and protect the organization's sensitive data.

Regarding personal data, the Personal Data Protection Department monitors and ensures that all departments and businesses comply with relevant laws and regulations, such as the Personal Data Protection Act, regarding data protection, proper use, storage, and destruction. In fiscal year 2025, the Personal Data Protection Department reviewed and updated the personal data protection policy and privacy notice for the Company's stakeholders, including customers, business partners, shareholders, employees, and job applicants. The department also collaborated with departments and subsidiaries to review and update documents related to the collection, use, and disclosure of personal data, including the Record of Processing Activities (ROPA) and the data flow diagram, to enhance UV Group's compliance with personal data protection laws. Furthermore, the department organized training and disseminated educational materials to review personal data protection practices for executives and employees to raise awareness and assist UV Group personnel in handling personal data in accordance with the law and established guidelines.

2.2.2 Risks to the investment of securities holders

○ Risk of uncertainty in the ability to pay dividends and the return that investors will receive

The Company's ability to pay dividends depends on many factors, such as the operating results of its subsidiaries, capital reserves for investment plans in new companies or businesses, loan repayments, etc. Such factors affect its ability to pay annual dividends and put the Company at risk of paying dividends at lower rates than investors expect. In addition, the Company's share price may increase or decrease depending on various factors which the Company cannot control, such as economic conditions, crises, unusual situations or changes in accordance with policies, rules, regulations or conditions which significantly affects the business operations of the Company's subsidiaries. Such factors may cause the Company's share price to fall below the investor's buy price and/or above the investor sell-off price. Therefore, investors may be at risk from the uncertainty of the return that investors will receive as expected.

○ Management risk of major shareholders

As of 2 October 2025, Adelfos Company Limited ("Adelfos") and its subsidiary (Siribhakditham Company Limited) hold the Company's shares totaling 1,267,532,605 shares or 66.30% of total shares sold of the Company. As a result, these shareholders (Mr. Thapana Sirivadhanabhakdi and Mr. Panote Sirivadhanabhakdi, directors of the Company, each holding 50.00% of Adelfos' shares) were able to control almost all resolutions at shareholders' meetings, including the appointment of directors and other matters requiring a majority vote of the shareholders' meeting. This is except for matters that the law or the Company's regulations require a three-quarters vote of the shareholders' meeting. As a result, other shareholders may not be able to muster the necessary votes to check or balance the matters proposed by Adelfos.

However, the Company's management structure comprises of the Board of Directors and subcommittees in which each committee has clear scope of authority in order to ensure that the Company's management has transparency and accountability. Furthermore, the Company prescribes policy to manage conflict of interests in which directors, executives, or stakeholders in such transaction must not be involved in decision-making and the connected transaction must go through review or consideration of Audit Committee which has no interest in the connected transaction. The Company must also disclose information of the connected transaction according to the process required by laws or regulations of regulatory authority. The aforementioned management structure and policy to manage conflict of interests are approaches to reduce impacts of such risk.

2.2.3 Risk of investing in foreign securities (In case the issuer is a foreign company)

None

Driving Business for Sustainability



3 Driving Business for Sustainability

About this report

The Company has prepared this information on driving sustainable business to present the performance of UV Group in the development of sustainability in 3 areas: economy, society and environment, specifically in the material issues that will affect UV Group's ability to conduct business and continuous growth in the long term. The Company has prepared the information in accordance with the guidelines of the Global Reporting Initiative ("GRI Standard") at the Core level and has considered UV Group's performance against the United Nations Sustainable Development Goals (SDGs).

Scope of report

The scope of reporting is divided by type of information as follows: (1) Economic information covers the operating results of the Company and its subsidiaries according to the consolidated financial statements for the 12 months from 1 October 2024 to 30 September 2025 (2) Social and environmental information covers the activities and operations of the Company and its subsidiaries operating core businesses that have significant impacts on communities, society or the environment, excluding subsidiaries that hold shares in other businesses and excluding businesses in which the Company holds less than half. Information on nature of business operations, management structure, corporate governance, risk management, internal control and internal audit, significant events and operating results of the past year are presented in other sections of Form 56-1 One Report 2025.

Report certification

Economic performance information comes from the accounting data collection system, the same as Form 56-1 One Report, which has been reviewed by the Company's auditor. Sustainable development performance is the responsibility of the Company, which has been considered relevant and create value for stakeholders related to UV Group.

Quality control of the report preparation

The Sustainability and Risk Management Committee, the Company Secretary and the Compliance Department jointly control quality of sustainable development information preparation and make sure the information is accurate and complete. They collected information from related departments and subsidiaries to prepare the report and checked the accuracy of information in accordance with the prescribed guidelines. The person in charge as mentioned above provided report on guidelines, procedures and progress to the Corporate Governance Committee and the Board of Directors.

Contact for inquiries or comments

Sustainability and Risk Management Working Group

Tel. 66 (0) 2643 7100 ext. 7195 (Company Secretary)
or ext. 7360 (Compliance Department)

Email uv_sustainability@univentures.co.th

3.1 Policy and objectives of sustainable management

The Company has formulated strategies to drive business for sustainability in line with our vision of "To be a leading investment company that generates sustainable growth". In 2021, the Board of Directors determines "Sustainability Management Policy" of UV Group as a guideline for business management to grow stably and sustainably, covering all dimensions, including the environment dimension, social dimension, governance and economic dimension, as well as responding to the Sustainable Development Goals of the United Nations (SDGs). The Board of Directors requires that the sustainability management policy be reviewed annually in order to appropriately adjust to the changing business conditions.



The Sustainability Management Policy

Business goals and strategies 2025 - 2027

Invest in tomorrow - Investing in the future for sustainable growth



Unlock Value



Operation Improvement



Business Expansion

Strategies for sustainability

Leading investment company that creates sustainable growth

Economic dimension

Invest to generate returns in line with sustainable economic principle

- Stable business growth and proper sharing of benefits
- Customer centric

Social dimension

Acting as a good citizen of society

- Human resources management
- Safety and occupational health
- Participation in community and social development

Environmental dimension

Investing and operating businesses with consideration to environmental impact

- Energy and climate change management
- Resource management in business processes

Fundamentals to sustainability

CG / risk management

Supply chain management

Data and information systems protection

Respect for human rights

In the fiscal year 2025, the Company will continue to operate in accordance with the policy, management framework and sustainability strategy plan from the previous year. The Company will set targets and indicators to assess the efficiency of operations to be used as information for monitoring and developing performance. The performance results in the fiscal year 2025 are summarized as follows:

Goals and key performance in 2025

Governance/ Economic dimension

To be an investment company that invests responsibly, considers stakeholders and generates sustainable returns.



	Goals in 2025	Performance in 2024	Performance in 2025
Stable business growth	- Balanced revenue structure from recurring revenue growth. - Dividend payout ratio over > 50%.	8,762 MB/ 56% of revenue from business operations 149.33%	9,044 MB/ 64% of revenue from business operations -
Customer centric	- Power plant availability > 98.00%. - Customer satisfaction survey on products or services $\geq$ 80%. 100% of customer complaints about products and services are resolved. - No lawsuits/ complaints about customer privacy or confidential information.	SSUT 97.60% PPTC 97.83% 100% on target 100% on target 0 lawsuit/ complaint	SSUT 99.75% PPTC 95.93% 75% on target 100% on target 0 lawsuit/ complaint
Corporate governance	- Corporate governance assessment results from recognized institutes at "excellent" level. - No warnings about good corporate governance from regulators. - No complaints from stakeholders about actions that violate good corporate governance principles.	Assessment result of the CGR project at "excellent" level 0 warning 0 complaint	Assessment result of the CGR project at "excellent" level 0 warning 0 complaint
Supply chain management	- Critical suppliers/ high risk sustainability suppliers are audited annually. - Procurement of environmentally friendly goods/services > 50% of the procurement value.	100% on target 57.71% of total purchase value	99.44% on target 57.93% of total purchase value
Data and information systems protection	- No significant interruption or safety of the information technology system in UV Group's business operation. - No lawsuits or complaints of personal data breach from data subjects or regulators.	0 case 0 lawsuit/ complaint	0 case 0 lawsuit/ complaint

Remark * The Board of Directors' Meeting No. 1/2025-26 resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval of the suspension of dividend payments due to the Company's net loss attributable to the parent company.

Social dimension

To act as a good citizen to contribute to the sustainable growth of society.



	Goals in 2025	Performance in 2024	Performance in 2025
HR management	> 80% of employees are trained - Employee engagement rate > 80%	69.81% 86.10%	82.58% 85.21%
Safety and occupational health	- No accidents or fatal illnesses of employees - No accident or illness resulting in time off work	0 time 2 times	0 time 5 times
Respect for human rights	No lawsuits or complaints regarding human rights violations in UV Group's business activities	0 lawsuit/ complaint	0 lawsuit/ complaint
Participation in community and social development	Organize projects or activities that contribute to improving the well-being of the community or society	Social development/ support expenses total 25.19 MB	Social development/ support expenses total 26.01 MB

Environmental dimension

Investing and operating businesses with consideration to environmental impact.

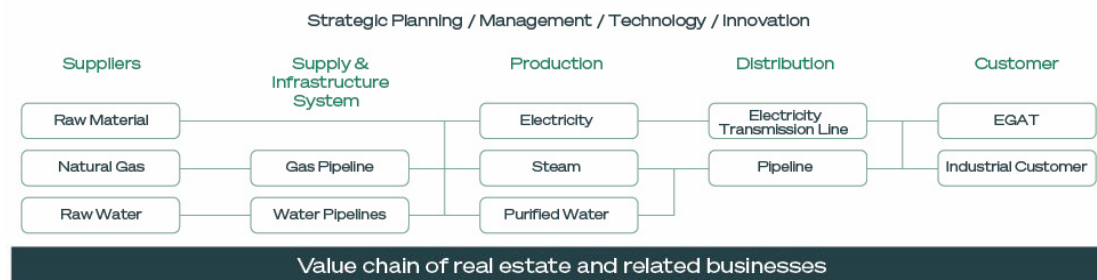
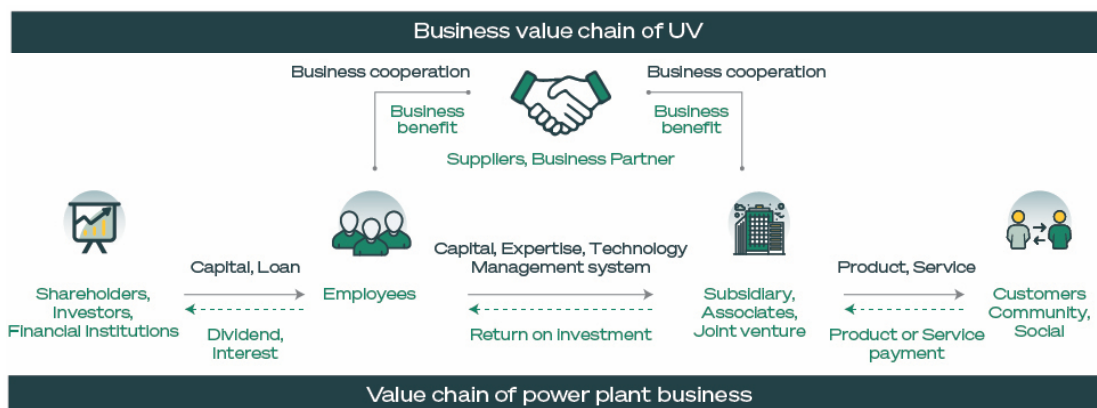


	Goals in 2025	Performance in 2024	Performance in 2025
Energy and climate change management	- Reduce energy consumption per production unit. (Neutral Gas) - Power plant – SSUT Heat Rate < 7,630.00 BTU/ kWh - Power plant – PPCT Heat Rate < 7,530.00 BTU/ kWh - Zinc oxide powder plant – average heat per production unit decreased by 2%	7,667.07 BTU/ kWh 7,555.98 BTU/ kWh Increased by 1.28%	7,587.36 BTU/ kWh 7,494.73 BTU/ kWh Increased by 3.51%
	- Reduce GHG Scope 1-2 per production unit. - SSUT < 0.4400 tonCO₂e/MWh - PPTC < 0.4400 tonCO₂e/MWh - Zinc oxide powder plant < 0.56 tonCO₂e/ ton zinc (base year: 2022)	0.4199 tonCO ₂ e/MWh 0.4464 tonCO ₂ e/MWh 0.55 tonCO ₂ e/ton Zinc	0.4094 tonCO ₂ e/MWh 0.4229 tonCO ₂ e/MWh 0.57 tonCO ₂ e/ton Zinc
Resource management in business processes	- Reduce water consumption per production unit of power plant business. - SSUT < 0.00072 m³/ kWh - PPTC < 0.00073 m³/ kWh - Effluent quality from production process of power plant and zinc oxide powder plant complies with the laws and standards. - Increase the amount of recycled waste - Power plant > 60% - Zinc oxide powder plant > 99% - Air quality from stacks of power plants and zinc oxide powder plant complies with laws and standards	0.00076 m ³ /kWh 0.00076 m ³ /kWh 100% on target SSUT 87.41% 97.65% 100% on target	0.00058 m ³ /kWh 0.00055 m ³ /kWh 100% on target SSUT 92.91%/ PPTC 66.93% 99.48% 100% on target

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The Company aims to bring resources, experience in investment and management, and relationships between funding sources and business partners to look for investment opportunities in businesses or potential projects. The purpose of this is to create social values, support the growth of the Company's business while also drive the economy as a whole. The Company has planned business strategies and built relationships with stakeholders in the business value chain to support the main business activities of UV Group in procuring, producing, developing, delivering quality products and/or services of UV Group to customers which leads to the business growth of UV Group and creates suitable returns for shareholders, investors and financial institutions which provides financial support to the Company. In addition, the Company has prioritized supporting activities, such as recruiting, developing, and retaining personnel; administration of Informative Technology, risk management and internal control, data protection and security, while promoting relationships with stakeholders to ensure all UV Group's core activities go smoothly.



3.2.2 Analysis of stakeholders in the business value chain

The Company analyzes and identifies key stakeholders who are both positively and negatively impacted by UV Group's business operations and set up channels for listening to needs, opinions, expectations, and suggestions, both formally and informally in order to apply issues that stakeholders focus on to formulate guidelines for treating stakeholders appropriately to reduce negative impacts from business operations and to develop sustainable business of UV Group. Every year, the Company will consider the importance of stakeholders and material topics through analysis of information from the Company's departments and subsidiaries that contact or relate to stakeholders which are divided into 7 groups: (1) shareholders and investors (2) employees (3) customers (4) trade partners and business partners (5) government agencies and regulators (6) financial institutions (7) society and community. The details of the communication style, stakeholder engagement, issues of interest and expectations of UV Group's stakeholders are as follows:

Stakeholders	Engagement channels/ Contact channels	Interests/ Expectations of stakeholders	Responds to stakeholder expectations
Shareholders/ Investors	- Shareholders' meeting. - Disclosure news and information through the SET's news system, the Company's website and Form 56-1 One Report. - Inquiring information and expressing opinions through IR Department and through the Company's website.	- The growth of operating results. - Regular dividend payment. - Promotion of business competitiveness of companies or businesses to be invested. - Opportunity and risk management for business growth and continuity. - Transparency in business operations under good corporate governance.	- Review business strategies and drive business performance towards targets. - Manage risks and business continuity. - Conduct business under good corporate governance principles. - Disclosure important information in a transparent, adequate, timely manner in accordance with the criteria of regulatory agencies.
Employees	- Communication between HR and employees. - Channels for receiving complaints. - Corporate engagement survey and listen to the opinions of employees. - Executive meeting with employees. Meetings within departments and between departments.	- Remuneration, welfare and benefits that are appropriate and fair. - Career advancement and stability in work. - Employee skill development. - Good and safe working environment. - Treat employees according to human rights and labor ethics. - Work-life balance.	- Develop skills and knowledge related to their responsibilities and support the Company's strategic direction. - Assess performance every year, pay compensation and improve welfare appropriately. - Treat employees according to labor laws and human rights principles. - Improve the working environment. - Organize activities to build relationships. - Answer/ clarify employee inquiries, follow the guidelines when receiving complaints.
Customers	- Customer satisfaction surveys. - Communicate and ask for information, listen to opinions and complaints via phone, website, online media, mobile app, contact center. - Customer relations activities. - Meeting or visiting customers.	- Quality of products/services that meet customer needs. - Fair and reasonable product/service prices. - Present product/service information with expertise and responsibility. - Deliver quality products/services according to the contract conditions. - Providing after-sales service and responding to problems or complaints quickly and attentively.	- Create or develop products/services that meet customer needs. - Develop employees' skills and knowledge, instill corporate values and business ethics in employees to increase service efficiency. - Take care customers before, during and after the sale. - Treat customer data in accordance with the Personal Data Protection Laws.
Trade Partners/ Business Partners	- Communication channels, listen to opinions, suggestions, complaints via phone, e-mail, letter. - Meetings to discuss/ brainstorm ideas to develop products/services together. - Activities to build relationships with business partners.	- Clear, fair, transparent and verifiable procurement processes. - Trading transparently and without discrimination. - Compliance with the established agreements. - Growing business together.	- Transparent and verifiable procurement system. - Clear and fair terms of employment, contracts and requirements. - Business ethics, treat partners equally and against corruption. - Exchange information and knowledge to improve the quality of products/services and create business cooperation.
Government agencies/ Regulators	- Report business results or performance according to laws or criteria. - Meetings or work contacts by executives or related departments. - Communications via phone, emails, meetings, letters, etc.	- Compliance with relevant laws and regulations. - Conduct business with transparency, accountability, responsibility for community, society and environment. - Transparent tax management. - Cooperation or support for government activities or projects.	- Supervise business operations to be conducted in accordance with the law and good corporate governance principles. - Manage safety, occupational health and control impacts on society/environment from business operations.
Financial Institutions	- Meetings or work contacts by executives or executives and finance department. - Communications via phone calls, emails, meetings, letters, etc.	- Financial stability, debt level and debt repayment ability. - Management with transparency and accountability under good corporate governance.	Paying debts on time and comply with the terms of the loan agreement.
Social/ Community	- Communicate information and listen to opinions and complaints via e-mail, website, telephone, letter, online media. - Meeting, talking and doing activities with community. - Conducting public hearings before starting the project.	- Operate business responsibly, control, prevent and solve the impacts on society and environment that may arise from business operations. - Develop business to grow together with community, society, economy and environment. - Support activities for the community, society and the environment.	- Supervise business operations to be conducted in accordance with the law and good corporate governance principles. - Manage safety, occupational health and social/environmental impacts from business operations. - Community relations activities, social and public benefit activities

3.2.3 Determining the material sustainability topics and report content

The Company manages sustainability issues both internally and externally according to the framework of the Global Reporting Initiative (GRI), produces and discloses sustainability reports in accordance with the SET Reporting Guide framework, including reference to the Core level of GRI Standard. In this regard, the Company determines the process of selecting material issues according to the procedures of GRI Standard as follows:

(1) Identifying material topics

The Company has identified the material topics that affects the sustainability of UV Group and its stakeholders throughout the business value chain, covering economic, social, and environmental dimension by analyzing internal factors such as performance, the advantages and disadvantages of the business, UV Group strategy, along with the analysis of the external factors such as the interests and expectations of stakeholders, business conditions and trends, sustainability issues in related businesses which in the country and around the world are important. This is done by collecting similar issues and categorizing them to the main material topics to lead to the proper management.

(2) Prioritization of material topics

The Company arranges the prioritization of material topics by measuring the importance from the perspective of the external stakeholders for the opportunities or impact that will occur both economic, social and environmental impacts together with consideration from the Company's perspective of the impact that will occur according to the organization's risk assessment criteria.

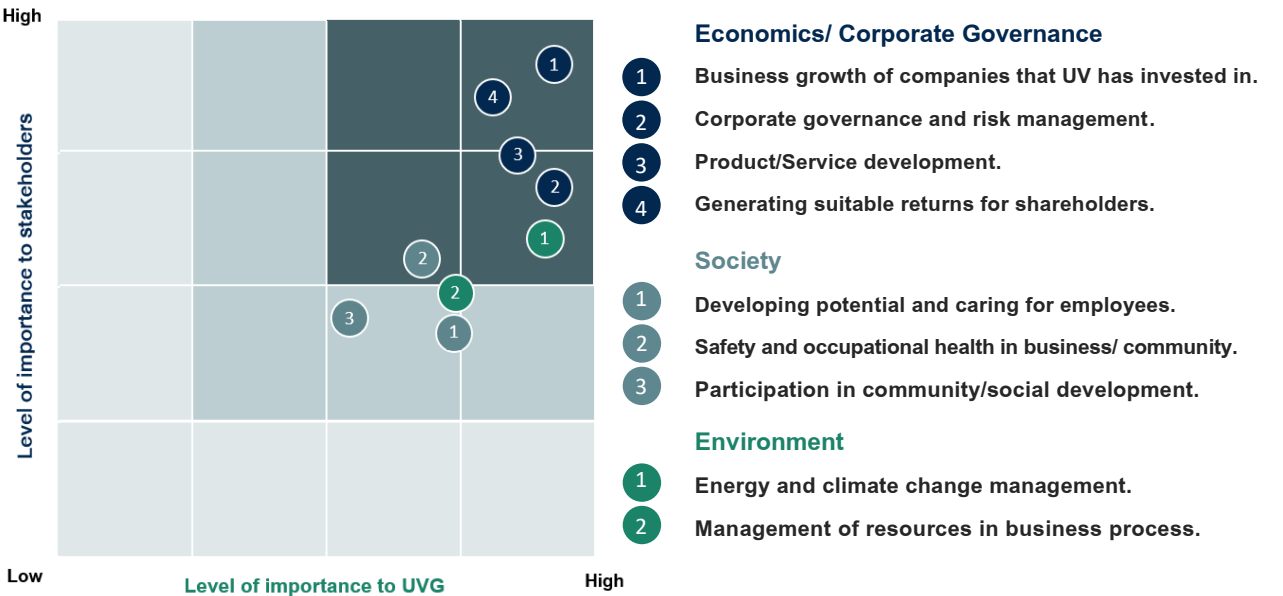
(3) Validation of material topics

The Company considers the material topics obtained from ranking to define key sustainability issues and the scope of presentation of information to cover relevant key issues including reviewing the accuracy and completeness of the information to be presented in the annual registration statement.

(4) Continuous reporting development

The Company reviews the information after disclosing the sustainability information to the stakeholders to solicit feedback and suggestions for improving content of the report for the following year to ensure that the material topics established by the Company respond to the expectations and interests of stakeholders during the preparation of the information.

Results of the preparation of material sustainability topics for fiscal year 2025



Material sustainability topics relevant to stakeholders

Material sustainability topics	Shareholders/ Investors	Employees	Customers	Suppliers/ Business Partners	Government Agencies/ Regulatory Agencies	Financial Institutions	Society/ Community
Business growth of companies that UV has invested in	●	●		●		●	
CG and risk management	●	●	●	●	●	●	●
Product/Service development		●	●	●	●		●
Generating suitable returns for shareholders	●						
Developing potential and caring for employees		●	●		●		●
Safety and occupational health in business/ community		●	●	●	●		●
Participation in community/ social development		●	●	●	●		●
Energy and climate change management		●	●	●	●		●
Management of resources in business process		●	●	●	●		●

Reporting scope of the fiscal year 2025

Sustainability material topics	Sustainability topics according to GRI	Topic	UV	Energy business	Refrigerator business	Real estate and related business	Zinc oxide business
Stable business growth and optimal benefit sharing	GRI 201-1, 203-2	● Stable business growth	●	●	●	●	●
		● Sharing of benefits with stakeholders appropriately	●	●	●	●	●
		● Promoting the potential of businesses that the company has invested in	●	○	○	○	●
Customer centric	GRI 417-1, 417-3, 418-1	● Products and services that reach the needs and create customer satisfaction	●	●	●	●	●
		● Customer relationship management	●	●	●	●	●
CG and risk management	GRI 205-1, 205-2, 205-3	● Business ethics	●	●	○	●	●
		● Anti-corruption	●	●	○	●	●
		● Risk management	●	●	●	●	●
Sustainable supply chain management	GRI 308-1, 414-1	● Screening and grouping of business partners	●	○	○	●	●
		● Cooperation and relationship management with business partners	●	○	○	●	●
Protection of data and information systems	GRI 418-1, 419-1	● Security of information systems	●	●	○	●	●
		● Protection of personal data	●	●	○	●	●
Human resource management	GRI 401-1, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2	● Recruitment	●	●	○	●	●
		● Compensation, welfare, performance assessment	●	●	○	●	●
		● Developing potential and caring for employees	●	●	○	●	●
		● Employee engagement to the organization	●	●	○	●	●
Safety and occupational health	GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-9, 403-10	● Safety and occupational health management in business processes	●	●	○	●	●
		● Training and activities to promote safety and good health	●	●	○	●	●
		● Occupational health/safety care from epidemics	●	●	○	●	●
Human rights	GRI 412-1, 412-2	● Human rights risk audit and assessment	●	○	○	●	●
		● Enhancing human rights culture in the organization	●	○	○	●	●
Participation in community and social development	GRI 203-2, 419-1	● Overseeing and controlling the impact of business on the community/ society	NR	●	○	●	●
		● Activities to create value for the community/ society	●	●	○	●	●
Energy management and climate change	GRI 302-1, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5	● Energy management	○	●	○	○	●
		● Greenhouse gas management	○	●	○	○	●
Resource management in business processes	GRI 303-2, 303-5, 306-3, 306-4, 306-5, 307-1	● Environmental management	NR	●	○	○	●
		● Water management	NR	●	○	○	●
		● Waste and emissions management	●	●	○	○	●
		● Air quality	NR	●	○	○	●

- Remarks
- Information of management and performance covering such businesses.
 - Management information covers the said business, but the performance covers some parts or does not cover the performance.
 - NR Not significant or not related to such business.
 - Excluding subsidiaries that operate the business of holding shares in other companies and does not include companies in which UV holds less than half of its shares.

3.3 Sustainability in economic dimension

3.3.1 Stable business growth and proper sharing of benefits

The Company invests in many businesses to receive returns from the performance of the invested companies and pass the return on investment onto shareholders in the form of dividends and higher stock prices. The challenge is to maintain the stability of UV Group's business growth to create continuous returns or profits in operations on the basis of good corporate governance, being responsible in conducting business with transparency, managing risks at an appropriate level, and taking into account the sharing of benefits with stakeholders in the business value chain to support the Company's sustainable growth.

Management

The Company drives the growth of its current invested businesses by participating in administration and making decisions on each business's critical issues and important matters through meeting of the Board of Directors and/or the Executive Committee. The Company send its representatives to join as directors or executives in each invested business so that the Company can monitor and drive business operations of various businesses according to the business plan and the Company's business policy. The Company uses its business network to support business collaboration within UV Group and external partners, leading to expansion and creation of added value products and services of UV Group that responds to the markets and customers' needs and have a unique selling point and advantages over competitors. We are constantly seeking investment opportunities in new businesses with great potential to generate appropriate returns on investment in the long run and to balance the Company's investment structure as well as to diversify the source of revenue.

In addition, the Company places importance on managing expenses, costs and financial ratios appropriately according to the revenue targets and business plans of each business, along with emphasizing financial discipline and financial risk management, as well as ensuring that there is an appropriate and efficient internal control system. The Company prepares financial statements transparently and verifiably to build confidence among all stakeholders that the recording of accounting data is accurate and complete, and shows the financial position and performance of UV Group in accordance with the facts according to the relevant criteria. At the same time, the Company places importance on sharing benefits with stakeholders in the business value chain appropriately to help drive the country's economy, including suppliers or business partners from business transaction, employees from employment, shareholders from dividend payments, the government from tax payments, communities or society from budget allocations to support or carry out activities that benefit the community.

Targets

- To generate sustainable revenue of over 10 billion Baht for the UV Group.
- To increase the proportion of recurring income to balance with revenue from sales.
- To increase profitability in all businesses that the Company has invested in.

Strategies

- Enhance and support business operations of the invested companies by participating in strategic planning, developing business cooperation within the group and external partners to increase business competitiveness.
- Seek opportunities to expand the current business and expand investment to new potential businesses.
- Manage expenses, costs, liquidity and financial ratios to an appropriate level. Emphasize on financial discipline and focus on financial risk management.
- Promote development of innovation within the organization regarding work processes, products, services and business models that benefit UV Group

Performance

(1) Stable business growth

The Company monitors and ensures that its invested businesses operate within the strategies and plans established by each entity, while prioritizing expense, cost, and liquidity management to ensure they remain at appropriate levels in line with revenue targets, business plans, financial position, operating results, and the business environment. However, pressure from multiple negative factors impacting the growth of the Thai economy and the business sector in 2025, including the global economic slowdown caused by trade protectionist measures, US tax policies, and geopolitical conflicts, which impact Thai exports. Meanwhile, private investment slowed due to political uncertainty, rising costs, and declining consumer purchasing power due to high household debt and lack of consumer confidence. Furthermore, the tourism sector expanded less than expected due to a decrease in the number of foreign tourists, particularly Chinese tourists, and uncertainty about farmers' incomes resulting from agricultural price fluctuations caused by climate change and natural disasters. These negative factors have led to a slowdown or decline in the overall Thai economy and industrial sector, including UV Group's businesses. Nevertheless, UV Group has maintained recurring income, debt-to-equity ratio, and corporate credit rating in line with its targets, as well as achieved appropriate business progress and stakeholder benefit sharing, as follows:



Total Asset
36,679 MB
 decrease 5%



Total Revenue
14,598 MB
 decrease 8%



Proportion of Revenue from Business Operations
64 : 36
 Recurring income : Revenue from sales



Debt to Equity Ratio
1.50 times



Corporate Credit Rating
BBB+

Key operations and business progress in 2025

- PPTC Power Plant has upgraded gas turbine efficiency, increasing its power generation capacity by 7.5 MW to 135 MW, up from 127.5 MW. PPTC has already sold all of this additional electricity to industrial customers, resulting in PPTC currently distributing electricity at its maximum capacity of 135 MW. Furthermore, PPTC Power Plant has maintained half-block operation during periods of continued low electricity demand from 2024, resulting in reduced natural gas consumption for the gas turbines, reducing natural gas costs in fiscal year 2025 by approximately 71 million Baht.
- SSUT Power Plant has continued to optimize its island operation and load transfer systems to suit customer power distribution and power plant operation patterns from 2024 onwards to improve average heat rate efficiency, reducing natural gas costs in fiscal year 2025 by approximately 213 million Baht.
- UVCE has provided rooftop solar panels for the distribution centers of Havi Logistics (Thailand) Co., Ltd. and the Queen Sirikit National Convention Center, as well as One Bangkok EV charging station, which is scheduled to begin generating electricity and open for service in 2025. UVCE has also been selected to supply and install solar panels and EV charging stations for three additional real estate and industrial projects: One Bangkok bus charging station, the shopping center rooftop solar panel installation project, and the food industry floating solar panel project, with a combined power generation capacity of approximately 4.65 MW and a total investment of approximately 105.5 million Baht.
- PIC's refrigerator manufacturing business has been certified with ISO 14001:2015 environmental management system standard, building customer confidence that throughout the production process until the refrigerator is delivered to customer, PIC has used resources efficiently, managed environmental impacts responsibly and complied with the law. In addition, in 2025, PIC was able to increase new orders from foreign customers such as Nepal and Indonesia, totaling 2.9 million Baht, and had additional income from design, production, and installation services for high-quality stainless steel kitchenware under the brand "Q Kitchen", valued at 3.1 million Baht.
- GRAND UNITY closed sales of Blue Phahonyothin 35 condominium in September 2025, generating revenue from sales of 10 ready to move in condominium projects in fiscal year 2025 totaling 467 units, 1,671 million Baht, and a backlog of 27 units, 88 million Baht.



- SENSES is managing 3 new real estate projects in 2025: ONE89 Wireless - One Bangkok, KLOS Ratchada 7, and Chapter Chula-Samyan condominium. SENSES has a total of 30 condominium, office building, and shopping center projects under its management.
- FS and AA generated revenue and backlog in fiscal year 2025 from new products and technologies from leading partners, presented alongside proprietary solutions or applications developed by FS or AA, totaling over 80 million baht. Examples include the "Fine my Car" parking locator, a delivery truck tracking system, and an indoor and outdoor noise detection system for the One Bangkok project, as well as a private elevator calling system for the ONE89 Wireless project.
- TL increased orders for zinc oxide powder from new and existing customers with no orders in over a year, including 18 customers in the animal feed industry and other industries, such as the rubber, chemical, and ceramic industries, totaling 33 million Baht. TL also increased orders from a Thai manufacturer in the tire industry, making it one of the largest customers with orders in 2025 totaling over 135 million Baht. TL also successfully developed and produced a 72% zinc oxide powder formula for use in the animal feed industry, which is currently being refined based on customer feedback before proceeding to production.

(2) Proper sharing of benefits with stakeholders

In the fiscal year 2025, in addition to revenues and profits of UV Group, the economic value that UV Group has created and distributed to stakeholders such as procurement or joint business with business partners, wages and welfare to employees, dividends paid to shareholders, taxes paid to government agencies, sponsorships or budgets for various activities that benefit the community or society. Details are as follows:

	FY 2022		FY 2023		FY 2024		FY 2025	
	Million Baht	% of total revenue	Million Baht	% of total revenue	Million Baht	% of total revenue	Million Baht	% of total revenue
Economic value generated by UV Group								
Total revenue from sales and services	15,142.15	99.16%	16,542.58	93.61%	15,636.31	98.93%	14,172.32	97.08%
Revenue from financial investments	18.81	0.12%	27.54	0.16%	43.50	0.28%	49.46	0.34%
Other revenue	109.08	0.72%	1,102.19	6.23%	124.99	0.79%	376.35	2.58%
Total revenue	15,270.04	100.00%	17,672.31	100.00%	15,804.80	100.00%	14,598.13	100.00%
Economic value shared by UV Group								
Operating expenses	12,475.62	81.70%	12,629.66	71.47%	11,423.39	72.28%	10,135.75	69.43%
Total compensation for executives and employees	739.17	4.84%	1,415.50	8.01%	1,750.01	11.07%	1,672.77	11.46%
Dividends to shareholders	86.04	0.56%	172.07	0.97%	172.07	1.09%	-*	-*
Finance cost	676.00	4.43%	915.05	5.18%	979.29	6.19%	819.98	5.62%
Tax paid to state/ local governments	236.19	1.55%	171.42	0.97%	214.64	1.36%	311.02	2.13%
Expenses for development and support to social	1.95	0.01%	23.25	0.13%	25.19	0.16%	26.01	0.18%
Total expenses and dividends	14,214.97	93.09%	15,326.95	86.73%	14,564.59	92.15%	12,965.53	88.82%
Cumulative economic value	1,055.07	6.91%	2,345.36	13.27%	1,240.21	7.85%	1,632.60	11.18%

Remark * The Board of Directors' Meeting No.1/2025-26 resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval of the suspension of dividend payments due to the Company's net loss attributable to the parent company.

(3) Promoting the potential of businesses that the Company has invested in

Optimize corporate resource management

In 2025, the Company will encourage departments and subsidiaries, which have invested in and implemented a new Enterprise Resource Planning ("ERP") system in 2023 and 2024, to utilize the ERP system to support faster, more accurate, and more comprehensive reporting and business data analysis across all dimensions. This will enhance the efficiency of each business's resource management, align with operating results, and keep pace with changing business, market, and competitive dynamics. In 2025, UV Group's energy business, real estate and related businesses, and the zinc oxide business will utilize the ERP system to compile data and prepare business reports based on specified criteria. For example, sales and gross profit reports for projects, categorized by customer group, product type, and distribution channel, will be used for analysis and adjustment of business strategies or marketing plans that can stimulate sales while maintaining acceptable performance. Project sales cost and expense reports will also be used to develop new project budgets with a more accurate cost and expense structure that reflects the current situation. Furthermore, UV Group will use the ERP system to create a pricing framework that aligns with the actual costs and expenses incurred during each period, ensuring the maintenance of gross profit margins and the achievement of operating results that meet established targets.

Promotion of innovation development within the organization

The Company encourages employees to embrace "Design Thinking" to develop creativity, encourage new ideas, and develop new initiatives. This can be further developed into knowledge and/or innovation to enhance work processes, develop products or services to meet the needs of both internal and external customers, and/or create new business models. This is a key strategy for building a professional team to support sustainable business and organizational growth.



In 2025, the Company requires employees of the Company's head office, located on the 22nd floor of the Park Venture Ecoplex, to adopt Design Thinking and the corporate core value of "Collaboration," which promotes teamwork to achieve goals, into the "On Cloud" activity. This initiative aims to support the Company's "Paperless Office" goal by maximizing efficiency in managing corporate storage space and transforming paper documents into electronic files to reduce office costs, such as paper and printing costs, space rentals, and document storage services. Employees are also encouraged to participate in the creation of an organized data storage and recording system, facilitating convenient and

rapid access to data from all stakeholders, under measures to ensure the security of sensitive and confidential information. In 2025, the "On Cloud" activity achieved the following goals:

- Each department's employees have jointly designed and developed a standardized data management manual ("Blueprint") for their department. This comprehensive process, covering storage, access, and destruction, is appropriate for each department's data type, workflow, and task. This process can be implemented efficiently, enabling employees to quickly and efficiently access data in both paper and electronic formats, according to their rights. Critical business data, confidential information, and personal data are stored securely and can only be accessed and used by relevant personnel in accordance with relevant laws and good corporate governance practices. Furthermore, criteria and processes for tracking data destruction are in place to maximize the management of each department's storage space.



- Employees from each department work together to manage information according to the blueprint that has been created, as well as increasing the use and storage of information in electronic files instead of paper documents. This will help increase efficiency in searching and managing information, increase security in accessing and storing information, and help reduce business costs, including paper and document printing expenses, storage and document destruction expenses.

The results of the "On Cloud" activity in 2025 showed that 15 departments had prepared and presented their Blueprints to senior management in July 2025, and had fully managed data according to the Blueprint by September 2025, as planned. Furthermore, various departments had destroyed past unused data and data that had reached the legal or UV Group's operating procedures. Paper documents were reduced by 40%, and electronic files were reduced by 4%, resulting in more storage space for departments (file cabinets, file storage space on employees' personal computers, and the department's shared drive), sufficient to support work without the need to increase storage space in the near future.

3.3.2 Customer centric

Changes in world situation, economic situation, business competition, social conditions and rapid advancement of technology make lifestyles, behaviors, needs and expectations of customers change over time. Therefore, it is a challenge for UV Group to understand and anticipate customer needs in order to design, select, develop products and/or services to meet customer needs and expectations, to set the right price, to distinguish products and services under the brand and business name of the UV Group, to make the products well recognized and chosen, to win customer's trust and confidence. This helps UV Group to gain competitive advantages and bring business opportunities, increase business performance and growth in the businesses that UV Group has invested in and allows UV Group to receive a long-term sustainable return on investment.

Management

UV Group aims to build confidence and satisfaction in product and service quality among customers who are key stakeholders and support our continuously growing and long-term sustainable business. UV Group sets policies to select and/or create products that meet customer needs, strategically control cost and manage all expenses to provide products and services at competitive prices, ensure timely delivery and quality delivery and provide after-sales service. We place importance on conducting activities to build relationships with customers; customer satisfaction survey on products and services; and listening to customer needs, suggestions, problems, and complaints through various and diverse customer communication channels with easy and equal access. We ensure fair treatment of our customers, set the process of selling products and services that suits customer needs and financial capabilities, focus on giving customers important information about products and service that are accurate, complete, and sufficient for them to make decision on their purchase without disturbing their privacy. We preserve customer confidentiality and use the customer's information for the purposes stated by customer or as required by the personal data protection law.

Strategies

- Select and develop good quality products and services to meet customer needs, set appropriate and competitive price, add new sales channels for customer to access products and services.
- Provide fair customer treatment, provide responsible marketing and communication, respect customer's privacy and maintain customer's confidentiality in accordance with the law, fulfill sales transaction and business contract as agreed with customers.
- Regularly conduct customer satisfaction survey, provide customer communication channels to listen to customers' needs, suggestions, problems and complaints, respond to customers appropriately and quickly.

Performance

(1) Products and services that take into account customer needs, benefits, and safety, along with social and environmental responsibility.

In 2025, UV Group will continue to prioritize the development and improvement of our products, services, and operating processes to meet customer needs and keep pace with changes in the business environment, such as advances in information technology, consumer behavior and lifestyles, social trends, and the enforcement of new laws or trade regulations. UV Group will also take into account the responsibility of the business sector towards customers, who deserve the benefits and safety of our products and services. UV Group will also not neglect the potential impacts of our business operations on society and the environment.

Energy Business

The stability of power generation and supply to customers as per contracts being a key goal for the power plant business, UVBGP Group is committed to improving its electricity and steam generation and distribution systems to ensure stability and flexibility, constantly supporting customer needs. Furthermore, it prioritizes fuel efficiency to control production costs and ensure the sale of electricity and steam to customers at reasonable prices. To achieve this goal, UVBGP Group's power plants have established performance indicators: (1) Availability Factor to measure power plant availability; (2) System Reliability Index, comprising System Average Interruption Frequency Index (SAIFI) and System Average Interruption Duration Index (SAIDI), to assess the stability and quality of the power system; and (3) Heat Rate to assess the efficiency of fuel utilization in power generation. These indicators are continuously monitored to identify inefficient processes and improve maintenance strategies to maximize power plant operation, leading to stable and efficient service and reduced production costs.

The results of gas turbine efficiency upgrades, island operation improvements to increase power supply flexibility to industrial users (IUs), load transfer system improvements to enhance stability to suit the power plant's operating patterns, and half-block operation during periods of low electricity demand. Furthermore, planned maintenance of power plant machinery and equipment, along with monitoring of operation data and analysis of power generation efficiency and maintenance, is being conducted using the Online AI Machine Health Monitoring system and Advanced Machine Diagnostics. All of the above actions taken by UVBGP power plants in 2024 and continuing into 2025 have enhanced the plant's service stability, improved efficiency in machinery maintenance, and improved fuel consumption. This has led to SSUT's availability index, power system reliability index (SAIFI and SAIDI), and heat consumption rate for fiscal year 2025 exceeding targets. Meanwhile, at PPTC Power Plant, the availability index, frequency, and duration of power outages fell short of targets due to unscheduled shutdowns for machinery repairs and plant blackouts caused by external factors.

Key performance	FY 2022		FY 2023		FY 2024		FY 2025	
	SSUT	PPTC	SSUT	PPTC	SSUT	PPTC	SSUT	PPTC
Availability factor (%)	92.31 Target > 94.96	90.71 Target > 96.07	98.47 Target > 96.00	82.24 Target > 96.00	97.60 Target > 96.00	97.83 Target > 96.00	99.75 Target > 98.00	95.83 Target > 98.00
System average interruption frequency index: SAIFI (Time/IU/Year)	N.A.	N.A.	0.58 Target < 0.75	1.66 Target < 0.75	0.65 Target < 0.75	0.74 Target < 0.75	0.00 Target < 0.75	1.02 Target < 0.75
System average interruption duration index: SAIDI (Minutes/IU/Year)	N.A.	N.A.	36.23 Target < 24.58	7.72 Target < 24.58	14.87 Target < 24.58	9.72 Target < 24.58	0.00 Target < 24.58	56.15 Target < 24.58
Average heat rate in electricity generation (BTU/ kWh)	7,615.16 Target < 7,673.25	7,601.50 Target < 7,609.55	7,566.36 Target < 7,550.00	7,691.08 Target < 7,550.00	7,667.07 Target < 7,600.00	7,555.98 Target < 7,550.00	7,587.36 Target < 7,630.00	7,494.73 Target < 7,530.00

Refrigerator Business

PIC, a manufacturer of "Patana Intercool" brand refrigerators and mini-mart refrigerators for OEM customers, operates under the "Green Refrigerant Innovation" concept. The refrigerators use environmentally friendly cyclopentane foam insulation and the natural refrigerant R290, which is energy-efficient and uses an inverter system. PIC also offers convenient and modern functions with IoT connectivity technology, enabling customers and PIC's service team to monitor and control the refrigerator's cooling system anytime, anywhere via a mobile application. This technology improves the efficiency of preserving raw materials, food, and beverages, maintaining their freshness and safety, and speeding up the process of refrigerator maintenance, providing one-time service. In 2025, PIC will improve product quality and enhance after-sales service to better meet customer needs and address customer complaints. For example, PIC will develop IoT connectivity technology for refrigerators to enhance performance and simplify customer use. SIM-card-enabled refrigerators will be designed as an option for customers seeking rental refrigerators. PIC will also enhance the efficiency of its Service CRM platform by linking individual refrigerator repair data with the ERP system to enhance speed and accuracy in analyzing future refrigerator maintenance plans.

Real estate and related businesses

GRAND UNITY

After 28 March 2025 earthquake in Thailand, which impacted the structural safety of buildings and the confidence of building users in Bangkok and its vicinity, particularly high-rise real estate projects, GRAND UNITY construction team and consulting engineers from Stonehenge Inter Public Company Limited (STI), whose expertise and experience in structural engineering, immediately inspected the structural safety of GRAND UNITY condominiums. This included 10 projects currently open for sale and the over 26 projects that had already been sold and handed over to the condominium juristic person. All projects were inspected for safety and functioning properly, in accordance with Bangkok Metropolitan Administration regulations. Furthermore, GRAND UNITY construction team and consulting engineers provided guidance, coordinated with contractors, and assisted in repairing common areas and building fixtures damaged by the earthquake to ensure their expedited return to service. They also provided information on the standards and quality of construction work for condominiums developed by GRAND UNITY and responded to inquiries regarding residential safety through all communication channels to build confidence among co-owners and current residents. This includes customers who are considering purchasing a GRAND UNITY condominium. For future projects, GRAND UNITY's construction and design teams and consulting engineers from STI will jointly review design standards and construction quality to ensure they are able to cope with the risks of earthquakes and other potential disasters.

In addition, in fiscal year 2025, GRAND UNITY is focused on continuously managing relationships with co-owners, residents, and target customers, including communication, service, and recreational activities, to create satisfaction and maintain long-term customer relationships. This includes improving the functionality and features of GRAND UNITY application to increase efficiency and better meet user needs, and organizing recreational activities for co-owners and residents of condominiums currently on sale, such as the "Holiday Cookies" activity during the New Year holiday, the Personalized Diffuser workshop, and the "GRAND UNITY Journey to The Jurassic World" activity.



SENSES

In 2025, SENSES, the manager of over 30 condominiums, office, and shopping center projects, will continue to focus on managing its real estate projects to ensure safety for residents and business use. SENSES also prioritizes energy, water, and waste management in all its managed real estate projects to create a positive indoor environment, directly impacting residents, building users, and the surrounding community and environment. In addition to strictly monitoring and ensuring that all buildings comply with safety and environmental regulations and guidelines specified in the environmental impact assessment report, SENSES, with the approval of the project owners, aims to promote energy saving and waste management activities. This initiative incorporates the management guidelines of CW Tower office building, which boasts high standards and has been recognized as a model building for energy and waste management, adapting them to suit the context and needs of each real estate project. In 2025, SENSES oversaw the systematic separation of recyclable waste at T PLACE office building. Tenants were invited to attend the "Watthana ...Separate Waste, No Mixing" training course, a collaborative activity between the Marché Thonglor and the Watthana District Office and will ensure that CW Tower office building participates in the Thailand Energy Awards 2025 competition, organized by the Department of Alternative Energy Development and Efficiency, in the energy-efficient building category. The project is also preparing to apply for LEED (Leadership in Energy and Environmental Design) Platinum certification in the Operations and Maintenance category from the U.S. Green Building Council (in addition to the current LEED Gold certification). It is also preparing to apply for Fitwel certification, a building standard focused on creating environments that promote the physical and mental health of building occupants, from the U.S. Centers for Disease Control and Prevention and the General Services Administration by 2025, in line with the real estate developer's goals. SENSES's participation in supporting these goals reflects SENSES' commitment to continuously developing services to meet customer needs. These goals also benefit both building occupants and the surrounding community/ environment, reflecting the business sector's commitment to improving buildings for energy conservation, environmental friendliness, and environments that promote the health and well-being of occupants.



In addition, following the earthquake, SENSES immediately fulfilled its responsibilities as building management and condominium juristic persons by coordinating with relevant parties to inspect the building's structural damage, assess the building's safety, and promptly repair and restore the building to normal operation. This was coupled with communicating important information and providing relevant services to co-owners, residents, and building users affected by the earthquake. SENSES has also placed greater emphasis on developing preparedness plans, safety measures, and action plans for disasters of various types that pose a risk to real estate projects. These include regular inspections and maintenance of building structures and utilities, establishing and practicing evacuation plans, and communicating information to building users on how to respond to various disasters.

Furthermore, in 2025, SENSES will continue to improve the efficiency of its services via SENSES Application from 2024 by adding and/or improving features related to repair notifications, recreation room reservations, postal and parcel management, news announcements, and the annual general meeting of real estate project co-owners to facilitate and expedite customer contact and use of various services under the responsibility of building managers or condominium juristic persons.



FS

In 2025, FS, a provider of design, supply, and installation of security solutions and building management systems, aims to find and develop new innovative technology products to serve customers, to replace or use with current products, such as:

- FS developed a Server On Cloud system designed to work with "FS24 Fineday Software," which is a visitor and member management system created by FS. This system aims to enhance operational efficiency and reduce costs in customer data management. FS first implemented Server On Cloud in its "EZPARK" parking service business as a demonstration project to demonstrate the functionality of FS's developed products and services to interested customers.
- Developed a queue algorithm system for elevator management, common area allocation/reservation, and parking space reservation.
- Sourcing new turnstiles and face scanners from leading manufacturers to expand product variety for customers to choose from, tailored to their needs and budget. FS also sourced and distributed innovative new technologies related to existing FS products, such as audio and video equipment, servers and storage, and dashboard software.

AA

In 2025, AA, a provider of integrated solutions for building management systems, electrical equipment control systems, and security systems for real estate projects, will focus on offering customers systems and software developed or improved by AA during 2023-2024. These include an alarm detector online solution (ADOS) for elderly care, security, and environmental monitoring for residential applications. The AheadAll Plus solution is also designed for real estate project management by housing estate or condominium juristic persons. A proof-of-concept testing process is also implemented during the bidding process to ensure customers' satisfaction with the products and services. Intrusion detection systems and basic troubleshooting training are also provided to real estate project juristic persons who install AA products.

Zinc Oxide Business



In 2025, TL, a manufacturer and distributor of zinc oxide powder, is focused on ensuring product quality and production standards to meet customer specifications and international industry standards. This includes safety standards to support a safe food chain for consumers, in accordance with World Health Organization principles. These include the Feed Additives and Premixtures Quality System (FAMI-QS) and GHPs & HACCP standards. In addition, TL has developed a formula and produced 72% zinc oxide powder to meet the needs of animal feed industry customers. Customers are currently testing the quality of zinc oxide powder samples, and regularly meet with existing and new major customers to maintain or build business relationships and enable TL to develop zinc oxide powder that meets their perceived needs.

(2) Customer relationship management

UV Group creates, manages and maintains good relationships with customers through three service periods: before, during and after purchasing products or receiving services, to create a good experience by adhering to UV Group's Code of Business Ethics for customer responsibility. For example, treat customers fairly, deliver quality products or services at reasonable prices, strictly comply with conditions with customers, disclose product and service information correctly and completely enough to prevent customers from misunderstanding the quality or conditions of products and services, provide services and respond to customer needs quickly, keep customer confidential information or personal data and do not use it for improper purposes, and provide channels for customers to make suggestions or complain about products and services (Details of practices for customer responsibility appear in Clause 6.1.2 (2.2) "Policy and practice regarding customers" of this 56-1 One Report). Furthermore, UV Group also considers compliance with the Consumer Protection Act B.E. 2522 regarding the protection of consumer rights in 5 areas: the right to receive accurate and complete product or service information; the right to freely select and manage products; the right to receive safe products or services; the right to receive fairness in contract negotiations; and the right to receive compensation or remedies for damages. These include refraining from advertising with exaggerated or misleading statements about the essence of products or services; conducting sales, presentations, and marketing communications with fairness; taking into account customer responsibility and not infringing on privacy.

Customer relationship management guideline

To create a positive customer experience, build confidence, and foster loyalty towards UV Group's products and services.

Before purchasing or receiving services	During purchasing or receiving services	After purchasing or receiving services
Customers receive information and initial consultation that are accurate, complete, and sufficient for decision-making through various convenient and diverse channels with a sales process that does not interfere with privacy in accordance with the requirements and financial capabilities.	Customer is informed of progress and operations related to the products or services that are in the process of delivery to build confidence in the value of the product or service that will be received.	Customers are taken care of and after sales service both directly related to product or service as well as relationship building activities for mutual benefit.

Listening to opinions, suggestions, problems or complaints from customers

Subsidiaries provide various channels for receiving opinions, suggestions, problems, and complaints to facilitate customer convenience, such as customer service, a complaints system on the website, email, Line, social networking, and mobile applications. All businesses manage complaints based on the level of impact they have on customers. The goal is to ensure that all customer issues and complaints are resolved and to prevent any lingering complaints, ensuring a positive customer experience when choosing the company's products or services. Furthermore, all businesses collect customer opinions, suggestions, problems, and complaints for analysis to develop or improve products and services to better meet customer needs or prevent recurrence. Frequently occurring complaints are also compiled into knowledge bases and Q&A guidelines for relevant staff and customer service departments to use in their work.

Channels for listening to opinions, problems or complaints



In 2025, most of the information received from customers was inquiries about products or services, requests for services, and comments or suggestions for products and services. Complaints about products or services include issues such as condominium repairs not meeting specifications; problems with appointments, contact, information provision, and after-sales service not meeting customer expectations; problems with online system connectivity and functionality; products do not meet the criteria; and delivery problems etc. All subsidiaries have resolved all complaints and issues completely. Furthermore, in the 2025 fiscal year, no customer complaints regarding privacy violations or personal data breaches were found.

Key performance	Customer complaints				Resolved customer complaints	
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025	Target
SSUT/ PPTC	0	0	0	0	-	100.00%
GRAND UNITY	44	35	27	17	100.00%	100.00%
SENSES	13	10	5	16	100.00%	100.00%
FS	0	0	0	0	-	100.00%
AA	5	0	2	0	-	100.00%
TL	1	1	2	2	100.00%	100.00%
PIC	34	158	78	194	100.00%	100.00%

Customer satisfaction survey

All subsidiaries conduct annual customer satisfaction surveys on 3 main issues: (1) satisfaction with product quality, (2) satisfaction with related services such as delivery, installation, maintenance, and (3) satisfaction with employee performance, such as providing information or advice about products. Such customer satisfaction surveys are one of the tools to measure the success of each business. In addition, the survey results and comments or suggestions received from customers are important data for setting goals and developing strategies for developing products and services of UV Group in the future to better meet customer needs, encourage customers to trust, be satisfied, and return to buy or use products or services of UV Group in the future, or recommend them to others. The results of the 2025 customer satisfaction survey of UV Group are summarized as follows:

Key performance	Customer satisfaction*				Target
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025
SSUT/ PPTC 100% industrial customers purchasing electricity and steam	87.75%	90.28%/ 92.71%	94.24%/ 94.24%	92.00%/ 97.00%	> 95.00%
GRAND UNITY 31.30% of customers used the sales department 43.42% of customers used the transfer department 47.66% of customers used the maintenance department				97.95% 96.36% 95.77%	> 80.00% > 80.00% > 80.00%
SENSES 47.57% of co-owners/tenants of all 6,432 condominium units 89.78% of tenants of 3 commercial real estate projects	88.97% -	91.89% -	92.29% 87.93%	90.32% 89.78%	> 80.00% > 80.00%
FS 86.45% of all customers	80.3%	84.5%	80.3%	83.00%	> 80.00%
AA 36.52% of all customers	89.50%	95.30%	97.41%	97.60%	> 90.00%
TL 75.00% of customers who received the questionnaire	94.47%	96.21%	95.74%	94.00%	> 95.00%
PIC 52.63% from all large customers and 10% from all medium and small customers	-	90.85%	79.03%	79.80%	> 90.00%

Remark * Average scores from all issues in the satisfaction survey

3.3.3 Corporate governance and risk management

The Company is committed to operating under the framework of good governance, transparency, and accountability. It also prioritizes appropriate and continuous risk management, as it is a key mechanism for enhancing management efficiency and enhancing UV Group's business capabilities. This ensures readiness and the ability to adapt strategies and business plans in response to changing circumstances, ensuring readiness for addressing emerging business opportunities and risks. The challenge lies in fostering understanding and communicating this to all levels of personnel, ensuring their strict adherence to good corporate governance policy and practices, and their participation in risk management, ultimately fostering organizational culture.

Management

The Board of Directors, appointed by shareholders, has the most important roles and the highest responsibilities in overseeing the Company's business and management. They independently make decisions for the best interests of the Company, its shareholders and other stakeholders. They approve the vision, mission, policies and business strategies of UV Group which are reviewed annually. They also approve business plans and annual budget, monitor and supervise the operation of the management team to ensure that it is in accordance with the policies and work plans that are effectively set and in accordance with the laws and regulations of the relevant regulatory agencies and resolutions of the shareholders' meeting to check, balance and be responsible for the Company's performance to the shareholders.

In addition, the Board of Directors oversees UV Group's operations under the principles of good corporate governance, taking into account all stakeholders in the economic, social, and environmental dimensions, and the ability to adapt to change.

In this regard, the Board of Directors has appointed subcommittees to support operation and performance of specific duties, namely Audit Committee, Executive Committee, Remuneration and Nomination Committee, Corporate Governance Committee and Sustainability and Risk Management Committee. In addition, charters for the Board of Directors and subcommittees have been developed to define the scope of duties and responsibilities of various committees and to establish policy and practices for good corporate governance for UV Group, adhering to Good Corporate Governance Principles for Listed Companies 2012 of the Stock Exchange of Thailand and Corporate Governance Code for Listed Companies in 2017 (CG Code) of the Securities and Exchange Commission. These guidelines are also stipulated for review and revision to align with the criteria of regulatory agencies and the changing business context of UV Group.

Furthermore, the Board of Directors is responsible for ensuring that UV Group has appropriate internal control systems and risk management processes in place to monitor and ensure that operations increase the likelihood of achieving set goals, and to collaborate with management to promote risk management as part of the corporate culture by establishing a risk management policy and acceptable risk appetite, establishing a risk management structure that clearly defines the responsibilities of relevant parties, and establishing a risk management plan that aligns with international guidelines and practices, covering all key activities, such as strategic risk, operational risk, financial risk, compliance risk, and emerging risks. It also required that policies and acceptable risk scopes be reviewed annually, as well as requiring monitoring of various risk positions and regular analysis of the impact that will occur on the business of UV Group from changes in the surrounding circumstances.

Remark The corporate governance structure, charter of the Board of Directors and subcommittees, corporate governance policy, risk structure and management process of UV Group appear in Clause 2. Risk Management and Clause 6. Corporate Governance Policy.

Strategies

- Review and improve the policies and practices of good corporate governance in accordance with the criteria of regulatory agencies and business conditions, including managing complaints from stakeholders in accordance with the process and measures to protect whistleblowers.
- Review the efficiency and adequacy of the internal control and risk management system and has been audited by the independent Internal Audit Department.
- Annually review the policies and the extent of acceptable risks and set a risk management plan in line with international guidelines and practices covering all important activities in every business.
- Regularly monitor risks, including business risks, ESG risks, emerging risks as well as analyze the impact of UV Group business and set risk management plan to reduce and mitigate risks and to ensure that it is at a controllable level.
- Carry out activities to encourage directors, executives and employees to gain knowledge, understanding and to comply with good corporate governance principles as well as encourage participation in appropriate risk management in all business activities.

Performance

(1) Business ethics

All directors, executives and employees are obliged to sign, acknowledge and comply with the Code of Business Ethics. The Board of Directors has assigned the Corporate Governance Committee to review the guidelines of the Code of Business Ethics annually. Compliance Department is responsible for monitoring executives and employees to comply with the Code of Business Ethics as well as following up on changes of good corporate governance rules and policies, developing or improving UV Group's policies and practices to be consistent with the criteria and appropriate to the context of UV Group, carrying out activities to promote understanding and compliance with the Code of Business Ethics properly and appropriately. For example, provide a Code of Business Ethics for all new personnel to study and understand the policies and practices, and sign to acknowledge and accept compliance, organize activities to review and test knowledge and understanding of Code of Business Ethics by themselves via E-Learning every year. The results of Corporate Governance and Code of Business Ethics operations in the fiscal year 2025, appears in Clause 6.3 Material changes and developments regarding policy, guidelines and corporate governance system and Clause 8.1.4 Monitoring for compliance with corporate governance policies and practices in Form 56-1 One Report.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
CGR project evaluation results organized by Thai Institute of Directors Association (IOD)	Excellent	Excellent	Excellent	Excellent	Excellent
Warnings regarding corporate governance from regulatory agencies	0 case	0 case	0 case	0 case	0 case
Complaints about violations of Code of Business Ethics	0 case	0 case	0 case	0 case	0 case
Personnel signing to acknowledge and comply with Code of Business Ethics	100.00%	100.00%	100.00%	100.00%	100.00%
Personnel annual training to review the Code of Business Conduct and principles of good corporate governance	95.00%	100.00%	100.00%	99.20%	> 90.00%

Remark Excluding UVBGP Group, STI Group and PIC.



Code of
Business Ethics

(2) Anti-Corruption

The Company recognizes the importance of corruption problems that may pose a risk to UV Group's business and create a negative impact on the image and credibility of UV Group's stakeholders. The Company therefore complies with the relevant laws and has established an anti-corruption policy to set guidelines for preventing corruption in business operations or business activities of UV Group, including joining the Thai Private Sector Collective Action Against Corruption ("CAC") for the first time in June 2020 and receiving approval for the first renewal of CAC membership on 30 June 2023 for a period of 3 years until 30 June 2026. As well as encouraging directors, executives and employees to realize the importance of and participate in preventing and combating corruption in the business processes of UV Group through the following processes and tools:



Establish practices UV Group's anti-corruption policy prohibits directors, executives, and employees from committing, accepting, or engaging in any form of corruption. It also establishes practices for activities that pose a risk of corruption, such as charitable donations, sponsorships, receiving and offering gifts, facilitation payments, and hiring government officials. Furthermore, UV Group must strictly comply with the rules and regulations of relevant agencies, as well as UV Group's anti-corruption policy, Code of Business Ethics, and regulations related to the prevention and suppression of corruption.



Risks assessment The Company requires the departments and subsidiaries to assess corporate governance and corruption risks every quarter and the independent Internal Audit Department will conduct a corruption risk audit in UV Group's business activities at least once a year. The results of the risk assessment and audit report will be reported to Audit Committee and the Board of Directors for acknowledgment. The Sustainability and Risk Management Committee reviews the corruption risk management approach annually to prevent or reduce the risk to an acceptable level.

Communication and training The Internal Audit Department, the Compliance Department and related departments jointly carry out activities to encourage both internal and external personnel to be aware of and cooperate in complying with UV Group's anti-corruption policy, such as organizing training for employees, organizing anti-corruption campaigns, informing and requesting cooperation from business partners to support UV Group's anti-corruption practices, such as refraining from giving gifts during every festival to UV Group personnel, and reporting clues/complaints when UV Group personnel solicit benefits.



Complaint channels The Company provides channels for receiving complaints from stakeholders regarding corruption, including illegal acts or violations of the Company's Corporate Governance Policy and Code of Business Ethics, and rights violations through various channels as follows:

- Whistleblowing system on the Company's website www.univentures.co.th, where stakeholders can choose to submit complaints or provide information to the Chairman of the Board of Directors or the Chairman of the Audit Committee, who are independent directors, or the Head of Internal Audit, who is independent in performing his duties and has a direct chain of command to the Audit Committee.
- Email: wid@univentures.co.th
- Telephone: 0 2643 7195 or send a letter to the Head of Internal Audit of the Company.



The Company has designated the Head of Internal Audit to be responsible for reporting complaints, the results of fact-finding investigations, and solutions to the President, the Audit Committee, which is an independent director, and the Board of Directors, respectively. The complaints acceptance process and measures to protect whistleblowers are set out in Clause 8.1.4 (4) “Whistleblowing” in Form 56-1 One Report.

The results of anti-corruption operations in 2025 are stated in Clause 8.1.4 (3) “Anti-Corruption” in Form 56-1 One Report. However, in 2025, one case of corruption was discovered: a subsidiary's sales employee used the company's assets that were to be delivered to an outside party for personal gain, and the employee was absent from work and could not be contacted to this day. After the subsidiary filed a police report against the offending employee and resolved the impact on the external parties involved, the Head of Internal Audit, along with the subsidiary's executives, jointly investigated the facts and reported the incident and findings to the Company's President and Audit Committee, in accordance with the complaints process. To prevent and reduce the risk of future wrongdoing, the Company has instructed the subsidiary to review and improve its operating procedures, including a monitoring and auditing process.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
CAC Membership	CAC member	CAC member 1st renewal	CAC member	CAC member	CAC member 2nd renewal
Assess the risk of fraud and corruption according to plan	100.00%	100.00%	100.00%	100.00%	100.00%
Misconduct or complaints of corruption	1 case	0 case	0 case	1 case	0 case
Personnel training to review anti-corruption policies	96.00%	100.00%	100.00%	99.20%	> 90.00%

Remark Excluding UVBGP Group, STI Group and PIC.

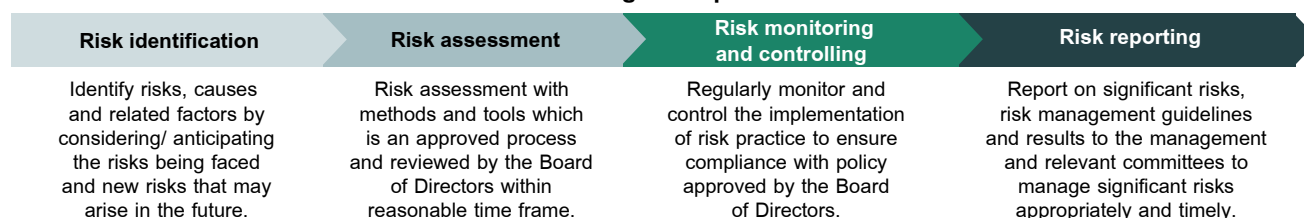
(3) Risk management

UV Group's risk management process consists of risk identification, risk assessment, risk management and risk monitoring and control. All departments and subsidiaries are required to prepare reports on the status of various risks and present reports to the Sustainability and Risk Management Committee every quarter to report to the Audit Committee and the Board of Directors for acknowledgment, opinions and suggestions, including specifying that the risk assessment criteria be reviewed at least once a year or when there is a significant change in business strategy.



Risk Management Policy

Risk management process



In the fiscal year 2025, the Company and subsidiaries have established and used performance risk indicators as a tool to monitor the direction and serve as a warning signal for each business every quarter in order to identify causes and determine corrective measures or reduce the impact in a timely manner. Furthermore, the Company has begun using risk score, acceptable risks, risk heat map, and revised operational impact assessment criteria for fiscal year 2025 to enhance risk management efficiency and align with the current organizational environment and business context.

UV Group's risk management results for fiscal year 2025, which show risk factors and risk management approaches that are significant to UV Group's business operations, including social and environmental risks and emerging risks, appear in Clause 2 "Risk Management" of Form 56-1 One Report.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Departments and subsidiaries operate risk management processes	100.00%	100.00%	100.00%	100.00%	100.00%
Review knowledge of risk management and internal control to personnel	✓	✓	✓	✓	Conducted annually

3.3.4 Sustainable supply chain management

Effective supply chain management based on social and environmental responsibility helps to reduce risks that may affect UV Group's businesses and its image. It also creates opportunities and strengths in the whole business operations and drive the economic growth and social progress while caring for the environment according to sustainable development guidelines. The challenge is to establish business cooperation with business partners in order to operate business in accordance with sustainable development guidelines. This will bring more efficiency in delivery of products or services to customers, increase business opportunities, reduce risks, and enhance business competitiveness of both parties.

Management

The Company manages supply chain on the basis of cooperation with all parties, both within UV Group and with suppliers or external business partners on the basis of conducting business with adherence to business ethics. The focus is on providing quality products and services while considering the impact on society and the environment, promoting procurement of products and services and conducting business with potential suppliers or business partners, operating business with transparency and strict compliance with the relevant laws. Business partners are selected based upon clear criteria such as credibility, experience and expertise, quality of products and services at reasonable prices, management efficiency, business transparency, respect of human rights, fair treatment of workers, emphasis on occupational health and

safety as well as social and environmental responsibility. UV Group treats all suppliers and business partners equally and fairly. Meetings with suppliers and business partners are scheduled at an appropriate frequency. Communication channels are provided for suppliers and business partners to express their opinions, suggestions and complaints, leading to problems solving and improvement in business efficiency for both parties. It builds good long-term relationship with suppliers or business partners and helps to facilitate business cooperation with them to exchange knowledge and expand business networks or lead to the development of new products or services together, resulting in sharing of benefits with stakeholders in the value chain according to sustainable development guidelines.

In addition, the Company sets guidelines to encourage UV Group to consider procurement of products or services that are environmentally friendly, such as products or services that receive environmental labels, products or services procured from suppliers that are certified for environmental management standards or has a management system that can control the environmental impact from business operations in accordance with the requirements of relevant laws, which can show evidence, products with production technology or have a transportation system and high-efficiency distributors, such as using clean energy in production, choosing modes of transportation that cause low environmental impact, etc., will be considered in conjunction with criteria on quality,

price and delivery of products and services. As well as considering the benefits of UV Group and business competitiveness together appropriately so that UV Group, which are both producers and consumers in the supply chain, participate in driving sustainable consumption. The procurement department prepares a list of environmentally friendly products and services and disseminates it to UV Group employees so that they can consider selecting and using them in accordance with the procurement practices for environmentally friendly products and services appropriately.

Supply Chain Management Policy



Strategies

- Disseminate supply chain management policy and Code of Business Conduct for supplier so that employees and suppliers to acknowledge and comply.
- Implement UV Group's sustainable supply chain management process through the following process:
 - **Recruiting and screening suppliers** : All suppliers must meet pre-qualification requirement in terms of quality, price, delivery, and business reliability. All new suppliers must complete a self-assessment on occupational health and safety, energy and environmental management, good corporate governance, and sign an acknowledgement of and adherence to the Code of Business Ethics for supplier in conducting business with UV Group.
 - **Grouping and managing suppliers** : UV Group organizes suppliers grouping every year to enable each business to identify its critical supplier and high ESG risk supplier and implement an appropriate management plan for each group of suppliers, such as supplier risk assessment plan, business development plan with suppliers to increase competitiveness or reduce risks that may arise and affect the business of UV Group.

Performance

(1) Screening, grouping and evaluating suppliers

In fiscal year 2025, UV Group (excluding UVBGP Group, STI Group and PIC) has a total procurement value of 1,518.43 million Baht, with a total of 810 suppliers. 97% of new suppliers who registered online completed a self-assessment of the quality of products and services, environmental management, occupational health and safety, and good corporate governance. They also signed an acknowledgement of and adherence to the Code of Business Ethics for suppliers which outlines six key practices: (1) business ethics (2) labor welfare and human rights (3) occupational health and safety (4) environmental responsibility (5) efficiency improvement/ innovation development and (6) complaints and whistleblowing. Supplier grouping results in 2025, UV Group's suppliers consisted of 792 general suppliers, 18 critical suppliers, and none of the suppliers met the criteria for being a high ESG risk supplier. The Procurement Department conducted on-site audits of 1 critical supplier, namely the packaging manufacturing suppliers and 16 critical suppliers, through self-assessment questionnaires. The results of the assessment found that 17 critical suppliers had policies and operations on environment, society and corporate governance that passed UV Group's assessment criteria.

Key performance	FY2023	FY2024	FY2025	Target
Total procurement value (million Baht)	2,989.21	1,462.70	1,518.43	-
Value of domestic : foreign procurement (million Baht)	2,581.18 : 408.03	1,359.72 : 102.98	1,472.55 : 45.88	-
Domestic suppliers: International suppliers (no. of suppliers)	848 : 26	734 : 28	777 : 33	-
Existing suppliers: New suppliers (no. of suppliers)	633 : 241	593 : 169	596 : 214	-
New suppliers signed the code of business ethics	241 suppliers / 100%	169 suppliers / 100%	207 suppliers / 97%	100.00%
General suppliers: Critical supplier : High ESG risk supplier (no. of suppliers)	856 : 18 : 0	746 : 16 : 0	792 : 18 : 0	-
Procurement value of General suppliers: Critical supplier : High ESG risk supplier (% of total procurement value)	31.71% : 68.29% : 0%	30.87% : 69.13% : 0%	33.90% : 66.10% : 0%	-
Critical supplier/ High ESG risk supplier has been assessed	18 suppliers / 100%	16 suppliers / 100%	17 suppliers / 99.44%	100.00%
Procurement of environmentally friendly products and services (% of total procurement value)	30.61%	57.71%	57.93%	> 50.00%

Remarks

- Critical supplier means a manufacturer or a supplier of products or services with high procurement value or is a key component of a product or service or unable to find replacement materials or other sellers.
- High ESG risk supplier means a manufacture or a supplier of products or services that is at risk of adversely affecting the company from inappropriate actions in social, environmental, governance, such as labor care, waste management, compliance with the law, etc.
- Excluding UVBGP Group, STI Group and PIC.

(2) Support environmentally friendly products and services

The Company encourages departments and subsidiaries to choose products and services that are environmentally friendly which are qualified according to the criteria set by the Company, if it does not affect the benefits and business competitiveness of UV Group compared to the use of general products or services such as quality, price, duration of use maintenance expenses, etc. In 2025, UV Group (excluding UVBGP Group, STI Group and PIC) purchased environmentally friendly products and services totaling approximately 879.67 million Baht, accounting for 57.93% of the total purchase value, such as electrical appliances of GRAND UNITY condominiums that received energy-saving labels or were procured from sellers or service providers certified for environmental management standards; zinc ingot and natural gas, safety control systems and equipment, automatic building control and management systems and equipment, office equipment and consumer goods purchased from manufacturers or suppliers whose production processes have been certified for environmental management standards or have environmental management systems, etc.

(3) Cooperation and relationship management with suppliers

In fiscal year 2025, UV Group has a meeting with important suppliers and business partners to exchange information, knowledge and listen to opinions as well as to carry out activities to increase efficiency in joint business operations, such as training to provide knowledge about product or service information, information technology, new work ideas, organizing activities to promote work safety. In addition, UV Group provides communication channels for suppliers and business partners to express opinions, suggestions and complaints as a way to build good and long-term relationships. In 2025 UV Group has not received any complaints from suppliers regarding unfair or unequal treatment, including no complaints about violations of business ethics and anti-corruption policy.

Cooperation to promote safety

The power plant and zinc oxide businesses aim to manage safety and occupational health in business operations in accordance with laws and international standard systems, with a goal of reducing accidents and injuries from work of employees and related persons to zero. For suppliers who must work in power plants or zinc oxide powder plant, UV Group has a plan to organize safety training for all contractor suppliers before starting work in the area in order to prepare

workers and equipment appropriately, helping to increase efficiency and safety in the work of contractor suppliers to occur consistently and continuously in order to support suppliers to achieve safe work standards. As a result of the safety training activities for suppliers in 2025, there were no accidents and injuries in the work of contractors in the power plants and zinc oxide powder plant.

Key performance	FY2024	FY2025	Target
Contractors who have received safety training before working			
• SSUT / PPTC power plant (contractors)	48 (100%) / 58 (100%)	25 (100%) / 560 (100%)	100%
• Zinc oxide powder plant (contractors)	14 (100%)	11 (100%)	100%
Contractor's accident or injury			
• SSUT / PPTC power plant	0 case	0 case	0 case
• Zinc oxide powder plant	0 case	0 case	0 case

Cooperation to grow business

FS, AA and partners who are manufacturers of safety equipment and technology, building management, and IT, organize activities to exchange information that is beneficial to business operations, such as needs and usage behaviors of target customers, information on developments and changes in new equipment and technology to create business opportunities from cooperation in presenting new products or services of partners along with solutions or applications that FS and AA have developed as their own copyrights for customers of both parties. In 2025, AA signed an agreement with Panasonic R&D Center in Singapore and is currently developing a Smart Platform & Advanced AI Technology, which is expected to be completed and products and services offered to target customers by 2025.

FS has collaborated with partners who manufacture safety equipment and technology to participate in international and ASEAN regional trade shows held in Thailand to present solutions that integrate their equipment and systems with the central management system "FS24 Fineday Software" developed by FS to target customers who visit the trade shows. As a result,

- FS received orders for products and services from six new customers, including government agencies, schools, financial institutions, and department stores, totaling approximately 22.42 million Baht.
- FS was appointed as the distributor of computers and industrial solutions in Thailand for Shuttle Computer Group Inc., Taiwan.

3.3.5 Protection of data and information technology systems

Nowadays, information technology ("IT") plays an important role in enhancing the efficiency of business operations and information management of an organization. Therefore, the disruption of the information technology system, leakage of sensitive corporate information especially information related to customers including cyber threats may affect business continuity and service, finances, the Company's reputation and customer confidence. Hence, UV Group places great importance to protection of data and information systems.

Management

The Company realizes the importance of the protection of IT security to ensure that UV Group is well equipped to respond appropriately and timely to potential cyber threats. The Company has established policies and procedures for maintaining the security of IT systems of UV Group in order that every business operates in the same way. When employees encounter incidents or risks involved, they must notify the supervisor and UV Group's IT Department in order to determine corrective or preventive measures, including disaster recovery plan (DRP) rehearsal on important storage system and an annual audit of IT systems by external agencies.

In addition, UV Group is aware of the security of customer private information and places emphasis on respecting the privacy rights and protection of customers' personal data by adhering to comply with relevant laws and regulations and supervision to keep customer data safe, stable, transparent and using the data only as necessary and with the customer's consent. The Company determines and enforces the organization's personal data protection policy covering the business operations of UV Group. This policy is consistent with the Personal Data Protection Act 2009. The Company has also appointed a department and a Personal Data Protection Officer for UV Group to provide advice, oversight, and audit the collection, use, or disclosure of personal data to ensure compliance with the law. An internal audit department is also assigned to conduct annual audits and assessments of operations. This focus will be on identifying activities that may pose risks related to personal data management, as well as providing opinions on the adequacy and appropriateness of data privacy measures to ensure compliance with the Personal Data Protection Act. Furthermore, the Company has instructed its subsidiaries to prioritize data, establish procedures and access rights based on data types, such as public data, internal data, and confidential data. The Company also reviews associated risks and identifies mitigation and mitigation measures to minimize risks to an acceptable level and provides a channel for reporting complaints to the Personal Data Protection Officer via email at dp@univentures.co.th.

Strategies

- Develop personnel and information security management systems in the organization to be ready to respond appropriately and timely to abnormal events.
- Assess and manage IT security risks, including the protection of personal data and confidential information.
- Promote a corporate culture and conduct activities to encourage UV Group's personnel to be aware of, understand, and adhere to IT security and personal data protection policies and practices.



IT Security Policy



Personal Data Protection Policy

Performance

(1) Information system security

In 2025 IT Department has completely implemented the IT Security policy of UV Group, including security, data backup, data system restoration, emergency preparedness, auditing, risk assessment, internal data control, rehearsal of critical storage system recovery plan, annual third-party audit of IT systems. However, audit results for fiscal year 2025 regarding IT activities control (General IT Controls) and information control of critical systems (IT Application Controls) of UV Group (excluding UVBGP Group, STI Group and PIC) were not found significant risks or defects.

In addition, IT Department has implemented measures to enhance the protection of UV Group's information systems, work systems, and network systems as follows:

- Install an Endpoint Detection and Response (EDR) system for critical systems and report to management. Also, establish a preventive maintenance plan and an IT risk assessment plan for the organization's high-priority systems to ensure that such high-priority systems can function continuously and efficiently, reducing the risks and costs that may arise from system damage and/or data loss. In 2025, IT Department has completed 60% of the preventive maintenance and risk assessment plans. In addition, the IT Department conducted a security assessment of IT activities based on the National Institute of Standards and Technology (NIST) cybersecurity framework. This included developing an Organizational Profile of Cyber Security Framework and conducting an IT security status assessment based on the NIST framework across 6 core functions. Based on the assessment results, the IT Department has established goals and plans to enhance IT security in the identity and response categories. These include improving incident and problem response processes, identifying and managing critical IT assets, and enhancing IT service monitoring.

○ Reviewed the Business Continuity Plan and Disaster Recovery Plan following the earthquake in Bangkok and its vicinity, where the Company's headquarters and most of subsidiaries are located. This review aimed to assess the adequacy and appropriateness of IT and related departments' response procedures to emergencies that could impact the continuity or efficiency of IT systems critical to UV Group's business operations.

○ Organized training on IT system security policy and practices for new employees and organized an online cybersecurity training program for 2025 to UV Group employees. 512 employees, representing 100% of the total employees required to attend the training (excluding PIC, and STI Group). In addition, IT employees were encouraged to attend standard training courses to enhance the skills of UV Group's IT security personnel.

○ Disseminate media reviewing IT system security practice in accordance with UV Group's regulations and IT knowledge useful for work, such as "GEMINI, the new assistant in Google Workspace"; "Role Prompting Techniques," assigning roles to AI to efficiently provide information, answers, and various writing formats; and "Introducing NotebookLM, an AI tool from Google," which helps summarize content, answer questions, create content, and manage information sources.



Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
IT system disruption or insecurity that causes significant business or reputational damage, or results in fines or lawsuits	0 case	0 case	0 case	0 case	0 case
Data leak	0 case	0 case	0 case	0 case	0 case
Complaints of infringement of personal data	0 case	0 case	0 case	0 case	0 case
IT security and personal data protection practices training	-	✓	✓	✓	Conducted annually

Remark Excluding UVBGP Group, STI Group and PIC

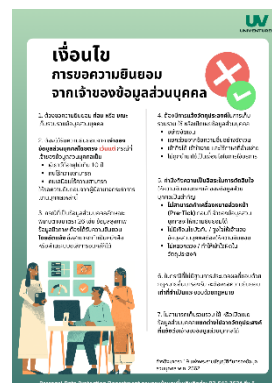
(2) Protection of personal data

In 2025 the Personal Data Protection Department ("PDP Department") operates in accordance with the personal data protection policy and practices of UV Group and related laws as follows:

○ Review the operations regarding personal data of the Company's and subsidiaries' stakeholders, such as customers, employees, and suppliers, in order to monitor the performance of UV Group's employees to ensure compliance with laws and UV Group's practices regarding the collection, use, and disclosure of personal data. The results of the review found that most operations complied with the laws and prescribed practices, with no significant deficiencies found.

○ Establish and update the Personal Data Protection Policy and Privacy Notice for stakeholders whose personal data is used and stored by UV Group, such as customers, business partners, shareholders, employees, job applicants, interns, and CCTV users. Furthermore, the PDP Department review and update documents stating the collection, use, and disclosure of personal data of departments and subsidiaries to align with current practices, including the Record of Processing Activities (RoPA) and the Data Flow Diagram.

○ Promote knowledge and understanding of personal data protection laws and practices for personnel at all levels. This includes an orientation course for new employees. In 2025, the PDP Department updated training materials for new employees to align with current laws and practices. Training on personal data protection laws and practices was also provided to subsidiaries operating different businesses, such as power plant business, real estate project management business, and refrigerator business. Furthermore, monthly refresher materials on personal data protection knowledge and practices were distributed via email UV Group personnel, such as methods for anonymizing personal data and conditions for obtaining consent from data subjects. Furthermore, the PDP Department employees participated in training courses organized by external organizations to enhance UV Group's business governance and ensure proper compliance with personal data protection laws, such as the course on the duties of a personal data controller, personal data processors, personal data protection officers, employees, and contractors, the course on personal data protection for executives, etc.



3.4 Sustainability in social dimension

The Company believes that business will grow sustainably when the business operations are accepted, trusted and confident from stakeholders throughout the business value chain. The Company supervises UV Group's business operations and ensure it is in accordance with applicable laws, regulations and requirements of relevant regulatory agencies and international human rights principles, for example, United Nations Global Compact, United Nations Guiding Principles on Business and Human Rights (UNGPs), as well as taking into account the practices on responsibilities towards stakeholders as stipulated in the Corporate Governance Policy and Code of Business Ethics of UV Group.

3.4.1 Human resource management

Effective human resource ("HR") management is a key approach to enhancing business competitiveness and supporting responsible economic growth based on sustainable social and environmental practices. Therefore, the Company has strategized HR management across all areas: recruitment and selection, potential development, employee care, engagement, and retention of skilled employees for the long term. This enables UV Group to address the challenges of HR management, including attracting high-potential and talented employees, fostering employee engagement, and developing employee potential in line with the organization's evolving business strategies adapted to changing economic, social, environmental, and technological contexts.

Management

- **Recruitment and selection of personnel:** UV Group has a policy of hiring and terminating employees equally, setting clear and transparent procedures that take into account respect for human rights and the fair treatment of workers. Employee selection and hiring are based on the applicant's qualifications, education, knowledge, abilities, skills, and experience, which are equally matched to the job description and position. There is no discrimination or exclusion on matters not directly related to work performance, such as gender, age, race, or religion. This includes termination, which is handled in accordance with the law and employee regulations with fairness.
- **Consideration of compensation and benefits:** UV Group has a fair compensation policy in accordance with relevant laws. The compensation is determined based on several factors, such as position level and responsibilities, performance assessment, economic and labor conditions, and wage rates of other companies of similar size. Male and female employees are treated equally unless the nature of work or the condition of work does not allow equal treatment. In addition, UV Group provides both short-term and long-term welfare and benefits for employees as required by law and other than those required by law to improve employees' quality of life and build relationships with the organization. UV Group also has a policy to respect rights and freedoms of employees to form a group that will benefit the public in a form that is not contrary to the law and does not cause any trouble to employees, UV Group and the community, as well as accepting the negotiation of employees in accordance with the legal procedures.
- **Assessment of performance:** UV Group's personnel are performance assessed annually in order to develop training plans and consider adjusting the position or compensation. UV Group defines and communicates to employees the process and assessment criteria which will be considered based on the performance of employees according to several indicators, including:
 - **Functional KPIs:** assessment of skills and abilities at both the department level and the individual level, which are jointly established between supervisors and employees.
 - **Professional Development KPIs:** assessment of the success of performance development.
 Performance assessment will be conducted in a transparent, fair, and non-discriminatory manner.
- **Supervising and developing employee potential:** UV Group has a policy to promote personnel development by setting a training plan to develop employees' potential in a systematic and continuous manner (Training Roadmap) to enable all employees at all levels to develop knowledge and skills that are beneficial to their career advancement, including establish a Leadership Competency Development Program Roadmap to build and prepare personnel with outstanding abilities and performance to replace executives in the same position according to the succession plan or to support the newly appointed position according to the organization's strategic plan to create continuity in the management of the organization in the long run. In addition, the Company has a policy to take care of employees to work in a safe and hygienic environment so that employees are happy at work, both mentally and physically, ready to perform at full efficiency. As well as providing communication channels to HR Department such as telephone, email, application to express opinions, suggestions, complaints about operations and related matters such as welfare.
- **Corporate Engagement Survey:** UV Group conducts an annual employee engagement survey to analyze the results, which reflect employee opinions and feelings about the organization, to adjust the organization's management and employee care plans to ensure they are appropriate, aligned with employee needs, and support business goals. This will help foster employee confidence and engagement with the organization, enabling them to perform to their full potential and work with the organization long-term.

Strategies

- Develop HR management strategies to optimize staff recruitment to support business expansion and retain knowledgeable employees to stay with the organization in the long term.
- Support employees to train and develop their skills and knowledge to increase their work potential and be ready for business changes.
- Carry out activities that are beneficial to employees to create employee engagement and bonding with the organization.
- Provide channels to receive complaints and to listen to opinions and suggestions from employees.

Performance

(1) Recruitment

The Company pays attention to recruiting new employees with knowledge and skills suitable for the position by disseminating job positions through leading job websites and social media such as Facebook and Line. It also operates an Employee Referral Program, allowing current employees to refer friends or acquaintances to apply for jobs with UV Group, as well as participating in job fairs and educational institutions to recruit jobs from the target group of personnel as well as cooperating with educational institutes that offer courses in line with job positions that UV Group needs personnel in order to recruit personnel efficiently and sustainably. In addition, UV Group supports the acceptance of interns to provide opportunities for students to have the opportunity to expand their learning from the classroom to the actual work, which plays an important role in helping young people prepare and gain advantages before entering the labor market. And it is another channel for recruiting employees of UV Group. Collaboration with educational institutions to support teaching and internships conducted by HR Department in 2025, such as:

- Provided lectures on real estate brokerage and organized a study tour on building management at CW Tower office building and Anil Sathorn 12 condominium for students from the Faculty of Management Science, Department of Real Estate and Building Asset Management, Panyapiwat Institute of Management. These students are the target personnel for the building management and real estate project management business operated by SENSES.
- Promoted research by students from the Faculty of Engineering and Industrial Technology, Suan Sunandha Rajabhat University, by providing practical experience and participating in research examinations. Four scholarships were awarded to students from Nawaminthrachuthit University under a collaborative teaching and support program for professional training in real estate and building asset management.
- Accepting 18 students from 5 educational institutions to train in various departments of UV Group, such as HR, central administration, property administration, and building technicians.

In addition, UV Group will continue to implement the mentoring system for new employees to provide advice and assistance in working in the form of on-the-job training from mentors who are experts in the work to enable new employees to work according to the work process faster and reduce turnover during the probationary period, along with implementing the succession plan for important positions to prepare knowledgeable and capable personnel to systematically assume management positions, create business continuity, and manage important positions that are vacant due to retirement or new positions resulting from UV Group's business expansion or investment expansion, in order to help drive UV Group's sustainable growth.

In the fiscal year 2025, UV Group has employed disabled persons or transferred money to the Fund for the Promotion and Development of the Quality of Life of Disabled Persons in full amount and on time as required by law. In 2025, the Company and subsidiaries in the real estate business and related businesses employed disabled persons totaling 5 persons, of whom 5 were hired as visually impaired persons to massage to relieve office syndrome symptoms for employees in the "UV Family Relax Time" activity, which is organized twice a month at the offices of the Company and subsidiaries. In the refrigerator business, 7 disabled persons were hired, 2 of whom were PIC warehouse staff, 2 were disabled athletes, and 3 were staff members of the Association and Sports Training Center for the Disabled.



(2) Compensation, benefits, performance assessment

UV Group provides remuneration and appropriate welfare and benefits to motivate and retain employees and to attract potential new employees to join UV Group. The employee's remuneration consists of (1) salary or wages that employees receive regularly. Remuneration adjustment is considered based on position level and job responsibility, competencies and performance together with economic and labor market situation, wage rates of other companies with similar business size and (2) special compensation (bonus) is given based on performance assessment of each employee and annual performance of each business. UV Group organizes annual employee performance assessment by using a Balanced Scorecard, which considers several indicators, both at the corporate level (Corporate KPI) and at the individual level (Individual KPI), including:



- **Strategic KPIs:** Indicators based on revenue and profit of the business.
- **Functional KPIs:** Skill and competency indicators according to the main tasks that are responsible for both the department level and the individual level, which are jointly established between supervisors and employees.
- **Professional Development KPIs:** Indicators based on the progress or success of employees in developing their own skills and knowledge, which can be used to improve the overall work efficiency and performance of the organization, or indicators based on the actual skill development of employees from implementing projects or activities that are beneficial to the department or organization, which are jointly determined by supervisors and employees.

The consideration of remuneration and the assessment of employee performance will be conducted transparently and fairly according to the established criteria. HR Department will clearly inform all personnel of UV Group of the performance assessment criteria through briefing meetings via electronic media, focus group meetings, and email notifications.

In addition, UV Group provides short-term and long-term welfare and benefits to employees as required by law and other than those required by law to improve employees' quality of life and to strengthen relationship and bond with the organization such as

- **Provident Fund :** The Company has established provident fund to promote savings and create financial security for employees. Employees who apply to be members of the provident fund can voluntarily choose the rate of contributions to the provident fund from 2%-15%, and UV Group will pay contributions at a rate between 3%-10% based on the employee's length of service (depending on the provident fund regulations of each business). Employees who have completed the required length of service will receive UV Group's contribution and benefits from UV Group's contributions upon termination of their membership in the provident fund.
- Annual health checkup, flu vaccination, health insurance and life insurance.
- Welfare subsidies, such as scholarships for children, subsidy in the event of spouse's or parents' death, special interest rate loan.
- Other welfare, such as scholarships for further master's degree, uniforms.



UV Group's employees can express their opinions or make proposals about employee welfare directly to HR Department of each business through various channels such as telephone, email, application, or submitting employee welfare proposals through submitting requests to the welfare committees established by each business (available only for businesses with more than 50 employees). This is another channel for presenting matters to executives for further consideration. In the fiscal year 2025, improvements to employee welfare were made, including increasing the health insurance coverage limit for employees at all levels.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Remuneration / welfares paid to employees¹	739.16 MB	810.80 MB	830.52 MB	811.54 MB	-
Proportion of remuneration and welfares between male and female employees¹	1 : 1.38	1 : 1.48	1 : 1.42	1 : 1.66	-
Employees participating in the provident fund²	487 people 76.09% of all eligible employees	558 people 84% of all eligible employees	573 people 77.22% of all eligible employees	635 people 86.50% of all eligible employees	> 80.00% of all eligible employees
Employees who receive annual performance assessment¹	100.00%	100.00%	100.00%	100.00%	100.00%

Remarks 1 Only employees, excluding executives and excluding STI Group.

2 Excluding UVBGP Group, STI Group, and PIC.

UVBGP Group has 113 employees participating in the provident fund, or 84.96% of the eligible employees.

STI Group has 613 employees participating in the provident fund, or 73.59% of the eligible employees.

PIC has 142 employees participating in the provident fund, or 30.80% of the eligible employees.



(3) Potential development and take care of employees

Potential development

The Company aims to develop employees at all levels to have skills and knowledge that are in line with future business directions and ready for rapid changes in business. As well as developing executives and managerial employees to have attitudes, knowledge and skills to develop the potential of their subordinates to support the organization's sustainable growth. The Company encourages all employees to have the opportunity to attend training courses that are beneficial to developing their work potential and creating career advancement (Career Path) through various forms of training that are appropriate for the nature of the work and to create effective learning for employees, such as on the job training, coaching by supervisors, attending training in the classroom or via an electronic conference system by speakers inside and outside the organization, E-learning by yourself through the application, learning through workshop activities, Executive Leadership Retreat activities, etc.

Examples of training courses for personnel of UV Group in 2025

Basic training courses

- Business Ethics and Anti-Corruption
- Risk Management and Internal Control
- Practices for Compliance with Personal Data Protection Laws
- Workplace Safety and First Aid
- IT System Usage Regulations and Cybersecurity
- Provident Funds and Savings Investments

Skill development courses

- Professional development programs, such as Generative AI for 10x Productivity, Data-Driven Presentation for Business Success, and Leadership Dimension through Effective Communication.
- Promoted employee programs, namely Tools for Team Performance through Action Learning, Leadership in Action, Self-Management.
- Training courses for the real estate and related businesses, such as Slide Design for Business Presentations, Elevate Your Image Workshop, ChatGPT, Conversation Standards for Administrative and Technical Staff, Knowledge of Condominium Laws and the Condominium Act, Electrician Standards, Sustainable Building and Environmental Management, Budget Accounting, Advanced MS Excel Functions, etc.
- Training courses for energy business, such as Air Pollution Control System Operators, Electrical System Safety, Natural Gas Pipeline Operators, Gas Facility Operators, Scaffolding Installation and Inspection, etc.



Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Employees who received training	99.37% of 636 people 321 males, 311 females	82.75% of 713 people 323 males, 267 females	69.81% of 742 people 248 males, 270 females	82.05% of 780 people 342 males, 298 females	> 80.00%
Average training hours of employees	13.41 hours/person/year Total 7,709 hours	23.20 hours/person/year Total 16,540 hours	37.61 hours/person/year Total 19,484 hours	20.74 hours/person/year Total 14,551 hours	> 20.00 hours/person/year
Training costs	1,985,151 Baht	2,576,549 Baht	2,497,300 Baht	2,128,090 Baht	-

Remarks - Excluding STI

- UVBGP Group has 79.71% of its employees trained in 2025, with a total of 2,753 training hours and a total training expense of 0.74 million Baht.

- PIC Group has 87.20% of its employees trained in 2025, with a total of 5,689 training hours and a total training expense of 0.13 million Baht.

Employee care

The Company prioritizes employee well-being, ensuring both physical and mental well-being, enabling them to manage their work and personal lives to achieve appropriate work-life balance. The Company provides a safe and supportive work environment that fosters enthusiasm for performing their responsibilities to the best of their ability, while also providing opportunities for independent participation in expressing opinions to create, improve, or develop new initiatives that benefit the department or the organization as a whole. The Company believes that such a working environment will enhance employee performance, foster engagement, and a sense of participation and growth alongside the organization.

Employee care activities in 2025 focus on activities to promote physical and mental health, activities to build relationships between executives and employees, and activities to exchange knowledge, perspectives, and experiences on issues that are of interest and beneficial to work or life. The Company organizes activities both on-site to allow employees of UV Group to get to know each other and participate in activities together, and online to facilitate employees to participate in activities from any location.



Examples of employee care activities in 2025

Executives meet employees activities: Senior executives meet with employees to discuss important organizational matters, such as the Company's annual goals, policies, and business strategies, as well as UV Group's progress and significant changes over time. Executives also provide opportunities to listen to feedback, acknowledge work challenges, and answer employee questions. This helps foster good relationships between executives and employees and boost morale. Activities are organized both at UV Group level and within each business, such as "UV FAMILY Town Hall 2025" activity, where senior executives present a summary of 2024 performance along with 2025 business goals and strategies, or "UV Family Orientation" activity, where senior executives share important information about UV Group and meet with new employees during the employee orientation.

Physical and mental health activities, such as

- "UV Family Health Challenge" (Year 4), an activity in which employees turn their running, walking, cycling, and swimming mileage into donations for heart disease treatment, privileges to use fitness services, and various exercise activities within the office
- "Healthy Seniors, the older generation cares about health" activity (Year 3), providing useful information to prepare physically, mentally, and financially for a quality retirement, such as office syndrome, midlife crisis, and money, debt, and pension management techniques.
- "We Care" activity, a hotline service to listen to problems and provide advice from experts, and the special "Coping with Crisis" activity, providing mental health care after the earthquake.
- "Self-Love Inside Out," a psychology workshop to address emotional exhaustion.

Knowledge sharing activity: Seminar "Empowering CFOs for Financial Sustainability" by expert speakers from EY Office Company Limited on the topic "What is ESG and Why is it Important to Financial Performance?", along with sharing experiences and exchanging ideas on business management for sustainable growth from the Chief Financial Officer of Frasers Property (Thailand) Public Company Limited on the topic "Learn and Share Session - TCC Asset Group," Managing Director of The Street Retail Development Company Limited on the topic "ESG Success Story," and Chief Executive Officer of Patana Intercool Company Limited on the topic "Success Story for Green Technology."

Collaborative Communication activities: encourage employees to get to know each other and build relationships for effective collaboration at work. Activities include building morale and fostering employee engagement. For example, the annual employee outing, the "Share Your Book" activity, where employees share and recommend books that boost their knowledge in the Reading Care book corner, and the mentoring and on-the-job training program for new employees to create a positive experience and reduce turnover during the probationary period.



(4) Employee Engagement

The Company conducts employee engagement survey annually under the “Happiness Index” activity. Survey results that reflect opinions and feelings towards the organization are analyzed for factors and strategies to encourage employees with potential to be confident and committed to working with the organization in the future. HR Department presented the results of the 2024 employee engagement survey to executives to determine the 2025 HR management plan, covering areas such as compensation and welfare, employee’s development, employees care, employee engagement and bonding. The activity information appears in the topic “Compensation, benefits, performance assessment” and “Potential development and take care of employees”.

Key performance	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Target
Employee engagement survey result	78.32%	80.98%	77.00%	86.10%	85.21%	> 80.00%
Employees participate in engagement survey	98.93%	100.00%	97.24%	97.59%	94.00%	100.00%
Employee turnover rate	24.49%	27.20%	26.50%	20.32%	19.61%	< 20.00%

Remark Excluding STI Group and PIC. For UVBGP Group, 2025 employee engagement survey results were 81.82%, higher than the target of more than 80%, and the employee turnover rate was 4.68%.



Labor dispute, relationship between management and labor unions

During the fiscal year 2023-2025, UV Group has no significant labor disputes. The Company and subsidiaries have not established any labor unions within their respective businesses. However, UV Group has a policy of respecting the rights and freedoms of employees to form groups that will benefit the public and is not against the law and does not cause any trouble to employees, UV Group and the community as well as accepting the negotiation of employees in accordance with the law. In addition, UV Group is open to consulting employees in all aspects, not blocking individual or group discussions. Employees can discuss directly with their supervisors or HR Department or submit a matter through channels prepared by HR Department such as, telephone, email, application, where information from employees will be kept confidential and will be collected for corrective actions or improvements by HR Department and relevant departments in accordance with established procedures. In fiscal year 2025, there are no complaints from employees of UV Group (excluding STI Group and PIC).

Personnel information	FY 2022	FY 2023	FY 2024	FY 2025
All employees (people)	625	713	742	780
Thai : Foreigner	625 : 0	713 : 0	742 : 0	780 : 0
Employees level (people)				
Executives level	7	8	9	9
Management level	194	209	213	219
Officer level	424	496	520	552
Employees by gender (people)				
Man : Female	321 : 304	389 : 324	408 : 334	440 : 340
Employees by age (people)				
Under 30 years old	136	163	177	182
30-50 years old	424	494	501	525
Over 50 years old	65	56	64	73
Remuneration and welfare between male and female (per person)				
Executives level	1 : 0.60	1 : 0.40	1 : 0.42	1 : 0.42
Management level	1 : 1.02	1 : 1.06	1 : 1.06	1 : 1.04
Operational Level	1 : 1.38	1 : 1.48	1 : 1.42	1 : 1.66
All new employees (people)				
Under 30 years old	64	118	105	107
30-50 years old	77	193	79	135
Over 50 years old	6	15	3	2
Employees leave the organization (people)				
Under 30 years old	63	55	49	56
30-50 years old	122	129	70	96
Over 50 years old	14	3	29	1
Employee turnover rate (%)	27.20	26.50	20.32	19.61
Employees applying for maternity leave (people)	3	3	6	10
Employees returning to work after maternity leave (people)	3	3	6	10
Corporate engagement (%)				
Level of corporate engagement	80.98	77.00	86.10	85.21
Proportion of employees surveyed	100	97.24	97.59	94.00
Human Resources Complaints (case)	0	0	0	0
Resolved complaints	0	0	0	0
Complaints are currently being resolved	0	0	0	0

Personnel information	FY 2022	FY 2023	FY 2024	FY 2025
Total training hours (hours)	7,775	16,540	19,484	14,550
Average training hours (per person per year)	12.44	23.20	37.61	20.74
Executive level : Operational level	3.26 : 16.79	6.72 : 30.41	13.86 : 31.55	19.89 : 19.18
Male : Female	12.30 : 12.59	23.28 : 23.10	26.67 : 24.50	18.36 : 21.25
Employee training expenses (Baht/ person/ year)	3,121	3,614	4,821	3,325
Employees who have received performance assessment (%)	100.00	100.00	100.00	100.00

Remark Excluding UVBGP Group, STI Group and PIC.

3.4.2 Safety and occupational health

The Company aims to enhance safety and occupational health within UV Group of businesses to meet international standards, reduce accident rates and work-related injuries for employees and related parties, and prevent and mitigate potential impacts on communities.

Management

UV Group's business operations comply with the laws and policies on occupational health and safety of UV Group, and have management to control and reduce risks in business operations and work processes that may lead to loss of life, injury, illness, and impact on the community by checking the readiness of machinery, tools, and equipment, taking care of the workplace to have a suitable and safe environment for work. Including setting measures to deal with emergencies that may occur and monitoring employee performance to strictly comply with safety measures, as well as promoting training and organizing activities to provide knowledge, instill good awareness, and create employee participation in occupational health and safety and a good working environment on a regular basis in order to achieve the goal of reducing risks, dangers, and accidents of stakeholders related to UV Group's business, and preventing losses that may arise from incidents, emergencies, and crises.

Strategies

- Review policies, goals, plans, and compliance with safety and occupational health laws every year in order to have a safety and occupational health management system that is suitable for the business and in accordance with the requirements of relevant laws.
- Manage safety and occupational health according to international standards and promote a culture of safety at work, provide personal protective equipment appropriate to the nature of work, provide emergency equipment and first aid kits that are adequate and convenient to access, report and investigate when an incident occurs to determine preventive measures.
- Support safety and occupational health training for personnel according to legal requirements and job necessities, as well as organizing activities to promote knowledge or communication to prevent and reduce accidents or illnesses arising from work.
- Conduct health promotion activities and annual health checkup for all employees according to risk factors in the work place.
- Manage and supervise contractors to ensure that safety and occupational health risks that may arise from operations are properly prevented.



Safety, Occupational Health and Work Environment Policy

Performance

(1) Safety and occupational health management

In 2025 UV Group has continuously implemented guidelines for occupational safety and health management. Employees of UV Group have no accidents and no work-related illnesses leading to death. However, accidents occurred among production and delivery employees of the refrigerated business during work, equipment use, and driving. Following the accidents, PIC adjusted work procedures to enhance safety and provided training to employees. This included training and supervision to ensure proper use of personal protective equipment, as well as safe driving training. Supervisors were assigned to strictly monitor and ensure employee adherence to work safety guidelines.

Safety and occupational health management guideline

Check work area	Prepare machinery/ protection equipment	Management when an accident occurs
- Inspect the work area and environment. - Make corrections within the designated timeframe if unsafe work conditions or environments are found.	- Provide adequate safety equipment appropriate for the job. - Regularly inspect and maintain machinery, tools, equipment, and vehicles to ensure they are in good working condition and ready for use according to established criteria.	- Review risks and practice emergency procedures in the event of an accident or emergency situation, according to established procedures. - Investigate and inspect accident sites and report results to relevant directors and executives. - Conduct training sessions to review safe work procedures for employees, establish preventative measures, and monitor supervisors' work to prevent recurrence of accidents.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Accident at work to death of employee	0 time/0 people	0 time/0 people	0 time/0 people	0 time/0 people	0 time/0 people
Accident at work to extent of employee's absence	5 time/5 people	12 time/12 people	2 time/2 people	5 times/0 people	0 time/0 people
Work-related illness to death of employee	0 people	0 people	0 people	0 people	0 people
Work-related illness to extent of employee's absence	0 people	0 people	0 people	0 people	0 people
Training hours of employees					
• Power plant business (hours/ person/ year)	19	19.56	20.32	12.81	> 20.00
• Zinc oxide powder business (hours/ person/ year)	30	12	18	18	12
• Refrigerator business (hours/ person/ year)	6	6	6	12	6

Remark Excluding STI Group.

(2) Training and activities to promote safety and good health

In the fiscal year 2025, UV Group organizes basic and specific safety and occupational health training according to the nature of business of each company to raise awareness and review safety skills related to work practices of employees, such as fire extinguishing and evacuation drills, first aid, occupational safety officer courses, review of international standard system requirements related to occupational health and safety management systems (ISO 45001: 2008), confined space safety, workers in natural gas facilities, radiation protection, safe operation and maintenance of forklifts and engines, use and maintenance of personal protective equipment, hearing conservation projects, electrical safety standards, etc.

In addition, UV Group has organized activities to promote a culture of safety in workplace, create a good workplace environment and encourage personnel to have good physical and mental health, such as

- Safety volunteer activities by detecting risk points that may cause accidents in the factory and surrounding areas to improve and correct them properly, training safety guidelines for contractors before working in the area, weekly safety campaign activities, big cleaning activities by cleaning and keep your work area tidy to increase work efficiency and safety.
- Annual health check-ups, influenza vaccination, knowledge-sharing activities to take care of physical and mental health, such as activities to provide knowledge about annual health check results, “Healthy Seniors” activity for seniors who care about health, “We Care” hotline service to listen to problems and provide advice
- Exercise promotion activities such as the “UV Family Healthy Challenge” activity that promotes running, walking, cycling and swimming for good health and converts the distance traveled into donations for treating heart disease patients, “UV Family Wellness Society” activity that provides fitness services and organizes exercise activities within the office, and the sports club of power plant employees.
- Disclosing safety and occupational health practices through internal communication channels, such as campaigns to wear face masks during influenza outbreaks, COVID-19 infection, and when PM 2.5 dust exceeds standards, providing information about norovirus symptoms and prevention methods, etc.



Occupational health and safety care from epidemics

In 2025, the Company will consider implementing measures to ensure the safety and health of its employees in line with the current situation. When news reports or public health authorities warn of the outbreak of infectious diseases or seasonal epidemics, such as influenza, dengue fever, COVID-19, or norovirus, the Company will immediately inform UV Group's employees of the information and preventative measures for such infectious diseases or epidemics through internal communication channels, such as email and applications. Employees at risk of health risks will be required to consider appropriate personal protective measures, such as wearing masks and receiving vaccinations.

For employees who are experiencing symptoms of infectious diseases or epidemics that could be transmitted to others, the Company requires them to seek medical treatment and immediately notify their supervisor or HR Department. Furthermore, the Company and subsidiaries will regularly clean common areas of the office with disinfectants and provide alcohol-based hand sanitizer in common areas of the office or workspace, such as meeting rooms and reception areas for customers or visitors. Employees may be required to undergo screening for infectious diseases or epidemics before participating in large-scale events or may impose restrictions on outsider access to the office premises if necessary.

3.4.3 Human rights

The Company places great importance on human rights management in UV Group's business operations and activities in the business value chain by respecting human values, rights, freedoms, and equality according to international practice to mitigate human rights risks and impacts that may affect the business operations, reputation, and confidence of UV Group's stakeholders.

Management

- The Company requires directors, executives and employees to comply with the human rights practices specified in UV Group's Human Rights Policy and in consistent with the United Nations Guiding Principles on Business and Human Rights (UNGPs) which comprises 3 pillars that are protection of human rights, respect for human rights and remedies for human rights violations. UV Group focuses on treating stakeholders involved in business activities with respect, dignity and equality, without discrimination or restriction of the rights of individuals, society and communities based on sex, age, religion, race, education, social status or any other matters as well as supervising the operation of business activities of UV Group involving stakeholders ranging from employees, customers, business partners, communities and including vulnerable groups such as children, women, people with disabilities, and foreign workers, strictly comply with human rights and labor laws and principles.
- Consider human rights risks that may arise in UV Group's business activities to assess the likelihood of occurrence and the level of impact that may occur, as well as closely and regularly monitoring high-risk business activities along with establishing a risk management plan and measures to mitigate the impacts of such risks.
- Encourage suppliers and business partners of UV Group to act on human rights in accordance with relevant laws and practices in code of business ethics for suppliers, which the Company has set up as a framework for effective business cooperation and to enhance mutually sustainable competitive advantages. Business partners must not violate human rights in terms of labor, such as no child labor, no forced labor, paying a wage as mandated by law, and maintaining a safe working environment.
- Provide channels for all stakeholders to report complaints related to human rights violations through the online system on the Company's website www.univentures.co.th or send information by email to wid@univentures.co.th or phone contact with Head of Internal Audit Department at 0 2643 7195.

Human rights Policy



Performance

(1) Human rights audit and risk assessment

In fiscal year 2025, the Company and subsidiaries considered potential human rights risks in their business activities, along with assessing other key risks such as operational risks, environmental, social and governance (ESG) risks. The human rights risk assessment covered the business activities and key stakeholders of each business to determine appropriate management guidelines as follows:

- **Define the scope of human rights issues:** The department or business owner of the risk defines the scope of the human rights examination relevant to the business operations, identifies the groups of stakeholders who may be affected and the human rights issues that have occurred and are likely to occur, covering issues related to labor, safety, working conditions, equal compensation, the use of child or forced labor, and all forms of abuse.
- **Identify human rights risks:** The department or business identified human rights risks that may arise from operations throughout the value chain, as follows:

Human rights risks to stakeholders in business activities

Employee rights	Customer rights	Supplier rights	Community/ environmental rights
• Equitable and fair treatment of employees • Work safety • Personal data protection	• Access to product/service information • Safety in using products/services • Protection of personal data and privacy rights	• Discrimination against suppliers • Work safety • Personal data protection	• Community safety • Impacts on the community and the environment from the business's operations

- **Risk assessment and prioritization:** UV Group uses the risk measurement matrix as a tool for prioritizing risks by assessing the severity of impact (Impact Assessment Scale) and likelihood of occurrence (Likelihood Assessment Scale) of each risk event. If the sum of the multiplication of the impact and likelihood of occurrence of any risk is high and very high, it will be considered a significant risk that the department or business owner of the risk must consider managing the risk further. In addition, key risk indicators will be used to assess the risk level, such as the number of human rights complaints from stakeholders, the number of times accidents or illnesses caused by employees' work, the number of times the court has ruled under the law that there has been a violation of human rights against stakeholders, the number of fines for violations or non-compliance with the law, etc. Then, the important human rights risks, which are issues with severe impacts, will be ranked, and corrective or preventive measures will be taken to reduce the risk level.

○ **Preventive and mitigating measures:** Based on the assessment and prioritization of important human rights risks, the department or business will determine measures to control and mitigate current or potential impacts and assess residual risks after developing guidelines for preventing and resolution of human rights issues in business operations to ensure that human rights management is effective in controlling impacts throughout the business value chain.

Risk Issues	Preventive and mitigating measures
Equitable and fair treatment of workers	• Manage human resources in accordance with the law, good corporate governance principles, and the framework for sustainable development, including communicating to employees their rights. • Have channels to listen to employees' opinions and file complaints, including conducting annual employee surveys covering all dimensions, such as compensation, benefits, and work environment, in order to use the opinions to improve or develop appropriate human resource management. • Arrange for a self-assessment by suppliers to ensure that labor practices comply with the law.
Safety and well-being	• Provide safety training to employees to review knowledge, practices, and practice skills appropriate to the nature of work and working conditions of each business at a basic level, in accordance with laws and international standards, including working with business partners to promote safe operations. • Arrange for self-assessment by suppliers to ensure that they operate in accordance with the law on safety and occupational health. • Have channels to listen to opinions and file complaints from stakeholders, including conducting inspections, resolving, and following up on complaints. • Survey customer satisfaction, opinions, and suggestions on products/ services.
Personal data protection	• Require employees who are involved with personal data of business stakeholders such as customers, suppliers, shareholders to handle personal data in accordance with the guidelines or manuals that have been developed, which are in line with the Personal Data Protection Act, including being audited by the Personal Data Protection Department and/or Internal Audit Department. • Organize training/ distribute information, knowledge, and practices on personal data and internal data to make employees aware of its importance, understand it, and apply it correctly and appropriately in their work. • Review the efficiency and adequacy of technology and data security processes to prevent unauthorized access to data from unrelated persons. • Provide channels to listen to opinions and file complaints from stakeholders, including conducting inspections, resolutions, and tracking complaints.
Impacts on communities and the environment from business operations	• Follow up on strict compliance with environmental laws, including related standard requirements, such as environmental standards, human rights policy (depending on the criteria of each business). • Monitor and measure environmental quality to monitor according to the law. • Have channels to listen to opinions and report complaints from stakeholders, including conducting inspections, resolving and following up on complaints.
Discrimination	• Set and monitor employees to strictly comply with the practices regarding responsibility towards stakeholders, such as treating all stakeholders equally and respecting their right to access information and other rights in accordance with the law and the principles of good corporate governance of UV Group. • Monitor the implementation of supplier selection and supplier performance monitoring process. • Have channels to listen to opinions and report complaints from stakeholders, including investigating, resolving and following up on complaints.

○ **Monitoring and reporting of performance results:** The Company has established a process for reviewing, inspecting and monitoring management related to human rights violations within the defined scope, risk issues and risk indicators. The Company requires reporting of the results of actions taken by responsible departments and subsidiaries to the Sustainability and Risk Management Committee, the Audit Committee and the Board of Directors, and includes a comprehensive and systematic risk management plan in the event of an incident.

○ **Solving and remedy for impacts:** The Company provides channels for receiving complaints or providing information for stakeholders who may be affected or violated by the business activities of UV Group, in accordance with the policy for reporting complaints and measures for protecting informants or complainants, including providing a process for alleviating impacts and providing appropriate remedies for stakeholders affected by or related to UV Group, as well as determining guidelines for resolving and preventing future incidents.

In the fiscal year 2025, UV Group (excluding STI Group and PIC) did not encounter any illegal acts and did not receive any complaints from stakeholders regarding human rights violations in business operations.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Violations of laws related to human rights	0 case	0 case	0 case	0 case	0 case
Complaints of human rights violations in business	0 case	0 case	0 case	0 case	0 case

(2) Promoting organizational culture on human rights

In addition to ensuring that UV Group's business operations and personnel operate with due regard for the rights and responsibilities toward stakeholders in accordance with legal requirements and good corporate governance principles, the Company promotes the creation of a corporate culture of human rights through training, communication, and activities to raise awareness of human rights issues. The Company also ensures that personnel are aware of, understand, and can appropriately apply human rights practices and stakeholder responsibilities in their work. The Company requires all personnel at all levels to review their knowledge and take an annual test on good corporate governance principles, including human rights practices. In 2025, Compliance Department developed learning materials and tests on human rights practices in the form of E-Learning, and 100.00% and 99.20% of executives and employees reviewed the learning materials and took the tests respectively. In addition, the Human Resources Department led employees to participate in the "Talk to Transform" activity to develop listening and communication skills and foster understanding of differing opinions. The activity, organized by Frasers Property (Thailand) Public Company Limited and the Thai Health Promotion Foundation, also communicated to employees about individual rights under the law, international principles, and the Company's policies supporting these rights, such as:

- Family rights and protection for mothers and children: In addition to maternity leave and paid leave as required by law, the Company provides employees with a breast pumping room (Mother Care Room) and a hotline to listen to concerns and provide advice on family and childcare under the "We Care" activity.
- The right to learning and potential development: In addition to providing all employees with the right to attend training courses to develop their work potential through courses organized by the Company or subsidiaries, the Company provides educational opportunities for employees and their families through educational rights and benefits, such as training subsidies, master's degree scholarships, and scholarships for employees' children.



3.4.4 Participation in community and social development

The Company believes that sustainable business growth will occur only when UV Group's business operations are accepted, trusted and believed in by communities and society that are directly and indirectly involved. At the same time, UV Group recognizes the role of good citizenship of society and the country in promoting sustainable growth of communities and society. UV Group is therefore committed to ensuring that each business operation does not create negative impacts on the community and creates shared value through activities or projects that contribute to improving the well-being of the community or society.

Management

The Company attaches importance to creating shared values by creating mutual benefits and values between UV Group and the stakeholders of each company in order to create a balance of sustainable development in economy, community and environment. In addition to conducting business with social responsibility by complying with relevant laws, regulations and quality standards related to business so that the activities or business operations of UV Group do not affect the community and society, the Company aims to bring the resources and expertise of UV Group under employee involvement to contribute to the development of the community and society by focusing on outcomes that bring about positive changes in the community and in society through various forms of support such as employee volunteer activities, support of goods and money, emergency assistance, etc.

Targets

- No dispute with the community near the location of UV Group's establishment.
- Implement projects or activities that contribute to improving the well-being of the community or society.
- Employee participate in projects or activities that are beneficial to community and social development.

Performance

(1) Overseeing and controlling the impact of business on communities and society

UV Group is committed to conducting business with social responsibility by complying with laws, regulations and quality standards related to business so that the activities or business operations of UV Group does not have an impact on the community and society. UV Group places emphasis on reducing environmental impacts and is careful not to cause negative impacts on life quality of the communities surrounding UV Group's establishments, including power plants, real estate projects under construction, zinc oxide plant, refrigerator factory. In this regard, UV Group's environmental management measures to reduce the impact of business operations on the community appear in Clause 3.5.1 Climate change and energy management and Clause 3.5.2 Resource management in business processes.

However, in 2025, the Company and subsidiaries have no environmental lawsuits, disputes or complaints from communities or stakeholders arising from UV Group's business operations.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Disputes/lawsuits with communities surrounding the production plant or project					
Power plant	0 case	0 case	0 case	0 case	0 case
Real estate project under construction	0 case	0 case	0 case	0 case	0 case
Zinc oxide plant	0 case	0 case	0 case	0 case	0 case
Refrigerator plant	0 case	0 case	0 case	0 case	0 case

(2) Conducting activities to create value for the community and society

In 2025, UV Group continues to focus on activities that are beneficial to the development of communities and society under the participation of employees and stakeholders in business operations. UV Group focuses on activities that support good health and improve the quality of life of various groups of people, including educational activities and youth benefits as follows:

"The more you give, the more patients' hearts beat" Project



Background and project details

"The more you give, the more patients' hearts beat" Project was launched in 2021 on the occasion of the 40th anniversary of the Company's founding under the name "40 Years 40 New Hearts" Project. The project aims to support the treatment costs for urgent cardiovascular disease patients who are poor and underprivileged to the New Heart Foundation, established by cardiac surgeons and medical personnel at the Thoracic Surgery Unit at Rajavithi Hospital. The operations of the New Heart Foundation, in collaboration with donors from all sectors, including UV Group, have helped some cardiovascular patients receive treatment faster, reducing the loss of the working-age population and reducing the government's budget for patient care.

Project results

In 2025, UV Group's personnel participated in activities organized by the Company to convert into donations as follows:

- "UV Family Healthy Challenge 2025," now in its fourth year, promotes good physical and mental health among employees through exercise and converting the distance of running, walking, cycling, and swimming into donations to the New Heart Foundation. In 2025, 221 employees participated in the activity, covering a total distance of 20,102 km. (18 June 2025, to 18 July 2025), with a total donation of 201,020 Baht donated to the New Heart Foundation.
- "Receive or Give, Happy Birthday" activity gave options for employees to change their benefits from receipt of birthday gifts to donation to the New Heart Foundation in which 558 employees or 72.65% of the total number of UV Group employees participated in the activities resulting in total donations of 55,800 Baht.



Key performance	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Donations from UV to the New Heart Foundation (Baht)	600,000	608,500	400,000	234,800	255,800

Results obtained from the project

- 425 patients who received treatment for cardiovascular disease under the operations of the New Heart Foundation through donations from donors (including UV Group) during 2021-2025 were in better health and able to continue daily life and work to take care of their families.
- Help support "SDG 3, Health and Well-being by aiming to reduce premature deaths from Non-communicable diseases (NCDs) by one third within year 2030" through disease prevention and treatment and promotion of mental health and well-being for both patients with cardiovascular disease who had the opportunity to receive treatment and employees of UV Group who are in good health due to regular and good exercise.
- Encourage employees of UV Group to have public consciousness to help and contribute to society in accordance with the corporate core values of "Caring".

(3) Public benefit activities, donations and employee volunteering

Donation for public benefit, supporting education and good quality of life for youth and community benefit activities

- Rose selling activity during the month of love to UV Group's personnel and donating the income without deducting expenses 30,200 Baht to the Thai Heart Foundation under Royal Patronage to support the work of the Heart Association in helping heart disease patients, which is an activity that UV Group has been conducting continuously for the 11th year.
- TL has supported scholarships for the children of outstanding employees for the 24th consecutive year and has provided donations and supplies to support school activities in Phra Nakhon Si Ayutthaya Province, where the company is located. These include scholarships for outstanding students at Wat Don Phutsa School who lack financial resources, and Children's Day gifts for Wat Don Phutsa School, Wat Ton Tia School, Wat Nong Nam Som School, Jian Witthayakhan School, and the Sam Bandit Subdistrict Administrative Organization.
- TL launched a project to recycle 500 kilograms of stretched plastic film, a waste plastic left over from TL's raw material preparation, manufacturing, and shipping processes. This material was used to create 12 sets of upcycled school desks. These were donated to the Wat Nuam Pradit Early Childhood Development Center in Phasi Charoen District, Bangkok, to replace worn-out desks. This project significantly reduces the cost of procuring new desks at the early child development center and reduces the disposal costs of TL's stretched plastic film waste. Furthermore, it supports the optimal use of resources, in line with the Circular Economy philosophy.
- UVBGP Group conducts activities to benefit communities around SSUT and PPTC power plants continuously every year, focusing on activities that help improve the quality of life and create a good environment for communities near the power plants, including educational support activities. In the fiscal year 2025, activities that UVBGP Group has carried out with the cooperation of its employees include supporting gifts for Children's Day activities in schools and communities around the power plant, participating in blood donation activities with the Industrial Estate Authority of Thailand, donating daily necessities to bedridden patients and the elderly in the community, donating daily necessities to Bang Pakong Home for Persons with Disabilities Protection and Development and the Camillian Home for Children Living with Disabilities, Lat Krabang, supporting the Kathin robe offering ceremony at Wat Suthaphot, supporting the Pha Pa ceremony at Wat Bueng Bua School, and supporting the candle procession activities at Wat Si Chan Pradit. The volunteer hours of SSUT and PPTC power plant employees in the fiscal year 2025 averaged 20.83 hours/person and 14.13 hours/person, respectively, exceeding the target of 12 hours/person.



Public welfare activities with stakeholders

SENSES collaborates with stakeholders in the business, such as property project owners that SENSES manages, customers, partners, and employees, to conduct public welfare activities, such as:

- Sold roses to CW Tower tenants and customers at the CW Happy Valentine's Day 2025, with proceeds from the rose sales donated to the Thai Heart Foundation under Royal Patronage, the Cardiac Children's Foundation, and the New Heart Foundation.
- Allocated space in the real estate project to support charitable activities, such as blood donations in collaboration with the Thai Red Cross, donations of used items in good condition to the operator of the SX Repartment Store, a store selling donated items, with proceeds after expenses donated to the Chaipattana Foundation, and donations of dolls and toys to the Child Development Foundation.
- Organized volunteer activities for the community surrounding CW Tower and The Street Ratchada shopping center in 2025, such as improving public spaces for safety and beauty, and developing an educational environment for youth at Triam Udom Suksa Nomklao Kunnatee School and Samakee Bamrung Wittaya School.
- CW Tower, in collaboration with the Foundation for the Promotion of Education and Development of the Quality of Life for the Blind, organized the CW Productivity Workshop, "Massage to Relax, Recharge, and Treat Office Syndrome," supporting employment for the visually impaired.



3.5 Sustainability in environment dimension

The Company realizes the importance of energy and resource management in UV Group's business processes to reduce greenhouse gas emissions, which is the responsibility of the business sector that must participate in solving global warming and climate change. It supports Thailand's declaration of commitment to the United Nations Framework Convention on Climate Change Conference of the Parties to reduce greenhouse gas emissions by 40% by 2030 to achieve Carbon Neutrality by 2050 and Net Zero greenhouse gas emissions by 2060. In addition, the Company recognizes the importance

of limited resources and the risk of accessing and acquiring resources that may lead to future shortages. Moreover, business growth and industrial growth create waste, leftover and waste from production and business processes or activities that affect the environment which is the source of natural and environmental resources. Therefore, managing UV Group's business to grow under good management of resources and environment to create business sustainability and reduce impacts on the environment and community is another important goal in UV Group's business operations.

Management

The Company has established policies and guidelines for environmental management as a framework for UV Group's business operations summarized as follows:

- Determine UV Group's business operations to strictly comply with the laws, regulations, and environmental and energy quality standards related to business operations.
- Give importance to the selection or development of products, services, processes and work practices that promote the use of resources for maximum benefit, environmentally friendly, energy saving and reduce the generation of waste, promote the use of renewable energy or clean energy in business operations of UV Group.
- Encourage UV Group to set plans and goals for effective and appropriate management of the environment, energy, water, waste and pollution, including setting up monitoring of performance and assessment of environmental impacts from UV Group's business operations, as well as providing

channels to receive complaints from stakeholders so that UV Group can promptly and appropriately take corrective action and plan to prevent environmental impacts.

- Create awareness and instill a sense of environmental responsibility and efficient energy use among UV Group's employees, and communicate policies and practices to those involved in UV Group's business operations to ensure that business partners or alliances, such as suppliers of goods and services, contractors, and joint ventures, are aware of the importance of and conduct business in accordance with environmental laws, standards, and practices, as well as give importance to considering transactions with suppliers who have conducted business with a sense of responsibility towards society and the environment.

Environmental, Energy and
Social Management Policy



3.5.1 Climate change and energy management

Global climate change is a concern for all stakeholders and with the Company's investment in the power plant business and the zinc oxide production business which is a significant source of greenhouse gas ("GHG") emissions from the use of natural gas and many resources in the production process. The Company therefore aims to encourage the subsidiaries that operate such businesses to set goals and plans to reduce GHG emissions by optimizing energy consumption and/or increasing the use of renewable energy in business activities. All companies are required to consider risks and identify business opportunities arising from climate change in order to plan, adjust or set strategies to expand or extend the business. The Board of Directors has assigned the Sustainability and Risk Management Committee, whose members include the Company's President, chief executive of the department and the subsidiaries, to develop sustainability development plans in various areas, including those related to climate change, and to set performance indicators, such as improving the efficiency of power plants or zinc oxide furnaces to reduce GHG emissions, expanding renewable energy businesses, etc., under the following management guidelines for governance, risk management, and business operations:

Management

- Oversee business operations in accordance with relevant laws as well as assessing and managing climate change risks that may affect UV Group's business operations.
- Disclosure of UV Group's GHG emissions covering all businesses that are significant sources of GHG emissions as well as setting goals for controlling and/or reducing GHG emissions arising from the use of energy and/or resources in business operations.
- Support the use of environmentally friendly concepts, technologies, and innovations that reduce resource use or help increase energy efficiency or support the reduction of GHG emissions and the principles of the circular economy.
- Develop products or services that have a low impact on the environment as well as expanding investment in renewable energy business.
- Raising awareness and knowledge on climate change to all levels of employees of UV Group.

Performance

(1) Greenhouse Gas Management

The Company has prepared a report on the organization's greenhouse gas emissions and absorption in accordance with ISO 14064-1: 2018 standards, with Advance Energy Plus Co., Ltd. as a report preparation consultant for the verification and certification of the organization's carbon footprint by an independent external auditor, Bureau Veritas Certification (Thailand) Co., Ltd. Scope of reporting to identify sources of GHG emissions from activities covering the scope of operations ("Scope") 1-3 of the Company and its subsidiaries with its head office located on the 22nd floor of Park Ventures Ecoplex Building and TL's head office and factories located at Rojana Industrial Park, Phra Nakhon Si Ayutthaya Province. In the fiscal year 2025, UV Group, within the scope stated above, emitted a total of 36,569 tons of carbon dioxide equivalent ("tonCO₂e") emissions, increased from the same period last year when total GHG emissions were 33,069 tonCO₂e. The main reason was that TL increased its use of zinc ingots, natural gas and electricity, which are significant greenhouse gas emissions sources, to produce zinc oxide powder to meet increasing customer orders in 2025.

GHG emissions (tonCO ₂ e)		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Scope 1	Natural gas usage	7,896.36	8,062.01	6,243.47	3,648.78	4,343.93
	Fuel usage for cars	202.19	204.96	196.35	219.20	191.35
	Fuel usage for forklift, generator, fire pump	97.27	83.86	71.95	59.79	56.73
	Septic Tank	12.93	12.75	7.90	9.54	9.05
	LPG usage	-	0.09	0.05	0.05	0.05
	Fire extinguishers agents' usage	-	-	-	38.36	-
Scope 2	Electricity usage	1,183.87	1,139.44	991.04	765.07	855.68
Scope 3	Purchased raw materials usage ¹	6.17	62,735.76	39,619.55	28,322.15	31,107.41
	Activities related to fuel and energy acquisition	n.a.	2,573.84	n.a.	n.a.	n.a. ²
	Transportation from raw material suppliers	n.a.	163.22	n.a.	n.a.	n.a. ²
	Travel of courier staff	n.a.	n.a.	6.63	3.86	3.03
	Travel of staff for business	n.a.	320.63	n.a.	n.a.	n.a. ²
	Transportation and distribution of goods to customers	n.a.	10.76	n.a.	n.a.	n.a. ²
Total		9,398.78	75,307.32	47,139	33,069	36,569²

- Remarks
- Year 2021 is tapping water and copy paper, and the year 2022 onwards is zinc ingot, tap water, copy paper, and fire drills.
 - According to the Greenhouse Gas Protocol, only significant indirect GHG emissions (Scope 3) will be considered. Significant indirect GHG emissions from fiscal year 2023 onwards are in the purchased goods and services category, which includes the acquisition of paper, tap water, raw materials (zinc ingots), fire drills, and travel of courier staff. Scope 3 GHG emissions in unreported GHG sources and specified in the Greenhouse Gases Verification Statement for the fiscal year 2025, including activities related to fuel and energy acquisition of 1,484.65 tonCO₂e, transportation from raw material suppliers of 48.48 tonCO₂e, landfilling of waste generated by the organization of 25.52 tonCO₂e, waste transportation for disposal of 0.28 tonCO₂e, business-related travel of 4.74 tonCO₂e, work-related travel of employees of 143.05 tonCO₂e, and transportation and distribution of goods to customers of 34.23 tonCO₂e.
- The Carbon Footprint of Products ("CFP") for Zinc Oxide White Seal Extra is 4.51 kgCO₂e/kg. TL has been registered and certified as CFP by the Thailand Greenhouse Gas Management Organization ("TGO") from 8 October 2025 to 7 October 2028.

In fiscal year 2025, SSUT and PPTC power plants emitted a total of 660,498.70 tonCO₂e and 483,911.97 tonCO₂e of GHG, respectively, increasing from 2024 due to a 10.53% and 3.19% increase in natural gas consumption for electricity and steam generation. Meanwhile, GHG emissions per unit of production were 0.4094 tonCO₂e/MWh and 0.4229 tonCO₂e/MWh, respectively, decreasing by 2.50% and 5.26% from 2024 due to production process improvements for optimal fuel efficiency, such as gas turbine upgrades, load transfer system improvements, and half-block operation during periods of low electricity demand.

GHG emissions (tonCO ₂ e)		SSUT				PPTC			
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2022	FY 2023	FY 2024	FY 2025
Scope 1	Natural gas usage	627,518.37	651,306.13	607,058.62	659,942.53	363,930.54	307,737.83	385,277.11	376,355.16
	Fuel usage for cars	32.88	35.31	36.41	36.21	22.00	25.11	33.81	24.58
	Fuel usage for forklift, generator, fire pump	8.60	9.03	9.73	11.48	5.12	4.60	2.11	5.14
	Septic Tank	8.86	8.25	7.24	7.52	5.07	4.73	5.62	3.12
Scope 2	Electricity usage	711.50	132.87	1,628.46	70.38	201.43	520.24	0.00*	113.67
Scope 3	Tap water usage	204.19	274.77	283.13	241.41	151.36	115.14	163.45	112.26
	Transportation from raw material suppliers	6,669.70	1,226.98	2,685.61	15.76	5,504.66	11,450.87	97,363.26	107,298.04
Total		635,154.10	652,993.34	611,655.82	660,498.70	369,820.18	319,858.52	482,845.35	483,911.97

Remark SSUT and PPTC power plants have CFP for electricity of 518 gCO₂e/kWh and 527 gCO₂e/kWh, respectively. SSUT and PPTC have been registered and certified with TGO from 26 November 2024 to 25 November 2027.

GHG emissions for the fiscal year 2025 above were found that the major source of GHG emissions comes from the use of natural gas in the power plants and the use of zinc ingots in the production of zinc oxide powder. Both companies set goals to reduce GHG emissions per unit of electricity generation and zinc oxide each year by managing energy consumption and raw materials (Zinc Oxide) to be effective for maximum effectiveness. The targets, plans and outcomes of GHG reductions can be found below and, in the topic, “Energy Management” and “Waste management”.

	GHG per unit of production				
	FY 2022	FY 2023	FY 2024	FY 2025	Target
Power plant business					
SSUT (tonCO ₂ e / MWh)	0.4949	0.4142	0.4199	0.4094	0.4400
PPTC (tonCO ₂ e / MWh)	0.4371	0.4484	0.4464	0.4229	0.4400
Zinc oxide powder business					
Scope 1-2 (tonCO ₂ e / ton Zinc)	0.56	0.54	0.55	0.57	0.52

(2) Energy management

The Company encourages UV Group to manage energy use for maximum efficiency, especially businesses where energy costs have a significant impact on operating performance, by choosing modern and quality machinery and/or technology from a well-recognized manufacturer, focusing on preventive maintenance and optimizing machinery and/or production processes, developing operational guidelines that will reduce fuel consumption or optimize energy use, using renewable energy, promoting awareness of energy conservation and energy recovery. In the fiscal year 2025, energy consumption and energy management performance of UV Group can be summarized as follows.

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Electricity consumption of UV Group¹ (kWh)	65,590,273	85,545,811	85,339,773	81,410,884	-
• SSUT power plant (kWh)	43,771,858 ²	59,303,490	54,401,792	59,882,460	58,806,125
Average difference per month	N.A.	up 1.59%	down 8.10%	up 10.07% ³	up 8.10%
• PPTC power plant (kWh)	18,609,963 ²	23,325,787	25,671,375	25,934,401	26,676,945
Average difference per month	N.A.	down 6.38%	up 10.06%	up 1.02% ⁴	up 3.92%
• Zinc oxide powder business	2,015,977 kW	1,690,110 kWh	1,055,263 kWh	1,466,511 kWh	-
Electricity consumption per production unit (MJ/Kgs ZnO)	down 3.23%	up 3.01%	down 2.03% ⁵	up 24.31% ⁵	down 2%
Natural gas consumption					
• SSUT power plant (MMBTU)	8,817,067 ²	11,879,337	11,122,939	12,200,056	12,428,452
Average difference per month	N.A.	up 1.05%	down 6.37%	up 9.68% ³	up 11.74%
• PPTC power plant (MMBTU)	4,622,777 ²	5,499,195	6,496,445	6,655,223	6,790,943
Average difference per month	N.A.	down 10.78%	up 18.13%	up 2.44% ⁴	up 4.53%
• Zinc oxide powder business (MMBTU)	141,711	111,474	68,426.84	80,045.42	-
Heat consumption per production unit (MJ/Kgs ZnO)	down 1.46%	down 3.35%	up 1.28% ⁶	up 3.51% ⁶	down 2%

- Remarks
- 1 Excluding STI Group.
 - 2 Electricity and natural gas usage by power plants during January - September 2022.
 - 3 SSUT's electricity and natural gas consumption in 2025 increased from 2024 due to increased electricity and steam generation. However, in 2024, there was an unplanned shutdown for steam turbine maintenance and C-Inspection maintenance.
 - 4 PPTC's electricity and natural gas consumption in 2025 increased from 2024 due to increased electricity generation and sales to industrial customers.
 - 5 Electricity consumption per unit of production in 2024 decreased due to time-saving events, such as operating a zinc ash sorting machine and a mixer to produce zinc oxide powder for animal feed during off-peak periods. Electricity consumption per unit of production in 2025 increased due to operating a zinc ash sorting machine and a mixer during on-peak periods.
 - 6 Heat per unit of production in 2024 increased due to intermittent production, which prevented long-term heat control. In 2025, heat per unit of production increased due to increased zinc oxide powder production and the use of natural gas in the secondary-grade raw material size reduction process.

Power plant business

- In 2025, SSUT and PPTC power plants improved the Plant Load Management of the Distributed Control and Information System (DCIS) to maximize operational efficiency and ensure power distribution to EGAT remains close to the set point. Following the improvements, the system increased energy consumption by 3,500 MWh/ block/ year and increased power generation capacity for EGAT by 0.45 MW, generating approximately 9 million Baht/ block/ year in additional revenue (based on a natural gas price of 320 Baht/ million BTU).



- SSUT and PPTC power plants changed their lighting bulbs from High-Pressure Sodium bulbs to LED, saving approximately 113,661 kilowatts per hour per year, or approximately 0.40 million Baht per year, and approximately 89,487.78 kilowatts per hour per year, or approximately 0.32 million Baht per year. In addition, SSUT power plants set a target to reduce electricity usage by 1.42% by changing the blades of the Cooling Tower, which is being tested by changing one unit before proceeding with adding the remaining four if electricity usage is reduced as targeted.
- SSUT and PPTC power plants operate in accordance with the ISO 50001 energy management system standard, along with planning and maintaining machinery operations according to the established schedule.
- In 2024, SSUT power plants improved their power distribution system (Island Operation Improvement) to increase power distribution flexibility for industrial customers and optimize the load transfer system to suit the power plant's operating patterns. This resulted in improved heat rates and reduced natural gas consumption per unit of production. PPTC power plants operated in half-blocks during periods of low customer demand, resulting in reduced natural gas consumption per unit of production.

Zinc oxide powder business

- In 2025, TL replaced the burners of two oxidation kilns in its production lines to optimize energy efficiency. This resulted in an average 10.59% reduction in natural gas consumption per unit of production for the two production lines, or 3.37% compared to the total natural gas consumption. TL is also piloting the reuse of waste heat from the kiln in production line 6 by installing a heat pipe into the melting furnace to melt solid raw materials into liquid form, resulting in increased zinc oxide powder. TL also controls the amount of excess combustion air in the continuous kiln in the zinc oxide powder production process to be appropriate for the fuel volume to ensure complete combustion. This is expected to reduce natural gas consumption by 700 MMBtu per kiln per year.
- TL managed energy in accordance with ISO 50001 energy management standards, increasing machine operating hours during off-peak periods and reducing operating hours during on-peak periods. TL also monitored the efficiency of solar cell power generation, which has a capacity of 370.04 kWp, ensuring full efficiency. This resulted in electricity costs savings of approximately 1.55 million Baht in fiscal year 2025, based on the energy generated by 442,937.90 kWh of solar cells.



Real estate project management business

In 2025, SENSES will ensure that CW Tower energy efficiency and environmental quality improvement plan is completed on schedule. The energy management measures initiated in 2024 will continue, as follows:

- Install an Air Scrubber to enhance the efficiency of the building's Heating, Ventilation, and Air Conditioning System (HVAC). This system treats polluted air, reducing outside air intake and allowing less pollutants into the building. It also maintains positive air pressure, reducing the cooling load on the air conditioning system and reducing energy consumption by 20%-30% compared to conventional air conditioning systems.
- The installation of Air Scrubber will reduce electricity usage from March 2025 to September 2025 by 1,062,925 million kilowatts.
- Control chilled water temperature at different times to ensure optimum performance. Reduce chiller usage during certain periods. Clean the chiller system's condenser coils as planned. Reduce escalator usage hours in retail zones during business hours and shut them down on holidays.



3.5.2 Resource management in business processes

UV Group is aware of operating its business on the basis of environmental responsibility in every step of the production process or the procurement of goods or services. UV Group sets a policy to operate its business strictly under the laws or regulations related to the environment, encourages and supports all businesses to use natural resources and energy efficiently and with maximum efficiency, has good environmental management in all aspects such as, water management, waste management, air quality management to prevent and reduce the impact that may occur to community, society and the environment from UV Group's business operation, as well as instilling awareness of social and environmental responsibility among employees through activities in order to raise awareness of the importance of effective use of natural resources, environmental protection and reduction of energy consumption and providing channels to listen to problems or impacts that occur to the community and the environment from UV Group's business operations which will lead to management and correction in a timely manner.

Environmental management

Real estate development business, power plant business and the Zinc oxide powder business conducted an environmental impact assessment (EIA) before starting the project so that they are able to comprehensively manage environmental impacts. Effective measures are also prepared to prevent potential impacts before, during and after the project commencement. In addition, each entity monitors changes in relevant environmental laws and regulations and sets goals to prevent environmental incidents so that there are no violation of the law and no significant environmental fines.

Performance

(1) Management of resources and air quality

Power plant business

SSUT and PPTC power plants have assessed the environmental impact before starting the project and after project completion to produce and sell electricity. Both power plants maintain machinery and cooperate with manufacturers to inspect machinery and equipment to ensure they are in good condition and produce electricity efficiently under the international environmental management system ISO 14001. In addition, both power plants monitor potential impacts from their operations in accordance with measures to prevent, reduce, and monitor environmental quality, and report the results of compliance with environmental management measures specified in the EIA report to the Energy Regulatory Commission and relevant regulatory agencies every 6 months, as well as hold meetings of the tripartite committee, consisting of community representatives, local government officials, and the Industrial Estate Authority of Thailand, twice a year, to listen to and resolve impacts from the power plant operations. In fiscal year 2025, SSUT and PPTC power plants had no significant environmental incidents, no violation of environmental laws or requirements and have not received any complaints from the community or stakeholders that affect the electricity production resulting in halt or litigation.

In terms of air quality, SSUT and PPTC control air quality emitted from power plants and find ways to improve production process efficiency, plan inspections, and maintain machinery and related equipment to reduce the impact of air pollution on the environment and community. The air quality emitted from the chimneys is measured by an external inspector and the air quality in the communities surrounding the power plant is regularly measured every 6 months. The results of air quality measurements in the fiscal year 2025 from the chimneys of power plants complied with the laws and standards set and there were no complaints about the quality of air pollution from stakeholders.

Zinc oxide powder business

TL regularly inspects, maintains and improves machinery and equipment in the production process to ensure efficiency under the international environmental management system ISO 14001. TL also conducts an annual environmental analysis

of air quality from production building chimneys and chemistry laboratories by independent external auditors as well as analyzing effluent quality before releasing it to the public water sources of Rojana Industrial Park on a monthly basis and supervising business operation in accordance with requirements, laws and standards on environment, labor and human rights of the relevant regulators. The results of the environmental quality analysis for the fiscal year 2025 showed that the air quality of the ventilation shafts of production buildings and chemistry laboratory, effluent water quality comply with relevant requirements and standards, including no significant environmental incidents, no violations of environmental laws or regulations and no complaints from communities or stakeholders that resulted in the halt of zinc oxide production or litigation in any way.

Real estate business and related business

UV Group places an emphasis on environmental issues in every process of the development of real estate projects to be environmentally friendly and energy efficient, starting from building design, selection of building materials, decoration materials, electrical equipment and electrical appliances. During the construction, GRAND UNITY's Construction Department, construction supervision engineer and construction contractors jointly formulate policies and practices for safety and pollution control from construction in accordance with the criteria of relevant laws and measures specified in EIA report. The goals are to run construction without affecting the environment and communities surrounding the project, in terms of air quality, noise level, vibration, wastewater quality from construction activities.

SENSES, which manages residential and commercial real estate projects, includes 30 projects at present, is focusing on the environmental management within the project, such as wastewater treatment systems and waste management system in order to meet the criteria of relevant laws and measures stated in each project's EIA report and to prevent any activity of real estate projects affecting the environment surrounding the project.

Air quality	FY 2023		FY 2024		FY 2025		Target
Power plants	SSUT	PPTC	SSUT	PPTC	SSUT	PPTC	
Nitrogen oxide - NOx (ppm)	16.85	23.09	26.9	20.79	26.45	22.99	less than 60 ppm
Sulfur dioxide - SO ₂ (ppm)	1.09	0.78	0.95	0.66	1.91	0.32	less than 5 ppm
Dust - TSP (mg/ Nm ³)	4.87	1.33	4.00	1.50	3.15	0.68	less than 10 mg/ Nm ³
Zinc oxide factories							
Nitrogen oxide - NOx (ppm)	10.66		34.83		30.79		less than 200 ppm
Sulfur dioxide - SO ₂ (ppm)	3.67		0		1.38		less than 60 ppm
Carbon monoxide - CO (ppm)	12.67		167.78		191.25		less than 690 ppm
Dust - TSP (mg/ Nm ³)	29.34		8.89		22.92		less than 320 mg/ Nm ³
Refrigerator factories							
Carbon monoxide - CO (ppm)	8		1		1		less than 50 ppm
Aluminum dust (mg/ Nm ³)	0.003		0.0068		0.0068		less than 15 mg/ m ³
Cyclopentane (ppm)	0.357		0.370		0.073		less than 600 ppm

Key performance	FY 2022	FY 2023	FY 2024	FY 2025	Target
Significant environmental incidence (case)	0 case	0 case	0 case	0 case	0 case
Violation of environmental laws or regulations (case)	0 case	0 case	0 case	0 case	0 case
Fines for violating the law or significant environmental fines (million Baht)	None	None	None	None	None

(2) Activities to provide knowledge and create awareness of environment, climate change, and energy management

The Company promotes training, organizes activities, and discloses campaign media to employees to provide knowledge, create awareness of environmental responsibility, and adjust behaviors in using energy and resources at work and in daily life to be worthwhile. In 2025, the Company supports personnel of UV Group to participate in or carry out activities to provide knowledge and create awareness of the environment, climate change, and energy management, such as:

- Assigned UV Group's employees to review environmental management practices in accordance with the Company's sustainability management framework through a knowledge review activity and quizzes in the form of E-Learning on the topic "Reduce Waste, Reduce the Global Burden, Towards Sustainable Development Goals." This activity aimed to present information on the current waste situation, guidelines for reducing waste at the source using 3Rs principle (Reduce, Reuse, Recycle) that can be implemented in everyday life, as well as information on waste reduction

activities at the source that UV Group has continuously implemented and achieved success. In this regard, 99.20% of UV Group's employees participated in this activity (excluding STI Groups and PIC).

- Executives and employees of Zinc oxide powder business and UV employees involved in the preparation of the Corporate Greenhouse Gas Emissions Report ("CFO report") met with the CFO report advisor to receive key information on climate change impacts on the business sector, such as measures or legislation to reduce GHG both in Thailand and abroad, key issues of the draft Climate Change Act, and progress in enforcement.
- Disclosed environmental and energy campaign media to employees of UV Group regularly via email and public relations signs in the office, such as the use of electrical equipment and computers to save energy, efficient use of paper, reducing the use of paper and plastic bags, sorting waste and reducing the use of plastic bags, etc.

(3) Water management

Water is an important natural resource due to the limited quantity and it is life's necessity for all of the stakeholders. It is also an important raw material of the industrial business sector. UV Group therefore places great importance to water management and wastewater management in order to use water efficiently, especially the power plant business of UV Group as water is an important raw material in the steam boiler during production process and used for temperature control in the cooling system and in air quality control. Therefore, effective management of water consumption and wastewater quality management will help reduce environmental impacts and reduce conflicts with communities regarding water shortages in the area and effluents quality that does not meet the criteria prescribed by law which will affect the production and reliability of UV Group's business. The Company has set goals and plans for water management with the 3Rs concept, namely, Reduce, Reuse and Recycle, along with campaigns of water saving and regularly monitor the effluents quality so that the environment and the community are not affected.

The main sources of water used for UV Group's in-house activities and production processes come from tap water and treated water. In the fiscal year 2025, the water consumption in the offices of each business and production processes in the power plant business, zinc oxide powder business and refrigerator business is approximately 1.43 million cubic meters (excluding STI Group and water use within the offices of companies at Park Venture Building and Mahatun Plaza Building as the tenants are not informed of the water consumption because the water fee is included in the rental fee). The majority of UV Group's tap water use comes from the power plant business, with a total amount of approximately 1.41 million cubic meters. However, the amount of water that has gone through the treatment process that power plants use to cool machinery and various equipment in the fiscal year 2025 has a total volume of approximately 4.45 million cubic meters.

The effluent from office use will go through the building's wastewater treatment system before being released to the public or being reused in the toilet flush while wastewater from power plants and zinc oxide powder factories will be treated and checked for water quality to meet the criteria set by the industrial estate before being released into the public water supply of the industrial estate and enter the industrial estate's wastewater treatment system before being releasing further to the public.

Waste water from a commercial refrigerator factories, real estate projects under construction and real estate projects under the management of UV Group will be treated and checked for water quality to meet the criteria before being released into public water sources as well. In the fiscal year 2025, UV Group did not encounter problems with water quality exceeding the requirements nor receive any fine from violations of laws related to water management and has achieved the goals set.

Key performance	FY 2023		FY 2024		FY 2025		Target	
Water consumption of UV Group ¹	1,533,051 m ³		1,766,092 m ³		1,431,161 m ³		-	
Water consumption of power plant	SSUT	PPTC	SSUT	PPTC	SSUT	PPTC	SSUT	PPTC
Water consumption per production unit (m ³ / kWh)	0.00068	0.00305	0.00076	0.00076	0.00058 ²	0.00055 ²	< 0.00235	< 0.00260
Proportion of use tap water and treated water for electricity generation	52% : 48%	21% : 79% ²	37% : 63%	30% : 70%	27% : 73%	25% : 75%	Use treated water > 50%	
Violation of water management laws	0 case		0 case		0 case		0 case	
Fines for significant violations of water management laws	None		None		None		None	

Remarks 1 Excluding STI Group.

2 Water consumption per unit of production in 2025 of SSUT and PPTC power plants decreased by 23.36% and 27.22 from 2024, respectively, as both power plants increased the frequency of cleaning the treated wastewater pump screens, allowing them to receive more of this water, as well as improving the cooling water quality control to use as little mixed tap water as possible.

(4) Water conservation activities

Power plant business

In 2025, SSUT and PPTC power plants manage water in the power generation process to reduce the amount and cost of using tap water and producing pure water continuously from the previous year by controlling the water quality inside the HRSG boilers as well as adjusting chemical addition rate to optimize water quality to reduce the opening rate of the drain valve from HRSG, resulting in the power plant saving consumption of pure water and reducing the cost of producing pure water. Along with using treated water (recycle Water) to cool machinery and equipment in power plants to help reduce tap water usage. In the fiscal year 2025, the amount of treated water used by SSUT and PPTC power plants to cool machinery and equipment was approximately 2.51 million cubic meters and 1.94 million cubic meters, respectively, reducing tap water usage by 10.93 million Baht and 4.67 million Baht.

(5) Waste management

UV Group attaches importance to waste management with the goal of reducing the amount of waste and managing both hazardous and non-hazardous waste from UV Group's operations with the 3Rs principle, namely Reduce, Reuse and Recycle by managing waste systematically from sorting, storage, transportation, and waste disposal to recycling and using resources in a cost-effective manner according to the

Real estate business and related business

Real estate projects developed by UV Group for sale or rent choose water-saving sanitary ware and install wastewater treatment system to treat effluent according to the criteria prescribed by law. Meanwhile, SENSES sets a plan and monitors the building maintenance department to regularly inspect the water pipes, water meters and other equipment including using treated water instead of tap water in some activities such as watering plants. In 2025, CW Tower will increase rainwater collection for use in outdoor activities such as watering plants around the building and cleaning common areas outside the building, helping to control the amount of water used by CW Tower in the 2025 fiscal year to be close to the previous year at 0.27 million cubic meters.

circular economy which reduces the environmental impact of businesses operations that may affect the community, reduce greenhouse gas emissions and to help reduce the cost of doing business. For external waste disposal, UV Group selects a government-authorized transport and disposal service provider to ensure compliance with management and minimal environmental impact.

UV Group has a process to separate and dispose of each type of waste appropriately. General waste is used to collect and dispose of the waste of office buildings, government agencies or industrial estate. Waste in the form of constituents, chemical contaminated waste, hazardous waste will be transported and disposed of in accordance with the guidelines prescribed by law by an industrial waste disposal service provider which is legally registered. Waste materials or packaging that can go into the recycling process for reuse or other uses, such as paper, plastic bottles, glass bottles, scrap iron, scrap aluminum, scrap stainless steel, chemical containers, used lubricant, UV Group will process them separately for sale to operators or handover to suppliers or organizations that have a recycling operation for use. In the fiscal year 2025, UV Group has a goal to reduce the amount of waste from the production process to a minimum and support waste disposal through reuse through various projects of each business as follows:

Power plant business

PPTC and SSUT power plants sell used lubricants to other manufacturers for further production of renewable blended fuels, while the used chemical tanks are treated every 3 months and reused which reduces waste disposal costs.

	FY 2025			Target
	Non-hazardous waste	Hazardous waste	Waste that is recycled for use (Reuse/ Recycle)	Waste that is recycled for use (Reuse/ Recycle)
Power plant business SSUT/ PPTC (tons)	6.57 / 2.32	32.65 / 19.28	36.44 (92.91%) / 14.92 (66.93%)	> 60.00%
Zinc oxide powder business (tons)	339.75 ¹	106.77	338 ¹ (99.48%)	> 99.00%
Refrigerator business (tons)	360.36 ²	1.04	355.88 (98.76%)	> 90.00%

Remarks 1 Non-hazardous waste that can be reused includes ash, powder, or scrap zinc bars, which are materials left over from the manufacturing process.

2 Non-hazardous waste includes scrap iron, aluminum, stainless steel, uncontaminated beverage bottles, wood scraps, and plastic scraps.

Real estate related business

SENSES manages garbage and waste of real estate projects by organizing activities to encourage business stakeholders such as building tenants, condominium co-owners or tenants, service users, and surrounding communities to participate in managing their own and the building's waste in order to reduce the amount of waste at the source and the amount of GHG generated from the waste management process from the building, as follows:

- "Perks from Trash" Activity:** Since 2020, CW Tower has invited office and retail tenants to sort recyclable waste such as glass bottles, plastic bottles, aluminum cans, and paper. These wastes can then be collected and redeemed for various benefits, such as cloth bags, gift cards, and parking discounts. During 9 months of 2025, the total amount of recycled waste reached 28,436 kilograms. This waste was handed over to business partners such as SCG Packaging Public Company Limited and Thai Beverage Recycle Co., Ltd. for reuse or recycling.
- "Organic Waste Turning into Plant Vitamins:** CW Tower and The Street Ratchada Shopping Center receive food scraps and organic waste from tenants and the surrounding community through the "CW Eco Bloom" activity. The waste is then used to create plant vitamins for tenants, government agencies, and the general public. During 9 months of 2025, CW Tower and The Street Ratchada Shopping Center processed over 13,856 tons of food scraps and organic waste into over 4,000 kilograms of plant vitamins. CW Tower aims to reduce food and organic waste and strive for a Zero Food Waste building.
- "Drive Thru to Clean Energy" Activity:** From 2023 to present, The Street Ratchada shopping center, in collaboration with N15 Technology Co., Ltd., will organize a monthly collection of non-recyclable waste from individuals. This waste will be used as a fuel alternative to coal in cement kilns. This also helps reduce the amount of non-recyclable waste that ends up in landfills.



- Waste sorting activities in condominiums:** In 2025, SENSES implemented activities to reduce food waste, turning it into compost to nourish trees and using bio-fertilizer to eliminate pests. SENSES also continued its efforts in sorting recyclable waste in residential real estate projects managed by SENSES, such as Siri Apartment, U Delight @ Bang Sue Station Condominium, and The Private Residence Ratchadamri. This continued from the previous year, and in fiscal year 2025, the recycling waste sorting activity was expanded to include T PLACE Thonglor office building and other condominiums, such as Ideo Mobi Rangnam, Condo U Kaset-Nawamin, A Space I.D. Asoke-Ratchada, Denim Chatuchak, etc., to donate or sell recyclable waste to organizations with recycling processes.
- Unused Items Donation Activity:** CW Tower supports charitable organizations, government agencies, and business groups by collecting unused items from tenants and the general public. This allows them to be reused and maximized, reducing production and waste generation. Examples include doll and toy donations to the Child Development Foundation and donations to the SX Reapment Store, with proceeds from sales after expenses going to the Chaipattana Foundation.

CW Tower Performance	2020	2021	2022	2023	2024	Jan - Sep 2025
Recyclable waste sorted (kg)	27,068	34,405	50,674	51,627	11,838	28,436
Greenhouse gases reduced (CO₂e/year)	(137,624)	(180,427)	(268,908)	(266,574)	(476,628)	(1,159,043)
Organic waste used as plant vitamins (kg)	-	-	-	-	5,194	13,856
Plant vitamins produced from organic waste (kg)	-	-	-	-	1,300	4,000

Reducing waste at source and sorting recyclable waste in the office

UV Group (excluding STI Group and PIC) has been conducting the "Office Go Green" activity since 2020 to encourage employees to separate recyclable waste within the office, such as glass bottles, aluminum cans, plastic bottles, calendars, and give them to organizations that have recycling projects for reuse. By fiscal year 2025, recycled waste from UV Group' offices, totaling 369.80 kilograms, was delivered to the following organizations:

PET plastic bottles

332 kilograms

Donated to Wat Chak Daeng, Samut Prakan, for the production of monk robes

Plastic bottle caps

7 kilograms

Donated to Precious Plastic Bangkok for the production of useful products

Glass bottles / Aluminum cans

30.8 kilograms

Donated to real estate project managers for the purpose of donating to organizations implementing recycling programs

Old calendars

712 items

Donated to the Educational Technology Center for the Blind, Nonthaburi, for the printing of Braille books

In addition, starting in 2024, the Company has been encouraging employees to reduce or eliminate the use of plastic straws, resulting in a 90% reduction in the amount of plastic straws used in the office in 2025 compared to 2024. Meanwhile, the Central Administration Department has been collecting and cleaning up plastic straw waste in the office to use as materials for pressure-relieving pillows for bedridden patients. Furthermore, the restructuring of various departmental processes through the ERP and online systems, as well as the implementation of "On Cloud" activity to increase the use and storage of electronic files instead of paper to manage the organization's storage space, has resulted in an approximately 9% reduction in paper usage for printing documents in the office in 2025 compared to 2024. The continuation of the "Office Go Green" activity, which involves separating recyclable waste within the office, with the cooperation of the Company's employees, which will continue for the sixth year in 2025, has resulted in the company being one of 64 organizations to receive the "Throw to Trash" project honorary plaque from the SEC and the Thai Listed Companies Association.



4 Management Discussion and Analysis

4.1 Analysis of operations and financial position

4.1.1 Operating results

The overall Thai economy in 2025 is expected to slow down from 2024 due to multiple pressures, including increased US import tariffs and the strengthening Baht, which impacted the Thai manufacturing and export sectors; a slowdown in the tourism sector; declining household income and purchasing power due to debt burdens and tightening credit standards by financial institutions; and global economic and trade volatility stemming from trade protectionist measures and intensified geopolitical conflicts. Furthermore, in 2025, some Thai industrial sectors, such as real estate and tourism-related services businesses, will be impacted by a significant decline in customer confidence and purchasing power following natural disasters, including the March 2025 earthquake in Thailand, which devastated Bangkok and several surrounding provinces, and numerous seasonal and off-season floods. Moreover, geopolitical conflicts and escalating international trade wars in 2025 have reduced the competitiveness of the Thai industrial sector in both domestic and international markets due to price competition from competitors with lower production costs or operating expenses than Thai businesses.

The aforementioned pressures on Thai economic growth and private sector business operations have led UV Group to closely monitor changes in the business environment, financial position, and operating results throughout 2025, along with regularly assessing the direction, opportunities, and risks of the business in all aspects. The goal is to ensure timely and appropriate adjustments to business strategies and management in response to the current business climate. Furthermore, UV Group is focused on ensuring efficient budget allocation to generate revenue or business benefits, strictly managing business costs, and constantly improving the quality of products and services to maintain sales and competitiveness. Furthermore, UV Group is seeking opportunities to expand or develop its business to diversify its revenue sources, both from new products or services and from new customer groups. For example, developing a 72% zinc oxide powder formula for the animal feed industry, beginning a parking lot service business, and increasing sales of zinc oxide powder and commercial refrigerator from new domestic and international customers.

Meanwhile, UV Group continues to operate business in accordance with a sustainability management framework that aims to create balanced growth across economic, social, and environmental dimensions, continuing from the previous year. This focus is on ensuring transparent business operations, adequate internal controls, and risk management. It also promotes personnel skills development to enable appropriate collaboration with technology and the enforcement of new laws and business practices. This includes enhancing the

Company's revenue stability by increasing the proportion of recurring income from the energy business and setting a target to increase revenue from renewable energy power generation and EV charging station installation to meet the growing demand from business and public sector customers, who are increasingly interested in transitioning to a low-carbon economy and society. This is partly due to the high energy prices stemming from international conflicts, coupled with the Thai government's goal of achieving a low-carbon economy and society, achieving Net Zero by 2050. This will lead to the enactment and enforcement of new laws related to greenhouse gas emissions for the business sector in the near future. In addition, the Company and subsidiaries have implemented the business strategy for 2025 to 2027, which stipulates that all businesses "unlock business potential and inherent value to create opportunities for sustainable growth." This includes enhancing operational efficiency through technology and process improvements to enhance competitiveness and control the impact of business operations on society and the environment. In 2025, the power plant adjusted production process and modernized machinery and equipment to reduce natural gas consumption, increase electricity generation, and ensure the stability of electricity generation and distribution to customers. The zinc oxide powder business adjusted production process to support the use of recycled zinc as a raw material for production. UV Group's full ERP system enables each business to manage business data and resources, such as capital, personnel, and raw materials, to maximize revenue generation and enhance business competitiveness, as well as reduce office paper usage.

UV Group's financial results for the year ending 30 September 2025, in accordance with the business strategy and sustainability management framework, are summarized as follows:

Revenue from sale of goods, rendering of services and rental

The Company had revenue from the sale of goods, rendering of services, and rental ("core revenue") for the year ended 30 September 2025 at 14,172.3 million Baht, a decrease of 1,464.0 million Baht, or 9%, compared to the previous year due to:

- Revenue from real estate and related businesses decreased by 1,413.8 million Baht, or 38%, compared to the same period last year, resulting from the decrease in condominium transfers in the real estate sector, in line with the sluggish real estate market affected by the earthquake and stricter home loan approvals due to household debt problems.
- Revenue from the industrial business decreased by 86.2 million Baht, or 8%, compared to the same period last year, due to lower zinc oxide powder sales volume.

Cost of sale of goods, rendering of services and rental

The Company had cost of sale of goods, rendering of services and rental ("core cost") for the year ended 30 September 2025 at 11,973.9 million Baht, derived from the cost of sale of goods and rendering of services of 10,628.3 million Baht, the cost of sale of real estate of 1,289.6 million Baht, the cost of rental and rendering of services of 52.6 million Baht and the cost of management fee of 3.4 million Baht. Core cost decreased by 1,172.9 million Baht or a decrease of 9%, compared to the previous year. The main reasons were:

- Cost of real estate sales decreased by 1,020.1 million Baht, or 44%, compared to the same period last year, in line with the decrease in revenue, while maintaining a gross profit margin of 23%.
- Cost of industrial business sales decreased by 54.4 million Baht, or 5%, compared to the same period last year, in line with the decrease in sales volume.

As a result of the changes in revenue and cost of sale of goods, rendering of services and rental described above, the gross profit margin remained the same as the previous year at 16%.

Distribution costs and administrative expenses

For the year ended 30 September 2025, the Company had distribution costs and administrative expenses of 1,447.3 million Baht, a decrease of 16.9 million Baht, or 1%, compared to the previous year due to:

- Distribution costs decreased by 82.0 million Baht, or 30%, compared to the previous year, mainly due to the real estate business. These included transfer fees and specific business taxes, marketing expenses, and brokerage fees, in line with decreased real estate revenue.
- Administrative expenses increased by 65.1 million Baht, or 5%, compared to the previous year, mainly due to the write-off of assets from repairs to machinery of a subsidiary company.

Profit before finance costs, tax, depreciation and amortization expenses

The Company's profit before finance costs, tax, depreciation and amortization expenses for the year ended 30 September 2025 amounted to 2,303.6 million Baht (including unrealized gains on foreign exchange of 24.5 million Baht, gains on changes in fair value of investment properties of 18.4 million Baht, and insurance claim payments of 241.3 million Baht), a decrease of 28.6 million Baht from the same period of the previous year, which was 2,332.2 million Baht.

4.1.2 Statement of financial position

(Unit : Million Baht)	As of 30 September 2024	As of 30 September 2025
Current assets	14,961.3	13,684.1
Non-current assets	23,704.3	22,994.6
Total assets	38,665.6	36,678.7
Current liabilities	11,298.5	12,318.3
Non-current liabilities	12,629.4	9,705.2
Total liabilities	23,927.9	22,023.5
Equity attributable to owners of the Company	10,984.4	10,712.9
Non-controlling interests	3,753.3	3,942.3
Total equity	14,737.7	14,655.2
Total liabilities and equity	38,665.6	36,678.7

The Company has operating profits according to the financial statements for the year ending 30 September 2025, in the amount of 1,176.9 million Baht, a decrease of 16.9 million Baht compared to the same period last year, which had operating profits according to the financial statements of 1,193.8 million Baht. Excluding the amortization of rights in the power purchase agreement of 208.7 million Baht, the amortization of rights in the construction management contract of 46.4 million Baht from the allocation of the purchase price of the two subsidiaries, together with the items described in the previous paragraph, the normalized operating profit would be 1,147.8 million Baht, a decrease of 284.5 million Baht from the same period of the previous year, which had an normalized operating profit of 1,432.3 million Baht.

Finance costs

The Company had financial costs for the year ended 30 September 2025 of 820.0 million Baht, a decrease of 159.3 million Baht due to a decrease in principal and some financial restructuring.

Tax expense

The Company reported a tax expense for the year ending 30 September 2025 of 145.2 million Baht, increasing by 87.1 million Baht from the expiration of the corporate income tax exemption under the investment promotion privileges (BOI) and tax expense on insurance compensation netted with additional insurance premium for the energy business.

Net profit

The Company has a net profit according to the financial statements for the year ending 30 September 2025 of 212.1 million Baht, an increase of 55.7 million Baht from the same period of the previous year, which had a net profit of 156.4 million Baht. Meanwhile, the net loss attributable to the owners of the Company was 45.0 million Baht, a decrease of 67.2 million Baht compared to the same period of the previous year, when the net profit attributable to the owners of the Company was 22.2 million Baht. However, if excluding the items described in profit before finance costs, tax, depreciation and amortization expenses, along with income tax from insurance claims, the net profit from normal operations would have been 231.2 million baht, a decrease of 163.7 million Baht compared to the same period of the previous year, when the net profit from normal operations was 394.9 million Baht.

Assets

As of 30 September 2025, the Company had total assets of 36,678.7 million Baht, a decrease of 1,986.9 million Baht or a decrease of 5%, compared to 30 September 2024, with the following items:

- Current assets decreased by 1,276.6 million Baht, mainly due to a decrease in real estate developed for sale.
- Non-current assets decreased by 710.3 million Baht, mainly due to changes in buildings and equipment, including other intangible assets, consisting of additional purchases and depreciation during the year, net of an increase in investments in associates from the acquisition of 34.99% of common shares in Araya Green Power Company Limited on 18 November 2024 (as per Note 12 to the financial statements).

Liabilities

As of 30 September 2025, the Company had total liabilities of 22,023.5 million Baht, a decrease of 1,904.4 million Baht or a decrease of 8% compared to as of 30 September 2024, with the following items:

- Current liabilities increased by 1,028.9 million Baht, due to increases in short-term loans from related parties and long-term loans from financial institutions due within one year, offset by decreases in trade accounts payable, other current payables, and short-term loans from financial institutions.
- Non-current liabilities decreased by 2,933.3 million Baht, due to repayments of long-term loans from financial institutions and the reclassification of the portion due within one year to current liabilities.

Equity

As of 30 September 2025, the Company had shareholders' equity of 14,655.2 million Baht, a decrease of 82.5 million Baht compared to 30 September 2024, due to operating results for the year, net of dividend payments to the Company's shareholders.

Debt to equity ratio

As of 30 September 2025, the Company had a debt-to-equity ratio of 1.50 times, decreased from 1.62 times as of 30 September 2024, and an interest-bearing debt-to-equity ratio of 1.09 times, decreased from 1.19 times as of 30 September 2024.

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results (forward looking)

- Thailand's inflation rate remains low, but is expected to rise.
- Global central bank policy interest rates, including the Bank of Thailand, are on a downward trend.
- Domestic political stability and investor confidence.
- The impact of supply chain uncertainties and international trade tariffs.
- Government economic and investment stimulus measures.
- Rapid technological change, particularly in digital, AI, and clean energy

4.3 Information from the financial statements and significant financial ratios which reflect the financial condition and the operating results of the Company's and its subsidiaries' core businesses

Important financial information

(Unit: Million Baht)	Fiscal year 2023* 1 Oct 22 - 30 Sep 23	Fiscal year 2024 1 Oct 23 - 30 Sep 24	Fiscal year 2025 1 Oct 24 - 30 Sep 25
Operating results			
Revenue from sale, rental and rendering of services	16,542.58	15,636.31	14,172.32
Total revenue	17,672.32	15,804.79	14,598.13
Cost of goods sold, rental and services	14,204.04	13,146.76	11,973.92
Gross profit	2,338.54	2,489.55	2,198.40
Net profit	665.86	156.42	212.06
Net profit attributable to owners of the Company	515.84	22.18	(45.02)
Financial position			
Cash and cash equivalents	707.77	787.65	551.84
Total assets	41,059.65	38,665.60	36,678.67
Total liabilities	26,153.76	23,927.90	22,023.53
Issued and paid-up capital	1,911.93	1,911.93	1,911.93
Equity attributable to owners of the Company	11,187.50	10,984.36	10,712.83
Total shareholders' equity	14,905.89	14,737.70	14,655.14
Par value per share (Baht)	1.00	1.00	1.00

Remark * The 2023 financial statements have been reclassified to be consistent with the 2024 financial statements.

Important financial ratios

		Fiscal year 2023 ¹ 1 Oct 22 - 30 Sep 23	Fiscal year 2024 1 Oct 23 - 30 Sep 24	Fiscal year 2025 1 Oct 24 - 30 Sep 25
Liquidity ratio				
Current ratio	Times	1.47	1.33	1.11
Quick ratio	Times	0.64	0.69	0.65
Operating cash flow ratio	Times	0.35	0.33	0.31
Accounts receivable turnover	Times	10.94	10.04	8.90
Inventory turnover	Times	1.41	1.61	1.92
Accounts payable turnover	Times	9.41	10.30	9.72
Average payment period	Days	38.80	35.45	37.54
Average collection period	Days	33.37	36.35	40.99
Average sale period	Days	258.60	226.10	190.27
Cash cycle	Days	253.17	227.00	193.72
Profitability ratio				
Gross profit margin (of core revenue)	%	14.14	15.92	15.51
EBIT margin	%	10.71	7.63	8.30
EBITDA margin	%	17.68	14.92	16.25
Net profit margin (for the Company)	%	2.92	0.14	(0.31)
Return on equity	%	4.68	1.06	1.44
Efficiency ratio				
Return on total assets	%	1.65	0.39	0.56
Asset turnover	Times	0.44	0.40	0.39
Financial ratio				
Debt-to-equity ratio	Times	1.75	1.62	1.50
Interest coverage	Times	3.06	2.36	2.98
Dividend payout ratio	%	107.28	149.33	-. ²

- Remarks 1 The 2023 financial statements have been reclassified to be consistent with the 2024 financial statements.
- 2 The Board of Directors' Meeting No. 1/2025-26 held on 24 November 2025 resolved to propose to the 2026 Annual General Meeting of Shareholders for consideration and approval of the suspension of dividend payments for the 2025 operating results due to the Company's net loss attributable to the parent company.

5 General Information and Other Important Information**5.1 General information of other referential persons****Securities registrar**

Thailand Securities Depository Company Limited
93 Ratchadaphisek Road, Dindaeng,
Bangkok 10400, Thailand
Tel 66 (0) 2009 9000 Fax 66 (0) 2009 9991
Call Center 66 (0) 2009 9999

Auditor

Ms. Kanokorn Phooriphanyanit
Certified Public Accountant Registration No.10512
KPMG Phoomchai Audit Ltd.
50th - 51st floor Empire Tower,
1 South Sathorn Road, Bangkok 10120, Thailand
Tel 66 (0) 2677 2000 Fax 66 (0) 2677 2222

5.2 Other important information**5.2.1 Other information that may influence investors' decision making significantly**

None

5.2.2 Restrictions on foreign shareholders

None

5.3 Legal disputes

As of 30 September 2025, the Company and subsidiaries have pending material legal disputes as disclosed in the notes to financial statements for the year ended 30 September 2025 (Note 32).

5.4 Secondary market

The Company does not have any securities listed on the stock exchanges of other countries.

5.5 Financial institution with regular contact (only in case of debt securities offeror)

None

Section 2

Management and Corporate Governance

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6 Corporate Governance Policy

6.1 Overview of corporate governance policies and practices

The Board of Directors realizes the importance of good corporate governance and is committed to continuously improving the level of good corporate governance. The Company believes that good corporate governance will benefit the Company's operations, help the management to be transparent, fair, and auditable, and build confidence among shareholders, investors, and all relevant parties. It can also increase value and returns to shareholders and investors in the long term. The Board of Directors has established Corporate Governance Policy, Code of Business Ethics, and other policies that promote good corporate governance in the operations of UV Group and has announced them on the Company's website www.univentures.co.th to create understanding and guidelines for the performance of duties by directors, executives, and employees at all levels. The Company's Good Corporate Governance Policy and practices are consistent with the Corporate Governance Code for Listed Companies 2017 ("CG Code") of the SEC, Principles of Good Corporate Governance for listed companies of the SET and the criteria of Corporate Governance Report of Thai Listed Companies ("CGR Project") of Thai Institute of Directors ("IOD").

6.1.1 Policy and practices related to the Board of Directors

The Board of Directors is appointed by shareholders to govern the business in accordance to laws, policies, objectives, regulations of the Company and resolutions of the shareholders' meeting with responsibilities, caution, honesty like normal businessman will do under the same circumstances having the bargaining power without influence on the status as the Company's directors, as well as in accordance to good corporate governance principles for the highest benefits of the Company and shareholders.

From such responsibility, the Company has policy to select directors, including both group level and individual level, to comprise of individuals with diversity in terms of gender, age, education, professional experience, skills, knowledge, specialization and competency components of the Board of Directors (Skill Matrix) such as business administration, corporate management, accounting, finance, law, investment, information technology, etc., as well as possessing virtues and conducts, positive perception to organization, vision, leadership, and sufficient dedication of time for the Company. Such diversity in the structure of the Company's Board of Directors is an important factor that supports balance of idea and creates discussion for creativity that benefits the Company, as well as increasing efficiency in performing duties by the Board of Directors to prescribe strategy and policy, make decision, and monitor performance of the management to be strictly in line with laws, policies, objectives, regulations of the Company and resolutions of the shareholders' meeting.

In order to support specific duties performed by the directors, the Board of Directors appoints directors with appropriate skills and expertise to be subcommittees in total of 5 committees which are the Audit Committee, the Executive Committee, the Remuneration and Nomination Committee, the Corporate Governance Committee and the Sustainability and Risk Management Committee in order for shareholders to be confident that the Company is operating and examining its work deliberately by prescribing clear scope of duties and responsibilities of each subcommittee and regularly reporting minutes of meetings to the Board of Directors.

The Board of Directors appoints and assigns Company Secretary to be responsible for supporting activities of the Board of Directors such as organizing the Board of Directors meeting and shareholders' meeting, preparing notices for meeting and minutes of meeting, following up for compliance with resolutions of the Board of Directors, as well as other duties specified within laws and related regulations.

The Company's policies and practices related to the Board of Directors as shown in Corporate Governance Policy, Code of Business Ethics and the Board of Directors' Charter in accordance with CG Code of the SEC, Principles of Good Corporate Governance for listed companies of the SET and the criteria of CGR Project of IOD are summarized as follows:

(1) Composition and nomination of the Board of Directors

The Board of Directors consists of 9 directors in accordance with the Company's Articles of Association and CG Code, with no less than 5 directors and no more than 12 directors, appropriate for the size of the Company's business and efficient operations. There must be no less than 3 independent directors and no less than 1/3 of the total number of directors, and the proportion of non-executive directors is greater than that of executive directors. The Company's directors are qualified individuals with complete qualifications and do not have prohibited characteristics as specified by law, and are diverse in terms of skills, knowledge, expertise, experience, and specialized professional skills. The Board of Directors has determined to create a Board Skills Matrix to review and evaluate the current composition of the Board of Directors and determine the qualifications of additional directors to be recruited and appointed.

The Board of Directors assigns the Remuneration and Nomination Committee to recruit qualified persons to replace the directors who are retired by rotation or in other cases to propose to the Board of Directors and/or the shareholders' meeting to consider the election. Recruiting and selecting the right person to be nominated as the Company's director, the Company values individuals with knowledge, abilities, experience, good work history, leadership, vision, morality and ethics, as well as having a good attitude towards the organization, able to devote enough time which is beneficial to the operation of the Company.

In addition, the Company's selection of new directors takes into account the diversity of the Board of Directors' structure (Board Diversity) and prepares a Board Skills Matrix to determine the qualifications of the Company's directors to be nominated based on the necessary skills that are still lacking in the Board of Directors, including appropriate qualifications and in accordance with the composition and structure of the Board of Directors according to the Company's business strategy. It also takes into account diversity in the Board structure in other areas, such as gender and age, considering the right candidates who are women and/or new generations with the skills, knowledge, expertise and experience which deserves to be nominated as a director of the Company. Different directors create a variety of perspectives and opinions, helping to make the work and decision-making processes of the Board of Directors more streamlined and effective. In nomination of directors, IOD's Director Pool may be used in a transparent and clear process, in accordance with the Company's Articles of Association and relevant legal requirements to ensure shareholder confidence.

Further information regarding the composition and selection of the Board of Directors is contained in Clause 7.2.1. Composition of the Board of Directors and Clause 8.1.1 (1) Recruiting of the Board of Directors, in this Form 56-1 One Report.

(2) Roles and duties of the Board of Directors

The main roles and duties of the Board of Directors are separated into 2 aspects including (1) Determination of vision, mission, business direction, policy, and strategy of the Company to ensure that the Company will operate in the direction most beneficial to the Company and shareholders sustainably, and (2) Following up on execution of the Company's strategies under operations of the management to examine, balance, and take responsibilities on the Company's operating results to shareholders. Every year and in the fiscal year 2025, the Board of Directors jointly review and approve the budget and short-term (annual) strategic plans of UV Group which is prepared by the management and has been reviewed by the Executive Committee which has clearly defined goals and indicators of success for the management to implement and evaluate regularly. As well as consider and formulate a long-term strategic plan (5 years ahead) of UV Group which reflects the vision and mission of UV Group's business operations. The management communicates the vision, mission, operational strategy, goals and performance indicators each year to employees at all levels throughout the organization, as well as monitoring, evaluating and reporting the performance according to the strategic plan to the Executive Committee meeting every month and report to the Board of Directors every quarter in order for the Board of Directors to be aware of progress and provide recommendations in matters viewed to be improved or amended by the management. Regular monitoring and evaluation of performance will help to identify discrepancies in performance from established plans or goals for the Board of Directors, the Executive Committee and the management together to improve and correct correctly and timely.

Authority of the Board of Directors

The Board of Directors is authorized to approve and is responsible for oversee the operations as follows:

- (1) Vision, missions and business strategy of the Company, as well as Corporate Governance Policy, Code of Business Ethics, and Anti-Corruption Policy.
- (2) Main business plan, budget, goals, and important policies for operating the business each year.
- (3) Investment, operating projects, and entering in to contracts that are important for the Company and its subsidiaries that have value exceeding authority of the management or excluded from annual budget.
- (4) Transaction of acquisition and disposal of assets and connected transactions that have characteristics, value, and size of transaction exceeding approval authority of the management in which these do not require approval for shareholders' meeting.
- (5) Adjustment of the management structure and remuneration structure of executives and employees.
- (6) The change of accounting policy and practice significant, risk management and internal control.
- (7) Dividend Policy.
- (8) Determination and change of approval authority including name list of directors who have signing authority to bind the Company.
- (9) Performance assessment of self, Chief Executive Officer, and President.
- (10) Appointment of directors resigning during the year and appointment and determination of responsibilities of subcommittees and the Company Secretary.
- (11) Appointment of directors in subsidiaries to be representatives, as well as determination of managing approach of such companies.
- (12) Any other actions to comply with the law, objectives, articles of association and resolutions of the shareholders' meeting.

Roles and duties of the Company's Board of Directors according to Charter of the Board of Directors are presented in the Company's website at www.univentures.co.th.

(3) Independence of the Board of Directors from the management

The Board of Directors plays an important role in corporate governance for the maximum benefit of the Company and the shareholders. In order to achieve a balance in operating power, the Company has therefore separated Chairman of the Board of Directors, Chairman of Executive Committees and President from not being the same person. Chairman of the Board of Directors is an independent director, according to Principles of Good Corporate Governance for listed companies in 2012 of the SET, and he/she must not have any relationship with the management. Furthermore, the Company clearly separates roles and responsibilities between the Board of Directors, Chairman of Executive Committees, and President. Details are provided in Clause 7.2.3 Roles and duties of the Board of Directors of this Form 56-1 One Report.

(4) Performance assessment of the Board of Directors

The Board of Directors prescribes performance assessment every year including performance assessment for the Board of Directors as a whole and by individual, and performance assessment of subcommittees as a whole and by individual in order to be framework for assessment duties performed by the Board of Directors and for review and analysis of performance for further work improvement. The Secretary of the Corporate Governance Committee shall summarize results of performance assessment of the Board of Directors and subcommittees to the Board of Directors in order to exchange suggestions that benefit development or improvement of work. Further information appears in Clause 8.1.1 (3) Assessment the Board of Directors' performance in this Form 56-1 One Report.

(5) Directors and executives' s remuneration

The Board of Directors requires the Remuneration and Nomination Committee to determine the remuneration for directors, subcommittees and top-level executives of the Company to be transparent and appropriate to their roles and responsibilities. The remuneration of directors is appropriate for knowledge, skills, experience, responsibilities, and expected benefits from performance of directors. It should also have characteristics that are comparable to those of the SET listed companies within the same business and with similar business size in order to motivate and retain directors who have qualifications that the Company requires. The Board of Directors who has been assigned additional responsibilities should receive the appropriate additional remuneration. The executive directors, President and the top-level executives should receive the remuneration associated with the Company's performance and the performance of the directors or individual executives that are in line with specified key performance indicators and comparable with those of the SET listed companies within the same business and with similar business size in order to motivate and retain top executives who have abilities in long-term. Further information appears in Clause 8.1.2 (2) Remuneration of directors, Clause 7.4.2 Executive remuneration policy and Clause 7.4.3 Remuneration of executives in this Form 56-1 One Report.

(6) The development of directors and executives

The Board of Directors gives importance to the continuous development of directors and executives to increase and develop knowledge, understanding, and skills of directors and executives including business aspects of UV Group and other areas that are beneficial to their performance. There shall be orientation for new directors every time to provide information and knowledge necessary and beneficial to perform duties. It encourages directors, executives, and related individuals in corporate governance system of the Company such as Company Secretary, investor relations, to attend training and seminars that can improve knowledge beneficial to perform their duties and participate in activities to exchange experience and opinions with directors and executives of other registered companies organized by Thai Institute of Directors, the SET, the SEC, and other institutions with related courses in order to apply obtained knowledge and experience to improve their performance in management, business, and good corporate governance. As well as proceeding for all directors and executives (according to the definition of the SEC's executives) are members of the Thai Institute of Directors Association in order to receive information in various fields including attending training courses that are useful for performing the duties of directors and executives of the listed companies. The Company will consistently inform the directors and executives of the training schedule in advance so that they can consider joining the activities. Further information appears in Clause 8.1.1 (2) Development of the Board of Directors in this Form 56-1 One Report.

(7) Supervision of subsidiaries and associated companies

The Company has established a policy to supervise the operations of its subsidiaries and associated companies to maintain the benefits of the Company's investment and to ensure that the work processes of companies in UV Group are consistent with the same standards as well as establishing linkage and coordination in UV Group's business operations through important regulatory mechanisms such as sending directors or executives of the Company to be directors or high-level executives at least in proportion to their shareholding in order to participate in policy making and monitor business operations in accordance with the Company's core policies, reporting the business results or important changes in various fields to the Executive Committee meetings on a monthly basis and to the Board of Directors' meetings every quarter, supervising the operation to ensure compliance with rules of UV Group and relevant regulatory as well as in accordance with the principles of good corporate governance of UV Group, including oversee that accounting and financial reports are prepared according to relevant laws and generally accepted accounting standards and can be gathered to prepare consolidated financial statements in time as well as having an appropriate and adequate internal control system, etc. Further information appears in Clause 8.1.3 Supervision of subsidiaries and associated companies in this Form 56-1 One Report.

6.1.2 Policies and practices related to shareholders and stakeholders

Policies and practices regarding shareholders and stakeholders under Corporate Governance Policy and Code of Business Ethics of UV Group which complies with principles of CG Code of the SEC, Good Corporate Governance for listed companies of the SET and the criteria according to IOD's CGR Project are as follows:

(1) Shareholders

(1.1) Rights of shareholders

The Board of Directors recognizes and respects the rights of the Company owners of shareholders by encouraging the shareholders to exercise their rights and shall not do anything which may infringe or breach its shareholder rights as well as the Company pays attention to rights of shareholders in obtaining of accurate, complete, adequate, press meetings in order to participate in determination of business direction of the Company and make decisions on matter that are significantly impactful to the Company in which they shall have sufficient time for consideration and acknowledgement of voting results. The practices related to the rights of shareholders are as follows;

Basic rights The Company shall not do anything which may infringe or breach its shareholder rights and shall encourage exercise of basic rights by its shareholders such as purchase, sale, or transfer of stock, shares of profits in the business, sufficient gain of news and information of the business, attending shareholders' meeting to exercise voting rights for appointment or dismissal of directors, appointment of auditor, and approval of matters impacting the Company.

Rights to know important information The shareholders have the right to receive information equally. The Company disseminates the information both in Thai and in English via the channels of the SET and the Company's website to provide the shareholders more channels to receive the Company's important information, such as the operational performance, information on related transactions, changes of capital structure and controlling power and the major asset trading of the Company, along with other information necessary for the decision making of the shareholders.

Rights in the shareholders' meeting The Company shall promote and encourage its shareholders, as well as its institutional shareholders who are institutional investors, to participate in its shareholders' meetings and exercise their rights in decision making of important matters, that may impact or relate to the Company's benefits or the rights of shareholders. The Company has implemented various matters which is to promote and facilitate the exercise of rights of all groups of shareholders including institutional investors at the shareholders' meeting as follows:

- Setting date, time, and venue for the convening of its shareholders' meetings to be convenient for its shareholders' participation. In addition, the Company shall also provide proper personnel sufficiently and utilize technology for registration of shareholders, counting of votes, and presentation of vote results in order for the meeting procedures to be fast, accurate, transparent, and accountable.
- Sending the notices of meeting to its shareholders together with supporting documents for proposed agenda items that detail purposes and rationality thereof, as well as board opinions on each proposed agenda item so that shareholders can study the information completely prior to attending its shareholders' meetings. The notices of meeting invitations and supporting documents shall be sent to its shareholders at least 7 days in advance of the meeting date (or within the applicable timeframe as prescribed by law), and the Company shall also make available the contents thereof in both Thai and English on the Company's website.
- Not taking any actions that limit rights to attend shareholder's meetings. All shareholders have the right to attend the meeting and the right to vote for resolution of each agenda during the meeting period in which the Company gives right for shareholders who attend the meeting after the meeting starts to be able to vote for resolution for the meeting agenda that is in process of consideration and not yet to have votes or resolution.
- Shareholders have the right to ask questions and provide opinions to the meeting according to the agenda in which the Chairman of shareholders' meeting shall allocate time appropriately and support shareholders to have opportunity for providing opinions and asking questions during the meeting.
- Assigned to directors, subcommittees chairman and relevant top executives attend the shareholders' meeting to answer questions and listen to shareholders' opinions.
- In case of multiple meeting agendas, the Company shall arrange voting separately for each agenda. Agenda for the appointment of directors, the Company shall provide the shareholders to cast their votes for the election of each individual director.
- Providing the use of ballots (in the case of a physical meeting) or a voting system from a service provider that has been certified for the electronic meeting control system from the Electronic Transactions Development Agency (in case of meeting via electronic media) for transparency and accountability as well as providing independent persons such as legal advisors, shareholder representative to be a vote counter or vote checker.
- Disclosure of resolution and voting results of each agenda in shareholders' meeting within the meeting date or within 9.00 a.m. of the next working day via news notification on website of the SET and the Company's website. The Company shall prepare the minutes of the meeting with accurate and complete information and sent to the relevant authorities within 14 days following the date of the meeting. The minutes of both the Thai and English versions will be posted on the Company's website for its shareholders and related parties to review.

In the fiscal year 2025, the Board of Directors considers that holding the shareholders' meeting via electronic media is appropriate and facilitates shareholders and related persons to attend the meeting, therefore resolved to arrange the 2025 Annual General Meeting of Shareholders No. 46 ("the 2025 AGM") in the form of a meeting via electronic media under the Emergency Decree on Electronic Meetings B.E. 2020 and other relevant laws. On the date of 2025 AGM (23 January 2025), there were 2 shareholders attending the meeting in person through electronic media, holding a total of 3,130,100 shares and there are 36 proxies holding a total of 1,277,540,294 shares, including 38 shareholders attending the meeting in person and by proxy holding shares in total 1,280,670,394 shares, equivalent to 66.9832% of the total issued shares of the Company. 9 out of 9 directors attended the meeting, representing 100%. The Chairman of the Board of Directors, Chairman of the Audit Committee, Chairman of the Remuneration and Nomination Committee, Chairman of the Corporate Governance Committee, Chairman of Executive Committee, Chairman of the Sustainability and Risk Management Committee, the President, Chief of various departments, Chief Financial Officer and the Company's auditor and legal advisor attended the meeting completely. The details of the meeting are as follows:

Prior to the shareholders' meeting date

- The Company gave the rights to the minor shareholders to propose the agenda of the shareholders' meeting and nominate the persons knowledgeable and qualified to be the directors in advance from 1 July 2024 to 30 September 2024, including giving the right to the shareholders to submit questions regarding the meeting agenda to the Company Secretary prior to the meeting date. The criteria and methods for proposing agendas for the shareholders' meeting, nominating candidates for election as directors, and submitting questions in advance were published on the Company's website and informing shareholders through the news system of the SET. Nevertheless, there was no shareholder proposing any agenda items, or nominate a person with knowledge, competency and qualifications suitable for being a director or send questions about the Company or meeting agenda to the Company.

- The Company prepared the invitation letter for the 2025 AGM in both Thai and English and also published the invitation letter and all information (including Form 56-1 One Report) on the Company's website from 23 December 2024, 30 days prior to the meeting date (meeting on 23 January 2025). The meeting invitation letters were sent to the shareholders on 26 December 2024, more than 21 days prior to the meeting date so that the shareholders received the documents prior to the meeting date and had sufficient time to study the information before the meeting. In addition, the Company has given the opportunity to shareholders and proxies to request to attend the 2025 AGM to obtain a Username, Password and Web Link via electronic conferencing system more than 7 days in advance of the meeting date (From 6 January 2025 onwards) to facilitate shareholders and proxies to quickly attend meetings via electronic conference system.

- In the invitation letter, the Company clarified the facts, reasons, and comments of the Board of Directors for the consideration of the shareholders completely and sufficiently. The Agenda of the General Shareholders' Meeting such as:

- Agenda of the appointment of directors: The information of the nominees was provided; name and surname, age, nationality, type of director, position in the Company, date of the first appointment, number of years being the director, education, training/seminar on the director program, proportion of shareholding in the Company, illegal act record, family relationship to the executives, experiences over the past 5 years, attendance in the last year and prohibited attributes.

- Agenda of consideration on the director's remuneration: The information was provided about the policies, criteria, and procedures for determining the directors' remuneration, amount, forms of remuneration classified by position and responsibilities of the directors.

- Agenda of the appointment of auditor: The information was provided about the name of the auditors, the auditing company, experiences, competence, independence of the auditor, years of serving as auditors of the Company, audit fees and other service fees (if any).

- Agenda of the dividend payment: The information was provided about the dividend payment policy, requested amount for approval compared to the amount paid in the previous year and the reasons for consideration.

- No document with important information was suddenly distributed in the shareholders' meeting nor any agenda was added or changed in the significant information without prior notice to the shareholders.

- Facilitate the shareholders who could not attend the meeting in person by sending the Proxy Form B, in which the shareholders could vote on each agenda item as desired, along with details of procedures and documents used in appointing a proxy without difficult conditions, with the notice of the meeting. In addition, shareholders can download Proxy Form A, Form B, and Form C from the Company's website. Shareholders can appoint a proxy to an independent director of the Company whose name and profile have been disclosed in the invitation letter.

- For facilitating the institutional investors in attending the meeting, the Company contacted the institutional investors to coordinate in preparing the proxy form prior to the meeting date for the convenience in the registration of shareholders to attend the meeting.

On the shareholders' meeting date

- The Company defined the procedures for the meeting lawfully considering the convenience, rights, and equitable treatment to shareholders. At the 2025 AGM, the Company allows shareholders to register and attend the meeting via the electronic meeting control system of Quidlab Co., Ltd., a certified electronic meeting control service provider from the Electronic Transactions Development Agency, at least 1 hour before the meeting and could continue to register until the meeting was

completed, as well as providing audio and video recordings of the meeting throughout the time of the meeting in electronic form and record electronic traffic data of all attendees as legal evidence.

- In the 2025 AGM, shareholders can vote on each agenda item separately through the electronic shareholders' meeting system that the Company chooses to use in the same manner as using ballots in a normal meeting. For the transparency in counting the votes, the Company invited Ms. Pratumpon Somboonpoonpol and Ms. Palita Lawanrattanakul, legal consultant and lawyer from Weerawong, Chinnavat, & Partners Ltd. to verify the accuracy of the vote counting to be in accordance with the law, the Company's Articles of Association and principles of good corporate governance of listed company.

- Chairman of the Board of Directors acted as Chairman of the meeting. Before proceeding the meeting, Chairman of the meeting introduced the Board of Directors, all subcommittees, the executives, and auditors of the Company attending the meeting to be acknowledged by the meeting as well as inform the voting method and vote counting method of the shareholders who must vote on each agenda according to the law and the Company's Articles of Association. In the case that any shareholder came after the meeting had commenced, the Company gave the right to them to vote on the remaining agendas which had not yet been considered and voted by counting as the quorum.

- At the meeting, Chairman of the meeting proceeded in the agendas set out in the invitation letter without adding any agenda or changing important information without prior notice to the shareholders. The shareholders were also given equal opportunity to ask, comment, or recommend fully in all agendas. However, at the 2025 AGM, no shareholders expressed their opinions or asked any questions regarding the agenda or other matters related to the Company. Details are provided in the 2025 AGM minutes, which is published on the Company's website.

- In voting and counting the votes, the Company conformed to the Articles of Association of the Company allowing 1 share to be 1 vote. The Company will deduct votes of disapproval and/or abstention from the votes of shareholders who attend the meeting and vote, and the remaining votes will be considered votes of approval for that agenda. For the agenda on the election of directors, the Company allows shareholders to elect individual director.

After the shareholders' meeting date

- The Company disclosed the resolutions of the 2025 AGM, along with the voting results for each agenda item, divided into agree, disagree, and abstain, in both Thai and English, via the SET's news system and the Company's website after the meeting on 23 January 2025.

- The Company prepared the 2025 AGM minutes in both Thai and English, which recorded the essential information presented to shareholders, the voting results for each agenda divided into agree, disagree, and abstain, as well as the shareholders' questions and the Company's explanations in summary. The Company submitted the minutes to the SET, the SEC, and government agencies within 14 days after the meeting on 5 February 2025, and disclosed the minutes on the Company's website on the same day as a channel for shareholders to be informed and review the information without having to wait for the next meeting.

(1.2) Equitable treatment of shareholders

The Board of Directors is aware of the duty of ensuring that all shareholders will be treated equally and fairly, including shareholders who are executives, non-executives, foreign shareholders, and minor shareholders. The Company arranges process of shareholders' meeting that supports equitable treatment to all shareholders, details appear in the topic "Right in the shareholders' meeting" above and prescribes protective measures to prevent directors and executives from using inside information for their own or others' benefits (abusive self-dealing), and requires directors and executives to disclose information on their and their related persons' interests. The practices related to equitable treatment of shareholders are as follows;

- Directors and executives have duty to report their securities holding when they take the position and report the change in their securities holding to the Company Secretary at least 1 day prior to the transaction date to report to the Board of Directors for acknowledgment. They shall submit report to the SEC within 3 working days from the date of purchase, sale, or transfer of such securities via electronic media channels prescribed by the SEC in order for the Company Secretary to reports the Board of Directors and disclose such information in Annual Registration Statement.

- Directors and executives have duty to report their interests and interests of related individuals when they take the position and when there is any change by submitting information to the Company Secretary to submit a copy of the report to the chairman of the Board of Directors and chairman of Audit Committee for acknowledgment. Including requiring that the information on stakeholder's interests be updated at least once a year.

- The Company shall avoid entering into transaction that may create conflict of interests of individuals related to the Company. In case that it is necessary to enter into transaction, the Company shall comply with related practices and notifications of the SEC and the SET. Directors and/or executives who have interests in such transaction shall not be involved in the consideration. In addition, it shall disclose information of the transaction to the SET and shareholders according to related practices and notifications of the SEC and the SET and prescribed accounting standards.

- Directors, executives, and those involved with inside information, including related persons, are prohibited from using inside information for improper benefits, including trading in the Company's securities (Insider Trading)

- They must not trade the Company's securities in the period of one month before disclosing financial statements and 48 hours after the public is aware of such information. Every 3 months, the Company shall inform directors, executives, and employees on the period of prohibition of trading the Company's securities.

- They must not provide any information that is yet to be disclosed and may impact security price of the Company to external individuals or individuals with no related duties.

- Regularly and timely disclose important news and information to shareholders according to policies of related agencies through communication channels of the SET, the Company's website, and other channels that the shareholders can conveniently and equally access.

In this regard, the policy and practices regarding the interest and conflict of interest, the use of internal information, safeguarding of confidential information and disclosure of news, information and opinions to third parties, appears in the Code of Business Ethics, which disclosed on the Company website : www.univentures.co.th.

(2) Stakeholders

The Board of Directors recognizes the importance of all stakeholders involved in UV Group's business operations by establishing policies and practices in the Code of Business Ethics and other related policies to be disseminated to directors, executives, and employees as the guidelines for dealing with each stakeholder by considering the legal rights and agreements with the Company, refraining from performing any acts that violate the rights of stakeholders, and placing importance on creating stakeholder participation with UV Group to create sustainable development in all dimensions, including corporate governance/economy, society, and the environment.

(2.1) Policy and practice regarding the Company and shareholders

The Board of Directors and executives of the Company aim to manage and perform their duties to the best of their ability with honesty as well as decide to take any action with prudence and fairness to shareholders for the best benefit of the Company and the shareholders as a whole, including conduct business in accordance with the principles of good corporate governance by not doing any actions which is a violation of the rights of stakeholders and aims to encourage shareholders to exercise their basic rights as well as not taking any action which may cause conflicts of interest and not to seek benefits for themselves and related parties by using inside information that has not been disclosed to the public. In addition, do not disclose business secret information to third parties and overseeing the reporting of financial and non-financial information to all groups of shareholders correctly, completely, consistently, and equally with the following practices;

- To perform duties with responsibility, honesty as well as use knowledge and experience to performing at full capacity for the optimal benefits of the Company.

- Comply with the Company's rules, regulations, Corporate Governance Policy, Code of Business Ethics, and other policies to ensure that UV Group's business operations are conducted honestly, transparently and verifiably for the benefit of the Company and shareholders as a whole.

- To exempt from any operations that compete or create conflict of interests with business of UV Group, as well as avoiding abuse of own authority or giving other individuals to use own authority, indirectly or directly, to seek benefits for self or others.

- To be responsible for using and safeguarding the UV Group's assets for the highest benefit of UV Group and not for personal benefit or any other benefit apart from UV Group's business.

- To maintain the confidentiality of shareholders' information like the confidential information of the Company regard to the rights and confidentiality of shareholders.

- To disclose UV Group's information and financial reporting accurately, adequately, timely, and equitably according to the rules prescribed by the SEC and the SET.

- Do not use UV Group's material information or news to seek profit or personal benefit, whether directly or indirectly, including maintaining the confidential information by ensuring that important documents or news of the Group that are confidential or should not be disclosed to outsiders are not leaked or fall to others, which may cause damage to UV Group. Also, avoid expressing opinions to outsiders on matters that may affect UV Group's reputation, image and operations. Strictly comply with the policies and practices regarding Use of Internal Information and Safeguarding of Confidential Information.

- To report clues or complaints when seeing clues in violation of the law, Corporate Governance Policy, Code of Business Ethics or fraudulent action or unacceptable behavior of the Company's personnel also include inaccurate financial statements, as well as internal control failures for the best benefits of the Company. All must comply with policy and practice of Whistleblowing, Channels for Informants and Protection of the Rights of Informants.

- To exempt from acceptance of gifts, assets, or other benefits from individuals related to business of UV Group which may impact work decisions, or create bias or uneasiness, or create conflict of interests in which such items are not given in customary manner. They shall also avoid acceptance of business receptions in the manner than exceed normal business relationship.

(2.2) Policy and practice regarding customers

The Board of Directors is aware of the importance of creating the satisfaction and confidence of the Company Group's quality products or services to customers with practices related to customers as follows:

- To treat customers fairly in terms of product quality, service, and delivery of quality products that satisfy customer needs at a fair and reasonable price. Strictly comply with all conditions agreed upon with customers. In the case where it is not possible to comply with the conditions regardless of either reason, the customers must be notified in advance in order to mutually agree on a corrective measure.

- To disclose accurate, comprehensive, and sufficient information on the Company's goods and services to prevent customers from any possible misunderstanding on the quality or the sales conditions of its product and services, as well as to promptly respond to customer demand for service in order to optimize customer satisfaction.
- To protect the customers' confidential information and material, as well as not to wrongfully apply it for any self-benefit or benefit of any other related parties, and not to disclose customer information without prior permission from such customer or the Company's authority unless the information is required by law to be disclosed to relevant outside parties.
- To provide a communication channel for customers to voice their complaints on the Company's goods and services in adherence to the Company's Whistleblowing or Complaints and Measures to Protect Whistleblowers or Complainants Policy.

(2.3) Policy and practice regarding business partners

The Board of Directors has policies and practices for treatment of business partners with transparency, equality, and fairness. The Company adheres to compliance of trading terms or agreements within contracts with its contract parties with the consideration on benefits of the Company and receiving the fair returns to both parties. The practice to the business partners as follows:

- Establish clear and fair regulations and procedures for procuring products or services. To select business partners via transparent system in accordance to the procurement rules and procedures of the Company. The selection criteria will be based on business partners that have reliable history and business conditions, stable financial status, well-known reputation and expertise, high credibility, and acceptance from other operators within the same business or industry. In this regard, they must not have history of trade prohibition as a result from corruption or history of work abandonment or are listed in the prohibited companies by government or private sector. In addition, their products or services must provide satisfaction and consistency of quality, price, service, and delivery.
- To consider appropriate and fair price in comparison to quality of product and/or service of business partners, and arrange contracting in the form that is appropriate to mutual agreements of both parties, as well as fully comply contract terms and conditions to prevent corruption and wrongdoing within procurement process.
- To strictly abide by prior agreed contracts or trade conditions, and in the event that such agreements or trade conditions with any relevant business partner cannot be complied with, that business partner shall be promptly informed to mutually seek a possible means to resolve the matter.
- To promptly and punctually provide payments due to business partners.
- Not to request any gifts, assets, support or other benefits from business partners whether directly and indirectly.
- To avoid any purchase of goods or services from business partners who are involved in human rights violation or intellectual property rights infringement.
- Not to disclose information of its business partners to any third party except with the business partners' prior approval or the information is required by law to be disclosed to relevant outside parties.
- Not to do business with business partners who disobey laws or disrupt public order and good morals.
- Hearing opinion, complaint and suggestion of business partners or other related parties which will be used to improve operational efficiency.

(2.4) Policy and practice regarding business competitors

The Board of Directors promotes free and fair competition according to the legal framework and rules of good competition including avoiding dishonest methods to destroy competitors. The practice for the business competitors is as follows:

- Conduct business and treat business competitors within the framework of the laws on trade competition and fair competition.
- Not to seek out business competitors' secrets using wrongful or inappropriate methods.
- Not to harm competitors' reputation by making malicious accusation.

In the fiscal year 2025, UV Group has no disputes with competitors and does not enter into agreements with competitors or other business operators that monopolize or reduce competition in the market.

(2.5) Policy and practice regarding creditors

The Board of Directors has policy and practices to treat creditors with responsibility, transparency and fairness as follows:

- Treating trade creditors or financial institution creditors equally and fairly on common grounds for mutual benefits by paying the debt on time in order to preserve its credibility towards its business partners and financial institutions which are creditors.
- To strictly abide by prior agreed contracts or conditions especially with financial institution officers in regards to purpose of money usage, payment of principal and interest, and guarantee conditions. The Company gives importance to capital management in order to maintain stability of financial status and preserve sufficient liquidity for punctual payment to creditors. In addition, the Company will report financial status and information to creditors according to agreement with accuracy, transparency, and consistency.
- In the event of being unable to maintain the status or comply with the conditions of the loan agreement for any reason until it may be a cause of breach of contract, UV Group will notify the creditors immediately in order to find solutions together.

(2.6) Policy and practice regarding government and regulators

The Company operates and manages its business in strict accordance with the laws and regulations of the government and regulatory agencies with the following practices :

- All directors, executives, and employees must perform duties with strict compliance to laws, rules and regulations, as well as must study, understand, and follow related laws and regulations related to their operations consistently.
- Conducting transactions with government officials or government agency must be proceeded accurately in straightforward. In addition, there must be strict compliance to the Company's regulations in building relationship with government agency.

(2.7) Policy and practice regarding employees

The Company takes care of and treats its employees fairly, in accordance with the law and sustainable development guidelines. The practices for employees are as follows:

- Provide fair and appropriate compensation and provide adequate welfare in addition to salary, such as provident fund, annual health check, medical treatment, various contributions and take care of improvements in accordance with the performance of each business in both the short and long term. The Company has set clear work goals with employees with a Key Performance Indicator (KPI) in determining the annual special compensation, as well as providing benefits and useful activities for employees that are comparable to companies in similar businesses.
- Treat the employees with politeness and pay respect for individuality.
- Recruit the employees with the system of selection and employment conditions that are effective and fair to get the quality and honest employees to be employed to work.
- Take care of employees thoroughly and fairly. Respect for the protection of employees' rights to be free from harassment.
- Encourage the employees to have balance in their well-being both in work and personal lives.
- Keep the working environment safe for life and properties of the employees to ensure good health in the workplace.
- Appointment and rotation of employees including giving the rewards or consideration on the appraisal and punishment on the employee are made with equality, honesty, and based on the employees' knowledge and competence as well as the Company's regulations.
- Pay attention to continuous development of employees' knowledge and abilities by providing opportunities for employees to participate in training organized both inside and outside the Company in order to use the knowledge gained to increase the efficiency of work performance.
- Listen to the comments and suggestions from all levels of employees by providing the channels for employees to notify or complain about the offense or inform whereabouts of improper conduct against the Company's Code of Business Ethics by incident or situation that affects the work or the decision of the employees by adhering to the policy and practices regarding the Company's Whistleblowing or Complaints and Measures to Protect Whistleblowers or Complainants Policy.
- Adhere to the laws and regulations related to the employees strictly.

(2.8) Policy and practice regarding society and operating business under environmental standards

The Company is committed to conducting business with consideration to social and environmental responsibilities by setting practices as follows:

- Personnel of UV Group must strictly adhere to and perform their duties in accordance with the law and quality standards, including policies and regulations of UV Group regarding safety, occupational health, environment, and energy in order to create safety for quality of life of personnel and assets of UV Group, community, society, and environment as a whole.
- The Company shall give importance to the utilization of natural resources for the highest optimal benefits, promote efficient consumption and conservation of energy, as well as arranging efficient waste management.
- The Company shall support design and procurement of products, equipment, and services that are environmentally friendly, involve energy conservation, reduce waste, and consider safety.
- The Company shall foster consciousness on social and environmental responsibility of all levels of employees, as well as giving importance to conducting business with business partners that take into consideration of social and environmental responsibility.
- The Company shall give importance to social and community activities that aim for the sustainable development of community, society, and environment, as well as activities on youth education and public benefit.
- The Company shall provide accurate information, create understanding, and listen to problems or impacts occurred to community from business operations of UV Group in order to take timely and immediate actions.

(2.9) Policy and practice regarding human rights

The Company conducts business with respect for human rights in accordance with international principles, treats employees and stakeholders equally and without discrimination, and does not tolerate any forms of rights violations, abuses, and harassment that violate the law and the principles of good corporate governance of UV Group, with the following practices:

- Requiring directors, executives, and employees to respect human rights, treat stakeholders equally and fairly, respect diversity, and not discriminate or limit the rights of individuals or society and communities that are different.

- Focus on preventing all forms of discrimination, abuse and harassment, including focusing on managing diversity and accepting the differences of individuals to benefit business operations and organization management.
- Requiring directors, executives, and employees to be careful in performing their duties to prevent the risk of human rights violations against stakeholders or society in UV Group's business operations.
- Requiring directors, executives and employees not to neglect or be ignored when discovering human rights violations, discrimination, abuse, or all forms of harassment in the activities or business operations of UV Group. They must report to their supervisors, or inform responsible persons through the channels for reporting clues or complaints of UV or subsidiaries, including cooperating in investigating the facts.
- Providing a channel for reporting clues or complaints from employees and stakeholders. UV Group will be fair and protect whistleblowers or complaints and those who cooperate in investigating the facts. As well as investigating and resolving complaints according to the guidelines specified in UV Group policy of the whistleblowing or complaints and measures to protect whistleblowers or complainants. Directors, executives, and employees who violate human rights or have discriminatory, abusing, or threatening behavior that is in violation of UV Group's corporate governance principles will be subject to disciplinary action in accordance with regulations and/or may be subject to legal penalties if the action is illegal.
- Support and instill in UV Group to adhere to respect for human rights by promoting various actions to protect human rights and providing measures to prevent discrimination, abuse and harassment. As well as communicate and support those involved in UV Group's business operations such as suppliers, contractors, joint ventures, etc., to conduct business with integrity, respect for human rights and treat everyone equally and fairly. UV Group has a policy not to engage in transactions with companies that violate human rights, especially the violation of fundamental rights, races, women, children, the disabled.
- Treat employees equally, fairly, and without discrimination throughout the entire employment process based on ability and work performance rather than personal characteristics. This includes providing a safe and hygienic working environment, taking care not to intimidate, threaten, abuse, child labor, and forced labor in any case.

(2.10) Policy and practice regarding protection and non-infringement of intellectual property

The Company is aware of the importance of protection of intellectual property of UV Group from infringement or unauthorized usage, as well as providing respect and not conducting infringement on intellectual property of others. Directors, executives and employees must comply with laws or regulations related to intellectual property, copyright, patent, trademark, trade secret, as well as computer crime laws. It has practices as follows:

- Not to use UV Group's intellectual property for personal benefits or public disclosure without approval in which utilization, duplication, adaptation, disclosure, or publish of UV Group's copyright work, fully or partly to public, must receive approval from the Company.
- Not to use intellectual property of UV Group or other persons without approval as this is an infringement on intellectual property which is considered disciplinary wrongdoing and may receive charge of criminal case as well as obligation to compensate for civil damages.
- Not to use products and services with incorrect copyright and not to support products or actions that are violation to intellectual property.
- Executives or employees who are no longer employees of UV Group must return all intellectual property such as reports, statistics, programs, blueprints, trade information, software, and manufacturing process to the Company.
- To prescribe executives and employees of all levels to strictly comply with rules on computer usage of the Company in all aspects such as usage of e-mail and internet, usage and installation of computer software, control on access and security of system and information to ensure that the use of computer systems is efficient and of maximum benefit to the company, and to reduce the risk of using computer systems that may lead to illegal activities against relevant laws.
- The Company focuses on the importance of data security both from virus attacks on the computers or from external parties for confidential information leaks. The Company has thus installed firewall and anti-virus programs on every single computer in the network system and also separated the network systems. The Company also provides systems for data backup and data recovery by setting a disaster recovery plan (DRP) and rehearsal of the plan annually.

6.1.3 Disclosure information and transparency

The Company prescribes policy and practices related to disclosure of information and ensures that there is preparation and disclosure of financial and non-financial information to stakeholders such as financial statements, management discussions and analysis, Corporate Governance Policy, Code of Business Ethics, and Charter of each committee and report on the performance under the said policy so that the shareholders and stakeholders of the Company have confidence and receive information equally, as well as to ensure that the information disclosed thereof is accurate, complete and does not cause misunderstandings and sufficient for the decision of investors and stakeholders. The disclosure of information through channels that all stakeholders can access easily and equally, such as the SET's news system, the Company's website, documents published or delivered to shareholders, such as the annual registration statement and other channels such as press conference, press release, the SET Opportunity Day activities organized by the SET. The Company has monitored and updated information to keep it up-to-date as a guarantee for shareholders and all stakeholders to believe in transparent business operations.

In addition, the Chairman of the Executive Committee or the President is required to provide important information of the Company itself or assign investor relations or related persons who are assigned to act as information providers and coordinate with stakeholders. The investor relations unit established by the Company is responsible for responding to inquiries and disclosing the Company's information accurately, transparently, completely, and timely under equality of information access and receipt of all stakeholders, especially for relevant information that will impact financial position, operating results, or security price of the Company, in order for stakeholders to apply such information in their investment decisions efficiently. It is also responsible for managing the relationship between the Company and its shareholders, investors, analysts and other stakeholders such as business partners, government agencies, financial institutions, etc., in order to ensure that the duties of the investor relations unit are properly performed. The Company has established a Code of Conduct for Investor Relations to be a clear guideline of the Company's investor relations unit.

Shareholders, investors, analysts, and other stakeholders can contact the Company's Investor Relations at phone number 0 2643 7176 or at E-mail: UV-IR@univentures.co.th. In fiscal year 2025 the Company had channels to communicate information of UV Group via various media and activities such as,

- Disclosing information of UV Group via the Company's website, the SET website, and social media.
- The Company's executives meet with investors, financial institutions and credit rating company 16 times.
- Disclosing press release to media in total of 5 times and photo release of 10 times.
- Disclosing information to employees via electronic media such as intranet, email and Vonder Application regularly.

6.1.4 Anti-Corruption

The Board of Directors is committed to conducting business with transparency under the framework of laws and principles of good corporate governance, and opposing all forms of corruption. The Anti-Corruption Policy has set practices as follows:

- Require all directors, executives and employees have responsibility to comply with related laws, regulations, rules and policies related to anti-corruption, including have duty to perform their work with transparency and shall not conduct any activities that indicate intention for corruption or receipt or offer of bribery, gifts, assets, or other benefits to related stakeholders regarding matters that he or she have responsibility, directly or indirectly, in order to obtain benefits to the Company, oneself, or related person, including prohibiting the payment of bribes for business benefits. Any action that may be at risk of corruption must be performed with caution by all directors, executives and employees in strict accordance with the Company's regulations and practices, such as political activities, donations, financial support, receiving and giving gifts.
- An anti-corruption assessment of the Company is arranged at least once a year and risk management measures are arranged to be appropriate for prevention or mitigation of risks to be in acceptable level and in line with internal control system of the Company in which there must be reports on such risk assessment to the Audit Committee and the Board of Directors.
- Establish clear practices to supervise and prevent corruption in business operations are arranged such as work procedures by command structure and approval authority, political support, donation, sponsorship, receipt of gifts, assets or any benefits, facilitation payments, hiring government officials, etc.
- Set up an internal control system and auditing process are also arranged to be appropriate and sufficient by Internal Audit Department, including recording of financial information, accounting data, and other procedures related to business operations of the Company in order to ensure efficiency and effectiveness of anti-corruption policy, practices and measures. The audit and review results are reported to the Audit Committee.
- Provide secure communication channels to enable employees of UV Group and all stakeholders to report clues, suggestions or complaints about corruption, as well as to have measures to protect rights according to the law and in accordance with the practices set by the Company. The details related to channels for complaints, procedures on complaints, and whistleblower protection measures are presented in Clause 8.1.4 (4) "Whistleblowing Policy".
- Communicate the Company's Anti-Corruption Policy to all internal and external stakeholders through appropriate communication channels, such as letters, emails, the Company's website, public relations signs, etc., and notify subsidiaries to implement the Company's Anti-Corruption Policy.
- Support training of anti-corruption policy and measures for directors, executives and employees to educate and raise awareness of the importance of anti-corruption, including organizing an orientation for new employees to provide knowledge and create understanding about the Company's Anti-Corruption Policy, measures and procedures, including penalties if employees do not comply. In the case that fraud and corruption occur, the Board of Directors or assigned subcommittees will collaborate to consider on disciplinary measures or legal actions on a person who commit corruption, as well as setting examination of such problems to find risk mitigation or measures to prevent such corruption from occurring again in the future.

Anti-Corruption Policy and the results of the implementation of the anti-corruption policy and policy and practices of UV Group in the fiscal year 2025 appear in Clause 3.3.3 (2) Anti-corruption and Section 8.1.4 (3) Anti-corruption of this Form 56-1 One Report.

6.1.5 Compensation in case of violation of rights

The Company requires all personnel to treat each stakeholder group with due regard to their legal rights and agreements with the Company, and not to perform any actions that violate the rights of stakeholders. In this regard, the Company provides channels for reporting clues and complaints regarding violations of the Company's laws and regulations, in which the Company will immediately correct any deficiencies or impacts arising from the violation of the legal rights of the complainants, whistleblower or stakeholders immediately as well as provide measures to prevent such incidents from occurring again and consider determining appropriate compensation measures.

6.1.6 Measures to take action against those who do not comply with policies and practices

The Company requires all personnel are obliged to sign, acknowledge and strictly comply with the policies and guidelines related to good corporate governance principles of UV Group. Non-compliance or acts in violation of any policies and guidelines which causes damage to UV Group or loss of business opportunities, those who do not comply or who violate them are subject to disciplinary action in accordance with the Company's work regulations and/or be punished according to the relevant laws.

6.2 Code of business ethics

The Company has established a Code of Business Ethics, which is considered a part of the Corporate Governance Policy, to provide guidelines for directors, executives and employees to adhere to in their work, so that UV Group's operations are within the legal framework and principles of good corporate governance. The practices in Code of Business Ethics cover Legal compliance, Anti-Corruption, Stakeholding and conflicts of interest, Supervising the use of inside information and trading the Company's securities, Disclosure and confidentiality of information, Protection of personal information, Human rights, Protection and non-infringement of intellectual property, Receiving complaints, whistleblowing channels and protection of the rights of whistleblowers, Responsibility to stakeholders.

The Company requires all directors, executives and employees to sign to acknowledge and comply with the Code of Business Ethics, which is considered part of the Company's work regulations. Supervisors are responsible for supervising, promoting and advising employees so that all employees are aware of, understand and comply with the Code of Business Ethics. The Company trains new employees in the Code of Business Ethics and organizes training and tests to review knowledge and understanding of various practices annually. The test results are used to determine communication or organize activities for directors, executives and employees to understand and apply them correctly in their work. The Company also requires monitoring of compliance with the Code of Business Ethics through internal audit processes. Any negligence or violation will be subject to disciplinary and/or legal penalties, as appropriate. In the event of any action that may be in violation of the Code of Business Ethics, employees are required to report to their supervisors, the Compliance Department, the Internal Audit Department or the Managing

Director, as appropriate, through the Company's complaint or whistleblowing channels. The Company's Code of Business Ethics appears in the topic "Corporate Governance" on the Company's website www.univentures.co.th and in enclosure 5 of this Form 56-1 One Report.

In the fiscal year 2025, the Compliance Department ensured that all current and new personnel (directors, executives, and employees) were informed of and adhered to the Code of Business Ethics, including policies and practices related to other good corporate governance principles, through electronic confirmation (Google Form) at 100% completion. The Company has published the Code of Business Ethics, policies and practices related to other good corporate governance on the Company's website to ensure that all personnel, stakeholders, and the general public can conveniently access this information. In addition, the Compliance Department has the Company's personnel (directors, executives, and employees) participate in the annual Code of Business Ethics review activity by watching a video summarizing the Code of Business Ethics practices and taking an E-Learning test. In 2025, 100.00%, 100.00%, and 99.20% of the directors, executives, and employees participated in the Code of Business Ethics review activity, respectively.

The Company has determined that personnel who fail to comply with or violate the various practices in the Code of Business Ethics and other good corporate governance policies will be subject to disciplinary action in accordance with the Company's work regulations. In fiscal year 2025, there were no cases of directors, executives, or employees committing or violating the Code of Business Ethics in the Company's operations. Furthermore, there were no complaints from stakeholders, both internal and external.

6.3 Material changes and developments regarding policy, guidelines and corporate governance system in preceding year

6.3.1 Material changes and developments related to the review of policies, guidelines, corporate governance systems and charter of the Board of Directors

In 2025, the Board of Directors and subcommittees reviewed the charter, policies, and practices related to corporate governance and sustainability development. Key changes and developments included the following: The Audit Committee Charter was revised to address the responsibilities and actions of the Audit Committee upon being notified by an auditor of suspicious behavior by a director, management, or individual responsible for the Company's operations that such individual may have committed an offense related to their duties and responsibilities under the Securities and Exchange Act. The revised charter clarified the processes and actions required, aligning with the SEC Circular No. 23/2023, Re: Clarifying the Understanding of the Roles and Duties of the Audit Committee, issued by the Securities and Exchange Commission, issued by the SEC. The Audit Committee Charter also added responsibilities for overseeing the Company's whistleblowing and complaints processes, measures for protecting whistleblowers, and an independent investigation process, with appropriate monitoring. This is clearly defined in the Audit Committee Charter, as this is currently the responsibility of the Audit Committee. The proposed revision of the Audit Committee Charter was approved by the Board of Directors' meeting in September 2025.

Furthermore, the Audit Committee approved the revision of the Internal Audit Charter to align with the new Global Internal Audit Standards established by the Institute of Internal Auditors (IIA), effective 9 January 2025. This will enhance the efficiency of the Company's internal audit function, a key function that contributes to corporate governance, enhances risk management, and enhances organizational transparency in both business operations and management.

6.3.2 Implementing Corporate Governance Code for Listed Companies 2017 (CG Code) to apply

Every year, the Company reviews Corporate Governance Policy, Code of Business Ethics, and related practices in line with CG Code of the SEC, the criteria under the IOD's CGR project, and the principles of good corporate governance of other relevant agencies. The Corporate Governance Committee Meeting No. 2/2024-25 on 18 September 2025 considered the Company's current Corporate Governance Policy and practices in line with the practices in CG Code and was of the opinion that the Company had already largely implemented the practices in CG Code. The Corporate Governance Committee reported the results of such consideration to the Board of Directors Meeting No. 5/2024-25 on 22 September 2025. The substitute measures for CG Code practices that the Company has adapted to be consistent with the business context and organizational environment of UV Group are as follows:

- The Board of Directors currently has 1 female director, who is the Chairman and an independent director, which is less than 30% of the total directors. However, in recruiting new directors, the Company takes into account the diversity in the Board of Directors structure by considering the necessary skills that are still lacking in the Board of Directors, the qualifications that are appropriate for the composition and structure of the Board of Directors according to the business strategy, as well as other diversity such as gender and age. The Board of Directors will consider those with suitable qualifications who are women and/or new generations who have skills, knowledge, expertise and experience that should be nominated as directors of the Company. This will help support the Board of Directors' work and decision-making process to be more thorough and effective.
- The Company has independent directors whose term of office is more than 9 years from the first positioned date because independent directors who have experience, understanding, and awareness on progress and changes in business operations of UV Group continuously are beneficial to efficient monitoring of business results of UV Group. Currently, the Company has investments in real estate business and related businesses, production and sale of zinc oxide powder business and energy investment business, which have different complexity. Furthermore, each independent director has maintained independent qualifications according to definition of independent director prescribed by the SEC and the Company and can provide independent opinions in the meeting of the Board of Directors without conflicts of benefits and/or relevant interests with the Company. In addition, during an Annual General Meeting of Shareholders, if there is an independent director with term longer than 9 years in which he/she will leave the position according to end of term, the Company will present reasons and necessity to reappoint such director to the position, as well as disclosing this information to shareholders before voting for directors.
- Most of the Company's Remuneration and Nomination Committee are not independent directors, however, with the current structure of the Remuneration and Nomination Committee of the Company consists of 1 independent director positioned as its chairman according to guidelines of CG Code and 3 non-executive directors, including clarity of the scope of duties and responsibilities of the Remuneration and Nominating Committee, determination of remuneration policy for directors and executives and criteria and process for selecting directors and executives, enough to support the Remuneration and Nomination Committee of the Company to perform their duty of nominating and determining the remuneration of personnel in the position of directors and high level executives who responsible for monitoring and managing the business operations of the business, efficiently and independently in order to maximize benefits for the Company and all shareholders.

- The Charter of Board of Directors requires that the Board of Directors meeting to be at least 5 times per year and there may be additional Board of Directors' meeting as necessary, including establishing a policy for non-executive directors to hold meetings between themselves without attendance by the management for at least once a year. In fiscal year 2025, the Board of Directors has total of 5 meetings and had meeting of non-executive directors without attendance of the management joining the meeting

at least 1 time per year. Furthermore, more than half of the Company's directors (6 directors out of a total of 9 directors) hold positions as a member of Executive Committees, as a result, the Board of Directors is able to monitor and oversee performance of the management and business operations of UV Group continuously and timely via attending meeting of the Executive Committees which are scheduled every monthly even though the Company does not set a policy to hold the Board of Directors meeting at least 6 times per year.

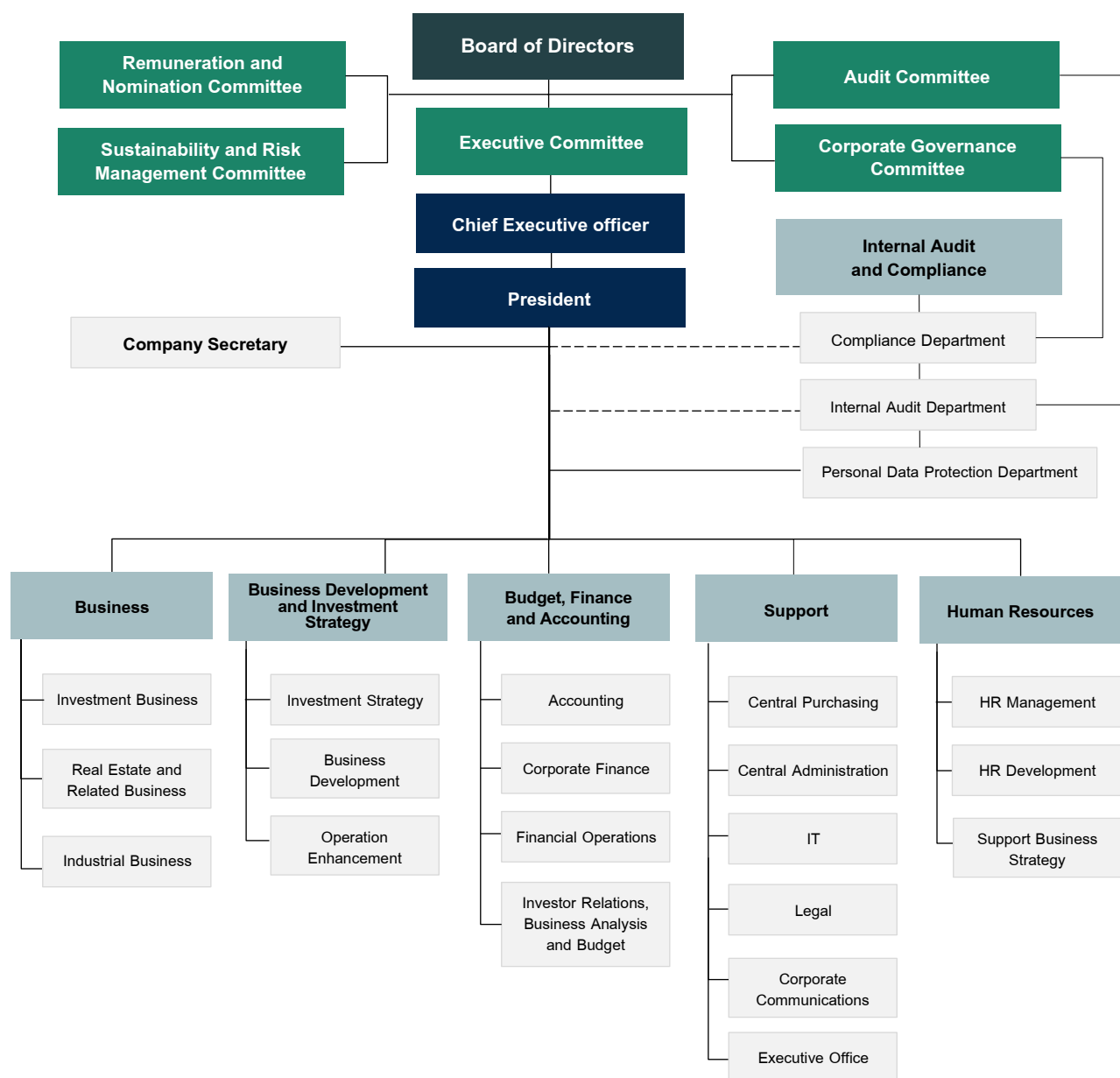
6.3.3 Compliance with other good corporate governance principles to support the assessment of Corporate Governance Report (CGR) Project and Shareholder Meeting Quality Assessment Project

As the Company aims to operate business on the basis of good corporate governance principles. This is in line with CG Code guidelines of the SEC, Principles of Good Corporate Governance for listed companies of the SET and criteria according to the IOD's CGR program. Every year, the Company reviews Corporate Governance Policy, Code of Business Ethics and guidelines on corporate governance of the Company in accordance with the rules of the relevant regulatory authorities and in accordance with the changing business context or corporate environment of UV Group.

In 2025, the Company received the results of the assessment of the quality of 2025 Annual General Meeting of Shareholders by the Thai Investors Association with a full score of 100 and received the score of 2025 CGR project from IOD at the "Excellent" level at 105 points, which is the assessment result in the 10th years of being evaluated at excellent level. The Company's overall and each category assessment results were higher than the average assessment results of all 844 listed companies surveyed in 2025.

7 Corporate Governance Structure and Significant Information Related to Board of Directors, Subcommittees, Executives, Employees and Others

7.1 Corporate Governance Structure



7.2 Information of the Board of Directors



Ms. Potjaneer Thanavaranit

- Chairman of Board of Directors¹
- Member of Audit Committee
- Chairman of Remuneration and Nomination Committee



Mr. Thapana Sirivadhanabhakdi

- 1st Vice Chairman of Board of Directors^{2/4}
- Chairman of Executive Committee
- Member of Remuneration and Nomination Committee



Mr. Panote Sirivadhanabhakdi

- 2nd Vice Chairman of Board of Directors^{2/4}
- Vice Chairman of Executive Committee
- Member of Remuneration and Nomination Committee
- Member of Corporate Governance Committee



Mr. Nararat Limnarat

- 3rd Vice Chairman of Board of Directors²
- Member of Executive Committee
- Member of Remuneration and Nomination Committee



Mr. Suwit Chindasanguan

- Director¹
- Chairman of Audit Committee
- Member of Corporate Governance Committee



Assoc. Prof. Tithiphan Chuerboonchai

- Director¹
- Member of Audit Committee
- Chairman of Corporate Governance Committee



Mr. Sithichai Chaikriangkrai

- Director^{2/4}
- Member of Executive Committee



Mr. Worawat Srisa-an

- Director^{2/4}
- Member of Executive Committee
- Member of Corporate Governance Committee



Mr. Khumpol Poonsonee

- Director^{3/4}
- Member of Executive Committee
- Chairman of Sustainability and Risk Management Committee
- President

- Remarks
- 1 Independent director
 - 2 Non-executive director
 - 3 Executive director
 - 4 Director authorized to sign to bind the Company

7.2.1 Composition of the Board of Directors

As of 30 September 2025, the Board of Directors are in total of 9 persons, comprising of

- Independent directors in total of 3 persons (33.33% of total 9 directors) which are in line with regulations of the SEC that prescribe listed companies to have independent directors of at least 1 out of 3 of the total directors and no less than 3 persons. In addition, Independent Directors can provide opinions to operations under prescribed policies with independency and without dominance or limitations within the meeting of the Board of Directors. Such 3 Independent Directors serve as member of Audit Committee of the Company.

- Non-executive directors in total of 8 persons (88.89% of total 9 directors) in which non-executive directors have work experience related to main businesses of UV Group or management of large-sized company, or other experience beneficial to management of the Company such as accounting and finance, economy, law, management, etc.

- Executive Director in total of 1 person who is the President (11.11% of total 9 directors).

Chairman of the Board of Directors is an independent director and is not the same person as the Chief Executive Officer or President to ensure that there are appropriate check and balance between the Board of Directors and executives. In addition, the roles, duties and responsibilities of the Board of Directors are clearly separated from those of the executives to balance authority and prevent circumstances in which an individual has absolute decision-making authority. Scope of powers and duties of Chairman of the Board of Directors, Chairman of Executive Committees and President appear in Clause 7.2.3 of this 56-1 One Report.

The Board of Directors is diverse in terms of skills, knowledge, expertise and experience to support the Company's business strategy based on the Board Skills Matrix and without limiting any other differences such as gender, age, race, nationality, religion. Details of directors' information appear in Enclosure 1 of this 56-1 One Report.

Board Skills Matrix

Skills, Knowledge, Specialization											
Director Name		Director Type	Accounting, Finance	Investment	Business Administration, CG	Real Estate	Manufacturing, Industry	IT	Legal	Internal Control, Risk Management	Others
1	Ms. Potjanee Thanavaranit	ID	/	/	/	/	/	/	/	/	-
2	Mr. Thapana Sirivadhanabhakdi	NED	/	/	/	/	/	/	-	/	-
3	Mr. Panote Sirivadhanabhakdi	NED	-	/	/	/	/	/	-	-	-
4	Mr. Nararat Limnararat	NED	/	/	/	/	/	-	-	-	-
5	Mr. Suwit Chindasanguan	ID	/	/	/	-	/	/	-	/	-
6	Assoc. Prof. Tithiphan Chuerboonchai	ID	/	/	/	/	/	-	/	/	Education
7	Mr. Sithichai Chaikriangkrai	NED	/	/	/	/	-	-	/	/	Taxation, Purchasing
8	Mr. Worawat Srisa-an	NED	-	/	/	/	-	-	-	-	-
9	Mr. Khumpol Poonsonee	ED	/	/	/	/	/	-	-	-	-

Remark ID = Independent Director, NED = Non-Executive Director, ED = Executive Director

7.2.2 Authorized directors who sign to bind the Company

Mr. Thapana Sirivadhanabhakdi, Mr. Panote Sirivadhanabhakdi, Mr. Sithichai Chaikriangkrai, Mr. Worawat Srisa-an, Mr. Khumpol Poonsonee, any two of five jointly sign and affix the Company's seal.

Information of the Board of Directors of subsidiaries that operate the main business appears in Enclosure 2 of this 56-1 One Report.

7.2.3 Roles and duties of the Board of Directors

Roles and duties of the Board of Directors as set out in Charter of the Board of Directors are summarized as follows:

(1) Supervise the Company's operations in accordance with the law, objectives, Articles of Association, the resolution of the Board of Directors and resolutions of the shareholders' meeting with responsibility, caution, and honesty for the highest benefits for the Company and fairness to related individuals.

(2) Determine vision, mission, business strategy of the Company and review to be consistent with changing situations as well as to approve the main plans, budgets, goals, and important policies in business operations each year, including supervise the management to comply with the plans, budgets, goals and policies that have been set regularly.

(3) Organize preparation of Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy as well as supervising directors, executives, and employees to strictly comply with them, and conduct regular annual review.

(4) Organize accounting system, financial reports, and auditing that are credible, as well as disclosing financial information and relevant information of the Company with transparency and timeliness that can reflect financial status and business results sufficiently, correctly, and completely according to laws and related regulations.

(5) Organize preparation of consolidated financial statements as of end of accounting period that are accurate, complete and in line with generally acceptable accounting standards as well as having a duty to consider and approve the name list and the auditor's remuneration.

(6) Determine adequate internal control and internal auditing as well as monitoring and evaluating the effectiveness of internal controls and internal audits.

(7) Evaluate and approve significant transactions as prescribed by laws, regulations, policies or authority of the Company which shall incur obligation for the UV Group, focusing on providing the highest benefits to shareholders and overall stakeholders.

(8) Consider and approve the acquisition or disposal of assets, investment in new business, operation, loan from financial institutions, lending, being guarantor, and other procedures to be in line with laws, notifications, regulations related to securities and exchange laws.

(9) Consider and/or provide opinions on connected transactions and/or entering into transactions of the Company and its subsidiaries to be line with related laws, notifications, and regulations.

(10) Consider and approve interim dividend payment to shareholders and report such dividend payment to the Shareholders Meeting in the next meeting.

(11) Supervise and manage conflict of interests and connected transactions that may occur between the Company and directors, executives, or shareholders, as well as ensuring prevention of improper use of assets of the Company and its subsidiaries, and conducting transactions with persons connected with the company in an inappropriate manner.

(12) Establish a risk management policy and monitored for risk assessment and efficiency of risk management on a regular basis.

(13) Supervise business operations of the Company and subsidiaries to be in line with business plan, budget, and goals, as well as having financial stability for business continuity. In addition, it shall supervise the management to monitor and assess financial status, liquidity, and debt repayment ability of the Company and subsidiaries and regularly report to the Board of Directors.

(14) Manage scope and mechanic for supervising subsidiaries or associated companies in which the Board of Directors shall assign the Executive Committee and the management to evaluate suitability of individuals who will be representatives of the Company to take the role of directors of subsidiaries or associated companies in order to manage operations and transactions of subsidiaries or associated companies to be in line with the Company's regulations and related laws

(15) Appoint and prescribe the scope of authority and responsibility of the subcommittees for efficient operation and benefits to shareholders as well as considering the appointment and determination of duties and responsibilities of Company Secretary.

(16) Assign authority and responsibility of daily operations to Chief Executive Officer and President for managing business of the Company.

(17) Assess and review performance of self and top-level executives as well as supervising performance assessment of subcommittees.

(18) Ensure appropriate personnel selection system in key management positions at all levels as well as having a transparent, clear and fair nomination process.

(19) Ensure appropriate principle for determining remuneration and performance assessment of top-level executives as well as setting up succession plan for top-level executives.

(20) Ensure that the Company has channels to receive complaints and whistleblowing from all stakeholders, as well as having the solution procedures and measures for protection of whistleblowers and individuals who cooperate in gathering related facts.

(21) Encourage the Company to give importance to developing or using innovation and technology that increase value of products or services of the Company and its subsidiaries and can respond to demand of stakeholders on the basis of social and environmental responsibilities for business operations as well as ensuring management of information technology and security measures of information technology system that are adequate and appropriate in order to increase efficiency and capability for business competition of UV Group.

(22) Arrange communication channels with shareholders and all stakeholders properly and manage disclosure of information to be accurate, complete, transparent, credible, timely, and in line with regulations and guidelines of related authority.

(23) Report the conflict of interests of self and related persons for transparency.

(24) Seek independent opinions from external consultants or professionals in order to make decisions when deemed necessary and appropriate at the Company's expense.

(25) Ensure continuous development of directors and top-level executives.

(26) Review and amend the Charter of the Board of Directors annually.

The Company requires that Chairman of Board of Directors, Chairman of Executive Committees and President not be the same person. The roles, duties and responsibilities of each position are clearly separated in order to promote the leadership of the Board of Directors to be able to control the operations of executives with efficiency and effectiveness, as well as to achieve a balance in operating power. The scope of powers and duties of each position are as follows:

Scope of powers and duties of Chairman of Board of Directors

(1) Supervise the performance of the Board of Directors and subcommittees to be efficient, independent from the management, and met with objectives and main goals of the Company.

(2) Encourage and ensure that all directors shall have participation in promoting organizational culture with ethics and good corporate governance.

(3) Call for a meeting of the Board of Directors or may delegate another person to act on behalf in which it shall consult with President or the Board of Directors for determination of the agenda to ensure that important matters are included in the agenda.

(4) Act as Chairman in the Board of Directors' meeting. In case of equal votes, Chairman of Board of Directors shall have the casting vote.

(5) Act as an effective Chairman in the Board of Directors' meeting and the shareholders' meeting and proceed with meeting according to agenda, related laws, and good corporate governance.

(6) Encourage all directors to participate in the meeting discussion by allocating enough time for each director to take discreet consideration and provide independent opinions during the Board of Directors' meeting.

(7) Support the operation of the management but have no involvement in the Company's routine administration.

(8) Encourage and supervise the directors to comply with the scope of authority, duties and responsibilities of the Board of Directors in accordance with the law, Corporate Governance Policy and Code of Business Ethics of the Company, and be responsible to shareholders and relevant stakeholders.

(9) Promote positive relationship between executive directors and non-executive directors and between the Board of Directors and the management.

Scope of powers and duties of Chairman of Executive Committees

(1) Lead the Executive Committees in considering and providing recommendations on the Company's vision, mission, strategy, business plan, budget and annual performance indicators prepared by the management before submitting them to the Board of Directors for approval as well as monitoring the progress of performance in various areas, comparing them with the budget and plans, and regularly reporting progress to the Board of Directors.

(2) Manage and control the Company's business in accordance with approved policies and operational plan.

(3) Seek for new business opportunities in consistent with the Company's vision and strategic direction.

(4) Have authority to approve procurement and investment within the scopes defined by the Company's approval authority.

(5) Any operations assigned in accordance with the resolution of the Board of Directors' meeting and/or the resolution of the shareholders' meeting of the Company.

Scope of powers and duties of the President

(1) Collaborate with top-level executives in preparing annual main business plan, budget, goal, and important policies for the annual business operations to present to the Executive Committee and the Board of Directors for approval.

(2) Perform all operations in accordance with master business plan, budget, goal, the important policies for the annual business operations of the Company and subsidiaries as approved by the Board of Directors.

(3) Report monthly, quarterly and annual operating results of the Company and subsidiaries compared to the work plan and budget to the Board of Directors and receive recommendations.

(4) Approve the Company's expense allowance in the amount of money limit not exceeding 1 million Baht per meeting according to the annual budget plan as approved by the Board of Directors.

(5) Approve the adjustment, change and revision of the Company's organizational structure at the department level and sub-units.

(6) Perform any operations as assigned by the resolution of the Board of Directors' meeting and/or the resolution of shareholders' meeting of the Company and subsidiaries in accordance with the Company's objectives, articles of association, and relevant laws.

Charter of the Board of Directors appears in topic "Board of Directors" on the Company's website www.univentures.co.th.

7.3 Information on Subcommittees

The Board of Directors has appointed directors with appropriate expertise to be subcommittees of 5 committees, namely the Audit Committee, the Executive Committee, the Remuneration and Nomination Committee, the Corporate Governance Committee and the Sustainability and Risk Management Committee to support the performance of specific duties of the Board of Directors. The scope of power, duties and responsibilities of each sub-committee are clearly defined and report the meeting results to the Board of Directors for acknowledgment on a regular basis.

7.3.1 The Audit Committee

	Name	Position	Type of Director/ Knowledge in Accounting and Finance
1	Mr. Suwit Chindasanguan	Chairman	Independent Director / Knowledge in accounting and finance
2	Ms. Potjanee Thanavarani	Member	Independent Director / Knowledge in accounting and finance
3	Assoc.Prof.Tithiphan Chuerboonchai	Member	Independent Director / Knowledge in finance and laws

Remarks - Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance, is the secretary of the Audit Committee.
 - In fiscal year 2025, the Audit Committee held 5 meetings and 1 meeting with the Company's auditor without any management's attendance.

Scope of powers, duties and responsibilities of the Audit Committee

- (1) Financial reports and auditing
 - Review the financial statements of the Company and its subsidiaries to ensure accuracy, reliability, and adequate information disclosure.
 - Review the use of investment funds from fundraising to meet the objectives that have been disclosed.
 - Consider, select, and nominate an independent person to be auditor of the Company and its subsidiaries and propose auditor's remuneration, as well as attending the meeting with the auditors without the management for at least once a year.
- (2) The internal control and internal audit
 - Review that the Company and its subsidiaries have appropriate and effective internal control and internal audit systems.
 - Review that the Company and its subsidiaries have adequate and effective risk assessment and risk management systems, including corruption risks.
 - Review accuracy of supporting documents and self-assessment related to anti-corruption measures of the Company in accordance to Thai Private Sector Collective Action Coalition against Corruption Project.
 - Review and govern the Management to establish a process for receiving clues and complaints, including following up on the complaint process of the Internal Audit Department.
 - Approve internal audit plan of the Company's and its subsidiaries according to methods and generally accepted standards, and follow up on internal audit operations.
 - Evaluate the independence of the Internal Audit Department, as well as advising on the budget and manpower.
 - Provide approval to the appointment, transfer, termination of head of Internal Audit, and evaluate the performance of the head of Internal Auditor Department.
- (3) Compliance to laws and related regulations
 - Review that the Company's and its subsidiaries comply with the Securities and Exchange Act of Thailand, the regulations of the SEC, the regulations of the SET, or the laws relating to the business of UV Group.
 - Consider related party transactions or transactions that may have conflicts of interest, as well as material transactions of the Company and subsidiaries in accordance with the law and regulations of the SET and the SEC in order to ensure that the transaction is reasonable and of maximum benefit to the Company.
 - Upon being notified by the auditor of suspicious circumstances that a director, management, or any person responsible for the Company's operations has committed an offense related to their duties and responsibilities under the Securities and Exchange Act, the Audit Committee shall promptly report the suspicious circumstances to the SEC and investigate, analyze, identify the impacts, identify issues, and implement measures or actions to prevent the suspicious circumstances. The Audit Committee shall report the results of the investigation to the SEC and the auditor within 30 days of receiving the auditor's notification.
 - Oversee the Company's process for receiving whistleblowing and complaints regarding wrongdoing, corruption, or non-compliance with laws, regulations, and the Company's Code of Business Ethics. This process shall include procedures to protect and maintain the confidentiality of whistleblowers, as well as an independent investigation process and appropriate follow-up actions.

(4) Other duties

- Prepare report of the Audit Committee, signed by Chairman of Audit Committee and disclosed in the Company's annual report in accordance with the regulations of the SEC and the SET.
- Report the performance of the Audit Committee to the Board of Directors.
- Review and update the Audit Committee Charter annually and if there is any amendment to the Charter, it must be submitted to the Board of Directors for approval.
- The Audit Committee may seek independent opinions from other professional advisors when deemed necessary with the Company's expenses.
- Perform any other tasks as assigned by the Board of Directors with the approval of the Audit Committee.

In addition, the Audit Committee has the duty and responsibility to report the results of the meeting or any other important report to the Board of Directors, shareholders and general investors to ensure that the Board of Directors is confident that the management is carefully managing all the benefits of the shareholders equally.

In order that the carrying out of works under the scope of powers and duties of the Audit Committee be efficient, the Audit Committee has the power to invite the Management, Executives, or responsible persons to attend a meeting for clarification of opinions or to send documents deemed to be related and necessary, and has the power to hire an independent advisors or a professional expert in the case of necessity, or to make any other spending as related to the carrying out of duties, whereby the Company will be responsible for such expenses.

7.3.2 The Executive Committee

	Name	Position	Type of Director
1	Mr. Thapana Sirivadhanabhakdi	Chairman	Non-Executive Director
2	Mr. Panote Sirivadhanabhakdi	Vice Chairman	Non-Executive Director
3	Mr. Nararat Limnarat	Member	Non-Executive Director
4	Mr. Sithichai Chaikriangkrai	Member	Non-Executive Director
5	Mr. Worawat Srisa-an	Member	Non-Executive Director
6	Mr. Khumpol Poonsonee	Member	Executive Director

Remarks - Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance, is the secretary of the Executive Committee.
 - In fiscal year 2025 the Executive Committee held 11 meetings.

Scope of powers, duties and responsibilities of the Executive Committee

- (1) Consider and provide recommendations on the strategies, main plans, budgets, goals, and important business policies of each year prepared by the management, including the various administrative powers of the Company before submitting them to the Board of Directors for approval.
- (2) Supervise the business operations of UV Group to be in line with the strategies, master plan, budget, goals, annual business operating policies approved by the Board of Directors with efficiency and in conjunction with changing business conditions in each period, while maintaining financial stability for business continuity, as well as providing management consultancy and suggestions to top-level executives. In addition, it shall supervise the Management to monitor and assess financial status, liquidity, and debt repayment ability of the Company and subsidiaries in order to report to the Board of Directors regularly.
- (3) Consider for approval of investment spending, financial transactions with financial institutions for opening a loan account, pledge, mortgage, guarantee, and other transactions, as well as trading/ registration of land rights for normal transactions of the Company under prescribed amount of money.
- (4) Define efficient organizational structure and management covering training, commissioning, and termination of employees who are executives or top-level executives in which this may be assigned to the President of the Company to hold the authority in place of the Company for signing employment contract.
- (5) Supervise and approve matters relating to the operation of the Company and may appoint or assign any person or persons to act on behalf of the Executive Committee as appropriate in which the Executive Committee can cancel, change, or amend such authority.
- (6) Refine all types of works proposed to the Board of Directors, except for work under the responsibility and/or the authority of other committees of the Company who shall refine and submit to the Board of Directors directly.
- (7) Review and amend the Charter of the Executive Committee annually in which if there is amendment to the Charter then it shall be presented to the Board of Directors for approval.
- (8) Perform other duties assigned by the Board of Directors.

The delegation of powers, duties and responsibilities of the Executive Committee shall not be considered as a delegation of authority or sub-delegation of authority that allows the Executive Committee or the authorized representative of the Executive Committee to approve any transaction in which they or any person who may have a conflict of interest or may have any other conflict of interest with the Company or subsidiaries as defined in the announcement of the Securities and Exchange Commission. The approval of such transaction shall be submitted to the Board of Directors and/or the shareholders' meeting (as the case may be) for consideration and approval of such transaction in accordance with the regulations of the Company and subsidiaries or relevant laws, except for the approval of the transaction with normal business conditions with a clearly defined scope.

7.3.3 The Remuneration and Nomination Committee

	Name	Position	Type of Director
1	Ms. Potjaneer Thanavarant	Chairman	Independent Director
2	Mr. Thapana Sirivadhanabhakdi	Member	Non-Executive Director
3	Mr. Panote Sirivadhanabhakdi	Member	Non-Executive Director
4	Mr. Nararat Limnarat	Member	Non-Executive Director

Remarks - Mr. Khumpol Poonsonsee, President, is the secretary of the Remuneration and Nomination Committee.
 - In fiscal year 2025, the Remuneration and Nomination Committee held 2 meetings.

Scope of powers, duties and responsibilities of the Remuneration and Nomination Committee

Consider and screen the following matters before proposing to the Board of Directors for consideration and approval.

(1) Nomination

- Determine the criteria and procedures for recruiting and selecting individuals to hold directorship positions.
- Determine the structure, size and composition of the Board of Directors and subcommittees to be appropriate to the Company's strategy and changing circumstances.
- Determine the qualifications of the directors and select individuals who deserve to be nominated as new directors through transparent selection and nomination criteria with consideration on the variety of knowledge, expertise, skills and experience that are beneficial to the Company's business in order to create balance of expertise and optimal benefits. This may be considered from name list or director's pool of credible companies to propose to the meeting of the Board of Directors and/or the meeting of Shareholders for approval.
- Encourage the Company to allow minority shareholders to nominate candidates for the Board of Directors.
- Consider selecting directors with appropriate qualifications to be subcommittees to propose to the Board of Directors for consideration and appointment as appropriate or when there is a vacancy.
- Consider selecting Chief Executive Officer and President through transparent selection and nomination criteria in order to propose to the Board of Directors for approval.
- Ensure preparation and regularly review the succession plan for Chief Executive Officer, President and the Company's top-level executives along with a list of suitable candidates for succession.

(2) Remuneration

- Submit opinions to the Board of Directors on the structure and composition of remuneration of directors on a yearly basis.
- Propose the appropriate remuneration criteria to the directors' duties and responsibilities, connecting the remuneration with performance assessment, operating results, and financial status of the Company to be in level that can motivate and retain quality directors or comparable to other companies in the same industry. This shall be presented to the Board of Directors for consideration and agreement before proposing to the Annual General Meeting of Shareholders for approval.
- Consider the special remuneration for directors as appropriate in the amount approved by the Annual General Meeting of Shareholders.
- Consider approach for the determination of remuneration of Chief Executive Officer and President by setting criteria for fair and reasonable remuneration, including being consistent with the Company's performance, the performance of each top-level executive, and financial status of the Company, in order to present to the Board of Directors for approval.
- Propose criteria for bonus payment and salary rate adjustment of top-level executives, executives, and employees to the Board of Directors for approval.

(3) Review and amend the Charter of the Remuneration and Nomination Committee annually in which if there is any amendment to the Charter then it shall be presented to the Board of Directors for approval.

(4) Prepare a report on the performance of the Remuneration and Nomination Committee, signed by Chairman of Remuneration and Nomination Committee, for disclosure in the Annual Report in accordance with the Good Corporate Governance Principles.

(5) Perform other duties assigned by the Board of Directors.

7.3.4 The Corporate Governance Committee

	Name	Position	Type of Director
1	Assoc. Prof.Tithiphan Chuerboonchai	Chairman	Independent Director
2	Mr. Suwit Chindasanguan	Member	Independent Director
3	Mr. Panote Sirivadhanabhakdi	Member	Non-Executive Director
4	Mr. Worawat Srisa-an	Member	Non-Executive Director

Remarks - Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance, is the secretary of the Corporate Governance Committee.
 - In fiscal year 2025, the Corporate Governance Committee held 2 meetings.

Scope of powers, duties and responsibilities of the Corporate Governance Committee

- (1) Prepare Corporate Governance Policy, Code of Business Ethics, and policies related to duties of directors, executives, and employees to be in line with laws, regulations, good corporate governance principles of government agencies and regulatory agencies such as the SET and the SEC, and proposing to the Board of Directors for approval.
- (2) Provide recommendations on policies or practices regarding Corporate Governance Policy and Code of Business Ethics to the Board of Directors and the Management to establish them as standard and correct corporate practices.
- (3) Monitor and supervise the performance of the Board of Directors and the Management to ensure compliance with the Corporate Governance Policy and Code of Business Ethics, including providing advice and reviewing the aforementioned policies and practices annually to ensure they are appropriate for the business operations and in line with international practices in order to develop the Company's corporate governance system.
- (4) Determine Anti-Corruption Policy by:
 - Set framework or practices for supervision and procedures with purpose related to anti-corruption of UV Group.
 - Establish and review the Anti-Corruption Policy, provide recommendations on monitoring and evaluation of various operations related to anti-corruption, and report to the Board of Directors at least once a year.
- (5) Promote the Company to communicate policies or practices on Corporate Governance, Code of Business Ethics, and anti-corruption measures continuously in order for directors, executives, employees, and related individuals to understand their importance and comply with such policies or practices strictly.
- (6) Establish guidelines for the development of directors, both the Board of Directors and subcommittees in various fields such as development of knowledge that is useful for performing duties, annual board retreat planning and other developments for directors.
- (7) Manage and conduct performance assessment of the Board of Directors and subcommittees annually and they can consider to obtain external advisor to help determine approach and recommend agendas for performance assessment of the Board of Directors as deemed appropriate and necessary.
- (8) Follow changes in laws, criteria, announcements, rules of listed company regulatory agencies such as the SEC, the SET, etc., including personal data protection laws, to provide recommendations to the Board of Directors, the Management and related departments to prepare and/or follow accordingly and appropriately.
- (9) Review and amend the Charter of the Corporate Governance Committee annually in which if there are amendment to the Charter then it shall be presented to the Board of Directors for approval.
- (10) Perform any other tasks as assigned by the Board of Directors.

7.3.5 The Sustainability and Risk Management Committee

	Name	Position in Committee	Position in the Company's Management
1	Mr. Khumpol Poonsonee	Chairman	President - UV Acting Managing Director - Grand Unity Development Company Limited Acting Chief Executive Officer - Univenture BGP Company Limited
2	Mr. Bundit Muangsornkeaw	Member	Senior Executive Vice President of Budget, Finance and Accounting - UV
3	Mrs. Karnsuda Sansuthi	Member	Senior Executive Vice President of Business Development and Corporate Strategic - UV
4	Mr. Korntawat Kingngoen	Member	Executive Vice President of Business Units - UV
5	Mrs. Monta Lekhawattana	Member	Executive Vice President of Corporate Services - UV
6	Mr. Panom Pommiratana	Member	Managing Director - Thai-Lysaght Company Limited
7	Dr. Pahfun Chitmitrathap	Member	Managing Director - AheadAll Company Limited
8	Ms. Chanphen Thaworncharoenpon	Member	Managing Director - Senses Property Management Company Limited
9	Mr. Akaparp Suphaklert	Member	Managing Director - Forward System Company Limited
10	Mr. Ekkapong Tangsirimanakul	Member	Chief Executive Officer - Patana Intercool Co., Ltd.

Remarks - Mrs. Nattamon Chotvichien, Assistant Vice President of Operation Enhancement Department, is the secretary of SRMC.
 - In fiscal year 2025, SRMC held 5 meetings.
 - Mr. Nuttachai Veerakul has ceased to be a member of SRMC since 1 February 2025 due to his resignation from being an executive of UV Group.

Scope of powers, duties and responsibilities of the Sustainability and Risk Management Committee

(1) Risk Management

- Determine and review policies, goals, and scope of risk management for the Company, including integrated risk management, major business risk management such as strategic risk, business risk, operational risk, legal compliance risk, corruption risk and sustainability risks (ESG risk) related to environmental, social and governance issues as well as emerging risks, to be appropriate for efficient business operations, in line with international standards, and in alignment with business strategy, business plan, and changing circumstance in each period.
- Prepare and approve appropriate risk management plan by gathering opinions of executives and employees from departments and subsidiaries to jointly assess risk factors that may significantly affect UV Group's business operations and prepare risk management plans at all levels to reduce the potential impact on UV Group's business operations.
- Support and develop an effective risk management system, including monitoring UV Group to ensure that it regularly assesses risks and manages risks appropriately.
- Govern, monitor, and review relevant risk management plan and report, as well as providing advisory to ensure that there is efficient risk management suiting with business operations of UV Group, and managing risks to be in acceptable level and in line with Risk Management Policy of UV Group.
- Report risks and risk management results to the Audit Committee for review before presenting to the Board of Directors every quarter. In the event that there is a factor or important incident that may significantly impact the Company, it shall immediately report to the Board of Directors.
- Encourage executives and employees to be aware of the importance of risk management, including communicating and enhancing knowledge and understanding of risk management to drive risk management at all levels of the organization and instill it into the corporate culture.

(2) Sustainable Development

- Prepare the sustainability development plan of UV Group in accordance with the sustainability policy and business strategy plan of UV Group, including monitoring and drive implementation of the sustainability development plan.
- Support and follow up on sustainability development performance of departments and subsidiaries to report to the Board of Directors.
- Oversee and support the preparation of a sustainability development report, including to approve the sustainability development report for public disclosure.
- Communicate and encourage participation from those involved to create a culture of sustainable development in the business operations and work processes of UV Group.

(3) Other duties and responsibilities

- Review and amend the Charter of the Sustainability and Risk Management Committee annually in which if there are amendment to the Charter then it shall be presented to the Board of Directors for approval.
- Perform other duties assigned by the Board of Directors.

7.4 Information on Executives

7.4.1 Executives

	Name	Position
1	Mr. Khumpol Poonsonee	President
2	Mr. Bundit Muangsonkeaw	Senior Executive Vice President of Budget, Finance and Accounting
3	Mrs. Karnsuda Sansuthi	Senior Executive Vice President of Business Development and Corporate Strategic
4	Mr. Korntawat Kingngoen	Executive Vice President of Business Units
5	Mrs. Monta Lekhawattana	Executive Vice President of Corporate Services

7.4.2 Executive remuneration policy

The Remuneration and Nomination Committee is responsible for determining both short-term and long-term remuneration for the President and top-level executives to propose to the Company's Board of Directors for approval. The remuneration of the President and top-level executives will vary in accordance with the performance evaluation. The Company evaluates performance annually using the Balanced Scorecard, which considers key performance indicators ("KPIs"). The key performance indicators for the fiscal year 2025 include:

- Strategic KPIs are based on the revenue and profit of the business.
- Department Development KPI is based on the success of all work under one's command.
- Individual KPIs are based on performance according to the goals set by each top-level executive.

Remuneration for the President and top-level executives consists of (1) monthly salaries which is considered based on job responsibilities, experience, and individual expertise which will be reviewed annually by considering the evaluation of the performance and salary increase in the labor market (2) welfares or benefits both short-term and long-term which is in line with the labor market practice and is in line with the law in order to create security for employees, such as social security contributions, provident fund, health and life insurance plans (3) special compensation (bonus) based on performance. The Company will consider the remuneration of the President and top-level executives in comparison with companies listed on the SET in the same business and of similar company size, in reference to the SET's Survey of Directors and Executive of Listed Companies to motivate and retain the President and top-level executives with capabilities with the Company in long-term.

The opinion of the Remuneration and Nomination Committee towards the structure of remuneration for executives

The Remuneration and Nomination Committee considered that the criteria and structure of remuneration for executives above which considers the remuneration of executive by using a Balanced Scorecard that is based on various indicators, consisting of Finance KPI, Internal management KPI and the achievement of individual performance according to individual goals to determine the pattern of short-term and long-term remuneration. It is a reasonable remuneration structure which can motivate executives to perform their duties in order to drive UV Group to achieve its goals in business performance and corporate sustainability goals under the principles of good corporate governance. In addition, the aforementioned remuneration structure can be compared with the level of practice in other listed companies that operate in the same business and similar company size.

7.4.3 Remuneration of executives

In the fiscal year 2025, the remuneration of the President and top-level executives of the Company and its subsidiaries are as follows:

- Remuneration for top-level executives of the Company (executives according to the definition of the SEC, including the President) of 5 persons: total remuneration of 38.48 million Baht comprising salary, bonuses, provident fund contributions and other benefits such as social security contributions, health insurance and life insurance premiums.
- Remuneration for top-level executives of subsidiaries that operate main business (excluding STI Group), totaling 20 persons: total remuneration of 185.57 million Baht comprising salary, bonuses, provident fund contributions and other benefits such as social security contributions, health insurance and life insurance premiums.

In addition, the Company provides the Directors' and Officers' Liability Insurance with insurance limit of 300 million Baht, covering liabilities of the Company and its subsidiaries with insurance period of 1 year in which the Company continues to extend the insurance period every year.

7.5 Information on employees

7.5.1 Number and remuneration of employees

As of 30 September 2025, UV Group has 2,680 employees. In the fiscal year 2025, UV Group paid remuneration to employees (excluding top-level executives) consisting of salary, wages, bonuses, social security contributions, provident fund ("PVD") contributions, and various benefits such as health and life insurance premiums, training fees, etc., totaling 1,666.21 million Baht. Details of UV Group's employees by business line and employee remuneration are as follows:

	UV ¹	Investment business			Real estate and related business ⁴	Industrial business ⁵	Total
		Energy Business ²	Refrigeration Business	Construction Consulting and Supervision Business ³			
Executives⁶ (people)	5	3	1	15	3	1	28
Permanent employees (people)	105	134	460	979	580	86	2,344
Temporary employees (people)	7	1	0	287	10	3	308
Total (people)	117	138	461	1,281	593	90	2,680
Remuneration⁷ (MB)	152.11	152.87	154.07	854.68	311.50	40.99	1,666.21

- Remarks
- 1 Comprising of UV, UVC, UVCAP1 (excluding EV and EEI)
 - 2 Comprising of UVBGP and subsidiaries of UVBGP
 - 3 Comprising of STI and subsidiaries of STI
 - 4 Comprising of GRAND UNITY, GUL, LRK, LRKP, UVAM, SENSES, CONNEXT, FS and AA
 - 5 Comprising of TL and TZ
 - 6 Top-level executives of UV and STI are defined as executives by the SEC. Top-level executives of subsidiaries include top executives, such as the Chief Executive Officer or Managing Director, and executive officers, such as Vice President.
 - 7 Remuneration includes salary, wages, bonuses, and other compensation such as social security contributions, PVD contributions, as well as various benefits such as health and life insurance premiums, training fees, etc.

7.5.2 Providing a PVD for employees

(1) Employees' participation as PVD members

Business	Providing PVD	Total permanent employees (people)	Employees eligible for PVD (people)	Employees participating in PVD (people)	% Employees participating in PVD to total permanent employees	% Employees participating in PVD to total eligible employees
UV¹	Yes	110	107	95	86.36%	88.80%
Energy Business²	Yes	137	133	113	82.48%	84.96%
Refrigeration Business	Yes	461	461	142	30.80%	30.80%
Construction Consulting and Supervision Business³	Yes	994	833	613	61.67%	73.59%
Real estate and related business⁴	Yes	583	548	481	82.50%	87.80%
Industrial business⁵	Yes	87	79	59	67.81%	74.70%

- Remarks
- 1 Comprising of UV, UVC, UVCAP1 (excluding EV and EEI)
 - 2 Comprising of UVBGP and subsidiaries of UVBGP
 - 3 Comprising of STI and subsidiaries of STI
 - 4 Comprising of GRAND UNITY, GUL, LRK, LRKP, UVAM, SENSES, CONNEXT, FS and AA
 - 5 Comprising of TL and TZ

(2) PVD contribution rate of employees and employers

Employees can choose to contribute to the PVD at a rate between 2% and 15% of their salary, while the Company and subsidiaries contribute to the provident fund at a rate between 3% and 10% of the employee's salary based on the employee's length of service (depending on the PVD regulations of each company). Employees who meet the specified length of service will receive the PVD contributions and benefits based on UV Group's contributions upon termination. The Company and subsidiaries' PVD contributions for employees and the PVD contributions for employees in the 2025 fiscal year are summarized as follows:

(Unit: million Baht)	UV	Investment business			Real estate and related business	Industrial business	Total
		Energy Business	Refrigeration Business	Construction Consulting and Supervision Business			
Company contributions to PVD	8.63	5.74	0.87	15.56	12.55	1.67	45.02
Employee contributions to PVD	10.73	7.82	0.87	15.56	16.69	2.42	54.09

(3) Policy and practice on promoting savings as financial security for employees

The Company has a policy to encourage employees to join PVD and make savings into PVD to encourage employees to be disciplined in saving and to accumulate enough money for retirement. HR Department will inform new employees who have passed the probation period of information and benefits from saving through joining PVD and making savings into PVD. In addition to facilitating new employees to apply for PVD membership and following up to inquire about readiness and provide additional information to employees who have not yet applied for PVD membership. In addition, HR Department organizes activities to raise employee awareness of the importance of retirement savings. This includes providing expert advice and guidance on selecting a PVD investment policy appropriate for your age, risk level, and retirement savings goals. Employees are also provided with knowledge on various savings and tax management strategies annually. UV Group's PVDs offer a diverse investment policy covering various asset classes, such as debt instruments, equity instruments, and mixed funds. Employees can choose and customize their investment policies according to their needs, and can conveniently check their savings, company contributions, and PVD benefits through various channels provided by the Provident Fund Management Company, such as the website and application.

(4) Policy and guidelines on PVD committee/ PVD manager

The Company has a policy to encourage the Company's PVD Committee to select a PVD manager who complies with the Investment Governance Code for Institutional Investors and is a PVD manager who manages investments responsibly, taking into account environmental, social, and governance (ESG) factors. The Company's PVD Committee will disclose the PVD manager selection guideline to PVD members and monitor the fund managers' PVD investment management for the maximum benefit of PVD members in the long term.

7.6 Other Significant Information**7.6.1 Company Secretary**

The Board of Directors has appointed Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance to act as the Company Secretary to perform duties as required by law with duties and responsibilities as follows:

- Handle the Board of Directors meeting and shareholders meeting in accordance with the rules, regulations, and relevant laws.
- Provide advice on the operation of the Company and the Board of Directors in accordance with Memorandum of Association, Articles of Association, Securities and Exchange Act, Public Limited Company Act and other relevant laws.
- Supporting the provision of knowledge and training for directors and executives which relate to the performance of duties of directors and subcommittees.
- Organize training or orientation as well as providing information necessary for the performance of duties to the directors who are currently in position and newly appointed directors.
- Provide advice regarding rules and regulations that the Board of Directors and executives should be aware of.
- Prepare and store important company documents such as registration list of directors, notice and minutes of the Board of Directors meeting and the shareholders meeting, annual report and report of equity interest of directors and executives.
- Submit a copy of report of equity interest of directors or executives, or related parties to Chairman of Board of Directors and Chairman of Audit Committee within 7 days from the date the Company has received such report, including retain and store a report of equity interest reported by the directors or executives.
- To be the center for communication and information between directors, executives and shareholders.
- Coordinate and follow up the operation according to the resolutions of the directors and shareholders.
- Ensure the disclosure of information and information memorandum that are responsible to the regulatory authorities in accordance with the rules and regulations of the relevant authorities.
- Perform other duties as prescribed by the Capital Market Supervisory Board or assigned by the Board of Directors.

Details of the person assigned as Company Secretary appears in Enclosure 1 of this Form 56-1 One Report.

7.6.2 Person assigned to be responsible for the supervision of accounting

Person who is directly responsible for the supervision of the Company's accounting is Ms. Chutima Thunyasub, Senior Vice President of Accounting Department. She has qualifications in line with criteria of the SEC and the SET in which she is registered as an accountant according to notification of Department of Business Development and has attended training course to continuously develop accounting knowledge not less than 6 hours per year as specified by regulations in notification of Department of Business Development. The details of the person who is assigned to supervise accounting are shown in Enclosure 1 of this Form 56-1 One Report.

7.6.3 Head of Internal Audit

The person assigned to be responsible for the Company's Internal Audit is Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance. The details of the information of head of Internal Audit appears in Enclosure 1 of this Form 56-1 One Report.

7.6.4 Head of Compliance

The person assigned to be responsible for the supervision of the Company's operations is Ms. Sirirat Juntarapisut, Vice President of Compliance Department. The details of the information of head of Compliance appears in Enclosure 3 of this Form 56-1 One Report.

7.6.5 Head of Investor Relations

The Company established an Investor Relations Unit to be a center for answering inquiries and disclosing the Company information. Shareholders, investors and the general public can contact Investor Relations Unit Tel. 0 2643 7176 or E-mail: UV-IR@univentures.co.th or through the Company's website www.univentures.co.th.

7.6.6 The compensation of the Auditor

In fiscal year 2025, the Company appointed KPMG Phoomchai Audit Ltd., as the auditor of the Company and subsidiaries (excluding STI Group). UV Group paid the audit fee to KPMG Phoomchai Audit Ltd., in the total amount of 9.07 million Baht consisting of auditor's fee for the Company at 0.93 million Baht and auditor's fee of 21 subsidiaries (excluding STI Group) totaling 8.14 million Baht. In addition, subsidiaries pay other non-audit fees to KPMG Phoomchai Audit Ltd. The details are as:

	Company that pays for other services	Type of other service	Company name of service provider	Non-audit fees (Baht)	
				Portion paid during fiscal year 2025	Portion to be paid in the future
1	PPTC	Audit according to mutually agreed upon	KPMG Phoomchai Audit Ltd.	-	60,000
2	SSUT			200,000	160,000
3	UVCE			-	600,000
Total of non-audit fee				200,000	820,000

Remark Excluding STI Group's non-audit fee.

The necessity and reasonableness of the transaction

The hiring of KPMG Phoomchai Audit Ltd. to provide other services other than audit services to subsidiaries of the Company as specified in the table above. The management considers this to be a necessary item to enable the subsidiary to utilize tax benefits from investment promotion. Providing such services does not create a conflict of interest and is not an audit of one's own work. Therefore, it does not cause the auditor to lack independence and impartiality in performing the auditing work. While the service fee is reasonable, the price is agreed upon according to the scope of service. It can be compared with the prices of other service providers that the Company and its subsidiaries have asked for service fees for similar services. The management therefore proposed and received approval from the Audit Committee.

8 Report on Key Operating Results Related to Corporate Governance

8.1 Summary of duty performance of the Board of Directors in the past year

In the fiscal year 2025, the Board of Directors, together with the Executive Committee and top-level executives of the Company, reviewed the Company's policies, directions and business strategies to be up-to-date, in line with the long-term business direction and the changing business environment. The Board of Directors approves UV Group's operating policies, business plans and annual budgets, as well as reviews the internal control system and risk management processes to ensure their appropriateness and adequacy. It also oversees the management's operations to ensure that they are in line with the policies, strategies and business plans set out effectively and in accordance with the laws, regulations of relevant regulatory agencies, and in accordance with the resolutions of the shareholders' meeting.

As well as supervise the management to communicate goals, plans, and business strategies to employees and report UV Group's performance to the Executive Committee on a monthly basis and to the Board of Directors on a quarterly basis. In addition, the Board of Directors reviews the Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, Sustainability Management Policy and related policies or practices to comply with the law and the corporate governance criteria of the regulatory agencies and to promote UV Group's business operations in line with the sustainable development approach, achieving the organization's goals that support the United Nations Sustainable Development Goals (SDGs).

8.1.1 Recruiting, developing and assessing duty performance of the Board of Directors

(1) Recruiting of the Board of Directors

According to UV's Articles of Association, individuals to be appointed as the directors and executives of the Company must have all qualifications according to Article 58 of the Public Limited Companies Act, B.E.2535 and the Securities and Exchange Act, B.E.2535, in which the nomination and appointment of director are as follows:

	Process Detail
Criteria and process for the selection and election of new director	In the event that director of the Company become vacant, the Remuneration and Nomination Committee is responsible for the selection of new director with transparent criteria and selection processes which are based on qualifications, experience and knowledge in working, necessary skills and expertise which are still lacking in the Board of Directors as well as considering diversity in structure of the Board of Directors in aspects such as age, gender, education in accordance with the Board Diversity Policy, including considerations of vision, leadership, ethics, independence and ability to dedicate sufficient time to perform duties for the Company as well as possession of qualifications that align with laws and regulations of related regulatory authority such as the Securities and Exchange Act, B.E.2535, etc. The Remuneration and Nomination Committee will prepare a table for the Board Skills Matrix to determine the qualifications of the nominated director by considering the necessary skills that are still lacking in the Board of Directors and the current and future business strategies or goals of the Company. For example, if the Company has a strategy or goal to invest or conduct a new business in addition to the current business, the nomination of directors must consider those with qualifications, knowledge, and experience that match the new business to be invested or conducted. The Remuneration and Nomination Committee will initially contact and assess the qualifications of the person nominated for directorship in order to propose name, qualifications and the reason for selection to the Board of Directors and/or the shareholders meeting for further consideration and approval of director appointment (depending on the case).
Sources for recruiting	The Remuneration and Nomination Committee nominates individuals with qualifications appropriate to be the Company's director from multiple sources as follows: (1) Recommendations from the current Board of Directors (2) External consulting firms (3) Granting the rights of minority shareholders of the Company to nominate directors (4) Director pool of the Thai Institute of Directors
Election of directors whose terms have expired to return to office	The Remuneration and Nomination Committee will consider capability of the directors to maintain qualifications to be in line with related principles, whether they are suitable for the business and consistent with the Company's business strategy, and will also consider the efficiency in performing the duties of directors whose terms have expired in the past period by considering the performance assessment, number of meeting attendance, participation in meeting, and participation in activities of the Board of Directors, in order to summarize its opinions and propose to the Board of Directors' meeting for consideration before proposing to the shareholders' meeting to approve the election of directors who have resigned from their positions after completing their term as directors to return to their positions as directors again.

As the Company granted minority shareholders the right to nominate individuals with appropriate knowledge, capabilities, and qualifications for consideration as directors in advance between 1 July 2024 to 30 September 2024, no shareholders submitted any nominations to the Company. Therefore, the Remuneration and Nomination Committee meeting in November 2024 considered 3 directors whose terms were due to retire at the 2025 Annual General Meeting of Shareholders, and proposed that the Board of Directors present them to shareholders for approval to re-elect them as directors and subcommittees for another term. This consideration will be based on their ability to maintain various qualifications in accordance with relevant criteria, their efficiency in performing their duties as directors and subcommittees over the past period, their attendance at meetings, their participation in meetings and various activities of the Board of Directors, and their knowledge, capabilities, skills, and expertise aligned with the Company's business strategy. The Remuneration and Nomination Committee and the Board of Directors have considered and found that the 3 directors whose terms are due to retire by rotation meet the specified criteria and are aligned with the Company's business strategy.

Qualifications of independent director

The Board of Directors defines the definition of independent director of the Company in accordance with the Notification of the Capital Market Supervisory Board and good corporate governance principles to build investor confidence and maintain good management balance. Independent director is independent from the management and major shareholders of the Company. The definition of independent director of the Company is more intensive than the criteria set forth by the Capital Market Supervisory Board as follows:

- Holding not more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, affiliated companies, major shareholders or controlling individuals of the Company. This also includes shares held by related individuals.
- Not being or was a director who is involved in the management of workers, employees or consultants who receive regular salary; Or the controlling authority of the Company, parent company, subsidiaries, affiliated companies, affiliated companies, major shareholders, except the individual is free from the above characteristics for at least 2 years.
- No relations by blood or by legal registration in the manner of being parents, spouse, sibling, children, spouse of children of other directors, executives, major shareholders, controlling individuals, or persons to be nominated as directors, executives or controlling persons of the Company or its subsidiaries.
- Never have or had business relationship with the Company, its parent company, subsidiaries, affiliated companies, major shareholders, or the controlling person of the company in a manner that may obstruct the use of judgment freely, as well as never or was a significant shareholder or controlling authority of individuals who have business relationship with the Company, its parent company, subsidiaries, affiliated companies, major shareholders, or the controlling person of the company, except the individual is free from the above characteristics for at least 2 years.
- Not being or was an auditor of the Company, its parent company, subsidiaries, affiliated companies, major shareholders, or the controlling person of the company, or of the audit firm which is affiliated by auditors of the

Company, subsidiaries, affiliated companies, major shareholders, or the controlling person of the company, except the individual is free from the above characteristics for at least 2 years.

- Not being or was a professional service provider; including being legal advisors or financial advisors who receive payment of more than two million Baht per year from The Company, its parent company, subsidiaries, affiliated companies, major shareholders, or the controlling person of the company. Also, he/she must not be a significant shareholder, a controlling person, or a partner of such individual who provides the service, except the individual is free from the above characteristics for at least 2 years.
- Not being a director elected to represent the Company's directors, major shareholders or shareholders who are related to the major shareholders of the Company.
- Not engage in any business of the same nature that is a significant competition to the business of the Company or its subsidiaries, or not being a significant business partner in a partnership, or not being a director who is involved in the management of workers, employees, or not being an advisor who receives a regular salary or holds more than 1% of the total voting shares of other company which operates business of the same nature and is a significant competition to the Company or its subsidiaries.
- Possess no other characteristics that prevent ability to express independent opinion about the Company's operations.

After having been elected as independent director with qualifications complying with the above criteria, independent director may be assigned by the Board of Directors to take part in the business decision of the Company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholder, or controlling person of the Company on the condition that such decision must be a collective one.

In fiscal year 2025, there is no Independent Director having business relationship or providing professional services to the Company, subsidiaries, associated companies, major shareholders or the person who has the authority to control the Company.

Election and removal of directors by shareholders

Director is elected by the shareholders meeting by a majority of votes according to the following criteria and procedures:

- One shareholder shall have one vote for each share he/she has held.
- Each shareholder may exercise all of his/her votes to elect one or several directors, but he/she may not allot his/her votes to any candidates unequally.
- Candidates who have received the highest number of votes in respective order shall be elected as directors equivalent to the required number of directors or the number of directors to be elected at the time. In the case the candidates in respective orders who have received equal votes exceed the required number of directors or the number of directors to be elected at that time, election shall be by drawing lots so as to acquire the number of directors required.

At every Annual General Meeting of shareholders, the Company has prescribed that 1/3 of the total number of directors shall retire by rotation. If the number of directors cannot be divided

by three, then the closest number to one third shall apply. The directors who are to retire in the first and the second years after the Company's registration shall be by drawing lots. As for the following years, the directors who have held the posts longest shall retire by rotation. However, retired directors may be re-elected. In voting for the election of directors, the Company requires shareholders to elect directors individually by using ballots or voting through the voting system of the voting system of the electronic conferencing system. Each director must receive a majority vote of the shareholders attending the meeting and casting their votes.

The shareholders meeting may pass a resolution that any director retires from his/her post before completing his/her term by a majority of not less than 3/4 of the number of shareholders who attend the meeting and have the right to vote, and with the total number of shares altogether not less than one-half of the number of shares held by the shareholders attending the meeting and have the right to vote.

Election of directors by the Board of Directors

In the case of a vacancy in the position of director for other reasons than completion of his/her term, the Board of Directors shall, by a majority of votes not less 3/4 of the remaining number of directors, elect any person who has possessed the qualifications and has not had the prohibited descriptions under the law as a replacement director in the next meeting of the Board of Directors and the person elected as a replacement shall hold office for the remaining term of the vacating committee, except where the remaining term of the said director is less than 2 months.

Recruiting of top-level executives

In appointing the top-level executives from the President upwards, the Remuneration and Nomination Committee to select those who have possessed full qualifications as prescribed in which the basic principles for consideration include qualifications, knowledge and capability, business experience, idea and vision in management that are similar to those of the Board of Directors in order to ensure success of its business operations as planned. The Remuneration and Nomination Committee nominate the persons who have passed the selection process and should be proposed to the Board of Directors for electing suitable persons to take up the posts by a majority of votes.

Succession plans

The Company plans to recruit personnel in charge of senior management positions for key positions properly and transparently in order to reduce the problem of lack of employees in key positions. The Board of Directors assigns the Remuneration and Nomination Committee to nominate and select appropriate individuals to be positioned as Chief Executive Officer and the President, including prepare and review succession plan by considering qualified individuals from both inside and outside organization. For other top-level executives' positions, the Board of Directors assigns the President to nominate and select individuals appropriate to be positioned as top-level executives of each department, as well as preparing succession plan of top-level executives by identifying individuals with proper qualifications for replacement. He/ She also arranges human resources development system for individuals in below level according to each individual plan and assigns challenging tasks to prepare them for promotion to such positions. The recruitment process and succession plan of top-level executives are summarized as follows:

- The Remuneration and Nomination Committee considers the qualifications, knowledge and experience of top-level executives, namely President, Senior Executive Vice Presidents and Executive Vice Presidents of each department. The selection process will be in accordance with the selection process of the Remuneration and Nomination Committee which will consider top-level executives within the organization or outside the organization who have qualifications, knowledge and capability as specified and has the potential to inherit each department.
- The President considers knowledge and ability of the executives within the organization that have qualifications and good performance evaluation in accordance with the competency level required in order to develop an individual development plan. The President assigns the human resources department to oversee and monitor the successors to receive appropriate training and development of relevant knowledge in order to be ready for the position.
- The President may assign a suitably qualified executive to perform duties or be responsible for challenging tasks in order to assess the potential and consider the readiness to be a successor as well as assigning the said executives to attend the Executive Committee meeting in order to understand the overview of UV Group and prepare to manage the organization in the future.

- The President reports the performance and progress of the individual development plan of the qualified executives who are the successors to the Remuneration and Nomination Committee annually.
- The Remuneration and Nomination Committee reviews and summarizes the results of the succession plan of the President and top-level executives of each department to report to the Board of Directors annually.

Policy of holding the position of director and executive at other companies of President and top-level executives

The President is able to take the role of a director, executive or any position in other companies or juristic persons that is not subsidiary or associated company of the Company, including performing duties in the companies that are not in the UV Group in which he or she shall inform to the Board of Directors for the reasons and details of the companies he or she will be taking the position in order to get approval prior to accepting the role. The President is able to take the role of a director in other listed company not more than 5 companies. Furthermore, in order for the highest benefits of the Company in which President can dedicate time for performing as the highest level of executive of the Company efficiently, it describes policy to restrict President to take the role of Chief Executive Officer or President or Managing Director or Manager or other positions with similar characteristics within other legal entity that is not subsidiary or associated company of the Company.

For top-level executives of the Company and its subsidiaries, he or she shall inform President for the reasons and details of taking the director or executive position or any position in other companies or juristic persons that is not subsidiary or associated company of the Company and performing duties in the companies that are not in the UV Group for approval prior to accepting the role. In addition, President shall inform such information of top-level executives to the Executive Committees.

(2) Development of the Board of Directors

All directors receive training courses related to the performance of directors organized by IOD and the Board of Directors has a policy to encourage directors to continually develop their knowledge to help support the work of the Board more efficiently. In fiscal year 2025, the Company's directors attended training, seminars or activities that would enhance their knowledge and/or be beneficial to the performance of their duties as follows:

Name	Training course for directors of IOD	Attending trainings, seminars, activities in fiscal year 2025
Ms. Potjanee Thanavarant	DCP 17/2002 RCP 13/2006 ACP 32/2010 AACP 10/2013 DLCP 0/2021	- Sustainability Expo (SX2025) - Boardroom Excellence: "A Key to Corporate Excellence" - Hot Issues for Directors: "The Evolving Role of AC in Fostering Trust and Transparency" - Director's Briefing 4/2025: "ESG Risk Mitigation, What Directors Need to Know Before Risks Become a Turning Point for the Organization" - Seminar: "Preventing, Suppressing, and Reducing Inappropriate Behavior in Listed Companies: What You Need to Know About Internal Control Systems for Governance" - SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence
Mr. Thapana Sirivadhanabhakdi	DAP 10/2004	- ESG Governance and Structure for Sustainability Programme, Singapore Institute of Directors - Sustainability Expo (SX2025)
Mr. Panote Sirivadhanabhakdi	DAP 10/2004 DCP 46/2004	- ESG Governance and Structure for Sustainability Programme, Singapore Institute of Directors - Participate in the discussion on "The Future-Proof Paradigm" at Sustainability Expo (SX2025)
Mr. Nararat Limnarat	DCP 2000	Sustainability Expo (SX2025)
Mr. Suwit Chindasanguan	DCP 44/2004 ACP 4/2005 AACP 4/2011 DLCP 0/2021	- Insight in SET: ID & AC Focus: Knowing the facts for sustainable growth in the capital market - Sustainability Expo (SX2025)
Assoc. Prof. Tithiphan Chuerboonchai	DCP 2000 AACP 32/2019	- Sustainability Expo (SX2025) - SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence
Mr. Sithichai Chaikriangkrai	DCP 26/2003	Sustainability Expo (SX2025)
Mr. Worawat Srisa-an	DCP 186/2014	- Sustainability Expo (SX2025) - Executive Development Course, Royal Thai Police (Combined Course)
Mr. Khumpol Poonsonsee	DAP 87/2011 DCP 185/2014	Sustainability Expo (SX2025)

Remark Details of each director's attendance at the IOD training course are shown in Clause 1 "Information of Directors" in Enclosure 1.

New director orientation

In the case of the election of new directors, the Company has preparation procedures for the newly elected directors in which Company Secretary will organize meeting between new director and existed directors and top-level executives of the Company for the new directors to be aware and make enquiry of information of the Company's business operations and other related information, such as vision, mission, business nature, capital structure, shareholders, goals, past and present business performance and various works, etc., including delivering company profile documents or other documents that are useful for the performance of duties as a director of the Company to the newly elected directors, such as Public Company Limited Act B.E. 2535 (1992), Handbook

on the roles, duties and responsibilities of directors, Handbook on Good Practices for Directors of Listed Company, Corporate Governance Policy and Code of Business Ethics of the Company, Memorandum of Association, Company Certificate, Articles of Association and regulations of the Company, Annual Information Form (56-1), etc. In the fiscal year 2025, the Company did not elect new directors. However, the Company regularly submits information or rules relating to the performance of duties of directors issued by relevant supervisory agencies to the Board of Directors and subcommittees in order for directors to be informed of up-to-date information which is beneficial to the performance of the director's duties.

(3) Assessment the Board of Directors' performance

The Board of Directors prescribes regular performance assessment of the Company's Board of Directors and subcommittees every year in order to improve work efficiency. It assigns the Corporate Governance Committee to consider and recommend approach or assessment form to the Board of Directors for approval, as well as to report assessment results to the Board of Directors. The Corporate Governance Committee may consider providing external consultants to assist in setting guidelines and making recommendations in assessing the Board of Directors' performance as necessary and appropriate. The assessment is divided into 4 categories, namely, assessment form for the Board of Directors for both the entire and the individual and assessment form for subcommittees both the entire and the individual of each committee which has assessment criteria that are consistent with the SET's assessment form.

Such performance assessment is an important tool for assessing the appropriateness of the structure of Board of Directors or subcommittees and their performance in accordance with the principles of good corporate governance. The Board of Directors and subcommittees will analyze the assessment results, suggestions, and observations for a summary to prescribe an approach in work efficiency improvement to be in line and appropriate with business environment, rules, or regulations that are changing in each period.

The Company provided an assessment form for the Board of Directors and subcommittees in September of each year with the process as follows (1) Secretary of Corporate Governance Committee has dispatched the assessment form to each

director or committees (2) collect the results, opinions and suggestions from the assessment form to submitted to Corporate Governance Committee for consideration and (3) propose the assessment results to the Board of Directors for discussion of the assessment results. The assessment results of the Board of Directors performance and subcommittees' performance both the entire and the individual for the fiscal year 2025 which propose to the Board of Directors Meeting No.1/2025-26 dated on 24 November 2025, and the Board of Directors considered the assessment results and jointly discussed ways to increase the efficiency of each committee's work, summarized as follows:

- **Result of the Board of Directors' entire assessment** consist of 6 assessment criteria : (1) Structure and qualifications of directors (2) Board of Directors' meeting (3) Roles, duties and responsibilities of Board of Directors (4) Board of Directors' performance (5) Relationship with the executives and (6) Board of Directors' self-improvement and the executive's development. The assessment result has an average score of 96.27%.
- **Result of the Board of Directors' individual assessment** consists of 3 assessment criteria: (1) Structure and qualifications of directors (2) Board of Directors' meeting (3) Roles, duties and responsibilities of Board of Directors. The assessment result has an average score of 96.11%.
- **Result of subcommittees' assessment both the entire and individually** consist of 3 assessment criteria : (1) Structure and qualifications of committees (2) Subcommittees' meeting (3) Roles, duties and responsibilities of subcommittees . The assessment results are as follows:

Subcommittees	The assessment results as a whole (%)	The assessment results as an individual (%)
Audit Committee	100.00	100.00
Remuneration and Nomination Committee	93.23	95.83
Corporate Governance Committee	93.75	94.79
Executive Committee	96.88	94.00
Sustainability and Risk Management Committee	95.30	92.96

Assessment of President's performance

The Board of Directors assigns the Remuneration and Nomination Committee to assess the President's performance annually. The criteria for performance assessment will be considered from

- Corporate performance indicators, i.e., the Company's business performance in connection with the vision, goals and specified operating plan along with economic conditions during the assessment period and comparison to overall results of the same business or industry.
- Leadership in various areas, based on the SET's CEO performance assessment form, for example defining and implementing strategies, planning and change management, knowledge of UV Group's businesses, relations with the directors and outsiders, work management and relations with personnel in the organization, team-building and communication, personal attributes, etc.
- Implementation of policies received from the Board of Directors and the ability to develop businesses or improve the operational efficiency of each business.

In this regard, the Remuneration and Nomination Committee Meeting No. 1/2025-26 dated on 24 November 2025, assessed the performance of the President and took the assessment results to determine the remuneration of the President and proposed to the Board of Directors' meeting for consideration and approval. The results of the President's performance assessment for the fiscal year 2025 showed that the performance was satisfactory according to the specified assessment criteria.

8.1.2 Meeting attendance and remuneration payment to each director

(1) The Board of Directors' meeting

The Company sets the meeting dates of the Board of Directors for the whole year in advance, at least 5 times per year, and may hold additional Board of Directors meetings as necessary. The Company Secretary will inform the meeting dates and agendas for the whole year in advance at the meeting in August or September before the meeting in the following year so that the Board of Directors can perform their duties efficiently. At the Board of Directors' Meeting No. 4/2024-25 in August 2025, the Company Secretary informed the directors of the schedule of the Board of Directors' meetings for the fiscal year 2026, a total of 5 meetings, on Monday 24 November 2025, Thursday 12 February 2026, Thursday 14 May 2026, Thursday 13 August 2026, and Wednesday 23 September 2026. The Company shall send the invitation letter for the meeting set with the clear agenda and sufficient supporting documents to the Board of Directors at least 7 days prior to the meeting so that the directors can have sufficient time to study the information before attending the Meeting, except in the urgent case to preserve rights or benefits of the Company in which Chairman of the Board of Directors or an assigned individual may notify meeting invitation by other methods and schedule meeting date sooner. The agenda of the Board of Directors' meetings is divided into clear categories, considered by the Chairman and the President. There are agendas to follow up on the quarterly and annual business performance, as well as agendas to follow up on important business support activities, such as internal auditing, sustainability development and risk management. All directors have a duty to attend every Board of Directors meeting or not less than 75% of the meetings held each year, unless there is a necessity.

Chairman of the Board of Directors acts as chairman of the meeting and is responsible for allocating time for each agenda sufficiently for directors to provide independent opinions on relevant matter with consideration to fair benefits of shareholders and related parties in which directors who have relevant interests in the matters in discussion must leave the meeting during such discussion and have no right to votes on the agenda. The Company specified the policy of minimum quorum at the time of the Board will be voting in the Board of Directors meeting is not less than 2 in 3 of all directors who have right to votes in each agenda. In addition, the meeting minutes must be recorded in writing, covering all essential matters, completed within the time prescribed by law, and approved by the Board of Directors. Meeting documents must be systematically stored, both in original and electronic files, to facilitate the directors and related persons to examine and search for reference. In the fiscal year 2025, the Board of Directors held 5 meetings on 26 November 2024, 11 February 2025, 13 May 2025, 14 August 2025, and 22 September 2025, which were hybrid meetings in which the Company's directors could attend the meetings in person or via electronic media.

Non-executive directors meeting

The Board of Directors has set the policy for non-executive directors to hold meetings among themselves as necessary to discuss the issues on the management matters without the executive directors or the executives attending the meeting. There is also the policy for the Audit Committee to attend the meeting with the auditor without the management attending the meeting for at least once a year, to ensure that the Company's directors are able to perform their duties as representatives of shareholders independently and with appropriate checks and balances. For the fiscal year 2025, the non-executive directors held one meeting among themselves on 24 November 2025, to discuss various management issues that were of interest without the management attending the meeting. These included the overall economic outlook and risk factors that could significantly impact the operations of the Company's invested businesses; enhancing internal control and risk management systems to monitor UV Group's business operations; increasing or stricter enforcement of environmental laws and measures

by government agencies and regulators, particularly laws and measures to promote the transition to a low-carbon economy and society, which directly impact UV Group's power plant and renewable energy businesses; and financial reporting standards for disclosing risks and opportunities related to climate change that will be enforced in the future. After the meeting, the Chairman, who is an independent director, informed the President, who is also an executive director, of the meeting's key points, along with senior executives related to the issues discussed by the non-executive directors.

Attendance of the Board of Directors' meeting, sub-committee meetings and the shareholders' meeting in fiscal year 2025

	Name	Board of Directors (5 times)		Audit Committee (5 times)	Remuneration and Nomination Committee (2 times)	Corporate Governance Committee (3 times)	Executive Committee (11 times)	AGM 2025
		Attending in meeting room	Attending via electronic media					
1	Ms. Potjanee Thanavararit	5/5	-	5/5	2/2	-	-	/
2	Mr. Thapana Sirivadhanabhakdi	-	5/5	-	2/2	-	11/11	/
3	Mr. Panote Sirivadhanabhakdi	1/5	4/5	-	2/2	2/2	10/11	/
4	Mr. Nararat Limnarat	1/5	4/5	-	2/2	-	11/11	/
5	Mr. Suwit Chindasanguan	4/5	1/5	5/5	-	2/2	-	/
6	Assoc. Prof. Tithiphan Chuerboonchai	4/5	1/5	5/5	-	2/2	-	/
7	Mr. Sithichai Chaikriangkrai	-	3/5	-	-	-	9/11	/
8	Mr. Worawat Srisa-an	-	5/5	-	-	2/2	11/11	/
9	Mr. Khumpol Poonsonee	5/5	-	-	-	-	10/11	/

Remark All meetings of the Board of Directors and all subcommittees in the fiscal year 2025 held in a hybrid meeting format. The 2025 Annual General Meeting of Shareholders on 23 January 2025 was a meeting via electronic media. In 2025, the Company did not hold an Extraordinary General Meeting of Shareholders.

(2) Remuneration of directors

The Remuneration and Nomination Committee is responsible for determining policies and rates of remuneration for directors in order to propose to the Company's Board of Directors for consideration and further propose to the Annual General Meeting of Shareholders for approval every year. The Company has set the remuneration for directors in accordance with the Company's long-term strategy and goals, as well as considering the knowledge, capability and experience of the directors including duties, roles and responsibilities and the benefits expected to be performed by the directors. The directors that have been assigned with additional duties and responsibilities, such as additional positions as member in subcommittee, will receive more compensation as appropriate. In addition, the Company has set the remuneration for directors at a reasonable rate comparable to other listed companies in the same industry and the business of similar size, in reference to the SET's Survey of Directors and Executive of Listed Companies, in order to motivate and retain directors who have qualifications that the Company need. Directors' remuneration consists of monetary compensation and other remuneration.

○ **The monetary compensation of the Company's directors** consists of monthly allowance, meeting allowance and special compensation. The 2025 Annual General Meeting of Shareholders held on 23 January 2025, approved the compensation of the Board of Directors and subcommittees for the year 2025 together with special compensation (if any) not to exceed the amount of 12.00 million Baht.

	Directors' remunerations			
	Chairman		Member	
	Monthly allowance (Baht/month)	Meeting allowance (Baht/month)	Monthly allowance (Baht/month)	Meeting allowance (Baht/month)
Board of Directors	35,000	25,000	25,000	20,000
Audit Committee	40,000	-	30,000	-
Remuneration and Nomination Committee	-	22,000	-	18,000
Corporate Governance Committee	-	22,000	-	18,000
Executive Committee	25,000	-	20,000	-

Remark Executive Committee who is executive of the Company will not receive such remuneration and no remuneration is paid to the Sustainability and Risk Management Committee.

In fiscal year 2025, the monetary compensation that directors received from the Company were as follows:

	Name	Position	Directors' remuneration (Baht)	Special compensation (Baht)	Total (Baht)
1	Ms. Potjanee Thanavararit	Chairman of Board of Directors Independent Director/ Member of Audit Committee Chairman of Remuneration and Nomination Committee	949,000	-	949,000
2	Mr. Thapana Sirivadhanabhakdi	1 st Vice Chairman of Board of Directors Chairman of Executive Committee Member of Remuneration and Nomination Committee	736,000	-	736,000
3	Mr. Panote Sirivadhanabhakdi	2 nd Vice Chairman of Board of Directors Vice Chairman of Executive Committee Member of Remuneration and Nomination Committee Member of Corporate Governance Committee	712,000	-	712,000
4	Mr. Nararat Limnarat	3 rd Vice Chairman of Board of Directors Member of Executive Committee Member of Remuneration and Nomination Committee	676,000	-	676,000
5	Mr. Suwit Chindasanguan	Independent Director/ Chairman of Audit Committee Member of Corporate Governance Committee	916,000	-	916,000
6	Assoc. Prof. Tithiphan Chuerboonchai	Independent Director/ Member of Audit Committee Chairman of Corporate Governance Committee	804,000	-	804,000
7	Mr. Sithichai Chaikriangkrai	Director Member of Executive Committee	600,000	-	600,000
8	Mr. Worawat Srisa-an ¹	Director Member of Executive Committee Member of Corporate Governance Committee	676,000	-	676,000
9	Mr. Khumpol Poonsonee ²	Director/ President Member of Executive Committee Chairman of Sustainability and Risk Management Committee ³	400,000	-	400,000
Total			6,469,000	-	6,469,000

Remarks 1 He received remuneration from being a director and subcommittees of STI totaling 0.29 million Baht.
 2 He did not receive any remuneration from being an executive committee of UV as he was an executive director. In addition, he received remuneration from being a director and subcommittees of STI totaling 0.26 million Baht and received meeting allowance for PPTC's director, totaling 20,000 Baht.
 3 No remuneration is paid to the Sustainability and Risk Management Committee.

○ **Other remuneration of the Company's directors:** the Company does not provide other benefits to the directors. However, the Company is responsible the expenses for attending the training of Thai Institute of Directors and other institutions which is beneficial to the performance of directors as well as providing Directors' and Officers' Liability Insurance with insurance limit of 300 million Baht, covering liabilities of the Company and its subsidiaries with insurance period of 1 year in which the Company continues to extend the insurance period every year. In fiscal year 2025, the Company and its subsidiaries never request for any indemnity for the aforementioned insurance.

Remuneration of directors of subsidiary companies that operate the main business

○ **The monetary compensation :** There is no monetary compensation to the directors of subsidiaries, except for PPTC's directors who will receive meeting allowances of 10,000 Baht per meeting. For STI's directors' compensation, details appear in STI's Form 56-1 One Report.

○ **Other remuneration :** No other benefits are given to directors of subsidiaries, except for providing Directors' and Officers' Liability Insurance with insurance limit of 300 million Baht, covering liabilities of the Company and its subsidiaries with insurance period of 1 year.

8.1.3 Supervision of subsidiaries and associated companies

The Board of Directors has established mechanisms and frameworks for overseeing policies and operations of the Company, associated companies and other businesses in which the Company has significantly invested at a level appropriate to each entity to maintain the benefits of the Company's investment through the following actions:

- Assigning the Company's directors or executives to be directors in subsidiaries or associate at least in proportion to the Company's shareholding to represent the Company in formulating policies and monitoring the business operations of subsidiaries and associates in accordance with the Company's main policy. Assigning such representatives is the authority of the Executive Committee and the management.
- Directors or executives who are representatives of the Company can act in accordance to their scope of authority in order to maintain highest benefits for subsidiaries and in accordance with the Company's policy, as well as regularly reporting business results or information of significant changes in subsidiaries and associate companies to the Executive Committees' meeting every month and to the Board of Directors' meeting every quarter. Furthermore, in the event that subsidiaries or associate companies will proceed with important matters such as the acquisition or disposition of important assets, joint venture, capital increase and capital decrease, etc., these matters must be submitted to the Executive Committee and/or the Board of Directors of the Company for consideration and/or approval.
- The Company supervises its subsidiaries and associate companies to comply with principles, regulations, and notifications of the SET and the SEC such as transaction with related party, acquisition and disposal of assets, or other important transaction in which they must disclose information of transaction in accordance with relevant laws and regulations.
- The Company supervises its subsidiaries and associate companies to arrange accounting and financial reports that are correct in accordance to related laws and generally accepted accounting standards and can be gathered for preparation of consolidated financial statements within specified period.
- The Company encourages its subsidiaries and associated companies to strictly implement the Company's Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, and Corporate Social Responsibility (CSR) guidelines.
- The Company will ensure that its subsidiaries and associate companies have an appropriate and sufficient internal control system, including requiring the Company's Internal Audit Department to assess the effectiveness of governance, risk management, and internal control of subsidiaries and associate companies, and to regularly present the audit or evaluation results to the Audit Committee' meeting and the Board of Directors' meeting every quarter.

Significant joint investment in other businesses, the Company may consider establishing a shareholders' agreement to ensure clarity in management and decision-making on important matters.

In fiscal year 2025, the Company monitors the subsidiaries to fully comply with the criteria and regulations of UV Group, such as preparing strategies, business plans and annual budgets; preparing financial statements and reporting quarterly and annual performance; determining and implement the sustainability development plan; assessing the risks of the business and managing the risks to an acceptable level; etc. In addition, the Company's Internal Audit Department has fully reviewed the operations of the subsidiaries in accordance with the audit plan.

8.1.4 Monitoring for compliance with corporate governance policies and practices

The Company encourages executives and employees to apply the policies and practices of good corporate governance, which is set out in Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, in their work according to their responsibilities in order to build trust among all stakeholders. It also organizes activities to provide knowledge or review understanding to promote actual practice. In the fiscal year 2025, the Company monitored the implementation of good corporate governance principles appropriately and in line with the context of business operations. These include the performance of directors, executives, and employees in the event of conflicts of interest and related-party transactions; the use and protection of UV Group's internal information and personal data of its stakeholders in accordance with laws and best practices; risk assessment and management; and internal control processes to protect UV Group's interests and prevent corruption. The monitoring results showed that UV Group implemented each issue appropriately in accordance with the established policies and practices. Furthermore, the Company monitored compliance with the principles of good corporate governance in the following areas:

(1) Prevention of conflicts of interest

The Company adheres to business operations while considering the benefits of UV Group and stakeholders. The Company set to be the duty of all director, executive and employees, including related persons must avoid involvement in any such action that could result in a conflict of interests, which may result in UV Group losing benefits or reducing the efficiency of operations. In case there is a necessity to make conflicts of interest transactions, directors, executives or a responsible departments will oversee that transaction to ensure transparency, clarity and ensure utmost benefit to UV Group. In the case where any transaction meets the criteria for a connected transaction in accordance with the announcement of the SEC, UV Group must strictly comply with the criteria and methods specified in the announcement of the SEC and the SET. In 2025, the Company has a follow-up to ensure compliance with the practices on stakeholding and conflicts of interest as follows:

- Compliance Department follows up directors and executives to update their interest information in September of every year. The Company Secretary also reports the directors' and executives' holdings of the Company's securities to the Board of Directors every quarter, as well as monitors the Company's President and senior executives to comply with the policy when they hold positions as directors and executives in other companies.

- Accounting Department and Internal Audit Department collect transactions information between UV Group and related parties, which are normal business transactions and normal business support transactions with commercial agreements with general trading conditions in accordance with principles approved by the Board of Directors to report to the Audit Committee every quarter. Entering into transactions with connected persons which are not normal business transactions and normal business support transactions, the management operates in accordance with the rules of the SEC and SET by presenting to the Audit Committee for consideration and opinion before proposing to the Board of Directors for approval, which directors who are interested parties did not attend the meeting and vote, including disclosure of information on transactions that may have conflicts of interest or related transactions in Form 56-1 One Report. However, in 2025, the Company did not enter into any large-scale transactions with related parties that required shareholder approval.

- Compliance Department informs new executives and employees to learn UV Group's corporate governance policy and practices as part of the employee regulations and disclose them on the Company's website, or intranet system that can be accessed by all personnel. 100.00% of personnel of the Company and new employees in fiscal year 2025 have signed their acknowledgment and agree to comply with the Code of Business Ethics, the policies and practices on good corporate governance, including matters of having a vested interest and conflicts of interest, through electronic confirmation (Google Form).

- Compliance Department provides learning materials and quizzes regarding practices of having a vested interest and conflicts of interest in the form of E-Learning for directors, executives and employees review their understanding of key practices that must be adhered to. The content of the learning materials presented formats and examples of "improperly obtained benefits" that directors, executives, and employees may encounter in their work, including practices that directors, executives, and employees must implement when encountering situations with conflicts of interest or conflicts between company interests and personal interests in various forms. 100.00% of directors, 100.00% of executives, and 99.20% of employees of UV Group received a review of the policy and practices on interests and conflicts of interest through the aforementioned learning materials.

In the fiscal year 2025, the Company did not find any wrongdoing or receiving whistleblowing and complaints about having a vested interest and conflicts of interest that go against the criteria of the regulatory agencies and UV Group's good corporate governance principles.

(2) Use of inside information to seek benefits

The Company gives importance to procedures that create equality and fairness to all stakeholders. Internal information or news relevant to changing of the Company's securities price that has not been disclosed to the public are considered internal and confidential information of UV Group. The Company requires directors, executives and employees at all levels have duty to maintain internal information as confidential. They shall not use internal information that they obtain from their work to inform other individuals, or seek profits or benefits from securities trading in wrongful way, or create loss of benefits for UV Group, directly or indirectly. In 2025, the Company has a follow-up to ensure compliance with the policy and practices on the use and confidentiality of internal information as follows:

- Company Secretary notifies directors and executives by email about the period of prohibition of trading in the Company's securities 1 month prior to the announcement of the financial statements and after the public has been informed for 48 hours, as well as informs the directors, executives (according to the definition of the SEC) of the Company, and top-level executives of the Company and its subsidiaries acknowledge their duty to report changes in the Company's securities holdings to Company Secretary at least 1 day in advance before the transaction according to the principles of corporate governance of the Company. In addition, the report must be filed with the SEC within 3 business days from the date of purchase, sale, transfer or acceptance of transfer of such securities. in the case of being a director and executive according to the definition of the SEC.
- Compliance Department informs new executives and employees to learn UV Group's corporate governance accessed by all personnel, or intranet system. In fiscal year 2025, 100.00% of personnel of the Company and new employees have signed their acknowledgment and agree to comply with the Code of Business Ethics, the policies and practices on good corporate governance, including matters of using and confidentiality of inside information, through electronic confirmation (Google Form).
- Compliance Department provides learning materials and quizzes regarding practices of the use and confidentiality of inside information in the form of E-Learning for directors, executives and employees review their understanding of key practices that must be adhered to. The learning materials presents examples of confidential and internal information of UV Group, practices for using, maintaining, and disclosing confidential and internal information, as well as penalties for violating the practices in various cases, such as insider trading, disclosing the company's confidential information to unrelated persons, or using inside information for personal benefits. 100.00% of directors, 100.00% of executives, and 99.20% of employees of UV Group received a review of the policy and practices on the use and confidentiality of inside information through the aforementioned learning materials.

In fiscal year 2025, the Company did not find any wrongdoing or receiving whistleblowing and complaints about the use of inside information that violate the criteria of the regulatory agencies and UV Group's good corporate governance principles. In addition, it was not found that the directors and executives of UV Group traded the Company shares during the period prohibited.

The information of changes in the Company's securities holdings of directors and executives in fiscal year 2025 are as follows:

	Name	Position	No. of shares holding		No. of shares which change during the fiscal year 2025	% of shares held in UV (%)
			As of 30 September 2024	As of 30 September 2025		
	Board of Directors					
1	Ms. Potjane Thanavaranit	Chairman of the Board of Directors, Independent Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
2	Mr. Thapana Sirivadhanabhakdi	Director	633,766,303*	633,766,303*	-	33.15*
	Spouses and minor child	-	-	-	-	-
3	Mr. Panote Sirivadhanabhakdi	Director	633,766,302*	633,766,302*	-	33.15*
	Spouses and minor child	-	-	-	-	-
4	Mr. Nararat Limnarat	Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
5	Mr. Suwit Chindasanguan	Independent Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
6	Assoc. Prof. Tithiphan Chuerboonchai	Independent Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
7	Mr. Sithichai Chaikriangkrai	Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
8	Mr. Worawat Srisa-an	Director	-	-	-	-
	Spouses and minor child	-	-	-	-	-
9	Mr. Khumpol Poonsonnee	Director, President	-	-	-	-
	Spouses and minor child	-	-	-	-	-
	Executives					
1	Mr. Bundit Muangsonkeaw	Senior Executive Vice President	-	-	-	-
	Spouses and minor child	-	-	-	-	-
2	Mrs. Karnsuda Sansuthi	Senior Executive Vice President	-	-	-	-
	Spouses and minor child	-	-	-	-	-
3	Mr. Korntawat Kingngoen	Executive Vice President	-	-	-	-
	Spouses and minor child	-	-	-	-	-
4	Mrs. Monta Lekhawattana	Executive Vice President	-	-	-	-
	Spouses and minor child	-	-	-	-	-

Remark * Indirect shareholding of UV shares through Adelfos Company Limited and Siribhakditham Company Limited, which hold UV shares of 1,038,732,605 shares (54.33%) and 228,800,000 shares (11.97%), respectively. Mr. Thapana Sirivadhanabhakdi and Mr. Panote Sirivadhanabhakdi hold Adelfos Company Limited shares in portion of 50% each, and Adelfos Company Limited holds 99.98% of Siribhakditham Company Limited shares.

(3) Anti – Corruption

The Company has established Anti-Corruption Policy and practices, and reviews the appropriateness of such policy or practices annually. It prohibits directors, executives, and all employees to be involved with any forms of corruption and prescribes them to strictly comply with the laws, policies and practices to prevent corruption, such as procurement, accepting gifts, donations, etc. It is also designated as one of the topics of new employee training and the annual Code of Business Ethics review activity. Furthermore, the Company arranges appropriate risk management system to monitor and manage risks related to corruption efficiently. The Company's Internal Audit Department is responsible for

review and assessment of operations in each department to be in line with laws, policies, and regulations of UV Group in order to reduce corruptions. The internal audit results will be reported to the Audit Committee and the Board of Directors for acknowledgment. The Company also provides multiple channels to accept whistleblowing or suspiciousness related to corruption from stakeholders of both internal and external and clearly prescribes procedures to manage complaints and protection measures for whistleblower. Summary of the Anti-Corruption Policy is shown in Clause 6.1.4 topic "Anti-Corruption" of this Form 56-1 One Report.

The Company was certified as a member of the Thai Private Sector Collective Action Coalition against Corruption ("CAC") on 30 June 2020 and was renewed for the first time on 30 June 2023. In fiscal year 2025, the Company has taken various actions in accordance with the Company's Anti-Corruption Policy and practices which can be summarized as follows:

- The Company and subsidiaries assess the opportunities and impacts of corruption risks that may occur every quarter and find that they are risks with a medium to high probability of occurrence and impact, depending on the business activities of each company, which require strict management or control. However, the Company and subsidiaries have measures and guidelines for managing such risks to an acceptable level.

- Internal Audit Department reviews UV Group's significant transactions that may have steps or processes that are at risk of corruption, such as the procurement of high-value goods and services, requests for benefits in the condominium transfer process, or in the process of applying for licenses related to the energy business and real estate development business, or when there are complaints about environmental impacts from communities surrounding the subsidiaries' factories. This includes investigating transactions that pose a risk of corruption, as specified in the Company's anti-corruption policy, such as entertainment expenses, gift giving, sponsorships, facilitation payments, and political contributions. The audit results for 2025 fiscal year revealed no corruption-related activities, and no clues or complaints about corruption were received from stakeholders. However, in 2025, one case of corruption was discovered: a subsidiary's sales employee used the company's assets that were to be delivered to an outside party for personal gain, and the employee was absent from work and could not be contacted to this day. After the subsidiary filed a police report against the offending employee and resolved the impact on the external parties involved, the Head of Internal Audit, along with the subsidiary's executives, jointly investigated the facts and reported the incident and findings to the Company's President and Audit Committee, in accordance with the complaints process. To prevent and reduce the risk of future wrongdoing, the Company has instructed the subsidiary to review and improve its operating procedures, including a monitoring and auditing process.

- The Company discloses the Anti-Corruption Policy and practices through various communication channels, including website, email, brochure, intranet, and internal public relations media, so that all relevant parties are informed and ask for cooperation to comply. For example, near the New Year's festival every year, the Company sends an email to inform suppliers to acknowledge and requesting cooperation in compliance with the policy to refrain from accepting gifts, assets or other benefits to UV Group's personnel, including informing the policy of not accepting gifts in every festival and every occasion on the Company's website, so that all stakeholders of UV Group are aware and request their cooperation in complying with the Company's practices.

- Compliance Department together inform executives and new employees to learn UV Group's corporate governance policy and practices as part of the employee regulations and publish them on the Company's website, or intranet system that can be accessed by all personnel. 100.00% of personnel of the Company and new employees in fiscal year 2025 have signed their acknowledgment and agree to comply with the Code of Business Ethics, the policies and practices on good corporate governance, including Anti-Corruption Policy, through electronic confirmation (Google Form).

- Compliance Department provides learning materials and quizzes in the form of E-Learning to review the understanding of key practices that must be adhered to in combating corruption. The content of the learning materials presents definitions, patterns, or examples of behaviours or transactions that may be considered corrupt, and corruption that directors, executives, and employees may encounter in their work and business operations. It also includes guidelines for preventing corruption and guidelines for engaging in activities that pose a risk of corruption, such as business entertainment, providing financial support and charitable donations, and accepting gifts. Furthermore, channels for reporting clues and complaints when encountering actions that may be considered corruption, as well as measures to protect whistleblowers. 100.00% of directors, 100.00% of executives, and 99.20% of employees of UV Group received a review of the policy and practices on anti-corruption through the aforementioned learning materials.

(4) Whistleblowing

The Company prescribes whistleblowing policy, channels for informants and protection of the rights of informants to provide channels for both internal and external stakeholders to inform clues or complaints in the case of suspension for illegal action or behavior that indicates corruption or action that violates Corporate Governance Policy and Code of Business Ethics of the Company as well as any actions that are suspicious of money laundering and create suspicion related to accounting, finance, internal control, and internal audit, as well as reporting or complaints of rights infringement or able to express opinions, suggestions, and other complaints relating to the Company via the following channels.

- **By phone:** Contact Senior Vice President of Internal Audit and Compliance at telephone number 0 2643 7195
- **By e-mail:** wid@univentures.co.th, uv_compliance@univentures.co.th, uv-comsec@univentures.co.th
- **By online system:** Fill out information via online system at the Company's website at www.univentures.co.th, under the topic "Whistleblowing" in which all stakeholders can choose to send complaints or clues to Chairman of the Board of Directors or Chairman of the Audit Committee who are independent director, or the Head of Internal Audit, who is independent in performing his duties and has a direct chain of command to the Audit Committee.

- **By facsimile or by mail:** Send a letter or fill out information in complaint form (the form can be downloaded from the Company's website at www.univentures.co.th, under the topic "Whistleblowing") and deliver facsimile, post or deliver it to

Senior Vice President of Internal Audit and Compliance

Univentures Public Company Limited

22nd Floor, Park Ventures Ecoplex, 57 Wireless Road, Lumpini, Patumwan, Bangkok 10330

Fax 66(0) 2256 0505

Complaint handling process and protective measures for the informants or complainants

When the Company has received the clues or complaints and the initial investigation finds that the clue or complaint is true and substantial, Internal Audit Department, which is independent in performing its duties and has a direct chain of command to the Audit Committee, will coordinate with senior executives and relevant departments to collect information, process, inspect, solve problems and determine appropriate and fair mitigation measures for those affected in accordance with the procedures specified in Whistleblowing or Complaints and Measures to Protect Whistleblowers or Complainants Policy. As well as reporting the Company's performance to the informants or the complainant and reporting all information to the President, the Audit Committee who is an independent director and the Board of Directors (as applicable). In addition, the Company has established measures to protect the informants or the complainant, including those who cooperate

in fact-finding investigations, by keeping the names, addresses, images or other information of such persons confidential. If such persons believe that they may be unsafe or may suffer damage, they may request the Company to determine other appropriate additional protection measures. The executives or staff of the Company that are inspected by the Company to commit the offense against Code of Business Ethics or any policies, such as anti-corruption, intellectual property violation, human rights violations, etc. That person will be considered disciplinary action according to the rules prescribed by the Company or be punished by relevant laws.

In the fiscal year 2025, the Company and its subsidiaries did not find any wrongdoing that is contrary to the Code of Business Ethics or received clues or complaints from stakeholders.

Measures or guidelines to prevent complaints or whistleblowing

- Establish policies and procedures related to operations to serve as guidelines for the Company's personnel, including establishing the duties and responsibilities of all directors, executives, and employees to be aware of, understand, and perform their duties in strict accordance with the laws, the Company's regulations, Code of Business Ethics, and good corporate governance practices.
- Establish channels for inquiries regarding compliance with laws, the Company regulations, Code of Business Ethics, and good corporate governance practices, such as supervisors, Legal Department, Internal Audit Department, and Compliance Department. Provide multiple channels for reporting clues or complaints to ensure that stakeholders can access them conveniently and confidentially, such as email and the online system on the Company's website. Ensure that the complaints process and whistleblower protection measures are implemented according to the aforementioned procedures.
- Monitor and promote annual training to review policies and procedures related to operations, including laws, the Company's regulations, Code of Business Ethics, and good corporate governance practices to ensure that the Company's personnel perform their duties correctly and appropriately.
- Establish guidelines for praising personnel who comply with laws, the Company's regulations, Code of Business Ethics, and good corporate governance practices, and establish clear, transparent, and fair penalties for violators, such as rewards for good practices and disciplinary action against violators.
- Require departments and subsidiaries to identify risk factors that may result in violations or non-compliance with laws, the Company's regulations, Code of Business Ethics, and good corporate governance practices. This is to take corrective action and/or establish guidelines to prevent or mitigate risks, prevent whistleblowing and complaints from all stakeholder groups, and report the assessment results and risk management guidelines to the Sustainability and Risk Management Committee and the Audit Committee.

8.2 Report on the results of Audit Committee's duty performance in the past year

The result of Audit Committee's duty performance appears in "Report of Audit Committee" which appears on the front of this Form 56-1 One Report.

8.3 Summary of the results of subcommittees' duty performance

The results of other subcommittees' duty performance appears in "Report of Executive Committee", "Report of Remuneration and Nomination Committee", "Report of Corporate Governance Committee" and "Report of Sustainability and Risk Management Committee" which appear on the front of this Form 56-1 One Report.

9 Internal Control and Related Party Transactions

9.1 Internal control

The Board of Directors places importance on and provides an internal control system to ensure the efficiency and effectiveness of operations, the reliability of financial and accounting reports, and UV Group's compliance with relevant laws and regulations, including anti-corruption. The Board of Directors has assigned the Audit Committee to review the appropriateness and effectiveness of the internal control set by the management and report to the Board of Directors annually to ensure that the Company and subsidiaries have an internal control system and monitoring system that is appropriate and sufficient to oversee operations to achieve the Company's goals, in accordance with objectives, laws, and regulations consistent with the guidelines of the SEC and the SET, as well as having an accounting system and financial reports that are accurate and reliable, preventing possible damage to assets from errors or corruption, and preventing the exploitation of benefits by authorized persons and related persons. In addition, the Company has arranged for a review and improvement of the internal control system to be appropriate for the changing situation, environment, and risk factors.

The Board of Directors has established the Internal Audit Department, which is independent in its duties and has a chain of command directly to the Audit Committee, to review UV Group's internal control system to ensure that it is properly and consistently implemented, as well as to inspect the operations of various departments to ensure that they comply with the Company's regulations and rules, and to help identify shortcomings and provide recommendations for developing an efficient and effective operating system. The Internal Audit Department will report its audit results directly to the Audit Committee every quarter, so that the Audit Committee can summarize the key points of the audit results to the Board of Directors. In addition, the Board of Directors encourages executives and employees to have knowledge, understanding, and strictly comply with the established internal control system, as well as to support the work of the Internal Audit Department and auditors by providing accurate and truthful information, checking financial accuracy, and reporting immediately when errors or irregularities are found.

9.1.1 Opinion of the Company's Board of Directors on the Company's internal control system

At the Board of Directors' Meeting No.1/2025-26 held on 24 November 2025, all three Audit Committee members attended the meeting. The Board of Directors assessed the adequacy of the internal control system for the fiscal year 2025 in accordance with the assessment form as prescribed by the SEC. The results of the internal audit, which were considered by the Audit Committee and inquiries from the management, the Board of Directors is of the opinion that the Company's internal control system is adequate and appropriate for the current operating situation. This is due to the presence of sufficient processes and personnel to effectively implement the internal control system. Furthermore, the financial reports and other key information reports are accurate and reliable. The Company's operations, including transactions with persons with potential conflicts of interest and related parties, comply with relevant laws and regulations,

which protect the Company's assets from misuse or unauthorized use by authorized persons and related parties. Furthermore, the Internal Audit Unit reviewed the Company's internal control system in accordance with the audit plan. Management, departments, and subsidiaries have implemented improvements based on the recommendations. No material deficiencies were found in the internal control system that could impact the achievement of the Company's core objectives.

In the fiscal year 2025, the Company's internal control system management in accordance with the Company's internal control elements in accordance with the international standards of The Committee of Sponsoring Organizations of the Treadway Commission (COSO) can be summarized as follows:

(1) Control Environment

The Board of Directors is independent from the management, supervises the overall business operations, provides opinions on the Company's strategic direction to be used as guidelines for preparing business plans and operational plans, and regularly monitors the performance of UV Group and the performance of the established sub-committees, namely the Audit Committee, the Executive Committee, the Remuneration and Nomination Committee, the Corporate Governance Committee, and the Sustainability and Risk Management Committee, to ensure that the Company's operations achieve its goals. It also monitors and ensures that the management sets an appropriate organizational structure, has a clear chain of command, and determines the approval authority of each level of executives to ensure efficient management and operations, as well as separating duties in important departments to create checks and balances.

In addition, the Company has established a written corporate governance policy and code of business ethics and reviews it annually to ensure compliance with regulatory requirements or changing business conditions, as well as promotes communication and organizes activities to regularly review important practices for directors, executives and employees so that everyone performs

their duties with honesty, does not create conflicts of interest with UV Group, and does not perform any actions that are contrary to the principles of good corporate governance or are corrupt and cause damage to UV Group. Moreover, the Company has channels for reporting clues and/or complaints, establishes a process for receiving and following up on complaints, and has measures to protect whistleblowers and/or complainants. If it is found that there is a non-compliance with regulations, rules, corporate governance policies or code of conduct, the Company has procedures for punishment or management of such violation that is appropriate, timely, and in line with related work regulations and related laws.

(2) Risk Assessment

The Board of Directors has assigned the Sustainability and Risk Management Committee to oversee risk management systematically and efficiently, analyze significant risks that may arise from both internal and external factors, including environmental, social, and governance risks (ESG risks) and emerging risks, which may affect the current and future operations of the Company and subsidiaries. As well as monitor risk management to be at an acceptable level and review risks regularly. The Sustainability and Risk Management Committee has monitored the Company and subsidiaries to assess various risk factors, considering the opportunities and impacts that may occur, in order to create the significant risk profile and determine risk indicators to be used as a tool to monitor and warn in advance before risk events occur, including preparing a risk mitigation plan to an acceptable level to ensure that the performance of the Company and subsidiaries is in line with the set goals. It is required to report the results of risk management to the Audit Committee and the Board of Directors every quarter. In addition, the Company emphasizes readiness for rapidly changing situations by requiring all businesses to closely monitor news and events from the external environment related to business operations to assess changes that may affect the goals of each business and prepare appropriate support measures in advance. Including the preparation of a Business Continuity Plan and an Information System Disaster Recovery Plan to ensure that the Company's and subsidiaries' critical operations can continue without interruption.

(3) Control Activities

The Company has determined the control activities by taking into account the principles of good internal control, such as segregation of duties, a system of checks and balances to help reduce the risk of not achieving the Company's objectives. The Company has determined that the departments and subsidiaries have an operation manual to have an appropriate internal control process to be used as a guideline for operations, including reviewing to improve the operation process to be consistent with the objectives, strategies, and risks that change regularly. In addition, the Group has determined the scope of authority, operational authority at each level, and has determined clear written policies and procedures for financial transactions, procurement, and general administration to control and supervise the assets of each business. The Internal Audit Department is responsible for reviewing the operations to prevent the abuse of power and authority to misuse the Company's assets or to exceed the authorized power, as well as monitoring the Company's operations to comply with relevant laws. In addition, the Company requires that the consideration and approval of transactions must be made by persons with no vested interest to prevent the exploitation or use of the Company's benefits for personal gain, and transactions that have or may have conflicts of interest or transactions with related persons must comply with the procedures and rules of the relevant regulatory agencies, taking into account the Company's best interests as the main consideration. In addition, the Company monitors the performance and establishes a process for supervising the businesses in which the Company invests, so that subsidiaries have operating guidelines that are consistent with and in accordance with the Company's business policies and strategies.

(4) Information & Communication

The Company provides a secure, transparent and efficient information and communication system for internal communication, communication with external agencies and all stakeholders. The Company requires all departments to review and screen information from both inside and outside the organization before using it for analysis and business decision-making. It also sets measures for managing important information and documents by specifying the confidentiality level of information and guidelines for storing important documents and controlled documents systematically. The Company uses an efficient software system to collect and process all aspects of information in order to summarize various reports for the management quickly and accurately. In addition, the Company emphasizes effective communication with the Board of Directors, executives, employees and stakeholders by sending important information about operating results and meeting documents to the Board of Directors in advance of the meeting. The Company provides multiple internal communication channels appropriate to the information and purpose of communication. Employees receive the Company's news via email, intranet and applications. For communication with external agencies or individuals, the Company has designated personnel at appropriate levels or the investor relations unit to communicate important information to stakeholders equally and comprehensively via the SET's news system, the Company's website and other appropriate communication channels. In addition, the Company provides channels for stakeholders to express their opinions and suggestions related to the Company, or report clues or complaints about illegal actions, corruption, actions that violate code of business ethics, suspicious actions related to money laundering, suspicious reasons for accounting, finance, internal control, internal auditing, rights violations through various channels, including telephone, letter, email, and the whistleblowing or complaint system on the Company website.

In addition, the Company places importance on protecting the personal data of its stakeholders by taking care of and using data according to the purposes stated by the data owner or as specified by the Personal Data Protection Act, and maintaining the security of personal data, internal data, and confidential business data of UV Group from access by unrelated persons, both within the organization and external persons, including computer attacks using various methods, by defining access rights to data according to the confidentiality level, installing devices to prevent and control access to the Company's data and computer systems (Firewall), installing a security system on all computers of UV Group, and separating groups and zones of the network system. The Company also ensures the provision of a data backup and recovery system, develops an annual data system recovery plan, and arranges rehearsals in accordance with this plan.

(5) Monitoring Activities

The Company requires all levels of executives to be responsible for regularly monitoring, supervising, and evaluating the performance of the departments under their management to ensure that processes are carried out appropriately under an effective internal control system. In addition, the Internal Audit Department, which is an independent unit directly reporting to the Audit Committee, is responsible for reviewing the results of the assessment of the adequacy of the internal control system to ensure that the existing internal controls are adequate, appropriate, and consistently implemented. The Internal Audit Department will independently inspect and provide recommendations to the departments to develop processes or improve operations for higher efficiency, and report the results of the inspection to the executives, the Audit Committee, and the Board of Directors every quarter. In the event that any significant deficiencies, such as conflicts of interest, corruption, irregularities, or significant deficiencies are found, the Internal Audit Department will immediately report to the top executives, the Audit Committee, and the Board of Directors so that the executives and officers of the department can make corrections as soon as possible.

9.1.2 Opinions of Audit Committee

The Audit Committee assessed the Company's internal control based on 5 main components: control environment, risk assessment, control activities, information and communication, and monitoring system. The Audit Committee agreed with the auditor that no material deficiencies in the internal control system were found in the 2025 fiscal year. The Company has an internal control system that is adequate and appropriate for its operations, and has sufficient personnel to efficiently operate the system. The Company's operations comply with relevant laws and regulations. The Company's and subsidiaries' monitoring system can protect assets from being misused or unauthorized by directors, executives, or employees. The Audit Committee's report appears at the front of this Form 56-1 One Report.

9.1.3 Opinions of Auditor

The auditor of KPMG Phoomchai Audit Ltd., who reviewed the quarterly financial statements and audited the financial statements for the year ending on 30 September 2025, expressed their opinion that no material deficiencies were found in the internal control system.

9.1.4 Head of Internal Audit Department

The Company has established an Internal Audit Department to review the management system and evaluate the internal control systems of various departments of the Company and its subsidiaries in order to ensure that the Company and its subsidiaries operate according to set objectives and plan with efficiency, as well as supporting business operations of the Company and its subsidiaries to have internal control system that is sufficient and appropriate for business, and supporting good corporate governance by reporting assessment results directly to Audit Committee.

The Audit Committee Meeting No. 2/2012 held on 26 March 2012 acknowledged the appointment of Mr. Pornchai Ketejinakul to serve as Vice President, Internal Audit Department of the Company, effective from 1 March 2012 onwards (Currently holding the position of Senior Vice President of Internal Audit and Compliance) because he has an experience in internal audit function in private enterprise over 28 years and participated in training courses for more development his skill and knowledge provided by the Association of Auditors of Thailand and Federation of Accounting Professions in internal audit course, risk management and internal control course and the understanding activities and operation of the Company. With his qualification, he is a suitable person to serve as head of Internal Audit Department (details of Vice President of Internal Audit Department are presented in Enclosure 1). In this regard, consideration for approval, nomination, removal, relocation of head of Internal Audit Department must receive approval of Audit Committee.

9.1.5 Head of Compliance Department

The Company has appointed Ms. Sirirat Juntarapisut, Vice President of Compliance Department, to act as supervisor for compliance in order for the Company to comply with the regulations of regulatory agencies related to listed companies such as the SEC, the SET. Information of the person holding the position of Head of Compliance appears in Enclosure 3 of this Form 56-1 One Report.

9.2 Related party transactions

9.2.1 Policy and procedure for approval of related party transactions

The Company conducts related party transactions with caution for the highest benefits of the Company and shareholders. The related party transactions between the Company and related parties that occurred over the past period are considered as normal business transactions or are deemed necessary to support the Company's business operations. The terms and conditions of transactions are defined in accordance with the normal business practices and market price and also applied in the same manner as external individuals with similar characteristics. In case of loans from related parties, the Company carries out such action with an aim of increasing liquidity as deemed necessary.

The meeting of the Board of Directors No. 4/2008 on 13 August 2008 had resolution to approve principles related to trade agreement with general trade conditions for transactions between the Company and its subsidiaries and directors, executives, or related individuals, which has trade agreement in the similar characteristics that an individual should do to general contract party in similar situation, to be in the authority of Management for approval of such transactions. The Company will prepare summary report for such transactions to report Audit Committee every quarter.

In the case of related party transactions between the Company and its subsidiaries and directors, executives, or related individuals that are not normal business transaction and supporting normal business transaction with trading agreement of general trade according to principle which was approved by the Board of Directors, the Company prescribes procedures for such related party transactions in accordance to related regulations or notifications of the SEC and the SET in which the Company will present to the Executive Committee for opinions, then present to Audit Committee for opinions, then present to the Board of Directors for approval or agreement to further present to the shareholders' meeting for approval (depending on the type and size of transaction) in which directors and/or shareholders who hold interests will not have voting rights on such matters. Furthermore, the Company must disclose information related to related party transactions to the SET and shareholders in accordance to the Security and Exchange Act, and regulations, notifications, orders of the SET, as well as specified accounting standards by the Institute of Certified Accountants and Auditor of Thailand. Furthermore, if the Board of Directors or Audit Committee does not have expertise for considering such related party transactions, the Company will arrange independent experts to provide opinions on the related party transactions to apply in decisions of the Board of Directors, the Audit Committee, or shareholders, depending on the case and related regulations or notifications of the SEC and the SET.

9.2.2 Policy and future trends of related party transactions

Because conducting transactions with related parties to the Company is normal business transaction and supporting normal business transaction with trading agreement of general trade conditions, therefore, such related party transactions have tendency to occur again in the future. In this regard, policy for related party transactions with related parties still hold the aforementioned principle which considers them as normal business transactions or necessary transactions reasonable to support normal business of the Company. Conditions of such related party transactions will be prescribed according to normal trading conditions and market price with procedures similar to treatment for external individuals with similar characteristics. The Company will consider the highest benefits to the Company and shareholders and will have a clear, transparent, and fair approval process that complies with the criteria of the regulatory agency and is in accordance with the Company's approval procedures for related party transactions under the principles of good corporate governance.

9.2.3 Information of related party transactions

In the fiscal year 2025 (1 October 2024 – 30 September 2025), the related party transactions between the Company and subsidiaries with persons who may have conflicts are as follows:

(1) Sale of products and services¹

Sale of products and services					Total value (million Baht)		Reasons and necessities
Seller/Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction		FY 2024	FY 2025	
1 UV, FS, SENSES, PIC, STH, UVCE	The Street Retail Development Company Limited	A subsidiary of the company which have common directors	Revenue from management and information system support, revenue from sales of goods and services, revenue from construction management and supervision, property management fees, and other revenue		27.61	27.23	The price of goods and services is the price agreed upon in the contract or mutually agreed upon. The price of management, information system support and service fees is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
2 UV, FS, SENSES, STI, STH, PIC, AA, UVCE	One Bangkok Company Limited	Have common directors	Revenue from information systems and administrative support, revenue from product sales, service fees, other income, consulting fees, and construction management and supervision revenue.		390.95	279.64	The price of goods and services is the price agreed upon in the contract or the price mutually agreed upon. The price of management, information system support and service fees is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
3 UV, FS, UVC	TCC Asset (Thailand) Co., Ltd.	Have common directors	Revenue from information systems support, service fees, and consulting fees		2.76	2.57	The cost of information system support and service fees is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
4 FS, PIC	Kasem Subsiri Co., Ltd.	Have common directors	Revenue from sales and services, revenue from construction management and supervision		7.36	10.01	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
5 FS, PIC	ASM Management Co., Ltd.	Have common directors	Revenue from sales and services		0.38	0.30	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
6 STI, FS	Asset World Corp Plc	Have common directors	Revenue from sales and services, revenue from construction management and supervision		0.99	7.59	The prices of goods and services and management fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
7 FS, AA, UVC	T.C.C. Technology Co., Ltd.	Have common directors	Revenue from sales and services, and consulting fees		15.19	22.60	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
8 FS	AWC Lifestyle Commercial Property Co., Ltd.	A subsidiary of the company which have common directors	Revenue from sales and services		6.86	2.43	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
9 FS	Thai Beverage Plc	Have common directors	Revenue from sales and services		0.03	-	
10 AA, LRK, PIC	TCC Hotel Assets Management Co., Ltd.	A subsidiary of the company which have common directors	Revenue from sales and services, revenue from rental and services		5.50	5.49	The price of goods and services is the price agreed upon in the contract. The rental and service fees are the normal prices given to outsiders. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.

¹ Shareholders and/or investors can view information about the Company's related party transactions in the past 3 years from Annual Report or Form 56-1 One Report on the Company website at www.univentures.co.th.

Sale of products and services							Total value (million Baht)		Reasons and necessities
Seller/Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025		Characteristics of transaction			FY 2024	FY 2025	
11	AA	Surasate Co., Ltd	A subsidiary of the company which have common directors	Revenue from sales and services			0.05	0.47	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
12	AA	Krungthep Land Plc		Revenue from sales and services			0.01	-	
13	FS, PIC, UVCE	N.C.C. Management and Development Co., Ltd.		Revenue from sales and services			6.54	36.40	
14	FS, UVC, STI, PIC	SangSom Co., Ltd.	A subsidiary of the company which have common directors	Revenue from sales and services, project management fees, construction management and supervision revenue			3.79	9.36	The price of goods, services and management fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
15	FS, STI, SENSES	CW Towers Company Limited		Revenue from sales and services, property management fees, construction management and supervision revenue			37.45	38.40	
16	FS, UVCE	Golden Land Property Development Plc	Have common directors	Revenue from sales and services			2.66	1.70	The cost of goods and services are the prices agreed upon in the contract which are comparable to the prices of other companies providing similar services. Audit Committee had considered that transactions were fair and reasonable.
17	FS, LRK	North Sathorn Realty Co., Ltd.		Revenue from sales and services, revenue from rental and services			7.19	7.11	
18	FS	Golden Ventures Leasehold Real Estate Investment Trust	A subsidiary of the company which have common directors	Revenue from sales and services			0.93	0.02	
19	FS	Kasemsubbhakhdi Company Limited	Have common directors	Revenue from sales and services			1.04	0.27	
20	UV, UVC	Adelfos Co., Ltd.	The parent company of UV and have common directors	Revenue from management and information technology support fee, other revenue, and consulting fee			4.18	2.40	Information technology support fee, other revenue and service fee were agreed in contract with comparison to prices of other companies that offered similar services. The Audit Committee had considered that transactions were fair and reasonable.
21	FS	Fraser's Property Home (Thailand) Co., Ltd.	A subsidiary of the company which have common directors	Revenue from sales and services			0.04	-	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
22	STI, STH	Fraser's Property Industrial (Thailand) Company Limited	A subsidiary of the company which have common directors	Revenue from construction management and supervision, architectural and engineering design fees, and other services			27.26	5.95	Management fee and service fee are the prices agreed upon in the contract which are comparable to the prices of other companies providing similar services. Audit Committee had considered that transactions were fair and reasonable.
23	AA	TCC Luxury Hotels and Resort Company Limited	A subsidiary of the company which have common directors	Revenue from sales and services			0.13	0.10	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
24	PIC	Sermesuk Plc	Have common directors	Revenue from the sale of goods			13.52	13.85	The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
25	PIC	Oishi Ramen Co., Ltd.	Have common directors	Revenue from the sale of goods			3.50	1.00	
26	PIC	The QSR of Asia Company Limited	Have common directors	Revenue from the sale of goods			9.53	16.54	
27	PIC	Thipchalothon Company Limited	A subsidiary of the company which have common directors	Revenue from the sale of goods			7.16	17.23	
28	PIC	Meechok 168 Co., Ltd.		Revenue from the sale of goods			0.81	1.33	

Sale of products and services							Total value (million Baht)		Reasons and necessities
Seller/Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025		Characteristics of transaction			FY 2024	FY 2025	
29	PIC	Oishi Food Service Co., Ltd.	Have common directors	Revenue from the sale of goods			0.14	0.01	
30	PIC	Oishi Group Plc	Have common directors	Revenue from the sale of goods			0.47	-	
31	PIC, STI	Big C Supercenter Plc	Have common directors	Revenue from the sale of goods, revenue from construction management and supervision			7.72	12.62	The price of goods and management fees is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
32	FS	Silom Corporation Co., Ltd.	A subsidiary of the company which have common directors	Revenue from sales and services			-	0.01	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
33	STI	Asset World Retail Co., Ltd.	A subsidiary of the company which have common directors	Revenue from construction management and supervision			6.26	0.73	The management fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
34	STI	TCC Hotel Collection Co., Ltd.	A subsidiary of the company which have common directors	Revenue from construction management and supervision			4.52	0.24	The management fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
35	PIC	Max Asia Co., Ltd.	Have common directors	Revenue from product sales			0.86	0.81	The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
36	STI	Araya Land Development Co., Ltd. (formerly known as TRA Land Development Co., Ltd.)	Have common directors	Revenue from construction management and supervision			5.66	5.11	The management fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
37	STI, STH	Bangkok Logistics Park Co., Ltd.	A subsidiary of the company which have common directors	Revenue from construction management and supervision, architectural and engineering design fees, and other services			7.56	-	Management fees and service fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
38	UVC, PIC, STH	Anarin Corporations Plc	Have common directors	Consulting fees, revenue from product sales, architectural design, engineering, and other services			0.30	0.10	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
39	PIC	Food of Asia Co., Ltd.	Have common directors	Revenue from the sale of goods			0.01	0.08	The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
40	TL	Indara Insurance Plc	Have common directors	Insurance premium refund			3.35	-	The refund of the insurance premium is in accordance with the terms of the contract, which Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
41	PIC	Thotsaphak Company Limited	Have common directors	Revenue from product sales			0.03	-	The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
42	FS	Fraser's Property (Thailand) Plc	Have common directors	Revenue from sales and services			0.05	0.09	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.

Sale of products and services							Total value (million Baht)		Reasons and necessities
Seller/Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	FY 2024	FY 2025				
43 UVCE	Terragro Fertilizer Co., Ltd.	A subsidiary of the company which have common directors	Revenue from electricity sales and other income	8.29	8.95				The price of electricity and other income are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
44 STI	Southeast Life Insurance Plc	A subsidiary of the company which have common directors	Revenue from construction management and supervision	3.10	3.33				The management fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
45 PIC	Red Lobster Retail Asia Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales	0.50	0.02				The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
46 PIC	Chang International Co., Ltd.	Have common directors	Revenue from product sales	0.42	-				
47 UVC, STI, PIC	The Forum Co., Ltd.	Have common directors	Revenue from product sales, revenue from project management fees, revenue from construction management and supervision	3.51	5.19				The price of goods and services is the price agreed upon in the contract, comparable to prices offered by other companies providing similar services. The Audit Committee, after reviewing the matter, is of the opinion that the transaction was fair and reasonable.
48 STI, PIC	The C Canvas Co., Ltd.	Have common directors	Revenue from product sales and services, construction management and supervision revenue.	1.81	2.19				The price of goods, services and management fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
49 UVCE	Fraser's Property Power (Thailand) Co., Ltd.	A subsidiary of the company which have common directors	Revenue from electricity sales and other income	4.26	4.40				The price of electricity and other income are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable
50 UVCE	F&N United Limited	A subsidiary of the company which have common directors	Revenue from electricity sales	2.36	2.85				
51 GRAND UNITY	Fraser's Property Management Services (Thailand) Co., Ltd.	Have common directors	Revenue from services	0.58	0.23				The service fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
52 PIC	Big C Food Services Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales	8.68	-				The price of the goods is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
53 PIC	Pom Charoen Co., Ltd.			0.39	-				
54 PIC	Pomthip (2012) Co., Ltd.			0.38	1.53				
55 PIC	Spice of Asia Co., Ltd.			0.04	1.14				
56 AA	Four Dream Property Co., Ltd.	Director is related to the director of UV's subsidiary	Revenue from product sales and services	0.58	0.43				The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
57 FS, AA	Shinasub Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales and services	0.27	0.53				
58 FS	C A C Co., Ltd.	Have common directors	Revenue from product sales	0.01	-				The price of goods is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
59 AA	North Sathorn Hotel Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales	0.07	0.05				

Sale of products and services							
Seller/ Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	Total value (million Baht)		Reasons and necessities	
				FY 2024	FY 2025		
60	FS	Sarapad Thai Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales and services	0.10	0.05	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
61	STI, STH, PIC	One Bangkok Mitsukoshi Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales and services, revenue from construction management and supervision, architectural design, engineering and other services.	5.33	2.66	Management fee and services fees are the prices agreed upon in the contract which are comparable to the prices of other companies providing similar services. Audit Committee had considered that transactions were fair and reasonable.
62	AA	Spouse of a director of UV's subsidiary	Person related to the director of UV's subsidiary	Revenue from product sales	0.25	-	The price of goods is the price agreed upon in the contract. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
63	STI, PIC	OBM Joint Venture Co., Ltd.	Have common directors	Revenue from construction management and supervision	0.57	8.67	The price of goods and management fees is the price agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
64	AA	Metropolis Enterprise Co., Ltd.	Director is related to the director of UV subsidiary	Revenue from product sales	0.01	-	The price of goods and services is the price agreed upon in the contract. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
65	PIC	Bistro Asia Company Limited	Have common directors	Revenue from product sales	2.86	4.02	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
66	AA	First Square Co., Ltd.	A subsidiary of the company which have common directors	Revenue from product sales and services	0.01	-	The price of goods and services is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
67	FS, STI	One Bangkok Tower 4 Company Limited	A subsidiary of the company which have common directors	Revenue from product sales and services, revenue from construction management and supervision	-	0.45	The price of goods, services and management fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
68	PIC	Beerthip Brewery (1991) Co., Ltd.	Have common directors	Revenue from product sales	-	1.33	The price of goods is the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
69	PIC	Thai Drinks Co., Ltd.	Have common directors	Revenue from product sales	-	0.44	
70	PIC	Bangkok Art Biennale Management Company Limited	Have common directors	Revenue from product sales	-	0.43	
71	PIC	Pomklung Co., Ltd	A subsidiary of the company which have common directors	Revenue from product sales	-	0.25	
72	PIC	Pom Burapa Co., Ltd.		Revenue from product sales	-	0.46	
73	PIC	Phitsanulok		Revenue from product sales	-	0.07	
74	SENSES	Big C 2015 Limited	A subsidiary of the company which have common directors	Property management fees	-	0.58	Management fees ~~is~~ are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
75	STI	Asset World Attractions and Retail Company Limited		Revenue from construction management and supervision	-	2.24	
76	STI	Quantum Media Company Limited		Revenue from construction management and supervision	-	0.49	

Sale of products and services						
Seller/ Service providers	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	Total value (million Baht)		Reasons and necessities
				FY 2024	FY 2025	
77	UVC	Sirivadhanabhakdi Co., Ltd.	Consulting fees	-	1.80	The price of services is the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
78	PIC	Art & Creative Solutions Company Limited	Revenue from product sales and services	-	0.72	The price of goods and services is the prices agreed upon in the contract, comparable to the prices of other companies providing similar services. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
			Total	664.73	585.29	

(2) Purchase of products and services²

Purchase of products and services						
Buyer/ Service receiver	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	Total value (million Baht)		Reasons and necessities
				FY 2024	FY 2025	
1	UV, TL, PIC, PPTC, SSUT	Oishi Ramen Co., Ltd.	Purchase of products for usage within office	0.08	0.05	It is a purchase of goods at market price or comparative price from the bidder with the price and conditions that are most beneficial to the company. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
2	UV, GRAND UNITY, SENSES, UVBGP	TCC Hotel Assets Management Co., Ltd.	Food costs, meeting room and restaurant service costs	0.57	0.60	The price of the products and services is similar to the price of other companies that provide the same service. Audit Committee has considered and is of the opinion that the transactions were fair and reasonable.
3	UV, STI, AEC	North Park Golf and Sport Club Co., Ltd.	Service fee	2.11	2.08	The service fee is similar to the price of other companies that provide the same service. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
4	UV, SENSES, AA, LRK	Horeca Management Co., Ltd.	Purchase of drinking water for usage within office, purchase products	0.09	0.09	It is a purchase of goods at market price or comparative price from the bidder with the price and conditions that are most beneficial to the company. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
5	UV, FS, TL, AA, STI, STH, UVBGP, PPTC, SSUT	Southeast Capital Co., Ltd.	Car rental fee	1.35	2.59	It is a service with a service fee based on market prices, with a comparison of service fees with other service providers every time. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
6	UV, FS, TL, GRAND UNITY, SENSES, AA, CONNECT, PIC, STI, STH, UVBGP, PPTC, SSUT, UVAM	Southeast Life Insurance Plc	Group insurance for health	10.13	15.11	It is the purchase of goods or services with prices and conditions based on market prices or comparative prices from the bidding of insurance companies with prices and conditions that are most beneficial to the company, by comparing prices for at least 2 years, which Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
7	UV, FS, TL, UVAM, LRK, LRKP, UVC, GRAND UNITY, CONNECT,	T.C.C. Technology Co., Ltd.	Computer rental fee and information technology service fee, purchase of products and assets for usage within office	64.90	43.80	It is a service that is charged at a reasonable rate compared to the market price. The purchase of products had general prices and conditions without differences from purchasing from other sellers in which Audit Committee had considered that transactions were fair and reasonable.

² Shareholders and/or investors can view information about the Company's related party transactions in the past 3 years from Annual Report or Form 56-1 One Report on the Company website at www.univentures.co.th.

Purchase of products and services							
	Buyer/ Service receiver	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	Total value (million Baht)		Reasons and necessities
					FY 2024	FY 2025	
	SENSES, AA, UVBGP, PIC, E-COGEN, PPTC, SSUT, UVCE, STI, STH, AEC						
8	UV, TL, GRAND UNITY, AA	Berli Jucker Plc	Have common directors	Purchase of office supplies	0.25	0.26	It is the purchase of goods with normal price and conditions in general trade without any difference from purchasing from other suppliers in which Audit Committee had considered that transactions were fair and reasonable.
9	GRAND UNITY	Bang Pa-In Paper Mill Industry Co., Ltd.	A subsidiary of the company which have common directors	Purchase of office supplies	0.10	0.07	
10	UV, FS, TL, GRAND UNITY, AA, SENSES, UVBGP, PPTC, SSUT	Big C Supercenter Plc	Have common directors	Purchase of office supplies	0.96	0.22	
11	UV, AEC	Amarin Corporations Plc	Have common directors	Document printing fee	0.53	0.77	Service fees were similar to other companies that provide similar services. Purchase of goods, price and conditions are normal in general trade without any difference from the purchase from other supplier in which Audit Committee had considered that transactions were fair and reasonable.
12	UV, E-COGEN, UVCE	Golden Ventures Leasehold Real Estate Investment Trust	Major shareholder are juristic persons who have common directors with UV	Space rental and service fee, utilities costs	15.16	24.65	Space rental and service were agreed in contract with comparison to prices of other companies that offered similar services in which Audit Committee had considered that transactions were fair and reasonable.
13	UV, FS, TL, GRAND UNITY, AA, E-COGEN, LRK, LRKP, STI, STH, PIC, PPTC, SSUT	Indara Insurance Plc	Have common directors	Insurance fee for Assets of the company	5.10	4.19	The service fee is similar to other companies that provide similar services, in which Audit Committee had considered that transactions were fair and reasonable.
14	UV	Sermasuk Plc	Have common directors	Purchase of drinking water for usage within office, purchase of products	0.01	-	This is considered purchase of products according to the market price or comparison price from the bidder which has the price and terms that are most beneficial to the company in which Audit Committee had considered that transactions were fair and reasonable.
15	PPTC, SSUT	B.Grimm Power Plc	A major shareholder In UV subsidiary	Consulting fees and guarantee fees	1.92	1.07	Service fee was agreed in contract with comparison to prices of other companies that offered similar services in which Audit Committee had considered that transactions were fair and reasonable.
16	UV, TL, UVBGP, PPTC, SSUT, UVCE	Pacific Leisure (Thailand) Co., Ltd.	Directors are related to UV directors	Service fee	0.98	0.04	The service fee is similar to other companies that provide similar services in which Audit Committee had considered that transactions were fair and reasonable.
17	UV, SENSES, AA	Coffee Concept Retail Company Limited	A subsidiary of the company which have common directors	Cash coupon, buy drinks	0.02	0.02	This is considered purchase of products according to the market price or comparison price from the bidder which has the price and terms that are most beneficial to the company in which Audit Committee had considered that transactions were fair and reasonable.
18	UV, UVCE, FS, PIC, STI	N.C.C. Management & Development Co.,Ltd.	Have common directors	Service fee, meeting room service fees, rental fees and space services	0.50	0.54	Rental fee and services fee were agreed in contract with comparison to prices of other companies that offered similar services in which Audit Committee had considered that transactions were fair and reasonable.

Purchase of products and services							
	Buyer/ Service receiver	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction	Total value (million Baht)		Reasons and necessities
					FY 2024	FY 2025	
19	UV, FS, TL, SENSES, E-COGEN, STI, GRAND UNITY, PPTC, SSUT, UVBGP	Home and Office Delivery Co.,Ltd.	A subsidiary of the company which have common directors	Purchase of drinking water for usage within office	1.17	0.91	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions were fair and reasonable.
20	STI	S.A. Auto Company Limited	No relationship (Previously, there were common directors with UV subsidiary)	Rent and Utility fees	0.10	-	The rental fee is the price agreed upon in the contract, comparable to the price of other companies providing similar services. Utility fees are similar to other companies that provide similar services. Audit Committee had considered that transactions were fair and reasonable.
21	UV, TL	Num Thurakij Company Limited	A subsidiary of the company which has common directors	Purchase of drinking water for usage within office	0.01	0.01	It is a purchase of goods at market price or comparative price from the bidder with the price and conditions that are most beneficial to the company. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
22	UV, TL, PPTC SSUT	Pom Burapha Company Limited			0.05	0.07	
23	SSUT, PPTC	B.Grimm Technologies Co.,Ltd.	Major shareholder is director of a juristic person who is a major shareholder in the Company's subsidiary	Repair and spare parts costs	0.58	5.28	The cost of repairs and spare parts is similar to the price of other companies that provide similar service in which Audit Committee had considered that transactions were fair and reasonable.
24	SENSES	The Street Retail Development Company Limited	A subsidiary of the company which has common directors	Service fee	0.70	0.43	The service fee is at a rate similar to other companies that provide similar services. Audit Committee has considered and is of the opinion that the program is fair and reasonable.
25	UVCE	Kasemsubbhakdi Company Limited	Have common directors	Service fees	0.06	0.50	The rental and service fees are the prices agreed upon in the contract, comparable to the prices of other companies providing similar services in which Audit Committee had considered that transactions were fair and reasonable.
26	UV, GRAND UNITY, SENSES	Max Asia Company Limited	Have common directors	Buy products for use in the office	0.07	0.03	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions were fair and reasonable.
27	UV, SENSES	Oishi Group Plc	Have common directors	Buy products for use in the office	0.02	0.01	Service and advertising fees are similar to other companies providing similar services in which Audit Committee has considered that transactions were fair and reasonable.
28	GRAND UNITY, PIC	Amarin Television Company Limited	Have common directors	Service and advertising fees	4.27	0.02	Service and advertising fees are similar to other companies providing similar services in which Audit Committee has considered that transactions were fair and reasonable.
29	UV, UVC	Pomthip (2012) Company Limited	A subsidiary of the company which has common directors	Purchase of drinking water for usage within office	0.02	0.04	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions were fair and reasonable.
30	PPTC, SSUT	B.Grimm Power Service Limited	Common directors with the Company's subsidiaries	IT service fees	1.84	2.45	Service fee was similar to other companies that provide similar services in which Audit Committee had considered that transactions were fair and reasonable.
31	UV, PPTC, SSUT	The QSR of Asia Company Limited	Have common directors	Food costs	0.04	0.01	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions were fair and reasonable.
32	GRAND UNITY	Betterbe Marketplace Company Limited	A subsidiary of the company which has common directors	Promotional cash coupons	0.77	0.28	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions were fair and reasonable.
33	GRAND UNITY	AWC Connex Lifestyle Co.,Ltd.		Promotional cash coupons	0.11	-	
34	PPTC, SSUT, FS, AA	Pomkij Co.,Ltd.		Purchase of drinking water for usage within office	0.01	0.02	

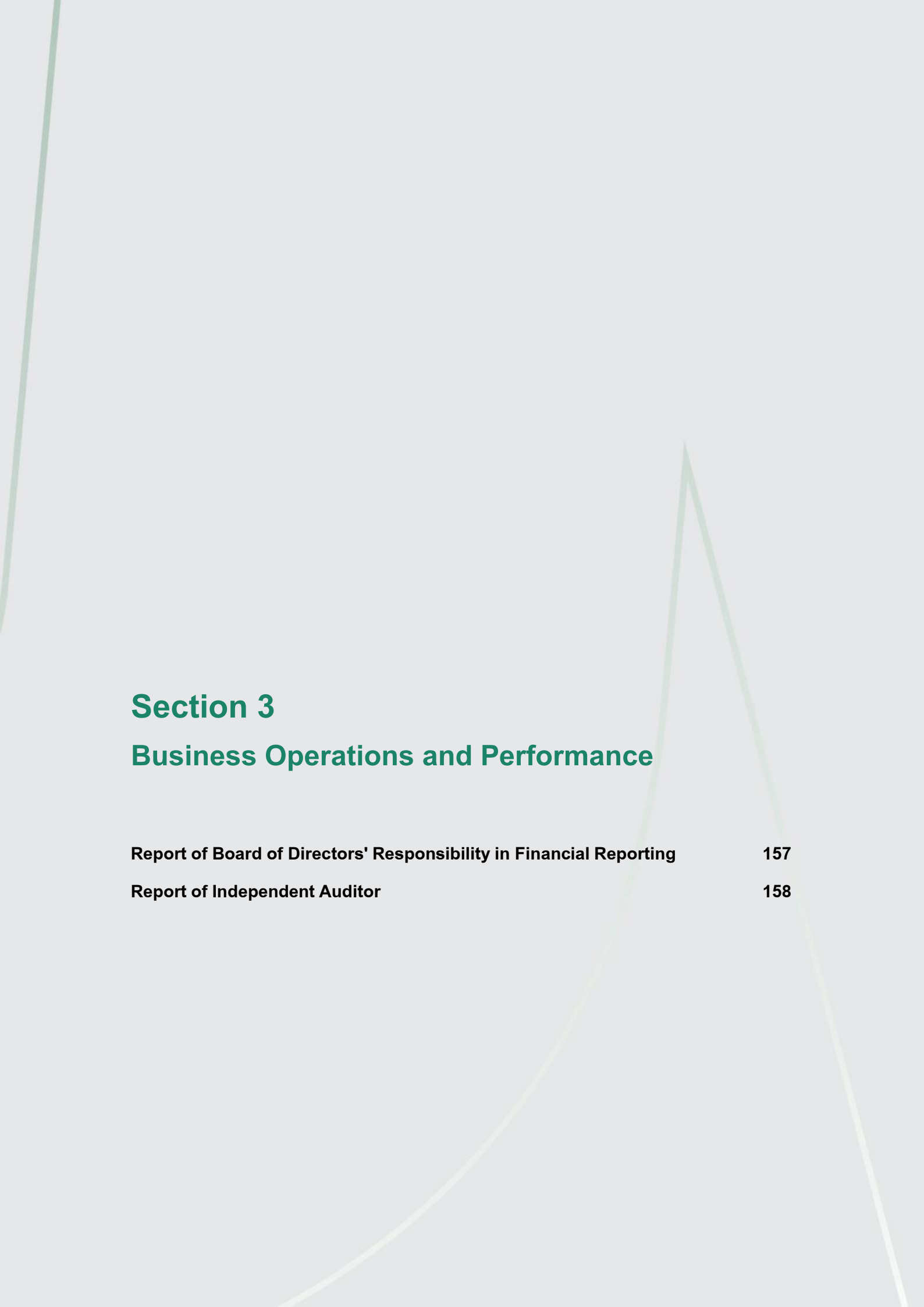
Purchase of products and services					Total value (million Baht)		Reasons and necessities
Buyer/ Service receiver	Contract party	Relationship of contract party with UV as of 30 Sep 2025	Characteristics of transaction		FY 2024	FY 2025	
35	UV	TCC Assets (Thailand) Co., Ltd.	Have common directors	Service fees	-	0.01	Service fee was similar to other companies that provide similar services in which Audit Committee had considered that transaction was fair and reasonable.
36	SENSES	CW Towers Company Limited	A subsidiary of the company which has common directors	Rent and service fees	-	0.25	The rental and service fees are the agreed-upon prices under the contract, comparable to those of other companies providing similar services. Utility fees are similar to those of other companies providing similar services. The Audit Committee, after reviewing the information, is of the opinion that the transaction was fair and reasonable.
37	UV	TCC Hotel Collection Co., Ltd.	A subsidiary of the company which has common directors	Room and food and beverage Fees	-	0.43	The price of the products and services is similar to the price of other companies that provide the same service. Audit Committee has considered and is of the opinion that the transaction was fair and reasonable.
38	AA, FS	Num Kijakarn Co., Ltd	A subsidiary of the company which has common directors	Beverage purchases	-	0.02	It is the purchase of goods at market price or price compared from the bidder with price and conditions that are most beneficial to the company in which Audit Committee has considered that transactions are fair and reasonable.
39	TL	Numthip Co., Ltd.	Have common directors	Service fee	-	0.01	Service fee is the agreed-upon prices under the contract, comparable to those of other companies providing similar services. The Audit Committee, after reviewing the information, is of the opinion that the transactions were fair and reasonable.
40	TL	Pornnakorn Company Limited			-	0.01	
41	UVCE	One Bangkok Company Limited	Have common directors	Service fee	-	1.13	Service fee is the agreed-upon prices under the contract, comparable to those of other companies providing similar services. The Audit Committee, after reviewing the information, is of the opinion that the transactions were fair and reasonable.
42	PIC	Pattana Inter Holding Co.,Ltd.	Common directors with the Company's subsidiaries	Service fee	-	0.08	
Total					114.58	108.15	

(3) Loan and accrued interest payables³

Loan and accrued interest								
Lender	Borrower	Relation of lender and borrower with UV as of 30 Sep 2025	Characteristics of transaction	Total Value (million Baht)				Reasons and necessities
				Loan		Interest		
				FY 2024	FY 2025	FY 2024	FY 2025	
BGRIM	UVBGP	Lender is a major shareholder in UVBGP	Loan / Accrued Interest payables	1,792.80	2,440.80	-	-	This is considered providing of loan according to shareholding proportion with interest rates in approximate to interest rates of financial institutions in order to increase liquidity and improve financial status of borrower to be able to operate business continuously. Audit Committee had considered that such transactions were fair and reasonable
Pattana Inter Holding Co.,Ltd.	PIC	Lender is a major shareholder in PIC	Loan / Accrued Interest payables	10.00	-	-	-	
Director of subsidiary	AA	Lender is a shareholder in AA	Loan / Accrued Interest payables	11.80	7.60	-	-	
Total				1,814.60	2,448.40	-	-	

This is considered providing of loan according to shareholding proportion with interest rates in approximate to interest rates of financial institutions in order to increase liquidity and improve financial status of borrower to be able to operate business continuously. Audit Committee had considered that such transactions were fair and reasonable

³ Shareholders and/or investors can view information about the Company's related party transactions in the past 3 years from Annual Report or Form 56-1 One Report on the Company website at www.univentures.co.th.



Section 3

Business Operations and Performance

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Report of Board of Directors' Responsibility in Financial Reporting

The Board of Directors is responsible for the separate financial statements and consolidated financial statements of Univentures Public Company Limited and subsidiaries for the year ending 30 September 2025, which have been prepared in accordance with financial reporting standards and accounting practices promulgated by the Federation of Accounting Professions, with consideration of the selection of appropriate accounting policies and consistent application, with careful judgment and reasonable estimates in the preparation, and with adequate disclosure of important information in the notes to the financial statements and having been audited and given an unqualified opinion by an independent certified public accountant. The financial statements therefore reflect the financial position and operating results accurately and truly and are beneficial to shareholders and general investors. Additionally, the Board of Directors supervises the Company to review the risk management system, internal control system, internal audit, and corporate governance, ensuring their appropriateness and effectiveness in maintaining accurate, complete financial information and preventing fraud or material irregularities.

The Board of Directors has appointed the Audit Committee, which consists of independent directors, to supervise and be responsible for reviewing accounting policies, the quality of financial reports, the appropriateness and adequacy of the internal control system, internal auditing, and risk management systems, as well as considering related party transactions that may cause conflicts of interest, whether they are normal business transactions or necessary and reasonable transactions to support the Company's normal business. The terms of the related party transactions are in accordance with normal trading conditions and market prices (fair and arm's length basis), ensuring compliance with relevant laws and regulations and disclosing information on related party transactions in a complete, sufficient, and appropriate manner. The Audit Committee's opinions appear in Report of Audit Committee in this Form 56-1 One Report.

The Board of Directors is of the opinion that the internal control system, internal audit system, risk management system and corporate governance of the Company and its subsidiaries are appropriate, sufficient, and able to provide reasonable assurance that the Company's separate financial statements and the consolidated financial statements of the Company and subsidiaries for the year ended 30 September 2025, have shown the financial position, performance, and cash flow accurately and, in essence, with credibility according to financial reporting standards according to generally accepted accounting principles. The auditor (KPMG Phoomchai Audit Ltd.) has audited and express an opinion in the auditor's report, as shown in this 56-1 One Report.



Ms. Potjanee Thanavarant
Chairman of Board of Directors



KPMG Phoomchai Audit Ltd.
50th Floor, Empire Tower
1 South Sathorn Road, Yannawa
Sathorn, Bangkok 10120, Thailand
Tel +66 2677 2000
Fax +66 2677 2222
Website home.kpmg/th

บริษัท เคพีเอ็มจี ภูมิไชย สหพันธ์บัญชี จำกัด
ชั้น 50 เอ็มไพร์ทาวเวอร์
1 ถนนสาทรใต้ แขวงยานนาวา
เขตสาทร กรุงเทพฯ 10120
โทร +66 2677 2000
แฟกซ์ +66 2677 2222
เว็บไซต์ home.kpmg/th

Independent Auditor's Report

To the Shareholders of Univentures Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Univentures Public Company Limited and its subsidiaries (the "Group") and of Univentures Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 30 September 2025, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 30 September 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.



Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of real estate development for sale	
Refer to Notes 4 and 11 to the consolidated financial statements.	
The key audit matter	How the matter was addressed in the audit
Real estate development for sale, which principally comprise the Group's real estate completed and real estate under development, are stated at the lower of cost and net realisable value. The Group carries out an analysis of the net realisable value of real estate development for sale at each reporting date, which is dependent upon the group's estimate of forecast selling prices. As such uncertainty in these forecasts can impact the assessment over the carrying value of real estate development for sale. Future selling prices are dependent on market conditions. The real estate development for sale is a significant balance in the consolidated financial statements and involves significant judgement by management in making these estimates. Consequently, this is an area of focus in my audit.	The audit procedures in this area included the following: - gaining an understanding and assessing the process of the estimation of net realisable value of real estate development for sale and testing the Group's controls by checking approvals over setting, reviewing and updating selling price and recording of costs; - evaluating the appropriateness of the Group's forecast sales prices by comparing the forecast sales price to sales prices achieved; - evaluating the adequacy of the financial statements disclosures in accordance with Thai Financial Reporting Standards.



Impairment of property, plant and equipment, goodwill and other intangible assets in the consolidated financial statements and investments in subsidiaries in the separate financial statements	
Refer to Notes 4, 16, 17 and 18 to the consolidated financial statements and Note 13 to the separate financial statements.	
The key audit matter	How the matter was addressed in the audit
The Group has significant property, plant and equipment, goodwill and other intangible assets in the consolidated financial statements and investments in subsidiaries in the separate financial statements. The Group has performed impairment testing of cash generating unit to which goodwill belong on annual basis. Business operation of indirect subsidiaries did not reach targets. The management considered this factor indicator of impairment of property, plant and equipment, other intangible assets and investments in subsidiaries. The management determined an impairment of these assets by estimating the recoverable amount from a discounted cash flow projection. Any shortfall of the recoverable amounts against the carrying amounts would be recognised as impairment losses. Due to the materiality of carrying value of certain assets and significant judgement required in determining the key assumptions to estimate the recoverable amount, I considered this as a key audit matter.	The audit procedures in this area included the following: - gaining an understanding and assessing the process related to the determining of impairment indicators, cash-generating units and the estimated recoverable amount, including the preparation of discounted future cash flow; - testing the estimating of the recoverable amount of the assets prepared by the management; - evaluating the key assumptions used by management based on internal and external information, operational plans and historical data analysis; - evaluating the sensitivity of key assumptions used in the estimation of future cash flows in order to evaluate the effects to the recoverable amount; and - evaluating the adequacy of the financial statements disclosures in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report the fact. I have nothing to report in this regard.



Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in blue ink that reads 'Kanokorn P.'.

(Kanokorn Phooripanyawanit)
Certified Public Accountant
Registration No. 10512

KPMG Phoomchai Audit Ltd.
Bangkok
24 November 2025

Enclosure

Enclosure 1	Information of Directors, Executives, Controlling Person, Financial Controller, Accounting Controller and Company Secretary
Enclosure 2	Details of Directors of Subsidiaries
Enclosure 3	Information of Head of Internal Audit and Head of Compliance
Enclosure 4	Assets Used in Business Operations and Details of Asset Appraisal
Enclosure 5	Policy and Practice of Corporate Governance and Code of Business Ethics
Enclosure 6	Report of Audit Committee

GRI Standards Index

Enclosure 1 Information of Directors, Executives, Controlling Person, Financial Controller, Accounting Controller and Company Secretary

1 Information of Directors



Ms. Potjanee Thanavarant

Age	79 years
Nationality	Thai
Position	Chairman of Board of Directors Member of Audit Committee Chairman of Remuneration and Nomination Committee
Director Type	Independent Director
First appointment date	18 July 2007
Tenure	18 years 2 months

Education:

- Master of Business Administration, Syracuse University, USA (USAID Scholarship)
- Bachelor of Accountancy, Chulalongkorn University
- Degree from National Defense College, Class 42
- Certificate of Advanced Course in General Insurance, Swiss Insurance Training Center, Switzerland (Swiss Re Scholarship)
- Certificate of Advanced Management Program, Australian Management College, Australia (COLOMBO Scholarship)
- Certificate of Executive Development Program Class 18, Office of the Civil Service Commission
- Certificate of Top Executive Program Class 8, Capital Market Academy
- Certificate of Top Executive Program in Commerce and Trade Class 3, Commerce Academy
- Certificate of Advanced Security Management Program Class 2, The National Defense College Association of Thailand

Attended the training course held by Thai Institute of Directors Association (IOD):

- Risk Management Program for Corporate Leaders (RCL 25/2021)
- Director Leadership Certification Program (DLCP 0/2021)
- Board Nomination and Compensation Program (BNCP 11/2021)
- Driving Company Success with IT Governance (ITG 2/2016)
- Director Certification Program Update (DCPU 1/2014)
- Anti-Corruption for Executive Program (ACEP 7/2013)
- Advanced Audit Committee Program (AACP 10/2013)
- Financial Institutions Governance Program (FGP 2/2011)
- Audit Committee Program (ACP 32/2010)
- Role of the Compensation Committee Program (RCC 4/2007)
- Role of the Chairman Program (RCP 13/2006)
- Director Certification Program (DCP 17/2002)

Other training courses:

- Boardroom Excellence: "A Key to Corporate Excellence"
- Hot Issues for Directors: "The Evolving Role of AC in Fostering Trust and Transparency"
- Director's Briefing 4/2025: "ESG Risk Mitigation, What Directors Need to Know Before Risks Become a Turning Point for the Organization"
- Seminar: "Preventing, Suppressing, and Reducing Inappropriate Behavior in Listed Companies: What You Need to Know About Internal Control Systems for Governance"
- SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence
- National Director Conference 2024 : Sustainable Future: The Board as a Catalyst for Value
- Dinner Talk 2024: Neurosciences and Leadership Achieving Boardroom Wellness
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Board Director Programme, The Cambridge - Earth on Board
- Listed Entity Director (LED) - Environmental, Social and Governance Essential, Singapore Institute of Directors
- 2022 AC Seminar : Amid the Global Economic Crisis Caused by Epidemic, War, Energy and Inflation. How Should Businesses Adjust their Strategies to Keep with the World, Survive the Crisis and Grow Sustainably?
- Business Future Series (BFS 3), Singapore Institute of Directors
- IOD National Director Conference 2018 "Rising Above Disruptions: A Call for Action"
- Audit Committee Forum 2017: The Audit Committee's Role in Compliance and Ethical Culture Oversight

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

BKI Holdings Plc	
22 Sep 2023 - Present	Independent Director/ Audit Committee
Berli Jucker Plc	
27 Mar 2023 - Present	Chairman of Audit Committee
14 Nov 2017 - Present	Independent Director
Thai Reinsurance Plc	
Jul 2020 - Present	Chairman of Audit Committee
Apr 2014 - Jul 2020	Audit Committee
May 2007 - Present	Independent Director

Position in non-listed companies

Thai Beverage Plc	
26 Nov 2021 - Present	Chairman of Audit Committee Chairman of Sustainability and Risk Management Committee Lead Independent Director Nomination Committee Audit Committee Independent Director
1 Feb 2019 - Present	
31 Jan 2018 - Present	
Mae Fah Luang University	
18 Aug 2022 - Present	Chairman of Risk Management Committee
27 Feb 2018 - Present	Distinguished University Council Members
Bangkok Insurance Plc	
Apr 2007 - Present	Independent Director/ Audit Committee
Office of the Council of State	
Oct 2006 - Present	Member of Council of State

Experience in other listed companies

Bank of Ayudhya Plc	
Apr 2012 - 28 April 2022	Chairman of Audit Committee
Apr 2010 - 28 April 2022	Independent Director/ Audit Committee
Big C Supercenter Plc	
May 2016 - Nov 2017	Chairman of Audit Committee
Apr 2016 - Nov 2017	Independent Director
Berli Jucker Plc	
14 Nov 2017 - 26 Mar 2023	Chairman of Risk Management Committee
Jun 2009 - Mar 2016	Independent Director
Thai Reinsurance Plc	
Jun 2012 - Apr 2014	Nomination and Remuneration Committee

Experience in non-listed companies

Office of the National Anti-Corruption Commission	
20 Mar 2020 - 19 Mar 2024	Chairman of Audit and Evaluation Committee
Oishi Group Plc	
May 2014 - 18 Nov 2023	Chairman of Remuneration Committee Chairman of Corporate Governance Committee Independent Director/ Audit Committee
Feb 2009 - 18 Nov 2023	
Thai Institute of Directors Association (IOD)	
Aug 2017 - 31 May 2023	Chairman of Audit Committee
Jun 2017 - 31 May 2023	Vice Chairman
May - Jun 2017	Director
Mae Fah Luang University	
18 Feb 2021 - 21 Sep 2022	Audit Committee
Thai Investors Association	
Mar 2017 - Aug 2020	Qualified Director
The Federation of Thai Insurance Organization	
2007 - Jun 2020	Qualified Member
National Reform Council	
Oct 2014 - Sep 2015	Member of National Reform Council
BJC Logistics and Warehouse Co., Ltd.	
Apr 2010 - Jul 2013	Director
Ministry of Commerce	
Nov 2008 - Mar 2013	Chairman of Public Sector Audit and Evaluation Committee
National Legislative Assembly	
Oct 2006 - Mar 2008	Vice President



Mr. Thapana Sirivadhanabhakdi

Age	50 years
Nationality	Thai
Position	1 st Vice Chairman of Board of Directors Authorized Director Chairman of Executive Committee Member of Remuneration and Nomination Committee
Director Type	Non-Executive Director
First appointment date	18 July 2007
Tenure	18 years 2 months

Education:

- Honorary Doctorate of Arts Degree in Entrepreneurship, University of the Thai Chamber of Commerce
- Honorary Doctor of Philosophy (Buddhist Studies for Development) Mahamakut Buddhist University
- Honorary Doctor of Philosophy (Environmental Science) from Kasetsart University
- Honorary Doctor of Philosophy, Faculty of Environment, Kasetsart University
- Honorary Doctorate Degree in Buddhism, Mahachulalongkornrajavidyalaya University
- Honorary Doctor Degree in Business Administration, Chiang Mai University
- Doctor of Business Administration (Business Innovation Management), Silpakorn University
- Honorary Doctor of Arts in Art and Design, Bangkok University
- Honorary Doctorate Degree in Business Administration (Management), Rajamangala University of Technology Isan
- Honorary Doctorate Degree in Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Honorary Doctorate Degree in Science Degree (Logistics Management), King Mongkut's Institute of Technology Ladkrabang
- Honorary Doctoral Degree of Arts, Rajamangala University of Technology Phra Nakhon
- Honorary Doctoral Degree in Hospitality, Rajamangala University of Technology Krungthep
- Honorary Doctoral Degree in Community Development, Chiang Mai Rajabhat University
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management, Suan Sunandha Rajabhat University
- Honorary Doctoral Degree of Philosophy in General Management, Ramkhamhaeng University
- Master of Science Administration in Financial Economics, Boston University, USA
- Bachelor of Business Administration (Finance), Boston University, USA

Attended the training course held by Thai Institute of Directors Association (IOD):

- Director Accreditation Program (DAP 10/2004)

Other training courses:

- ESG Governance and Structure for Sustainability Programme, Singapore Institute of Directors
- Board Director Programme, The Cambridge - Earth on Board
- Diploma, The National Defence Education (Class 66/2023), National Defence College of Thailand

% of shareholding in UV, including the shareholding of spouse and minor children:

Indirectly hold shares in UV through Adelfos Company Limited and Siribhadditham Company Limited, which hold shares in UV together 1,267,532,605 shares (66.30%). Mr.Thapana Sirivadhanabhakdi holds 50.00% of Adelfos Company Limited shares and Adelfos Company Limited holds 99.98% of Siribhadditham Company Limited shares.

Family relationship among directors/executives:

A brother of Mr. Panote Sirivadhanabhakdi who is Director, Vice Chairman of Board of Directors, 2nd Vice Chairman of Executive Committee, Member of Remuneration and Nomination Committee and Member of Corporate Governance Committee of the Company.

Illegal record in the past 10 years: None

Working experience during the past 5 years:**Position in other listed companies**

Berli Jucker Plc	
Apr 2025 - Present	1st Vice Chairman Chairman of Executive Committee
The Siam Cement Plc	
Jun 2020 - Present	Independent Director
Thai Group Holdings Plc	
Jul 2022 - Present	Vice Chairman
Jul 2018 - Present	Director
Amarin Corporations Plc	
Nov 2017 - Present	Vice Chairman Chairman of Executive Committee

Position in non-listed companies

International Food Holding Co., Ltd.	
Sep 2025 - Present	Chairman
Charoenwannapat Limited	
Sep 2025 - Present	Director
Sattha Sub 9 Co., Ltd.	
Jun 2025 - Present	Director
Charoen Sin Tawee Wattana Co., Ltd.	
Jun 2025 - Present	Director
Charoen Sook Wananun Co., Ltd.	
Jun 2025 - Present	Director
Charoen Num Sub 1 Co., Ltd.	
Jun 2025 - Present	Director
Big C Supercenter Plc	
Apr 2025 - Present	Vice Chairman Chairman of Executive Committee
Fraser and Neave, Limited	
Jan 2025 - Present	Vice Chairman Chairman of Executive Committee
Feb 2013 - Present	Director
Thai Beverage Plc	
Jun 2024 - Present	1st Vice Chairman of Executive Committee Group Chief Executive Officer
Jun 2005 - Present	Sustainability and Risk Management Committee
Feb 2004 - Present	Executive Committee
Oct 2003 - Present	Director
Sustainability Expo Company Limited	
Apr 2024 - Present	Chairman
Foods Group Company Limited	
Apr 2024 - Present	Chairman
ThaiBev HC Development Co., Ltd.	
Oct 2023 - Present	Director

SpiritsCo Limited	
Sep 2023 - Present	Chairman
International Beverage Holdings (New Zealand) Limited	
Sep 2023 - Present	Chairman
Fraser's Property Limited	
Aug 2023 - Present	Chairman of Executive Committee
Jan 2023 - Present	Director
The C Canvas Co., Ltd.	
Jul 2023 - Present	Director
Cambodia Breweries Pte. Ltd.	
Apr 2023 - Present	Director
ThaiBev Co., Ltd.	
Dec 2022 - Present	Director
VietBev Company Limited	
Jul 2022 - Present	Chairman
Super Food Brands Company Pte. Ltd.	
Apr 2022 - Present	Director
Chang Beer Company Limited	
Feb 2022 - Present	Chairman
Beer Thai (1991) Plc	
Jan 2022 - Present	Chairman
Apr 2004 - Present	Director
Bistro Asia Co., Ltd.	
Oct 2021 - Present	Chairman
SCG Chemicals Plc	
Aug 2021 - Present	Independent Director
Chang Corporation Company Limited	
Jul 2021 - Present	Director
South East Asia Logistics Pte. Ltd.	
Jun 2021 - Present	Chairman
Asia Breweries Limited	
May 2021 - Present	Director
Siam Breweries Limited	
May 2021 - Present	Director
Food and Beverage United Co., Ltd.	
Oct 2020 - Present	Director
BeerCo Training Co., Ltd.	
Apr 2019 - Present	Chairman
BeerCo Limited	
Dec 2019 - Present	Vice Chairman
Red Bull Distillery Group of Companies	
Jun 2018 - Present	Chairman
Tspace Digital Company Limited	
Mar 2018 - Present	Director
Rurak Samakkee Social Enterprise (Thailand) Co., Ltd.	
Apr 2016 - Present	Director

Times Publishing Limited	
Mar 2013 - Present	Vice Chairman
InterBev Investment Limited	
Nov 2012 - Present	Director
Plantheon Company Limited	
Sep 2011 - Present	Director
Adelfos Company Limited	
Jul 2007 - Present	Director
International Beverage Holdings Limited	
Sep 2003 - Present	1st Vice Chairman President
TCC Group of Companies	
Present	Director

Experience in other listed companies: None**Experience in non-listed companies**

Sermasuk Plc	
Mar 2015 - Jan 2025	3 rd Vice Chairman
Jan 2017 - Dec 2024	Chairman of Executive Committee
Thai Beverage Plc	
Jan 2008 - Jun 2024	President and CEO
Oct 2016 - Aug 2022	Chief Center of Excellence Chief Beer Product Group
Oct 2018 - Sep 2020	Director
Oct 2003 - Jan 2008	Executive Vice President
Southeast Life Insurance Plc	
Jan 2008 - Sep 2022	Vice Chairman
Southeast Capital Co., Ltd.	
Jan 2008 - Sep 2022	Vice Chairman
Southeast Insurance Plc	
Jan 2008 - Jan 2022	Vice Chairman
Beer Thai (1991) Plc	
Feb 2018 - Jan 2022	Vice Chairman
Feb 2018 - Dec 2021	Chairman of Executive Committee
Apr 2004 - Feb 2018	Vice Chairman of Executive Committee
Golden Land Property Development Plc	
Apr 2013 - Feb 2020	Director
Oishi Group Plc	
Feb 2011 - Feb 2020	Chairman of Executive Committee
Jan 2006 - Feb 2020	Vice Chairman
TCC Holding (2519) Company Limited	
May 2015 - Feb 2020	Director
GMM Channel Holding Company Limited	
2019 - 2022	Chairman
Dec 2018 - Nov 2020	Director
2017 - 2019	Executive Chairman



Mr. Panote Sirivadhanabhakdi

Age	48 years
Nationality	Thai
Position	2 nd Vice Chairman of Board of Directors Authorized Director Vice Chairman of Executive Committee Member of Remuneration and Nomination Committee Member of Corporate Governance Committee
Director Type	Non-Executive Director
First appointment date	18 July 2007
Tenure	18 years 2 months

Education:

- Master of Science in Analysis, Design and Management of Information System, the London School of Economics and Political Science, UK
- Bachelor of Science in Manufacturing Engineering, Boston University, USA

Attended the training course held by Thai Institute of Directors Association (IOD):

- Director Certification Program (DCP 46/2004)
- Director Accreditation Program (DAP 10/2004)
- Finance for Non-Finance Directors (FND 10/2004)

Other training courses:

- ESG Governance and Structure for Sustainability Programme, Singapore Institute of Directors
- Senior Executive Development Course of the Royal Thai Police Office, Fiscal Year 2024
- Board Director Programme, The Cambridge - Earth on Board

% of shareholding in UV, including the shareholding of spouse and minor children:

Indirectly hold shares in UV through Adelfos Company Limited and Siribhakhitham Company Limited, which hold shares in UV together 1,267,532,605 shares (66.30%). Mr. Panote Sirivadhanabhakdi holds 50.00% of Adelfos Company Limited shares and Adelfos Company Limited holds 99.98% of Siribhakhitham Company Limited shares.

Family relationship among directors/executives:

A brother of Mr. Thapana Sirivadhanabhakdi who is Director, 1st Vice Chairman of Board of Directors, Chairman of Executive Committee and Member of Remuneration and Nomination Committee of Company.

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Frasers Property (Thailand) Plc	
Jan 2023 - Present	Vice Chairman
Jan 2017 - Present	Director
	Chairman of Executive Committee
	Compensation and Nomination Committee
Frasers Property Limited	
2016 - Present	Group CEO
2013 - Present	Director
Thai Beverage Plc	
2007 - Present	Director

Position in non-listed companies

TCC X Company Limited	
2024 - Present	Director
T Fertilizer Corporation Company Limited	
2024 - Present	Director
Baanbong Vetchakij Company Limited	
2023 - Present	Director
Araya Land Development Company Limited	
2022 - Present	Director
Sirivadhanabhakdi Company Limited	
2022 - Present	Director
Frasers Property Corporate Services (Thailand) Company Limited.	
2021 - Present	Director
National Gallery Singapore	
2021 - Present	Director
Siribhakhitham Company Limited	
2021 - Present	Director
Quantum Innovation Company Limited	
2021 - Present	Director
Norm Company Limited	
2019 - Present	Director
Frasers Assets Company Limited	
2018 - Present	Director
Quantum Trading Company Limited	
2018 - Present	Director
NY Property Development Company Limited	
2018 - Present	Director
Kasemsuiri Company Limited	
2018 - Present	Director
Bhakdivattana Company Limited	
2017 - Present	Director
Asian Capital Company Limited	
2016 - Present	Director
Vadhanabhakdi Company Limited	
2016 - Present	Director
Kasemsuabhakdi Company Limited	
2016 - Present	Director

Frasers Property (UK) Limited	
2016 - Present	Director
Frasers Logistics & Commercial Asset Management Pte Ltd. (Manager of Frasers Logistics & Commercial Trust)	
2016 - Present	Director
Frasers Property Holding (Thailand) Company Limited	
2015 - Present	Director
One Bangkok Company Limited	
2014 - Present	Director
Frasers Hospitality Asset Management Pte Ltd. (Manager of Frasers Hospitality Real Estate Investment Trust)	
2014 - Present	Director
Frasers Hospitality Trust Management Pte Ltd. (Manager of Frasers Hospitality Business Trust)	
2014 - Present	Director
Lakeview Golf and Yacht Club Company Limited	
2014 - Present	Director
TCC Assets (Thailand) Company Limited	
2013 - Present	Director
Golden Land Property Development Plc	
2012 - Present	Chairman
SMJC Development Co., Ltd.	
2012 - Present	Director
T.C.C. Technology Company Limited	
2011 - Present	Director
TCC Exhibition and Convention Center Company Limited	
2011 - Present	Director
N.C.C. Exhibition Organizer Company Limited	
2011 - Present	Director
N.C.C. Management and Development Company Limited	
2011 - Present	Director
N.C.C. Image Co., Ltd.	
2011 - Present	Director
F & B International Company Limited	
2011 - Present	Director
Chiva-Som International Health Resorts Company Limited	
2010 - Present	Director
The Cha-Am Yatch Club Hotel Company Limited	
2009 - Present	Director
Adelfos Company Limited	
2007 - Present	Director
Cristalla Company Limited	
2006 - Present	Director
Plantheon Company Limited	
2006 - Present	Director
Thai Beverage Plc Group (17 companies)	
Present	Director

Experience in other listed companies

Frasers Property (Thailand) Plc	
2017 - Jan 2024	Risk Management Committee
Siam Food Products Plc	
2007 - 2017	Director
	Executive Committee
Berli Jucker Plc	
2005 - 2017	Director
	Executive Committee
Univentures Plc	
2013 - 2016	Chief Executive Officer

Experience in non-listed companies

T Fertilizer Corporation Company Limited	
2019 - 2023	Director
Terragro Fertilizer Company Limited	
2018 - 2023	Director
Quantum Capital Development Company Limited	
2015 - 2022	Director
Golden Land Property Development Plc	
2012 - 2021	Vice Chairman
	Chairman of Executive Committee
	Compensation and Nominating Committee
Frasers Property Commercial Asset Management (Thailand) Company Limited	
2015 - 2020	Director
TCC Holdings (2519) Company Limited	
2015 - 2020	Director



Mr. Nararat Limnararat

Age	67 years
Nationality	Thai
Position	3 rd Vice Chairman of Board of Directors Member of Executive Committee Member of Remuneration and Nomination Committee
Director Type	Non-Executive Director
First appointment date	9 December 2005
Tenure	19 years 9 months

Education:

- Master of Business Administration Finance, Cornell University, New York, USA
- Bachelor of Economics (First Class Honors and Gold Medal Award), Chulalongkorn University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Risk Management Committee Program (RMP 1/2013)
- The Executive Director Course (EDC 1/2012)
- Monitoring the system of Internal Control and Risk Management (MIR 13/2012)
- Role of the Nomination and Governance Committee (RNG 2/2012)
- Audit Committee Program (ACP 35/2011)
- DCP Refresher Course (5/2007)
- Finance for Non-Finance Director (FN 1/2003)
- Director Certification Program (DCP 2000)

Other training courses:

- Audit Committee Forum 2014 : Internal Audit Topics for Audit Committee Consideration

% of shareholding in UV, including the shareholding of spouse and minor children:
0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:**Position in other listed companies****Amarin Corporations Plc**

2017 - Present	Director
	Vice Chairman of Executive Committee
	Nomination and Remuneration Committee
	Corporate Governance Committee

Position in non-listed companies**AME Imaginative Co., Ltd.**

18 Jun 2024 - Present	Director
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Sirivadhanabhakdi Co., Ltd.

2022 - Present	Director
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Amarin Television Co.,Ltd

2024 - Present	Chairman
2021 - 2023	Director
2018 - Present	Chairman of Executive Committee

Talent Management Co.,Ltd.

Apr 2566 - Present	Executive Committee
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Tspace Digital Company Limited

2018 - Present	Director
	Executive Committee

Amarin Book Center Co.,Ltd.

2018 - Present	Chairman
	Chairman of Executive Committee

T.C.C. Technology Co., Ltd.

2018 - Present	Director
	1 st Vice Chairman of Executive Committee

Amarin Omniverse Company Limited

2018 - Present	Chairman
	Vice Chairman of Executive Committee

Times Publishing Limited

2018 - Present	Director
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Adelfos Company Limited

2018 - Present	3 rd Vice Chairman of Executive Committee
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Univenture BGP Co., Ltd.

2016 - Present	Director
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Samosorn Khun Thong Kum Co., Ltd.

2012 - Present	Director
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Experience in other listed companies

None

Experience in non-listed companies**Asia Asset Management Limited**

1998 - 15 Aug 2024	Director
	President

N. Ratanarai Co., Ltd.

2002 - 29 Feb 2024	Director
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Tarad Dot Com Group Company Limited

2018 - Feb 2021	Chairman of Executive Committee
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Pay Solutions Co.,Ltd.

2018 - Feb 2021	Director
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Capital Link Credit Foncier Limited.

2014 - Jan 2021	Independent Director
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Capital Link Holding Limited

2014 - Jan 2021	Director
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A-Times Media Co.,Ltd.

2018 - Nov 2020	Director
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GMM TV Co.,Ltd.

2018 - Nov 2020	Director
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GMM Channel Co.,Ltd.

2018 - Nov 2020	Director
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GMM Studios International Company Limited

2018 - Nov 2020	Director
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Change 2018 Company Limited

2018 - Nov 2020	Director
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GMM Media Plc

2018 - Nov 2020	Director
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GMM Channel Holding Company Limited

2018 - Nov 2020	Vice Chairman
2017 - 30 Nov 2020	Executive Committee
	Director

Talent Management Co.,Ltd.

Sep 2019 - Dec 2019	Director
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Tarad Dot Com Group Company Limited

2018 - 2019	Director
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Capital Link Credit Foncier Limited

2015 - 2019	Audit Committee
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Terabyte Net Solution Plc

2012 - 2017	Independent Director
	Audit Committee

Market for Alternative Investment

2010 - 2013	Advisory
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The Stock Exchange of Thailand

2010 - 2013	Nomination and Development of Listed Company Subcommittee
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Mr. Suwit Chindasanguan

Age	72 years
Nationality	Thai
Position	Director Chairman of Audit Committee Member of Corporate Governance Committee
Director Type	Independent Director
First appointment date	13 October 2003
Tenure	21 years 11 months

Education:

- Master of Sciences (Economics), Kasetsart University
- Bachelor of Sciences (Economics), Kasetsart University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RTF 12/2023) : The Business Case and Ethics of AI: A Board's Imperative
- Director Leadership Certification Program (DLCP 0/2021)
- Board Nomination and Compensation Program (BNCP 9/2020)
- Ethical Leadership Program (ELP 1/2015)
- Director Certification Program Update (DCPU 1/2014)
- Risk Management Committee Program (RMP 1/2013)
- Role of the Nomination and Governance Committee (RNG 2/2012)
- Advance Audit Committee Program (AACP 4/2011)
- Monitoring the System of Internal Control and Risk Management (MIR 9/2010)
- Monitoring the Internal Audit Function (MIA 8/2010)
- Monitoring Fraud Risk Management (MFM 4/2010)
- Successful Formulation & Execution of Strategy (SFE 8/2010)
- Monitoring the Quality Financial Report (MFR 6/2008)
- Role of the Chairman Program (RCP 18/2008)
- Role of Compensation Committee Program (RCC 1/2006)
- Improving the Quality of Financial Reporting (QFR 2/2006)
- Audit Committee Program (ACP 4/2005)
- Director Certification Program (DCP 44/2004)
- Director Accreditation Program (DAP 14/2004)

Other training courses:

- Seminar on "Insight in SET: ID & AC Focus: Knowing the facts for sustainable growth in the capital market"
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Independent Director Forum 2024 "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business"
- National Director Conference 2024 : Sustainable Future - The Board as a Catalyst for Value
- Dinner Talk 2024: Neurosciences and Leadership Achieving Boardroom Wellness
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Audit Committee Forum : ESG Priorities - Key consideration for Audit Committee
- Independence Director Forum: Whose role is it to prevent corruption in the organization?
- Engaging Board in ESG : The Path to Effective Sustainability
- THE WISDOM Investment Forum: Wealth in Challenging World, Analyzing the Overall Economy of the World and Thailand in 2023
- 2022 AC Seminar : Amid the Global Economic Crisis Caused by Epidemic, War, Energy and Inflation. How Should Businesses Adjust their Strategies to Keep with the World, Survive the Crisis and Grow Sustainably?
- Facilitator Day1/2022 "Peace with Inner Power: Interactive Workshop for More Effective Facilitation Techniques"
- Seminar on "Checking Readiness for Enforcement of Personal Data Protection Laws"
- Seminar on "Company Secretary Forum 2019: Role of the Company Secretary in Shaping Corporate Culture"
- Seminar on "COSO ERM 2017 TALK: Enterprise Risk Management Integrating with Strategy and Performance"
- Seminar on "TDPG 2.0 Building Trust with Data Protection"
- Seminar on "Introduction to Law and Office of the Personal Data Protection Commission PDPA - Privacy for All"
- Seminar on "Audit Committee Forum 2019: Strategic Audit Committee: Beyond Figure and Compliance"
- IOD Chairman Forum 2019 "Successful Corporate Culture Change: from Policy to Practices"
- Audit Committee Forum 2019 "Robotic Process Automation - Next Generation Workforce"
- The SET Seminar 2019 "How to Transform Your Business to Become an Exponential Company in a Digital Era"

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Amarin Corporations Plc

Nov 2017 - Present	Chairman of Corporate Governance Committee Independent Director Audit Committee Nomination and Remuneration Committee
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Position in non-listed companies

Serm Suk Plc

8 Jan 2025 - Present	Audit Committee
20 Dec 2024 - Present	Independent Director

Wide Wi Max Co., Ltd.

2005 - Present	Chairman
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Experience in other listed companies

SIS Distribution (Thailand) Plc

2003 - Dec 2017	Chairman Independent Director Audit Committee Chairman of Corporate Governance Committee
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Experience in non-listed companies

Legal Execution Department, Ministry of Justice

May 2021 - 2025	Director considers the planner and the rehabilitation plan administrator
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Capital Link Credit Foncier Limited

Aug 2018 - May 2021	Chairman of Audit Committee Independent Director Nomination and Remuneration Committee
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Internet Solution & Service Provider Co., Ltd.

2011 - Dec 2017	Chairman
2012 - 2016	Director considers the planner and the rehabilitation plan administrator



Assoc. Prof. Tithiphan Chuerboonchai

Age	73 years
Nationality	Thai
Position	Director Member of Audit Committee Chairman of Corporate Governance Committee
Director Type	Independent Director
First appointment date	27 June 2016
Tenure	9 years 3 months

Education:

- Master of Business Administration, Thammasat University
- Master of Laws (LL.M.), Harvard Law School, USA
- Barrister-at-Law, The Institute of Thai Bar Association
- Bachelor of Laws (First Class Honors), Chulalongkorn University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RFP 14/2024)
- Subsidiary Governance Program (SGP 9/2024)
- Refreshment Training Program (RFP 7/2022)
- Financial Statement for Directors (FSD 40/2019)
- Risk Management Program for Corporate Leaders (RCL16/2019)
- Advance Audit Committee Program (AACP 32/2019)
- Financial Institutions Governance Program (FGP 3/2011)
- Director Certification Program (DCP 2000)

Other training courses:

- SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Independence Director Forum: Whose role is it to prevent corruption in the organization?
- Seminar on "Checking readiness for enforcement of Personal Data Protection Laws"
- Seminar on "Audit Committee Forum 2019: Fraud Risk Management - Using Data Analytics to Prevent and Detect Fraud"
- Seminar on "Roles of Executives to Establishing Corruption Protection Mechanism"
- Seminar on "Corporate Responsibilities and Practices in Anti - Corruption"

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Indara Insurance Plc

1 May 2023 - Present	Chairman of Board of Directors
	Independent Director

Frasers Property (Thailand) Plc

8 Jan 2024 - Present	Sustainability and Risk Management Committee
25 Jan 2019 - Present	Independent Director Chairman of Audit Committee

Asset World Corp Plc

Sep 2018 - Present	Independent Director Risk Management Committee Corporate Governance and Sustainability Committee
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Position in non-listed companies

Big C Supercenter Plc

15 May 2024 - Present	Risk Management Committee
23 Apr 2024 - Present	Independent Director

Chulalongkorn University

18 Jun 2020 - Present	Honorary Members of University Council
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Experience in other listed companies

Frasers Property (Thailand) Plc

25 Jan 2019 - 7 Jan 2024	Corporate Governance and Sustainable Development Committee Risk Management Committee Nomination Committee
2019 - 2021	Independent Director
Apr 2017 - 24 Jan 2019	Audit Committee

Siam City Bank Plc

2010 - 2013	Independent Director Audit Committee
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Experience in Non-Listed Companies

United Overseas Bank (Thai) Plc

2016 - 17 Nov 2025	Independent Director
Apr 2023 - 31 Oct 2025	Chairman of Nomination and Remuneration Committee Audit Committee Chairman of Audit Committee Nomination and Remuneration Committee
Aug 2018 - Apr 2023	

Big C Retail Corporation Plc

31 July 2023 - 10 May 2024	Risk Management Committee
15 Mar 2023 - 10 May 2024	Independent Director

BJC Logistics and Warehouse Co., Ltd.

16 Dec 2022 - 15 Mar 2023	Director
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TSFC Securities Plc

2009 - 2019	Independent Director Audit Committee
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C&C International Venture Co., Ltd.

2010 - 2019	Director
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Faculty of Law, Chulalongkorn University

1995 - 2018	Director, Research Center for Law and Development Dean
2001 - 2009	Vice Dean
2000 - 2001	Professor
1978 - 2013	



Mr. Sithichai Chaikriangkrai

Age	71 years
Nationality	Thai
Position	Director Authorized Director Member of Executive Committee
Director Type	Non-Executive Director
First appointment date	18 July 2007
Tenure	18 years 2 months

Education:

- Mini MBA, Leadership Management, Kasetsart University
- Bachelor of Accountancy (First Class Honors), Thammasat University
- Diploma in Computer Management, Chulalongkorn University

Attended the training course held by Thai Institute of Directors Association (IOD):

- DCP Refresher Course (2/2006)
- Director Certification Program (DCP 26/2003)

Other training courses:

- Board Director Programme, The Cambridge - Earth on Board

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Thai Group Holding Plc	
Jul 2022 - Present	Risk Oversight Committee Nomination and Remuneration Committee
Apr 2022 - Present	Transformation Committee
Mar 2022 - Present	Director Vice Chairman of Executive Committee

Position in non-listed companies

Serm Suk Plc	
Jan 2025 - Present	Audit Committee 2nd Vice Chairman
Sep 2011 - Present	Director
Thai Beverage Plc	
Jun 2024 - Present	4 th Vice Chairman of Executive Committee
Jun 2005 - Present	Sustainability and Risk Management Committee
Feb 2005 - Present	Executive Committee
Oct 2003 - Present	Director
N.C.C. Management and Development Co., Ltd.	
May 2024 - Present	Director
Aurora Bloom Capital Pte. Ltd.	
May 2024 - Present	Director
Honor Harmony Holding Group Pte. Ltd.	
May 2024 - Present	Director
Oishi Holding Company Limited	
Apr 2024 - Present	Director
One Bangkok Company Limited	
Feb 2024 - Present	Director
Kasemsubsir Co., Ltd.	
Feb 2024 - Present	Director
TCC X Co., Ltd.	
Feb 2024 - Present	Director

TCC Assets (Thailand) Co., Ltd.	
Present	Director
Oishi Group Plc	
Feb 2024 - Present	Audit Committee
Nov 2023 - Present	1 st Vice Chairman
Jan 2006 - Present	Director
Cambodia Breweries Pte. Ltd.	
Apr 2023 - Present	กรรมการ
South East Asia Logistics Pte. Ltd.	
Jun 2021 - Present	Director
Asia Breweries Limited	
May 2021 - Present	Director
Siam Breweries Limited	
May 2021 - Present	Director
Thai Breweries Limited	
May 2021 - Present	Director
Chang Beer Company Limited	
Oct 2020 - Present	Director
BeerCo Limited	
Dec 2019 - Present	Director
Food and Beverage Holding Company Limited	
Mar 2019 - Present	ปฎิบัติงาน Director
Fraser and Neave, Limited	
Feb 2013 - Present	Director
Petform (Thailand) Company Limited	
Aug 2012 - Present	Director
Eastern Seaboard Industrial Estate (Rayong) Co., Ltd.	
Sep 2007 - Present	Director
Siam Food Products Plc	
Apr 2007 - Present	Director
TCC Assets (Thailand) Company Limited	
Present	Director

Experience in other listed companies

Frasers Property (Thailand) Plc	
Dec 2019 - Aug 2025	Director Executive Committee
Asset World Corp Plc	
Sep 2018 - Aug 2025	Director Executive Committee Risk Management Committee Corporate Governance and Sustainability Committee
Berli Jucker Plc	
Dec 2001 - Aug 2025	Director Executive Committee Chairman of the Investment Committee Risk Management Committee

Experience in non-listed companies

T Fertilizer Corporation Co., Ltd.	
Jan 2024 - Sep 2025	Director
Big C Supercenter Plc	
Jun 2024 - Aug 2025	Executive Committee
May 2024 - Aug 2025	Risk Management Committee
Apr 2024 - Aug 2025	Director
Frasers Property Limited	
Aug 2013 - Aug 2025	Director
Frasers Property Commercial Asset Management (Thailand) Company Limited	
2015 - Aug 2025	Director
Thai Beverage Plc	
Aug 2022 - Jun 2024	Senior Executive Vice President, Chief Investment Officer
Oct 2016 - Sep 2022	Director and Senior Executive Vice President, Group CFO
May 2010 - Sep 2016	Director and Executive Vice President
Oct 2003 - May 2010	Director and Senior Vice President
Golden Land Property Development Plc	
Dec 2012 - Nov 2020	Director Executive Committee



Mr. Worawat Srisa-an

Age	53 years
Nationality	Thai
Position	Director Authorized Director Member of Executive Committee Member of Corporate Governance Committee
Director Type	Non-Executive Director
First appointment date	14 May 2013
Tenure	12 years 4 months

Education:

- Master of Urban Planning, Columbia University, USA
- Bachelor of Architecture, Illinois Institute of Technology, USA

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RFP 14/2024)
- Board Nomination and Compensation Program (BNCP 8/2019)
- Financial Statement for Directors (FSD 28/2015)
- Successful Formulation & Executive of Strategy (SFE 20/2014)
- Director Certification Program (DCP 186/2014)

Working experience during the past 5 years:

Position in other listed companies

Stonehenge Inter Plc	
Aug 2016 - Present	Director Executive Committee Nomination and Remuneration Committee

Position in non-listed companies

One Content Store Co., Ltd.	
4 Dec 2024 - Present	Director
Art & Creative Solutions Company Limited	
1 Oct 2024 - Present	Director
NocNoc Choice Company Limited	
1 Jan 2025 - Present	Director
BetterBe Marketplace Company Limited	
1 Jan 2025 - Present	Director
OBM Joint Venture Co., Ltd.	
21 Jun 2024 - Present	Director
The Forum Co., Ltd.	
25 Apr 2024 - Present	Director
TCC X Co., Ltd.	
1 Feb 2024 - Present	Director
Must Be Company Limited	
Oct 2022 - Present	Director
Bangkok Smart DCS Co., Ltd.	
Aug 2022 - Present	Director
Bangkok Smart Power Co., Ltd.	
Aug 2022 - Present	Director
Frasers Property Management Services Co., Ltd.	
Oct 2021 - Present	Director
One Bangkok Holdings Company Limited	
Apr 2021 - Present	Director
Kasemsubsiri Co., Ltd.	
Dec 2020 - Present	Director
Frasers Property Holdings (Thailand) Company Limited	
Oct 2020 - Present	Deputy Chief Executive Officer
Lertrattakarn Property Development Co.,Ltd.	
Oct 2019 - Present	Director
Univenture Capital One Co.,Ltd.	
Dec 2018 - Present	Director
AheadAll Co.,Ltd.	
Nov 2017 - Present	Director
Connexion Co., Ltd.	
Jan 2017 - Present	Director

Other training courses:

- Executive Program, Capital Market Academy (CMA), Class 17/2013
- Executive Development Course, Royal Thai Police (Combined Course)

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Univentures Consulting Co., Ltd.

2016 - Present	Director
Lertrattakarn Co., Ltd.	
2013 - Present	Director
ESCO Ventures Co., Ltd.	
2013 - Present	Director
Grand Unity Development Co., Ltd.	
2013 - Present	Director
Grand U Living Co., Ltd.	
2013 - Present	Director
Univentures Asset Management Co., Ltd.	
2013 - Present	Director
Thai-Lysaght Co., Ltd.	
2013 - Present	Director
Forward System Co., Ltd.	
2013 - Present	Director

Experience in other listed companies

Univentures Plc	
14 May 2013 - 30 Sep 2020	President

Experience in non-listed companies

Quantum Media Company Limited	
Apr 2022 - Sep 2025	Director
PPTC Company Limited	
Dec 2021 - 7 Dec 2022	Director
UVBGP Clean Energy Co., Ltd.	
May 2022 - 6 Dec 2022	Director
Eastern Cogeneration Company Limited	
Dec 2021 - 6 Dec 2022	Director
SSUT Company Limited	
Dec 2021 - 6 Dec 2022	Director
Thassiri Co., Ltd.	
Dec 2021 - 6 Dec 2022	Director
STC Energy Co., Ltd.	
Dec 2021 - 6 Dec 2022	Director
APEX Energy Solution Co., Ltd.	
Dec 2021 - 6 Dec 2022	Director
Univenture BGP Co., Ltd	
2013 - 24 Nov 2022	Director
LRK Development Co., Ltd.	
Jul 2017 - 30 Sep 2021	Director



Mr. Khumpol Poonsonee

Age	54 years
Nationality	Thai
Position	Director and President Authorized Director Member of Executive Committee Chairman of Sustainability and Risk Management Committee
Director Type	Executive Director
First appointment date	25 January 2021
Tenure	4 years 8 months

Education:

- Master of Business Administration, University of Newcastle upon Tyne, UK
- Bachelor of Science Program in Agricultural Economics, Kasetsart University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Company Secretary Program (CSP 63/2015)
- Director Certification Program (DCP 185/2014)
- Risk Management Committee Program (RMP 4/2014)
- Director Accreditation Program (DAP 87/2011)

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Other training courses:

- Executive Program, Capital Market Academy (CMA), Class 24/2017
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Sustainability Insights: Executive Exchange Series No.2 - People Management for Sustainability
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Training course "Organizational Risk Management According to International Standard"
- The 12th Academic Seminar on High-Level Executive Programs of 6 Institutes
- "Leadership Forum: Sustainability for Prosperity and Stability"

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Amarin Corporations Plc	
Mar 2017 - Present	Director Executive Committee
Stonehenge Inter Plc	
Aug 2016 - Present	Director Executive Committee

Position in non-listed companies

One Content Store Co., Ltd.	
4 Dec 2024 - Present	Director
Coffee At One Co., Ltd.	
6 Nov 2024 - Present	Director
The Spoon Co., Ltd.	
22 Aug 2024 - Present	Director
Have Another Good Dream Co., Ltd.	
12 Jul 2024 - Present	Director
AME Imaginative Co., Ltd.	
18 Jun 2024 - Present	Director
The Forum Co., Ltd.	
25 Apr 2024 - Present	Director
Sirivadhanabhakdi Co., Ltd.	
Aug 2022 - Present	Director
Money Mine Company Limited	
Jun 2022 - Present	Director
UVBGP Clean Energy Co., Ltd.	
May 2022 - Present	Director
N.C.C. Management and Development Co., Ltd.	
April 2022 - Present	Executive Committee
Stonehenge Inter Venture Co., Ltd.	
Jan 2022 - Present	Director Executive Committee
Eastern Cogeneration Company Limited	
Dec 2021 - Present	Director
PPTC Company Limited	
Dec 2021 - Present	Director
SSUT Company Limited	
Dec 2021 - Present	Director
TAC Energy Co., Ltd.	
Dec 2021 - Present	Director
Siribhakditham Company Limited	
Nov 2021 - Present	Director
Quantum Trading Company Limited	
Nov 2021 - Present	Director
Patana Intercool Co., Ltd.	
Oct 2021 - Present	Director
Quantum Innovation Co., Ltd.	
Sep 2021 - Present	Director
Univenture Capital One Co., Ltd.	
Apr 2021 - Present	Director
Thai-Lysaght Co., Ltd.	
Oct 2020 - Present	Director
Thai-Zinc Oxide Co., Ltd.	
Oct 2020 - Present	Director
Grand Unity Development Co., Ltd.	
Oct 2020 - Present	Director
Forward System Co., Ltd.	
Oct 2020 - Present	Director
Sense Property Management Co., Ltd.	
Oct 2020 - Present	Director
Grand U Living Co., Ltd.	
Oct 2020 - Present	Director
Connexion Co., Ltd.	
Oct 2020 - Present	Director

Univentures Asset Management Co., Ltd.

Oct 2020 - Present	Director
ESCO Ventures Co., Ltd.	
Oct 2020 - Present	Director
F&B International Co., Ltd.	
May 2020 - Present	Executive Committee
Apr 2020 - Present	Director
N.C.C. Image Co., Ltd.	
May 2020 - Present	Executive Committee
Apr 2020 - Present	Director
N.C.C. Exhibition Organizer Co., Ltd.	
May 2020 - Present	Executive Committee
Apr 2020 - Present	Director
Lertrattakarn Property Development Co., Ltd.	
Oct 2019 - Present	Director
T Space Digital Co., Ltd.	
Sep 2018 - Present	Executive Committee
Adelfos Company Limited	
Sep 2020 - Present	Executive Committee
TCC Assets (Thailand) Co., Ltd.	
Aug 2020 - Present	Executive Committee
Amarin Book Center Co., Ltd.	
Jun 2018 - Present	Director Vice Chairman of Executive Committee

Amarin Television Co., Ltd.

May 2018 - Present	Vice Chairman of Executive Committee
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NY Property Development Co., Ltd.

Jan 2018 - Present	Director
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Univentures Consulting Co., Ltd.

Dec 2017 - Present	Director
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AheadAll Co., Ltd.

Dec 2017 - Present	Director
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Amarin Omniverse Co., Ltd.

Nov 2017 - Present	Director Executive Committee
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Vadhanabhakdi Company Limited

Nov 2016 - Present	Director
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Univenture BGP Co., Ltd.

2016 - Present	Director
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Lertrattakarn Co., Ltd.

2016 - Present	Director
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Cathay Asset Management Co., Ltd.

2002 - Present	Director
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Experience in other listed companies

Amarin Corporations Plc	
2018 - 31 Dec 2023	Sustainability and Risk Management Committee
Univentures Plc	
Dec 2016 - 30 Sep 2020	Executive Vice President - Investment and Business Development
2008 - 2012	Senior Vice President - Business Development

Experience in non-listed companies

Amarin Television Co., Ltd.	
Feb 2017 - Feb 2024	Director
Thassiri Co., Ltd.	
Dec 2021 - 22 Sep 2023	Director
STC Energy Co., Ltd.	
Dec 2021 - 22 Sep 2023	Director
APEX Energy Solution Co., Ltd.	
Dec 2021 - 22 Sep 2023	Director

Siridamrongdham Company Limited

Apr 2017 - 2021	Director
LRK Development Co., Ltd.	
Jul 2017 - 30 Sep 2021	Director
Pay Solution Co., Ltd.	
Jul 2018 - Feb 2021	Director
Tarad Dot Com Group Co., Ltd.	
Jul 2018 - Feb 2021	Vice Chairman of Executive Committee

A-Time Media Co., Ltd.

Sep 2018 - Nov 2020	Director
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GMM TV Co., Ltd.

Sep 2018 - Nov 2020	Director
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GMM Studios International Co., Ltd.

Sep 2018 - Nov 2020	Director
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GMM Channel Holding Co., Ltd.

Aug 2018 - Nov 2020	Executive Committee
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Change 2018 Co., Ltd.

Apr 2018 - Nov 2020	Director
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GMM Media Plc

Jan 2018 - Nov 2020	Director
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Univentures Consulting Co., Ltd.

2016 - Oct 2020	Managing Director
2007 - 2013	Director/ Managing Director

Golden Land Property Development Plc

Feb 2013 - Sep 2020	Executive Committee
2013 - Nov 2015	Risk Management Committee Company Secretary Executive Vice President - Business Development

Golden Land Residence Co., Ltd.

2013 - 30 Sep 2020	Director
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Golden Habitation Co., Ltd.

2013 - 30 Sep 2020	Director
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Golden Land (Mayfair) Co., Ltd.

2013 - 30 Sep 2020	Director
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Golden Land Polo Ltd.

2013 - 30 Sep 2020	Director
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Golden Property Services Co., Ltd.

2013 - 30 Sep 2020	Director
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Grand Mayfair Co., Ltd.

2013 - 30 Sep 2020	Director
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Grand Paradise Property Co., Ltd.

2013 - 30 Sep 2020	Director
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MSGI Property Co., Ltd.

2013 - 30 Sep 2020	Director
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Narayana Pavilion Co., Ltd.

2013 - 30 Sep 2020	Director
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North Sathorn Realty Co., Ltd.

2013 - 30 Sep 2020	Director
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Ritz Village Co., Ltd.

2013 - 30 Sep 2020	Director
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Sathorn Supsin Company Limited

2013 - 30 Sep 2020	Director
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Sathorn Thong Co., Ltd.

2013 - 30 Sep 2020	Director
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United Homes Co., Ltd.

2013 - 30 Sep 2020	Director
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Walker Homes Co., Ltd.

2013 - 30 Sep 2020	Director
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2 Information of Executives (Top 4 executives after President)



Mr. Bundit Muangsornkeaw

Age 56 years

Position Senior Executive Vice President - Budget, Finance and Accounting
Member of Sustainability and Risk Management Committee

First appointment date 1 March 2021

Education:

- Master of Business Administration, Chulalongkorn University
- Bachelor of Business Administration (Accounting & Finance), University of the Thai Chamber of Commerce

Attended the training course held by Thai Institute of Directors Association (IOD):

- Board Reporting Program (BRP 38/2021)
- Successful Formulation & Execution of Strategy (SFE 34/2021)
- Risk Management Program for Corporate Leaders (RCL 13/2018)
- Director Certification Program (DCP 252/2018)

Other training courses:

- TLCA CFO Professional Development Program No. 8/2025: "Three Lines of Defense Model and the CFO's Work"
- TLCA CFO Professional Development Program No. 7/2025: "Financial Reporting Standards on Sustainability Disclosure: IFRS S1 / IFRS S2"
- TLCA CFO Professional Development Program No. 5/2025: "Accounting System Planning"
- Seminar on "TFRS16 2025: Principles, Issues, and Solutions"
- Seminar on "Getting to Know FTSE Russell ESG Scores: Similarities and/or Differences from Other Sustainability Indices (SET ESG Rating, DJSI, MSCI)"
- Seminar on "Blueprint for Growth: From Strategy to Business Plan and Unlocking Value"
- TLCA CFO Professional Development Program No. 4/2025: "Financial Reporting Standards Related to Climate Change (Climate-Related Risks)"
- TLCA CFO Professional Development Program No. 3/2025: "Update on Accounting Standards Coming into Effect (IFRS 18, IFRS 19)"
- TLCA CFO Professional Development Program No. 2/2025: "Digital Asset: Utility" Token"
- Seminar on "TFRS 18 (Principle and Practice)"
- TLCA CFO Professional Development Program No. 1/2025 "Economic Update for CFOs"
- Seminar on "Governance and Risk Management for Using AI"
- Seminar on "Consolidated Financial Statements: Principles, Preparation, and Issues"
- Seminar on "Green Reporting"
- Seminar on "Transforming One Report with IFRS S Integration: Impacts and Preparation for Listed Companies"
- Seminar on "Improving the Criteria for Material Transactions and Related Party Transactions for Listed Companies"
- TLCA Executive Development Program (EDP) 2024
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- TLCA CFO Professional Development Program No.5/2024 "ESG Bond: Issuance of Sustainable Bonds"
- Aspiring Directors 3/2024 : Fighting Fit - Approach to Balancing Life and Work - TFRS 2025
- TLCA CFO Professional Development Program No.4/2024 "Accounting Standards Related to Issuance of ESG Securities"
- TLCA CFO Professional Development Program No.3/2024 " Tax Governance"
- TLCA CFO Professional Development Program No.2/2024 "Economic Update for CFO"
- TLCA CFO Professional Development Program No.1/2024 "Guidelines for Improving the Quality of Financial Reports of Listed Companies"
- Corporate Value Enhancement via Risk Management
- CYBER VISION 2024: Adapt - Sustain - Breakthrough
- Director Briefing 1/2024 : ESG Integration for Sustainable Business Success
- Seminar on "Prevention, Warning, and Suppression of Inappropriate Behavior of Listed Companies"
- Aspiring Directors 1/2024 : Transformation - Aiming for Sustainability with Mindful Leadership
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future

% of shareholding in UV, including the shareholding of spouse and minor children:
0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

Stonehenge Inter Plc

Aug 2016 - Present Director
Executive Committee

Position in non-listed companies

Binh Duong Energy Solutions Company Limited

Jul 2023 - Present Director

Sustainable Clean Energy Company Limited

Jul 2023 - Present Director

Binh Duong Smart Solar Company Limited

Jul 2023 - Present Director

UVBGP Vietnam Company Limited

Jul 2023 - Present Director

UVBGP Clean Energy Co., Ltd.

May 2022 - Present Director

Eastern Cogeneration Company Limited

Dec 2021 - Present Director

PPTC Company Limited

Dec 2021 - Present Director

SSUT Company Limited

Dec 2021 - Present Director

TAC Energy Co., Ltd.

Dec 2021 - Present Director

Patana Intercool Co.,Ltd.

Oct 2021 - Present Director

Stonehenge Inter Venture Co.,Ltd.

Mar 2020 - Present Director

Lertrattakarn Property Development Co.,Ltd.

Oct 2019 - Present Director

Univenture Capital One Co.,Ltd.

Dec 2018 - Present Director

AheadAll Co.,Ltd.

Nov 2017 - Present Director

Connexion Co., Ltd.

Jan 2017 - Present Director

Sense Property Management Co., Ltd.

Jan 2017 - Present Director

Univentures Consulting Co., Ltd.

2016 - Present Director

Lertrattakarn Co., Ltd.

2016 - Present Director

ESCO Ventures Co., Ltd.

2016 - Present Director

Grand Unity Development Co., Ltd.

2016 - Present Director

Grand U Living Co., Ltd.

2016 - Present Director

Univenture BGP Co., Ltd.

2016 - Present Director

Univentures Asset Management Co., Ltd.

2016 - Present Director

Thai-Lysaght Co., Ltd.

2016 - Present Director

Thai-Zinc Oxide Co., Ltd

2016 - Present Director

Forward System Co., Ltd.

2016 - Present Director

Experience in other listed companies

Univentures Plc

Apr 2015 - Feb 2021 Executive Vice President -
Financial Budgeting and Accounting

Bumrungrad Hospital Plc

Jul 2003 - Dec 2014 Manager - Accounting and Finance
Department

Experience in non-listed companies

Thassiri Co., Ltd.

Dec 2021 - 22 Sep 2023 Director

STC Energy Co., Ltd.

Dec 2021 - 22 Sep 2023 Director

APEX Energy Solution Co., Ltd.

Dec 2021 - 22 Sep 2023 Director

LRK Development Co., Ltd.

Jul 2017 - 30 Sep 2021 Director



Mrs. Karnsuda Sansuthi

Age 55 years
Position Senior Executive Vice President
Business Development & Corporate Strategic
Member of Sustainability and Risk Management Committee
First appointment date 15 February 2023

Education:

- Master Degree of Business Administration Financial Management, The National Institute of Development Administration
- Bachelor of Accountancy, Chulalongkorn University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RFP 11/2023) Joint Venture Governance
- Advance Audit Committee Program (AACP 37/2020)
- Director Certificate Program (DCP 199/2015)

Other training courses:

- Seminar on "Summary of Key Points and Guidelines for Improving Criteria to Enhance Sustainability Disclosure in Accordance with ISSB Standards"
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Financial Advisor Course No. 1/2024, Association of Securities Companies of Thailand
- Director Briefing 1/2024 : ESG Integration for Sustainable Business Success
- Prevention, Warning, and Suppression of Inappropriate Behavior of Listed Companies
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Director's Briefing 6/2023 : Sustainability Trends in Business Across Industries
- TLCA CFO Professional Development Program Seminar No. 2/2023 "Risk Management for CFOs"
- Seminar on "Company Directors and Executives and ESG Risk Management"

% of shareholding in UV, including the shareholding of spouse and minor children:
0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:**Position in other listed companies**

Stonehenge Inter Plc	
26 Jan 2023 - Present	Director Executive Committee Corporate Governance and Social Activities for Sustainable Development Committee

Position in non-listed companies

The Forum Co., Ltd	
25 Apr 2024 - Present	Director
Univentures Consulting Co., Ltd.	
30 Nov 2023 - Present	Director
Stonehenge Inter Venture Co., Ltd.	
26 Jan 2023 - Present	Director
Tada Entertainment Co., Ltd.	
Present	Director

Experience in other listed companies

KCG Corporation Plc	
Jan 2021 - 14 Feb 2023	Chief Financial Officer
GMM Grammy Plc	
Jan 2016 - Jan 2021	Chief Financial Officer

Experience in non-listed companies

None



Mr. Korntawat Kingngoen

Age 60 years
Position Executive Vice President - Business Units
Member of Sustainability and Risk Management Committee
First appointment date 14 March 2016

Education:

- Bachelor of Finance, University of the Thai Chamber of Commerce

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RFP 11/2023) Joint Venture Governance
- Director Accreditation Program (DAP 145/2018)
- How to Develop a Risk Management Plan (HRP 14/2017)
- Ethical Leadership Program (ELP 6/2016)
- Director Certification Program (DCP 71/2006)

Other training courses:

- KU CARE Class One - 2nd Generation The Change-Agent Readiness Executive Program
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Aspiring Directors 3/2024 : Fighting Fit - Approach to Balancing Life and Work
- Online Director Briefing 1/2024: ESG Integration for Sustainable Business Success
- Aspiring Directors 1/2024 : Transformation - Aiming for Sustainability with Mindful Leadership
- iBusiness Forum 2024 : Reshaping Thailand for a Sustainable Future
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Independence Director Forum: Whose role is it to prevent corruption in the organization?
- Seminar on "Governance System for Fraud Detection"
- Seminar on "Accelerating Smart & Sustainable Manufacturing"
- Seminar on "Company Directors and Executives and ESG risk management"
- Training on "Organizational Risk Management According to International Standard"
- Seminar on "Checking readiness for enforcement of Personal Data Protection Laws"

% of shareholding in UV, including the shareholding of spouse and minor children:
0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:**Position in other listed companies**

None

Position in non-listed companies

Sense Property Management Co., Ltd.	
1 Dec 2023 - Present	Director
UVBGP Clean Energy Co., Ltd.	
May 2022 - Present	Director
SSUT Company Limited	
Dec 2021 - Present	Director
AheadAll Co., Ltd.	
Nov 2017 - Present	Director
Thai - Zinc Oxide Co., Ltd.	
Present	Director
Forward System Co., Ltd.	
Present	Director
ESCO Venture Co., Ltd.	
2016 - Present	Director
Thai - Lysaght Co., Ltd.	
2016 - Present	Director

Experience in other listed companies

None

Experience in non-listed companies

M M K T Co., Ltd.	
May 2013 - 9 Aug 2023	Director
Thai - Lysaght Co., Ltd.	
2003 - 2016	Managing Director



Mrs. Monta Lekhawattana

Age 61 years
 Position Executive Vice President - Corporate Services
 Member of Sustainability and Risk Management Committee
 First appointment date 1 March 2021

Education:

- Bachelor of Arts, English Major, Ramkhamhaeng University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Subsidiary Governance Program (SGP 14/2025)
- Financial Statements for Directors (FSD 53/2024)
- Director Certification Program (DCP 318/2022)
- Risk Management Program for Corporate Leaders (RCL 26/2022)

Other training courses:

- Company Secretary Forum 2024: "Board Advisors: The Key Role of Company Secretaries"
- Seminar on "Driving Value Creation Forward"
- Seminar on "Lessons Learned from ESG Risks"
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- Dinner Talk 2024: Neurosciences and Leadership : Achieving Boardroom Wellness
- Director Forum 1/2024: Holistic Health Trends for Directors: Maximizing Performance through Mind-Body Wellness
- Corporate Value Enhancement via Risk Management
- Director Briefing 1/2024: ESG Integration for Sustainable Business Success
- Sustainability Insights: Executive Exchange Series No.2 - People Management for Sustainability
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Seminar on "COSO-ERM 2017 Enterprise Risk Management"
- Independence Director Forum: Whose role is it to prevent corruption in the organization?
- Training on "Management Science for Executives" Class 10, Faculty of Public Administration, National Institute of Development Administration
- Director Forum: Engaging Board in ESG: The Path to Effective Sustainability
- Company Visit : Fostering innovative culture at Sea (Thailand)
- Seminar on "AI: Recent and Future Evolution"
- Director Briefing 4/2023: Building a Cyber-Resilient Board: Strategies for Effective Cybersecurity Oversight
- Seminar on "Trends, Opportunities and Challenges in ESG"
- Director's Briefing 2/2023: How Planet and People Lead to Profit Series
- Director's Briefing 14/2022: APEC 2022 "Open. Connect. Balance.": Outcomes and Challenges for the Future of Thai Business
- Training on "Organizational Risk Management According to International Standard"

% of shareholding in UV, including the shareholding of spouse and minor children:

0.00% (0 share)

Family relationship among directors/executives: None**Illegal record in the past 10 years:** None**Working experience during the past 5 years:****Position in other listed companies**

None

Position in non-listed companies**Eastern Cogeneration Company Limited**

Dec 2021 - Present Director

SSUT Company Limited

Dec 2021 - Present Director

Grand Unity Development Co., Ltd.

Dec 2021 - Present Director

Grand U Living Co., Ltd.

Dec 2021 - Present Director

Lertrattakarn Co., Ltd.

Dec 2021 - Present Director

Lertrattakarn Property Development Co., Ltd.

Dec 2021 - Present Director

Univentures Consulting Co., Ltd.

Dec 2021 - Present Director

Univentures Asset Management Co., Ltd.

Dec 2021 - Present Director

Sense Property Management Co., Ltd.

Dec 2021 - Present Director

Connexion Co., Ltd.

Dec 2021 - Present Director

Univenture Capital One Co., Ltd.

Dec 2021 - Present Director

Experience in other listed companies**Univentures Plc**

2010 - Feb 2021 Vice President - Support Function

Experience in non-listed companies**Thassiri Co., Ltd.**

Dec 2021 - 22 Sep 2023 Director

STC Energy Co., Ltd.

Dec 2021 - 22 Sep 2023 Director

APEX Energy Solution Co., Ltd.

Dec 2021 - 22 Sep 2023 Director

3 Information of the person assigned to take the highest responsibility in accounting and finance

The person assigned to take the highest responsibility in accounting and finance is Mr. Bundit Muangsornkeaw, Senior Executive Vice President - Budget, Finance and Accounting, details of which appear in Clause 2. above.

4 Information of the person assigned to take direct responsibility for accounting supervision



Miss Chutima Thunyasub

Age 41 years

Position Senior Vice President of Accounting Department Accountant

First appointment date 1 July 2026

Education:

- Bachelor of Accounting (Second Class Honors), Kasetsart University

Attended the training course held by Thai Institute of Directors Association (IOD):
None

Other training courses:

- TLCA CFO Professional Development Program No. 8/2025: "Three Lines of Defense Model and the CFO's Work"
- TLCA CFO Professional Development Program No. 7/2025: "Financial Reporting Standards on Sustainability Disclosure: IFRS S1 / IFRS S2"
- Training on "TFRS 18"
- Training on "ESG in Accounting: Key Factors for Sustainable Business Practices and Their Impact on Accountants"
- TLCA CFO Professional Development Program No. 5/2025: "Accounting System Design"
- TLCA CFO Professional Development Program No. 4/2025: "Financial Reporting Standards Related to Climate Change (Climate-Related Risks)"
- TLCA CFO Professional Development Program No. 3/2025: "Update on Accounting Standards Coming into Effect (IFRS 18 and IFRS 19)"
- ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information
- TLCA CFO Professional Development Program No.4/2024 "Accounting Standards Related to Issuance of ESG Securities"
- TLCA CFO Professional Development Program No.3/2024 "Tax Governance"
- TLCA CFO Professional Development Program No.1/2024 "Guidelines for Improving the Quality of Financial Reports of Listed Companies"
- Sustainability Insights: Executive Exchange Series No.2 - People Management for Sustainability
- Sustainability Insights: Executive Exchange Series No.1 - ESG in Actions for a Sustainable and Responsible Future
- Training on "2025 Deferred Tax and the Impact of International Tax Reform - Pillar 2 Model Rules"
- Training on "Taxation of EV Charging Station Business and EV Charger Sales or Installation Service Business"
- Training on "TFRS for PAEs"
- Training on "Interesting Accounting, Taxes, and Laws in 2023"
- TLCA CFO Professional Development Program Seminar No. 7/2023 "Economic Update for CFO"
- Webinars on "TFRS16 Discussion and Differences between Accounting and Taxes"
- Webinars on "Launching the Master Plan for Accounting System Planning"
- Training on "Accounting for Risk Prevention Tools in 2023 (PAEs and NPAEs)"

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

None

Position in non-listed companies

None

Experience in other listed companies

Univentures Plc

Jul 2020 - Dec 2024	Vice President of Accounting Department
Jan - Jun 2020	Acting Vice President of Accounting Department
2017 – 2019	Assistant Vice President of Accounting Department
2015 - 2016	Senior Manager of Accounting Department

Experience in non-listed companies

EY Office Co., Ltd.

2007 - 2014	Manager of Audit Department
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5 Information of Company Secretary



Mr. Pornchai Katejinakul

Age 65 years

Position Senior Vice President of Internal Audit and Compliance
Company Secretary
Data Protection Officer
Secretary of Audit Committee
Secretary of Corporate Governance Committee
Secretary of Executive Committee

First appointment date 1 January 2023

Education:

- Master of Business Administration, Ramkhamhaeng University
- Bachelor of Business Administration (Accounting), Ramkhamhaeng University

Attended the training course held by Thai Institute of Directors Association (IOD):

- Refreshment Training Program (RFP 11/2023) Joint Venture Governance
- Refreshment Training Program (RFP 10/2023) Conflicts of Interest and Connected Transactions: Guidelines to Build Confidence in the Performance of Company Secretary's Duties
- Corruption Risk and Control Workshop (CRC 1/2019)
- Anti-Corruption: The Practical Guide (ACPG 48/2019)
- Director Accreditation Program (DAP 145/2018)
- Company Reporting Program (CRP 16/2016)
- Board Reporting Program (BRP 21/2016)
- Effective Minutes Taking (EMT 36/2016)
- Company Secretary Program (CSP 61/2015)
- Corporate Governance for Executives (CGE 2/2014)
- Anti-Corruption: The Practical Guide (ACPG 11/2014)

Other training courses:

- Training on "CS Knowledge Sharing 4/2025: Preparing the Invitation to the Shareholders' Meeting"
- Training on RIC Knowledge Sharing 3/2025: Disclosure of Risk Information in Accordance with IFRS S1 and IFRS S2 in Form 56-1 One Report-S"
- Training on "CS Knowledge Sharing 3/2025: Best Practices in Director Remuneration"
- Seminar on "AI-Powered Internal Control: Building a Robust Business Defense"
- Revolutionizing Internal Control with AI: Building a Robust Business Defense
- Special Event 1/2025: Elevating Boardroom Success with New Evaluation Services from Thai IOD
- Training on "The Duties of Personal Data Controllers, Personal Data Processors, Personal Data Protection Officers, Employees, Contractors"
- Training on "Anti-Corruption Internal Audit, Class 1/2025"
- Seminar on "Global Internal Audit Standard - Applying to the Organizational"
- Seminar on "ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information"
- Seminar on "Roles and Duties of AC, IA and CFO to Enhance Corporate Governance"
- PDPA International Conference 2024: Key Global Trends in Data Privacy
- Seminar on "Insight in SET: Knowing All About Growth and Sustainability in the Capital Market" No.2/2024
- Seminar on "Roles and Duties of Company Secretary"
- Sustainability Insights: Executive Exchange No.2 - People Management for Sustainability

- Sustainability Insights: Executive Exchange No.1 - ESG in Actions for a Sustainable and Responsible Future
- Seminar on "Roles of Personal Data Protection Officers and Personal Data Protection"
- Training on "Personal Data Protection Law for Processors"
- Seminar on "Role of Personal Data Protection Officer and Protection of Personal Data"
- Seminar Company Secretary Forum 2023: The Role of the Company Secretary in Driving ESG
- Seminar on "ESG Risk Management, Challenges in Practice"
- Seminar on "Company Directors and Executives and ESG Risk Management"
- Seminar on "Cyber Vision 2023: Identify and Protect: Keys to a Secure Future"
- Seminar on "Roles and Duties of Directors and Executives of Listed Company"
- Seminar on "Board Meeting Techniques"
- Training on "Personal Data Protection Laws for Information Technology (PDPA for IT Management), Class 13"

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies

None

Position in non-listed companies

None

Experience in other listed companies

Univentures Plc

26 Mar 2012 - 31 Dec 2022 Vice President of Internal Audit Department

Experience in non-listed companies

Thai Beverage Plc

2005 - 2012 Assistant Vice President (Acting) of Internal Audit Department

Oishi Group Plc

2000 - 2004 Audit Manager

Remark Duties and responsibilities of Company Secretary appears in Section 2, Clause 7.6 "Other Significant Information".

Enclosure 2 Details of Directors of Subsidiaries

	Ms. Pojanee Thanavarant	Mr. Thapana Sirivadhanabhakdi	Mr. Panote Sirivadhanabhakdi	Mr. Nararat Limmarat	Mr. Suwit Chindasanguan	Assoc.Prof. Tithiphan Chueboonchai	Mr. Sithichai Chaikriangkrai	Mr. Worawat Srisa-an	Mr. Khumpol Poonsonee	Mr. Bundit Muangsomkeaw	Mrs. Karnsuda Sansuthi	Mr. Komtawat Kingnogen	Mrs. Monta Lekhawattana
UV	X	/	/	/	/	/	/	/	/, //, O	//, O	//, O	//, O	//, O
GRAND UNITY	-	-	-	-	-	-	-	X	/	/	-	-	/
GUL	-	-	-	-	-	-	-	/	/	/	-	-	/
LRK	-	-	-	-	-	-	-	/	/	/	-	-	/
LRKP	-	-	-	-	-	-	-	/	/	/	-	-	/
UVAM	-	-	-	-	-	-	-	/	/	/	-	-	/
SENSES	-	-	-	-	-	-	-	-	/	/	-	/	/
CONNEXT	-	-	-	-	-	-	-	/	/	/	-	-	/
FS	-	-	-	-	-	-	-	/	/	/	-	/	-
AA	-	-	-	-	-	-	-	/	/	/	-	/	-
TL	-	-	-	-	-	-	-	/	/	/	-	/	-
TZ	-	-	-	-	-	-	-	-	/	/	-	/	-
UVC	-	-	-	-	-	-	-	/	/	/	/	-	/
STI	-	-	-	-	-	-	-	/	/	/	/	-	-
STH	-	-	-	-	-	-	-	-	-	-	-	-	-
STV	-	-	-	-	-	-	-	-	/	/	/	-	-
AEC	-	-	-	-	-	-	-	-	-	-	-	-	-
EV	-	-	-	-	-	-	-	/	/	/	-	/	-
EEL	-	-	-	-	-	-	-	-	-	-	-	-	-
UVCAP1	-	-	-	-	-	-	-	/	/	/	-	-	/
PIC	-	-	-	-	-	-	-	-	X	/	-	-	-
UVBGP	-	-	-	X	-	-	-	-	/	/	-	-	-
E-COGEN	-	-	-	-	-	-	-	-	/	/	-	-	/
TAC	-	-	-	-	-	-	-	-	/	/	-	-	-
SSUT	-	-	-	-	-	-	-	-	/	/	-	/	/
PPTC	-	-	-	-	-	-	-	-	/	/	-	-	-
UVCE	-	-	-	-	-	-	-	-	/	/	-	/	-
BDE	-	-	-	-	-	-	-	-	-	/	-	-	-
SCE	-	-	-	-	-	-	-	-	-	/	-	-	-
BDS	-	-	-	-	-	-	-	-	-	/	-	-	-
UVBV	-	-	-	-	-	-	-	-	-	/	-	-	-
AGP	-	-	-	-	-	-	-	-	-	-	-	-	-

Remark X = Chairman of Board of Directors, / = Director, // = Executive Director, /// = Executives according to the definition of the SEC, O = Executives, Vice President of Department and above

UV	Univentures Public Company Limited	FS	Forward System Company Limited	AEC	Asian Engineering Consultants Corp., Ltd.	SSUT	SSUT Company Limited
GRAND UNITY	Grand Unity Development Company Limited	AA	AheadAll Company Limited	UVCAP1	Univenture Capital One Company Limited	PPTC	PPTC Company Limited
GUL	Grand U Living Company Limited	TL	Thai-Lysaght Company Limited	PIC	Patana Intercool Co., Ltd.	UVCE	UVBGP Clean Energy Co., Ltd.
LRK	Lertrattakam Company Limited	TZ	Thai-Zinc Oxide Company Limited	EV	ESCO Venture Company Limited	BDE	Binh Duong Energy Solutions Company Limited
LRKP	Lertrattakam Property Development Company Limited	UVC	Univentures Consulting Company Limited	EEL	Excellent Energy International Company Limited	SCE	Sustainable Clean Energy Company Limited
UVAM	Univentures Asset Management Company Limited	STI	Stonehenge Inter Public Company Limited	UVBGP	Univenture BGP Company Limited	BDS	Binh Duong Smart Solar Company Limited
SENSES	Senses Property Management Company Limited	STH	Stonehenge Company Limited	E-COGEN	Eastern Cogeneration Company Limited	UVBV	UVBGP Vietnam Company Limited
CONNEXT	Connexion Company Limited	STV	Stonehenge Inter Venture Company Limited	TAC	TAC Energy Co., Ltd.	AGP	Araya Green Power Company Limited

Enclosure 3 Information of Head of Internal Audit and Head of Compliance

1. Head of Internal Audit

The person assigned to be responsible for the Company's Internal Audit is Mr. Pornchai Katejinakul, Senior Vice President of Internal Audit and Compliance. The details of head of the Internal Audit appears in Enclosure 1.

2. Head of Compliance

Ms. Sirirat Juntarapisut

Age 48 years
Position Vice President of Compliance Department
First appointment date 1 January 2020

Education:

- Bachelor of Arts Program in Journalism and Mass Communication, Thammasat University

Attended the training course held by Thai Institute of Directors Association (IOD): None

Other training courses:

- Seminar on "RIC Knowledge Sharing 3/2025: Disclosure of risk information according to IFRS S1 and IFRS S2 in Form 56-1 One Report-S"
- Seminar on "Improving Sustainability Disclosure in Accordance with International Sustainability Standards Board (ISSB Standards)"
- Seminar on "ESG in Action - ESG Global Regulations and Reporting & ESG and Impact on Financial Information"
- Seminar on "Role and Responsibilities of Company Secretary"
- Training on "IT Security Awareness"
- Seminar on "Sustainability Insights: Executive Exchange Series No. 2 - People Management for Sustainability"
- Seminar on Sustainability Insights: Executive Exchange Series No. 1 - ESG in Actions for a Sustainable and Responsible Future
- Seminar on "Preparing the Stakeholder Report and Policy on the Use of Inside Information"
- Seminar on "Sustainability Disclosure according to ISSB Standards and Linkage to 56-1 One Report"
- Seminar on "Trends, Opportunities and Challenges in ESG"
- Seminar on "Board Meeting Techniques"
- Training on "Carbon Footprint for Organization to Encourage Business Sector to Start Calculating Greenhouse Gas Emissions"
- CGR Workshop 2022 : "Clarification of CGR Project Survey Criteria in 2023"
- Seminar on "Cyber Insurance Policy, Including Risks that May Arise from PDPA"
- Training on "Introducing the Use of SET Sustainability Reporting Guide according to ESG Metrics at Basic Level and Industry Groups"
- Seminar on "Real Estate in the New ESG Reality"
- Training on "Organizational Risk Management according to International Standards"

- Seminar on "Checking Readiness for Enforcement of Personal Data Protection Laws"
- Seminar on "Sustainability, ESG and a Company's Reporting"
- Seminar on "One Report, ESG Disclosure Requirement: The Challenges Ahead"
- Training on "Preparing for Sustainability Disclosure according to One Report"
- Training on "Preparing a Greenhouse Gas Emission Report for the Sustainability of Business"
- Training on "Greenhouse Gas Reduction Policy: Opportunities, Challenges, and Assessment Methods"
- Training on "S01-S03: Corporate Sustainability Strategy"
- Training on "Sustainability Reporting Workshop : GRI Standards, Class 2"
- CGR Workshop 2019 : "Enhancing Good Corporate Governance based on CGR Scorecard"
- Sustainability Reporting Workshop 2018: "Get Started with GRI Standards"
- Financial Advisor Training Course, Investment Banking Club

% of shareholding in UV, including the shareholding of spouse and minor children: 0.00% (0 share)

Family relationship among directors/executives: None

Illegal record in the past 10 years: None

Working experience during the past 5 years:

Position in other listed companies : None

Position in non-listed companies : None

Experience in other listed companies

Univentures Plc.

Feb 2018 - 2019 Assistance Vice President of Compliance Department

Experience in non-listed companies

JayDee Partners Limited (Renamed to Jay Capital Advisory Limited)
 2006 - 2017 Vice President (last position)

Duties and Responsibilities of Compliance Department

- Support policies and objectives of the Company and top-level executives by ensuring that there is sufficient and appropriate supervision of compliance.
- Present relevant information to the management in order to control operations of UV Group to be in line with laws, regulations of related regulatory authority, and UV Group's regulations, corporate governance policy, and code of business ethics.
- Review and improve policies, rules, regulations, corporate governance policy, code of business ethics of UV Group to be in line with laws, regulations of related regulatory authority, and to be appropriate for business conditions.
- Provide consultancy related to compliance to laws, regulations of related regulatory authority, regulations, corporate governance policy and code of business ethics of UV Group.
- Disclose and organize training for corporate governance policy and code of business ethics to directors, executives, and employees for their acknowledgement, understanding, and compliance.
- Collaborate with organizations that govern companies such as the SET, the SEC, etc.
- Act as center for consolidation of laws, regulations of related regulatory authority, UV Group's regulations, corporate governance policy, and code of business ethics for directors, executives, and employees of UV Group.

Enclosure 4 Assets Used in Business Operations and Details of Asset Appraisal

Details of assets used in business operations and asset appraisal shown in Section 1, Business Operations and Performance, Clause 1.2.3 “Assets used in business operations”.

Enclosure 5 Policy and Practice of Corporate Governance and Code of Business Ethics

Policy and Practices of Corporate Governance and Code of Business Ethics of the Company in full version disclosed on the Company's website www.univentures.co.th under the topic “Corporate Governance”.



**Corporate
Governance Policy**



**Code of
Business Ethics**

Enclosure 6 Report of Audit Committee

Report of Audit Committee shown on the front of this Form 56-1 One Report under the topic “Report of Audit Committee”.

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102-8	Information on employees and other workers	128	
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102-13	Membership of associations	-	UV is a member of the Thai Chamber of Commerce and the Federation of Thai Industries.
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102-16	Values, principles, standards, and norms of behavior	17, 103, 106-115	
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102-37	Stakeholders' involvement in remuneration		
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102-40	List of stakeholder groups	57-58	
102-41	Collective bargaining agreements	-	Not applicable due to UV Group do not establish Trade Unions and have not any collective bargaining agreement with employees.
102-42	Identifying and selecting stakeholders		
102-43	Approach to stakeholder engagement	57-58	
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102-46	Defining report content and topic boundaries	55, 59-60	
102-47	List of material topics	59-60	
102-48	Restatements of information	-	No restatement
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102-50	Reporting period	-	1 October 2023 to 30 September 2024
102-51	Date of most recent report	-	1 October 2022 to 30 September 2023
102-52	Reporting cycle	-	The frequency of review is annually
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Univentures Public Company Limited
22nd floor, Park Ventures Ecoplex,
57 Wireless Road, Lumpini, Patumwan,
Bangkok 10330, Thailand
Tel: 0 2643 7100
Fax: 0 2256 0505
www.univentures.co.th

