

Sustainability Management in the Economic Dimension



Income and Expense

In 2025, the Company's revenue from sales and services decreased by THB 515.92 million, or 23.57%, compared to the same period of the previous year. This decline was primarily due to lower revenue from the Trading business group. The profit attributable to the Company's shareholders decreased by THB 102.98 million, or 39.32%, compared to the same period of the previous year, mainly as a result of lower operating performance and reduced other income.

Selling and administrative expenses decreased by THB 123.89 million, or 61.04%, compared to the same period of the previous year. This was largely due to administrative expenses related to the recognition of asset impairment and short term loan impairment provisions in the previous year. Finance costs decreased by THB 10.92 million, or 22.34%, compared to the same period of the previous year, resulting from lower interest expenses of the parent company and its subsidiaries.

Innovation and Project Investment

The UAC Group continuously gives importance in promoting and developing organizational innovation by collaborating with business partners either customers or suppliers in research and development in innovation and technology in order to create added value to products and service in order to enhance business to achieve targets and growth together according to the sustainability development in economy, social, and environment. In addition, Kaizen small group activities have been used to promote and develop organizational innovation for all employees to brainstorm and propose new things useful for the UAC Group continuously to the 5th year.

The Company promotes and supports productivity to the employees i.e., 5S activities and suggestion for work improvement (Kaizen suggestion) in small groups. The activities are organized seriously and continuously to reduce cost and waste in the work processes, to increase the overall work effectiveness, and to increase work safety. Therefore, indicators of small group activities are defined under the ESG concepts for sustainable organizational development, leading to total quality management (TQM). The employees seriously respond and participate in these activities. The activities which the Company has organized continuously are as follows.

Activities	Targets in 2025	Outcome in 2025
Area inspection score of 5S activity	>85.0 %	88.79 %
Small-group Activities	30 Projects	46 Projects

Examples of Small-group Activities

1. The UAC MT 01 team from the Mae Taeng factory presented a project titled “Sieving Filter” The motivation for this project originated from the frequent clogging of the fermented water pipelines and the separator, which directly affected the fermentation water drainage system and SIS production. The objective was to reduce maintenance requirements and ensure that the machinery can operate at 100% efficiency. Therefore, the team implemented the installation of a sieve to filter out large sediments.



Activity Results

The reduction in water usage for cleaning clogged pipes is equivalent to a total greenhouse gas reduction of 9.145 kgco2eq.

2. The Task Ninja team from the SI and BD departments presented a project titled Smart Task Management with MS Planner, aimed at centralized task monitoring and reducing paper usage.

Activity Results

The energy consumption of the Data Center has decreased, allowing the department to reduce its digital carbon footprint by approximately 4–15 kg co2eq per year.

3. The Power Man team from the PTO-A and STN-A factories installed a solar-powered water pump to reduce electricity consumption from the Provincial Electricity Authority (Before PEA).



Activity Results

- Electricity consumption for operating the water pump from the PEA grid was reduced by 100%
- The company's electricity expenses decreased.
- This initiative also promotes the use of clean energy, contributing to the reduction of greenhouse gas emissions

Project Development and Investment

Development Project

- In 2025, UAC Global Public Company Limited continued to emphasize research and innovation development to enhance product value and support sustainable business growth alongside creating value for society and the environment. The Board of Directors approved the establishment of an innovation unit under the name "UAC SYNOVA", responsible for driving the Company's research and innovation initiatives. The Company has allocated 1% of total revenue as the budget for research and innovation development.

Project Investment

- UAC Group has invested in installing rooftop solar panels to generate its own electricity using solar energy at the Burapha-A Crude Oil Production Base, the Arunothai Crude Oil Production Base, and the Saothian Power Plant. This initiative aims to reduce electricity procurement costs while also utilizing clean energy and decreasing reliance on fossil fuels.

Renewable Energy Certificate (REC) Trading Project

- UAC has registered the Saha Thai Solar Power Plant (SHT) with a production capacity of 924.56 kilowatt-peak and the Wongbundit Solar Power Plant (VBD) with a production capacity of 750.20 kilowatt peak. Both facilities generate electricity from renewable energy sources and are eligible to issue Renewable Energy Certificates (REC) under the I REC standard. These RECs can then be sold or traded commercially to corporate customers seeking to use clean energy.

In 2025, a total of 1,600 RECs were sold, amounting to 53,000 THB. The project aims to support the company's Net Zero target.