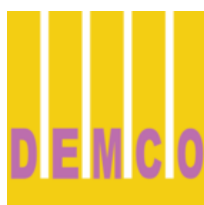




Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



DEMCO PUBLIC COMPANY LIMITED

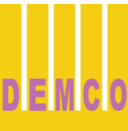
(DEMCO)

at 30 June 2026

This report was disseminated on 17/08/2026

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DEMCO PUBLIC COMPANY LIMITED

SET	CG Report :
Property & Construction / Construction Services	SET ESG Ratings: -
	Anti-Corruption Certification (CAC): Yes

Business Type

The Company operates in 5 core businesses; 1) design, construction and contract all kinds of electrical engineering works such as transmission line, substation, renewable energy power plant 2) design, construction mechanic and electrical system 3) energy conservation business 4) telecommunications 5) fabrication and distribution of steel structure for transmission Line, and billboard signs.

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	2,206.61	3,212.23	2,300.73	2,137.45
Expenses	2,118.29	3,062.77	2,856.01	2,325.51
Net Profit	12.79	-62.66	-549.93	-127.84
Balance Sheet (MB)				
Assets	5,999.19	6,695.24	6,419.19	6,961.83
Liabilities	2,392.84	3,040.06	2,831.57	2,879.77
Shareholders' Equity	3,605.83	3,654.66	3,587.10	4,081.54
Cash Flow (MB)				
Operating	-7.30	-230.22	281.96	-293.14
Investing	174.91	142.68	210.96	103.22
Financing	-258.85	132.05	-473.18	185.53
Financial Ratio				
EPS (Baht)	0.02	-0.09	-0.75	-0.18
GP Margin (%)	15.34	11.74	7.65	4.65
NP Margin (%)	0.58	-1.95	-23.90	-5.98
D/E Ratio (Times)	0.66	0.83	0.79	0.71
ROE (%)	0.35	-1.73	-14.34	-3.03
ROA (%)	1.02	0.20	-8.03	-0.78

JUMP+ Plan			
Business Plan			
Target in 2028			
Net Profit	กำไรสุทธิ 200 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Growth+ : Lean+ : Opportunity+	✓	✓	✓
Governance Plan			
1. Enhancing anti-corruption and fraud prevention efforts			
2. Enhancing whistleblowing mechanisms			
3. Strengthening emerging risk oversight practices			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			
2. Decarbonization			

Remark : This document has been prepared by the listed company for the purpose of disseminating corporate information to investors solely for their investment decision-making. The listed company does not provide any investment advice or recommendations regarding its securities. Investors are advised to conduct further research and consult with qualified professionals before making any investment decisions. The listed company shall not be held liable for any damages or losses arising from the use of information contained in this document under any circumstances. The listed company reserves the right to amend the information presented herein without prior notice. Reproduction, modification, or dissemination of this document or any part thereof is prohibited unless prior permission has been obtained from the listed company. For additional information, investors may refer to the reports or disclosures made available through the Office of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Net Profit (Million Baht)	กำไรสุทธิ 200	12.79	30.17

Demco Public Company Limited aims to achieve sustainable operational growth by focusing on restoring performance to stable and sustainable profitability. This will be achieved by leveraging the company's core competencies in undertaking Electrical and Utilities Engineering (EPC) projects, where the company possesses expertise and can generate good gross profit margins. The focus will be on projects within the company's areas of strength and competitive advantage, while avoiding projects outside its scope of expertise or those with high risks. Furthermore, the company emphasizes stringent cost and expense management, encompassing operational cost control, efficient resource utilization, and the reduction of unnecessary Selling, General & Administrative (SG&A) expenses. This also includes enhancing operational efficiency and developing internal management systems to be transparent, agile, and in line with good corporate governance principles. By 2028, this will be achieved through efficient project management, cost reduction, increased resource efficiency, and the expansion of new revenue streams to generate stable returns for shareholders and strengthen the organization in the long term, utilizing the strategy.

- S1 Increase Revenue: "Continuously increase revenue growth rate and expand new revenue streams to sustainably strengthen the organization."
- S2 Reduce Expenses: "Increase resource efficiency to reduce operational costs."
- S3 Create Opportunities: "Create and develop new business channels to support sustainable future growth."

Progress description

During the first 6 months of 2026, Demco Public Company Limited was able to generate sales (Contract/PO) despite intense competition in the EPC market and government projects. The company also successfully expanded its new customer base within project groups, thereby creating opportunities for future revenue growth and customer base expansion.

Growth plan/Increase business value

Strategic Plan : Growth+ : Lean+ : Opportunity+

1. Growth+ "Continuously increase revenue growth and expand new income sources to strengthen the organization sustainably."
- This strategy focuses on proactive growth (Growth Strategy) by both enhancing the potential of existing markets (Market Penetration) and developing new revenue streams through related businesses (Product/Service Development). The approach reduces reliance on any single income source, ensures long-term stability, and strengthens the organization’s competitive capabilities.
2. Lean+ "Enhance resource utilization efficiency to lower operational costs."
- This strategy emphasizes cost efficiency (Cost Efficiency Strategy) through digital technology adoption and internal process improvements to increase agility and eliminate redundancies. It targets controlling and reducing unnecessary selling and administrative expenses, while improving competitiveness. Key initiatives include reducing project, management, and direct production costs through efficient procurement (Value Engineering) and optimized logistics and energy management, thereby

lowering unit costs and increasing business margins.

3. Opportunity+ "Develop and expand new business channels to support sustainable future growth."

This strategy is future-oriented (Future-oriented Strategy), seeking new business opportunities in both existing and emerging markets. Examples include entering the renewable energy sector, forming strategic partnerships, or investing in innovative solutions aligned with megatrends and government policies. The goal is to enable sustainable business expansion and adaptability in line with the organization’s vision.

Targets

• Corporate Financial Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Net Profit Growth (%) YoY Growth Rate	10	10	10	120.41	519.40
Revenue Growth (%) YoY Growth Rate	10	10	10	-31.31	-16.4

Strategic Initiative

Strategic Initiative 1 : Drive sustainable revenue growth and diversify into new income streams.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Establish strategic partnerships to enhance technical capabilities and project management performance, while expanding competitiveness and increasing opportunities for new projects. - Expand opportunities to participate in bidding for power substation projects across both public and private sectors. - Conduct market study and research internally, complemented by hiring marketing experts.	For H1/2026, Demco Public Company Limited has successfully completed its operations by establishing two additional business partnerships. This initiative aims to enhance the company's capabilities and expand opportunities for securing projects from both public and private sectors, while also continuously analyzing market trends within key industries.

Strategic Initiative 2 : Maximize Resource Efficiency

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Proactively manage SG&A expenses by eliminating non-value-added costs and enforcing strict financial discipline to enhance profit margins. - Streamline organizational structure to enhance agility and reduce hierarchical complexity for faster decision-making, while aligning workforce allocation with actual workload.	For 6M/2026, Demco Public Company Limited has completed its organizational restructuring, managing its workforce to align with actual workload and allocating personnel to duties that match their skills and expertise, thereby maximizing operational efficiency. Furthermore, the proactive sales and administrative expense control plan resulted in a decrease in SG&A expenses compared to the same period of the previous year.

Strategic Initiative 3 : Establish and develop new business channels.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Forge Strategic Partnerships to strengthen competitive advantage and drive technology and innovation sharing - Develop Adjacency Businesses to capitalize on opportunities in Digital Infrastructure (Data Center, Green ICT).	6M/2026 Demco Public Company Limited has commenced planning and studying to prepare for the adoption of AI technology to enhance the efficiency of material estimation for initial production, aiming for faster processing, reducing pollution from extensive paper usage, and establishing a digital logic standard that allows for retrospective traceability (Event Log).

Quarterly update
Section 2
Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

Demco Public Company Limited has developed an Anti-Corruption and Bribery Enhancement Plan. This plan establishes a proactive framework to foster good governance, transparency, and a culture of integrity throughout the organization, covering the Board of Directors, executives, employees, and all business partners, with the objective of preventing and mitigating risks from all forms of corruption.

The plan includes key measures, namely:

- Issuing written policies and business ethics.
- Systematic assessment and management of corruption risks.
- Organizing training to enhance awareness among personnel at all levels.
- Developing and improving whistleblowing channels to be secure, transparent, and efficient.

The implementation of the plan is subject to continuous oversight and evaluation mechanisms to enable the improvement and enhancement of measures in line with international principles and standards, as well as legal requirements. The objective is to build confidence among stakeholders and the public that the organization conducts business under principles of transparency, accountability, and a commitment to sustainable development towards becoming a model organization in anti-corruption. Furthermore, the company plans to participate in the "CAC Change Agent Special Project" of the Thai Private Sector Collective Action Against Corruption (CAC) to expand its network of transparent businesses to its trading partners. This involves encouraging and supporting partners to join the CAC certification to elevate business operating standards, reduce reputational risks from engaging with non-transparent partners, and build confidence among partners in the company's ethical standards and business transparency. This will lead to concrete participation in reducing corruption problems within the overall economic system.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	Success
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Participate in the declaration of intent for the Special Project of the Thai Private Sector Collective Action Against Corruption (CAC Change Agent)	In Progress	In Progress	Success	-	Certified

Progress description

The Company’s performance was in line with the established target. The Company fully implemented its anti-fraud and anti-corruption action plan, both by strengthening internal business conduct standards and by promoting transparent business practices among suppliers, subsidiaries, and business partners, with the aim of expanding a network of businesses committed to good governance throughout the supply chain.

Strategic Initiative

Strategic Initiative : Demco Public Company Limited has formally declared its commitment to participate in the special initiative “Thai Private Sector Collective Action Against Corruption (CAC) Change Agent.”

Status ● On track

Year	Expected Outcomes	Actual Result
2026	The Company has declared its commitment to participate in the CAC program and encourages its business partners, affiliates, and business alliances to declare their commitment to the CAC Certification Program.	The company has declared its intention to participate in the CAC certification program and received certification on January 26, 2026, to demonstrate its commitment to conducting business with transparency and without corruption. In this regard, the company has established guidelines to support business partners, affiliates, and business alliances that have declared their intention or received CAC certification. This includes using such status as a factor in the annual partner evaluation, considering partner selection when prices and quality meet the company's specified conditions, and providing initial consultation for applying for CAC certification, all to promote the expansion of a transparent business network throughout the company's supply chain. https://www.demco.co.th/th/about-us/awards/demco-public-company-limited

Enhancing whistleblowing mechanisms

The business operations of Demco Group and its business stakeholders must be conducted with accuracy, transparency, integrity, accountability, and be free from corruption. This must strictly adhere to relevant laws and Demco Group's anti-corruption policy. Furthermore, no actions should be taken that could lead to suspicion or damage the reputation of Demco Group.

Demco Group has therefore established an Anti-Corruption and Bribery Policy to serve as a framework for operating with good governance. It has also emphasized to personnel at all levels the importance of adhering to this policy. Personnel must not neglect or ignore actions that may constitute a violation of anti-corruption measures, and should report any improper conduct through the channels designated by the company. They can also seek advice through the provided channels to ensure that Demco Group's operations are transparent and sustainable.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	-	-	-	Complete	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	-	-	-	Complete	Success
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	-	-	Complete	Success
Strengthening Trust and Improving the Effectiveness of Complaint Management	In Progress	In Progress	Success	-	In progress

Progress description

During the first six months of 2026, the company successfully achieved its set objectives. A clear written Whistleblowing Policy and Guidelines have been established and duly approved by the Board of Directors. Following the establishment and implementation of this policy and guidelines, the company is in the process of communicating and disseminating the complaint management guidelines to all levels of employees. This is to foster understanding regarding the whistleblowing procedures, the rights and protection of whistleblowers, as well as to encourage employees to have confidence in reporting information or complaints related to inappropriate conduct. This will, in turn, support good corporate governance and the creation of an organizational culture committed to transparency and ethics.

Strategic Initiative

Strategic Initiative : Building Trust and Enhancing the Efficiency of Complaint Management

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Implement a clear, written Whistleblowing Policy & Guideline as a standalone document, approved by the Company’s Board of Directors, and review the policy at least once a year. - Communicate the complaint handling system to employees by providing training and/or e-Learning on reporting procedures and whistleblower rights, ensuring that at least 80% of employees understand how to file a whistleblowing report and track its progress. - Maintain statistical records and logs of complaints (volume, type, duration, and status) to build a baseline database and support trend analysis. - Appoint an impartial whistleblowing report recipient and establish an independent “Complaint Investigation Task Force.” - A complaint handling process is in place, and the results are reported to the Company’s Board of Directors.	The company has implemented a plan to enhance its whistleblowing system for misconduct to improve the efficiency of complaint management. It has reviewed and separated the Whistleblowing and Whistleblower Protection Policy into a specific policy to ensure clarity and alignment with good corporate governance principles. This policy was approved by the Board of Directors at Meeting No. 3/2569 and became effective on May 15, 2569. Furthermore, the company has established operational guidelines for investigating whistleblowing reports of misconduct to define a systematic process for receiving, investigating, and considering complaints. This includes establishing criteria for appointing a complaint investigation committee that is independent, transparent, and free from conflicts of interest, to ensure that complaint consideration is fair, efficient, and builds confidence among stakeholders. These guidelines became effective on June 26, 2569.

Governance of Risk and Management Compliance

Strengthening emerging risk oversight practices

This strategic plan is designed to elevate DEMCO PCL's Emerging Risk Management (ERM) program, transitioning from a traditional, reactive approach to a proactive mechanism for anticipating, preparing for, and adapting to uncertain business threats and opportunities. It specifically addresses the rapidly evolving geopolitical, environmental, and technological landscapes. This plan will bolster the company's long-term competitive capabilities and sustainability by systematically implementing a phased approach aligned with international standards (ISO 31000, COSO ERM), ensuring that risk management is effectively integrated into strategic decision-making and the corporate culture.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for managing emerging risks.	In Progress	In Progress	Success	In Progress	In Progress
Conduct an analysis to identify and assess a minimum of three emerging risks with potential business impact.	-	-	-	Complete	Success
Each emerging risk is accompanied by scenario analysis and corresponding mitigation plans	In Progress	In Progress	Success	Not Started	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Engagement of senior management in the tracking and decision processes related to emerging risks.	In Progress	In Progress	Success	In Progress	In Progress
Clinate-Related Risk Management Enhancement	In Progress	In Progress	Success	-	In Progress

Progress description

During the first six months of 2026, the Company enhanced its emerging risk management by leveraging its existing enterprise risk management frameworks. These include the Enterprise Risk Register, Portfolio Risk, Key Risk Indicators (KRI), the Enterprise Project Risk Governance Standard (EPRGS), and regular reporting to the Management Risk Committee (RMC). Key progress is detailed below:

1. Policies and Guidelines for Emerging Risk Management: Currently in the process of drafting details and assessing suitability before submission to the company's governance process.
2. Identification and analysis of Emerging Risks impacting the business: All 3 items completed, covering risks in AI Governance and Cybersecurity, Supply Chain Resilience and Geopolitical Risk, and risks related to clean energy regulatory changes and ESG.
3. Scenario Analysis and Mitigation Plan: Ongoing implementation, starting with high-priority risk issues to ensure that the response measures are thorough and practical.
4. Senior Management Engagement: Currently promoting the integration of Emerging Risks into the systematic monitoring and decision-making processes of management.
5. Enhancement of Climate Change Risk Management: Not within the scope of the plan selected for this period.

Strategic Initiative

Strategic Initiative 1 : Foundation & Quick Wins

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish Emerging Risk Radar & Dashboard to monitor key risk signals. • Execute Tactical Pilots on 1-2 urgent topics to demonstrate tangible results.	The company has commenced the development of the concept and structure for the Emerging Risk Radar and Dashboard. This initiative builds upon the existing Enterprise Risk Portfolio, Key Risk Indicators (KRI), and current risk reporting processes to enhance insights into trends and provide early warning signals. The company is currently in the process of defining data sources, indicators, and presentation formats for management to support strategic decision-making and improve the capability to monitor risks that could impact the business in the medium and long term. Regarding pilot projects, the company has commenced work on two urgent issues: (1) AI Governance and Cybersecurity risks, for which impact assessment and preliminary preventive measures are currently underway; and (2) Supply Chain Resilience and Geopolitical Risks, where the situation of key materials and equipment for transmission lines and power stations is being monitored to identify appropriate watch points.

Year	Expected Outcomes	Actual Result
		The company has initiated studies on applying digital tools and AI to support Emerging Risk analysis and data synthesis from multiple sources. The objective is to elevate the quality of analysis and facilitate management's decision-making. In this context, AI serves as an analytical support tool, while final decisions remain at the discretion of management, adhering to good governance principles.

Strategic Initiative 2 : Enablement & Advancement

Status ● On track		
Year	Expected Outcomes	Actual Result
2026	- Integrate Emerging Risk data with strategic plans for Project Prioritization - Identify new business opportunities derived from technology and regulatory risk analysis.	The Company has started integrating Emerging Risk data into its strategic planning process, building upon existing corporate risk databases and EPRGS to inform project prioritization. Discussions are currently underway with the strategy and finance departments to establish a systematic framework and guidelines for data utilization. Regarding the analysis of technology and regulatory trends, the Company has begun monitoring trends related to AI Governance, clean energy, and ESG regulations to assess both potential risks and new business opportunities, such as the application of technology to support smart grid management. The Company has begun presenting preliminary Emerging Risk analysis results to senior management for consideration to support strategic decision-making. These analysis results will be utilized in prioritizing investment projects, monitoring strategic risks, and evaluating new business opportunities in the next phase.

Quarterly update
Section 3
Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : https://demcogroup-my.sharepoint.com/:f/g/personal/kanokkorn_kla_demco_co_th/EvxBTLF3yhhHkF4T5FljebSb9T9PFoS5e3UbNEHlaGtlrQ?e=mYSkPb



Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	In Progress

Progress description

DEMCO Public Company Limited (the “Company”) is currently collecting and consolidating its organizational greenhouse gas emissions data, covering direct emissions from the Company’s operations (Scope 1), indirect emissions from purchased electricity consumption (Scope 2), and other indirect emissions arising throughout the value chain (Scope 3). The Company plans to finalize and process the data after the end of the reporting year to ensure that the information is complete, accurate, and traceable. Upon completion of the data collection process, the Company will arrange for its greenhouse gas emissions data to be verified by an independent verification body in accordance with applicable standards and within the certification timeline prescribed under the Carbon Footprint for Organization (CFO) program of the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO. The verified results will serve as an important basis for establishing the Company’s future greenhouse gas emissions reduction targets and measures. While the data collection and verification processes are under way, the Company continues to implement greenhouse gas emissions reduction measures, including improving energy efficiency; reducing fuel and electricity consumption; promoting the use of renewable energy; managing business travel and transportation; reducing waste and increasing resource recovery and reuse; and collaborating with suppliers and contractors to reduce greenhouse gas emissions throughout the value chain. Once the verification results have been certified, the Company will use the data to analyze emissions trends, establish short-, medium-, and long-term emissions reduction targets, and develop a concrete transition plan toward low-carbon business operations.

Decarbonization

Targets

Title	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (tCO ₂ e)			Actual Greenhouse Gas Emission (tCO ₂ e)
	2023	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	1220	2%	3%	5%	N/A

Progress description

The company is currently collecting and processing Scope 1, Scope 2, and Scope 3 greenhouse gas emissions data for the year 2026. The results will be finalized after the end of the fiscal year and subsequently verified according to the timeframe for organizational carbon footprint certification by the Thailand Greenhouse Gas Management Organization (TGO). Therefore, complete 6-month performance data is not yet available.

Strategic Initiative

Strategic Initiative : Solar Rooftop Additional Project

Status ● On track

Year	Expected Outcomes	Actual Result
2026	- Under the Climate Action – JUMP+ plan, the company is expanding the installation area of solar panels to increase total renewable energy generation capacity from 276.52 kW to 416.52 kW (+140 kW) on the rooftop of the head office building, which is the organization’s main electricity consumption zone. The objectives of this project are to increase the proportion of renewable energy use, reduce reliance on grid electricity, and reduce greenhouse gas (GHG) emissions in line with the company’s long-term Net Zero Emissions target. - The Company will install photovoltaic (PV) modules rated at 665 Wp on the head office building, bringing the new total installed generation capacity to approximately 416.52 kW, with construction scheduled to commence in the fourth quarter.	The Company is currently in the process of designing the system, preparing electricity generation efficiency calculations using PVSyst software, and preparing construction drawings for the project to install additional solar power generation systems on the head office building, with a plan to commence construction operations within Q4 2026.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/DEMCO0_JUMP%2B_Plan_Year_2026-2028_EN.pdf

