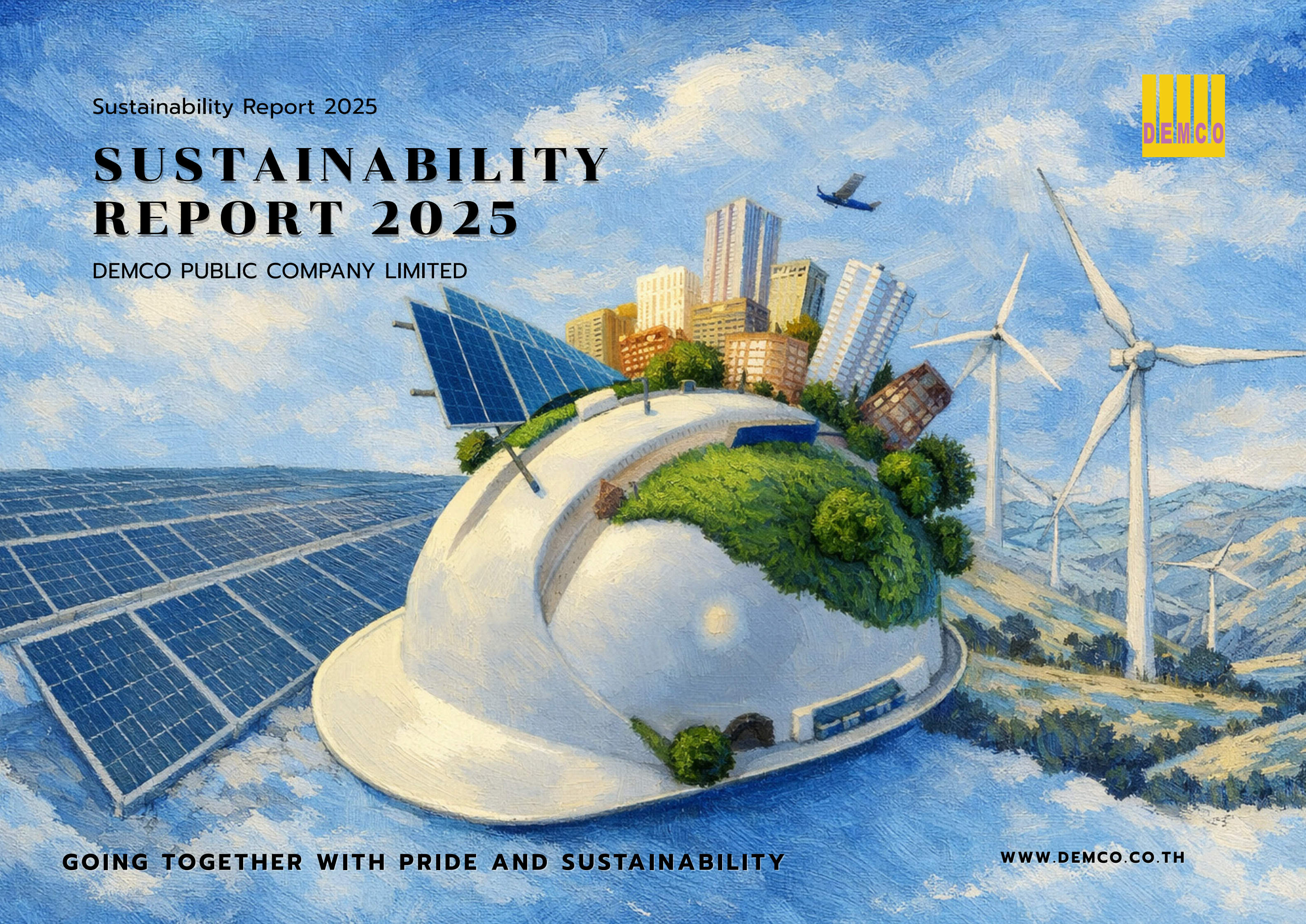


Sustainability Report 2025

SUSTAINABILITY REPORT 2025

DEMCO PUBLIC COMPANY LIMITED



GOING TOGETHER WITH PRIDE AND SUSTAINABILITY

WWW.DEMCO.CO.TH



"To be the producer and provider for clean energy, electrical systems and utilities with innovation and high technology to create sustainable value"





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About this report

Demco Public Company Limited (“Demco”) Sustainability Report is prepared annually, and this year marks the 10th report. It discloses Demco’s sustainability performance covering environmental, social, and governance (ESG) aspects. This report is prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 at the core indicator level, and is linked to the United Nations Sustainable Development Goals (UN SDGs). This demonstrates Demco’s commitment to improving the quality of sustainability reports, enhancing disclosure, and communicating its achievements and performance in a transparent, accurate, complete, and comprehensive manner. Demco welcomes feedback for further integration into its operational processes.

Scope of reporting

This report covers operations from January 1, 2025 to December 31, 2025, focusing on key sustainability issues in economic, social, and environmental dimensions, as well as creating value for communities and society alongside Demco's business operations. This report is prepared according to the reporting criteria of the Stock Exchange of Thailand, which covers 17 issues in total: 8 economic issues, 4 social issues, and 5 environmental issues. Key sustainability issues were reviewed and approved by the Board of Directors and senior management to ensure the accuracy, completeness, and comprehensiveness of the information in the report. Furthermore, environmental data, particularly the organization's greenhouse gas emissions, has been verified and certified (Greenhouse Gas Verification Statement) according to ISO 14064-1:2018, a standard for verifying the measurement and reporting of greenhouse gas emissions and reductions at the organizational level, by experts from Bureau Veritas Certification (Thailand) Co., Ltd. This report reflects Demco's commitment to conducting business transparently, responsibly towards stakeholders, and prioritizing sustainable outcomes in all dimensions to contribute to a better and more sustainable future for Thai society and the world.

Contact channels

Download this report : <https://www.demco.co.th>

Ask for more information : Corporate Communications and Sustainability Development.

Demco Public Company Limited: 59 Moo 1, Suan Phrik Thai Subdistrict, Mueang Pathum

Thani District, Pathum Thani Province 12000

Telephone: +662 9595811 Fax: +662 9595811



For information regarding the company's operations that is not included in this report, please refer to Demco's 2025 One Report (Form 56-1), which can be downloaded at <https://www.demco.co.th/th/investor-relations/downloads/annual-report>.





Message from the Chief Executive Officer

Demco Public Company Limited operates amid continuous change across economic, social, and environmental dimensions—key factors that influence the Company’s direction and long-term sustainability. The Company recognizes that achieving stable growth must go hand in hand with balanced responsibility toward all stakeholder groups.

Over the past period, management has placed strong emphasis on careful, transparent, and efficient organizational management—focusing on appropriate resource utilization, cost control, and systematic risk management—to strengthen financial stability, enhance operating performance, and build the Company’s competitiveness for continuous and sustainable growth.

At the same time, Demco prioritizes conducting business in line with sustainable development principles by integrating Environmental, Social, and Governance (ESG) considerations into all aspects of operations. This includes managing environmental impacts, using energy and resources efficiently, promoting safety, occupational health, and employees’ quality of life, as well as caring for and participating in the development of communities and society in the areas where the Company operates.

Demco is committed to conducting business with integrity, transparency, and ethics under strong corporate governance principles to build confidence among customers, business partners, shareholders, and all stakeholders. The Company also strives to develop organizational resilience—enabling appropriate adaptation and growth amid future changes and challenges.

I firmly believe that, through the cooperation and commitment of the Board of Directors, executives, and all employees, Demco Public Company Limited will be able to create economic value alongside value for society and the environment—leading to stable and sustainable long-term growth.

On behalf of the management team, I would like to express my sincere gratitude to our shareholders, business partners, alliances, and all employees for your trust, shared journey, and continued support. Management will remain committed to continuous organizational development to achieve stable and sustainable growth going forward.

“We do not see ourselves as merely an electrical engineering contractor. We are designers of infrastructure to support the new era—both energy storage systems (ESS) and smart grids, which are at the heart of sustainable energy use.”



Nattapong Korom
Chief Executive Officer





Key operations over the past year



March 20, 2025

Demco Energy and Utility Co., Ltd. has signed a power purchase agreement (PPO) for rooftop solar power with Carpet International Thailand Public Company Limited, a subsidiary of TCM Corporation Plc. This collaboration involves the development of Phase 3 of a solar rooftop project with an installed capacity of 999.68 kilowatts. The project aims to enhance the use of renewable energy in the industrial sector, supporting the textile and carpet industries as they adopt environmentally friendly business practices, promoting energy sustainability, and ensuring long-term economic and environmental stability.

July 2 - 4, 2025

Dr. Prasitchai Weerayuthvilai (center), Chief Business Officer of DEMCO Public Company Limited (DEMCO), led the team in showcasing innovative technology products in the integrated electrical, procurement, and construction (EPC) system and electric vehicle (EV) charging business at the ASIA Sustainable Energy Week 2025 (ASEW). This event, organized by the Ministry of Energy and its energy partners, promotes collaboration between the public and private sectors, drives the transition to clean energy, and aims for net-zero greenhouse gas emissions, while elevating Thailand's role as a regional hub for clean energy innovation.





Key sustainability information

Corporate governance and the economy		
Good corporate governance		
	CGR assessment score	Excellent
	There were no cases of violations or non-compliance with government agency regulations	more than 80%
	Receiving a warning letter or being reprimanded by a regulatory agency	do not have
Business ethics and anti-corruption measures		
	Percentage of employees assessed in accordance with the Company's Code of Ethics and integrity standards	100 %
	All employees receive training on business ethics, anti-corruption and relevant operating procedures	100 %
	Number of complaints related to business ethics in operations	No complaints
	Employee knowledge assessment results from conflict of interest training: above 80%	98 %
Customer Relationship Management		
	Customer satisfaction levels improved during the reporting period	96.76 %
Innovative Change Management		
	Innovative projects were further developed and implemented across the organization	3 stories



	Revenue from sales and services.	EBITDA	dividend
	2,153.20 million baht	119.38 million baht	No payment
	Net profit (loss)	Total assets	EMPLOYEE COMPENSATION AND BENEFITS.
	12.79 million baht	5,999.19 million baht	269.91 million baht
Risk management			
	Risk management involves monitoring and reviewing risks at the departmental level		100 %
	New projects initiated in 2025 will undergo a risk assessment in accordance with the guidelines prior to commencement		100 %
Supply Chain Management			
	Percentage of environmentally friendly products purchased (office supplies, equipment, and materials)		35.65 %
	Our key trading partners have been assessed for sustainability, covering environmental, social, and governance (ESG) aspects		100 %





Social aspects

Occupational safety and health

	Number of new employees who attended the safety orientation course	89 %
	Number of recordable incidents	14 times
	Lost Time Injury Frequency Rate (LTIFR) for employees (per 1,000,000 working hours)	2.21
	Lost Time Injury Frequency Rate (LTIFR) for contractors (per 1,000,000 working hours)	0

Human rights action

	Human rights violations arising from operations	do not have
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Employee development and care

	Turnover rate for engineers	6.14 %
	Organizational commitment survey score (IDEMCO Score, out of 5)	4.39
	Succession training for line managers	43 %
	Training provided to all employees to develop skills and abilities	23.07 Hours/person/year

Community linkage

	Participation in local community activities	54 Man hour
	Participation in local community activities	4 activities
	Blood donation by employees	56,550 CC
	Charitable donations (cash and in-kind)	3 activities
	Community and social development projects and support initiatives	1 project

Environmental aspect

Climate management

	Reduction in organizational greenhouse gas emissions (CFO), compared to the base year	8.69%
	Registration for T-VER carbon credit program (group project)	1 project

Environmental management

	Amount of recyclable waste	An increase of 6.49%
	Water consumption (Pathum Thani office)	An increase of 28.27 %
	Electricity consumption (Pathum Thani office)	An increase of 28.63%

Biodiversity

	Construction projects commencing in 2025 must undergo a biodiversity risk assessment prior to commencement	Currently in progress
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Environmentally friendly building materials

	Power station buildings must be designed and constructed to be energy-efficient, and construction materials must be free from hazardous substances	2 projects
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A prestigious award

Certified

ISO 14064-1:2018 standard

This is an international standard for verifying the measurement, quantification, and reporting of greenhouse gas emissions and reductions at the organizational level, from Bureau Veritas Certification (Thailand).



Certified

Organizational Greenhouse Gas Emissions (Carbon Footprint for Organization - CFO)

From the Thailand Greenhouse Gas Management Organization (TGO).



It received a score from the Corporate Governance Report of Thai Listed Companies 2025, under the supervision of the Thai Institute of Directors Association (IOD), which assesses corporate governance in...

Five-star rating, or "Excellent".
(Excellent CG Scoring) for the 10th consecutive year.



Certified

ISO 9001:2015 standard

This is an international standard for Quality Management Systems that establishes criteria and requirements to enable organizations of all sizes to improve their work processes and enhance customer satisfaction.



Received a score from the 2025 Annual General Meeting (AGM) Quality Assessment Checklist.

100% is at the gold medal level.
"Excellent, a worthy example."





Certified

ESG DNA Project

DEMCO prioritizes instilling ESG (Environmental, Social, and Governance) concepts in its workforce through fundamental sustainability training courses. Over 70% of the organization's employees have already participated, enabling them to apply this knowledge in practice at all levels. This reflects the company's commitment to building a sustainable long-term organizational culture.

CAC

Received a certificate renewing its membership in the Thai Private Sector Anti-Corruption Coalition (CAC) for the third consecutive time from the Thai Institute of Directors Association (IOD).

Received a plaque of appreciation

Participating in the "Dispose of Trash" program.

Organized by the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association, the initiative utilizes the "ECOLIFE APP" to record data and track waste management performance for proper management, while also raising awareness and encouraging employee participation in sustainable environmental care.



The solar power generation project has been registered as...

Voluntary Greenhouse Gas Reduction Project according to Thailand's Standard (Standard T-VER)

Sustainability Discloser

Demco received the 2025 Sustainability Disclosure Award from the Thai Institute of Development Administration (Thai IDA) for the sixth consecutive year.

Furthermore, Demco is a member of the Sustainability Disclosure Community (SDC) network, established by the Thai Institute of Development Administration (TIDA).





About DEMCO

Company Name: DEMCO Public Company Limited Public Company

Registration Number: 0107549000092

Taxpayer Identification Number: 0107549000092

Industry Group: Resources

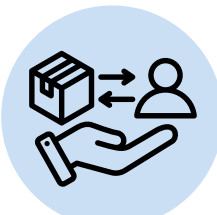
Stock Name: DEMCO

Business Category: Real Estate and Construction / Construction Contracting Services

Our Business: DEMCO operates in 3 business categories:



1. The business provides comprehensive design, procurement, construction, and installation services for electrical distribution systems, high-voltage transmission systems, high-voltage substation and substation construction, electrical and mechanical systems, renewable energy projects, energy conservation projects, telecommunication tower construction, communication and signaling systems, and also invests in renewable energy and public utility projects.



2. Sales Business: The company engages in the production and sale of steel tower structures, the sale of equipment for installing telecommunication towers, the sale of electrical equipment, and the sale of communication equipment.



3. Project Development and Investment Business: Demco collaborates with business partners to conduct investment feasibility analyses, assess project costs, and evaluate potential based on its experience in design, material procurement, and electrical and civil construction for the development of renewable energy power plants.





Company Established: June 1, 1992

Registered Capital: 938,723,319.00 THB

Paid-up Capital: 753,759,784.00 THB (as of January 08, 2026)

Listed on the MAI (Market for Alternative Investment) stock exchange: December 14, 2006

Transferring securities for trading on the Stock Exchange of Thailand (SET): February 4, 2011

Securities Registrar: Thailand Securities Depository Co., Ltd.

Securities Registrar:

Thailand Securities Depository Co., Ltd., Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand. Telephone: 0-2009-9999

Auditor: A.M.T. Associates Office

Address: 491/27 Silom Plaza Building, Silom Road, Bang Rak District, Bangkok 10500, Thailand

Telephone: 02-234-2132

Email: mailboxes@amtasso.com

Office address:

59 Moo 1, Suan Phrik Thai Subdistrict, Mueang Pathum Thani District, Pathum Thani Province 12000 Thailand.

Tel: 0-2959-5811

Fax: 0-2959-5816

Website: www.demco.co.th


Email: IR@demco.co.th





Sustainable Development Policy

Demco is committed to developing sustainable business management practices by embracing the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej, emphasizing moderation, rationality, and self-reliance, with knowledge and morality as prerequisites. The company strives for a balanced and prudent business approach under good corporate governance, with the ultimate goal of Demco's sustainability, creating shared economic, social, and environmental value throughout its value chain. To further enhance sustainable development, the Board of Directors has established a corporate sustainability policy, adopting international best practices and defining sustainability strategies to increase business competitiveness and create value for all stakeholders. This serves as the guiding principle for Demco Group's business operations.

 Read more about our [corporate sustainability development policy](#).



Business Strategy

Within the framework of sustainable development, the Board of Directors has established a strategic direction: to operate and expand the business to support the Smart Energy Service Business Transition. This is achieved by developing a sustainability strategy using a process of assessing key sustainability issues to address future challenges in line with the aforementioned strategic direction. This is coupled with continuous stakeholder value creation to achieve Demco's sustainable development vision, which aims to strengthen capabilities and operations in the long term through sustainable development. Demco has defined its sustainability strategies as key drivers, including:

Ensure Good Governance



Strengthening effective corporate governance builds trust and ensures transparency, fairness, and accountability across the supply chain. The Company advances its GRC (Governance, Compliance, and Responsibility) practices to reinforce business resilience and growth by integrating digital technologies into work processes, empowering partners and customers, and promoting ethical business conduct to support sustainable development.

Engage Society



Laying the foundation for effective occupational health and safety management for employees and workers across all work processes. At the same time, we promote business practices that respect human rights throughout the supply chain to support mutual long-term growth.

Enhance Environmental



We aim to drive business growth through environmental responsibility across the value chain. Our focus includes reducing greenhouse gas emissions, using natural resources efficiently through circular economy practices, and increasing the share of revenue from investments in environmentally friendly businesses to accelerate emissions reductions.





Sustainability Goals and Strategies

In 2025 (2568), DEMCO set annual sustainability targets and drives implementation through three pillars: Ensure Good Governance, to strengthen good governance and transparency in business operations; Engage Society, to create shared value with employees, business partners, and society; and Enhance Environmental, to enhance environmental management in line with global sustainable development directions. DEMCO aims to systematically integrate ESG principles into its corporate strategy to achieve stable, transparent and sustainable growth, while supporting the United Nations Sustainable Development Goals (SDGs). The 2025 targets form part of the Company’s medium-term sustainability development plan (2023–2025), which includes quantitative performance indicators, continuous monitoring and evaluation, and regular progress reporting to the Board of Directors.

Ensure Good Governance

Building Trust through Corporate Governance and Organizational Transparency



- Achieved an “Excellent” rating in the Corporate Governance Report of Thai Listed Companies (CGR) assessment
- Conducted performance evaluations for five Board sub-committees
- Did not receive any warning letters and was not subject to any penalties, accusations, or charges by relevant regulatory authorities
- 100% of employees were assessed on the Company’s Code of Conduct and Ethics
- 100% of employees completed training on anti-corruption and related operational regulations
- No ethics-related complaints were reported in relation to business conduct
- Employee knowledge assessment results from conflict of interest training exceeded 80%
- At least three innovation initiatives were further developed and implemented in practice within the organization
- 100% of departmental-level risks were managed, monitored, and reviewed
- 100% of new projects initiated in 2025 underwent risk assessment in accordance with the Company’s manual prior to commencement
- The proportion of procurement of environmentally friendly office supplies, equipment, and materials exceeded 31% (based on consumables and office supplies items)
- Key suppliers were assessed on sustainability, covering economic, social, and environmental (ESG) aspects
- Customer satisfaction exceeded 85%

Engage Social

Employee Engagement and Value Creation for Communities and Society



- 100% of new employees attended the safety orientation course
- Number of accidents: 0
- Employee lost time injury frequency rate (LTIFR): 0 (per 1,000,000 working hours)
- Contractor lost time injury frequency rate (LTIFR): 0 (per 1,000,000 working hours)
- No human rights violations arising from operations were reported
- Engineering employee turnover rate: below 2.5%
- Organizational commitment survey (IDEMCO Score): above 4.5 out of 5
- Succession training for line managers: 100% completion (as planned)
- Employee training: at least 18 hours per person per year (100% coverage)
- Community service activities: more than 50 man-hours (MHs)
- Local community engagement: 3 social activities per year
- Employee blood donations: more than 60,000 cc per year
- Charitable donation activities (cash and in-kind): 4 activities per year
- Community/social development and assistance initiatives: 1 project or activity in 2025

Enhance Environmental

Enhancing Environmental Management in Line with Global Trends



- Reduce greenhouse gas (GHG) emissions (CFO) by 3% compared with the base year
- Register and proceed with carbon credit trading arrangements that are appropriate for the Company’s business, achieving 100% completion in line with the plan
- Increase the volume of waste and discarded materials that can be recycled by 5% compared with 2024
- Reduce the Company’s water consumption rate (Pathum Thani office) by 5% compared with 2024
- Reduce the Company’s energy consumption rate (Pathum Thani office) by 5% compared with 2024
- Ensure that 100% of construction projects initiated in 2025 undergo biodiversity risk assessment
- Design and construct substation buildings to be energy-efficient, and specify construction materials free from hazardous substances for at least two projects per year





Setting goals and conducting business that supports the United Nations Sustainable Development Goals (SDGs)

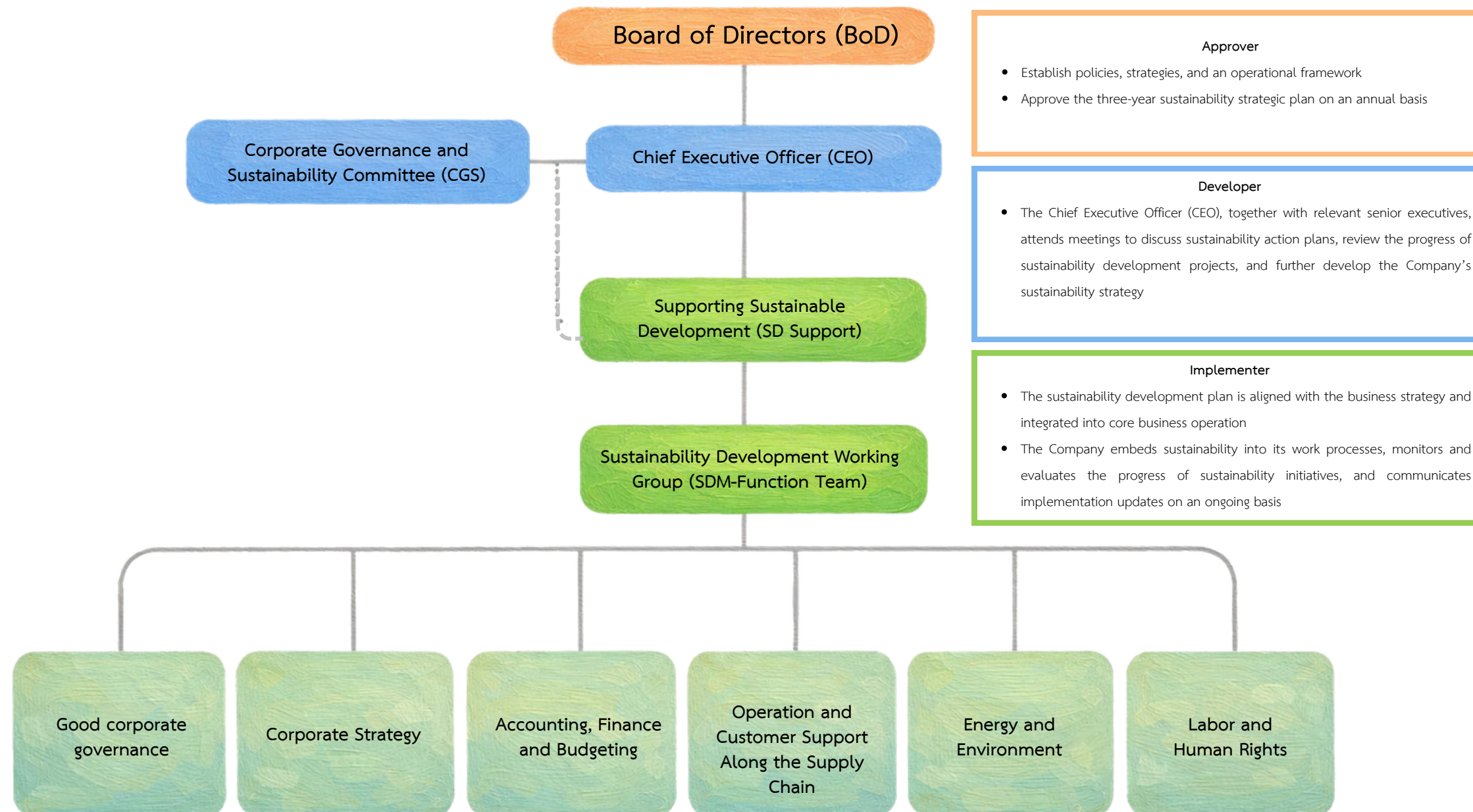
DEMCO is committed to sustainable development and long-term growth, and to contributing to the United Nations Sustainable Development Goals (SDGs). To ensure that our business operations align with the SDGs—reflecting our vision, strategic plans, key sustainability priorities, and stakeholder expectations—DEMCO has selected six priority SDGs from the 17 goals: SDG 7 Affordable and Clean Energy; SDG 8 Decent Work and Economic Growth; SDG 9 Industry, Innovation and Infrastructure; SDG 12 Responsible Consumption and Production; SDG 13 Climate Action; and SDG 16 Peace, Justice and Strong Institutions. These priority SDGs are integrated into DEMCO’s existing programs and future plans, reinforcing our contribution to sustainable development and creating shared value for all stakeholders.





Sustainability Action Structure

DEMCO has established a clear governance structure to drive its business towards sustainability, encompassing the board of directors, management, executives, and internal departments. This structure aims to promote, support, monitor, and review overall sustainability management to effectively and efficiently achieve its goals, as shown in the diagram.





Business Activities Across the Value Chain

Input

Financial capital

- Cost of sales and services
- Investments and stocks

Production capital

- Land, buildings and equipment
- Including other assets

Human resource capital and intellectual capital

- Fair allocation of wages and benefits
- Training to develop employee knowledge and skills
- Enhancing the competitiveness of trading partners
- Innovation supports operational processes and operations

Social capital and relationships Creating customer satisfaction

- A trustworthy, transparent, and verifiable organizational image
- Community and social development
- Engaging with stakeholders

Natural capital

- Raw materials used in production
- Energy and water
- Procuring environmentally friendly raw materials

Business Activities



Business partner

- Strategic Partner
- Joint Venture/Consortium
- Investment



Innovation & Technology Engineering

- Applying innovation in construction
- Applying technology to work processes / Internet of Things
- Human resource development



Sustainable Supply chain

- Green Procurement
- Supply Chain Management
- Transportation management
- Applications for All Types of Official Permits and Government Formal Procedures





Output



Construction

- Construction Management
- Contractor selection
- Project cost management
- Quality control and monitoring of construction projects
- Safety management
- Strictly adhering to the law
- Caring for the involved communities



Smart Service

- Customer Relationship Management
- Quality Assurance
- Customer satisfaction survey
- Having ethics / corporate governance
- After-sales service / maintenance



 Shareholder group / Investors / Creditors and financial institutions.	 Customer group	 Alliances (business partners) and competitors.	 Community, society, and environment groups.	 Government agencies, the government itself, and related organizations.	 Group of employees
--	---	---	--	---	---

Financial capital

- Revenue and profit growth
- Access to the capital market
- Stock value and dividends
- Income tax and taxes paid to the government

Production capital

- Efficient production
- Efficient use of resources
- Safe and zero-emission production

Human resource capital and intellectual capital

- Employee commitment to the organization
- The employees are capable and skilled
- Increasing business opportunities
- Efficient production and operational processes
- Income security and career opportunities
- Employee satisfaction

Social capital and relationships

- Stakeholder satisfaction and trust
- Transparent and verifiable businesses
- Quality employees from the community

Natural capital

- Reducing greenhouse gas emissions and waste
- Efficient use of resources and energy
- Sustainable conservation of existing resources





Stakeholders and Key Issues

Stakeholder participation

Demco recognizes the importance of all stakeholders who impact and influence the organization's business operations. Therefore, it is committed to conducting business transparently and with good governance to build trust with stakeholders. The board of directors has established written policies and best practices for stakeholders in its Corporate Governance Policy and Code of Business Conduct, which are published on Demco's website. In all its operations, Demco respects the rights of stakeholders wherever it conducts business. Demco has categorized its stakeholders into six main groups:



Shareholder group / Investors / Creditors and financial institutions.



Customer group



Alliances (business partners) and competitors.



Community, society, and environment groups.




Government agencies, the government itself, and related organizations.



Group of employees

Demco works to manage stakeholder expectations and respond to issues of interest, and stakeholder engagement varies across groups, as detailed below:



Key issues of stakeholder interest and channels for participation

STAKEHOLDERS	NEEDS / EXPECTATIONS	RESPONDING TO STAKEHOLDER EXPECTATIONS	CHANNELS FOR PARTICIPATION
Shareholder group / Investors / Creditors / And financial institutions 	<ul style="list-style-type: none"> • Strong financial performance and consistent dividend payments • Steady business expansion and development, supporting sustainable growth • Transparent business operations and strong corporate governance • Equal rights and fair treatment for all shareholders • Effective internal audit and internal control systems in place • Effective risk management system in place • Business operations take into account environmental, social and governance (ESG) factors • Performance data is disclosed across financial, environmental, social and governance (ESG) aspects 	<ul style="list-style-type: none"> • Good financial performance and dividend payments • Sustainable business expansion and development • Transparency and good corporate governance. • Equal treatment of shareholders • A good internal audit and control system • Effective risk management • Conducting business with ESG considerations • Disclosure of performance results 	<ul style="list-style-type: none"> • Annual General Meeting of Shareholders • Quarterly earnings announcements • Meetings with analysts and investors through various activities (e.g., Opportunity Day) • Monitoring and risk management systems • Information is disclosed through DEMCO's communication channels, including its website, email and other platforms





Key issues of stakeholder interest and channels for participation

STAKEHOLDERS	NEEDS / EXPECTATIONS	RESPONDING TO STAKEHOLDER EXPECTATIONS	CHANNELS FOR PARTICIPATION
<p>Customer group</p> 	<ul style="list-style-type: none"> • The production and delivery were completed as promised, both in quantity and quality • Responding quickly and immediately to customer needs • Treating all customer groups equally under applicable laws • Developing technologies to reduce environmental impact • Preparing employees to cope with changing circumstances • Maintaining and protecting customer confidential information 	<ul style="list-style-type: none"> • We control production and delivery to meet contractual obligations and maintain quality standards that customers trust • We have a team ready to provide prompt service and resolve issues to ensure maximum customer satisfaction • We conduct our business with transparency and are committed to integrity, Equality, in order to provide fair service to all customer groups • Develop innovative products and services to meet customer needs • Listening to and improving based on customer feedback 	<ul style="list-style-type: none"> • Annual customer satisfaction survey • Channels for reporting tips and complaints are available on the company website • Relationship-building activities • Annual report / Sustainability report of the company • Company website
<p>Alliances (business partners) and competitors (contractors/ (Supplier)</p> 	<ul style="list-style-type: none"> • Conduct fair competition • Operate ethically and in compliance with the principles of good corporate governance • Promote fair and transparent competition without discrimination • Maintain effective communication with business partners • Maintain an efficient, transparent, and auditable procurement system • Ensure the safety of employees, business partners, and contractors 	<ul style="list-style-type: none"> • Develop clear policies and measures to ensure transparent and fair competition • Provide equal opportunities for all partner groups based on capability and quality, using fair and standardized partner selection criteria • Establish clear communication channels (e.g., website, email, or online platforms) to disseminate information • Establish clear safety standards for operations across all projects 	<ul style="list-style-type: none"> • Evaluating and ranking business partners • Annual supplier assessment • Partner Policies/Code of Conduct and Guidelines • Channels for receiving complaints from business partners and contractors




Key issues of stakeholder interest and channels for participation

STAKEHOLDERS	NEEDS / EXPECTATIONS	RESPONDING TO STAKEHOLDER EXPECTATIONS	CHANNELS FOR PARTICIPATION
<p>Community, social, and environmental groups (communities surrounding the project construction site / communities around the headquarters)</p> 	<ul style="list-style-type: none"> • Manage and mitigate potential social and environmental impacts arising from DEMCO’s operations • Conduct business safely with environmental awareness • Promote a strong sense of social and environmental responsibility among DEMCO personnel • Strengthen connections between the community, society, and DEMCO • Provide regular support for community activities • Build community understanding of DEMCO’s operations • Provide employment opportunities for local people to work with DEMCO 	<ul style="list-style-type: none"> • Conduct business with consideration for impacts on the environment and communities • Build positive relationships with communities surrounding construction sites and the headquarters • Organize CSR activities that promote community development (e.g., tree planting, vocational skills training, and educational activities for youth) • Support community and social initiatives, focusing on societal, community, and environmental development and public benefit activities • Establish channels for receiving feedback and complaints • Promote employee awareness of social and environmental responsibility 	<ul style="list-style-type: none"> • Organizing social activities • Providing assistance • Channels for reporting tips and complaints are available on the company website
<p>Government agencies, the government itself, and related organizations</p> 	<ul style="list-style-type: none"> • Compliance with the rules, regulations, laws, and policies of regulatory agencies • Social and environmental responsibility • Living sustainably with the community • Environmental and safety management system • Cooperation with and support for government agency projects • DEMCO’s operations to mitigate climate change 	<ul style="list-style-type: none"> • Strictly comply with all applicable laws and regulations, as well as DEMCO’s internal policies • Cooperate with and support relevant agencies by providing accurate, complete, and useful information for the benefit of the country and the public • Disclose information completely, accurately, and on time to demonstrate transparency and compliance with legal requirements • Promote participation in projects or activities that support sustainable development in line with government policies • Establish ethical standards for employees and management to prevent actions that may violate laws or the Company’s policies 	<ul style="list-style-type: none"> • Attending a conference or seminar • Meetings/visits on important occasions • Company website





Key issues of stakeholder interest and channels for participation

STAKEHOLDERS	NEEDS / EXPECTATIONS	RESPONDING TO STAKEHOLDER EXPECTATIONS	CHANNELS FOR PARTICIPATION
<p>Group of employees (management / staff)</p> 	<ul style="list-style-type: none"> • Taking care of employees’ quality of life, including health and safety in the workplace • Competitive compensation and benefits • Career development and job stability • A fair performance evaluation system • Employee capability and potential development 	<ul style="list-style-type: none"> • Establish a welfare committee to oversee and enhance employee welfare • Regularly review and adjust compensation and benefits • Provide a safe and suitable working environment • Establish clear and fair performance evaluation criteria • Develop career advancement plans for employees • Provide training and skills development programs for employees • Promote employee engagement across the organization • Conduct regular employee satisfaction surveys • Provide channels for employees to express opinions and raise concerns • Continuously ensure employee health and safety • Treat all employees equally and respect their dignity for all employees 	<ul style="list-style-type: none"> • Employee engagement survey • HR Change Management Project • Training programs to develop employee potential • Internal communication via the intranet (email, website, and DEMCO Journal) • Management–employee engagement sessions (e.g., Manager Forum, Town Hall Meeting, and Safety Talk) • Workplace Welfare Committee • Complaint submissions through DEMCO’s complaint system via various channels • Tip-offs and information received through reporting channels





Analysis of Key Business Issues

DEMCO identified sustainability issues aligned with its business operations, starting with a review of global sustainability trends prioritized by leading organizations and covering environmental, social, and governance (ESG) aspects. The process was then narrowed to issues relevant to the DEMCO Group’s operations. The final prioritization, based on the significance of each issue and its impacts, followed four steps, as detailed below:

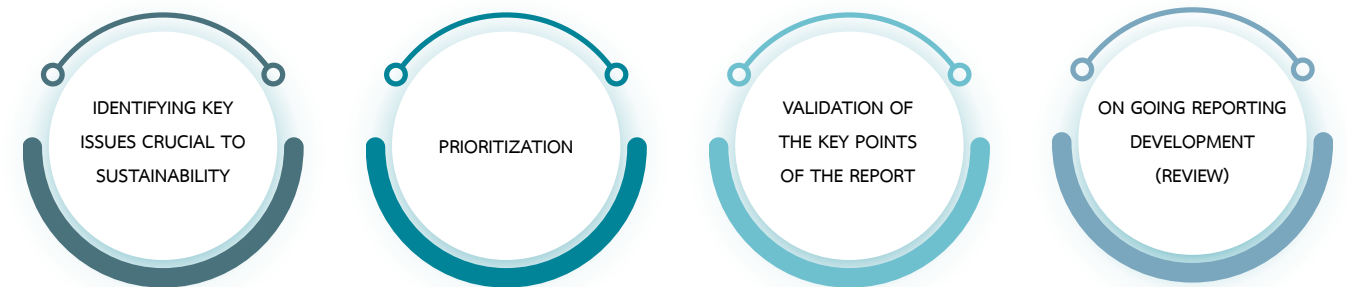
Step 1: Identify material sustainability issues

The Company will consider factors relevant to its business operations, including internal factors (e.g., strategy, vision, and objectives) and external factors (e.g., industry trends, risks, and opportunities that may affect future performance), as well as universal human rights principles. Core and supporting activities across the value chain will be analyzed to identify stakeholders who may be affected—positively or negatively—both directly and indirectly. The Company will then identify key sustainability issues, covering environmental, social, and governance (ESG) aspects, along with relevant economic considerations. In addition, key sustainability issues identified by peer companies in the same industry will be reviewed and benchmarked.

Step 2: Prioritize key issues

The Company prioritizes issues based on their impacts and selects key issues with high to very high impact scores for both stakeholders and the Company. These issues are then classified into material topics and core business operations. The key sustainability issues are reviewed and approved by the Board of Directors, the Corporate Governance and Sustainability Committee, and senior management.

Key Issue Evaluation Steps



Step 3: Review key report content

The prioritization results are reviewed and validated by the relevant working team and management to ensure that the selected topics are comprehensive, reflect the Company’s key business risks and opportunities, are aligned with the corporate strategy, and can be practically applied to define effective management approaches. This process also includes verifying the clarity of impact boundaries (within the organization and/or across the value chain) prior to disclosure in the Report.

Step 4: Develop ongoing reporting

DEMCO conducts ongoing reviews of its sustainability reporting processes to assess impacts and refine management approaches in response to changing environmental, social, and economic conditions each year.





Review and Revision of Key Issues

In 2025, DEMCO reviewed key sustainability issues related to its business operations, considering both internal and external factors. The review covered company risks and stakeholder expectations and took into account sustainability trends in the energy and utilities industry. The process followed the GRI Standards and aligned with the United Nations Sustainable Development Goals (SDGs).

DEMCO conducts annual reviews and impact assessments for each key issue, and the results are used to support decision-making on sustainability policies and strategies under the oversight of the Sustainability Development Working Group. Issues that pass the review are submitted to the Corporate Governance and Sustainability Committee and the Board of Directors for approval prior to developing the Sustainability Action Plan and Risk Management Plan.

These plans are then reviewed by senior management, chaired by the Chief Executive Officer, to ensure alignment with stakeholder expectations and to drive continuous improvement.

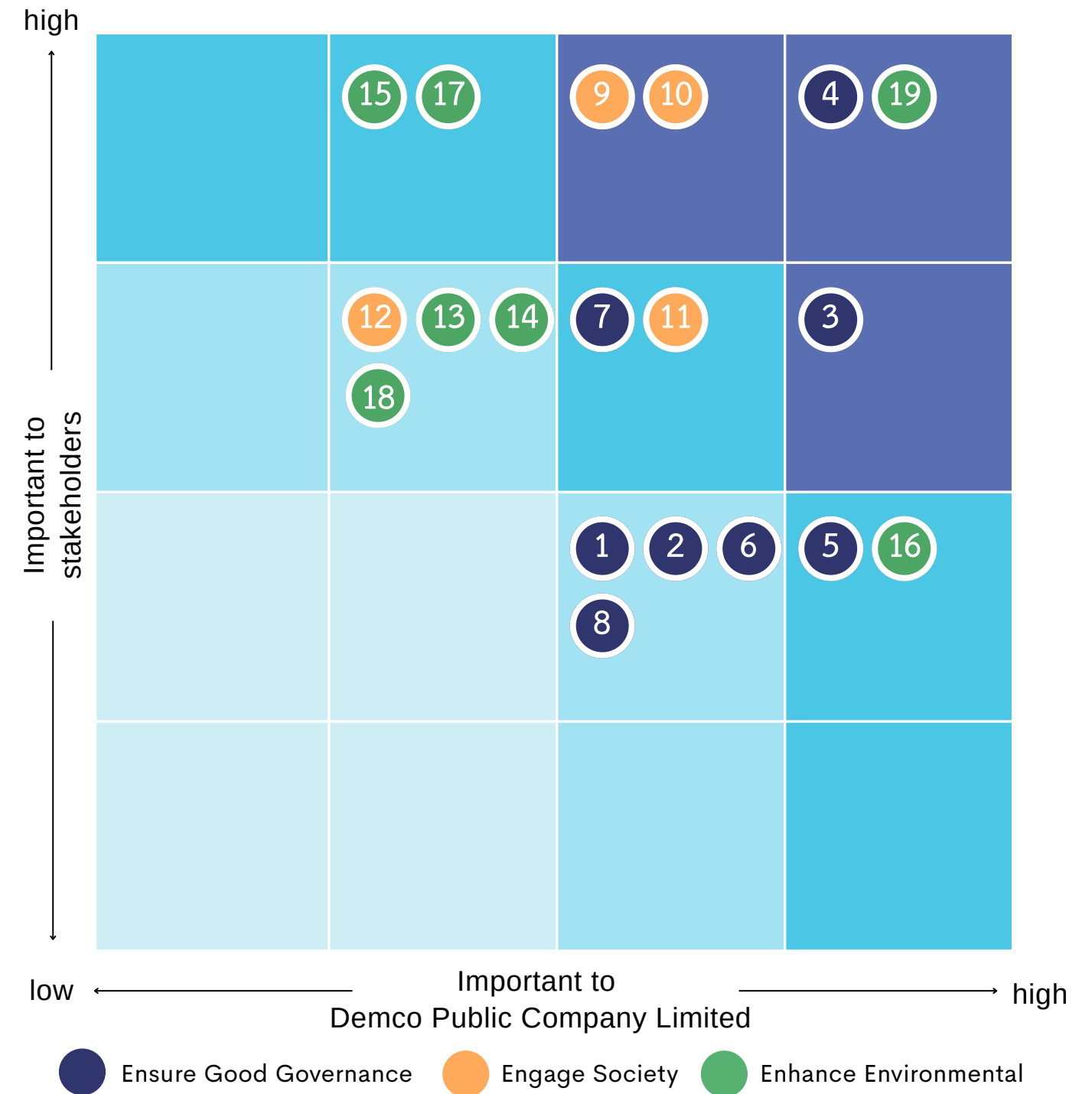




Materiality Matrix for 2025



From the process of identifying key sustainability issues for 2025, the following priority table was obtained:

Very important (VH)			
3	Strategic investment management	10	Employee motivation and retention
4	Risk and crisis management	19	Construction material quality
9	Occupational health, well-being, and workplace safety		
Highly important (H)			
5	Business innovation for social and/or environmental benefits	15	Environmental management
7	Supply chain management	16	Efficient resource use
11	Employee capability development	17	Climate change management
Moderately important (M)			
1	Good corporate governance	12	Respect for human rights and fair labor practices
2	Business ethics and anti-corruption measures	13	Community and social engagement
6	Tax practices	14	Stakeholder engagement
8	Customer relationship management	18	Biodiversity







DEMCO's Key Sustainability Priorities for 2025

THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Good corporate governance				
<p>Negative impact</p> <ul style="list-style-type: none"> Neglecting applicable rules and regulations, or engaging in fraudulent practices related to licensing approvals, may result in legal action or fines and undermine the trust of clients, investors, and other stakeholders A lack of stakeholder engagement and positive relationship-building may lead to conflicts and reputational damage <p>Positive impact</p> <ul style="list-style-type: none"> Strengthen opportunities and competitiveness as consumers and investors increasingly prioritize companies with strong environmental and social responsibility and good corporate governance Create sustainable long-term value and returns while building trust and confidence among shareholders, investors, and all stakeholders 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Customers 	<ul style="list-style-type: none"> 16.3 16.5 16.6 16.7 16.10 	<ul style="list-style-type: none"> GRI 2-9 GRI 2-12 GRI 2-13 GRI 2-14 GRI 2-15 GRI 2-18 GRI 205 GRI 3 	<ul style="list-style-type: none"> Corporate governance Adherence to the principles of good corporate governance Recruitment and appointment of the Board of Directors Board development Performance evaluation of the Board of Directors
Business Ethics and Anti-Corruption Measures				
<p>Negative impact</p> <ul style="list-style-type: none"> Violations of laws or regulations, or fraudulent conduct, may result in prosecution, fines, or other legal penalties Reduced confidence and trust from investors, customers, and business partners may affect the Company's competitiveness Risk of exclusion from governance and sustainability indices or assessments, which could affect access to funding and long-term value creation Business opportunities—particularly government or large-scale projects—may decline if the Company is perceived to lack ethical standards and transparency <p>Positive impact</p> <ul style="list-style-type: none"> Strengthen investor, partner, and stakeholder confidence in the Company's transparency Reduce legal risks and disputes arising from fraud or unfair business practices Increase opportunities to participate in government and international projects with anti-corruption requirements Build a transparent and competitive corporate image domestically and internationally 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Customers Business partners and competitors 	<ul style="list-style-type: none"> 16.5 16.6 	<ul style="list-style-type: none"> GRI 2-23 GRI 2-24 GRI 2-26 GRI 205 GRI 206 GRI 3 	<ul style="list-style-type: none"> Conduct business in accordance with the principles of good corporate governance and the Company's Code of Business Conduct Anti-corruption








THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Risk management				
<p>Negative impact</p> <ul style="list-style-type: none"> Inadequate risk management may expose the Company to unforeseen events such as economic fluctuations, legal changes, or environmental issues Ineffective risk management can increase remediation costs and negatively affect operational performance Investor, customer, and stakeholder confidence may decline if the Company is perceived as lacking adequate risk prevention and management measures <p>Positive impact</p> <ul style="list-style-type: none"> Systematic and rigorous risk management enables the Company to anticipate and respond effectively to unexpected events Supports more accurate strategic decision-making and business planning, enhancing competitiveness Builds confidence among investors, partners, and stakeholders in the Company's readiness and stability Reduces financial and reputational losses while supporting sustainable long-term growth 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Customers 	<ul style="list-style-type: none"> 8.2 8.5 16.6 16.7 	<ul style="list-style-type: none"> GRI 2-12 GRI 201 GRI 3 	<ul style="list-style-type: none"> Creating an organizational risk management culture Environmental, social, and governance (ESG) risks Emerging risks
Business continuity management				
<p>Negative impact</p> <ul style="list-style-type: none"> A lack of an effective business continuity plan may lead to operational disruptions from unforeseen events such as natural disasters, technology failures, or supply chain disruptions This may result in project delays, lost business opportunities, and reduced confidence from customers, investors, and business partners Organizations may face higher costs and losses than preventive investments, including the risk of reduced competitiveness <p>Positive impact</p> <ul style="list-style-type: none"> Developing and regularly reviewing a business continuity plan strengthens preparedness for unforeseen events and minimizes operational impacts Builds confidence among customers, investors, and business partners that the Company has a robust and reliable risk management system Enhances competitiveness and creates a long-term strategic advantage Supports stable business growth and strengthens the Company's reputation for resilience and sustainability 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers 	<ul style="list-style-type: none"> 8.2 16.6 16.7 	<ul style="list-style-type: none"> GRI 201 GRI 3 	<ul style="list-style-type: none"> Develop a crisis management plan and a business continuity plan









THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Tax management				
<p>Negative impact</p> <ul style="list-style-type: none"> Failure to comply with tax laws and regulations may expose the Company to audits, fines, or legal action Insufficient tax transparency may undermine credibility among investors, partners, and other stakeholders Increased tax burdens due to ineffective tax planning may raise operating costs and reduce competitiveness <p>Positive impact</p> <ul style="list-style-type: none"> Effective and transparent tax management reduces legal risks and enhances credibility and trust among stakeholders Proper tax planning improves resource efficiency, reduces costs, and supports long-term business growth Transparency in tax practices strengthens the Company's reputation in line with good governance principles and increases opportunities to access projects or investments related to sustainable development 	<ul style="list-style-type: none"> Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Communities, society, and the environment 	<ul style="list-style-type: none"> 16.6 16.7 	<ul style="list-style-type: none"> GRI 207 GRI 3 	<ul style="list-style-type: none"> Tax management
Innovative Change Management				
<p>Negative impact</p> <ul style="list-style-type: none"> Demand for clean energy and efficient technologies is increasing; without innovation to meet these needs, the Company may lose business opportunities and be overtaken by competitors <p>Positive impact</p> <ul style="list-style-type: none"> Improve electricity generation efficiency and reduce long-term operating costs Respond to growing demand for clean energy to expand the market, differentiate from competitors, and gain support from governments and investors who prioritize sustainability Develop high-efficiency energy technologies to strengthen leadership in clean energy innovation, support national economic development, generate stable returns, and enhance community quality of life 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers Business partners and competitors 	<ul style="list-style-type: none"> 8.2 9.1 9.4  	<ul style="list-style-type: none"> GRI 3 	<ul style="list-style-type: none"> Innovation development Innovation trends in the electricity business







THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Supply Chain Management				
<p>Negative impact</p> <ul style="list-style-type: none"> Inefficient supply chain management may delay raw material procurement, affecting production and project delivery schedules Operating costs may increase due to inadequate supplier planning and management Human rights and environmental risks may arise if supply chain partners violate labor standards or cause negative environmental impacts Trust and reputation may be damaged if the Company cannot effectively manage and monitor business partner standards <p>Positive impact</p> <ul style="list-style-type: none"> Effective and sustainable supply chain management helps reduce disruption risks and supports operations as planned Enhances transparency and accountability across procurement and delivery processes, in line with international ESG standards Builds confidence among customers, investors, and business partners who prioritize supply chain sustainability 	<ul style="list-style-type: none"> Employees Customers Business partners and competitors Communities, society, and the environment 	<ul style="list-style-type: none"> 16.6 16.7 	<ul style="list-style-type: none"> GRI 207 GRI 3 	<ul style="list-style-type: none"> Tax management
Strategic Investment Management				
<p>Negative impact</p> <ul style="list-style-type: none"> Imprudent investment decisions may result in financial losses, adversely affect liquidity, and undermine shareholders' confidence. Investments made without due consideration of environmental and social impacts may increase legal and reputational risks, as well as future remediation costs. Economic volatility, fluctuations in interest rates, and changes in the cost of capital may result in returns not being achieved as planned. <p>Positive impact</p> <ul style="list-style-type: none"> Prudent investment allocation helps enhance the Company's competitive capability and reinforce its financial stability. Investments in efficient projects and technologies can improve productivity, lower costs, and create greater opportunities for sustainable long-term revenue generation. The integration of ESG factors and climate-related risks into investment decisions helps reduce risk exposure and supports sustainable long-term growth. 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers Business partners and competitors Government agencies and related organizations 	<ul style="list-style-type: none"> 8.2 8.3 9.1 9.4 16.5 16.6   	<ul style="list-style-type: none"> GRI 2 GRI 201 GRI 203 GRI 204 GRI 205 	<ul style="list-style-type: none"> Develop an Investment Governance policy and approval framework that clearly specifies the roles of authorized approvers and the criteria for investment decision-making. Undertake a comprehensive pre-investment evaluation of project viability and related risks, including IRR, NPV, Payback Period, and Sensitivity/Scenario Analysis, while incorporating economic, interest rate, foreign exchange, and liquidity risk considerations. Implement post-investment monitoring to evaluate performance against budget, schedule, quality, and return targets, and report the results to management and the Board of Directors on a regular basis. Ensure the disclosure of material information to investors in compliance with good corporate governance principles and applicable capital market requirements.











THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Customer Relationship Management				
<p>Negative impact</p> <ul style="list-style-type: none"> Inadequate customer relationship management may lead to dissatisfaction and customer switching to competitors Insufficient information and understanding of customer needs may result in products and services that do not align with market requirements Reduced customer trust and confidence may affect revenue and the Company's ability to grow the business <p>Positive impact</p> <ul style="list-style-type: none"> Effective customer relationship management helps build long-term customer satisfaction and loyalty Using customer insights to develop products and services improves responsiveness to market needs Increases business opportunities by retaining existing customers and expanding to new customers 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers 	<ul style="list-style-type: none"> 4.4 8.9 9.1 16.6 16.10 	<ul style="list-style-type: none"> GRI 3 GRI 416 GRI 418 	<ul style="list-style-type: none"> Customer satisfaction Customer relationship management (CRM) Protecting customer data
Employee development and care.				
<p>Negative impact</p> <ul style="list-style-type: none"> Inadequate employee development and support may result in skill gaps, reducing operational efficiency Lower employee engagement and motivation may increase turnover and raise recruitment and training costs The Company may lose competitiveness if it cannot attract and retain talented personnel <p>Positive impact</p> <ul style="list-style-type: none"> Continuously developing employee capabilities builds a knowledgeable, skilled workforce that can adapt to change Supporting and motivating employees fosters engagement and loyalty and helps reduce turnover Strengthens the Company's ability to attract quality talent and retain high-potential employees over the long term 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers 	<ul style="list-style-type: none"> 3.4 4.4 8.5 8.7 8.8 	<ul style="list-style-type: none"> GRI 3 GRI 401 GRI 404 GRI 405 	<ul style="list-style-type: none"> Human resource and leadership development Succession planning Enhancing employee engagement Welfare and compensation Diversity and equality in the workplace







THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Occupational safety and health				
<p>Negative impact</p> <ul style="list-style-type: none"> Accidents on construction projects or in field operations may harm the health and safety of employees, contractors, and surrounding communities and may also cause property damage and operational disruptions Failure to comply with occupational health and safety laws and standards may result in legal liability, lawsuits, fines, and reputational damage <p>Positive impact</p> <ul style="list-style-type: none"> Strong safety performance demonstrates responsibility to society and stakeholders, builds trust, and enhances the Company's competitiveness Investing in effective safety measures and occupational health systems reduces accident risks, lowers health and incident-related costs, and improves long-term operational efficiency A culture that emphasizes a safe and healthy workplace builds employee confidence and pride, helps reduce turnover, and strengthens organizational commitment 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Customers Communities, society, and the environment 	<ul style="list-style-type: none"> 3.4 3.6 8.8  	<ul style="list-style-type: none"> GRI 3 GRI 403 	<ul style="list-style-type: none"> Process safety Personal safety Compliance with relevant occupational health and safety laws
Community Linkage				
<p>Negative impact</p> <ul style="list-style-type: none"> Insufficient community involvement may lead to misunderstandings and opposition, causing project delays or disruptions Trust and relationships with communities and government agencies may decline, affecting future acceptance and business opportunities The Company may incur additional costs and losses from handling complaints or social conflicts <p>Positive impact</p> <ul style="list-style-type: none"> Building positive relationships with communities helps reduce conflicts and increases acceptance of the Company's projects Supporting community development and improving local quality of life demonstrates social responsibility Enhances the Company's reputation as a trusted partner among communities and government agencies Supports long-term business growth through collaboration and support from surrounding communities 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Communities, society, and the environment 	<ul style="list-style-type: none"> 3.4 4.1 7.1 7.3 12.5 12.8    	<ul style="list-style-type: none"> GRI 3 GRI 413 	<ul style="list-style-type: none"> Corporate Social Responsibility (CSR) strategy Community involvement









THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Labor and human rights action				
<p>Negative impact</p> <ul style="list-style-type: none"> Failure to comply with labor laws may lead to human rights abuses across the value chain, exposing the Company to lawsuits, reputational damage domestically and internationally, and potential sanctions from international organizations, which may result in lost business opportunities Unequal treatment of workers may lead to dissatisfaction, protests, resignations, or legal claims Neglecting human rights may damage the Company’s reputation and erode stakeholder trust <p>Positive impact</p> <ul style="list-style-type: none"> Creating a fair and safe work environment strengthens organizational commitment, improves productivity, and reduces turnover Operating with respect for human rights helps build strong relationships with stakeholders Earning the trust of clients and investors who value social responsibility increases opportunities to access new markets and expand the customer base 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Business partners and competitors Communities, society, and the environment 	<ul style="list-style-type: none"> 3.4 3.6 4.4 5.1 5.5 8.5 8.7 8.8 16.10 	<ul style="list-style-type: none"> GRI 3 GRI 401 GRI 402 GRI 403 GRI 404 GRI 405 GRI 406 GRI 407 GRI 408 GRI 409 GRI 412 	<ul style="list-style-type: none"> Human rights management Human rights communication and awareness-building
Environmental management				
<p>Negative impact</p> <ul style="list-style-type: none"> Inefficient waste management may cause environmental contamination and expose the Company to environmental lawsuits or penalties Failure to comply with environmental laws or standards may result in fines, license revocation, and lost business opportunities Stakeholder trust may decline if waste management does not align with environmental responsibility principles <p>Positive impact</p> <ul style="list-style-type: none"> Demonstrate to stakeholders that the Company complies with environmental standards Reduce legal risks and costs related to fines or remediation Enhance opportunities to participate in projects with high environmental requirements (e.g., government or international projects) Promote sustainable development and the conservation of natural resources 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Communities, society, and the environment 	<ul style="list-style-type: none"> 6.3 12.4 13.2 	<ul style="list-style-type: none"> GRI 3 GRI 301 GRI 302 GRI 303 GRI 306 GRI 307 	<ul style="list-style-type: none"> Air quality management Compliance with international laws, regulations, and standards










THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Biodiversity				
<p>Negative impact</p> <ul style="list-style-type: none"> Operations that affect ecosystems may cause wildlife habitat loss and disrupt ecological balance in areas with high biodiversity Failure to conduct an environmental impact assessment (EIA) for a project, or to comply with biodiversity conservation laws and standards, may result in fines, legal action, loss of operating licenses, and reduced investor support <p>Positive impact</p> <ul style="list-style-type: none"> Integrating biodiversity considerations into projects helps reduce the risk of wildlife habitat loss and supports the conservation and protection of natural resources Prioritizing biodiversity conservation in construction or investment areas strengthens relationships with local communities, government agencies, and environmental organizations and increases opportunities for future support and collaboration 	<ul style="list-style-type: none"> Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Communities, society, and the environment 	<ul style="list-style-type: none"> 15.1 15.2 	<ul style="list-style-type: none"> GRI 3 GRI 304 	<ul style="list-style-type: none"> Review of the Environmental Impact Assessment (EIA) report Preventive measures and management guidelines
Efficient use of resources				
<p>Negative impact</p> <ul style="list-style-type: none"> Inefficient use of energy, water, and raw materials may increase operating costs Excessive resource consumption may cause environmental impacts such as higher greenhouse gas emissions or water scarcity The Company may face compliance risks as government measures and requirements become more stringent <p>Positive impact</p> <ul style="list-style-type: none"> Reduce operating costs and enhance competitiveness Support greenhouse gas emissions reduction and progress toward the Net Zero goal Strengthen an environmentally friendly corporate image and attract ESG-focused investors and partners Build trust with customers and stakeholders 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Business partners and competitors Customers Communities, society, and the environment 	<ul style="list-style-type: none"> 7.3 12.2 12.5 13.2   	<ul style="list-style-type: none"> GRI 3 GRI 302 GRI 303 GRI 305 GRI 306 	<ul style="list-style-type: none"> Improve efficiency in electricity/energy use, water consumption, and waste reduction across business processes Implement 3R measures (Reduce, Reuse, Recycle) for resource and waste management Train employees to promote awareness of efficient resource use





THE IMPORTANCE OF THE ISSUE	SCOPE OF IMPACT	CONSISTENCY		Management guidelines
		SDGS	GRI	
Quality of construction materials				
<p>Negative impact</p> <ul style="list-style-type: none"> Using substandard materials may cause project defects, increase accident risks, lead to delays, and raise repair costs Low-quality materials may compromise the safety of users and surrounding communities and undermine trust in the Company The Company may face lawsuits or penalties if projects do not meet engineering or environmental standards <p>Positive impact</p> <ul style="list-style-type: none"> Using high-quality, standardized materials enhances safety, durability, and extends the project's lifespan Builds confidence among customers, investors, and stakeholders that the Company operates responsibly and to high standards Using environmentally friendly building materials (e.g., recycled or low-emission materials) strengthens the Company's sustainability image and enhances competitiveness 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Business partners and competitors Customers Communities, society, and the environment 	<ul style="list-style-type: none"> 9.4 12.2 12.5  	<ul style="list-style-type: none"> GRI 3 GRI 301 GRI 308 GRI 416 	<ul style="list-style-type: none"> Establish quality standards for construction materials that comply with engineering and environmental requirements Promote the use of environmentally friendly building materials and the recycling of waste materials
climate change				
<p>Negative impact</p> <ul style="list-style-type: none"> Natural disasters such as floods, storms, or droughts may disrupt operations, including the efficiency of electricity generation from solar and wind power Changes in government regulations and policies (e.g., stricter climate-related laws on reporting and greenhouse gas emissions reductions) may increase operating costs and expose the Company to fines or penalties if it fails to adapt <p>Positive impact</p> <ul style="list-style-type: none"> Investing in technologies and innovations that reduce greenhouse gas emissions can improve operational efficiency and lower long-term costs Aligning with Net Zero policies and environmental measures enhances competitiveness domestically and internationally Responsible climate action creates opportunities to attract ESG-focused investors, partners, and customers Strengthens the Company's reputation as a sustainability leader and demonstrates a proactive role in addressing climate change 	<ul style="list-style-type: none"> Employees Shareholders, investors, creditors, and financial institutions Government agencies and related organizations Business partners and competitors Customers Communities, society, and the environment 	<ul style="list-style-type: none"> 7.2 7.3 12.2 13.2 13.3   	<ul style="list-style-type: none"> GRI 201 GRI 3 GRI 302 GRI 305 	<ul style="list-style-type: none"> Climate change risk and opportunity assessment Increase the share of energy production from renewable sources Integrate climate change into enterprise risk management (ERM) strategies and processes Prepare climate-related reports and disclose greenhouse gas emissions data and progress on climate action in line with international standards (e.g., GRI, TCFD)





Corporate Governance and Economic

Building trust through effective corporate governance ensures transparency, fairness, and accountability across the supply chain. A strong commitment to GRC (Governance, Compliance, and Responsibility) supports business growth and resilience by integrating digital technologies into work processes, empowering partners and customers, and promoting ethical business practices for sustainable development.

Good corporate governance	37
Business Ethics and Anti-Corruption Measures	44
Risk management	51
Business Continuity Management Approach	57
Tax Policy and Governance	59
Managing Change Through Innovation	61
Supply Chain Management	64
Customer Relationship Management	72





Good corporate governance

DEMCO is committed to sustainable development and long-term growth based on the principles of good corporate governance and ethical conduct. This includes transparency, accountability to society and the environment, engagement with all stakeholders, and a zero-tolerance approach to corruption and bribery in all forms. The Board of Directors has established written policies, a code of conduct, and guidelines that apply to directors, executives, and employees.

Supporting the Sustainable Development Goals



16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable, and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Key performance results

Corporate Governance Rating (CGR) Assessment Results for Listed Companies

Target for 2025 (Excellent)



Performance evaluation results of the five sub-committees

Target for 2025 (>80%)



Receipt of a warning letter or reprimand from a regulatory agency

Target for 2025 (none)





Commitment and Approach to Corporate Governance

DEMCO places great importance on good corporate governance and ethical business practices, and applies recognized best practices for directors, executives, and employees of listed companies. The Company complies with applicable laws and regulations and follows the Principles of Good Corporate Governance for Listed Companies (2017), as well as relevant guidance issued by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

The Board of Directors consistently prioritizes corporate governance and has incorporated it as one of the performance indicators for the DEMCO Group. In addition, the Board regularly reviews and develops action plans to continuously enhance corporate governance practices in line with international standards. DEMCO's corporate governance structure and practices are organized into four key areas:

- Shareholder rights and equitable treatment of shareholders
- The role of stakeholders and sustainable business development
- Disclosure and transparency
- Responsibilities of the Board

In 2025, Demco did not receive any warning letters and was not subject to any allegations, accusations, or charges by relevant regulatory authorities arising from non-compliance with laws, rules, regulations, or requirements applicable to its business operations. Demco remains committed to good corporate governance and maintains strict, ongoing compliance with applicable laws and regulations.

Further details on corporate governance are provided in the Company's 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) under the section "Corporate Governance," demonstrating DEMCO's commitment to strengthening transparency and sustainability in business operations.



[Read more about our corporate governance policy.](#)



[Read more about ethics and professional conduct in business.](#)





Corporate Governance Performance Results

Driven by our commitment to transparency, fairness, and consideration for all stakeholders, the Demco Group received an “Excellent CG Scoring” rating in the 2025 Corporate Governance Report of Thai Listed Companies (CGR) by the Thai Institute of Directors (IOD). Demco achieved an average score of 105 points from the IOD for the tenth consecutive year. The average scores by category are as follows:

Corporate Governance Report (CGR) Assessment Results for Listed Companies	
Category A: Shareholder Rights and Equitable Treatment of Shareholders	95
Category B: The Role of Stakeholders and Sustainable Business Development	105
Category C: Disclosure and Transparency	98
Category D: Board Responsibilities	95



The average score was 105 points, and the scores in each category were within acceptable thresholds.

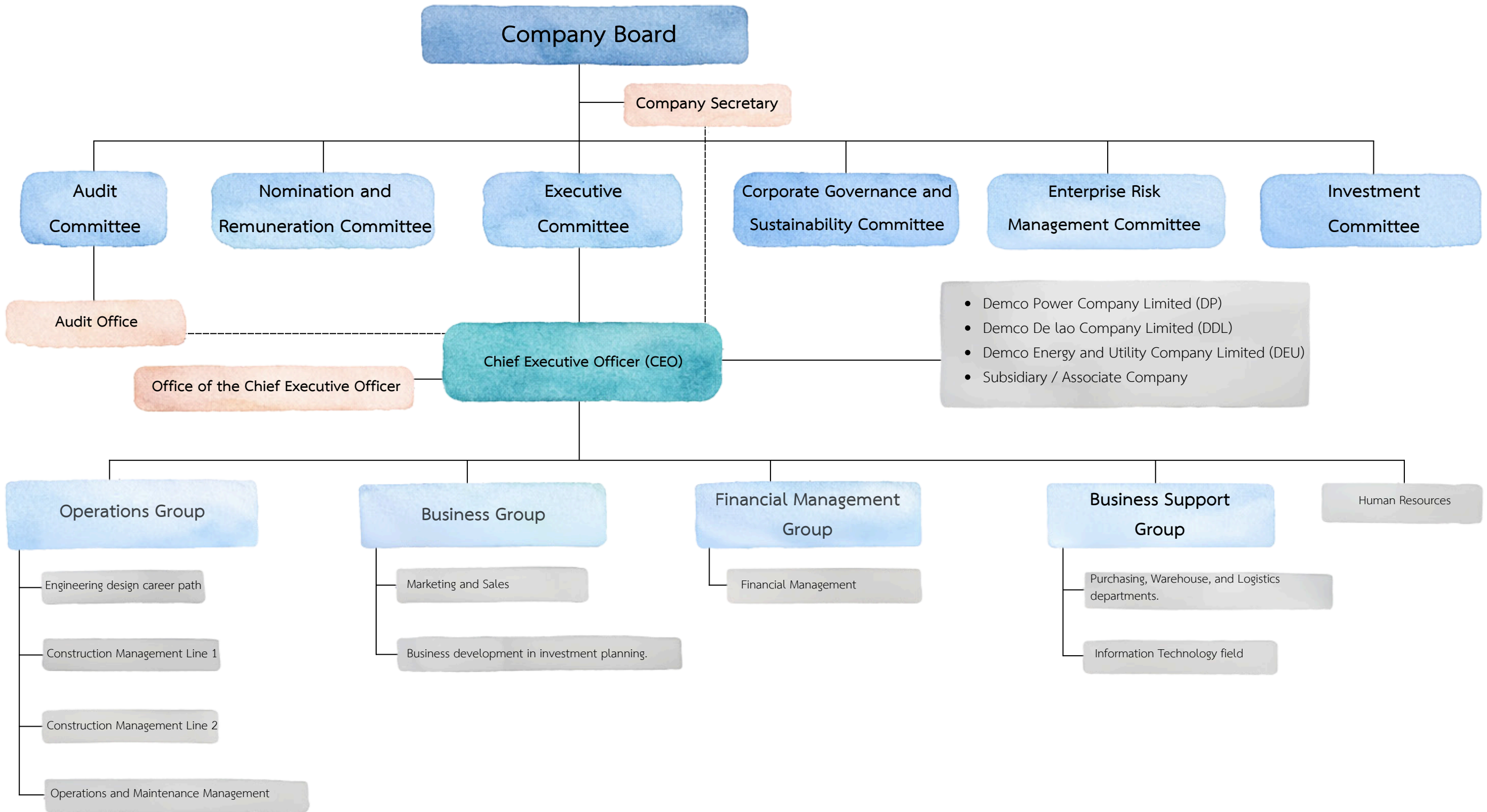
"Excellent"

for the 10th consecutive year





Organizational Structure





Good Corporate Governance Structure

Roles, Responsibilities, and Authority

The Board of Directors is responsible for establishing sub-committees to review and consider specific matters. In 2025, DEMCO had the following sub-committees :

Investment Committee

The Investment Committee shall consist of at least three members, with the Board of Directors appointing an independent director or non-executive director as Chair based on a nomination by the other members. The Investment Committee is responsible for setting DEMCO’s investment policies and strategies, liquidity management and fund allocation policies, establishing the related frameworks for the DEMCO Group, reviewing annual work plans and budgets, overseeing and monitoring investments, liquidity management, work plans and budgets, and fund allocation to ensure appropriateness to prevailing circumstances, proposing policy framework changes to the Board of Directors for consideration, and preparing the Investment Committee’s report for disclosure in DEMCO’s annual report in accordance with SET requirements.

Enterprise Risk Management Committee

The committee, comprising at least three independent, non-executive, and executive directors, advises the Board of Directors on the DEMCO Group’s risk governance framework. It reviews and assesses the adequacy and effectiveness of overall risk management policies and strategies—including risk appetite—at least annually, or when significant changes occur, to ensure coverage of all risk types, including emerging risks.

Nomination and Remuneration Committee

The Board of Directors comprises independent and non-executive directors. The Nomination and Remuneration Committee must include at least 60% independent directors of its total membership. The Committee’s primary role is to review the appropriate Board composition and nominate candidates who meet the established qualifications. It also oversees the selection process for the Chief Executive Officer (CEO) and other senior executives of the DEMCO Group.

Corporate Governance and Sustainability Committee

The committee comprises at least three directors, including independent, non-executive, and executive directors, with independent directors representing at least 60% of its membership. The committee strengthens and oversees processes that drive the DEMCO Group’s sustainability agenda at the organizational level, ensuring that policies and strategies integrate key sustainability frameworks and material issues with a clear pathway to sustainable development. Across the organization—from executives to employees—personnel contribute to leading the business toward “Growing Together with Pride and Sustainability.”

Audit Committee

The Board of Directors shall include at least three independent directors, at least one of whom must have accounting and finance expertise. Directors must have the qualifications necessary to oversee DEMCO’s operations, review the effectiveness of internal controls, and ensure that all functions operate efficiently, comply with applicable laws and regulations, and uphold ethical standards. The Board shall also ensure that management is appropriate and effective, delivering maximum efficiency and performance.

Executive Committee

This committee comprises non-independent directors and senior management and acts on behalf of the Board of Directors to make timely decisions on matters that exceed management’s authority, without awaiting full Board approval when swift action is required. It also reviews management proposals before submission to the Board and relevant sub-committees to ensure effective implementation and support the Company’s sustainable growth in an ethical, transparent, and accountable manner.



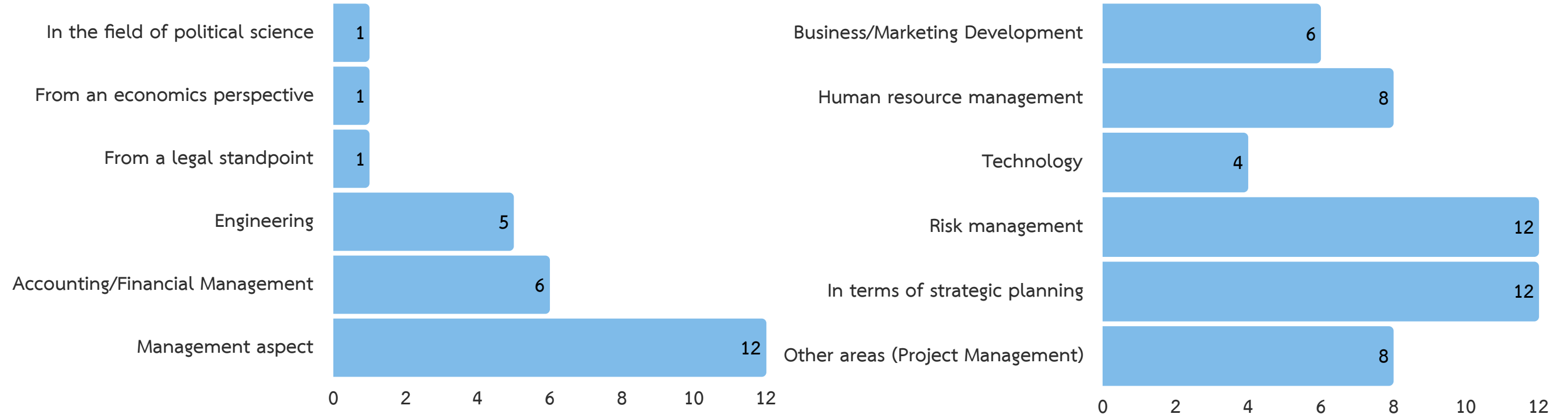


Committee Composition (Members)

Number of Committee Members



Board of Directors' Knowledge and Expertise (Skills Matrix)





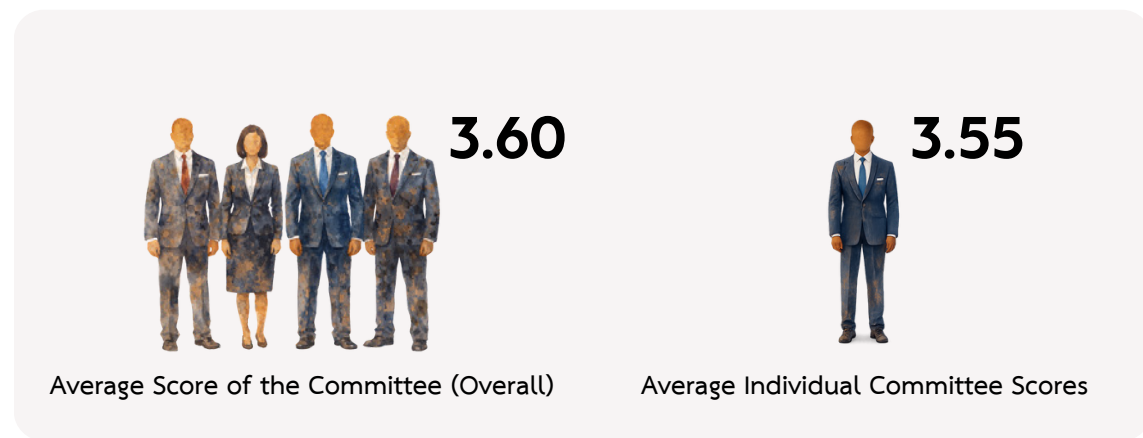
Corporate Governance and Sustainability Committee Meetings (2025)

Demco holds five meetings of its Corporate Governance and Sustainability Committee annually to monitor performance in driving business towards sustainability against set targets, as well as to consider global sustainability issues to study their impact and business opportunities.

Performance Evaluation of the Board of Directors

To maximize the effectiveness of the Board of Directors and support continuous performance improvement, DEMCO conducts annual performance evaluations of the Board, its sub-committees, and individual directors using self-assessment and/or peer assessment. Feedback from these evaluations is used to enhance Board effectiveness and strengthen DEMCO’s corporate governance. The results of the 2025 performance evaluations of the Board of Directors, sub-committees, and individual directors are as follows:

Results of the Board of Directors’ Performance Evaluation

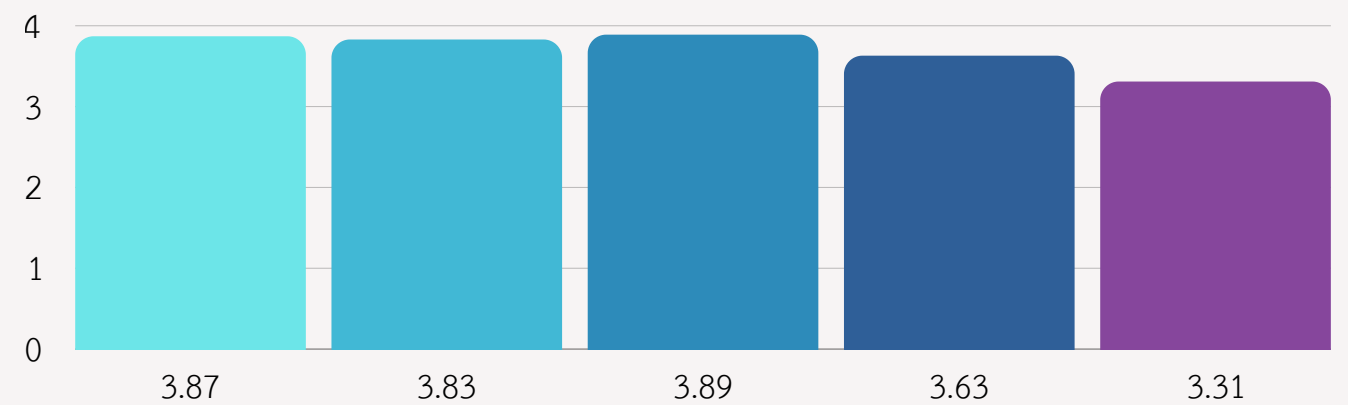


Scoring Criteria for the 2025 Board of Directors’ Performance Evaluation

- 0 = Strongly disagree, or no action has been taken on the matter
- 1 = Disagree, or limited action has been taken on the matter
- 2 = Agree, or considerable action has been taken on the matter
- 3 = Strongly agree, or the matter is being handled well
- 4 = Strongly agree, or performance is excellent

Evaluation results of the sub-committees

- Average score of the Audit Committee
- Average score of the Corporate Governance and Sustainability Committee
- Average score of the Nomination and Remuneration Committee
- Average score of the Enterprise Risk Management Committee
- Average score of the Investment Committee





Business Ethics and Anti-Corruption Measures

DEMCO is committed to conducting business ethically by respecting rights and freedoms, protecting labor and human rights, managing conflicts of interest, ensuring transparency through information disclosure, maintaining occupational health and safety, protecting the environment, and complying with all applicable laws and regulations. The Code of Conduct for Directors, Executives, and Employees promotes a culture of good governance by setting clear guidelines and expected standards of behavior for directors, executives, and employees, ensuring that the DEMCO Group’s operations comply with relevant policies, laws, rules, and regulations.

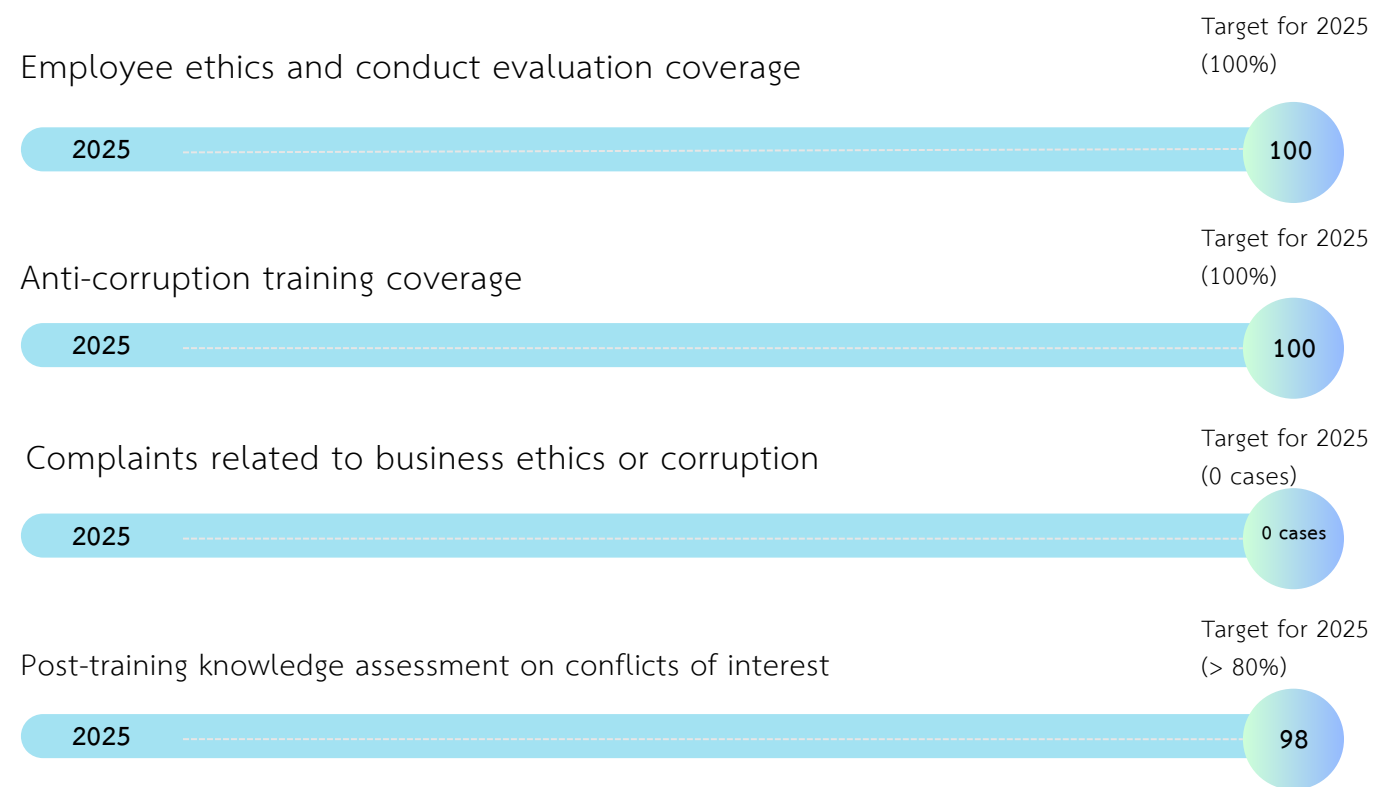
Supporting the Sustainable Development Goals



16.5 Substantially reduce corruption and bribery in all their forms
16.6 Develop effective, accountable, and transparent institutions at all levels



Key performance results





Code of Conduct

DEMCO has established a Code of Business Conduct to ensure that all directors, executives, and employees across the DEMCO Group uphold the highest ethical standards. The DEMCO Group believes that strong ethical principles are fundamental to achieving efficient and effective performance and creating long-term value for shareholders and other stakeholders.



[Read more about Code of Conduct](#)



[Read more about Company Code of Ethics](#)

Ethical Organizational Culture

The Board recognizes the importance of corporate culture as a foundation for DEMCO's long-term resilience and future business growth. A strong corporate culture strengthens the business and supports sustainable success. Accordingly, DEMCO has defined its values and corporate culture in six areas :

- 1) Performance Culture
- 2) Ethical Culture
- 3) Risk Culture
- 4) Learning and Team Culture
- 5) Change and Innovation Culture
- 6) Environmental, Social, and Governance (ESG) Culture

In 2025, DEMCO required all employees at every level to complete an annual Ethical Self-Assessment (100% coverage). A designated channel for completing the assessment was provided each October, and the results were summarized and reported to the Corporate Governance and Sustainability Committee. This process supports a positive corporate culture across the DEMCO Group and helps ensure effective change management in line with established policies and sustainability initiatives.





Combating Corruption and Bribery

The Board of Directors prioritizes corporate governance within a management framework grounded in ethics, transparency, and accountability. This includes promoting a strong sense of responsibility to prevent and oppose all forms of corruption and bribery—both direct and indirect—among all personnel. DEMCO has established an Anti-Corruption and Bribery Policy and related guidelines as part of its corporate governance and ethical conduct framework. These requirements are implemented consistently and serve as a standard for all personnel across the DEMCO Group.



Read more about [our anti-corruption and anti-bribery policy](#).



Read more about [the guide to anti-corruption and bribery measures](#).

Guidelines on Preventing Corruption and Bribery

DEMCO has established three guidelines to prevent involvement in corruption and bribery:

1. Corruption and Bribery Risk Assessment Process

DEMCO establishes a risk management system appropriate to the nature of the DEMCO Group's operations to prevent and combat corruption and bribery. This includes identifying high-risk activities or events that may lead to corruption or bribery, assessing risk levels (likelihood and impact), defining mitigation measures proportionate to the assessed risks, setting performance indicators to measure effectiveness, allocating required resources, and monitoring and evaluating the risk management plan on an ongoing basis.

2. Oversight and Control Guidelines for Preventing and Monitoring Corruption and Bribery Risks

- Establish a process to audit and evaluate internal controls and risk management systems across key functions (e.g., sales and marketing, procurement, contract preparation, budgeting and control, accounting, and payments) to prevent and monitor corruption and bribery risks and recommend corrective actions as appropriate
- Provide channels for receiving information, tips, or complaints regarding misconduct, illegal acts, or unethical business practices, including concerns related to fraud, corruption, bribery, financial reporting, or internal controls; a whistleblower protection policy is in place to safeguard confidentiality, and investigation and disciplinary measures are implemented in accordance with DEMCO's regulations and applicable laws; where contact details are available, the Company will notify the whistleblower or complainant of the outcome in writing
- The head of the relevant unit is responsible for monitoring implementation, addressing any issues identified, and reporting to the authorized person in a timely manner





3. Guidelines for Monitoring and Evaluating Compliance with Measures to Prevent Involvement in Corruption and Bribery

- Management and employees are required to regularly evaluate their performance for compliance with the Demco Group's Corporate Governance and Business Ethics Manual, including the Group's Corporate Governance Policy, ethical standards and Code of Conduct, the Code of Ethics on Supporting the Combat of Corruption and Bribery, guidelines for preventing involvement in corruption and bribery, and the employee code of conduct/code of ethics.
- An Internal Audit Unit has been established to audit internal controls, risk management, and corporate governance, and to provide ongoing recommendations. Audits are conducted in accordance with the annual audit plan approved by the Audit Committee, and significant audit findings and recommendations are reported to the Audit Committee.
- The Internal Audit Unit continuously tests and assesses the risks of fraud, corruption, and bribery to ensure the effective implementation of anti-corruption and anti-bribery measures. It also regularly monitors, reviews, and enhances these measures, and reports the evaluation results to the Audit Committee and the Board of Directors in a timely and regular manner.
- Where an investigation finds that audit results or complaints provide reasonable grounds to believe that certain matters or actions may materially affect the Demco Group's financial position and operating results—including breaches of business ethics or corruption prevention practices, or concerns regarding financial reporting or internal controls—the Audit Committee will report such matters to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee.

Demco communicates its best practices for preventing involvement in corruption and bribery through various channels—such as Demco's journal, the Demco Group intranet, and the Company website—to ensure that all Demco Group personnel are aware of and comply with these practices. By 2025, Demco aims to achieve a 100% employee completion rate for its anti-corruption and anti-bribery training (e-learning).

Risk Management of Corruption and Bribery

Demco is committed to conducting business transparently, in accordance with the principles of good corporate governance, honesty, and integrity. The Company seeks to deliver sustainable outcomes across economic, social, and environmental dimensions, while continuously generating returns and added value from investments for investors and all stakeholders. Demco emphasizes the active participation of employees, management, and the Board of Directors in driving the organization toward sustainable growth.

Effective management of corruption and bribery risks is a key mechanism supporting Demco's achievement of its business objectives. Accordingly, the Company has developed a Risk Management Manual to guide the assessment of corruption and bribery risks within operational processes. This enables relevant departments to clearly understand the likelihood of occurrence, potential impacts, and risk details for each process.

Demco has established seven risk management processes, which include:

1. Setting Objectives
2. Risk identification
3. Risk Analysis
4. Risk assessment
5. Risk management (Risk mitigation or Risk treatment)
6. Risk Communication and Consultation
7. Measurement, monitoring of implementation, and risk review



[Read more about the Corruption and Bribery Risk Management Guide.](#)





Conflict of Interest

DEMCO conducts its business in accordance with the principles of good corporate governance, ensuring that all decisions relating to transactions or activities of DEMCO and its subsidiaries are made in the best interests of the Company and its shareholders, while avoiding any actions that may give rise to conflicts of interest. Any person who has an interest in a transaction under consideration is required to disclose such relationship or interest to the Board of Directors or management and must refrain from participating in the decision-making process or approving the relevant transaction or activity.

To reinforce this approach, DEMCO has established a Conflict of Interest Prevention Policy as a guideline for all employees and provides online training (e-learning) on conflict of interest. Employees are required to complete an assessment following the training. By 2025, DEMCO targets 100% completion of the training and assessment by employees, reflecting the Company's commitment to strengthening awareness and compliance with good governance practices.



Read more about [our conflict of interest policy](#).



Management of Corruption Complaints

Reporting a Tip or Complaint

To ensure that the Company's management and organizational development align with the principles of good corporate governance, DEMCO has established whistleblowing channels that enable employees and external stakeholders to report information or lodge complaints regarding suspected fraud, misconduct, or illegal activities. DEMCO also has measures in place to protect whistleblowers. The channels for reporting fraud and illegal activities are as follows:

Scope of Complaints / Whistleblowing

The following actions are suspected of violating good practices:

- Violations of the Company's good corporate governance policy, principles, and practices
- Non-compliance with applicable laws, regulations, and the Company's rules and bylaws
- Unfair treatment in the workplace
- Corruption-related acts, including the giving or receiving of bribes

Guidelines for Handling Complaints

- Whistleblowers/complainants may choose to disclose or withhold their identity.
- Complaints should be submitted using polite and appropriate language.
- All information received will be treated as confidential.
- DEMCO will protect the rights of whistleblowers/complainants, whether they are employees or external parties.
- The complaint must relate to a matter where the complainant or the Company has suffered hardship or damage.
- Complaints with incomplete information will be closed; however, the information will be retained in the database for record-keeping.

Responding to Complainants/Whistleblowers

- Response time: DEMCO will respond to the complainant/whistleblower within 7 business days of receipt of the complaint.
- Processing time: The processing period depends on the complexity of the matter, the sufficiency of supporting documents and evidence, and information provided by the complainant/whistleblower; however, it will not exceed 30 working days.





Measures to Protect Whistleblowers

DEMCO places priority on protecting whistleblowers and complainants. The identities and information of whistleblowers, complainants, individuals cooperating in fact-finding, and persons named in complaints are kept strictly confidential. Disclosure is limited to information necessary for investigation and complaint consideration, with due regard to the safety of the informant, the source of information, and other related parties.

Where any party is adversely affected, DEMCO will provide appropriate remedies in a transparent and fair manner. In addition, whistleblowers, complainants, and individuals cooperating in fact-finding may request suitable protection measures if they believe they may face hardship, harm, or insecurity.

DEMCO maintains a non-retaliation commitment and will not take any unfair actions against such individuals, including changes to position, duties, or workplace; suspension; threats; obstruction of work; termination of employment; or any other form of unfair treatment.



Channels for receiving complaints / reporting information.



- **Submit in person** (Complaint box, Head Office, 2nd Floor, Building 1)
- **Send the letter by mail** to the Audit Office, Demco Public Company Limited.
No. 59, Moo 1, Suan Phrik Thai Subdistrict, Mueang Pathum Thani District, Pathum Thani Province 12000
- **Through the company's intranet/website**
www.demco.co.th/good-government-government/complaint-channels-and-complaint-handling-process
- **Submit complaints/reports electronically through the following channels:**



- Audit Committee Email: Auditcom@demco.co.th
- Secretary of the Audit Committee Email: AC_Secretary@demco.co.th



- Corporate Governance and Sustainability Committee Email: goodgovernance@demco.co.th
- Secretary of the Audit Committee Email: Gov_Secretary@demco.co.th



- Company Secretary Email: Com_Secretary@demco.co.th





Anti-Corruption Performance Results

DEMCO recognizes the importance of conducting business transparently and with integrity, in line with good governance principles, to reduce fraud risks and build trust among all stakeholders. In 2025, the Company implemented the following anti-corruption measures:

1. Training and workplace ethics assessments were completed for 100% of employees at all levels, including the following actions:
 - Conducted workshops on ethics, business conduct, anti-corruption, and conflicts of interest for all employees.
 - Developed an assessment to evaluate understanding of ethics and transparent work practices, and required all employees to complete an annual ethics and conduct assessment.
2. Review and assess risks that may lead to corruption and bribery, and establish rigorous prevention and control measures.
3. Publicly declare the Company’s commitment to combating corruption and invite business partners and associates to join the anti-corruption coalition through various channels (e.g., the Company website and official letters).
4. Develop a corporate governance, ethics, and business conduct manual in e-book format to enable easy access via the internal website.
5. Establish an intranet platform for Q&A on general information, work procedures, and policies, enabling employees to access information conveniently, quickly, and accurately.

As of 2025, DEMCO received no complaints related to business ethics violations or corruption. Nevertheless, the Company remains committed to preventing fraud and corruption in all forms, whether direct or indirect. Management sets the tone from the top and oversees and supports all employees in strictly complying with anti-corruption measures. In addition, DEMCO has established proactive anti-corruption guidelines to prevent and mitigate future risks and to foster a transparent culture of integrity and accountability toward all stakeholders.

Collaboration with Anti-Corruption Networks

DEMCO has joined the Thai Private Sector Collective Action Against Corruption (CAC) to demonstrate its commitment to preventing and combating corruption and bribery in all forms. This commitment is reflected in DEMCO’s policies, defined responsibilities, and control measures designed to prevent corruption and bribery across all business activities of the DEMCO Group. The CAC Committee approved DEMCO’s membership on September 29, 2016, and DEMCO has continued to maintain its membership since then.



In 2025, DEMCO renewed its membership in the Thai Private Sector Collective Action Against Corruption (CAC) for the third consecutive year, reaffirming its commitment to preventing and combating all forms of corruption. The Company regularly communicates its No Gift Policy and the practices under the “We Refuse to Give Gifts” initiative to employees and stakeholders, particularly during festive seasons and other special occasions.





Risk management

DEMCO Public Company Limited operates in the dynamic engineering and energy industry, where performance is influenced by costs, contracts, regulations, and economic conditions. Effective risk management is therefore essential to support decision-making, strengthen operations, and achieve business objectives. The Company prioritizes identifying, assessing, and monitoring risks that may affect performance, financial position, and business continuity—including emerging risks—to enhance resilience, reduce volatility, and support sustainable long-term growth.

Supporting the Sustainable Development Goals



8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors



8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Key performance results

Risk Monitoring and Review at the Department Level

Target for 2025 (100%)



Pre-Commencement Risk Assessment for New Projects (2025)

Target for 2025 (100%)



Commitment and Path to Success

DEMCO is committed to developing and continuously improving its risk management system as an integral part of strategic planning, business planning, and day-to-day operations. This supports the achievement of business objectives, helps manage performance volatility, and enhances long-term competitiveness.

The Company has established a clear risk governance structure from the Board and executive levels to the departmental level, making risk management a shared responsibility across the organization. A Corporate Risk Management Committee sets policies and direction and oversees risk management in alignment with corporate strategy, while the Risk Management function serves as the central unit to support, coordinate, monitor, and regularly report risk management performance to senior management and the Board.

DEMCO’s approach is based on the COSO ERM Framework and covers enterprise, departmental, and project-level risks. It links risk assessment to decision-making, project selection and execution, cost management, and profitability. The Company also prioritizes emerging risks and strengthens business continuity through Business Continuity Management (BCM) and Business Continuity Plans (BCP) to address potential operational and financial impacts, while promoting a risk-aware culture embedded in daily work to support stable and sustainable long-term growth.





Organizational Risk Management Guidelines

DEMCO is committed to enterprise-wide risk management and applies the COSO Enterprise Risk Management—Aligning Risk with Strategy and Performance (2017) framework to maintain risk within acceptable levels and support efficient business operations. The Company has established an Organizational Risk Management Policy as a systematic guideline, aligned with principles of good corporate governance and sustainable development. The Policy promotes the integration of risk management into decision-making at all levels and fosters a strong risk-aware culture. It also emphasizes employee awareness of uncertainties that may affect the Company, transparent disclosure of relevant information, and continuous improvement of risk management processes. In addition, the Company places importance on understanding sustainability-related risks that may affect business resilience and continuity, while balancing growth and risk considerations to support long-term sustainability goals.

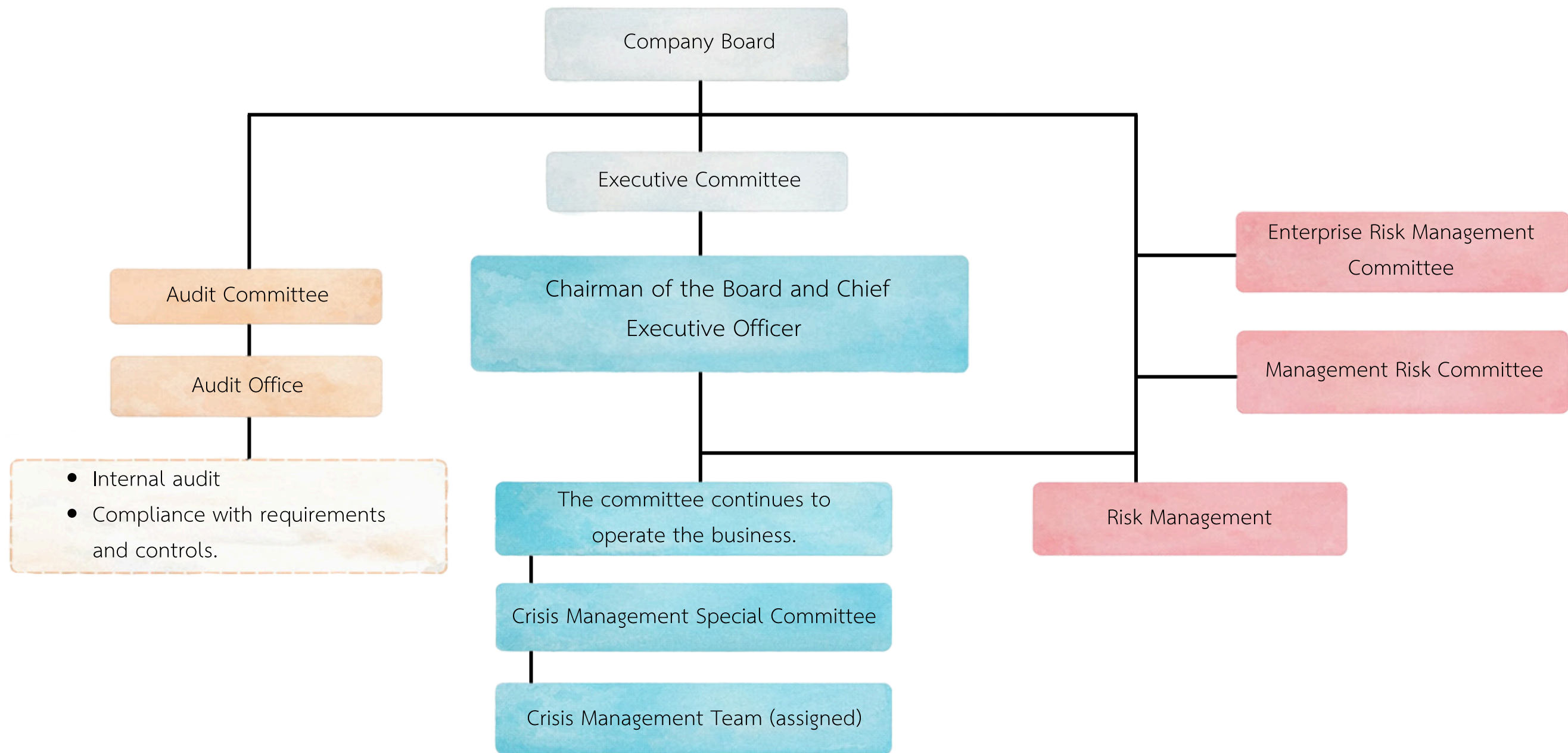


Read more about our [risk management policy](#).





Risk Management Structure





Risk Management Process

1. Identifying Risks

The Company considers and identifies potential risk factors that may affect the business, both internally and externally, across six key risk areas: strategic; financial, accounting, and budgetary; operational; regulatory compliance; emerging; sustainability (ESG); and ad hoc event risks.

2. Risk Assessment

Risks are assessed by evaluating (1) the likelihood of occurrence and (2) the potential impact on the organization. Each risk factor is rated using a Likelihood Score and an Impact Score. The Company then consolidates and prioritizes identified risks across the six risk categories.

3. Risk Response

Develop a risk management plan by selecting appropriate strategies to manage each type of risk and opportunity, in order to align with the organization's goals.

4. Monitor and control risks

Assign responsibilities and establish reporting and monitoring measures to evaluate potential risks and maintain them at a low or acceptable level.

5. Monitor and control risks

Risk management performance is reported to the Board of Directors for oversight, review, and guidance. This includes a review of the adequacy of the risk management system and the effectiveness of risk management, to inform risk identification and assessment for the following year.

Performance Results

In 2025, DEMCO's Risk Management Department reviewed and updated the annual risk management plan, covering key business risks, performance indicators across relevant functions, and the integration of Risk Appetite and Risk Tolerance into the plan. The Department also reviewed sustainability-related risks (ESG risks) and corresponding management approaches to enhance the comprehensiveness of the Company's risk management. In addition, a Project Risk Management Manual was completed, integrating risk management with project management practices in line with international standards. This supports systematic and effective risk management by relevant stakeholders and ensures that DEMCO's core activities are subject to structured risk assessments and appropriate preventive measures tailored to project characteristics. These efforts provide an important foundation for strengthening organizational resilience and operational efficiency. The Company emphasizes oversight of the adequacy of the risk management system by the Audit Committee (AC) and review of its effectiveness by the Board of Directors, ensuring that risk management tools are applied to support business performance in a practical and measurable manner.





Emerging Risks

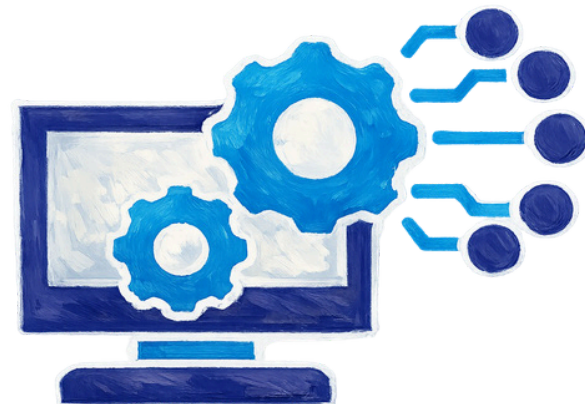
DEMCO assessed potential emerging risks, focusing on the following key issues:

Information technology (IT) threats and cybersecurity

The Company conducts ongoing assessments of emerging risks, with a focus on information technology (IT) threats and cybersecurity. This includes risks arising from cyberattacks or other incidents that could lead to data breaches, damage, disruption, or unauthorized access to IT systems, data, and digital infrastructure. Such risks may affect the Company’s operations, reputation, and financial performance.

Cybersecurity Management Guidelines

DEMCO has established an Information Technology (IT) Risk Management Policy that provides a framework for overseeing and managing IT systems and related risks. The Policy covers key aspects of IT risk management and aims to ensure that employees are equipped to manage such risks. During the reporting period, the Company delivered training for employees on topics such as “Understanding Online Scams and Threats” and “Using AI in the Workplace” to enhance knowledge, awareness, and safe practices when accessing data via external platforms and applications. In addition, the Company defines data access rights based on roles and responsibilities. To strengthen data protection, the use of flash drives (removable storage devices) for data storage is prohibited, and any data copying or recording requires prior written permission and approval.



ESG-related Risks (Environmental, Social and Governance)

ESG expectations and requirements are becoming increasingly stringent, driven by regulators, as well as the expectations of investors, customers, and other stakeholders, including standards for sustainability and greenhouse gas (GHG) disclosure. As a result, organizations must adapt their business processes, resource management, and supply chain practices to align with international standards. These rising requirements may increase operating costs due to process improvements, supplier management, and investments in environmentally friendly technologies or systems. If ESG issues are not managed effectively, the Company may face adverse impacts on its image and credibility, reduced access to funding, limited ability to participate in future investment projects, and heightened legal and compliance risks that could affect long-term operations.

Management Approach

Demco integrates sustainability risk management into its enterprise risk management system by establishing clear ESG policies, goals, and performance indicators. The Company has developed systems to monitor and report resource consumption and GHG emissions in line with international standards. Demco also promotes responsible supply chain practices that address environmental and social considerations, while fostering awareness and engagement among employees and business partners to support sustainable business operations, strengthen competitiveness, and build long-term stakeholder confidence.





Strengthening Risk Management Culture

DEMCO focuses on building risk management awareness and understanding among executives and employees at all levels. This is supported through the development of risk management policies and guidelines, including the Risk Management Manual, the Business Continuity Plan (BCP), and the Fraud and Bribery Risk Management Manual. In addition, the Company provides training through online (e-learning) modules and practical workshops to strengthen relevant knowledge and skills, enabling personnel to apply them effectively in their work. As a result, risk management has been embedded as an integral part of the Company’s culture and is practiced consistently within day-to-day work processes.

In 2025, the following activities were conducted to promote a risk management culture:



- **Delivering a Risk Management Training Course**

The “Navigating Climate Risk and Capturing Opportunities” workshop aimed to enhance executives’ understanding of business risks and opportunities related to climate change. The workshop was held on August 15, 2025.



- **Risk management communication through multiple channels**

The Company communicates risk management information through multiple channels to raise awareness and strengthen understanding of the importance of risk management across the organization. One key channel is the monthly Journal, which shares updates and practical guidance on risk management. In addition, the Company engages employees through activities such as quizzes and games to assess understanding and reinforce learning on relevant topics.





Business Continuity Management Approach

Given the current risk landscape, DEMCO’s business operations may be exposed to significant risks across several areas. While the Company has a systematic risk management system in place, certain risks may be difficult to avoid, such as those arising from natural hazards and environmental changes, terrorism, sabotage, cyberattacks, and pandemics. These risks may affect business operations, reputation, and stakeholder trust.

Accordingly, the Company recognizes the importance of Business Continuity Management (BCM) and the Business Continuity Plan (BCP) to strengthen operational resilience and enable timely continuation or recovery of critical operations during crises. DEMCO has implemented a BCM system aligned with ISO22301:2012, covering key processes such as identifying critical business functions, conducting business impact analysis (BIA), assessing risks, developing BCPs, and conducting BCP exercises.

In addition, the Company has established a Crisis Management Steering Committee to monitor situations, report progress on response action plans, and provide direction and support to relevant teams during crisis events. Supporting teams include the Crisis Working Team (CWT), which conducts business continuity drills annually.

Supporting the Sustainable Development Goals



8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors



16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels





Management Approach

The Company's Business Continuity Management (BCM) focuses on restoring essential core processes that affect stakeholders within an acceptable timeframe during a crisis. Other supporting processes that are not immediately critical are restored in subsequent phases.

Overview of Operations in 2025




In 2025, DEMCO reviewed and updated its Business Continuity Plan (BCP) by conducting an emergency notification drill (Call Tree) under a simulated earthquake scenario affecting the office structure and power transmission lines. The drill tested both online and offline communication procedures, as well as crisis response protocols. Following the drill, the Company compiled key issues, recommendations, and feedback to further enhance the BCP and strengthen emergency preparedness, supporting business continuity and timely recovery of operations.





Tax Policy and Governance

DEMCO is committed to a robust tax management approach that supports value creation and ensures accurate and timely tax payments in compliance with applicable laws and regulations. The Company aligns tax planning and tax-related operations with relevant standards and best practices, while upholding transparency, fairness, and accountability. This approach is grounded in good corporate governance, business ethics, and sustainability principles, with the objective of supporting long-term economic growth alongside balanced social and environmental development.

 Read more about [our Tax Policy](#).

Supporting the Sustainable Development Goals



16.6 Develop effective, accountable and transparent institutions at all levels
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Tax Management Approach

- The Company is committed to tax management in compliance with the tax laws and regulations of the countries in which it operates. The DEMCO Group applies prudence and transparency as guiding principles in tax matters, including in situations where tax laws or guidance are unclear.
- Guidelines are in place to ensure accurate and complete tax filings and timely refund claims in accordance with applicable laws and requirements.
- A comprehensive internal control system is in place for processes related to tax obligations and tax payment management.
- Tax-related financial information is prepared and disclosed accurately, including current and deferred income tax, and is subject to independent external audit as part of the Company’s audited financial statements.





Overview of Operations in 2025

To ensure accurate, transparent, and legally compliant tax operations—and to reduce the risk of tax calculation errors, penalties, and surcharges—DEMCO enhanced its tax processes (VAT and CIT) and financial planning in 2025 to support business growth, as follows:

- Prepare financial forecasts aligned with the Company's strategic plan; report budget performance; manage and allocate dividend-derived cash flows to support investment projects; and monitor and report financial performance to the Executive Committee on a monthly and quarterly basis.
- Hold regular meetings with project teams to monitor revenue recognition and invoicing plans, and to follow up on overdue accounts receivable.
- Implement financial restructuring by addressing cash flow mismatches through a review of funding sources. As a result, cash flow mismatches were reduced from 2024 onward, and long-term loan facilities were secured to support investment in three projects totaling THB 39.92 million.
- Prepare for the development and disclosure of ESG- and climate-related financial information (ESG Financial Disclosure) in accordance with applicable guidelines and requirements.

These improvements enhance tax management efficiency, support organizational growth, and strengthen long-term compliance with applicable tax laws.





Managing Change Through Innovation

DEMCO is committed to embedding innovation as part of its corporate culture. The Company therefore promotes creative thinking and innovation management as key drivers of business growth. These capabilities help enhance operational efficiency and effectiveness, supporting DEMCO’s long-term sustainability.

Supporting the Sustainable Development Goals



8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors



9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and cross-border infrastructure, to support economic development and human well-being

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

Commitment and Goals

DEMCO recognizes the importance of strengthening employees’ innovation capabilities. Creative thinking and innovation management are key drivers of business growth, enhancing operational efficiency and effectiveness and supporting sustainable operations. Accordingly, the Company promotes and supports the application of creativity and innovation across work processes to create value, respond to rapidly evolving customer and stakeholder expectations, and strengthen competitiveness. DEMCO also encourages systematic innovation and knowledge management throughout the organization.

Key performance results

The Company has further developed and implemented innovation initiatives across the organization.

Goals for 2025
(3 items)

2025

3





Policies for Creativity Promotion and Innovation Management

DEMCO prioritizes fostering creativity and innovation management as key drivers of efficient business growth and tangible outcomes. The Company focuses on strengthening creative thinking, encouraging knowledge sharing among employees, and creating value by responding to market needs and anticipating trends. This enhances adaptability in a rapidly changing environment.

To ensure alignment and maximize organizational benefits, DEMCO applies a systematic approach that connects innovation with knowledge management. To strengthen corporate culture, the Company has established guidelines to continuously promote an innovative culture through the “Change and Innovation Culture” process. This approach emphasizes change awareness and idea generation, and supports collaborative learning while leveraging appropriate technologies and digital tools across communication, operations, and system development to enhance competitiveness and improve operational quality and efficiency.

During the reporting period, DEMCO conducted activities to strengthen the innovative culture and improve work efficiency in both the short and long term. These activities included collecting employee feedback, facilitating cross-functional knowledge exchange, and providing opportunities to present new ideas that can be further developed into practical applications. As a result, teams have been able to work more agilely and efficiently, and employees are provided with a platform to continuously demonstrate their potential and creativity.



Read more about [policies for promoting creativity and managing innovation](#)





Guidelines for Fostering an Innovation Culture

To strengthen its corporate culture, DEMCO has established guidelines to continuously promote a culture of innovation. The approach focuses on raising awareness of change and generating new ideas through the “Change and Innovation Culture” process, fostering systematic and collaborative learning. In addition, the Company encourages the use of appropriate digital technologies and tools across all levels—from communication and operations to system and process development—to maximize benefits, enhance quality, improve operational efficiency, and strengthen long-term sustainable competitiveness.

01

Power Apps | E-Approval

DEMCO has developed a fully online document management and approval system through Power Apps (“E-Approval”), reducing paper use and streamlining multi-level approval workflows. Electronic forms and online approvals enable faster submission, storage, retrieval, and access to information. The system has been extended to HR processes, supporting online requests such as referral letters and allowance claims and strengthening verification and review.

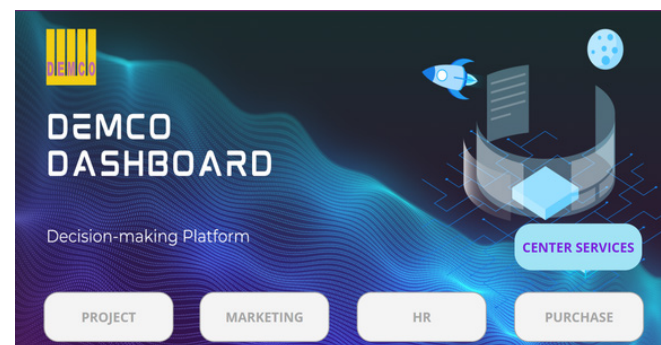
In addition, E-Approval supports key internal approval workflows, including IT documentation, petty cash, data access requests and controls, personal vehicle usage, and building/company entry and exit. Access management is supported through identity verification measures such as facial recognition and vehicle registration checks.



02

Dashboard

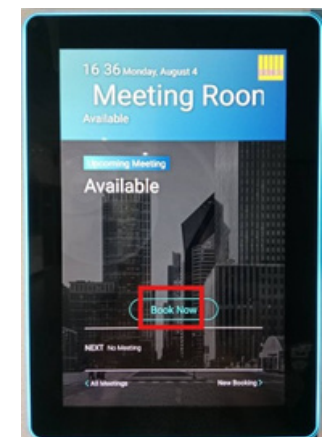
Building on the original dashboard, which initially covered three departments, DEMCO expanded its scope to five departments to provide a more comprehensive overview of performance monitoring and data management. The dashboard is now used by the Project, Marketing, Purchasing, HR, and Center Service functions. This expansion supports faster and more transparent reporting, improves data analysis and decision-making, and aligns with the Company’s objective of enhancing operational efficiency.



03

Standard Application

The Stand Application on the Microsoft 365 platform is used to support meeting room reservations, improving convenience and establishing a more systematic approach to room management. Employees can view real-time meeting room availability and make bookings directly, reducing repetitive coordination. The system sends email confirmations and automatic reminders, helping minimize missed meetings and prevent double bookings. Designated personnel can easily monitor reservation status and adjust schedules as needed, improving overall efficiency. As a result, meeting room resources are utilized more effectively, and booking records can be reviewed retrospectively.





Supply Chain Management

DEMCO considers sustainable supply chain management a key aspect of its business operations, as it supports effective partner relationships, strengthens competitiveness, and helps mitigate risks arising from partners' operations. To promote sustainable business growth, the Company applies a comprehensive supply chain management approach covering partner selection, quality control of materials, goods, and services, annual performance evaluations, and ongoing engagement with stakeholders across the supply chain. This approach aligns with DEMCO's commitment to transparent business practices with its partners.

Supporting the Sustainable Development Goals



16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Supply Chain Management Guidelines

DEMCO has developed a sustainability-focused partner management process to ensure that partners across the DEMCO Group follow a unified approach. This includes establishing a Supplier Code of Conduct and Guidelines covering Environmental, Social, and Governance (ESG) expectations.

These guidelines reflect DEMCO's commitment to supporting partners in operating ethically, respecting human rights, and demonstrating social and environmental responsibility, while complying with safety, occupational health, and environmental requirements. The objective is to promote sustainable operations throughout the supply chain and foster long-term growth together. The framework comprises four key approaches, as follows:

Key performance results

Percentage of Environmentally Friendly Office Supplies and Equipment Purchased	Target for 2025 (>31%)
2025	35.65
The Company assessed key trading partners on sustainability performance across economic, social, and environmental (ESG) aspects.	Target for 2025 (100%)
2025	100





01



Business Ethics

The Company encourages its partners to uphold ethical business practices and promotes sustainable procurement policies to jointly drive sustainable growth.

02



Labor and Human Rights

Trading partners are expected to respect and uphold human rights, promote and protect fundamental rights and freedoms, and treat all individuals with equality and fairness both within and outside the workplace. Trading partners shall not discriminate on the basis of race, gender, age, skin color, religion, disability, social status, or ethnicity, and shall not participate in any direct or indirect violations of rights and freedoms, including any involvement in human rights abuses.

03



Occupational Health and Safety (OHS) and Environment

Business partners shall strictly comply with all applicable laws, regulations, and requirements relating to safety, occupational health, and the environment. Partners are also expected to cooperate in monitoring and reporting unsafe conditions that may affect life, health, property, or the environment, so that appropriate corrective and preventive actions can be implemented.

04



Community and Social Responsibility

Business partners shall conduct operations with due consideration for community and social impacts. Partners shall respect local culture and traditions, cooperate with local communities, and participate in community and social development initiatives where appropriate.





Code of Ethics and Best Practices for Business Partners

DEMCO has established a Code of Conduct and Partner Guidelines to promote consistent standards across its supply chain. The objective is to encourage ethical, transparent, and accountable business practices among partners across the DEMCO Group, strengthen cooperation, and support compliance with applicable laws and relevant standards. The Guidelines also aim to prevent corruption and conflicts of interest, build trust, and support long-term sustainability.

The Guidelines emphasize respect for human rights and fundamental freedoms, including fair treatment of workers, non-discrimination, the prohibition of forced and child labor, and the promotion of appropriate working conditions. In addition, they prioritize safety, occupational health, and environmental protection through risk management, impact mitigation, and responsible environmental practices. Finally, the Guidelines encourage consideration of community and social responsibility to support balanced and sustainable collaboration with partners.



Read more about [our eco-friendly procurement policy](#).



Read more about [our code of ethics and partner practices](#)





Customer Segmentation and Prioritization

Trading Partner Classification Guidelines

DEMCO has established criteria for categorizing business partners to support procurement planning and strengthen the assessment of partner-related risks. Partners are categorized based on the importance of product groups, procurement value, and the level of procurement risk. This approach enables efficient prioritization and targeted risk mitigation, with particular attention to high-value product groups and partners that may pose significant risks and impacts on the Company's revenue, as follows:

GROUP OF BUSINESS PARTNERS	CRITERIA FOR CLASSIFYING TRADING PARTNER GROUPS	NUMBER (CASES)	EXPRESSED AS A PERCENTAGE	VALUE (BAHT)	METHODS USED FOR EVALUATION	ASSESS SUSTAINABILITY RISKS
Critical Tier 1 Supplier	High-value orders (THB 5,000,000 or more) indicate key business partners in the electrical and civil engineering sectors with direct business impact; partners are assessed using a Sustainability Supplier Self-Assessment Questionnaire (SAQ) to support partner evaluation and selection.	38	6.42	1,101,546,865.95	<ul style="list-style-type: none"> Supplier Evaluation Supplier Self-Assessment 	That accounts for 94.23 percent.
Secondary trading partners (non-critical Tier 1 suppliers)	Key business partners that are not direct suppliers to the Company, but provide goods or services to other key business partners (Critical Tier 1).	554	93.58	571,467,969.14	<ul style="list-style-type: none"> Supplier Evaluation 	-

New Business Partner Selection

DEMCO selects new partners based on their capabilities, product and service performance, and alignment with the Company's sustainability approach to ensure they can meet applicable requirements and standards. In 2025, the Company selected and registered 329 new partners that met the evaluation criteria. In addition, DEMCO incorporates sustainability requirements into all subcontractor contracts. After partners pass the initial assessment, the Company communicates its environmentally friendly procurement policy, including the Code of Conduct and best practices. Partners are required to sign an acknowledgment confirming their understanding and commitment to comply with the policy.





Key Trading Partner Risk Assessment

DEMCO has established criteria and indicators to assess potential risks and impacts arising from working with partners across key areas. This supports effective decision-making and strengthens sustainability within business processes. The assessment evaluates three risk factors by analyzing the likelihood of occurrence and the severity of impact, and then classifies overall risk levels as shown in the table below.

LEVEL	RISK LEVEL	LIKELIHOOD	FINANCIAL IMPACT (ECONOMIC ASSESSMENT)	SOCIAL AND GOVERNANCE IMPACTS	ENVIRONMENTAL IMPACT
1	Very low	Occurs less than once every 12 months / Probability < 50% / Very low risk	Not exceeding THB 100,000 / Gross profit variance from estimate ≤ 5%	Minor non-compliance with internal rules or regulations	Minimal environmental impact; can be mitigated or controlled
2	Low	Occurs once every 10–12 months / Probability 50–59% / Low risk	THB 100,000–500,000 / Gross profit variance from estimate 5–10%	Non-compliance with rules, regulations, or laws that may lead to internal investigation or litigation	Minimal environmental impact; can be resolved within one week
3	Moderate	Occurs once every 7–9 months / Probability 60–69% / Moderate risk	More than THB 500,000 to THB 2,000,000 / Gross profit variance from estimate 10–15%	Non-compliance with rules, regulations, or laws that results in internal investigation; minor offenses may lead to warnings, probation, or legal action	Moderate environmental impact; requires more time to resolve (1 week–1 month)
4	High	Occurs once every 4–6 months / Probability 70–80% / High risk	More than THB 2,000,000 to THB 5,000,000 / Gross profit variance from estimate 15–20%	Failure to comply with rules, regulations, or laws resulting in internal investigation and serious offenses, which may lead to dismissal, legal action, or fines	Severe environmental impact; requires more than 1–6 months to resolve





LEVEL	RISK LEVEL	LIKELIHOOD	FINANCIAL IMPACT (ECONOMIC ASSESSMENT)	SOCIAL AND GOVERNANCE IMPACTS	ENVIRONMENTAL IMPACT
5	Very high	Occurs once every 1–3 months / Probability > 80% / Very high risk	More than THB 5,000,000 / Gross profit variance from estimate > 20%	Failure to comply with rules, regulations, or laws constituting a serious offense / May result in legal action or prosecution / Transactions may be suspended	Very severe environmental impact / Requires significant resources and time to resolve (> 6 months)

DEMCO prioritizes assessing sustainability-related risks associated with its partners across three dimensions: economic, social, and environmental. In 2025, the Company identified 38 Critical Tier 1 suppliers, representing 100% of all Critical Tier 1 suppliers. The Company conducted a risk assessment of business partners; the results did not identify any high-risk partners, and most partners were assessed as having a moderate level of risk.

If the assessment identifies partners with high to very high risk levels, the Company will apply a systematic risk management approach to bring risks within acceptable levels. Actions include communicating assessment results, conducting on-site ESG audits, and jointly developing corrective and improvement plans with clear responsibilities, timelines, and performance indicators. The Company will also increase the frequency of follow-up and reassessment and support partners in improving operational standards. If required improvements are not achieved according to the plan, or if serious violations are identified, the Company may escalate measures as appropriate, including suspension or termination of the business relationship, taking into account relevant risk factors, as follows:



RISK	RISK FACTORS	
Economic aspects	<ul style="list-style-type: none"> Insufficient financial liquidity to operate the business Reliance on a small number of trading partners, resulting in limited bargaining power 	<ul style="list-style-type: none"> Receipt of substandard goods or services may negatively affect operations and performance
Social risks and corporate governance	<ul style="list-style-type: none"> Use of child labor (workers below the legal minimum working age) Non-compliance with applicable laws and internationally recognized human rights principles Unequal treatment and discrimination in employment (e.g., based on gender, race, or skin color) 	<ul style="list-style-type: none"> Unfair or discriminatory treatment of business partners and/or customers Lack of channels for employees to raise complaints or provide suggestions (no grievance mechanism)
Environmental risks	<ul style="list-style-type: none"> Lack of measures to promote environmental awareness and resource conservation No designated smoking areas or clearly separated smoking zones 	<ul style="list-style-type: none"> Absence of a waste management system (e.g., waste segregation, waste management practices, or waste reduction guidelines)



Partner Performance Evaluation

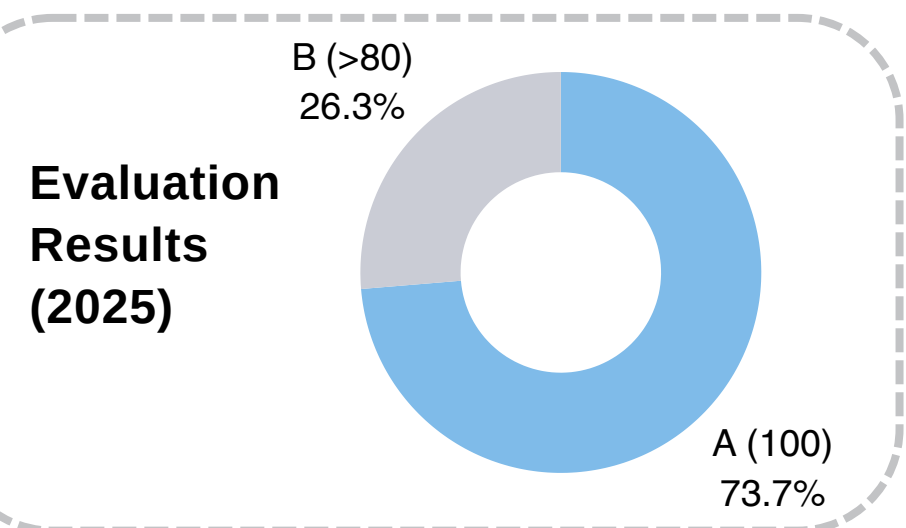
DEMCO prioritizes effective partner management to ensure that partners deliver goods and services in accordance with established standards and align with the Company’s sustainability principles. The Company conducts annual partner performance evaluations, with a focus on Critical Tier 1 suppliers and partners identified as higher risk.

From a sustainability perspective, the evaluation considers three key dimensions—economic, social, and environmental—alongside business performance and environmental aspects. The partner classification criteria and evaluation criteria are summarized as follows:

Partner Performance Evaluation Criteria

RISK	RISK FACTORS
Economic aspects	<ul style="list-style-type: none"> Quality of goods and services On-time delivery of goods and services Pricing of goods and services Pre-sales and post-sales services Business ethics
Social aspects	<ul style="list-style-type: none"> Social responsibility Worker treatment and human rights Occupational health and safety
Environmental aspect	<ul style="list-style-type: none"> Environmental measures and management Environmentally friendly products or services

SCORING CRITERIA		EVALUATION RESULTS (2025)
SCORE (PERCENTAGE)	OPERATION	NUMBER (CASES)
> 60	Communicate evaluation results to business partners and require them to maintain operational standards in line with the Company’s Code of Ethics	38
< 60	Inform business partners of evaluation results, specify required improvements, and provide follow-up support; once improvements are verified, the partner may be re-approved and re-registered as a vendor	-





Credit Terms Policy for Business Partners

DEMCO has established a payment policy for business partners to define credit terms and provide guidelines for managing payment periods. This policy serves as a standard and practical framework to support financial management and sustainable business growth. Further details are available on the Company’s website under the Corporate Governance section.



Read more about [our payment terms and conditions for business partners](#)

Environmentally Friendly Procurement

DEMCO places great importance on procurement as a key process supporting sustainable business operations. To ensure efficient and effective procurement across the DEMCO Group and promote consistent practices that contribute to sustainable development, the Company builds stakeholder trust through transparent and environmentally friendly procurement.

In 2025, DEMCO set a target for environmentally friendly procurement of office supplies, equipment, and consumable items to exceed 31% of total purchases (e.g., paint and rigid PVC pipes). The result showed that environmentally friendly procurement reached 35.65% of total items purchased, achieving and exceeding the target.



Read more about [our eco-friendly procurement policy](#)



Procure environmentally friendly consumables and office supplies from the full product list (where available).

Expressed as a percentage

35.65

Purchasing Staff Capability Development

DEMCO provides ongoing training for procurement staff on the Company’s procurement policies, Code of Ethics, and business partner best practices to strengthen understanding and awareness of transparent, fair, and accountable operations. Training topics cover responsible procurement principles, conflict-of-interest and fraud prevention, compliance with applicable laws and regulations, and communication of social expectations across the supply chain. These expectations include respect for human rights, prohibition of child and forced labor, equality and non-discrimination, and the provision of safe working conditions. This helps ensure that partner management is aligned with the Company’s ESG standards in practice.

Training in 2025

- Procurement policy, Code of Ethics & Partner Guidelines — 7 participants
- Sustainable Supply Chain Management — 8 participants





Customer Relationship Management

DEMCO strictly complies with its “Corporate Governance Policy and Business Ethics” in delivering quality products and services on time and meeting—or where possible, exceeding—customer expectations under fair business practices. The Company provides accurate, sufficient, and timely information to enable customers to make informed decisions.

DEMCO also places strong emphasis on customer confidentiality. In accordance with its policies and Code of Conduct on confidentiality, data retention, and the use of internal information, the Company safeguards customer information and trade secrets and does not use such information for improper personal gain or for the benefit of related parties.

In addition, DEMCO responds promptly to customer needs and provides effective channels for customer feedback and complaints regarding product and service quality. The Company conducts customer satisfaction surveys and analyzes the results to support quality management system reviews and continuous improvement.

Supporting the Sustainable Development Goals



4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products



9.1 Develop quality, reliable, sustainable, and resilient infrastructure—including regional and transborder infrastructure—to support economic development and human well-being



16.6 Develop effective, accountable, and transparent institutions at all levels

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Key performance results

Customer Satisfaction Level

Target for 2025 (>85%)





The Company's Customer Relationship Management Guidelines are as follows:

- Strengthen customer relationships on an ongoing basis by promptly identifying, accessing, and responding to customer needs
- Commit to delivering quality products and services to create a positive customer experience
- Provide products and services that support sustainability and traceability
- Conduct annual customer satisfaction surveys and ongoing engagement activities to enhance customer engagement and ensure timely and effective complaint resolution
- Establish guidelines for the care, retention, and secure storage of contract data, sales agreements, and related documents

Customer satisfaction survey

DEMCO places high importance on customer relationships. The Company conducts annual customer satisfaction surveys to continuously enhance customer engagement and relationships and to support accurate and timely resolution of customer complaints. Survey results are reported to the Board of Directors to inform planning, management, quality improvement, delivery performance, and service development. Relevant insights and customer feedback are also communicated to the responsible departments for follow-up actions. The customer satisfaction survey is conducted in three phases.

CUSTOMER SATISFACTION SURVEY CRITERIA

Phase 1	After the bidding process (within 15 business days after the official bid results are announced)
Phase 2	During project implementation (when work progress reaches approximately 50%)
Phase 3	At project closeout (within 15 business days of the final invoice issuance)





In 2025, overall customer satisfaction reached 96.76%, exceeding the target of 85%. This result reflects effective customer relationship management and the Company’s ongoing efforts to improve product and service quality. The survey results demonstrate DEMCO’s commitment to enhancing service standards, meeting customer needs, and building long-term trust and confidence. DEMCO remains committed to customer-focused business principles and will continue to improve service quality to deliver the best possible customer experience.

Protecting Customer Data

DEMCO has established robust oversight and protection measures for client data. These include policies and guidelines for managing confidential information and price-sensitive information, a confidentiality agreement policy, and best practices covering data security, data retention, confidentiality, and appropriate data use. In addition, for personal data relating to directors, executives, or employees of client companies, the Company has planned, assessed, and implemented measures to comply with the Personal Data Protection Act B.E. 2562 (2019).

During the reporting period, no data breaches were reported, and the Company received no complaints regarding client data security.



No complaints regarding the safety or environmental impacts of products and services





2025 Activity Overview

Strengthening Business Partner Relationships



Activities to strengthen customer relationships: The Company organized badminton and football matches to foster positive relationships with customers through friendly recreational activities.

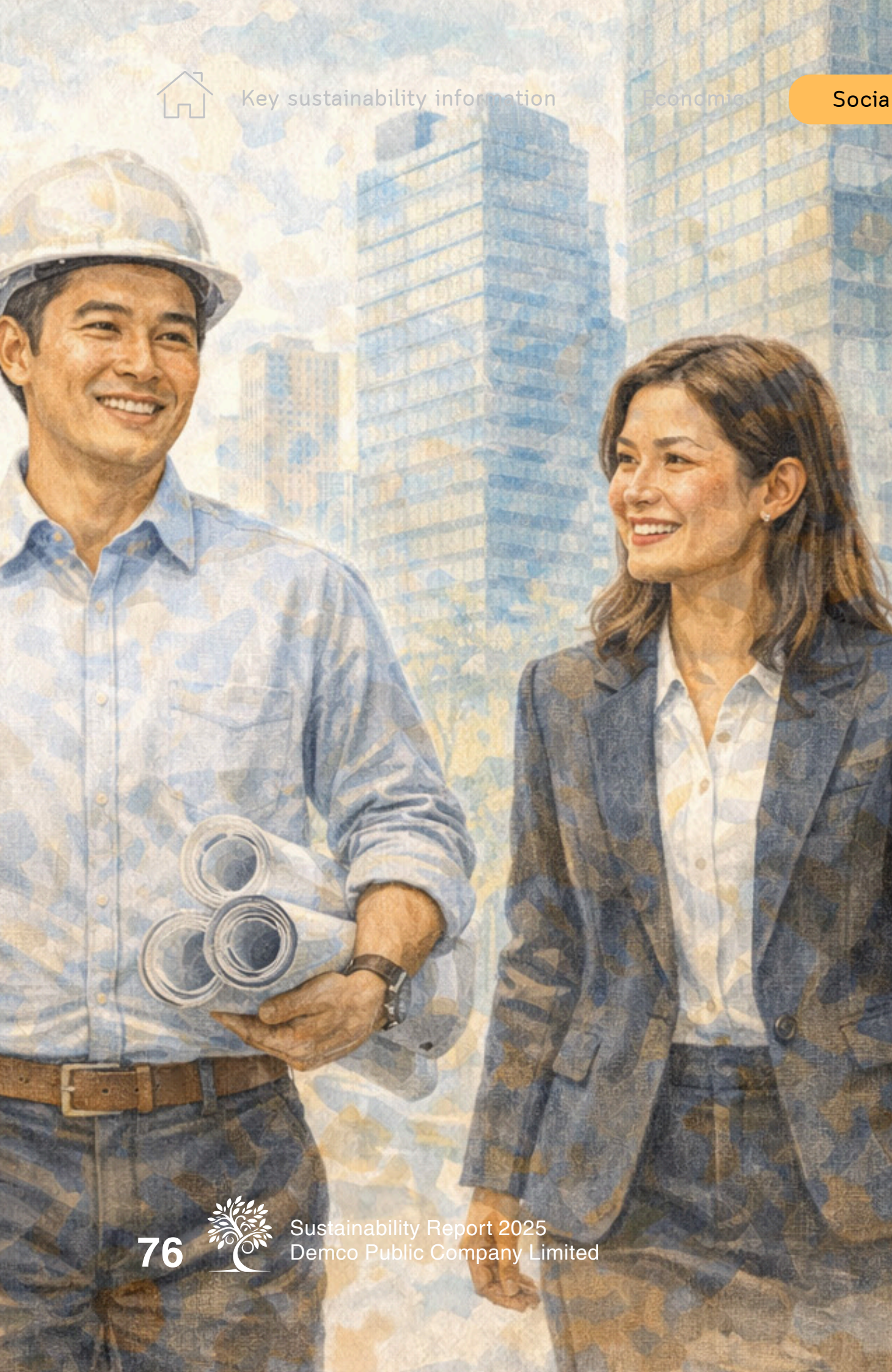


Customer Training: The Company conducted customer training as part of the project handover process for 10 construction projects. The training aimed to provide guidance on the correct and safe installation, operation, and maintenance of electrical equipment.



Visiting EV Station Projects: The Company organizes customer site visits to showcase its operations, including EV charging station projects, cable manufacturing facilities, and power station construction projects. During these visits, the Company provides guidance on project processes, gathers feedback, and surveys customer satisfaction with sales and services to support continuous service improvement. These activities help build customer confidence and strengthen trust in investment decisions with the Company.





Social

DEMCO lays the foundation for effective occupational health and safety management for employees and workers across all work processes, while promoting business practices that respect human rights throughout the supply chain to support mutual long-term growth.

Capacity Building and Employee Care	77
Occupational Safety and Health	90
Community Engagement	98
Labor and Human Rights Action	103





Capacity Building and Employee Care

One of the key challenges in employee skill development today is ensuring that knowledge and capabilities align with the Company’s strategic direction. By 2025, DEMCO is advancing a “Smart Energy” approach and an innovation-driven business model, making it essential to equip personnel to adapt effectively to these changes.

Accordingly, DEMCO reviewed training plans across all levels to strengthen employees’ understanding of the Smart Energy context, including the knowledge, skills, and mindsets required for the new business model. The Company focuses on enhancing essential job competencies and establishing clear development guidelines to deliver tangible outcomes. In addition, DEMCO aims to align roles with employee potential and provide fair and transparent career development opportunities under clear human resource policies and practices, supporting stable and sustainable business operations.

Supporting the Sustainable Development Goals



3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being



4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Key performance results





Human resource management policy

DEMCO recognizes that employees are a valuable resource and a key driver of business performance. Accordingly, the Company's core policy focuses on strengthening employee readiness and developing potential in alignment with the organization's direction and strategy, while taking into account changes in the global economy, society, and technology. This approach builds essential skills and knowledge and provides opportunities for employees to demonstrate their capabilities, fostering motivation and engagement between the Company and its employees.



Read more about [our Human Resources policy](#).

Employee Retention

Fair Treatment of Workers

The Company prioritizes creating shared value with communities where it operates by supporting the employment of local people at project sites in suitable and feasible roles. This helps mitigate labor migration, increase income distribution within communities, and strengthen positive relationships with local stakeholders. The Company also provides education on safety, work standards, and equal access to labor rights in accordance with applicable laws and the Company's policies.

The Company's recruitment and hiring process emphasizes transparency and selection based on competence, suitability, and alignment with job requirements and corporate culture, without discrimination on the basis of gender, age, educational background, disability, or political opinion. DEMCO is committed to providing equal opportunities for all in access to employment. In 2025, DEMCO had a total of 352 employees.

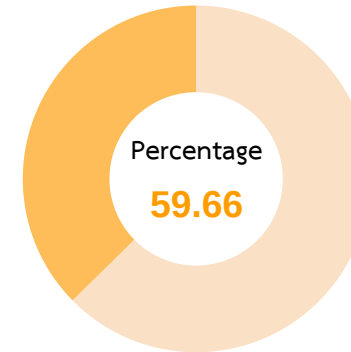




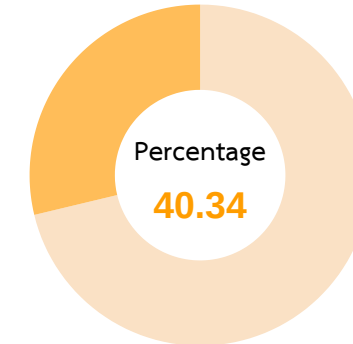
Total Employees

352 people

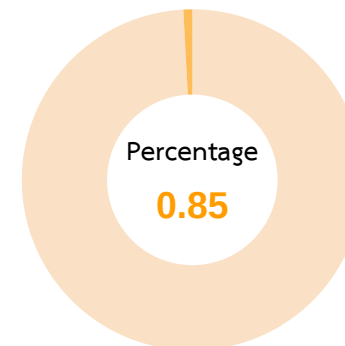
▼ Total employees decreased by 5.63% year-on-year



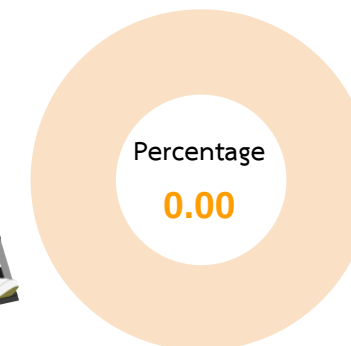
Male: 210



Female: 142



Older workers (60+): 3



persons with disabilities: 0

Proactive Recruitment

DEMCO places importance on fair, transparent, and non-discriminatory employment practices. The Company has established a clear recruitment and selection process, ensuring that all applicant groups are considered equally based on qualifications and suitability for the position. DEMCO also promotes local employment to support income generation and foster sustainable community economic development. In 2025 (2568), the Company employed a total of 352 employees. Although no persons with disabilities were employed during the year, the Company fully complied with the Persons with Disabilities Empowerment Act by making contributions to the Fund for Empowerment of Persons with Disabilities at the legally prescribed rate. This supports the creation of opportunities and the improvement of quality of life for persons with disabilities at the broader societal level.





Proactive Recruitment

- **Bilateral/Cooperative Education Program:** The Company establishes formal collaboration with educational institutions to provide practical training opportunities for students and enhance employer branding. In 2025, the program included 12 cooperative education students and 2 general interns who gained real-world experience across various departments.
- **Expanding Recruitment Channels:** The Company broadened recruitment outreach through social media, including the Facebook page “Demco Public Company Limited,” to advertise vacancies and reach a wider pool of job seekers. Additional platforms are used as appropriate to position requirements, such as JobThai, LinkedIn, and JobDB.
- **Promoting Diversity and Equal Opportunity:** The Company provides equal opportunities to all applicants and promotes diversity in recruitment without discrimination based on age, gender, sexual orientation, race, nationality, religion, or disability.



Compensation and Benefits

Demco places importance on employee welfare and benefits, ensuring that employees receive appropriate support that enhances quality of life and strengthens work motivation, while taking into account fairness and equality. The Company provides comprehensive and equitable welfare and benefits to attract and retain qualified personnel on a sustainable basis.

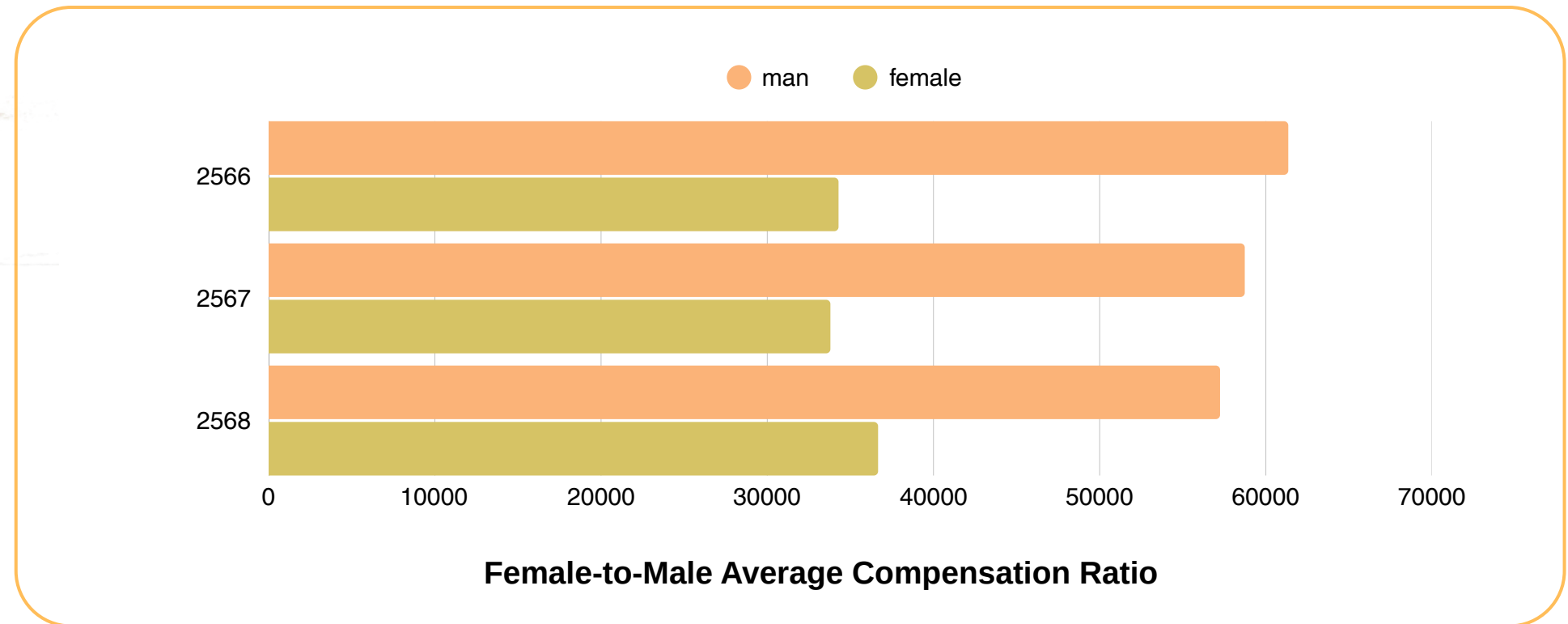
These welfare arrangements also help ensure employee readiness and contribute to overall organizational effectiveness. In addition, Demco conducts performance evaluations for executives and employees twice a year, based on clearly defined Key Performance Indicators (KPIs) and competencies. In 2025, Demco’s female-to-male employee compensation ratio was 0.64, reflecting the Company’s approach to compensation management with due regard to pay equity within the organization.





In addition to legally mandated benefits, DEMCO provides appropriate supplementary benefits across multiple areas, including health and family well-being, personal leisure, savings and retirement planning, and other provisions that comprehensively support employees’ work-life needs. Given the size of the workforce, ensuring consistent and effective internal communication can be challenging. Therefore, in 2025, DEMCO established a Workplace Welfare Committee as a central mechanism to monitor benefit implementation, oversee related processes, and gather employee feedback to ensure that benefits remain comprehensive and responsive to employees’ needs.

The Committee also supports a fair and transparent welfare framework for employees at all levels, emphasizing equitable access to benefits and appropriate compensation by job level, with the objective of ensuring fair treatment and enhancing employees’ quality of life.



Employee Feedback

Demco encourages employees to share feedback, suggestions, or concerns. In the event of issues between employees, or between employees and supervisors in relation to work practices, employees have the right to raise grievances or submit reports (whistleblowing) through various channels, such as suggestion boxes and the Employee Engagement Survey. Responsible parties handle such matters in accordance with established criteria and procedures. Where it is verified that a report is made in good faith, the reporting person will be protected without any adverse impact. In this regard, Demco will not treat such actions as grounds for dismissal or for disciplinary measures that could negatively affect the employee or any related persons.



In addition, DEMCO provides ongoing educational support for employees' children through an annual scholarship program. In 2025, DEMCO awarded 111 scholarships, totaling THB 229,300.



Awarding 111 Scholarships to Employees' Children

229,300 baht

Monetary Benefits and Facilities

- Annual Leave
- Provident Fund
- Life and Accident Insurance
- Health Insurance for Employees and Their Families
- Annual Health Check-ups
- Safety Equipment Set (PPE)
- Employee Shuttle Service
- Professional Fees
- Allowances, Special Bonuses, and Travel Expenses
- Additional Life and Accident Insurance for Employees Working in High-Risk Areas



Annual Health Check-ups

Leave Entitlements

- Sick Leave
- Personal Leave and Bereavement Leave
- Ordination Leave / Leave for Religious Ceremonies
- Maternity Leave
- Marriage Leave
- Military Service Leave

Financial Assistance

- Marriage Grant
- Bereavement Assistance (in the event of a family member's death)
- Cost-of-Living Allowance
- Employee Emergency Loan Program





Employee Engagement

DEMCO recognizes that strong employee engagement is a key driver of organizational success, as it fosters a sense of belonging and encourages employees to share constructive feedback for continuous improvement. DEMCO conducts an Employee Engagement Survey twice a year, guided by the principles of transparency, independence, and confidentiality. Survey results are analyzed to identify key drivers of engagement and satisfaction across multiple dimensions, including organizational pride, career opportunities, and work-life quality. The feedback is then used to enhance work processes and design meaningful activities that strengthen engagement.

In addition, DEMCO promotes work-life balance by supporting sufficient personal time through flexible working hours via the Empeo Application, based on a standard work schedule of 9 hours per day (including a 1-hour break). This approach supports employee well-being, helps strengthen organizational engagement, and contributes to lower turnover. In 2025, the average employee satisfaction and engagement score remained at 4.39 out of 5, unchanged from 2024, while the employee turnover rate was 7.39%, representing a 27.78% decrease compared with the previous year.

DEMCO also emphasizes the overall employee work experience. The survey covers key aspects such as job responsibilities, career growth and job security, compensation and benefits, the working environment, and internal activities and communications. The results are further analyzed to identify improvement actions and continuously develop systems and practices that respond to employee needs and foster a positive work experience for all employees.

Employee retention outcomes	2566	2567	2568
New employment rate (%)	9.92	9.65	7.39
Employee turnover rate (%)	9.40	9.65	7.39
Resignation rate of engineers (%)	1.23	9.44	6.14
Employee satisfaction score (out of 5)	4.29	4.39	4.39





Succession Planning for Key Positions

To ensure business continuity, DEMCO has established a governance policy requiring a succession plan for senior executives, together with Individual Development Plans (IDPs), to strengthen readiness for assuming key roles when vacancies arise or when higher-level positions are created. This process is linked to and aligned with employees' competency assessments and performance results (KPIs) that are consistent with DEMCO's business plan. The evaluation criteria are designed to be appropriate for each employee level. Following the assessment, supervisors communicate the results to employees, provide recognition for strengths and good performance, and offer development feedback and recommendations in areas where further improvement is possible—thereby supporting the best interests of both employees and the organization.

Holistic Human Resource Development Results	2566	2567	2568
Training budget (million baht)	1,424,879.09	1,620,579.21	1,246,944.95
Number of courses (courses)	336	122	306
Total training hours (hours)	9,571.5	9,476	8,120.5
Number of employees who attended the training (persons)	316	309	310
Average training hours (hours per person per year)	24.99	25.40	23.07



Employee Capability Development

DEMCO continuously develops workforce capabilities to support business goals and strategic direction in both the short and long term. The Company establishes an annual Training and Development Plan, together with a Knowledge Management system, to systematically strengthen organizational capacity.

DEMCO promotes a variety of learning approaches, including digital platform-based training, internal knowledge sharing within departments, self-directed learning, as well as orientation and on-the-job training (OJT), enabling employees to adapt and perform effectively. In addition, DEMCO focuses on developing future-ready competencies through reskilling and upskilling initiatives to respond to changes in the industry and technology.

In 2025 (2568), total training hours amounted to 8,120.5 hours, equivalent to an average of 23.07 hours per person per year, reflecting DEMCO's ongoing commitment to talent development to enhance competitiveness and support sustainable organizational growth.





Example training course curriculum.

The training program is structured around three core areas of knowledge and skills:

1. Soft Skills



• Training course on "Effective Presentation"



• Training course: "Social Security Knowledge in the Workplace"



• Training course on "Financial Statement Analysis"



• Training course: "Understanding Online Scams and Cyber Threats"



• Training course: "Effective Techniques for Writing Official Letters and Meeting Minutes"



• Training course: "Understanding Yourself and Others with the DISC Model"



• Training course: "Data Management for Artificial Intelligence (AI for Management)"





- Training course on "Collecting Employee and Supervisory Welfare Fund Contributions by Job Line and Maintaining Employee Discipline"



- Training course: "Developing EQ-AQ for Success at Work"

2. Technical Skills



- Training course: "Occupational Safety Officer - Management Level"



- Training course on "Internal Auditing of Quality Management Systems (ISO 9001:2015)"



- Training course: "Refresher in Crane Operation"





- Training course: “Fundamentals and Requirements of ISO 45001:2018 Occupational Health & Safety Management System (OHSMS)”



- Training course: “The Effectiveness of Internal Control Systems”

3. Managerial Skills



- Senior Executive Seminar: “Opportunity Management Process”



- Training course: “Navigating Climate Risks and Capturing Opportunities in the Warming World”



- The event is titled “Business Strategy Workshop 2026”



- Training course: “Human Resource Management for Non-HR Executives (HR for Non-HR)”





Employee Activities



- A merit-making activity involving offering rice and dried food to nine monks.



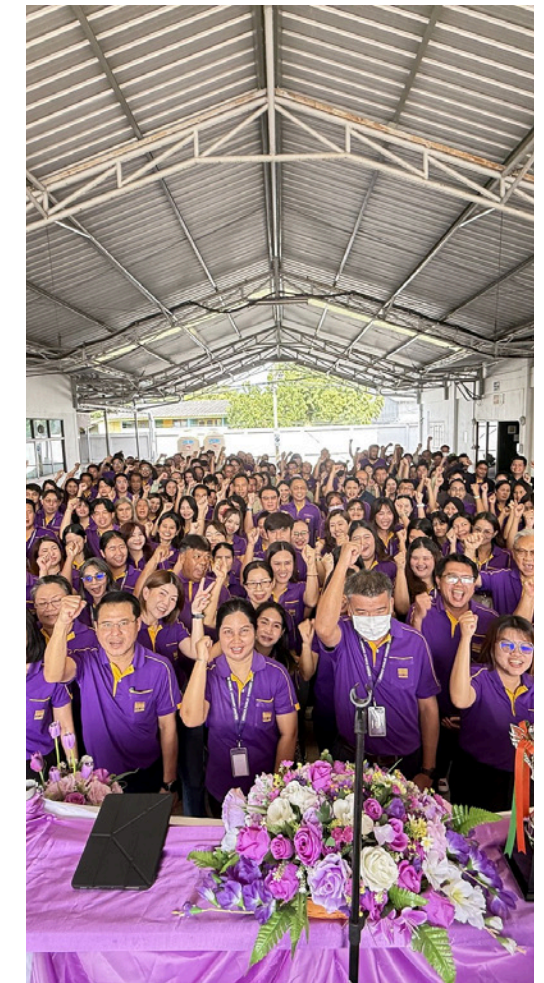
- DEMCO celebrates its 33rd anniversary.



- Songkran 2025



- SAFETY DAY activities are held to campaign, promote, and raise awareness of safety.



- The Town Hall 2025 event, "Let Shape the Future Together," aimed to communicate the organization's policies, vision, and goals, and to foster employee engagement and participation.





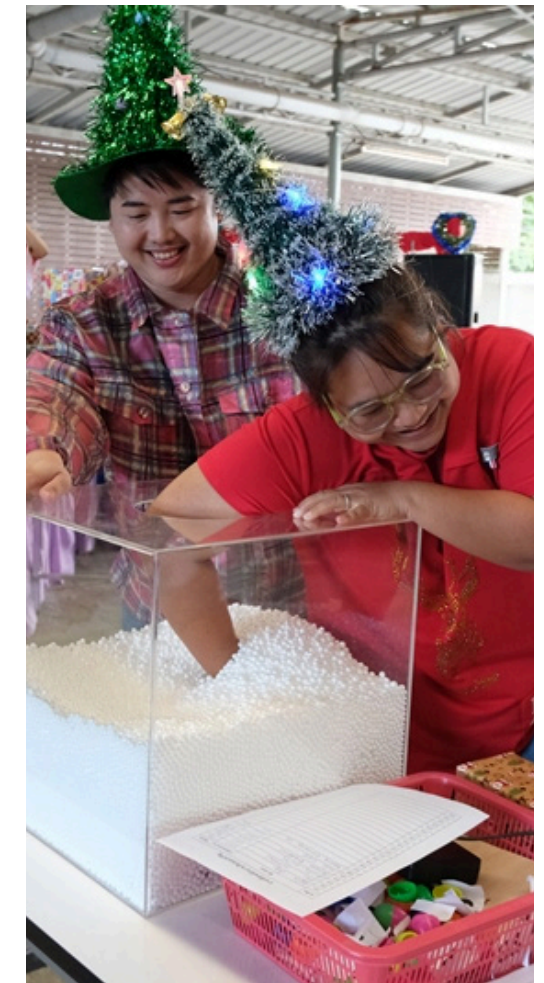
Employee Activities



- A birthday gift-giving activity and a merit-making ceremony by offering alms to monks for good fortune.



- DEMCO SPORTY & RICH 2025



- The event "Sharing Happiness, Creating Fun: Gift Raffle for Employees"





Occupational Safety and Health

DEMCO prioritizes the safety and well-being of all employees, including contractors working with the Company. DEMCO recognizes that an effective occupational health and safety (OHS) management system—supported by ongoing training and communication on safety standards—is essential to preventing incidents and reducing unforeseen risks. This approach strengthens the organization’s safety culture, enhances employee confidence and morale, and helps minimize the risk of operational disruptions arising from safety incidents.

Supporting the Sustainable Development Goals



3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being



3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Key performance results





Commitments and Goals

DEMCO is committed to implementing safety, occupational health, and working environment activities under the motto, “Standards and safety are at the heart of our operations.” All employees and workers are required to strictly comply with DEMCO’s Safety, Occupational Health, and Working Environment Policy within the framework of applicable laws and requirements, including the Safety, Occupational Health, and Working Environment Management Standard B.E. 2549.

DEMCO has established an Occupational Safety, Health and Environment Committee (Safety Committee), which meets at least once a month to report performance and receive recommendations for corrective and improvement actions to ensure compliance with occupational safety laws and workplace safety standards. The Committee also promotes and supports workplace safety activities, continuously monitors safety performance, and uses the results as inputs for future planning and ongoing improvements.

Safety Operational Guidelines

DEMCO is committed to ensuring a high quality of life for its employees and stakeholders through effective safety, occupational health, and environmental (SHE) management. This commitment is a key enabler of sustainable development and supports improved operational efficiency.

DEMCO promotes a safe and hygienic working environment in accordance with applicable policies, laws, regulations, and relevant international standards, with the goal of zero workplace accidents. This approach helps reduce the risk of work-related injuries and occupational diseases among employees and stakeholders across the supply chain and supports the continuous improvement of DEMCO’s SHE management systems.



Read more about [our safety, occupational health, and environmental policies](#)



Read more [about best practices in safety, occupational health, and the working environment](#)





Strategies to Achieve Our Goals

1. Continuously and consistently promote awareness and foster a strong culture of occupational health and safety, environmental protection, and social responsibility.
2. Strive for “zero” work-related accidents by continuously strengthening and improving safety standards beyond legal requirements. Activities carried out without adequate safety controls, required protective equipment, or appropriate safety training are strictly prohibited.

Safety, Occupational Health, and Working Environment Oversight

DEMCO has established a clear safety governance structure to ensure defined accountability for the continuous monitoring, inspection, and improvement of operational effectiveness. DEMCO has appointed a Safety, Occupational Health, and Environment Committee (SHO Committee), chaired by a management representative and comprising representatives from relevant departments as committee members, together with safety officers serving as subject-matter members.

The Committee is responsible for developing plans and guidelines to prevent and reduce work-related accidents and to ensure compliance with applicable safety, occupational health, and environmental laws, regulations, and other relevant requirements. In addition, the Committee promotes and supports safety initiatives, oversees compliance with DEMCO’s measures, and strengthens workplace safety through continual improvement and enhanced operational efficiency.

Furthermore, DEMCO emphasizes communication, awareness-raising, and organization-wide campaigns to strengthen employees’ knowledge and understanding and to encourage active participation at all levels in continuous safety, occupational health, and environmental management.



DEMCO has implemented the Thai Occupational Safety and Health Management System Standard (TOSH-OSHMS 2019) at the Silver level. The system focuses on preventing work-related accidents and occupational illnesses and serves as a guideline for all departments under the supervision of the Safety and Environment Department.





01 Safety oversight

DEMCO clearly defines the governance structure and roles and responsibilities for Safety, Occupational Health, and Environment (SHE), covering both employees and contractors at all sites/projects. The Company also establishes clear reporting lines and decision-making authority to ensure effective operational control and practical oversight of work activities.

02 Compliance assessment

DEMCO regularly reviews and assesses compliance with applicable laws, standards, and relevant customer/project requirements for construction and engineering works (e.g., electrical work, working at height, lifting and rigging, and excavation/drilling). The Company also monitors changes in requirements and implements timely updates to ensure ongoing compliance.

03 Risk assessment

DEMCO identifies hazards and assesses risks for key construction and installation activities both before work begins and during execution. The Company establishes appropriate control measures, preventive plans, and emergency response plans tailored to each site and specific task (e.g., high-voltage electrical work, working at height, confined spaces, and heavy lifting).

04 Creating a culture of safety

DEMCO continuously communicates, provides training, and organizes engagement activities to strengthen safety participation and embed safe behaviors (safety culture/behavior) among all groups of workers, including subcontractors. This is implemented through pre-entry orientation, pre-job briefings/toolbox talks, and on-site safety campaigns.

05 Monitoring and verification

DEMCO monitors project safety performance through site inspections, work observations, and the tracking of safety statistics separately for employees and contractors. This enables the Company to evaluate the effectiveness of control measures and apply the results for continuous improvement.

06 Reporting the results

Report safety performance results—such as accident and near-miss statistics, audit/inspection findings, and incident investigation outcomes—to define corrective and preventive actions and prevent recurrence. Communicate lessons learned across all projects, with particular emphasis on cases involving serious injuries or work-related fatalities.

Safety Risk Assessment and Management

DEMCO is committed to becoming an accident-free organization and prioritizes the safety of all workers across its operations. To achieve this, DEMCO conducts continuous and systematic workplace risk assessments to identify hazards and evaluate both the likelihood and severity of potential impacts. The results are used to establish comprehensive prevention guidelines that address risk reduction and readiness for unforeseen events.

These measures cover all work areas, from offices to construction projects, with particular focus on high-risk activities such as high-voltage electrical work, heavy equipment operations, confined-space work, and the handling of hazardous chemicals. To further strengthen safety performance, DEMCO has implemented proactive measures, including:



- Implement a safety analysis system to assess risks before work begins.



- Establish procedures for issuing work permits for high-risk activities/areas to ensure operations comply with established standards.



- Establish an effective system for monitoring and managing emergency situations.





Strengthening Safety Culture

DEMCO is committed to providing a safe and hygienic working environment and operates in accordance with applicable policies, laws, customer requirements, and relevant international standards. The Company aims to achieve a “Zero Accident” goal and reduce the risk of work-related illnesses through the continuous development of its safety, occupational health, and environment (SHE) management system, covering both employees and contractors on construction and installation projects.

Employee participation in safety is promoted through the Occupational Safety Committee (OSC), comprising representatives from management and employees. The OSC meets monthly to review plans, key risks, and preventive and corrective actions, monitor SHE performance, and consolidate lessons learned to drive systematic improvement. DEMCO also communicates safety information through bulletin boards, online systems, and weekly Safety Talks. Employees can provide feedback and report unsafe conditions or incidents through designated channels, supporting transparency, shared learning, and the ongoing strengthening of a safety culture.

DEMCO reinforces the principle that “safety is a shared responsibility” by promoting safe work practices before, during, and after work. This includes encouraging the sharing of safety observations and reporting near-misses to prevent recurrence, as well as conducting workplace engagement activities such as safety orientation and training for new employees and contractors. At construction sites, morning talks and stretching/exercise sessions are conducted to promote physical readiness and reinforce safety awareness before work begins.

In addition, DEMCO strengthens occupational health and emergency preparedness to protect employee well-being and support business continuity. The Company has implemented measures to address potential infectious disease outbreaks, including the provision of personal protective equipment (PPE), temperature screening, work-from-home support where appropriate, and timely communication of preventive guidance via the Company intranet. DEMCO also provides ongoing occupational health services, including 100% annual health checkups and targeted health surveillance based on job-related risk factors such as dust, noise, and chemical exposure. Health monitoring results are used to support follow-up actions, improve risk control measures, and further enhance a safe and appropriate working environment.





Safety Day is a safety-awareness campaign that encourages employee participation in safety activities and reinforces shared responsibility for preventing work-related accidents and strengthening ongoing safety initiatives.



The training course, “Crane Operation Refresher,” aims to enhance participants’ understanding of crane-related accident causes and to build competency in conducting basic crane inspection, maintenance, and minor repairs in accordance with applicable legal requirements.



Safety Monitoring and Inspection

DEMCO continuously monitors and reviews occupational health and safety (OHS) performance through safety statistics tracking and periodic reporting to the Occupational Safety, Health, and Environment Committee. This includes investigating incidents and accidents, conducting root-cause analysis, defining corrective and preventive actions, assigning responsible persons, and monitoring progress until closure.

Investigation findings and recommendations are reported to relevant project managers and executives to ensure timely and effective improvements. Lessons learned and risk alerts are also communicated through safety communications to prevent recurrence. In addition, in cases of injury or damage, DEMCO provides appropriate compensation and assistance in accordance with Company practices and applicable laws and regulations.



Safety Talks: Pre-job safety briefings for employees and contractors before starting work.



Fire Safety: Basic firefighting training, as well as firefighting and evacuation drills.





Safety Performance Results

DEMCO has established quantitative safety targets by aiming to reduce the Lost Time Injury Rate (LTIR) for both employees and contractors to zero, and to continuously pursue the goal of “Zero Accident.” In 2025 (2568), the Company’s LTIR was 2.21 for employees and 0 for contractors. There were two lost-time injury cases with absences of no more than three days each. Although these results did not meet the target, the Company responded through a systematic and timely management approach.

DEMCO provided care for injured persons in accordance with established standards, including first aid, referral for treatment by medical specialists, and incident investigation and Root Cause Analysis to determine Corrective and Preventive Actions (CAPA). The Company monitored implementation until closure of each case and reviewed additional risk control measures to enhance the effectiveness of safety management and prevent recurrence in the future.

Safety performance results	2566	2567	2568
Number of accidents (cases)	10	22	14
Number of injuries resulting in absence exceeding 3 days (cases)	0	0	0
Number of injuries resulting in absence from work for no more than 3 days (cases)	4	4	2
Lost Time Injury Frequency Rate (LTIFR) – Employees (incidents per million working hours)	3.46	5.20	2.21
Lost Time Injury Frequency Rate (LTIFR) – Contractors (incidents per million working hours)	n/a	0	0





Event	Cause	Prevention and Corrective Actions
<p>An employee slipped and fell, resulting in a dislocated right shoulder</p>	<ul style="list-style-type: none"> • Risk assessment for wet-area cleaning was insufficient, and/or Safe Work Procedures (SWP) were not clearly defined • Operational readiness and equipment were not appropriate for site conditions (e.g., non-slip footwear, water squeegees/absorbent materials), and hazard communication at the work area was unclear 	<ul style="list-style-type: none"> • Develop/review SWP for wet-area cleaning (e.g., cordon off the area, install warning signs, manage water pooling, and inspect floor conditions before work) • Strengthen hazard controls in high-risk areas (e.g., improve drainage, install slip-resistant mats, and conduct routine inspections of areas prone to water accumulation) • Provide and supervise the use of appropriate equipment and PPE (e.g., standard non-slip shoes and absorbent materials), including pre-use inspection requirements
<p>During high-voltage line removal, a worker was looping a cable. While moving and repositioning it, the cable recoiled and struck the right side of the worker’s face</p>	<ul style="list-style-type: none"> • Cable winding/moving/stacking methods did not adequately control stored-energy (recoil) hazards • The “throw-the-cable” method is high risk, with unclear controls or safe alternatives • Inadequate handling and storage arrangements (e.g., lack of designated positions/pallets/support rails), increasing the risk during stacking and movement • Face/eye PPE may have been insufficient, and pre-job hazard communication was unclear 	<ul style="list-style-type: none"> • Develop/review SWP for cable looping/winding, handling, and stacking, including controls for cumulative/elastic forces and safe standing positions • Provide suitable aids (e.g., straps, pallets/carts, trolleys, support rails, or strapping devices) to reduce manual stacking and unsafe handling • Define hazard zones and no-standing zones in directions where the cable may recoil; ensure close supervision for high-risk tasks • Upgrade PPE to match risk (e.g., safety glasses and face shields) and strengthen enforcement based on job type





Community Engagement

DEMCO conducts its business with ongoing care and responsibility toward communities by creating shared value and engaging with communities in the areas where it operates. Guided by its corporate sustainability policy, DEMCO has also established a stakeholder engagement policy that emphasizes transparent communication, active dialogue, and appropriate engagement with all stakeholder groups—both internal and external—particularly those directly affected by the Company’s operations.

Supporting the Sustainable Development Goals



3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being



4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes



7.1 By 2030, ensure universal access to affordable, reliable and modern energy services



7.3 By 2030, double the global rate of improvement in energy efficiency

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

Key performance results





Social and Community Strategies

- Invest in developing employee capabilities by supporting training, knowledge sharing, and access to necessary resources, while providing a safe work environment that fosters creativity and enables employees to perform at their full potential.
- Respond to customer needs and strive for customer satisfaction by delivering products and services that meet contractual requirements in both quantity and quality.
- Strengthen community and stakeholder participation through active listening, transparent and constructive consultation and dialogue, equal and respectful engagement, and support for quality of life and community resilience. Collaborate with government agencies, industry associations, business partners, civil society, and other stakeholders to contribute to the development and/or adoption of sustainability standards and best practices across relevant sectors.

Policies and Practices for Social and Community Responsibility

DEMCO places strong emphasis on social responsibility by conducting both internal and external activities with due consideration of impacts on the Company, society, and the environment, with the aim of fostering harmonious and sustainable coexistence. Accordingly, responsible business practices are integral to DEMCO's management approach. To support this commitment, DEMCO has established the following guidelines for community, social, and environmental responsibility:





1. Conduct business in compliance with applicable laws, standards, and regulations, grounded in responsibility toward the community, society, and the environment, to strengthen the Company’s reputation, credibility, and stakeholder trust and support sustainable growth.
2. Provide support and assistance to society and communities, as appropriate, at both local and national levels.
3. Participate in initiatives that demonstrate responsibility toward the community, society, and the environment and contribute to improved quality of life for stakeholders.
4. Encourage executives and employees of the DEMCO Group to uphold strong social and environmental responsibility.
5. Cooperate with regulators in implementing relevant standards and report information on violations or non-compliance to help prevent or mitigate social and environmental impacts.
6. Assess environmental, social, health, and safety (ESHS) risks and impacts prior to commencing any work, investment, or joint venture, and develop appropriate preventive and mitigation measures.



Read more about [our social and community responsibility policies and practices](#)

Social Responsibility Initiatives

Demco conducts its business under a sustainable growth approach, recognizing its role and responsibilities toward communities and society in all areas where the Company operates. The Company aims to create shared value by continuously supporting activities that enhance quality of life, community well-being, and stakeholder participation. In 2025, Demco implemented social initiatives focused on strengthening employees’ awareness of social responsibility, encouraging participation in community development, and supporting activities that deliver public benefits. These initiatives were carried out with due regard to local context, transparency, and the fostering of constructive relationships between the Company and surrounding communities.



Performance results in community and social responsibility	2566	2567	2568
Budget for community and social support (Baht)	60,000	61,518	32,208
Case of a significant community complaint (case study)	None	None	None

In 2025, DEMCO allocated THB 32,208 to support community and social initiatives. No significant complaints were received regarding community impacts arising from its business operations, reflecting the Company’s appropriate and effective management of social impacts. DEMCO remains committed to continuously enhancing its stakeholder engagement processes to ensure that its business operations align with societal expectations and contribute to shared sustainable growth in the long term.





Community and Social Responsibility Performance Results



Community and Local Engagement Activities



- A charity football match was organized in collaboration with the Suan Phrik Thai Subdistrict Administrative Organization, Mueang Pathum Thani District, Pathum Thani Province.



- Participation in the 9th Charity Walk-Run organized by the Somdej Phra Yannasangworn Foundation.



- Candle Offering Ceremony to mark the beginning of Buddhist Lent.



- Traditional Alms-Giving Ceremony for 100 Monks, organized in collaboration with the local community.



Charitable Donations (Cash and In-Kind)



- Join us in supporting gifts for National Children's Day 2025.



- Donate your old, unused desk calendars to the Foundation for the Blind in Thailand to be used in the production of teaching materials (Braille).



- Donate items to the "Leftover - Request Project," which will convert donated items into tuition fees for children at the Baan Nekkamin Foundation.



- A charitable event to donate essential supplies to help flood victims in southern Thailand.





• Provision of Public Services to the Community



- Volunteer activity to clean Wat Sadet temple in collaboration with Suan Phrik Thai Subdistrict Administrative Organization, Pathum Thani Province.



Community and Social Development and Support Initiatives



- A community education project demonstrating the application of solar cells in the construction of small toy cars at Wat Daoreung School.



• Employee Blood Donation



Demco Public Company Limited's blood donation activities for 2025 included sending letters to the Suan Phrik Thai Subdistrict Administrative Organization to publicize and invite individuals in the surrounding community to participate in blood donation, totaling three events.

- First time: March 13, 2025
- Second time: July 25, 2025
- Third time: November 13, 2025

The total blood volume was obtained in **56,550** milliliters.





Labor and Human Rights Action

Demco recognizes the importance of respecting human rights and ensuring fair labor practices. The Company is committed to conducting business in line with international human rights principles, applicable labor laws, and good operational standards. Demco promotes a working environment that is safe, fair, and free from discrimination, ensuring that all employees are treated equally and with respect for human dignity.

Demco also emphasizes workforce capability development alongside safeguarding the fundamental rights of employees and workers throughout the value chain. The Company has established clear policies and practices and regularly monitors and assesses labor and human rights risks to prevent and mitigate potential adverse impacts arising from its business operations. Demco remains committed to operating with transparency, accountability, and stakeholder engagement to foster a corporate culture that respects human rights and supports long-term sustainable growth.

Supporting the Sustainable Development Goals



3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being



3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life



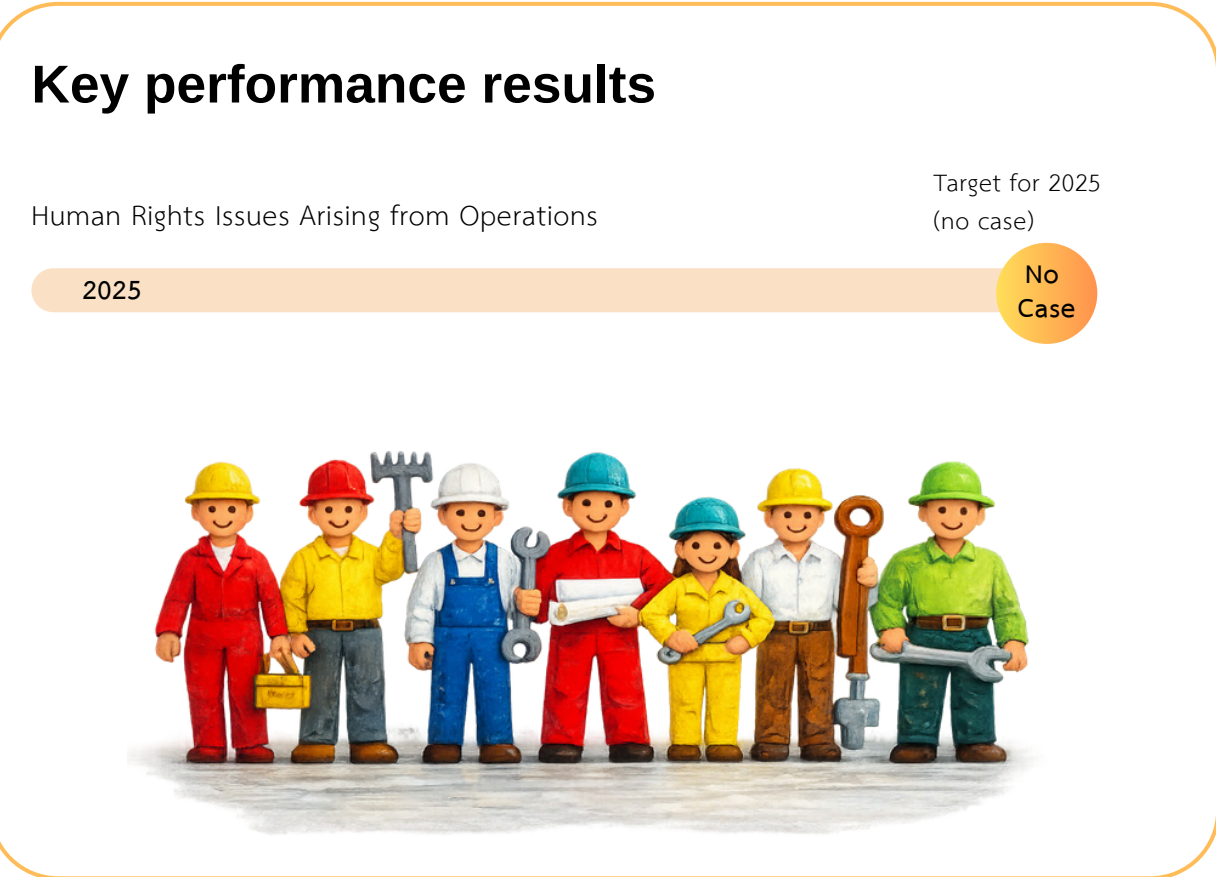
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements





Commitment and Roadmap to Success

DEMCO emphasizes that the Board of Directors, executives, and all employees must treat all stakeholders with respect and dignity on the basis of human dignity, and must not act in a manner that infringes upon the rights and freedoms of others in violation of applicable laws. Such practice forms part of the Company's ethical standards, which all DEMCO personnel are required to strictly comply with. Any violation or non-compliance will be subject to disciplinary action in accordance with the severity of the misconduct.

DEMCO attaches importance to activities that may affect human rights principles in all aspects and adheres to relevant legal requirements. The Company has a clear policy of not employing child labor, upholds freedom of religion, and prohibits discrimination on the basis of differences in race, religion, gender, or social status. In addition, DEMCO strictly respects the human rights of employees at all levels by protecting employee personal data and not disclosing information such as personal history and salary details to external parties or unauthorized persons. The Company has established and complies with a personal data protection policy. It also issues work rules and regulations in the form of an employee handbook, communicates these rules, regulations, and working conditions to employees, and provides orientation prior to commencement of employment.

The Board of Directors oversees human rights issues and related risks. The Human Resources Department and relevant units are responsible for implementing the Human Rights Due Diligence (HRDD) process and regularly reporting progress to the Board of Directors.

Strategies for Success

01

Treat all employees and workers without discrimination by providing equal opportunities, assigning work appropriately based on individual capabilities, and ensuring fair and appropriate compensation. Prohibit the employment of workers under the age of 18 and any form of illegal labor, including among employees and workers of business partners and/or other stakeholders.

02

Safeguard and protect the safety of employees and workers, as well as the assets of the DEMCO Group, without infringing upon the rights and safety of others. This includes protecting individual privacy, maintaining the confidentiality and security of information, ensuring appropriate disclosure practices, and ensuring the lawful use of personal data.

03

Respect the rights and dignity of employees and workers of the DEMCO Group and its business partners, treating all individuals equally and with due regard for human dignity.





Policies and Practices on Legal Compliance and Human Rights

DEMCO gives due consideration to all activities that may affect human rights and complies with all applicable laws. The Company maintains a clear policy prohibiting child labor, upholds freedom of religion, and does not discriminate on the basis of race, religion, gender, or social status.

DEMCO also respects the rights of all employees by protecting personal data and maintaining confidentiality. The Company does not disclose personal information—such as personal history or compensation details—to external parties or unauthorized individuals. DEMCO has established and implements a Personal Data Protection Policy and workplace regulations, which are documented in an employee manual, communicated to employees, and reinforced through pre-employment orientation. These measures help ensure that DEMCO conducts its business in a manner that respects human rights and is grounded in equality and shared values.

 Read more about [our social and community responsibility policies and practices](#)

Human Rights Due Diligence Process (HRDD)



DEMCO conducts human rights impact assessments on an ongoing basis and integrates them into its enterprise risk management and core business processes. The Company has established an approach to managing human rights issues covering all activities of DEMCO, its group companies, and relevant stakeholders throughout the business value chain, in accordance with the Company’s Human Rights Policy and relevant international standards. This ensures that business operations are conducted ethically, transparently, and with social responsibility.

DEMCO prepares and regularly reviews its Human Rights Due Diligence (HRDD) process and conducts an annual Human Rights Risk and Impact Assessment to systematically identify, prevent, mitigate, and monitor potential impacts arising from business operations, and to respond promptly to changing circumstances. The Company reports assessment results and implementation progress to the Board of Directors and discloses relevant information to stakeholders on a regular basis to strengthen transparency and confidence.

This process comprises five steps as follows:





Human Rights Risk Assessment

The Company conducts a comprehensive Human Rights Risk Assessment (HRRRA) to identify and evaluate actual and potential risks arising from its business operations. The assessment covers activities across the DEMCO Group and stakeholders throughout the value chain, including business partners and contractors.

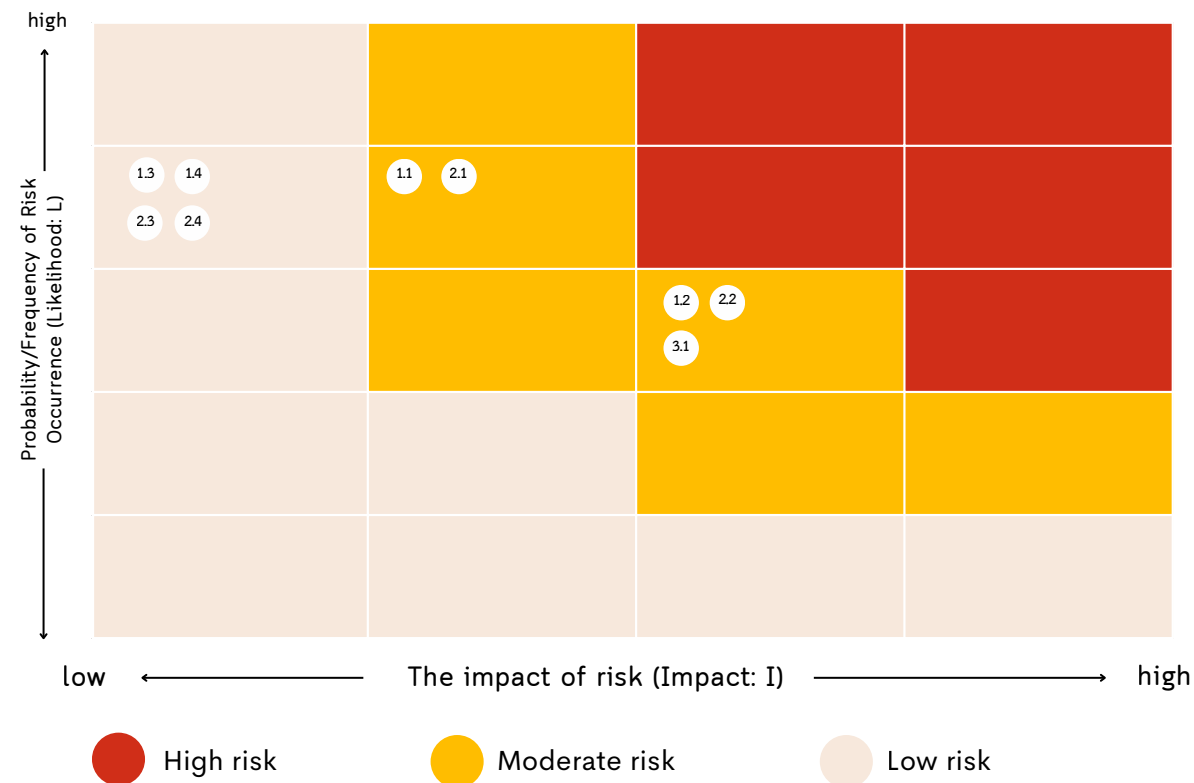
Risks are assessed based on two key dimensions: likelihood of occurrence and severity of impact. The results are used to prioritize significant issues and to define appropriate, ongoing approaches and measures to prevent and mitigate human rights impacts.



Read more about the [Human Rights Risk Assessment Guidelines](#).

employee	Business partners/contractors	Community and environment
1.1 Illegal employment 1.2 Health and Safety 1.3 Discrimination 1.4 Data Leakage	2.1 Illegal employment 2.2 Health and Safety 2.3 Discrimination 2.4 Data Leakage	3.1 Health and Safety

Human Rights Risk Assessment Results



Based on the Company’s 2025 (2568) human rights risk assessment, most issues were assessed as medium risk, namely illegal labor employment (1.1, 2.1) and occupational health and safety (1.2, 2.2, 3.1). Discrimination (1.3, 2.3) and data leakage (1.4, 2.4) were assessed as low risk, and no issues were identified as high risk.

Based on the assessment, the Company identified the following Salient Human Rights Issues: the use of illegal or forced labor; workplace safety and occupational health; discrimination; and violations of the rights of business partners and surrounding communities. These issues will be used to define appropriate prevention measures and ongoing monitoring going forward.

Risk Prevention and Control Measures

To ensure a systematic approach to managing human rights risks, Demco has established preventive and control measures aligned with the assessed risk levels. These measures are implemented under a comprehensive human rights due diligence process and are integrated into the Company’s enterprise risk management system. The measures include the development of action plans, clear designation of risk owners and responsible parties, defined implementation timelines, and the incorporation of human rights requirements into routine business processes such as labor management, procurement, and occupational health and safety controls.

Demco regularly monitors and reviews the effectiveness of these measures and reports results to management in accordance with established reporting cycles, to ensure that business operations respect human rights and that human rights risks are continuously managed.





The Company has established and implemented concrete labor measures under its Human Rights Policy. These include a strict prohibition of child labor and forced labor in all cases, pre-employment screening procedures, and ongoing monitoring of business partners and suppliers. The Company also provides employee engagement mechanisms through the Welfare Committee and confidential grievance channels, controls working hours and overtime in accordance with applicable laws, and maintains a fair and equitable compensation structure. The implementation and effectiveness of these measures are regularly monitored and reported to the Board of Directors.

HUMAN RIGHTS ISSUES	STAKEHOLDERS	RISK PREVENTION AND CONTROL MEASURES
Illegal employment / forced labor in the supply chain.	Employees, business partners/contractors, local communities, and the environment	<ol style="list-style-type: none"> 1. Establish and implement human rights policies aligned with applicable laws and internationally recognized standards 2. Include sustainability and human rights requirements in business contracts (e.g., supplier/contractor code of conduct, labor compliance clauses) 3. Assess, monitor, and audit business partners and contractors on labor and human rights performance, with corrective actions for non-compliance
Occupational health and safety impacts on employees, contractors, and nearby communities	Employees, business partners/contractors, local communities, and the environment	<ol style="list-style-type: none"> 1. Maintain a safe working environment in compliance with applicable laws, regulations, and project/customer requirements 2. Establish Safe Work Procedures and operating standards for high-risk activities to ensure standardized and safe operations 3. Provide OHS training and site orientation to employees and contractors prior to commencing work
Discrimination and unequal treatment (employees, business partners, and contractors)	Employees, business partners/contractors, local communities, and the environment	<ol style="list-style-type: none"> 1. Implement a non-discrimination and equal opportunity policy, including fair recruitment, assignment, promotion, and compensation practices 2. Provide awareness training on diversity, respect, and anti-harassment for employees and supervisors 3. Maintain grievance/complaint channels with confidentiality and non-retaliation, investigate cases fairly, and implement corrective actions; monitor trends (e.g., survey and exit interview data)

Monitoring and Performance Reporting

DEMCO has established an ongoing process to review, monitor, and assess the effectiveness of human rights risk prevention and control measures, to ensure that the Company's operations and project execution are conducted appropriately and in compliance with relevant requirements. Oversight is jointly undertaken by the Board of Directors and management, who monitor human rights risks across the value chain, including those related to business partners and contractors, to ensure that preventive and mitigation measures remain effective.

In addition, DEMCO communicates and provides training to employees and relevant parties on its human rights policy and practices to strengthen understanding of operational guidelines and the prevention of human rights violations throughout business processes. The Company also provides structured channels for stakeholders to raise feedback or concerns, and discloses monitoring outcomes in the Annual Report/Sustainability Report in accordance with the Company's reporting approach.





Fair Treatment of Workers (Labor Rights and Equality)

DEMCO is committed to protecting and respecting human rights in line with international principles. This commitment covers non-discrimination, zero tolerance for harassment in all forms, the prohibition of child labor, forced labor, and human trafficking, as well as the promotion of freedom of association and collective bargaining, fair and equitable remuneration, and other fundamental employee rights.

DEMCO ensures that all employees have equal access to benefits and welfare, training and skills development, performance appraisal, and career advancement—without discrimination on the basis of gender, age, race, nationality, religion, skin color, sexual orientation, disability, or any other status. Recruitment and selection, appointment, promotion, remuneration decisions, and all human resource management processes are primarily based on an individual’s knowledge, capabilities, and qualifications appropriate to the position.

In 2025 (2568), the Company did not receive any complaints related to human rights violations.



No complaints related to human rights violations were received.

Complaint Handling, Complainant Protection, and Remedies

DEMCO has established processes to gather feedback from stakeholders, including employees, business partners, and communities, through meetings, direct communication, and online channels. The feedback is used to inform the consideration of human rights issues and to continuously improve operations as appropriate. In addition, the Company has established whistleblowing and grievance channels in accordance with its Whistleblowing Policy to enable stakeholders to safely and confidentially report incidents or actions that may involve human rights violations. DEMCO applies a systematic process for receiving reports, conducting fact-finding investigations, and determining appropriate actions, and provides whistleblower protection measures to prevent retaliation or discrimination. Where damages are identified, DEMCO will implement appropriate and fair mitigation and corrective actions, including remedies in both monetary forms—such as reimbursement of medical expenses, compensation for loss of income, or emergency assistance—and non-monetary forms—such as expert advice, initial support and remedial assistance, coordination with relevant agencies, and protection of the safety and privacy of affected persons. The Company also monitors outcomes and continuously reviews its measures to prevent recurrence.



Channels for receiving complaints / reporting information

- **Submit in person** (Complaint box, Head Office, 2nd Floor, Building 1).
- **Send the letter** by mail to the Audit Office, Demco Public Company Limited.
59, Moo 1, Suan Phrik Thai Subdistrict, Mueang Pathum Thani District, Pathum Thani Province 12000
- **Through the company's intranet/website.**
www.demco.co.th/good-government-government/complaint-channels-and-complaint-handling-process
- **Submit complaints/reports electronically through the following channels:**



- Audit Committee Email: Auditcom@demco.co.th
- Secretary of the Audit Committee Email: AC_Secretary@demco.co.th



- Corporate Governance and Sustainability Committee Email: goodgovernance@demco.co.th
- Secretary of the Audit Committee Email: Gov_Secretary@demco.co.th



- Company Secretary Email: Com_Secretary@demco.co.th





Environment

We aim to drive business growth through environmental responsibility across the value chain by reducing greenhouse gas emissions, using natural resources efficiently through a circular economy approach, and increasing the share of revenue from investments in environmentally friendly businesses to further support emissions reduction.

Resource Efficiency	110
Biodiversity	121
Quality of Building Materials	123
Climate Change	125





Resource Efficiency

With a continued commitment to conducting business alongside seeking opportunities to expand investments in environmentally friendly businesses, the DEMCO Group has increased its investments in renewable energy—including wind, solar, and biomass—to help reduce air pollution and greenhouse gas emissions associated with fossil fuels, a major contributor to global warming.

In addition, the DEMCO Group’s steel structure pole manufacturing facility places strong emphasis on environmental performance by operating under an ISO 14001 environmental management system, reflecting the Group’s commitment to environmental sustainability.

Overall, the DEMCO Group’s management approach is guided by the ESG framework, focusing on three core areas—Environment, Social, and Governance—to strengthen the organization and support sustainable growth.

Supporting the Sustainable Development Goals



7.3 By 2030, double the global rate of improvement in energy efficiency



12.2 By 2030, achieve the sustainable management and efficient use of natural resources



12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

13.2 Integrate climate change measures into national policies, strategies and planning

Key performance results

Energy Consumption Intensity at the Pathum Thani Office (vs. 2024)

Target for 2025 (5% decrease)



Water Consumption Intensity at the Pathum Thani Office (vs. 2024)

Target for 2025 (5% decrease)



Waste Generation and Recyclable Materials (vs. 2024)

Target for 2025 (5% increase)





Strategies for Success

DEMCO is upgrading its environmental management in line with global trends to drive business growth through environmental responsibility across the value chain. The focus includes reducing greenhouse gas emissions, improving resource efficiency through circular economy practices in operations, and increasing the share of revenue from investments in environmentally friendly businesses that support emissions reduction.

To support progress toward the United Nations Sustainable Development Goals (SDGs), DEMCO has defined SDG-related goals and priorities. DEMCO's environmental focus aligns with SDG 6 (Clean Water and Sanitation), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).

Environmental Practices

DEMCO is committed to conducting business responsibly toward the environment by preventing adverse impacts and using resources efficiently through an integrated environmental management system. The system covers energy use, air quality, water management, and waste management, and promotes efficient and sustainable resource use in line with circular economy principles. The objectives are to enhance resource efficiency across the value chain, reduce greenhouse gas emissions, and strengthen climate change resilience. DEMCO also prioritizes minimizing environmental impacts from its operations and construction projects by considering pollution control, safety, and potential visual impacts on operational areas, communities, and local authorities. Appropriate prevention and control measures are implemented based on site-specific conditions.

In addition, DEMCO fosters a culture of environmental responsibility through communication, knowledge sharing, and ongoing engagement that encourages employees and relevant stakeholders to raise awareness and participate in environmental stewardship. DEMCO strictly complies with applicable environmental laws and regulations and has established policies and practices under its environmental management system to support accurate, transparent, and responsible operations.



Read more about [our safety, occupational health, and environmental policies](#)





Energy Management

Energy Management Policies and Guidelines

Energy demand continues to rise as energy remains a key driver of economic activity, business operations, and modern lifestyles. DEMCO recognizes the importance of energy efficiency and is committed to developing an internal energy management system to support sustainable energy conservation. The Company has established clear energy management policies and practices focused on improving energy efficiency and reducing unnecessary consumption.

In parallel, DEMCO explores and applies clean energy technologies and innovations to enhance operational efficiency and support future growth. DEMCO also continuously monitors and evaluates performance against indicators aligned with relevant international guidelines and standards to drive ongoing improvement and promote efficient energy use. These efforts support a balanced approach between business growth and long-term environmental protection.

Risk factors arising from energy use	Energy management measures
Excess energy consumption due to inefficient usage behaviors	<ul style="list-style-type: none"> • Establish energy-use guidelines (e.g., switching off equipment, device settings, and reducing standby/idle time) • Conduct ongoing awareness campaigns and internal communications • Monitor energy consumption at key locations and assign supervisors to oversee implementation at worksites
Energy transition and stakeholder expectations (demand for clean energy and reduced emissions)	<ul style="list-style-type: none"> • Study and implement suitable clean energy technologies and innovations (e.g., solar power where feasible, high-efficiency equipment, smart control systems) • Set energy-saving targets, monitor performance, and report progress transparently

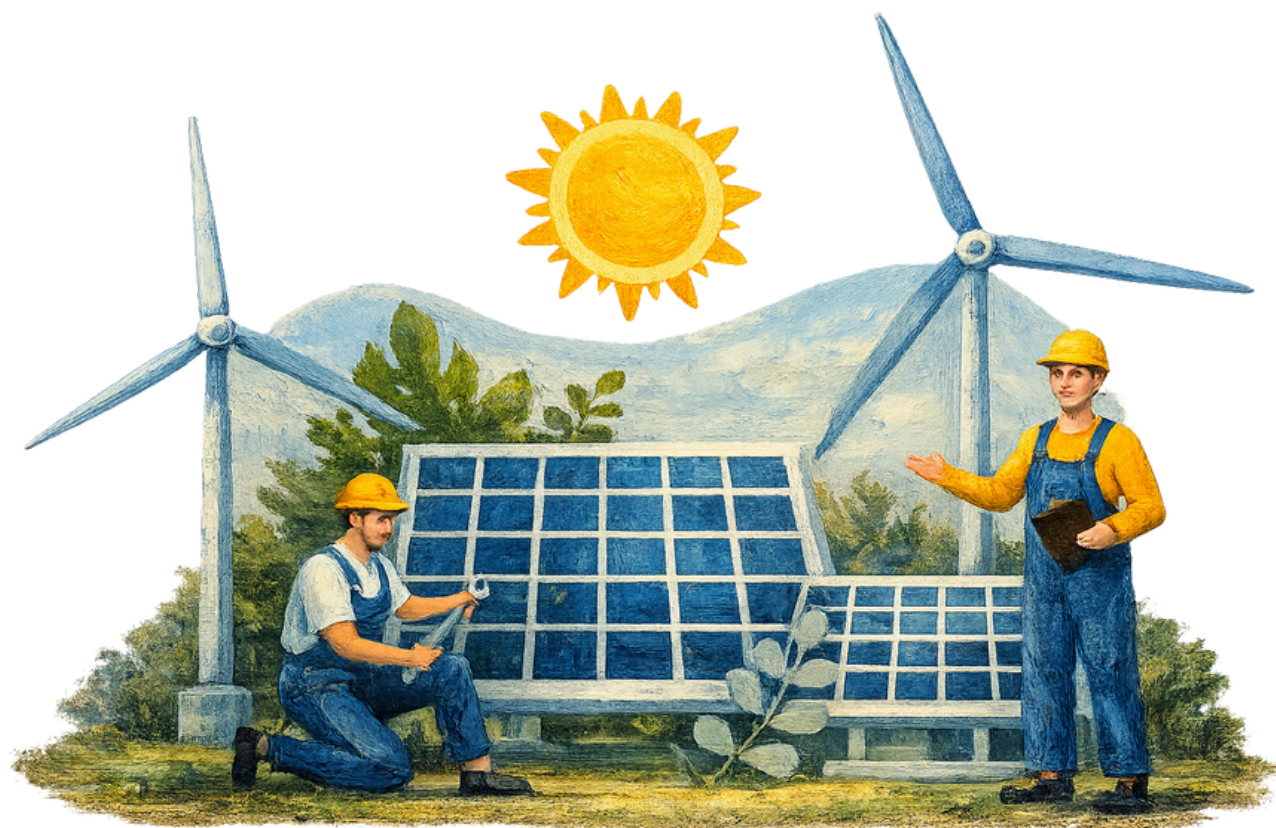




Actions to Reduce Energy Consumption

DEMCO prioritizes efficient electricity management by implementing measures to reduce energy consumption and enhance sustainable operational processes, including:

- Promoting efficient energy use: Implement ongoing energy conservation campaigns to raise awareness of responsible resource use, and set designated schedules for switching lighting on and off in key office buildings to improve energy efficiency.
- Building awareness and participation among employees and contractors: Communicate best practices and promote consistent application of energy-saving behaviors at workplaces and project sites through regular engagement activities.
- Expanding renewable energy use: DEMCO plans to install additional solar power generation capacity. The existing system at the Pathum Thani office (currently 265 kWp) will be upgraded to increase the share of renewable electricity, reduce reliance on grid power, and lower greenhouse gas (GHG) emissions. These efforts support DEMCO’s long-term goal of achieving Net Zero Emissions and reflect the Company’s commitment to sustainable business development through reduced use of non-renewable energy and the promotion of clean energy.



Demco set a target to reduce the use of externally sourced electricity by 5.00%. In 2025, total electricity consumption amounted to 387,538 kilowatt-hours (kWh), comprising 276,592 kWh from external sources (71.37%) and 110,946 kWh from renewable energy (28.63%). Externally sourced electricity consumption per employee was 1,085.57 kWh, representing a slight increase from the previous year. This change was attributable to higher operating volumes and increased business activities during the reporting year.

Demco remains committed to implementing ongoing energy management measures, including increasing the share of renewable energy, improving energy efficiency, and closely monitoring energy consumption, in order to achieve its external electricity reduction target effectively in subsequent periods and to support long-term sustainable business operations.

Results of Efforts to Reduce Energy Consumption within the Organization			
Indicators	2566	2567	2568
Total electricity consumption (kWh)	437,864	389,264	387,538
Reduction in electricity consumption vs. previous year (%)	▲ 6.34	▼ 6.42	▼ 25.21
Electricity consumption per employee (kWh/employee)	1,143.25	1,0582.06	1,085.54
GHG emissions reduction from energy use (tCO ₂ e/year)	n/a	n/a	55.47





Water management

Water Management Approach

DEMCO recognizes the importance of sustainable water resource management, a critical issue at both national and international levels, in support of Sustainable Development Goal 6 (SDG 6). The Company is committed to promoting efficient and effective water management, while supporting access to sufficient and quality water for all sectors of society.

Amid the impacts of climate change and increasing risks of water scarcity, DEMCO prioritizes a systematic approach to internal water management through the development of a comprehensive process covering all operational stages. Key measures include ensuring wastewater quality meets applicable standards prior to discharge, promoting water reuse and recycling where appropriate, and conducting ongoing water conservation and sustainability campaigns. These actions enhance water-use efficiency while contributing to the conservation and restoration of natural water resources, reflecting DEMCO’s commitment to responsible resource use and long-term environmental sustainability.

Actions to Reduce Water Consumption

DEMCO prioritizes efficient water management, with the aim of reducing water consumption and enhancing water management practices in the Company’s buildings. Key measures include selecting water-saving equipment—such as installing sanitary ware and faucets certified with the Energy Efficiency Label No. 5 (e.g., washbasin faucets designed to limit water flow to no more than 2 liters per minute)—and promoting water conservation through awareness signage that encourages employees to use water responsibly.

Water-related risk factors	Water management measures
Water scarcity / water-use restrictions in project areas	<ul style="list-style-type: none"> • Conduct project-specific water risk assessments prior to commencement. Identify alternative water sources and develop seasonal water-use plans, as appropriate. Set water-reduction targets and establish procedures to respond to water-use restrictions.
Wastewater quality not meeting standards prior to discharge	<ul style="list-style-type: none"> • Segregate stormwater from wastewater systems. Provide settling/sedimentation ponds and wastewater treatment systems for workers’ camps, as applicable. Monitor wastewater quality in accordance with the monitoring plan, record results, and implement corrective actions when non-compliance is identified.
Waterlogging at construction sites affecting safety and work continuity	<ul style="list-style-type: none"> • Design drainage systems and pumping arrangements, and prepare contingency plans for heavy rainfall/flash floods. Regularly inspect high-risk areas and implement stop-work measures when conditions are unsafe. Adjust work plans based on weather forecasts and on-site conditions.





Operating Performance in 2025

Demco set a target to reduce the water consumption rate at its headquarters in Pathum Thani Province by 5% compared with 2024, in order to promote efficient resource use and continuously strengthen environmental management. In 2025, Demco’s total water consumption was 6,641 cubic meters, an increase from 5,450 cubic meters in 2024. All water used during the reporting year was sourced from the municipal water supply.

When assessed on a per-employee basis, water consumption was 18.60 cubic meters per person, compared with 14.65 cubic meters per person in 2024, resulting in water use in 2025 being approximately 28.3% above the established target. This increase was consistent with higher operational activities and greater internal resource utilization during the reporting year.

Although performance in 2025 did not meet the target, the Company continued to implement control measures and improve water-use efficiency, including water conservation campaigns, inspections for internal plumbing leaks, and regular monitoring of water consumption data, to curb the upward trend in water use and enhance resource management efficiency in subsequent periods.

Results of efforts to reduce water usage within the organization

Indicators	2023	2024	2025
Total water consumption (m ³)	4,657.00	5,450.00	6,641.00
Water consumption per employee (m ³ /employee)	12.16	14.73	18.60
Target water reduction rate (percentage)	n/a	23.19	28.27

Wastewater Management

DEMCO does not generate wastewater from production processes, as its business operations primarily involve engineering services and project management. Most water consumption occurs in office premises, and wastewater is treated through the building’s wastewater treatment system in compliance with applicable legal requirements.

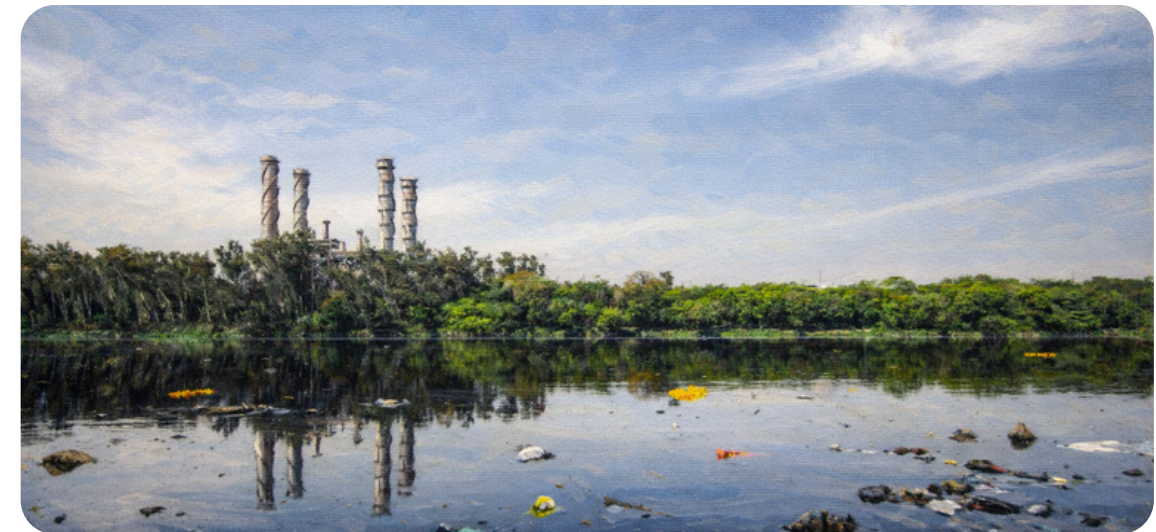




Waste and Discarded Materials Management

Guidance on Waste Management

DEMCO is committed to managing waste in accordance with applicable legal requirements and relevant international standards, with the aim of improving resource efficiency and reducing environmental impacts across its business processes. This commitment is implemented through a systematic waste management approach, including continuous monitoring, evaluation, and periodic review to enhance and refine practices as needed. In addition, DEMCO promotes communication and awareness among employees by integrating the 4Rs (Reduce, Reuse, Recycle, Replace) into daily operations to strengthen resource efficiency and support DEMCO's waste reduction goals.



Waste Types and Management Approaches



1. General waste

- Collect in designated blue bins
- Hand over to the municipality for disposal (e.g., landfilling, as applicable)
- Record waste collection volumes and make monthly payments to the municipality



2. Wet/biodegradable waste

- Collect in designated green bins and label the bin with the waste type
- Hand over to the municipality for disposal (e.g., landfilling, as applicable)
- Maintain accurate records of monthly service fees and payments to the municipality



3. Recyclable waste

- Collect items in separate mesh cages by material type (e.g., plastic bottles, metal cans)
- Transfer them to recycling programs or organizations that accept recyclable materials for reprocessing and reuse



4. Hazardous waste

- Store and dispose of items such as photocopier toner cartridges and chemical containers in accordance with applicable requirements
- Transfer hazardous waste to an authorized service provider/agency for proper management and disposal





Actions to Reduce Waste and Discarded Materials

DEMCO prioritizes digital transformation to reduce resource consumption and enhance organizational efficiency. Technology plays a key role in streamlining workflows, reducing paper use, promoting efficient resource utilization to minimize waste, and avoiding chemicals that may pose risks to health and the environment. Key measures include transitioning to paperless meetings by providing documents via QR codes for download, printing double-sided and only when necessary, using reusable glasses and water pitchers instead of plastic bottles for internal meetings, and avoiding foam food packaging at all meetings.



Risk issues arising from waste management	Waste management measures
Improper waste segregation reduces recycling rates and increases disposal costs	<ul style="list-style-type: none"> Waste segregation points are clearly designated with separate labeled/color-coded bins, supported by office and worksite standards, training for employees and contractors, regular inspections, and prompt corrective actions for improper disposal.
Hazardous waste (e.g., used oil, paint/thinner, batteries, chemicals) spills may contaminate soil and water	<ul style="list-style-type: none"> Hazardous waste is stored separately in a designated, waterproof area with secondary containment, properly labeled with SDS and spill kits available, and disposed of only through authorized service providers.
High volumes of construction and demolition waste (e.g., scrap materials, steel, cables, concrete, soil) may affect surrounding areas and communities	<ul style="list-style-type: none"> A Material and Waste Management Plan is prepared before project commencement, procurement is controlled to minimize waste, and storage areas are organized to maximize reuse and recycling where feasible.
Inconsistent employee and contractor participation may reduce the effectiveness of 4Rs implementation	<ul style="list-style-type: none"> The 4Rs (Reduce, Reuse, Recycle, Replace) are continuously communicated and promoted, supported by pre-entry orientation/training, project-level waste reduction targets, recognition of strong performance, and regular on-site monitoring.



Results of Waste and Discarded Materials Reduction Efforts

	2023	2024	2025
Total waste generated (kg)	15,677.70	15,846	15,244.50
Recycled waste and discarded materials (kg)	622	730.50	989
Recycling rate (%)	3.97	4.61	6.49
Food waste target (kg)	n/a	n/a	2,562.15
Food waste generated (kg)	n/a	2,697	595
Variance from target (%)	n/a	n/a	(76.78)

In 2025, Demco generated a total of 15,244.50 kilograms of waste and discarded materials, decreasing from 15,846 kilograms in 2024, reflecting an improving trend in waste management efficiency. The amount of waste recycled was 989 kilograms, representing 6.49% of total waste, increasing from 4.61% in 2024. This exceeded the target to increase the recycling proportion by 5% compared with the previous year, demonstrating tangible progress in waste segregation and resource recovery. In addition, 2025 marked Demco’s first year of collecting data and setting targets for food waste management. The Company set a target to reduce food waste by 5% compared with 2024, with a target level of 2,562.15 kilograms. Actual performance showed total food waste of 595 kilograms, which was 76.78% below the target, reflecting effective control and management of food waste in the initial implementation year. Demco continues to focus on reducing waste at source, improving proper segregation, and increasing the proportion of waste diverted for reuse and recycling, supporting efficient resource utilization and the ongoing reduction of environmental impacts.





Outstanding Projects in 2025



DEMCO has continuously participated in the “Ting To Trash” project, organized by the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association, since 2023. The project aims to strengthen environmental awareness within the organization, promote proper waste management practices, encourage waste segregation for effective management, and enhance employee engagement in sustainable environmental stewardship. DEMCO uses the “ECOLIFE APP” to record data and track waste management performance and progress.

DEMCO continuously manages leaf waste by using leaves from site maintenance to produce compost, thereby increasing resource utilization and reducing the volume of waste requiring disposal. The Company set a target to produce 1,000 kilograms of leaf compost and, in 2025, produced a total of 1,178 kilograms, exceeding the target and demonstrating the effectiveness of its internal organic waste management.



DEMCO supported sustainable plastic waste management by participating in the “Mindful Bottles for Charity” project at Wat Chak Daeng, Samut Prakan. Used plastic bottles were donated for recycling into fibers to produce blankets for donation, helping to reduce waste and promote resource circularity. The project was conducted from 1 July 2025 to 31 October 2025. During this period, DEMCO collected 1,320 plastic bottles, totaling 26.8 kilograms, reflecting strong employee collaboration in advancing environmental and social responsibility while delivering tangible benefits to the community.



Biodiversity

DEMCO recognizes its environmental responsibility and is committed to preventing and minimizing adverse impacts on ecosystems in the areas where it operates. The Company promotes ecosystem and biodiversity conservation to support the long-term availability of natural resources for future generations. To ensure consistent implementation across the organization, DEMCO has established a Biodiversity Management Policy to guide its biodiversity management practices.

Supporting the Sustainable Development Goals



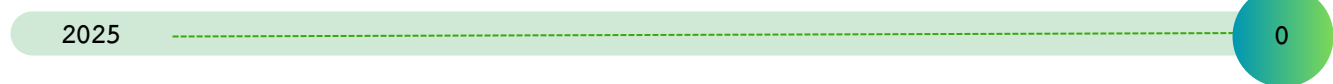
15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

Key performance results

Construction projects commencing in 2025 are required to undergo a biodiversity risk assessment

Target for 2025 (100%)



Guidelines for biodiversity risk assessment, along with examples of biodiversity-related risk issues, are currently being developed





Biodiversity Management Policy

The DEMCO Group is committed to sustainable business operations grounded in environmental responsibility. The Group prioritizes and promotes the protection of ecosystems and biodiversity to conserve natural resources for future generations. Accordingly, DEMCO has established the following Biodiversity Management Policy:



Read more [about biodiversity management policies](#)

01

Committed to environmental and biodiversity management in compliance with applicable laws, requirements, and relevant regulations.

02

It mandates controlling, preventing, and reducing environmental impacts through the sustainable use of resources, conserving biodiversity, and preventing pollution at its source.

03

Promote the continuous adoption of innovative, efficient, and environmentally friendly technologies in business operations. Support community development by listening to the views of communities and stakeholders in line with human rights principles and engaging in ongoing dialogue. Those directly affected and relevant agencies involved in the Company's project development should work together to mitigate impacts on ecosystems and biodiversity.

04

Provide management and employees with the knowledge and understanding necessary to raise biodiversity awareness.

05

Promote the transfer of technological knowledge to stakeholders to support the review and continuous improvement of environmental management processes and to enhance the effectiveness of management and quality control for sustained environmental performance.





Guidelines for Biodiversity Management

Demco recognizes its environmental responsibility and places importance on protecting ecosystems and biodiversity in all areas where it operates. The Company aims to avoid and minimize potential adverse impacts arising from its activities throughout the value chain through environmental risk assessments conducted prior to project commencement, and through design and planning processes that take ecologically sensitive areas into consideration. Demco also establishes control, prevention, and restoration measures in accordance with the mitigation hierarchy (avoid–minimize–restore).

The Company ensures continuous monitoring and evaluation of biodiversity performance, together with stakeholder engagement involving communities and relevant authorities, to maintain an appropriate balance between economic growth and the conservation of natural resources. Demco’s goal is to conserve, restore, and responsibly steward natural resources for long-term sustainability for future generations.

Biodiversity Performance

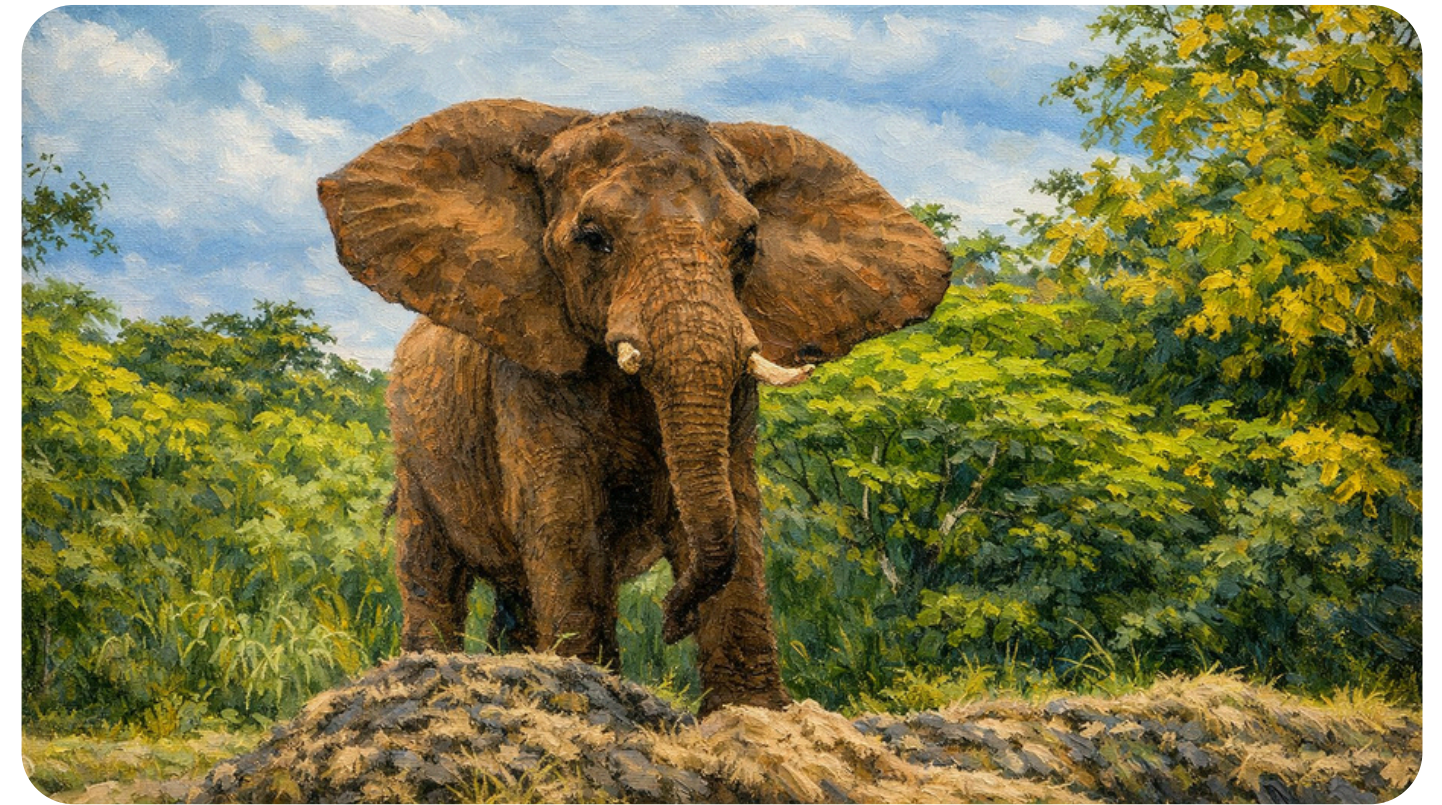
Demco set a target requiring 100% of construction projects initiated in 2025 to undergo a biodiversity risk assessment prior to commencement, in order to prevent and mitigate potential impacts on ecosystems and biodiversity. However, during the reporting year, one construction project was initiated and the biodiversity risk assessment had not yet been conducted. This was due to the Company being in the process of updating its Project Risk Management Manual to incorporate a more comprehensive and systematic biodiversity risk assessment procedure.

Demco plans to implement the revised manual as the guiding framework for assessing construction projects initiated from 2026 onwards.

Biodiversity Capacity Building for Employees

Demco places importance on strengthening employees’ knowledge and understanding of biodiversity issues to support the systematic integration of biodiversity into the Company’s risk management process and construction project execution. Demco sent employees to attend the training program “Biodiversity and Sustainable Business Operations (for Practitioners)”, organized by the Securities and Exchange Commission, Thailand (SEC) in collaboration with the Biodiversity-Based Economy Development Office (Public Organization) (BEDO). The program aimed to enhance knowledge, awareness, and practical approaches for applying relevant tools to manage biodiversity impacts across the value chain.

Participation in this training forms part of Demco’s capability-building efforts to support the development and practical implementation of biodiversity risk assessment processes in the following year.





Quality of Building Materials

DEMCO recognizes that construction material selection directly influences environmental impacts throughout a project’s life cycle—from sourcing and transportation to installation, operation, and end-of-life demolition and disposal. Accordingly, the Company is committed to promoting the use of environmentally friendly construction materials, prioritizing materials certified under recognized environmental labeling schemes and/or relevant standards. This approach supports responsible procurement, reduces natural resource consumption, lowers greenhouse gas emissions, and helps minimize construction waste.

From a governance perspective, DEMCO has established policies and practices for managing environmentally friendly construction materials in alignment with the Company’s sustainable development goals. These cover material specifications during the design phase, the selection of environmentally responsible vendors and contractors, certification documentation and traceability, and project monitoring to ensure that materials used are high quality, safe, and effective in minimizing environmental impacts.

Supporting the Sustainable Development Goals



9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Key performance results

Design and construct power station buildings to be energy-efficient, and specify construction materials that contain no hazardous substances

Target for 2025
(2 projects/year)





Sustainable Materials Management Guidelines

Demco has established an environmentally friendly construction policy as a guiding framework for the Group's operations, with the objective of systematically controlling and reducing environmental impacts arising from construction activities. The policy covers key aspects including design, procurement, material selection, waste management, efficient energy use, and greenhouse gas (GHG) emission reduction. Demco requires relevant functions to integrate these principles into routine operational processes, supported by the establishment of key performance indicators and continuous performance monitoring, to ensure that the Company's construction activities align with sustainable development principles and the expectations of all stakeholder groups.



[Read more about the Environmentally Friendly Construction Support Policy \(Environmentally Friendly Construction\).](#)

Management approach

Demco manages environmentally friendly construction under the circular economy and sustainable development framework by systematically integrating environmental principles into design, procurement, and construction operations. The Company has established Green Procurement practices to control vendor selection and material sourcing in line with environmental criteria, such as choosing materials that improve energy efficiency, reduce greenhouse gas (GHG) emissions, and avoiding materials containing hazardous substances. In addition, Demco requires environmentally friendly material alternatives to be considered from the project design stage, with clear accountability and continuous performance monitoring to ensure alignment with the Company's environmental objectives.

Sustainable Materials Management Guidelines

In 2025, Demco implemented two construction projects that applied materials and technologies designed to reduce environmental impacts. The Company selected heat-reflective materials, such as specially coated metal sheet roofing, which can reflect more than 95% of heat and reduce surface temperature by more than 10%. Examples of such projects include:

- ABP Project (under construction)
- Alpha2 Project (in design phase)

In this regard, Demco has established guidelines for selecting environmentally friendly materials as a standard for future projects, in order to continuously enhance the environmental performance of its construction activities.





Climate Change

The world is experiencing increasingly severe and frequent natural hazards—such as droughts, floods, and storms—driven by climate change. These events can affect natural resources and may disrupt the continuity of DEMCO’s business operations. Accordingly, DEMCO is committed to preparing for and responding to climate-related risks and opportunities, in alignment with the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).

Supporting the Sustainable Development Goals



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix



7.3 By 2030, double the global rate of improvement in energy efficiency

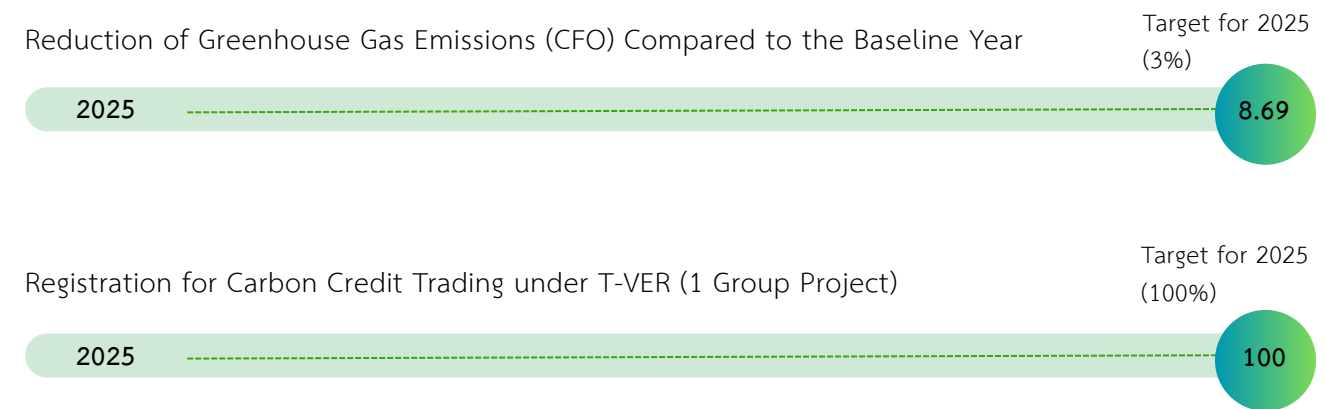
12.2 By 2030, achieve the sustainable management and efficient use of natural resources



13.2 Integrate climate change measures into national policies, strategies and planning

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Key performance results





Key Strategies for Success


DEMCO has defined Strategy S2: Increasing Revenue Through Investment, focusing on expanding revenue from both domestic and international investments while undertaking projects and initiatives that support greenhouse gas (GHG) emissions reduction, including:

- 01 Reduce greenhouse gas (GHG) emissions from operational processes and improve energy efficiency across the organization.
- 02 Assess climate-related risks and opportunities and define mitigation actions in line with the Thailand Climate Financial Disclosure Standard (TCFD).
- 03 Increase investment in a diversified clean energy portfolio by prioritizing electricity projects with zero or very low carbon emissions and applying advanced, environmentally friendly technologies to ensure stable generation capacity.

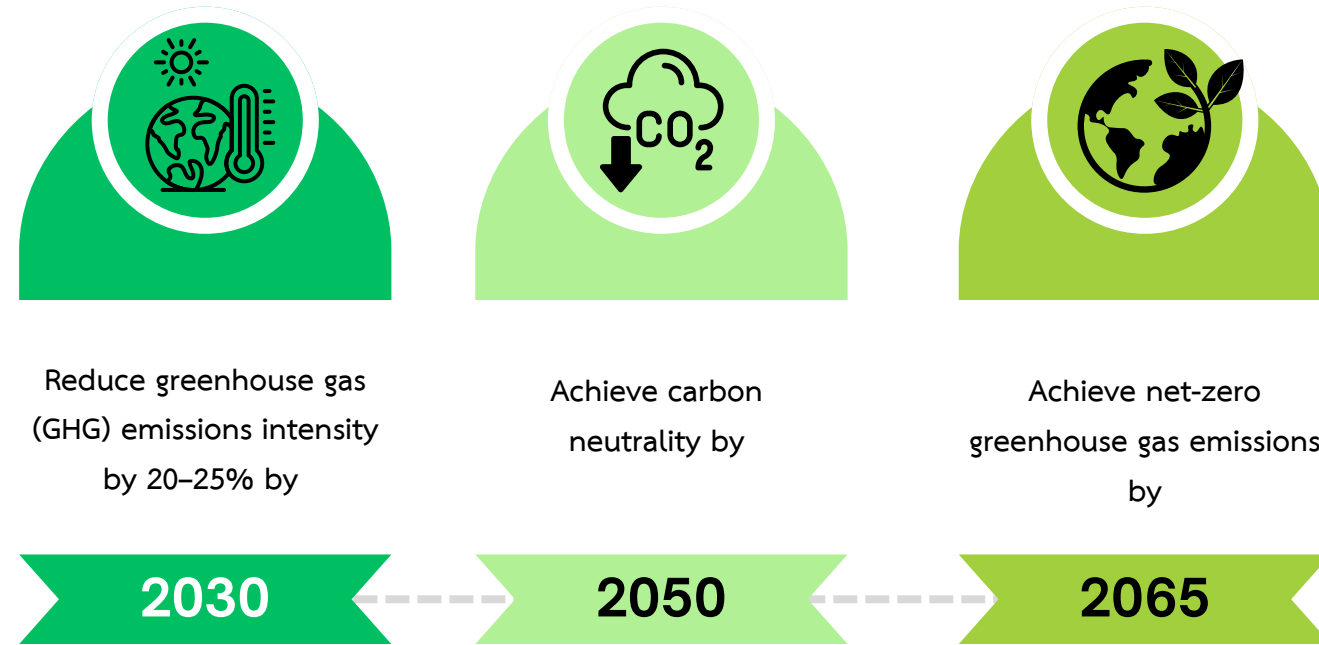
Greenhouse Gas (GHG) Management Practices

Demco is advancing toward a low-carbon business to support sustainable development and mitigate the impacts of climate change. The Company has set a quantitative target to reduce greenhouse gas (GHG) emissions by 20–25% by 2030 compared with the 2022 base year, and aims to achieve carbon neutrality by 2050, as well as net zero emissions by 2065.

To achieve these targets, Demco continuously improves energy efficiency across its operations, promotes the use of clean and renewable energy, increases the proportion of investments in environmentally friendly projects, and systematically assesses and manages climate-related risks. Progress is monitored and action plans are reviewed on a regular basis.

-  Read more about the good practices for the Board of Directors and management in managing and implementing ESG, climate change, and climate governance of Demco Public Company Limited and its group.





Disclosure of Greenhouse Gas Emissions Data

Climate change and the increasing frequency of natural disasters—such as storms, floods, droughts, and extreme weather variability—may adversely affect energy infrastructure, construction project execution, and power generation performance. This is particularly relevant to renewable energy projects that depend on natural conditions, such as fluctuating solar irradiance and wind speed, which may cause energy output to fall short of forecasts and affect revenue, business continuity, and the Company’s ability to achieve long-term strategic objectives. At the same time, more frequent and severe extreme weather events may result in damage to infrastructure, construction sites, and corporate assets, and may also impact the safety of employees and contractors, site accessibility, and the transportation of materials and equipment. These impacts may lead to project delays, supply chain disruptions, and an inability to execute operations in accordance with planned schedules. In addition, volatility in natural factors may cause electricity generation to deviate from forecasts, affecting revenue, cash flows, and business continuity, while increasing maintenance and restoration costs and insurance expenses. Such developments may ultimately affect competitiveness and long-term sustainability.

In 2025, Demco continued to enhance its climate change risk management capabilities. The Company developed a Climate Risk Framework and defined relevant risk categories covering both physical risks and transition risks, and conducted a TCFD Gap Analysis to align its practices with internationally recognized disclosure guidance. Demco also began integrating climate-related risks into its Enterprise Risk Management (ERM) and project management processes. Key tools developed include a Scenario Impact Matrix for climate scenario impact analysis, a project risk assessment form linked to the Risk Register, and the initial design of a Climate Risk Dashboard to monitor relevant indicators and targets. As a result, Demco has significantly strengthened its readiness in terms of governance structure, strategy, and climate risk management systems, enhancing its ability to systematically identify, assess, and monitor climate-related risks. Going forward, these efforts are expected to increasingly inform strategic decision-making, project planning, and operational risk management more clearly from 2026 onward.



Disclosure of Greenhouse Gas Emissions Data

Organizational Greenhouse Gas Emissions

In 2025, Demco collected data to assess greenhouse gas (GHG) emissions arising from operational activities at its headquarters in Pathum Thani Province. Emissions were classified into three categories in accordance with the reporting scopes: Scope 1 (direct emissions), Scope 2 (indirect emissions from electricity consumption), and Scope 3 (other indirect emissions), and are reported in tonnes of carbon dioxide equivalent (tCO₂e). The emission sources under each scope are presented in the following table.

SCOPE 1	SCOPE 2	SCOPE 3
<ul style="list-style-type: none"> • Use of Diesel B7 for generators • Use of Gasohol 95 for lawn mowers and high-pressure water sprayers • Use of LPG for welding activities • Use of Diesel B7 for company vehicles • Use of Gasohol 91 for company vehicles • Use of Gasohol 95 for company vehicles • Use of Gasohol E20 for company vehicles • Use of Diesel B7 for forklifts • Use of CO₂ fire extinguishing agent • Use of BF2000 fire extinguishing agent • Leakage of refrigerant used (R32) • Leakage of refrigerant used (R410a) • Leakage of refrigerant used (R134a) • Methane leakage from the company’s wastewater treatment system 	Purchased electricity consumption	<ul style="list-style-type: none"> • Employee commuting • Provision of employee shuttle bus services

Greenhouse Gas Emissions Performance Report

Demco set a target to reduce total greenhouse gas (GHG) emissions by 3% compared with the base year, in support of its low-carbon business direction and the continuous enhancement of energy management efficiency.

In 2025, Demco’s total GHG emissions (Scopes 1, 2 and 3) amounted to 1,114 tonnes of carbon dioxide equivalent (tCO₂e), decreasing from the 2023 base-year level of 1,220 tCO₂e. This represents a 8.69% reduction and is below the target threshold, reflecting the effectiveness of systematic measures to control energy and resource consumption. When disaggregated by scope, Scope 1 and Scope 2 showed a significant downward trend—particularly Scope 2 (electricity consumption)—driven by improved energy efficiency and the promotion of renewable energy. Scope 3 remained broadly in line with the base year, with ongoing monitoring of material categories. The emissions intensity was 0.5045 tCO₂e per THB 1 million of revenue. Details by scope and reporting year are presented in the following table.





SCOPE	GREENHOUSE GAS EMISSIONS FOR THE YEAR 2023 (TONS OF CARBON DIOXIDE EQUIVALENT)	GREENHOUSE GAS EMISSIONS FOR THE YEAR 2024 (TONS OF CARBON DIOXIDE EQUIVALENT)	GREENHOUSE GAS EMISSIONS FOR THE YEAR 2025 (TONS OF CARBON DIOXIDE EQUIVALENT)
Scope 1 (tonCO ₂ e)	695.00	849.00	666.00
Scope 2 (tonCO ₂ e)	219.00	195.00	130.00
Scope 3 (tonCO ₂ e)	306.00	296.00	318.00
Scope 1+2 (tonCO ₂ e)	914.00	1,044.00	796.00
Including all 3 scopes	1,220	1,340	1,114
Carbon intensity (Scope 1+2+3)	0.5508 tonCO ₂ eq / million baht	0.4172 tonCO ₂ eq / million baht	0.5045 tonCO ₂ eq / million baht

The 2025 greenhouse gas (GHG) emissions data were prepared in accordance with ISO 14064-1:2018 under a systematic data management and quality control process, with Advance Energy Plus Co., Ltd. (AEP) serving as the Company’s consultant for report preparation. The data are currently undergoing external verification to enhance transparency, accuracy, and credibility for stakeholders, and the Company will formally disclose the verification results once the process is completed.

DEMCO’s greenhouse gas data has been audited and independently verified by external experts from Bureau Veritas Certification (Thailand) Co., Ltd.

DEMCO has obtained Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), in accordance with the TGO Guidance on the Carbon Footprint for Organization and TGO’s applicable standards and requirements.





To drive tangible progress on climate change management, Demco has established guidelines and implemented ongoing, systematic initiatives to reduce greenhouse gas (GHG) emissions. These efforts cover direct emission reductions from operations, support for carbon offset projects, community engagement, and the development of employee knowledge and capabilities in line with international sustainability standards and trends.

These actions reflect Demco’s commitment to integrating business growth with environmental and social responsibility, with an emphasis on delivering measurable, transparent, and verifiable outcomes. This includes reducing GHG emissions, supporting certified carbon credit mechanisms, and strengthening readiness for disclosure in accordance with relevant sustainability reporting standards.

Management Activities to Reduce Greenhouse Gas Emissions



To promote environmental stewardship and community collaboration, DEMCO has continuously donated saplings for the past six years. In 2025, the Company donated 50 saplings to Horwang School, Pathum Thani, to support tree planting within the school grounds, raise environmental awareness, and foster community responsibility for the sustainable use of natural resources.



The Company has implemented a solar power generation project and registered it as a voluntary greenhouse gas reduction project under Thailand’s T-VER standard, under the supervision of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The project is expected to reduce and/or remove approximately 3,029 tCO₂e per year, with a crediting period from 1 October 2025 to 30 September 2032.



The Company sent employees to attend training on IFRS S1 and IFRS S2 to enhance their knowledge of ESG- and climate change-related financial disclosures and to prepare for reporting in compliance with these standards. The Company has also begun developing a roadmap to define the approach, steps, and implementation plan for systematic reporting in line with the standards.





Performance results





Sustainability Performance Results

Economic Performance Results

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 201-1	Direct economic value					
	- Revenue from sales and services	million baht	2,100.10	2,155.60	3,118.85	2,153.20
	- EBITDA	million baht	4.03	(477.31)	62.26	119.38
	- Employee compensation and benefits	million baht	282.03	278.35	284.86	269.91
	- Payment of dividends for the year's performance	million baht	No payment	No payment	No payment	No payment
	- Net profit (loss)	million baht	(127.84)	(549.93)	(62.66)	12.79
	- Total assets	million baht	6,961.83	6,419.19	6,695.24	5,999.19
	- Total liabilities	million baht	2,879.77	2,831.57	3,040.06	2,39.2.84
	- Total shareholders' equity	million baht	4,082.06	3,587.62	3,655.18	3,605.83
	The rate of contributions paid by organizations into a provident fund					
	- The rate of company contributions to the provident fund	million baht	2.89	2.80	2.51	2.57

Note: The scope of economic performance is consistent with the 2025 Annual Report.





Social Impact Results

Employment Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 2 - 7	Total number of employees	person	388	383	373	352
	Number of employees categorized by type of employment					
	Number of permanent employees	person	340	336	334	323
	The ratio of permanent employees to the total number of employees	Percentage	87.63	87.73	89.54	91.76
	Project employees	person	41	40	34	28
	The ratio of project employees to the total number of employees	Percentage	10.57	10.44	9.12	7.95
	Temporary employees	person	7	7	5	1
	The ratio of temporary employees to the total number of employees	Percentage	1.80	1.83	1.34	0.28
GRI 405-1	Number of employees categorized by gender					
	Number of male employees	person	237	237	222	210
	The ratio of male employees to the total number of employees	Percentage	61.08	61.98	59.52	59.66
	Number of female employees	person	151	146	151	142
	The ratio of female employees to the total number of employees	Percentage	38.92	38.12	40.48	40.34
GRI 405-1	Number of employees by age					
	Number of employees under 30 years old	person	52	50	49	33
	The ratio of employees under 30 years old to the total number of employees	Percentage	13.40	13.05	13.14	9.38
	Number of male employees under 30 years old	person	n/a	n/a	n/a	15
	Share of Male Employees Under 30 (%)	Percentage	n/a	n/a	n/a	45.45



GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 405-1	Number of female employees under 30 years old	person	n/a	n/a	n/a	18
	Share of Female Employees Under 30 (%)	Percentage	n/a	n/a	n/a	54.55
	Number of employees aged 30-50 years	person	261	252	234	244
	The proportion of employees aged 30-50 to the total workforce	Percentage	67.27	65.80	62.73	69.32
	Number of male employees aged 30-50 years	person	n/a	n/a	n/a	136
	Share of Male Employees Aged 30-50 (%)	Percentage	n/a	n/a	n/a	55.74
	Number of female employees aged 30-50 years	person	n/a	n/a	n/a	108
	Share of female Employees Aged 30-50 (%)	Percentage	n/a	n/a	n/a	44.26
	Number of employees over 50 years old	person	75	81	90	75
	The proportion of employees aged over 50 to the total number of employees	Percentage	19.33	21.15	24.13	21.31
	Number of male employees over 50 years old	person	n/a	n/a	n/a	59
	Share of Male Employees Aged Over 50 (%)	Percentage	n/a	n/a	n/a	78.67
	Number of female employees over 50 years old	person	n/a	n/a	n/a	16
	Share of Female Employees Aged Over 50 (%)	Percentage	n/a	n/a	n/a	21.33
	GRI 405-1	Number of employees categorized by generation				
Number of Baby Boom employees		person	n/a	n/a	n/a	3
The ratio of Baby Boom employees to the total workforce		Percentage	n/a	n/a	n/a	0.85
Number of Generation X employees		person	n/a	n/a	n/a	125
The proportion of Generation X employees to the total workforce		Percentage	n/a	n/a	n/a	35.51
	Number of Generation Y employees	person	n/a	n/a	n/a	191





GRI	INDICATORS	UNIT	2022	2023	2024	2025
	The proportion of Generation Y employees to the total workforce	Percentage	n/a	n/a	n/a	54.26
	Number of Generation Z employees	person	n/a	n/a	n/a	33
	The proportion of Generation Z employees to the total workforce	Percentage	n/a	n/a	n/a	9.38
GRI 405-1	Number of employees categorized by job level					
	Number of senior executives (CEO, SEVP, EVP, SVP)	person	16	21	17	19
	The ratio of senior management to the total number of employees	Percentage	4.12	5.48	4.56	5.40
	Number of male senior executives	person	13	18	15	17
	Share of male Senior Executives (%)	Percentage	81.25	85.71	88.24	89.47
	Number of female senior executives	person	3	3	2	2
	Share of Female Senior Executives (%)	Percentage	18.75	14.29	11.76	10.53
	Number of middle management positions (VP, AVP)	person	27	34	27	42
	The ratio of middle-level managers to the total number of employees	Percentage	6.96	8.88	7.24	11.93
	Number of male middle-level managers	person	19	24	18	28
	Share of Male Middle Managers (%)	Percentage	70.37	70.59	66.67	66.67
	Number of female middle-level managers	person	8	10	9	14
	Share of female Middle Managers (%)	Percentage	29.63	29.41	33.33	33.33
	Number of operational staff	person	345	328	329	262
	The ratio of operational staff to the total number of employees	Percentage	88.92	85.64	88.20	74.43
	Number of male operational staff	person	205	195	189	145
	Share of Male Operational Staff (%)	Percentage	59.42	59.45	57.45	62.98



GRI	INDICATORS	UNIT	2022	2023	2024	2025
	Number of female operational staff	person	140	133	140	126
	Share of female Operational Staff (%)	Percentage	40.58	40.55	42.55	48.09
GRI 405-1	Number of male employees categorized by area				222	210
	Bangkok and surrounding areas	person	n/a	n/a	151	138
	the North	person	n/a	n/a	6	13
	Central region	person	n/a	n/a	41	16
	Northeast	person	n/a	n/a	10	28
	South	person	n/a	n/a	4	2
	Eastern Region	person	n/a	n/a	10	13
	Number of female employees categorized by area				151	142
	Bangkok and surrounding areas	person	n/a	n/a	139	120
	the North	person	n/a	n/a	1	0
	Central region	person	n/a	n/a	9	10
	Northeast	person	n/a	n/a	1	8
	South	person	n/a	n/a	0	4
	Eastern Region	person	n/a	n/a	1	0
GRI 405-1	Number of employees by nationality					
	Number of Thai employees	person	387	382	372	351
	The ratio of Thai nationals to the total number of employees	Percentage	99.74	99.74	99.73	99.72
	Number of foreign employees	person	1	1	1	1





GRI	INDICATORS	UNIT	2022	2023	2024	2025
	The proportion of foreign employees to the total workforce	Percentage	0.26	0.26	0.27	0.28
	Number of employees categorized by educational level					
	Number of employees with a high school diploma/below a bachelor's degree	person	n/a	n/a	n/a	85
	Share of Employees with High School or Below Bachelor's Degree (%)	Percentage	n/a	n/a	n/a	24.15
	Number of employees with a bachelor's degree	person	n/a	n/a	n/a	242
	The ratio of employees with a bachelor's degree to the total workforce	Percentage	n/a	n/a	n/a	68.75
	Number of employees with a master's degree	person	n/a	n/a	n/a	24
	The proportion of employees with a master's degree to the total workforce	Percentage	n/a	n/a	n/a	6.82
	Number of employees with a doctoral degree	person	n/a	n/a	n/a	1
	The proportion of employees with a doctoral degree to the total workforce	Percentage	n/a	n/a	n/a	0.28
	Number of vulnerable employees					
	Number of employees with disabilities/impairments	person	2	2	1	0
	Number of male employees with disabilities/impairments	person	2	2	1	0
	Number of female employees with disabilities/impairments	person	0	0	0	0
	Proportion of employees with disabilities/impairments to the total workforce	Percentage	0.52	0.52	0.27	0.00
	Contribution to the Disability Quality of Life Fund		have	have	have	have
	Number of elderly employees	person	n/a	n/a	7	3
	The proportion of older employees to the total workforce	Percentage	n/a	n/a	1.88	0.85
GRI 201-3	Employees who are about to retire					
	Number of employees who will retire in 5 years	person	n/a	n/a	n/a	9
	Proportion of employees who will retire in 5 years	Percentage	n/a	n/a	n/a	2.56





Employee Resignation Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
	Number of employees to retire in 10 years	person	n/a	n/a	n/a	14
	Proportion of employees who will retire in 10 years	Percentage	n/a	n/a	n/a	3.98
GRI 401-1	Total number of employees who resigned	person	49	36	36	26
	Total resignation rate	Percentage	12.63	9.40	9.65	7.39
	Number of employees who resigned, broken down by gender					
	Number of male employees who resigned	person	17	16	21	15
	Share of Male Resignations (%)	Percentage	34.69	44.44	58.33	57.69
	Number of female employees who resigned	person	32	20	15	11
	Share of female Resignations (%)	Percentage	65.31	55.56	41.67	42.31

New Employee Hiring Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 401-1	Total number of new employees hired	person	46	38	36	26
	New employment rate	Percentage	11.86	9.92	9.65	7.39
	Number of new employees hired by gender					
	Number of new male employees hired	person	n/a	n/a	n/a	20
	Proportion of newly hired male employees	Percentage	n/a	n/a	n/a	76.92
	Number of new female employees hired	person	n/a	n/a	n/a	6
	Proportion of newly hired female employees	Percentage	n/a	n/a	n/a	23.08





Maternity and Childcare Leave Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 401-3	The total number of employees entitled to maternity and childcare leave	person	151	146	151	142
	Number of employees who take maternity and childcare leave	person	2	1	0	0
	Number of Employees Returning to Work After Maternity and Childcare Leave	person	2	1	0	0
	Return-to-Work Rate After Maternity and Childcare Leave (%)	Percentage	100	100	0	0

Employee Compensation Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 405-2	Total compensation for all employees	baht	17,942,883.61	19,545,801.35	18,141,839.26	17,227,957.32
	Total compensation for employees broken down by gender					
	Total compensation for male employees	baht	13,159,332.05	14,539,783.9	13,038,243.98	12,021,140.22
	Share of Total Compensation Paid to Male Employees (%)	Percentage	73.34	74.39	71.87	69.78
	Total compensation for female employees	baht	4,783,551.56	5,006,017.45	5,103,595.28	5,206,817.10
	Share of Total Compensation Paid to female Employees (%)	Percentage	26.66	25.61	28.13	30.22
	Average employee compensation					
	Average compensation for all employees	Baht/person	46,244.55	51,033.42	48,637.64	48,943.06
	Average compensation for male employees	Baht/person	55,524.61	61,349.30	58,730.83	57,243.52
	Average compensation for female employees	Baht/person	31,679.15	34,287.79	33,798.64	36,667.73
	The average compensation ratio between female and male employees	equal	0.57	0.56	0.58	0.64



GRI	INDICATORS	UNIT	2022	2023	2024	2025
	Employee Provident Fund					
	The number of employees who are members of the provident fund	person	240	265	229	245
	The proportion of employees participating in the provident fund	Percentage	61.86	69.19	61.39	69.60
	The amount of money the company contributes to the provident fund	baht	2,887,290.5	2,796,533.67	2,516,224.34	2,568,027.67
	Employer Provident Fund Contribution as a Percentage of Total Compensation (%)	Percentage	16.09	14.31	13.87	14.91

Note: Employee compensation excludes the total compensation of senior executives.

Training and Development

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 404-1	Number of training sessions					
	Total training budget	baht	1,075,896.64	1,424,879.09	1,620,579.212	1,246,944.95
	Number of training courses	course	67	336	122	306
	Total number of training hours	hour	n/a	9,571.50	9,476	8,120.50
	Total number of employees who have received training	person	n/a	316	309	310
	Average number of training hours per person	Hours/person/year	n/a	24.99	25.40	23.07
	Average number of training hours per person, categorized by level					
	The number of training hours for senior executives and directors	hour	n/a	n/a	n/a	41
	Average Training Hours per Person (Senior Executives and Directors)	Hours/person/year	n/a	n/a	n/a	2.16





GRI	INDICATORS	UNIT	2022	2023	2024	2025
	The number of training hours for assistant managers and managers	hour	n/a	n/a	n/a	688.5
	Average Training Hours per Assistant Manager/Manager	Hours/person/year	n/a	n/a	n/a	16.39
	Number of training hours for department head level employees	hour	n/a	n/a	n/a	860
	Average number of training hours per department head employee	Hours/person/year	n/a	n/a	n/a	20.48
	Number of training hours for operational level employees	hour	n/a	n/a	n/a	4499.5
	Average Training Hours per Person (Operational-Level Employees)	Hours/person/year	n/a	n/a	n/a	17.17

Employee Care and Support

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 2-29	Total number of employees who were promoted	person	n/a	n/a	n/a	11
	Percentage of Employees Promoted (%)	Percentage	n/a	n/a	n/a	3.13
	Employees who have been promoted, categorized by gender					
	Number of male employees who received promotions	person	n/a	n/a	n/a	8
	Share of Male Employees Among Promoted Employees (%)	Percentage	n/a	n/a	n/a	72.73
	Number of female employees who received promotions	person	n/a	n/a	n/a	3
	Share of female Employees Among Promoted Employees (%)	Percentage	n/a	n/a	n/a	27.27
	Levels of satisfaction and commitment to the organization	score	4.08	4.29	4.39	4.39
GRI 406-1	Employee complaints regarding labor practices					
	Number of complaints regarding labor practices	case	0	0	0	0



Occupational Health and Safety (OHS)

GRI	INDICATORS	UNIT	2022	2023	2024	2025
	Number of working hours					
	Total working hours of all employees	hour	861,215	867,198	768,528	905,664
GRI 403-9	Statistics on work-related injuries or accidents					
	Number of work-related accidents	time	0	4	4	2
	Number of Employees with Lost-Time Injuries (≥ 1 Day)					
	employee	person	0	4	4	2
	Contractor	person	n/a	n/a	0	0
	Lost Time Injury Frequency Rate (LTIFR)					
	employee	Cases per million working hours	0	3.46	5.20	2.21
	Contractor	Cases per million working hours	n/a	n/a	0	0
	Number of employees who died as a result of work					
	employee	case	0	0	0	0
	Contractor	case	n/a	n/a	0	0
GRI 403-10	Occupational illness and disease rates					
	Occupational illness and disease rates	Cases per million working hours	0	0	0	0





Customer Responsibility

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 102-43	Customer satisfaction survey results	Percentage	88.17	94	92	96.76

Environmental Performance Results

Organizational Energy Use Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 302-1	The organization's total electricity consumption	kilowatt-hour	457,496	437,864	389,264	387,538
	Outdoor electricity consumption	kilowatt-hour	457,496	437,864	389,264	276,592
	Proportion of electricity used from external sources	proportion	n/a	100	100	71.37
	Renewable Electricity Generated (Solar Rooftop)	kilowatt-hour	n/a	n/a	n/a	110,946
	Proportion of renewable energy use	proportion	n/a	n/a	n/a	28.63
GRI 302-3	External electricity consumption per number of employees.	kilowatt-hours per person	1,179.11	1,143.25	1,052.06	1,085.54
	Total electricity consumption per unit.	kilowatt-hours per square meter	22.00	21.05	18.71	13.30
	Total electricity cost	baht	2,289,662.24	2,429,527.21	1,969,045.71	1,387,151.56
	Total expenses	one thousand baht	2,324,031	2,856,006	3,062,769	2,119,753
	Total electricity cost to total expenses (**)	proportion	0.10	0.09	0.06	0.07
	Total electricity expenses as a percentage of total revenue (**)	proportion	0.10712	0.10560	0.06130	0.00006
	Total electricity cost per total number of employees.	Baht per person	5,901.19	6,343.41	5,321.75	3,885.58

Note: (**) Total revenue and total expenses from consolidated financial statements.



GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 302-1	The organization's oil and fuel consumption					
	Diesel fuel consumption	liter	531.35	21,794.89	35,879.38	32,330.68
	Gasoline consumption	liter	568.72	6,861.9	6,681.04	11,068.43
	Amount of liquefied petroleum gas (LPG) used	kg	n/a	45	49	34
	Total fuel and oil cost.	baht	6,438.64	958,145.90	1,197,710.66	1,408,940.00
	Fuel and oil expenses as a percentage of total expenses (**)	proportion	0.00	0.03	0.04	0.07
	Total fuel and oil expenses as a percentage of total revenue (**)	proportion	0.00	0.04	0.04	0.00

Note: (**) Total revenue and total expenses from consolidated financial statements.

Organizational Water Use Data

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 303-5	Total water consumption of the organization	cubic meters	4,940	4,657	5,450	6,641
GRI 303-3	Amount of tap water drawn	cubic meters	88	3,530	5,450	6,641
	Groundwater extraction volume	cubic meters	4,852	1,127	-	-
	Water consumption per employee	cubic meters per person	12.73	12.16	14.65	18.60



**Organizational Greenhouse Gas (GHG) Emissions Data**

GRI	INDICATORS	UNIT	2022	2023	2024	2025
	Total greenhouse gas emissions across all three scopes	tons of carbon dioxide equivalent	n/a	1,220	5,450	1,114
	Direct and indirect greenhouse gas emissions (Sq. 1 and 2)	tons of carbon dioxide equivalent	n/a	914	5,450	796
GRI 305-1	Total greenhouse gas emissions - Scope 1	tons of carbon dioxide equivalent	n/a	695	849	666
GRI 305-2	Total greenhouse gas emissions - Scope 2	tons of carbon dioxide equivalent	n/a	219	195	130
GRI 305-3	Total greenhouse gas emissions - Scope 3	tons of carbon dioxide equivalent	n/a	306	296	318
GRI 305-4	Ratio of total greenhouse gas emissions to total revenue	tons of carbon dioxide equivalent per million baht	n/a	0.5303	0.4172	0.5048
	GHG Emissions Intensity (tCO ₂ e/Employee)	tons of carbon dioxide equivalent per person	n/a	3.19	3.59	3.16
	Greenhouse gas emissions per unit	tons of carbon dioxide equivalent per square meter	n/a	0.0587	0.0644	0.0536

Resource and Waste Management

GRI	INDICATORS	UNIT	2022	2023	2024	2025
GRI 306-3	The total amount of waste and refuse generated	kg	n/a	15,677.7	15,846	15,244.50
	The amount of non-hazardous waste and refuse	kg	n/a	15,677.7	15,846	15,244.50
	Amount of waste and hazardous waste	kg	n/a	n/a	n/a	n/a
GRI 306-4	Non-Hazardous Waste Reused Off-Site (Amount)	kg	n/a	622.00	730.50	989
	Share of Non-Hazardous Waste Reused Off-Site (%)	Percentage	n/a	3.97	4.61	6.49
GRI 306-5	Total Non-Hazardous Waste Sent for Off-Site Disposal	kg	n/a	15,055.7	15,115.5	14,255.50
	Share of Total Waste Sent for Off-Site Disposal	Percentage	n/a	96.03	95.39	93.51



GRI Content Index





Data Presentation by Indicator

GRI Standards Content Index

Statement of use Demco Public Company Limited has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.

GRI 1 used GRI 1 : Foundation 2021

Applicable GRI Sector Standard(s) None

GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIRMENT(S) OMITTED	REASON	EXPLANATION	
General Disclosures						
GRI 2 : General Disclosures 2021	2-1	Organizational details	Sustainability Report : Page 5, 12-13 แบบ 56-1 (e - One Report) page : 4-5			
	2-2	Entities included in the organization's sustainability reporting	Sustainability Report : Page 5			
	2-3	Reporting period, frequency and contact point	Sustainability Report : Page 5			
	2-4	Restatements of information	Sustainability Report : Page 5			
	2-5	External assurance	-			
	2-6	Activities, value chain and other business relationships	Sustainability Report : Page 18-19			
	2-7	Employees	Sustainability Report : Page 133-142			
	2-8	Workers who are not employees	Sustainability Report : Page 77-79			
	2-9	Governance structure and composition	Sustainability Report : Page 17, 40			
General Disclosures						
GRI 2 : General Disclosures 2021	2-10	Nomination and selection of the highest governance body	Sustainability Report : Page 41 แบบ 56-1 (e-One Report) page : 118 Website: https://www.demco.co.th/storage/downloads/corporate-policies/20220317-demco-qualifications-and-nomination-of-company-directors-th.pdf https://www.demco.co.th/storage/downloads/charters/20241227-demco-cg-nomination-charter-th.pdf			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2 : General Disclosures 2021	2-11	Chair of the highest governance body	Sustainability Report : Page 6,17 แบบ 56-1 (e-One Report) page : 1,138 Website : https://www.demco.co.th/th/management/board-of-directors			
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report : Page 6,17,40-41			
	2-13	Delegation of responsibility for managing impacts	Sustainability Report : Page 17,40			
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Report : Page 24-35			
	2-15	Conflicts of interest	Sustainability Report : Page 48 แบบ 56-1 (e - One Report) page : 218-219 Website : https://www.demco.co.th/storage/downloads/corporate-policies/20241119-guideline-conflict-of-interest-th-02.pdf			
	2-16	Communication of critical concerns	Sustainability Report : Page 27-35			
General Disclosures						
GRI 2 : General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Sustainability Report : Page 42 แบบ 56-1 (e - One Report) page : 155 Website: https://www.demco.co.th/th/management/board-of-directors			
	2-18	Evaluation of the performance of the highest governance body	Sustainability Report : Page 43 แบบ 56-1 (e - One Report) page : 198-199			
	2-19	Remuneration policies	แบบ 56-1 (e - One Report) page : 175-179 Website: https://www.demco.co.th/storage/downloads/charters/20241227-demco-cs-nomination-charter-th.pdf			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2 : General Disclosures 2021	2-20	Process to determine remuneration	แบบ 56-1 (e - One Report) page : 175-189 Website: https://www.demco.co.th/storage/downloads/corporate-policies/20220819-demco-policy-and-criteria-determination-of-remuneration-th.pdf			
	2-21	Annual total compensation ratio	OMISSION	Confidentiality constraints	Information is classified	
	2-22	Statement on sustainable development strategy	Sustainability Report : Page 14			
	2-23	Policy commitments	Sustainability Report : Page 14-16			
	2-24	Embedding policy commitments	Sustainability Report : Page 14-16 and all chapter			
General Disclosures						
GRI 2 : General Disclosures 2021	2-25	Processes to remediate negative impacts	Sustainability Report : Page 20-23			
	2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report : Page 20-23, 49			
	2-27	Compliance with laws and regulations	Sustainability Report : Page 37-39, 50, 59-60, 91, 104			
	2-28	Membership associations	Sustainability Report : Page 11, 50			
	2-29	Approach to stakeholder engagement	Sustainability Report : Page 20-23 Website: https://www.demco.co.th/th/sustainability/stakeholder-engagement			
	2-30	Collective bargaining agreements	Sustainability Report : Page 25-26			
Material Topics 2021						
GRI 3 : Material Topics 2021	3-1	Process to determine material topics	Sustainability Report : Page 26			
	3-2	List of material topics	Sustainability Report : Page 27-35			



GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Economic Performance						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 15			
GRI 201 : Economic Performance 2016	201-1	Direct economic value generated and distributed	Sustainability Report : Page 132			
	201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report : Page 51-58			
	201-3	Defined benefit plan obligations and other retirement plans	OMISSION			
	201-4	Financial assistance received from government	OMISSION			
Indirect Economic Impacts						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 27-35, 61-63			
GRI 203 : Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Sustainability Report : Page 102			
	203-2	Significant indirect economic impacts	Not applicable			
Procurement Practices						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30, 64-71			
GRI 204 : Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Not applicable			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Anti-corruption						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 27, 44-50			
GRI 205 : Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Sustainability Report : Page 51			
	205-2	Communication and training about anti -corruption policies and procedures	Sustainability Report : Page 50			
	205-3	Confirmed incidents of corruption and actions taken	Sustainability Report : Page 44-50 แบบ 56-1 (e - One Report) page : 221-224			
Anti-competitive Behavior						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 27, 44-50			
GRI 206 : Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability Report : Page 44-50 แบบ 56-1 (e-One Report) page : 99, 194			
Tax 2019						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 29, 59-60			
GRI 207 : Tax 2019	207-1	Approach to tax	Sustainability Report : Page 59-60			
	207-2	Tax governance, control, and risk management	Sustainability Report : Page 59-60			
	207-3	Stakeholder engagement and management of concerns related to tax	Sustainability Report : Page 59-60			
	207-4	Country-by-country reporting	Not applicable			
Materials						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Not applicable			



GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIRMENT(S) OMITTED	REASON	EXPLANATION	
GRI 301 : Materials 2016	301-1	Materials used by weight or volume	Not applicable			
	301-2	Recycled input materials used	Not applicable			
	301-3	Reclaimed products and their packaging materials	Not applicable			
Energy						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 34, 110-113			
GRI 302 : Energy 2016	302-1	Energy consumption within the organization	Sustainability Report : Page 113			
	302-2	Energy consumption outside of the organization -				
	302-3	Energy intensity	Sustainability Report : Page 113, 143-144			
	302-4	Reduction of energy consumption	Sustainability Report : Page 110-113			
	302-5	Reductions in energy requirements of products and services	Sustainability Report : Page 113			
Water and Effluents						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 34, 110-111, 114-115			
GRI 306 : Water and Effluents 2018	303-1	Interactions with water as a shared resource	Sustainability Report : Page 114-115			
	303-2	Management of water discharge-related impacts	Sustainability Report : Page 114-115			
	303-3	Water withdrawal	Sustainability Report : Page 114-115, 144			
	303-4	Water discharge	-			
	303-5	Water consumption	Sustainability Report : Page 115, 144			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
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Biodiversity						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 33, 120-122			
GRI 304 : Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability Report : Page 121-122			
	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report : Page 121-122			
	304-3	Habitats protected or restored	Sustainability Report : Page 121-122			
	304-4	UCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable			
Emissions						
GRI 3 : Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 35, 125-130			
GRI 305 : Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Sustainability Report : Page 128-129			
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report : Page 128-129			
	305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report : Page 128-129			
	305-4	GHG emissions intensity	Sustainability Report : Page 129, 145			
	305-5	Reduction of GHG emissions	Sustainability Report : Page 130			
Emissions						
	305-6	Emissions of ozone-depleting substances (ODS)	OMISSION	Not applicable	We do not have ozone depleting substances in our operations.	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable			



GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
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Waste						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 34, 116-119			
GRI 306 : Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainability Report : Page 116-119			
	306-2	Management of significant waste-related impacts	Sustainability Report : Page 116-119			
	306-3	Waste generated	Sustainability Report : Page 116-119			
	306-4	Waste diverted from disposal	Sustainability Report : Page 118-119, 145			
	306-5	Waste directed to disposal	Sustainability Report : Page 118, 145			
Supplier Environmental Assessment						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30, 64-71			
GRI 308 : Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Sustainability Report : Page 64-71			
	308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report : Page 67-70			
Employment						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 31, 77-80			
GRI 401 : Employment 2016	401-1	New employee hires and employee turnover	Sustainability Report : Page 77-80, 138			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report : Page 80-82, 138			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIRMENT(S) OMITTED	REASON	EXPLANATION	
GRI 401 : Employment 2016	401-3 Parental leave	Sustainability Report : Page 139				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report : Page 31				
GRI 403 : Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report : Page 90-97				
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report : Page 93-97				
	403-3 Occupational health services	Sustainability Report : Page 91-95				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report : Page 91-95				
	403-5 Worker training on occupational health and safety	Sustainability Report : Page 95				
	403-6 Promotion of worker health	Sustainability Report : Page 91-95				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report : Page 91-95				
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report : Page 91-95, 142				
	403-9 Work-related injuries	Sustainability Report : Page 96, 142				
	403-10 Work-related ill health	Sustainability Report : Page 142				

Training and Education

GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report : Page 31, 84-89				
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GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 404 : Training and Education 2016	404-1	Average hours of training per year per employee	Sustainability Report : Page 84-89, 140-141			
	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report : Page 84-89, 140-141			
	404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report : Page 84, 140-141			
Diversity and Equal Opportunity						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 103-108			
GRI 405 : Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Sustainability Report : Page 133-141			
	405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report : Page 139-140			
Non-discrimination						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 103-108			
GRI 406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Sustainability Report : Page 108			
Freedom of Association and Collective Bargaining						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30, 64-67			
GRI 407 : Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report : Page 67-71			





GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
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Child Labor						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 103-108			
GRI 408 : Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Sustainability Report : Page 67-69, 105-107			
Forced or Compulsory Labor						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 103-108			
GRI 409 : Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report : Page 68-70, 103-108			
Rights of Indigenous Peoples						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 103-108			
GRI 411 : Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Sustainability Report : Page 103-108			
Local Communities						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 32, 98-102			
GRI 413 : Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Sustainability Report : Page 22, 98-102			
	413-2	Operations with significant actual and potential negative impacts on local communities	Sustainability Report : Page 98-102			



GRI STANDARDS	DISCLOSURE	LOCATION (PAGE NUMBER(S))	OMISSION			EXTERNAL ASSURANCE
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Supplier Social Assessment						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30, 64-71			
GRI 414 : Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Sustainability Report : Page 64, 67-71			
	414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report : Page 67-71			
Customer Health and Safety						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30			
GRI 416 : Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Report : Page 72-75			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report : Page 73			
Customer Privacy						
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainability Report : Page 30, 72-75			
GRI 418 : Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report : Page 74,108			







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