



JUMP+ Plan



Neo Corporate Public Company Limited

(NEO)

Year 2026 - 2028

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sSET / SETCLMV / SETESG

Consumer Products / Personal Products & Pharmaceuticals

CG Report :

SET ESG Ratings: **A**

Anti-Corruption Certification (CAC): -

Business Type

Marketing, manufacturing and distribution of consumer products, including household products, personal care products, baby and kids products, and pet care products.

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	10,796.31	10,130.79	9,512.06	N/A
Expenses	9,982.86	8,759.14	8,405.97	N/A
Net Profit	561.74	1,008.23	829.63	N/A
Balance Sheet (MB)				
Assets	11,583.18	10,934.12	7,287.04	N/A
Liabilities	6,396.79	5,874.93	5,719.54	N/A
Shareholders' Equity	5,158.03	5,031.81	1,543.87	N/A
Cash Flow (MB)				
Operating	672.84	1,002.61	1,440.68	N/A
Investing	-376.00	-3,601.32	-1,095.20	N/A
Financing	-322.61	2,279.86	-80.85	N/A
Financial Ratio				
EPS (Baht)	1.87	3.60	3.74	N/A
GP Margin (%)	38.26	44.97	42.55	N/A
NP Margin (%)	5.29	10.10	8.83	N/A
D/E Ratio (Times)	1.23	1.16	3.65	N/A
ROE (%)	11.03	30.67	53.74	N/A
ROA (%)	7.23	15.06	15.18	N/A

JUMP+ Plan

Business Plan

Target in 2028

EBITDA **1,600 - 1,700** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Improve COGS by Direct Labor Utilization			

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing whistleblowing mechanisms
3. Enhancing the prevention of insider information

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
EBITDA (Million Baht)	1,069.83	1,461.06	1,749.29	1,600 - 1,700

Enhancing production efficiency, reducing costs, and increasing business competitiveness through the Direct Labor Optimization Program, a strategic project designed to directly address COGS reduction and generate sustainable long-term returns, in line with the vision of becoming a leading FMCG company in Asia.

Growth plan/Increase business value

Strategic Plan : Improve COGS by Direct Labor Utilization

Elevating Cost of Goods Sold (COGS) efficiency through Direct Labor (DL) cost reduction, operating through 3 key mechanisms:

1. Direct Labor Utilization Improvement
2. Low Cost Automation / Karakuri Productivity Enhancement
3. Automation Deployment

This plan will promote and develop the organization in the following dimensions

- Profitability & Efficiency

Targets

- Other Targets

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Saving Direct Labour Cost (Million Baht)	-	9-11	21-25	20-24

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
2026: Direct Labor Utilization: Identify workforce optimization and line balancing to find the potential for precise headcount reduction. Karakuri: Establish Karakuri lab + training for technicians/ engineers and conduct trials on actual lines. Automation: Collect data and analyze baseline and assess Automation Readiness and start Pilot project (1 line).	2026	<ul style="list-style-type: none"> • Reducing Labor Cost, which will result in decreased COGS and lead to profit growth, while also clearly reducing risks from labor volatility, including establishing operational standards for further expansion
2027: Direct Labor Utilization: Expand standard work + productivity governance to all lines and conduct cross-training. Karakuri: Scale up Karakuri and create design standards. Automation: Begin scaling up Automation systems to other production lines (7 lines).	2027	<ul style="list-style-type: none"> • Continuously reducing Labor Cost, resulting in a significant decrease in COGS and driving profit growth, while clearly reducing risks from labor volatility

Strategic Initiative	Year	Expected Outcomes
2028: 1. Direct Labor Utilization: Optimization of all processes to reach Lean Stable State by integrating results with KPIs. 2. Karakuri: Establish Karakuri Champion, improve Karakuri generation 2 to be better, and integrate TPM (Total Productive Maintenance) with Lean Program together. 3. Automation: Expand Automation systems to all remaining lines (7 lines) and focus on increasing the performance of all installed automated systems by improving the efficiency of installed Automation systems to achieve set OEE targets, along with Predictive Maintenance.	2028	<ul style="list-style-type: none"> Seamless system integration and Overall Equipment Effectiveness (Improved OEE), which are key factors in increasing profitability and long-term cash flow stability, and achieving the defined labor cost saving targets

Risk Management

Risk 1 : Technology Risk

- **Risk Characteristic**

System Integration Complexity and Compatibility between New Technology and Existing Machinery

- **Risk Impact**

The automation system is unstable, does not operate at full efficiency, or does not connect with legacy systems, causing downtime or output that is lower than forecasted

- **Risk Management Measures**

- 1) Conduct simulation before design layout.
- 2) Test and limit scope, starting with a Pilot Project to test integration.

Risk 2 : People & Change Risk

- **Risk Characteristic**

Risk of Resistance to Change and Skill Gap in Operating with Automated Systems

- **Risk Impact**

Labor may be concerned or unfamiliar with the new automation system, causing resistance, and productivity may decrease in the initial phase, and human error may occur from using the new system

- **Risk Management Measures**

- 1) Develop training and upskill / reskill plans to elevate employees.
- 2) Perform management of change process since the first year.
- 3) Monitor results during the first 3 months with daily support.

Risk 3 : Investment and Return Risks (ROI)

- **Risk Characteristic**

Uncertainty of Return on Investment (ROI Uncertainty) and the Risk that Cost-Saving Results or Operational Efficiency (OEE) will fall below established assumptions

- **Risk Impact**

Initial investment in machinery and robots is high, and it may take longer than expected to achieve payback

- **Risk Management Measures**

- 1) Test and limit scope, starting with a Pilot Project in the production line with the highest volume and clearest ROI.
 - 2) Phased Deployment to limit capital risk.
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Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

NEO (“Companies”) recognize the importance of anti-corruption and are determined to operate their businesses with morality within the corporate governance framework by adhering to the principles of corporate governance, morality and business ethics with responsibilities towards the society, environment, and all stakeholders. The Companies operate their businesses with transparency, fairness, and accountability. Therefore, we would like to enhance Anti-corruption and integrity standards by certified from the Collective Action Coalition Against Corruption (CAC) under the Thai Institute of Directors (Thai IOD).

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	In Progress	Success	Success	Success
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Not Started	In Progress	Success	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	Signatory	Certified	Certified
Achieve ISO 37001: Anti-bribery management systems certification	-	Prepare documents for certification.	Certified	Certified

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Have a clear anti-corruption and anti-bribery policies and practices in place.	2026	<ul style="list-style-type: none"> Implement clear procedures for corruption cases, including penalties, whistleblower protection, and controls over bribery and gifts, approved by the Board of Directors.
Strengthen anti-corruption and anti-bribery practices	2026	<ul style="list-style-type: none"> Declare our commitment and preparing documentation to apply for CAC certification, while developing ISO 37001: Anti-Bribery Management Systems.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Achieve CAC certification from the Thai Institute of Directors (Thai IOD) and Achieve ISO 37001: Anti-bribery management systems certification.

Risk Management

Risk 1 : Lack of understanding of anti-corruption and anti-bribery measures.

- **Risk Characteristic**

Employees within the organization do not have a clear understanding of anti-corruption and anti-bribery measures. They are unsure how to comply or do not fully understand the relevant procedures and requirements, resulting in operations that are not aligned with the established policies.

- **Risk Impact**

- Non-compliance with established measures creates control gaps, increasing the risk of both unintentional and intentional corruption.
- In violation of the law or good corporate governance, potentially harming the organization’s reputation.
- May be subject to legal penalties or lose benefits granted by regulatory authorities.

- **Risk Management Measures**

- Clearly communicate policies and procedures.
- Provide anti-corruption training for employees at all levels; establish clear disciplinary measures and guidelines for misconduct.
- Ensure internal audit reviews and reporting on corruption cases to the Board of Directors.

Risk 2 : CAC and ISO 37001 certifications were not obtained within the planned timeframe.

- **Risk Characteristic**

Documentation for CAC and ISO 37001 certification may be inaccurate, incomplete, or delayed due to a lack of planning, unclear responsibilities across departments, and insufficient knowledge of documentation requirements.

- **Risk Impact**

- Delay in document preparation or incomplete submissions may result in certification not being obtained as planned.
- Loss of resources; including costs and manpower.
- Affect to the organization’s reputation, particularly in terms of transparency.

- **Risk Management Measures**

- Assign responsible teams across departments and provide guidance on the certification process.
- Plan, compile, and review documentation in accordance with CAC and ISO 37001 checklists, with defined timelines for ongoing progress tracking.
- Engage external consultants to provide guidance and ensure the accuracy and completeness of documentation.

Enhancing whistleblowing mechanisms

Enhance whistleblowing mechanisms is essential as they enable the Company to receive complaints from both internal and external parties regarding violations of laws, regulations, and the Code of Conduct, while ensuring protection and fair treatment for whistleblowers.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	Success	Success	Success
<ul style="list-style-type: none"> The company has established a formal, written whistleblowing policy and procedures, which have been approved by the Board of Directors 	In Progress	Success	Success	Success
<ul style="list-style-type: none"> Appointment of an impartial recipient for whistleblowing reports. 	Complete	-	-	-
<ul style="list-style-type: none"> All complaints are thoroughly investigated, and outcomes are reported to the Board in a timely manner, with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence. 	Not Started	Success	Success	Success
<ul style="list-style-type: none"> The whistleblowing policy and procedures reviewed by the Board of Directors at least annually. 	Complete	-	-	-
Reduce the complaint resolution time.	-	No later than 15 business days	No later than 15 business days	No later than 15 business days

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhance whistleblowing by establishing a verifiable and effective reporting system.	2026	<ul style="list-style-type: none"> Establish a clear whistleblowing process flow from initiation to closure, including disciplinary measures for misconduct. All complaints are investigated, closed, and reported to the Board of Directors within the Company's defined timeframe.

Risk Management

Risk 1 : Employee readiness

• Risk Characteristic

The investigation team lacks skills and experience and roles are unclear. This causes slow screening process and inconsistent investigation quality which makes the upgraded system difficult to implement.

• Risk Impact

- The new process is not implemented as designed.
- Fail to reduce complaint handling time.
- Declining credibility and governance.

• **Risk Management Measures**

- Training and awareness are provided to complaint handlers and investigators on the importance of whistleblowing.
- Set up a simple flow, involving only the necessary parties to support faster decisions.

Risk 2 : Lack of a clear monitoring and follow-up process.

• **Risk Characteristic**

There is no clear SLA for receiving, screening, investigating, or reporting cases. As a result, whistleblowers may feel that reporting is a waste of time and has no impact.

• **Risk Impact**

- Whistleblower dissatisfaction - reporters may feel their concerns are not taken seriously, leading to a loss of trust in the system.
- Delays in case handling – without clear timelines, screening and investigations are slow.
- Inconsistent investigation quality – lead to unreliable outcomes.
- Risk of fraud or unfair practices – unclear follow-up processes may cause important issues to be overlooked or ignored.

• **Risk Management Measures**

- Set clear SLAs, define timelines and steps for receiving, screening, investigating, and reporting cases.
- Train the reporting/investigation team, enhance skills and understanding of roles and responsibilities.
- Regularly monitor and report progress the status of each case to related parties.
- Ensure transparency for whistleblowers by keep reporters informed of the case status throughout the process.

Enhancing the prevention of insider information

Neo Corporate Public Company Limited places importance on the prevention of the use of the Company’s inside information. The Company’s policy is that directors, executives, staffs, and employees of the Company and its subsidiary company are prohibited from disclosing the information which is not yet disclosed to the public and is material to the change of price or the value of securities of the Company to any persons, or exploiting Inside Information for themselves or others, whether directly or indirectly, and whether any compensation is received or not. They must also refrain from trading securities or being bound by futures contracts related to the Company’s securities by using Inside Information to maintain the company’s credibility and ensure fairness in the capital market.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	Success	Success	Success
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	Not Started	Success	Success	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence 	Not Started	Success	Success	Success
Internally disclose, on a per-transaction basis, the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	Prepare a list of individuals with access to inside information for any such transaction.	Prepare a list of individuals with access to inside information for any such transaction.	Prepare a list of individuals with access to inside information for any such transaction.
Set a trading blackout period.	-	Success	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Monitor and review of compliance with the insider trading prevention policy are conducted at least once a year.	2026	<ul style="list-style-type: none"> Report the securities holdings of directors and executives. Prepare a summary report on compliance with the insider trading prevention policy. Any violations identified will include clear corrective actions and measures to prevent recurrence, and the report will be submitted to the Board of Directors at least once a year.
Internal disclose a list of specific insiders for each transaction that may affect the securities price.	2026	<ul style="list-style-type: none"> Starting in 2026, for any transaction that may affect the securities price, the Company is required to prepare and disclose a list of specific insiders for such transaction.

Risk Management

Risk 1 : Understanding of Inside Information and Insider Trading.

• Risk Characteristic

Employees, executives, or relevant parties may not know what counts as inside information or Insider Trading, leading to unintentional misuse of confidential information or non-compliance with prevention measures.

• Risk Impact

- Insider trading may occur without the company's knowledge, or confidential information may be leaked prematurely, affecting the price or value of the securities.
- Affect investors' decisions and damage the company's reputation and credibility.
- The company or individuals may face legal penalties from regulatory authorities.
- Fined or loss of financial benefits.

• Risk Management Measures

- Provide training to employees on the misuse of the Company's inside information for personal or third-party benefit
- Ensure comprehensive monitoring and reporting of directors' and executives' securities holdings.
- Set channels for employees to ask questions or report concerns if they are unsure whether information or trading may involve insider information.

- Set clear penalties by specify both disciplinary and legal consequences for any violations of Insider Trading.
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Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://investor.neo-corporate.com/en/downloads/yearly-reports>



The organization has assessed its Carbon Footprint for Organization (CFO) in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization) and ISO 14064-1 since 2023. Greenhouse gas emissions and removals from all business activities are systematically collected and reported, covering all three emission scopes, and are certified and verified by qualified external third-party organizations.

Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

Decarbonization

The Company has established a greenhouse gas (GHG) emissions reduction plan using 2023 as the baseline year, covering emissions across the entire value chain (Scope 1, 2, and 3), to support sustainable business operations and alignment with the pathway toward Net Zero. The Company has set the following medium-term GHG emissions reduction targets relative to the 2023 baseline:

- 2026: 9% reduction from the 2023 baseline
- 2027: 12% reduction from the 2023 baseline
- 2028: 15% reduction from the 2023 baseline

Implementation focuses on improving energy efficiency, deploying energy management technologies and predictive maintenance systems, increasing the share of renewable energy, and developing and scaling the use of low-carbon materials in collaboration with suppliers. These initiatives are designed to deliver continuous, measurable, and verifiable reductions in greenhouse gas emissions.

Targets

Topic	GHG emissions in the base year (tCO ₂ e / Metric ton of raw material)	Target for reducing GHG emissions compared with the base year (tCO ₂ e / Metric ton of raw material)		
	2023	2026	2027	2028
Greenhouse gas emission reduction volume	1.031	0.938	0.907	0.876

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Energy efficiency improvement	2026	<ul style="list-style-type: none"> Implement the EcoStruxure for Smart Utility Building project to enhance the monitoring and control efficiency of utility systems. Improve electricity energy efficiency by optimizing compressed air load management in line with actual demand and reducing idle operation through the Air Pipe Exp.1 – Utility – Exp.2 project. Reduce energy intensity by 2.5% compared to 2025.
	2027	<ul style="list-style-type: none"> Implement the Chiller Plant Management System project to enhance the efficiency of cooling system management in industrial facilities. Reduce energy intensity by 3% compared to 2026.
	2028	<ul style="list-style-type: none"> Implement the Predictive Maintenance project (PROJECT PRIME) to develop a predictive maintenance system that enhances equipment reliability, increases production capacity, and reduces losses in the production process. Reduce energy intensity by 3.5% compared to 2027.
Increase the share of renewable energy usage	2026	<ul style="list-style-type: none"> Solar Roof Exp.1 (1.9M) Solar Car park (0.5M)
	2027	<ul style="list-style-type: none"> Solar Roof 1.99 M (new-HH Building)
	2028	<ul style="list-style-type: none"> Battery storage 1M Increase the share of renewable energy consumption to 45% by 2030
Use of low-carbon materials	2026	<ul style="list-style-type: none"> Availability of product carbon footprint data for key raw materials. Assess the feasibility of replacing or reformulating materials with low-carbon alternatives in collaboration with suppliers.
	2027	<ul style="list-style-type: none"> Expand the study initiated in 2026 by further assessing additional raw materials in terms of quality, cost, and supply chain readiness. Initiate pilot testing of low-carbon materials in selected target products. Expand collaboration with suppliers, universities, and research institutions to further research and develop low-carbon materials. Begin pilot implementation of low-carbon materials.
	2028	<ul style="list-style-type: none"> Scale up the use of low-carbon materials for commercial products. Begin broader adoption of low-carbon material formulations across products.

Risk Management

Risk 1 : Risk related to achieving GHG emissions reduction and energy intensity targets

- **Risk Characteristic**

- Reductions in energy intensity and GHG emissions rely on multiple technical projects (e.g., utility systems, chiller systems, and predictive maintenance).
- Delays, underperformance, or deviations from operational assumptions may result in failure to achieve the targeted 9–15% reductions.

- **Risk Impact**

- Failure to achieve the Climate Action targets under the Value Creation Plan.
- Increased risk of higher energy costs in the long term.

- **Risk Management Measures**

- Establish project-level KPIs (energy savings and GHG reduction) with quarterly monitoring.
- Develop backup initiatives in case primary projects do not proceed as planned.
- Apply a Monitoring and Verification (M&V) system to validate actual performance and outcomes.

Risk 2 : Supply Chain Readiness and Low-Carbon Materials Risk

- **Risk Characteristic**

- Low-carbon materials may face limitations in terms of quality, cost, or commercial availability.
- Suppliers may not yet be ready in terms of carbon footprint data availability or industrial-scale production capability.

- **Risk Impact**

- Delays in scaling up the commercial use of low-carbon materials.
- Increased raw material costs, impacting overall production costs.
- Reduced potential to achieve Scope 3 emissions reduction targets.

- **Risk Management Measures**

- Start with pilot implementation and gradually scale up deployment.
 - Diversify risk by engaging multiple suppliers.
 - Collaborate with suppliers and universities on research and development to mitigate quality and cost risks.
 - Integrate carbon criteria into supplier selection and evaluation processes.
-