



Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028



Neo Corporate Public Company Limited

(NEO)

at 30 June 2026

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Neo Corporate Public Company Limited

sSET / SETCLMV / SETESG	CG Report :
Consumer Products / Personal Products & Pharmaceuticals	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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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Data	
	2028	2025	6M/2026
EBITDA (Million Baht)	1,600 - 1,700	1,293	716

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.

Progress description

Over the past six months, the Company has continued to advance the Direct Labor Optimization Program to enhance production efficiency and strengthen its competitiveness. The program focuses on optimizing workforce utilization and production processes, together with effective cost management, as part of the Company’s COGS reduction initiatives aimed at delivering sustainable and continuous benefits over the long term.

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

Targets

- Other Targets

Title	Target			Actual Data	
	2026	2027	2028	2025	6M/2026
Saving Direct Labour Cost (Million Baht)	9-11	21-25	20-24	0	8.6

Progress description

The implementation of the three strategic initiatives, including Direct Labor Utilization Improvement, Low-Cost Automation / Karakuri Productivity Enhancement, and Automation Deployment, has progressed steadily. In 6M/2026, the Company achieved direct labor cost savings of THB 8.6 million, representing approximately 78–95% of the targeted savings. This reflects tangible progress in enhancing labor efficiency through Workforce Optimization and Line Balancing initiatives.

Strategic Initiative

Strategic Initiative 1 : Direct Labor Utilization Improvement

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	Able to identify workforce optimization and line balancing opportunities to find the potential for precise headcount reduction. This will lead to reduced labor costs, resulting in decreased COGS and profit growth, while also reducing risks from labor volatility, including establishing operational standards for further expansion.	The Company developed a Master Plan in collaboration with relevant teams to guide the implementation of the initiative. Following an assessment and analysis of existing operations, Line Balancing was optimized across six production lines, achieving 120% of the workforce reduction target and improving workforce utilization efficiency in the production process.

Strategic Initiative 2 : Low Cost Automation / Karakuri Productivity Enhancement

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	Able to establish a Karakuri lab, provide training for technicians/ engineers, and conduct trials on actual lines. This will lead to reduced labor costs, resulting in decreased COGS and profit growth, while also reducing risks from labor volatility, including establishing operational standards for further expansion.	A Karakuri automation initiative was launched through production benchmarking, supplier collaboration, and production line assessment. The project successfully finalized the system design for implementation on the selected production line. The equipments are being prepared for procurement based on the agreed design.

Strategic Initiative 3 : Automation Deployment

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	Collect data, analyze the baseline, assess automation readiness, and be able to start a pilot project (1 line). This will lead to reduced labor costs, resulting in decreased COGS and profit growth, while also reducing risks from labor volatility, including establishing operational standards for further expansion.	The Company developed a Master Plan in collaboration with relevant teams, followed by the assessment and selection of production lines for pilot implementation. Automation was identified for suitable points within each line, particularly the Palletizer Station, to enhance end-of-line production efficiency. The Company then collaborated with a specialized supplier to design the Palletizer system for the selected production lines and is preparing to procure the equipment for installation.

Quarterly update
Section 2
Governance Plan

Quarterly update : 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

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	In Progress	Success	Success	In Progress	In Progress
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	Success	Success	Success	In Progress	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	In Progress	Success	Success	Not Started	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Signatory	Certified	Certified	Signatory	In the process of applying for certification.
Achieve ISO 37001: Anti-bribery management systems certification	Prepare documents for certification.	Certified	Certified	-	Certification application in progress

Progress description

1. Anti-Corruption Policy - The company has been revised its anti-corruption policy and guidelines to cover the company's key business activities, and presented to the Board of Directors meeting for approval on 13 August 2026.
2. CAC Certification - The company is currently preparing 71-item checklists to apply for CAC certification and expects to submit all documents by Q4/2026.
3. ISO 37001: Anti-bribery management systems certification - The company is preparing internally to apply for ISO 37001 certification and expects to commence the audit process in Q4/2026.

Strategic Initiative

Strategic Initiative 1 : Have a clear anti-corruption and anti-bribery policies and practices in place.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Implement clear procedures for corruption cases, including penalties, whistleblower protection, and controls over bribery and gifts, approved by the Board of Directors.	The policy has been revised to cover all key topics and was approved by the Board of Directors at its meeting held on 13 August 2026.

Strategic Initiative 2 : Strengthen anti-corruption and anti-bribery practices

Status ● On track

Year	Expected Outcomes	Actual Data
2026	• Declare our commitment and preparing documentation to apply for CAC certification, while developing ISO 37001: Anti-Bribery Management Systems.	The company is currently preparing a 71-item checklists for CAC certification application. It is anticipated that all documents will be completed and submitted within Q4/2026.

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

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	Success	Success	Success	In Progress	In Progress
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Success	Success	Success	In Progress	Success
Appointment of an impartial recipient for whistleblowing	-	-	-	Complete	Success

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
reports.					
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.	Success	Success	Success	Not Started	In Progress
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	-	-	-	Complete	Success
Reduce the complaint resolution time.	No later than 15 business days	No later than 15 business days	No later than 15 business days	-	Success

Progress description

The Company has been revised its policies and guidelines regarding whistleblowing, and submitted to the Board of Directors' meeting for approval on 13 August 2026.

Strategic Initiative

Strategic Initiative : Enhance whistleblowing by establishing a verifiable and effective reporting system.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	- 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.	The whistleblowing policy and guidelines has been revised, with clear procedures being specified, including the timeframe for handling complaints.

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

Title	Target			Actual Data	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	Success	Success	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	-	-	-	Complete	Success
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	Success	Success	Success	Not Started	In Progress
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	Success	Success	Success	Not Started	In Progress
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.	-	The Company shall prepare a list of persons with access to inside information every time such a transaction occurs.
Set a trading blackout period.	Success	Success	Success	-	Completed

Strategic Initiative

Strategic Initiative 1 : Monitor and review of compliance with the insider trading prevention policy are conducted at least once a year.

Status ● On track

Year	Expected Outcomes	Actual Data
2026	- 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.	The Company Secretary collects information on securities trading by directors and executives during the year, including compliance with the policy on preventing the use of inside information. If any violation is found, the findings will be summarized and reported to the Board of Directors.

Strategic Initiative 2 : Internal disclose a list of specific insiders for each transaction that may affect the securities price.

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	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.	Should the Company engage in transactions that impact the securities price, the Company shall compile and disclose a specific list of insiders for such transactions. As of the period between January 2026 to August 2026, no such transactions have taken place.

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Section 3
Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : <https://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

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

Title	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)			Actual Greenhouse Gas Emission (tCO ₂ e / Metric ton of raw material)
	2023	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	1.031	0.938	0.907	0.876	In progress

Strategic Initiative

Strategic Initiative 1 : Energy efficiency improvement

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	- 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.	EcoStruxure for Smart Utility Building (Phase 1) is 80% complete, including the Chiller Plant Management System, with full operation targeted for Jan 2027. Air Pipe Efficiency Improvement is under budget evaluation.

Strategic Initiative 2 : Increase the share of renewable energy usage

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	- Solar Roof Exp.1 (1.9M) - Solar Car park (0.5M)	Installation both Solar Roof Expansion 1 (1.9 MW) and Solar Car Park (0.5 MW) start Aug 2026

Strategic Initiative 3 : Use of low-carbon materials

Status ● On track		
Year	Expected Outcomes	Actual Data
2026	- 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.	Develop and protect low-carbon packaging innovations with business partners and suppliers through LCA, technical validation, carbon reduction assessments, and petty patent registration, targeting a pilot launch in NEO products by Sep 2026.

Quarterly update
Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/NEO1_JUMP%2B_Plan_Year_2026-2028_EN.pdf

