November 03, 2026

To,
The Manager — Corporate Relationship Dept.
BSE Limited
P. J. Towers, Dalal Street, Fort,
Mumbai - 400 001

Scrip Code: 514332 | Security Name: NEOINFRA

Dear Sir/Madam,

Sub.: Outcome of Meeting of the Board Meeting held today i.e. November 03, 2026

Ref.: Disclosure under Regulations 30 and 42 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that the Board of Directors of the Company, at its meeting held today i.e. November 03, 2026, has considered and approved the following matters:

1. **Increase in Authorised Share Capital of the Company**

The Board of Directors has approved the proposal for increasing the Authorised Share Capital of the Company from the existing ₹6.00 Crore (Rupees Six Crore only) divided into 60,00,000 equity shares of ₹10/- each to ₹12 Crore (Rupees Twelve Crore only) divided into 1,20,00,000 equity shares of ₹10/- each, subject to the approval of the shareholders of the Company.

Consequently, the Board has also approved the consequential alteration to Clause V (Capital Clause) of the Memorandum of Association of the Company, subject to the requisite shareholders' approval and other applicable statutory and regulatory approvals, as may be required.

2 **Increase in Investment Limit of the Company**

The Board of Directors has considered and approved the proposal for increasing the overall limits for making investments, giving loans, providing guarantees and/or providing security in connection with loans to any person or other body corporate, pursuant to the provisions of Section 186 of the Companies Act, 2013, to ₹ 50 Crore, subject to the approval of the shareholders of the Company by way of a Special Resolution and such other approvals as may be required under applicable laws.

3 **Approval for Raising of Funds through Rights Issue**

The Board of Directors has considered and approved the proposal for raising funds by way of issuance of equity shares of the Company on a rights basis to the existing eligible equity shareholders of the Company, in accordance with the

applicable provisions of the Companies Act, 2013, SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable laws.

The proposed Rights Issue shall be for an aggregate amount not exceeding ₹16 Crore (Rupees Sixteen Crore only), at such price, entitlement ratio and on such terms and conditions as may be determined by the Board of Directors and/or the duly constituted Rights Issue Committee, subject to receipt of requisite approvals, wherever applicable.

The Board has further authorised the Rights Issue Committee to undertake all necessary steps and actions in connection with the proposed Rights Issue, including finalisation of the issue size, issue price, rights entitlement ratio, record date, issue period, terms of the issue, appointment of intermediaries and other incidental matters, in accordance with applicable laws.

The disclosure as required pursuant to Regulation 30 of SEBI Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 is attached as per Annexure A.

4 Approval of the Unaudited Financial Results for the Second Quarter and Half Year Ended on 30th September 2026

The Board of Directors of the Company has approved Unaudited Standalone and Consolidated Financial Results of the Company for the 2nd Quarter and half year ended on 30th September, 2026.

- Limited Review Report of the Statutory Auditor of the Company for Consolidated Financial Statements
- Limited Review Report of the Statutory Auditor of the Company for Standalone Financial Statements
- Statement of Assets and Liabilities as at 30th September 2026
- Unaudited Cash Flow Statement for the half year ended 30th September 2026
- Statement of Consolidated Unaudited Results for the quarter and six months ended 30th September 2026
- Statement of Standalone Unaudited Results for the quarter and six months ended 30th September 2026

The meeting commenced at 4.00 P.M. and concluded at 4.45 P.M.

You are requested to take the above information on record.

Yours Sincerely,
For Neo Infracon Limited

NEO INFRACON LIMITED MUMBAI

Bhavik Mehta
Director
DIN No.:07633644

Encl: as above

Annexure A

S. no.	Particulars	Details
1.	Type of securities proposed to be issued (viz. equity shares, convertibles, etc.)	Fully paid-up equity shares of the Company
2.	Type of issuance (further public offering, rights issue, depository receipts (ADR/GDR), qualified institutions placement, preferential allotment etc.)	Rights issue to the eligible equity shareholders of the Company as on the record date
3.	Total number of securities proposed to be issued or the total amount for which the securities will be issued (approximately)	Total amount not exceeding ₹ 16 Crore (Rupees Sixteen Crore only). Total number of securities to be issued will be determined by the Board.
4.	In case of preferential issue the listed entity shall disclose the following additional details to the stock exchange(s)	Not Applicable
5.	In case of bonus issue the listed entity shall disclose the following additional details to the stock exchange(s)	Not Applicable
6.	In case of issuance of depository receipts (ADR/GDR) or FCCB the listed entity shall disclose following additional details to the stock exchange(s):	Not Applicable
7.	In case of issuance of debt securities or other non-convertible securities the listed entity shall disclose following additional details to the stock exchange(s)	Not Applicable
8.	Any cancellation or termination of proposal for issuance of securities including reasons thereof	Not Applicable

NEO INFRACON LIMITED MUMBAI

Independent Auditor's Review Report on the Quarterly and Year to Date Unaudited Consolidated Financial Results of the Company Pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

Review Report to
The Board of Directors
Neo Infracon Limited

1. We have reviewed the accompanying Statement of unaudited Consolidated Financial Results of Neo Infracon Limited ("the Parent"), and its subsidiaries (the Parent and its subsidiaries together referred to as 'the Group'), for the quarter ended 30th September, 2026 and year to date from April 1, 2026 to 30th September, 2026 (the "Statement") attached herewith, being submitted by the Parent pursuant to the requirements of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulation').

2. This Statement, which is the responsibility of the Parent's Management and approved by the Parent's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34, (Ind AS 34) "Interim Financial Reporting" prescribed under Section 133 of the Companies Act, 2013 as amended, read with relevant rules issued thereunder and other accounting principles generally accepted in India read with the Circular. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

   We also performed procedures in accordance with the Circular issued by the Securities and Exchange Board of India under Regulation 33(8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended, to the extent applicable.

4. The Statement includes the result of the following entities:
   Subsidiaries:
   (i) Nocil Infrastructure Ltd
   (ii) New Tech Infrastructure Pvt Ltd

5. Based on our review conducted as above, and except for the possible effect of the matters described in paragraph 6 below, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with recognition and measurement principles laid down in the aforesaid Indian Accounting Standard specified under Section 133 of the Companies Act, 2013, as amended, read with relevant rules issued thereunder and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of the Regulation, read with the Circular,

S. SATYAPRAKASH & CO. LLP * Chartered Accountants * MUMBAI F.R.N. 000970

including the manner in which it is to be disclosed, or that it contains any material misstatement.

6. The accompanying unaudited consolidated financial results includes unaudited interim financial results and other unaudited financial information in respect of two subsidiaries, whose interim financial results/information reflects total assets of Rs. 3,130.89 lakhs as at 30th September 2026, total revenues are Rs 73.17 lakhs and Rs. 100.40 lakhs, total net profit / (loss) after tax of Rs. (13.91) lakhs and Rs. (48.82) lakhs, and total comprehensive income of Rs. (13.91) lakhs and Rs. (48.50) lakhs for the quarter ended 30th September 2026 and for the period 1st April 2026 to 30th September 2026 respectively, and net cash inflow of 258.98 lakhs as at 30th September 2026, which have been reviewed by us.

For S. Satyaprakash & Co LLP
Chartered Accountants
Firm Registration No. W100970

Deepak O. Narsaria
Partner
Membership No. 121190
UDIN: 26121190LDBTHD2286
Place: Mumbai
Date: 3rd November 2026

S. SATYAPRAKASH & CO. LLP * Chartered Accountants * MUMBAI F.R.N. W100970

NEO INFRACON LIMITED

CIN No: L65910MH1981PLC248089

REGD. OFF: 9, Mulji Thakersi Bldg., Sindhi Lane, Mumbai - 400 004 , (Maharashtra)

Unaudited Statement of Assets & Liabilities as at 30th September, 2026

Sr. No.	Particulars	Standalone		Consolidated	
		As at Sep 30, 2026	As at March 31, 2026	As at Sep 30, 2026	As at March 31, 2026
		Amount In Lakhs	Amount In Lakhs	Amount In Lakhs	Amount In Lakhs
I.	**ASSETS**				
1	**Non Current Assets**				
	(a) Property, Plant and Equipment	14.50	15.51	95.85	107.95
	(b) Goodwill on Consolidation	-	-	291.55	291.55
	(c) Financial Assets				
	(i) Investments	1,077.93	1,077.93	-	-
	(ii) Other Financial Assets	-	-	0.03	0.03
	(d) Deferred tax assets (net)	-	-	7.50	7.17
	(e) Other non-current assets	71.91	71.91	90.34	97.88
		1,164.34	1,165.36	485.26	504.59
2	**Current Assets**				
	(a) Inventories	89.95	58.45	1,827.05	1,816.17
	(b) Financial Assets				
	(i) Trade receivables	146.08	117.76	219.89	286.97
	(ii) Cash and cash equivalents	4.43	3.67	288.36	32.70
	(iii) Loans	-	-	35.98	34.08
	(iv) Other Financial Asset	0.70	0.70	149.15	149.15
	(c) Current Tax Assets (net)	-	1.37	3.70	3.25
	(d) Other current assets	65.19	51.49	413.91	447.58
		306.35	233.44	2,938.03	2,769.90
	TOTAL	1,470.70	1,398.79	3,423.29	3,274.49
II.	**EQUITY AND LIABILITIES**				
	EQUITY				
	(a) Equity Share Capital	530.68	530.68	530.68	530.68
	(b) Other Equity	207.62	183.25	208.56	232.69
	Total Equity	738.30	713.93	739.24	763.37
	LIABILITIES				
1	**Non Current Liabilities**				
	(a) Financial Liabilities				
	(i) Borrowings	-	386.00	933.81	910.00
	(b) Deferred tax liabilities (Net)	0.07	0.13	-	-
	(c) Other non-current liabilities	30.96	30.71	30.96	30.71
		31.04	416.85	964.78	940.71
2	**Current Liabilites**				
	(a) Financial Liabilities				
	(i) Borrowings	556.00	556.00	607.89	708.89
	(ii) Trade payables				
	(a) total outstanding dues of MSME enterprises	-	-	-	-
	(b) total outstanding dues of creditors other than MSME	124.05	81.87	147.58	120.32
	(iii) Other Financial Liabilities	-	0.33	510.51	313.23
	(b) Other Current Liabilities	16.06	15.80	448.05	427.97
	(c) Current Tax Liabilities (Net)	5.25	-	5.25	-
		701.36	654.01	1,719.28	1,570.41
	TOTAL	1,470.70	1,784.79	3,423.29	3,274.49

By order of the Board of Directors
For Neo Infracon Limited

Bhavik N. Mehta
Director (DIN No. 07633644)

Place : Mumbai
Date : 3rd November 2026

Neo Infracon Limited

CIN No. U26922DL1996PLC075205

REGD. OFF: 9, Mulji Thakersi Bldg., Sindhi Lane, Mumbai - 400 004 , (Maharashtra)

Unaudited Cash Flow Statement for Half Year Ended September 30, 2026

Particulars	Standalone		Consolidated	
	For the Year 30th Sep, 2026	For the Year 30th Sep, 2025	For the Year 30th Sep, 2026	For the Year 30th Sep, 2025
	Amount In Lakhs	Amount In Lakhs	Amount In Lakhs	Amount In Lakhs
A. Cash Flow From Operating Activities :				
Net profit before tax as per statement of profit and loss	32.56	14.61	(16.25)	(14.82)
Adjustments for :				
Depreciation	1.01	1.01	12.11	11.89
Interest Income	-	-	(2.84)	(0.58)
Interest Expenses	-	-	53.48	57.32
Operating Cash Flow Before Changes in Working Capital	33.58	15.62	46.49	53.81
Changes in current assets and liabilities				
(Increase)/ Decrease in trade receivables	(28.32)	(43.79)	67.08	(7.21)
(Increase)/Decrease in Other Financial Assets			-	(148.45)
(Increase)/Decrease in Other Current and Non-Current Assets	(13.70)	(9.17)	41.21	57.04
(Increase)/ Decrease in Inventories	(31.50)	50.39	(10.88)	112.13
Increase/ (Decrease) in trade payables	42.18	(28.94)	27.26	(48.65)
Increase/(Decrease) in Other Financial Liabilities	(0.33)	-	197.28	150.00
Increase/(Decrease) in Other Current & Non-Current Liabilities	0.50	(86.43)	20.33	(169.00)
Cash Generated From Operations	2.40	(102.33)	388.77	(0.31)
Payment of Taxes (Net of Refunds)	(1.64)	-	(3.39)	(1.96)
Net Cash Flow From Operating Activities (A)	0.76	(102.33)	385.38	(2.27)
B. Cash Flow From Investing Activities :				
Payment of property, plant & equipments & Intangibles	-	-	-	(1.32)
Purchase of investment	-	-	-	(0.25)
Loans and advanes given	-	-	(1.90)	(25.52)
Interest income	-	-	2.84	0.58
Net Cash Flow From Investment Activities (B)	-	-	0.94	(26.51)
C. Cash Flow From Financing Activities :				
(Repayment) / Borrowing from financial institutions/Others	-	101.40	(77.19)	75.33
Financial Expenses	-	-	(53.48)	(57.32)
Net Cash From / (Used In) Financing Activities (C)	-	101.40	(130.67)	18.01
Net Increase In Cash Or Cash Equivalents (A+B+C)	0.76	(0.93)	255.66	(10.77)
Cash And Cash Equivalents At The Beginning Of The Year	3.67	2.92	32.70	20.43
Cash And Cash Equivalents As At The End Of The Year	4.43	1.99	288.36	9.66

By order of the Board of Directors
For Neo Infracon Limited

NEO INFRACON LIMITED MUMBAI

Bhavik N. Mehta
Director (DIN No. 07633644)

Place : Mumbai
Date : 3rd November 2026

NEO INFRACON LIMITED

CIN No: L65910MH1981PLC248089

REGD. OFF: 9, Mulji Thakersi Bldg., Sindhi Lane, Mumbai - 400 004 , (Maharashtra)

(Rs. in lakhs)

Statement of Consolidated Unaudited Results for the Quarter and Six Month ended 30th Sep, 2026

Sr. No.	Particulars	Quarter Ended			Six Month Ended		Year Ended
		30-Sep-26	30-Jun-26	30-Sep-25	30-Sep-26	30-Sep-25	31-Mar-26
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
I	Revenue from operations	172.70	81.80	128.95	254.50	241.80	799.64
II	Other income	20.91	19.47	15.97	40.38	33.74	101.40
III	**Total Income (I+II)**	**193.61**	**101.27**	**144.92**	**294.88**	**275.54**	**901.04**
IV	**Expenses**						
	Cost of Construction	120.37	58.37	96.73	178.74	184.04	501.28
	Employee benefits expenses	17.06	16.80	19.32	33.86	37.07	67.77
	Finance Cost	26.88	27.27	26.72	54.15	57.65	112.68
	Depreciation and amortization expense	5.91	6.20	5.50	12.11	10.93	23.82
	Other expenses	21.05	11.23	24.94	32.28	58.57	86.51
	Total Expenses	**191.27**	**119.86**	**173.20**	**311.13**	**348.25**	**792.07**
V	**Profit before tax (III-IV)**	**2.34**	**(18.59)**	**(28.28)**	**(16.25)**	**(72.71)**	**108.98**
VI	Tax Expenses:						
	Income tax	4.55	4.25	3.84	8.80	5.05	19.28
	Earlier year Tax	(0.61)	-	-	(0.61)	-	-
	Deferred tax	(0.29)	(0.03)	-	(0.32)	-	(0.28)
	Profit for the period (V-VI)	**(1.31)**	**(22.81)**	**(32.12)**	**(24.13)**	**(77.76)**	**89.97**
	Add-Share of Profit/(Loss) of Associate	-	-	-	-	-	(0.25)
	Profit for the period	**(1.31)**	**(22.81)**	**(32.12)**	**(24.13)**	**(77.76)**	**89.72**
	Other Comprehensive Income	-	-	-	-	-	-
	Total Comprehensive Income for the period	**(1.31)**	**(22.81)**	**(32.12)**	**(24.13)**	**(77.76)**	**89.72**
	Total Paid-up Equity Share Capital (Face Value Rs. 10/- each)	**530.68**	**530.68**	**530.68**	**530.68**	**530.68**	**530.68**
	Other Equity excluding Revaluation Reserves						**232.69**
	Earnings Per Share (of Rs. 10/- each) (not annualized)						
	a. Basic	(0.02)	(0.43)	(0.61)	(0.45)	(1.47)	1.69
	b. Diluted	(0.02)	(0.43)	(0.61)	(0.45)	(1.47)	1.69

Notes:

1. The above unaudited results have been reviewed by the Audit Committee and approved in the meeting of Board of Directors held on 3rd November 2026 and Statutory Auditors of the Company have carried out Limited Review of the same.
2. The Company operated only in one segment "Construction Activities"during the period.
3. Previous Qtr's & year's figures are re-grouped, re-arranged, re-classified wherever necessary.

NEO INFRACON LIMITED MUMBAI

By order of the Board of Directors
For Neo Infracon Limited

Bhavik N. Mehta
Director (DIN No. 07633644)

Place : Mumbai
Date : 3rd November 2026

Independent Auditor's Review Report on Quarterly and Year to Date Unaudited Standalone Financial Results of the Company Pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

Review Report to
The Board of Directors
Neo Infracon Limited

1. We have reviewed the accompanying statement of unaudited standalone financial results of Neo Infracon Limited (the 'Company') for the quarter ended 30th September, 2026 and year to date from April 1, 2026 to 30th September, 2026 (the "Statement") attached herewith, being submitted by the Company pursuant to the requirements of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulation').

2. The preparation of the Statement in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34, (Ind AS 34) "Interim Financial Reporting" prescribed under Section 133 of the Companies Act, 2013, as amended, read with relevant rules issued thereunder and other accounting principles generally accepted in India, read with the Circular is the responsibility of the Company's management and has been approved by the Board of Directors of the Company. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India. This standard requires that we plan and perform the review to obtain moderate assurance as to whether the Statement is free of material misstatement. A review is limited primarily to inquiries of company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. A review is substantially less in scope than an audit conducted in accordance with Standards of Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in audit. Accordingly, we do not express an audit opinion.

4. Based on our review conducted as above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the applicable Indian Accounting Standards ('Ind AS') specified under Section 133 of the Companies Act, 2013 as amended, read with relevant rules issued thereunder and other recognised accounting practices and policies has not disclosed the information required to be disclosed in terms of the Regulation, read with the Circular, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For S. Satyaprakash & Co LLP
Chartered Accountants
Firm Registration No. W100970

Deepak O. Narsaria
Partner
Membership No. 121190
UDIN: 26121190VQVXRE4626
Place: Mumbai
Date: 3rd November 2026

S. SATYAPRAKASH & CO. LLP * Chartered Accountants * MUMBAI F.R.N. W100970

NEO INFRACON LIMITED

CIN No: L65910MH1981PLC248089

REGD. OFF: 9, Mulji Thakersi Bldg., Sindhi Lane, Mumbai - 400 004 , (Maharashtra)

(Rs. in lakhs)

Statement of Standalone Unaudited Results for the Quarter and Six Month Ended 30th Sep, 2026

Sr. No.	Particulars	Quarter Ended			Six Month Ended		Year Ended
		30-Sep-26	30-Jun-26	30-Sep-25	30-Sep-26	30-Sep-25	31-Mar-26
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
I	Revenue from operations	127.70	81.80	65.63	209.50	214.55	444.64
II	Other income	-	-	-	-	-	-
III	**Total Income (I+II)**	**127.70**	**81.80**	**65.63**	**209.50**	**214.55**	**444.64**
IV	**Expenses**						
	Cost of Construction	92.83	58.37	48.10	151.20	181.69	350.19
	Employee benefits expenses	3.12	3.06	3.81	6.18	6.92	14.18
	Finance Cost	-	-	-	-	0.00	-
	Depreciation and amortization expense	0.51	0.51	0.51	1.01	1.01	2.03
	Other expenses	14.46	4.09	5.95	18.54	10.33	19.05
	Total Expenses	**110.91**	**66.02**	**58.36**	**176.94**	**199.95**	**385.44**
V	**Profit before tax (III-IV)**	**16.79**	**15.78**	**7.27**	**32.56**	**14.61**	**59.20**
VI	Tax Expenses:						
	Income tax	4.22	4.03	1.85	8.25	3.71	16.63
	Earlier year Tax	-	-	-	-	-	-
	Deferred tax	(0.01)	(0.03)	(0.01)	(0.06)	(0.03)	(0.07)
	Profit for the period (V-VI)	**12.58**	**11.78**	**5.43**	**24.37**	**10.93**	**42.63**
	Other Comprehensive Income	-	-	-	-	-	-
	Total Comprehensive Income for the period	**12.58**	**11.78**	**5.43**	**24.37**	**10.93**	**42.63**
	Total Paid-up Equity Share Capital (Face Value Rs. 10/- each)	**530.68**	**530.68**	**530.68**	**530.68**	**530.68**	**530.68**
	Other Equity excluding Revaluation Reserves	-	-	-	-	-	183.25
	Earnings Per Share (of Rs. 10/- each) (not annualized)						
	a. Basic	0.24	0.22	0.10	0.46	0.21	0.80
	b. Diluted	0.24	0.22	0.10	0.46	0.21	0.80

Notes:

1. The above unaudited results have been reviewed by the Audit Committee and approved in the meeting of Board of Directors held on 3rd November 2026 and Statutory Auditors of the Company have carried out Limited Review of the same.
2. The Company operated only in one segment "Construction Activities"during the period.
3. Previous Qtr's & year's figures are re-grouped, re-arranged, re-classified wherever necessary.

NEO INFRACON LIMITED MUMBAI

By order of the Board of Directors
For Neo Infracon Limited

Bhavik N. Mehta
Director (DIN : 07633644)

Place : Mumbai
Date : 3rd November 2026