



# Neo Corporate Public Company Limited

## Management Discussion and Analysis (MD&A)

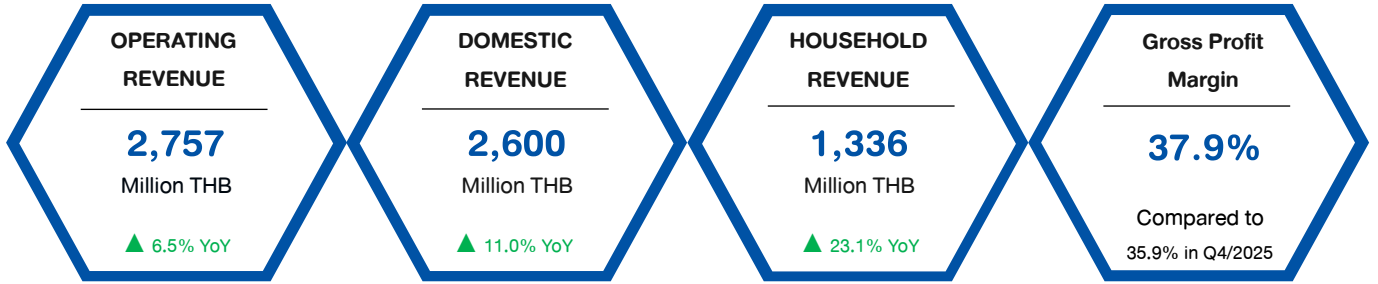
For Q1/2026 Operating Results



Passion to be Asia's innovative FMCG company who elevates quality of life with people-centric approach

มุ่งมั่นที่จะเป็นบริษัท FMCG แห่งนวัตกรรมของเอเชีย ที่ช่วยยกระดับคุณภาพชีวิตที่ดีให้กับผู้บริโภค

## Q1/2026 Highlights



## Executive Summary

Results Overview (Unit: Million THB)	Q1/ 2026	Q1/ 2025	YoY (%)	Q4/ 2025	QoQ (%)
<b>Operating Revenue</b>	2,757	2,589	6.5%	2,938	(6.2%)
<b>Gross Profit</b>	1,046	1,082	(3.3%)	1,054	(0.8%)
Selling and Administrative Expenses (SG&A)	910	757	20.2%	829	9.8%
<b>Net Profit for the Period</b>	98	260	(62.3%)	169	(42.0%)
<b>Net Profit Attributable to the Equity Holders of the Company</b>	95	256	(62.9%)	166	(42.8%)
Gross Profit Margin (%)	37.9%	41.8%	-	35.9%	-
Net Profit Margin (%)	3.5%	10.0%	-	5.7%	-
Net Profit Margin Attributable to the Equity Holders of the Company (%)	3.4%	9.8%	-	5.6%	-
Basic Earnings Per Share (Baht/Share)	0.32	0.85	(62.4%)	0.55	(41.8%)

Notes: Values may differ by one decimal point due to rounding

In Q1/2026, Neo Corporate Public Company Limited (the “Company” or “NEO”) reported total operating revenue of THB 2,757 million, increased by THB 168 million or 6.5% YoY, driven by higher domestic sales. In addition, operating revenue from the household and personal care segments grew by 23.1% and 8.7% YoY, respectively. This was a result of the successful execution of strategies aimed at continuously increasing domestic market share. Based on Nielsen (Thailand) data, the Company’s liquid detergent and fabric softener market values grew by 25.9% and 17.1% YoY, respectively, resulting in market share gains of approximately 306 bps (3.06%) and 153 bps (1.53%) to 29.2% and 13.1%, respectively. The net profit attributable to the equity holders of the Company in Q1/2026 was 95 million, decreasing by 42.8% QoQ, primarily due to an increase in selling and administrative expenses, in line with the greater number of NPDP & Relaunches, to support product publicity, innovative products, and promotional activities to strengthen competitiveness. However, the Company was still able to manage costs effectively, resulting in an improved gross profit margin compared to the previous quarter.

## Q1/2026 Operating Revenue Structure





## YOY: Q1/2026 Operating Revenue Structure and Analysis (Compared to Q1/2025)

Revenue Structure (Unit: Million THB)	Q1/2026	% of Revenue	Q1/2025	% of Revenue	YoY (%)
<b>Operating Revenue – by Segment</b>	<b>2,757</b>	<b>100%</b>	<b>2,589</b>	<b>100%</b>	<b>6.5%</b>
Household Products	1,336	49%	1,085	42%	23.1%
Personal Care Products	803	29%	739	28%	8.7%
Baby & Kids Products	618	22%	765	30%	(19.2%)
<b>Operating Revenue – by Geography</b>	<b>2,757</b>	<b>100%</b>	<b>2,589</b>	<b>100%</b>	<b>6.5%</b>
Domestic	2,600	94%	2,342	90%	11.0%
International	157	6%	247	10%	(36.4%)

Notes: Values may differ by one decimal point due to rounding

**Operating Revenue of the Company** in 1Q/2026 was THB 2,757 million, increased by THB 168 million, or 6.5%YoY, due to the following factors:

- Revenue from Household Products** was THB 1,336 million, increased significantly by THB 251 million, or 23.1% YoY. The increase was driven by the growth of Fineline brand, particularly in the liquid detergent and fabric softener products. This was a result of the successful execution of strategies aimed at continuously increasing domestic market share, including the development of new products alongside the enhancement of existing ones (NPD & Relaunches). In addition, the increase was also supported by Smart brand in the liquid detergent and dishwashing liquid, as well as the launch of the pet household category under the LovliTails brand in May 2025.
- Revenue from Personal Care Products** was THB 803 million, increased by THB 64 million, or 8.7% YoY, mainly driven by the growth of the BeNice brand, particularly in the liquid soap and moisturizing products. The growth was supported by continuous execution of a market share expansion-focused strategy, which enabled the Company to further continuously increase its market share. In addition, revenue growth was also supported by the expansion of the Eversense brand across all product categories, including roll-on, talcum and cologne. Furthermore, revenue growth was supported by new product development under the D-nee Young Adult liquid soap and moisturizing products, as well as the launch of the LovliTails brand in May 2025.
- Revenue from Baby & Kids Products** was THB 618 million, decreased by THB 147 million, or 19.2% YoY. The decline was mainly due to decreased sales of liquid detergent and liquid soap products, largely due to the decline in demand for baby products in Thailand amid the current economic conditions, as well as slowdown in sales across the CLMV countries. However, this decline was partially offset by the growth of D-nee Deluxe across all product categories, including fabric softener, liquid detergent, talcum, liquid soap and moisturizing. This reflects the success of the Company's strategy to expand its customer base into new segments, or the Segment Creator approach.

**Gross Profit** of the Company in Q1/2026 was THB 1,046 million, decreased by THB 36 million or 3.3% YoY, due to the increase in raw material costs, along with changes in the product mix. The proportion of revenue from the household products group, which has a lower gross profit margin than other groups, was 49% in Q1/2026, compared to 42% in Q1/2025. In addition, the Company recognized higher depreciation expenses related to the personal care product manufacturing building (including utilities) of approximately THB 36 million, up from THB 3 million in Q1/2025. As a result, the **Gross Profit Margin** in Q1/2026 was 37.9% %, down from 41.8% in Q1/2025.

**Net Profit Attributable to the Equity Holders of the Company** in Q1/2026 was THB 95 million, significantly decreased by THB 161 million, or 62.9%YoY. The primary factor was a decline in gross profit. In addition, the Company recognized higher selling and administrative expenses compared to the previous year, mainly due to increased sales promotion activities to stimulate sales across department stores and retail outlets, enhance product visibility in stores, and support the launch and promotion of new products to strengthen the Company's competitiveness. Marketing and promotional expenses vary depending on product seasonality, market conditions, and the level of competition. The ratio of selling and administrative expenses to operating revenue in Q1/2026 was 33.0%, up from 29.2% in Q1/2025. As a result, the **Net Profit Margin Attributable to the Equity Holders of the Company** in Q1/2026 was 3.4%, down from 9.8% in Q1/2025.



## QoQ: Q1/2026 Operating Revenue Structure and Analysis (Compared to Q4/2025)

Revenue Structure (Unit: Million THB)	Q1/2026	% of Revenue	Q4/2025	% of Revenue	QoQ (%)
<b>Operating Revenue – by Segment</b>	<b>2,757</b>	<b>100%</b>	<b>2,938</b>	<b>100%</b>	<b>(6.2%)</b>
Household Products	1,336	49%	1,334	45%	0.1%
Personal Care Products	803	29%	824	28%	(2.5%)
Baby & Kids Products	618	22%	780	27%	(20.8%)
<b>Operating Revenue – by Geography</b>	<b>2,757</b>	<b>100%</b>	<b>2,938</b>	<b>100%</b>	<b>(6.2%)</b>
Domestic	2,600	94%	2,717	92%	(4.3%)
International	157	6%	221	8%	(29.0%)

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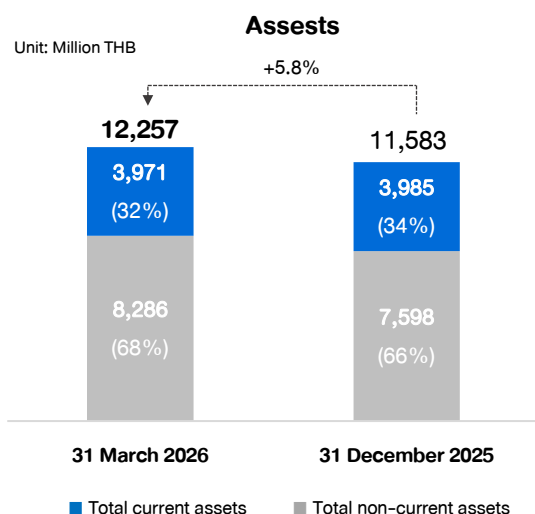
**Operating Revenue of the Company** in Q1/2026 was THB 2,757 million, decreased by THB 181 million, or 6.2% QoQ, due to the following factors:

- Revenue from Household Products** was THB 1,336 million, slightly increased by THB 2 million or 0.1% QoQ. This reflects the strength of the Household product segment, which continued to grow despite the high base in the previous quarter, supported by the government's economic stimulus measures. However, when considering performance by brand, the increase was primarily driven by the growth of the Smart brand across all product categories, including liquid detergent, fabric softener and dishwashing liquid. The increase was also supported by the growth of the Fineline brand, particularly in the fabric softener, driven by promotional activities and new product launches that better met consumer needs, enabling the Company to maintain sales despite the continued slowdown in overall purchasing power. This was a result of the successful execution of strategies aimed at continuously increasing domestic market share.
- Revenue from Personal Care Products** was THB 803 million, decreased by THB 21 million, or 2.5% QoQ. The decline was mainly due to decreased sales of cologne products under the TROS and Eversense brands, as well as a seasonal decline in moisturizing products. However, the decline was partially offset by the growth of liquid soap products, particularly under the BeNice brand, which continued to grow strongly following the execution of strategies focused on expanding domestic market share and benefited from the summer season.
- Revenue from Baby & Kids Products** was THB 618 million, significantly decreased by THB 162 million, or 20.8% QoQ. The decline was mainly due to decreased sales of liquid detergent and liquid soap products, largely from weaker demand for baby products in Thailand amid the current economic conditions, as well as lower demand for baby products across the CLMV countries, particularly in Vietnam, due to consumers bringing forward their spending to late last year ahead of the long holidays in the first quarter. However, this decline was partially offset by growth of D-nee Deluxe products, especially fabric softener, liquid soap, liquid detergent and moisturizing products. This reflects the success of the Company's strategy to expand its customer base into new segments, or the Segment Creator approach.

**Gross Profit** of the Company in Q1/2026 was THB 1,046 million, slightly decreased by THB 8 million or 0.8% QoQ, mainly due to the decline in operating revenue. Although the operation revenue and cost of sales decreased in line with the lower sales volume, the production cost per unit declined following the decrease in raw material prices. As a result, the **Gross Profit Margin** in Q1/2026 was 37.9%, up from 35.9% in Q4/2025.

**Net Profit Attributable to the Equity Holders of the Company** in Q1/2026 was THB 95 million, decreased by THB 71 million or 42.8% QoQ. The primary factors were the decrease in operating revenue and the increase in selling and administrative expenses from the previous quarter, mainly due to higher marketing and promotional activities aimed at strengthening the Company's competitive capabilities and supporting product launches. The ratio of selling and administrative expenses to operating revenue in Q1/2026 was 33.0%, up from 28.2% in Q4/2025. As a result, the **Net Profit Margin Attributable to the Equity Holders of the Company** in Q1/2026 was 3.4%, down from 5.6% in Q4/2025.

## Statement of Financial Position



Assets (Unit: Million THB)	31 MAR 2026	31 DEC 2025	Change	% Change
Cash and cash equivalents	81	144	(63)	(43.8%)
Trade and other current receivables	2,447	2,579	(132)	(5.1%)
Inventories	1,303	1,062	241	22.7%
Other current financial assets	4	125	(121)	(96.8%)
Other current assets	136	75	61	81.3%
<b>Total current assets</b>	<b>3,971</b>	<b>3,985</b>	<b>(14)</b>	<b>(0.4%)</b>
Advance payments for construction	121	179	(58)	(32.4%)
Property, plant and equipment	7,826	7,079	747	10.6%
Other non-current assets	339	340	(1)	(0.3%)
<b>Total non-current assets</b>	<b>8,286</b>	<b>7,598</b>	<b>688</b>	<b>9.1%</b>
<b>Total assets</b>	<b>12,257</b>	<b>11,583</b>	<b>674</b>	<b>5.8%</b>

As of 31 March 2026, the **Total assets** of the Company were THB 12,257 million, increased by THB 674 million or 5.8% from 31 December 2025. The increase in total assets was mainly due to the increase in

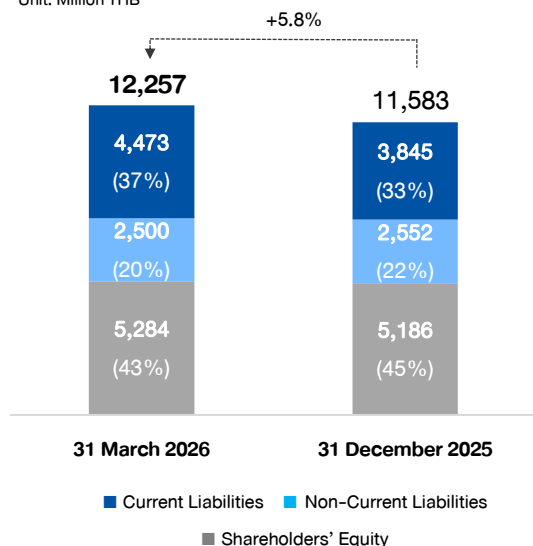
- (i) Property, plant and equipment of THB 747 million, mainly from investment in the expansion of household production capacity (Phase 1)
- (ii) Inventories of THB 241 million, mainly to support anticipated sales growth in the upcoming quarter.

However, the increase was partially offset by a decrease in

- (iii) Trade and other current receivables of THB 132 million, mainly from lower sales in Q1/2026 and higher collections from trade receivables
- (iv) Other current financial assets of THB 121 million, mainly from the redemption of investments in fixed income mutual funds to support the expansion of production capacity of the household plants (Phase 1)
- (v) Cash and cash equivalents of THB 63 million, mainly from investment in the expansion of household production capacity (Phase 1)
- (vi) Advance payments for construction of THB 58 million, mainly from construction investments to expand the production capacity of the household plants (Phase 1).

**Liabilities and Shareholder's Equity**

Unit: Million THB



Liabilities and Shareholders' Equity (Unit: Million THB)	31 MAR 2026	31 DEC 2025	Change	% Change
Short-term loans from banks	301	-	301	N/A <sup>1</sup>
Trade and other current payables <sup>2</sup>	3,411	3,113	298	9.6%
Current portion of Long-term loans	643	643	-	-
Other current liabilities	118	89	29	32.6%
<b>Total current liabilities</b>	<b>4,473</b>	<b>3,845</b>	<b>628</b>	<b>16.3%</b>
Long-term loans	1,954	2,013	(59)	(2.9%)
Other non-current liabilities	546	539	7	1.3%
<b>Total non-current liabilities</b>	<b>2,500</b>	<b>2,552</b>	<b>(52)</b>	<b>(2.0%)</b>
<b>Total liabilities</b>	<b>6,973</b>	<b>6,397</b>	<b>576</b>	<b>9.0%</b>
Issued and paid-up share capital	300	300	-	-
Share premium	2,901	2,901	-	-
Other capital surpluses	414	414	-	-
Retained earnings	1,638	1,543	95	6.2%
Non-Controlling Interest	31	28	3	10.7%
<b>Total shareholders' equity</b>	<b>5,284</b>	<b>5,186</b>	<b>98</b>	<b>1.9%</b>
<b>Total liabilities and shareholders' equity</b>	<b>12,257</b>	<b>11,583</b>	<b>674</b>	<b>5.8%</b>

<sup>1</sup> No % change as this is a new item in the current period.

<sup>2</sup> including Department of Revenue payables

As of 31 March 2026, the **Total liabilities** of the Company were THB 6,973 million, increased by THB 576 million or 9.0% from 31 December 2025. The increase in total liabilities was mainly due to the increase in

- (i) Short-term loans from banks of THB 301 million, mainly for working capital purposes.
- (ii) Trade and other current payables<sup>2</sup> of THB 298 million, mainly from purchases of raw materials and packaging materials to support higher production in the next quarter, as well as payables for construction and asset purchases for the household plant (Phase 1) expansion.

However, the increase was partially offset by a decrease in

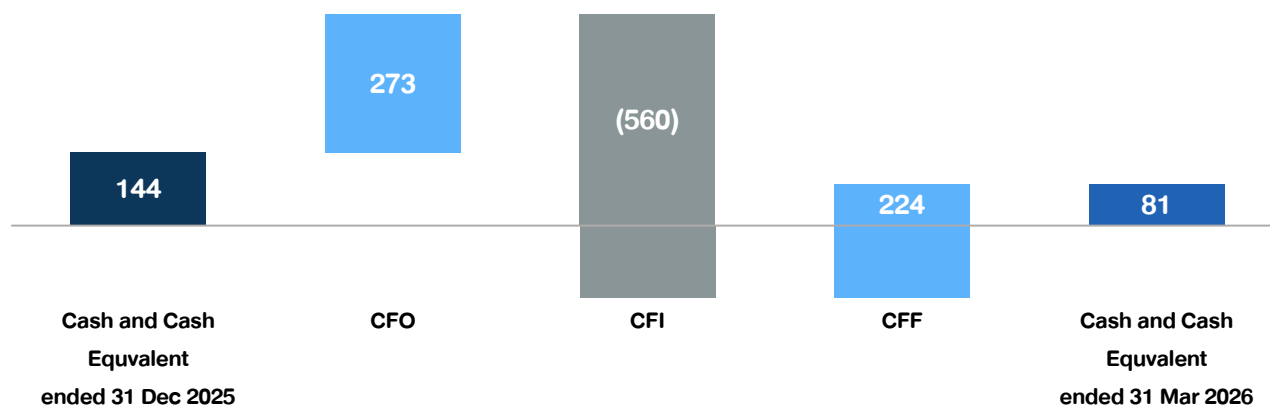
- (iii) Net long-term loans from financial institutions (including the current portion of long-term loans) totaled THB 59 million, mainly from principal repayments.

**Total shareholders' equity** as of 31 March 2026 was THB 5,284 million, increased by THB 98 million or 1.9% from 31 December 2025. The increase was mainly due to higher retained earnings of THB 95 million, resulting from total comprehensive income attributable to the Company's shareholders of THB 95 million in Q1/2026.



## Statement of cash flows for the three-month period ended 31 March 2026

Unit: Million



**Net cash from operating activities** of the Company for the period ending 31 March 2026 was THB 273 million, driven by the following key changes:

- (i) Cash from operating activities of THB 312 million (This was derived from pre-tax profit of THB 123 million, adjusted for non-cash reconciling items of THB 160 million and a net increase in working capital of THB 29 million)
- (ii) Interest paid of THB 22 million, and
- (iii) Corporate income tax paid amounted to THB 17 million.

**Net cash used in investing activities** of the Company for the period ending 31 March 2026 was THB 560 million, driven by the following key changes:

- (i) Cash paid for the acquisition of plants and equipment of THB 678 million, mainly from construction investments to expand production capacity of the household plants (Phase 1),

partially offset by

- (ii) Net proceeds from investment in current financial assets of THB 122 million, mainly from the redemption of investments in debt mutual funds to fund the expansion of production capacity of the household plants (Phase 1).

**Net cash from in financing activities** of the Company for the period ending 31 March 2026 was THB 224 million, driven by the following key changes:

- (i) Cash received from short-term loans from banks of THB 301 million, mainly for working capital purposes, and
- (iii) Cash received from long-term loans amounted to THB 101 million, mainly from the drawdown of borrowings for the expansion production capacity of the household plants (Phase 1),

partially offset by

- (ii) Cash repayment of long-term loans of THB 161 million.



## Significant factors that may affect the future operating results

The rising geopolitical tensions in the Middle East have affected important energy transport routes in the Strait of Hormuz. This has pushed global crude oil prices (WTI) higher and made them more volatile, depending on international political conditions. The situation is still ongoing. As a result, several economic agencies such as the Office of the National Economic and Social Development Council (NESDC)<sup>3</sup>, the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)<sup>4</sup>, and KKP Research<sup>5</sup> have revised down Thailand's economic growth forecast for 2026. They expect that the manufacturing sector may face disruptions from higher energy and raw material costs (a supply shock). This may then affect consumers' purchasing power and reduce overall business confidence.

As a manufacturer, marketer, and distributor of fast-moving consumer goods (FMCG), including fabric care, cleaning, and deodorizing products, the Company expects the above situation to inevitably affect its business. This is mainly driven by higher raw material costs, particularly surfactants and certain packaging materials, due to tight supply conditions. However, management and relevant teams are closely monitoring the situation through daily updates and are managing cost and supply chain risks in a systematic manner. The Company has also implemented initial mitigation measures as follows:

1. **Alternative sourcing of raw materials** to reduce the risk of supply shortages.
2. **Portfolio Optimization**, focusing on best-selling products and adjusting the timing of new product development (NPD) to align with market conditions.
3. **Cost and expense management** to help offset higher raw material costs.
4. **Review of promotion structure and sales promotion activities.**

Based on the above measures, the Company can continuously manage raw material sourcing to support short-term production on a rolling basis. However, under current assumptions, the gross profit margin in 2026 may decrease compared to 2025, to around 36-38%. Actual results will still depend on how the situation develops and other related factors. The Company may also take additional actions to further reduce the potential impact.

However, in a challenging economic environment, the Company is confident that its strong position of trusted brands will continue to be an important factor driving consumer choice. Consumers tend to choose well-known brands that offer good value for money during periods of economic uncertainty. This is in line with the Company's product portfolio, where its brands are leaders in several categories, with strengths in product quality, pricing, and a wide range of package sizes that can meet consumer needs in all economic conditions. In addition, government economic stimulus measures, including the "Thai Chuay Thai Plus" program and the increase in benefits under the state welfare card scheme starting in June 2026, are expected to help support purchasing power recovery and reduce living cost pressures for the consumers in the 2H/2026.

Based on the above supporting factors, the Company maintains its revenue growth target of mid-to-high single digit CAGR for 2023-2028. The Company will focus on maintaining its market leadership and managing risks as much as possible to create sustainable returns for all stakeholders. However, achieving this target depends on important external factors such as domestic and global economic and political conditions, energy prices, exchange rates, tourist arrivals, and wage income growth. These factors all affect consumer purchasing power and the Company's future performance.

<sup>3</sup> Thansettakij. (2026). **NESDC warns Middle East conflict to drag Thailand's 2026 GDP down to 1.3%**. Retrieved April 30, 2026, from <https://www.thansettakij.com/economy/652815>

<sup>4</sup> Prachachat Online (2026). **JSCCIB cuts Thailand's 2026 GDP forecast to 1.2-1.6% due to war impact on energy prices**. Retrieved April 30, 2026, from <https://www.prachachat.net/economy/news-1987190>

<sup>5</sup> KKP Research. (2026). **War impact on the economy: GDP forecast revised to 1.3%, with recession risks under close watch**. Retrieved April 30, 2026, from <https://advicecenter.kkpg.com/th/kkp-research/gdp-cut-down-and-stagflation-warning>


**Key Financial Ratio<sup>6</sup>**

Profitability Ratios	Q1/ 2026	Q1/ 2025	Q4/ 2025	Liquidity Ratios	Q1/ 2026	Q1/ 2025	Q4/ 2025
Gross profit margin	37.9%	41.8%	35.9%	Working capital ratio (times)	0.9	1.4	1.0
SG&A to operating revenue	33.0%	29.2%	28.2%	Average collection period (days)	80.9	75.8	75.2
Net profit margin	3.5%	10.0%	5.7%	Average inventory period (days)	62.2	59.2	55.3
Net Profit Margin for the Company	3.4%	9.8%	5.6%	Average payment period (days)	77.8	73.8	70.2
Return on equity	7.5%	20.0%	11.2%	Cash Conversion Cycle (days)	65.3	61.2	60.3

Efficiency Ratios	Q1/ 2026	Q1/ 2025	Q4/ 2025	Financial Policy Ratios	Q1/ 2026	Q1/ 2025	Q4/ 2025
Return on assets	3.3%	9.5%	5.1%	Liability to equity (times)	1.3	1.1	1.2
Asset turnover (times)	0.9	0.9	1.0	Interest-bearing debt to equity (times)	0.6	0.5	0.5

<sup>6</sup> Financial Ratio Formulas

Profitability Ratios

Gross Profit Margin = Gross Profit / Operating Revenue

SG&A to Operating Revenue Ratio = Selling and Administrative Expenses / Operating Revenue

Net Profit Margin = Net Profit / Total Revenue

Net Profit Margin for the Company = Net Profit Margin Attributable to the Equity Holders of the Company / Total Revenue

Return on Equity (ROE) = Net Profit (Annualized) / Average Total Shareholders' Equity

Efficiency Ratios

Return on Assets (ROA) = Net Profit (Annualized) / Average Total Assets

Asset Turnover Ratio = Total Revenue (Annualized) / Average Total Assets

Liquidity Ratios

Working Capital Ratio = Total Current Assets / Total Current Liabilities

Average Collection Period = 365 / (Operating Revenue (Annualized) / Average Trade Receivables before Allowance (excluding other receivables))

Average Inventory Period = 365 / (Cost of Sales (Annualized) / Average Inventory)

Average Payment Period = 365 / (Cost of Sales (Annualized) / Average Trade Payables (excluding other payables))

Cash Conversion Cycle = (Average Inventory Turnover Period + Average Collection Period) - Average Payment Period

Financial Policy Ratios

Liability to equity ratio = Total Liabilities / Total Shareholders' Equity

Interest-Bearing Debt to Equity Ratio = Interest-Bearing Liabilities / Total Shareholders' Equity





The Company’s Approach to Driving Business towards Sustainability (ESG)

The Company has developed a sustainable operations roadmap (ESG Activity Roadmap) to align with its circular economy policy and short-term and medium-term goals. The Company has plans and goals for promoting and developing sustainability, which aim to reduce environmental impact as follows:

Sustainable Operations Roadmap (ESG Activity Roadmap)



In Q1/2026 the Company implemented the following activities under its ESG Activity Roadmap:

**GHG Emissions Reduction**

The Company has assessed its organizational greenhouse gas emissions (Carbon Footprint for Organization: CFO) following the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization) and the international standard ISO 14064-1, which sets criteria for measuring and reporting greenhouse gas emissions since 2023. In addition, the Company remains committed to reducing greenhouse gas emissions through both short-term and long-term action plans. This includes collecting data on both emissions and carbon sequestration from all business activities, covering all three scopes of greenhouse gas emissions.

Greenhouse gas emissions data of NEO Corporate Public Company

Standard criteria	Unit	2025	Q1/2026
Scope 1	tonCO <sub>2</sub> e	4,098	743
Scope 2	tonCO <sub>2</sub> e	9,909	2,432
Scope 1 and 2	tonCO <sub>2</sub> e	14,007	3,175
Scope 3	tonCO <sub>2</sub> e	160,922	45,349

Note: The information was collected and assessed in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization) and the international standard ISO 14064-1.

In Q1/2026, the Company’s greenhouse gas emissions in Scope 1–2 exceeded the target by 23%, mainly due to the expansion of production capacity, which is currently under construction, relocation, installation, and commissioning of machinery. This resulted in higher overall energy and fuel consumption, directly increasing emissions in these scopes. However, the Company’s total greenhouse gas emissions (Scope 1–3) was 2% below the target, driven by collaboration with the supply chain to reduce emissions across the value chain. The Company remains committed to continuously improving energy management and controlling greenhouse gas emissions to achieve its long-term Net Zero target, while also contributing to Thailand’s NDC 3.0 commitments.

**Reduce (20% by 2025)**

The Company reduced its use of virgin plastic by 1,940 tons, or 25% compared to the previous year, exceeding the 20% target set for 2025 and successfully achieving the target. The Company remains committed to continuously implementing measures to reduce plastic usage to enhance resource efficiency and support its long-term sustainability goals.

**Recyclable (100% by 2030)**

The Company reported that recyclable packaging materials account for 81% of total packaging volume, while the remaining 19% consists of laminated film packaging, which is non-recyclable. The Company is developing a process to recover and reuse used laminated film, collaborating with the National Metal and Materials Technology Center (MTEC) and key laminated film manufacturers.

**Recycled content (10% by 2573)**

Beginning with 2023, the Company developed and tested plastic pellets produced from post-consumer plastic bottles, which were processed into post-consumer recycled (PCR) plastic pellets to support the circular economy. As of Q1/2026, packaging made from PCR plastic pellets had been utilized in a total volume of 363 tons, helping reduce greenhouse gas emissions by approximately 1,182 tons of carbon dioxide equivalent (CO<sub>2</sub>e), in alignment with the Company’s sustainability goals and its commitment to minimizing environmental impact.

