Neo Corporate Public Company Limited

Management Discussion and Analysis (MD&A)

For Q3/2025 & 9M/2025 Operating Results

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

มุ่งมั่นที่จะเป็นบริษัท FMCG แห่งนวัตกรรมของเอเชีย ที่ช่วยยกระดับคุณภาพชีวิตที่ดีให้กับผู้บริโภค

9M/2025 Highlights

OPERATING REVENUE	DOMESTIC REVENUE	HOUSEHOLD REVENUE	SG&A to Sales Ratio
7,800 Million THB	7,090 Million THB	3,435 Million THB	32.4%
▲ 5.4% YoY	▲ 5.9% YoY	▲ 12.5% YoY	Compared to 32.4%in 9H/2024

Executive Summary

Results Overview (Unit: Million THB)	Q3/ 2025	Q3/ 2024	YoY (%)	Q2/ 2025	QoQ (%)	9M/ 2025	9M/ 2024	YoY (%)
Operating Revenue	**2,627**	**2,437**	**7.8%**	**2,584**	**1.7%**	**7,800**	**7,403**	**5.4%**
Gross Profit	**973**	**1,082**	**(10.1%)**	**1,000**	**(2.7%)**	**3,055**	**3,386**	**(9.8%)**
Selling and Administrative Expenses (SG&A)	885	788	12.3%	885	0.0%	2,524	2,395	5.4%
Net Profit for the Period	**60**	**235**	**(74.5%)**	**83**	**(27.7%)**	**403**	**779**	**(48.3%)**
Net Profit Attributable to the Equity Holders of the Company	**59**	**231**	**(74.5%)**	**80**	**(26.3%)**	**395**	**768**	**(48.6%)**
Gross Profit Margin (%)	37.0%	44.4%	-	38.7%	-	39.2%	45.7%	-
Net Profit Margin (%)	2.3%	9.6%	-	3.2%	-	5.1%	10.5%	-
Net Profit Margin Attributable to the Equity Holders of the Company (%)	2.2%	9.4%	-	3.1%	-	5.0%	10.3%	-
Basic Earnings Per Share (Baht/Share)	0.20	0.77	(74.0%)	0.27	(25.9%)	1.32	2.81	(53.0%)

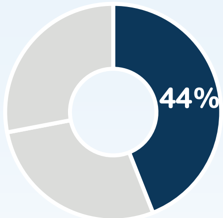
Notes: Values may differ by one decimal point due to rounding

In Q3/2025, Neo Corporate Public Company Limited (the “Company” or “NEO”) reported total operating revenue of THB 2,627 million, increased by THB 190 million or 7.8% YoY, mainly due to growth from the household and personal care segments. Revenue from household products and personal care products grew by 16.5% and 5.7% YoY, respectively. This reflects the success of our strategy focused on increasing domestic market share. In Q3/2025, based on Nielsen (Thailand) data, the Company’s liquid detergent and fabric softener market values grew by 14.8% and 17.0% YoY, respectively, resulting in market share gains of approximately 90 bps (0.92%) and 145 bps (1.45%) to 29.3% and 11.8%. This indicates the Company’s growth and strong brands. Net profit attributable to the equity holders of the Company was THB 59 million, down 74.5% YoY, primarily due to a significant increase in raw material costs and higher SG&A expenses for sales promotion, such as placing products in prominent store locations beyond regular shelves to attract consumers' attention.

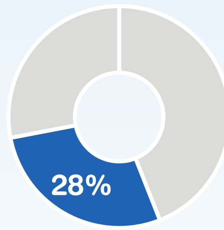
In 2025, the Company has faced challenges from a weak economy, declining purchasing power, and higher costs of key raw materials due to tight palm oil supply and rising demand from the energy and downstream industries. However, the Company views this as an important period to strengthen its long-term capabilities and has invested in expanding production capacity to support future growth. This reflects higher depreciation from increased assets. The Company recognizes that these factors may pressure its profitability over the next 2–3 years but remains confident that the economy will gradually recover and that these investments will enhance competitiveness and support a stronger long-term profit base. The Company has revised its projected average sales growth for 2023–2028 (5-year CAGR) to reflect current conditions, now expecting single-digit growth instead of the previous double-digit targeted. However, management team and employees continue to focus on improving profitability through cost control and product mix optimization to strengthen long-term performance.

The Company reaffirms its intention to deliver steady and sustainable returns to shareholders while maintaining its dividend policy of paying not less than 40% (and not limited to) of the net profit based on the separate financial statements. The Company paid a dividend of 45% for the 2024 fiscal year, equivalent to THB 1.35 per share, demonstrating its responsibility to shareholders despite the period of investments for future growth and amid short-term challenges from external factors.

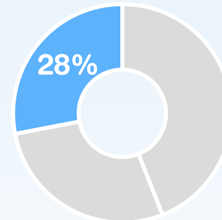
9M/2025 Operating Revenue Structure



Household Products



Personal Care Products



Baby & Kids Products

YOY: Q3/2025 Operating Revenue Structure and Analysis (Compared to Q3/2024)

Revenue Structure (Unit: Million THB)	Q3/2025	% of Revenue	Q2/2025	% of Revenue	YoY (%)
Operating Revenue – by Segment	**2,627**	**100%**	**2,437**	**100%**	**7.8%**
Household Products	1,194	46%	1,025	42%	16.5%
Personal Care Products	745	28%	705	29%	5.7%
Baby & Kids Products	688	26%	707	29%	(2.7%)
Operating Revenue – by Geography	**2,627**	**100%**	**2,437**	**100%**	**7.8%**
Domestic	2,439	93%	2,244	92%	8.7%
International	188	7%	193	8%	(2.6%)

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

Operating Revenue of the Company in 3Q/2025 was THB 2,627 million, increased by THB 190 million, or 7.8% YoY, due to the following factors:

- **Revenue from Household Products** was THB 1,194 million, increasing significantly THB 169 million, or 16.5% YoY. The increase in revenue was primarily driven by the growth of the Fineline brand, particularly in liquid detergent and fabric softener products. This was a result of the successful execution of strategies aimed at continuously increasing domestic market share. The revenue growth also reflects the development of new products alongside the enhancement of existing ones (NPD & Relaunch), such as Fineline Concentrated liquid detergent "3-in-1" series, which offers deep cleaning, wrinkle reduction, and a long-lasting gentle fragrance all in one product, and has gained strong popularity among consumers with limited time. In addition, in September 2025, Fineline launched the "SHINE THE HAPPINESS" campaign in collaboration with "BUS," a T-pop boy band, as part of its marketing and promotional activities that helped drive growth for Fineline's liquid detergent and fabric softener under the "Happiness" series.
- **Revenue from Personal Care Products** was THB 745 million, increased by THB 40 million, or 5.7% YoY. The increase in revenue was driven by the growth of the Eversense, Vivite, and BeNice brands. The growth of the Eversense brand was mainly driven by its roll-on products, including the Eversense Extra White Roll-On with Yogurt Formula, featuring Swiss red apple extract rich in vitamins and organic acids to brighten the skin, and yogurt extract to nourish and soften underarms. Revenue was further boosted by the successful launch of new products under the Young Adult segment of the D-nee brand. Products such as the D-nee Blooming Glow Series Body Wash and D-nee Body Serum have been promoted through ongoing brand and product awareness campaigns featuring a highly popular presenter.

- **Revenue from Baby & Kids Products** was THB 688, decreased by THB 19 million, or 2.7% YoY. The decline was mainly due to decreased sales of liquid soap and liquid detergent products. The main contributing factors were the slowdown in the baby product market because of the current economic conditions, coupled with a decline in demand for baby products in Laos. However, the decline was partial ly offset by growth in baby lotion, particularly D-Nee Baby Sakura Lotion, a gentle formula designed for delicate skin, enriched with Vitamin E, natural mineral water, and Sakura extract to provide lasting moisture.

Gross Profit of the Company in Q3/2025 was THB 973 million, decreased by THB 109 million or 10.1% YoY, due to the significant 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 46% in Q3/2025, compared to 42% in Q3/2024. In addition, the Company recognized a depreciation expense of approximately 30 million baht from the personal care product manufacturing building (including utilities) after the building was ready for use in March 2025. As a result, the **Gross Profit Margin** in Q3/2025 was 37.0%, down from 44.4% in Q2/2025.

Net Profit Attributable to the Equity Holders of the Company in Q3/2025 was THB 59 million, decreased by THB 172 million, or 74.5% YoY, mainly due to a decrease in gross profit. In addition, the Company recognized increased selling and administrative expenses compared to the previous year, largely due to sales promotions aimed at boosting sales in department stores and retail outlets, enhancing product visibility , and strengthening the Company's competitiveness and the marketing of new products. However, marketing and promotional spending varies depending on product seasonality, market conditions, and the competitive landscape. The ratio of selling and administrative expenses to operating revenue in Q3/2025 was 33.7%, increasing from 32.3% in the same period of the previous year. As a result, the **Net Profit Margin Attributable to the Equity Holders of the Company** in Q3/2025 was 2.2%, down from 9.4% in Q2/2025.

QoQ: Q3/2025 Operating Revenue Structure and Analysis (Compared to Q2/2025)

Revenue Structure (Unit: Million THB)	Q3/2025	% of Revenue	Q2/2025	% of Revenue	QoQ (%)
Operating Revenue – by Segment	**2,627**	**100%**	**2,584**	**100%**	**1.7%**
Household Products	1,194	46%	1,156	45%	3.3%
Personal Care Products	745	28%	703	27%	6.0%
Baby & Kids Products	688	26%	725	28%	(5.1%)
Operating Revenue – by Geography	**2,627**	**100%**	**2,584**	**100%**	**1.7%**
Domestic	2,439	93%	2,309	89%	5.6%
International	188	7%	275	11%	(31.6%)

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

Operating Revenue of the Company in Q3/2025 was THB 2,627 million, increased by THB 43 million, or 1.7% QoQ, due to the following factors:

- **Revenue from Household Products** was THB 1,194 million, increased by THB 38 million or 3.3 QoQ. The primary driver was the growth of the Fineline brand, particularly its fabric softener products, as well as the Smart brand in the liquid detergent products. This was the result of the successful implementation of the Company's strategy to continuously increase domestic market share. The revenue growth also reflects the development of new products alongside the enhancement of existing ones (NPD & Relaunch), such as the Fineline Concentrated Fabric Softener "One for All" series, which delivers a long-lasting fragrance for 30 days with a unisex scent suitable for everyone. It helps reduce odors from all sources and retains its fragrance even after heat exposure. Launched in Q2/2025, the product has continued to receive positive consumer feedback, supporting ongoing sales growth in the following quarter.
- **Revenue from Personal Care Products** was THB 745 million, increased by THB 42 million, or 6.0% QoQ. The growth was driven by the strong performance of the Eversense and BeNice brands. Eversense performed strongly, with its roll-on and cologne products receiving positive feedback from consumers. At the same time, BeNice launched new moisturizing products this quarter, including BeNice Bright & Protect Grape Exo Bright Body Serum, which features grape extract, absorbs quickly and offers sevenfold sun protection. The increase in sales of moisturizing products is in line with retailers' tendency to place orders in advance to prepare for the winter season.

- **Revenue from Baby & Kids Products** was THB 688 million, decreased by THB 37 million, or 5.1% QoQ. The main reason was a slowdown in overseas sales, as key export markets were cautious in placing orders amid a strong Thai baht, with order volumes expected to be postponed to Q4/2025. However, the decline in overseas sales was partially offset by domestic growth in liquid detergent products, particularly D-nee liquid detergent "2-in-1," baby liquid detergent with fabric softener, which showed remarkable growth. This success reflects the Company's effective market research and analysis, enabling it to meet consumer needs in the current economic environment.

Gross Profit in Q3/2025 was THB 973 million, decreased by THB 27 million, or 2.7% QoQ, due to the increase in raw material costs and changes in the product mix. The proportion of revenue from the baby & kids products segment, which has a higher gross margin than other segments, stood at 26% in Q3/2025, compared to 28% in Q2/2025. As a result, the **Gross Profit Margin** in Q3/2025 was 37.0%, down from 38.7% in Q2/2025.

Net Profit Attributable to the Equity Holders of the Company in Q3/2025 was THB 59 million, decreased by THB 21 million, or 26.3% QoQ. The primary factor was a decline in gross profit. Although the ratio of selling and administrative expenses to operating revenue in Q3/2025 was 33.7%, down from 34.2% in Q2/2025, this increase was at a lower rate than the increase in gross profit margin. As a result, the **Net Profit Margin Attributable to the Equity Holders of the Company** in Q3/2025 was 2.2%, down from 3.1% in Q2/2025.

YoY: 9M/2025 Operating Revenue Structure and Analysis (Compared to 9M/2024)

Revenue Structure (Unit: Million THB)	9M/2025	% of Revenue	9M/2024	% of Revenue	YoY (%)
Operating Revenue – by Segment	**7,800**	**100%**	**7,403**	**100%**	**5.4%**
Household Products	3,435	44%	3,053	41%	12.5%
Personal Care Products	2,187	28%	2,047	28%	6.8%
Baby & Kids Products	2,178	28%	2,303	31%	(5.4%)
Operating Revenue – by Geography	**7,800**	**100%**	**7,403**	**100%**	**5.4%**
Domestic	7,090	91%	6,698	90%	5.9%
International	710	9%	705	10%	0.7%

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

Operating Revenue of the Company in 9M/2025 was THB 7,800 million, increased by THB 397 million or 5.4% YoY, due to the following factors:

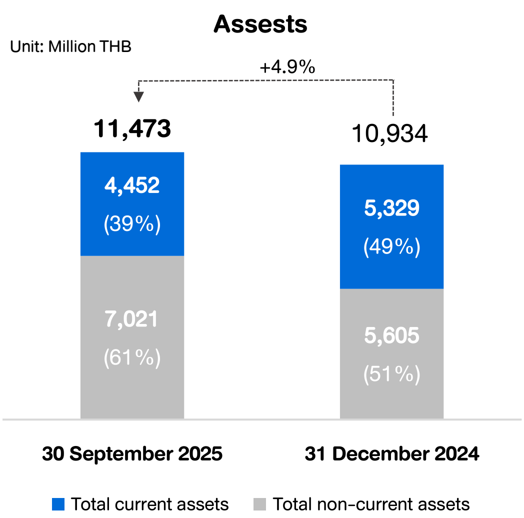
- **Revenue from Household Products** was THB 3,435 million, increased by THB 382 million or 12.5% YoY. mainly due to the growth in revenue from the Fineline and Tomi brands, as well as the launch of the LovliTails brand in May 2025. The growth of the Fineline brand was particularly driven by its liquid detergent and fabric softener products. This was a result of the successful execution of strategies aimed at continuously increasing domestic market share. The revenue growth also reflects the development of new products alongside the enhancement of existing ones (NPD & Relaunch), such as Fineline Concentrated Fabric Softener Plus Sunny Gold Scent. This product builds on the success of Fineline Liquid Detergent Plus in the same scent, which has gained strong consumer popularity and delivered outstanding growth this quarter, receiving a warm response from consumers.
- **Revenue from Personal Care Products** was THB 2,187 million, increased by THB 140 million, or 6.8% YoY. The increase in revenue was mainly driven by the growth of the BeNice brand, particularly its shower cream products, supported by the Company's ongoing efforts to expand market share along with the launch of new moisturizing products since Q2/2024. In addition, revenue growth was supported by the expansion of the Eversense and Vivite brands and the launch of the LovliTails brand with its LovliTails Natural & Mild shampoo for dogs and cats, as well as the development of shower cream and moisturizing products for young adults under the D-nee brand, such as the D-nee Blooming Glow body wash series and D-nee Body Serum, which were introduced to consumers for the first time this year.
- **Revenue from Baby & Kids Products** was THB 2,178 million, decreased by THB 125 million, or 5.4% YoY. The decline was mainly due to decreased sales of liquid detergent and baby bottle cleaning products. The main factors were the slowdown in the baby product market because of the current economic conditions, coupled with a decline in demand for baby products in Laos. However, this decline was partially

offset by growth across all D-nee Deluxe products, including liquid detergent, fabric softener, shower cream, talcum, and moisturizing products. This reflects the Company's strategy to expand its customer base into new segments, or the Segment Creator approach.

Gross Profit in 9M/2025 was THB 3,055 million, decreased by THB 331 million or 9.8% YoY, due to the increase in the cost of sales outpacing the growth in operating revenue, primarily driven by a significant rise in raw materials costs. In addition, the Company recognized a depreciation expense of approximately 54 million baht from the personal care product manufacturing building (including utilities) after the building was ready for use in March 2025. As a result, the **Gross Profit Margin** in 9M/2025 was 39.2%, down from 45.7% in 9M/2024.

Net Profit Attributable to the Equity Holders of the Company in 9M/2025 was THB 395 million, decreased by THB 373 million, or 48.6% from 9M/2024. The primary factor was a decline in gross profit. In addition, the Company recognized an increase in selling and administrative expenses compared to the same period last year, mainly due to higher spending on promotional activities, such as product displays in prominent retail store areas to attract consumer attention, enhance the Company's competitiveness, and support new product launches, along with higher transportation expenses resulting from increased fuel costs compared with the previous year. However, the ratio of selling and administrative expenses to operating revenue (SG&A-to-sales) for 9M/2025 was 32.4%, equivalent to the same period last year. Despite a stable SG&A-to-sales ratio, the gross profit margin declined significantly. As a result, the **Net Profit Margin Attributable to the Equity Holders of the Company** was 5.0% in 9H/2025, down from 10.3% in 9H/2024.

Statement of Financial Position



Assets (Unit: Million THB)	30 SEP 2025	31 DEC 2024	Change	% Change
Cash and cash equivalents	125	169	(44)	(26.0%)
Trade and other current receivables	2,286	2,195	91	4.1%
Inventories	1,204	924	280	30.3%
Other current financial assets	753	1,978	(1,225)	(61.9%)
Other current assets	84	63	21	33.3%
Total current assets	**4,452**	**5,329**	**(877)**	**(16.5%)**
Advance payments for construction	203	8	195	2437.5%
Property, plant and equipment	6,485	5,329	1,156	21.7%
Other non-current assets	333	268	65	24.3%
Total non-current assets	**7,021**	**5,605**	**1,416**	**25.3%**
Total assets	**11,473**	**10,934**	**539**	**4.9%**

As of 30 September 2025, the Total assets of the Company were THB 11,473 million, increased by THB 539 million or 4.9% from 31 December 2024. The increase in total assets was mainly due to the increase in

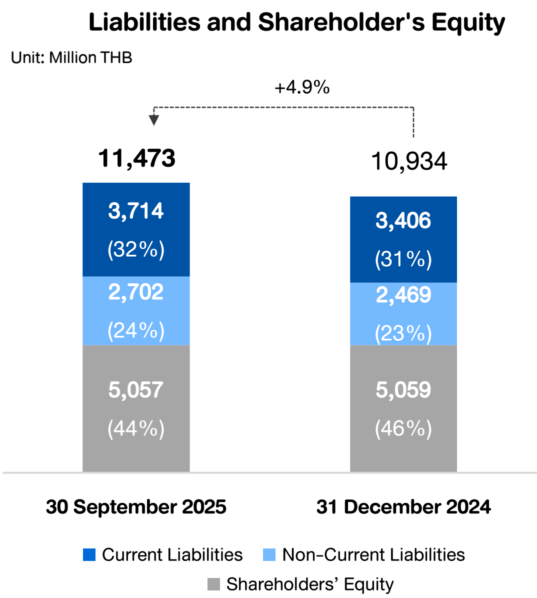
(i) Property, plant and equipment of THB 1,156 million, mainly from construction investments to expand production capacity of the personal care and household plants (Phase 1)

(ii) Inventories of THB 280 million, mainly to support anticipated sales growth in the upcoming quarter. This includes advanced inventory stocking during the relocation of machinery to the new personal care products building, ensuring seamless operations and uninterrupted product delivery and

(iii) Advance payments for construction of THB 195 million, mainly from construction investments to expand the production capacity of the household plants (Phase 1).

However, the increase was partially offset by a decrease in

(iv) Other current financial assets of THB 1,225 million, mainly from the withdrawal of fixed deposits to invest in construction projects to expand production capacity of the household plants (Phase 1).



Liabilities and Shareholders' Equity (Unit: Million THB)	30 SEP 2025	31 DEC 2024	Change	% Change
Trade and other current payables [1]	3,018	2,698	320	11.9%
Current portion of Long-term loans	643	538	105	19.5%
Other current liabilities	53	170	(117)	(68.8%)
Total current liabilities	**3,714**	**3,406**	**308**	**9.0%**
Long-term loans	2,174	1,992	182	9.1%
Other non-current liabilities	528	477	51	10.7%
Total non-current liabilities	**2,702**	**2,469**	**233**	**9.4%**
Total liabilities	**6,416**	**5,875**	**541**	**9.2%**
Issued and paid-up share capital	300	300	-	-
Share premium	2,901	2,901	-	-
Other capital surpluses	414	414	-	-
Retained earnings	1,407	1,417	(10)	(0.7%)
Non-Controlling Interest	35	27	8	29.6%
Total shareholders' equity	**5,057**	**5,059**	**(2)**	**0.0%**
Total liabilities and shareholders' equity	**11,473**	**10,934**	**539**	**4.9%**

[1] including Department of Revenue payables

As of 30 September 2025, the Total liabilities of the Company were THB 6,416 million, increased by THB 541 million or 9.2% from 31 December 2024. The increase in total liabilities was mainly due to the increase in

(i) Trade and other current payables [1] of 320 million, mainly from payables for construction and asset purchases for the household plant (Phase 1) expansion, along with raw materials and packaging to support increased production next quarter, and

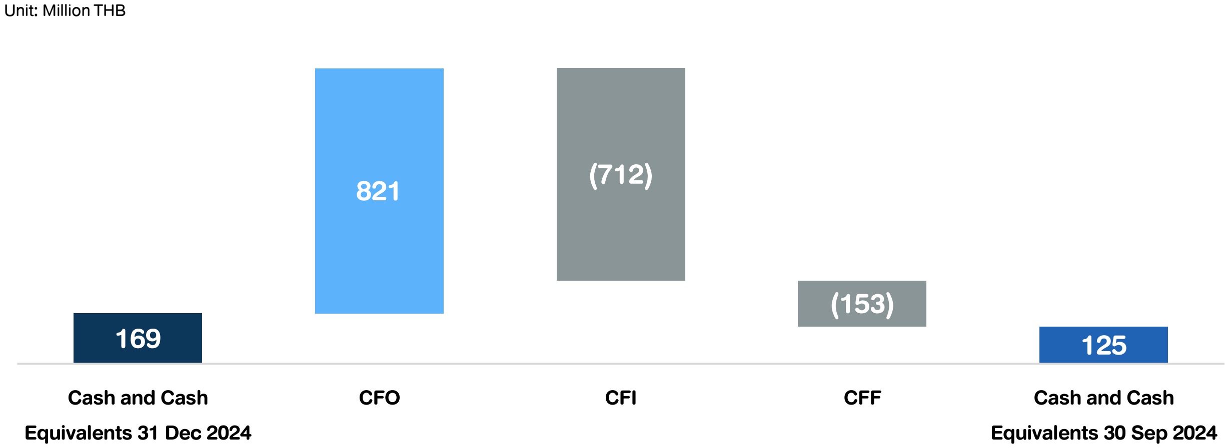
(ii) Net long-term loans from financial institutions (including the current portion of long-term loans) totaled THB 287 million, mainly from the final drawdown to fund the expansion project of the personal care production capacity.

However, the increase was partially offset by a decrease in

(iii) Accrued corporate income tax of 128 million.

Total shareholders' equity as of 30 September 2025 was THB 5,057 million, slightly decreased by THB 2 million from 31 December 2024. The decrease was due to a decrease in retained earnings of THB 10 million from the dividend payment to the Company's shareholders for the 2024 performance, totaling THB 405 million. However, the decrease in retained earnings was offset by an increase in total comprehensive income attributable to the Company's equity holders in 9M/2025, amounting to THB 395 million.

Statement of cash flows for the nine-month period ended 30 September 2025



Net cash from operating activities of the Company for the period ending 30 September 2025 was THB 821 million, driven by the following key changes:

(i) Cash from operating activities of THB 1,127 million (mainly due to the record of pre-tax profit of THB 506 million and adjustments to pre-tax profit for cash receipts of THB 439 million, adjusted for a net increase in working capital of THB 182 million

(ii) Interest received of THB 19 million

(iii) Interest paid of THB 79 million, and

(iv) Corporate income tax paid amounted to THB 246 million, primarily due to the annual tax payment for the 2024 fiscal year.

Net cash used in investing activities of the Company for the period ending 30 September 2025 was THB 712 million, driven by the following key changes:

(i) Cash paid for the acquisition of plants and equipment, and payables for buildings and equipment of THB 1,700 million, mainly from construction investments to expand production capacity of the personal care and household plants (Phase 1), and

(ii) Cash paid in advance for construction of THB 238 million from construction investments to expand production capacity of the household plant (Phase 1),

partially offset by

(iii) Net proceeds from investment in current financial assets of THB 1,241 million, mainly from the withdrawal of fixed deposits to invest in construction projects to expand production capacity of the household plant (Phase 1).

Net cash from financing activities of the Company for the period ending 30 September 2025 was THB 153 million, driven by the following key changes:

(i) Cash repayment of long-term loans of THB 487 million, and

(ii) Dividend paid to the Company's shareholders for the 2024 performance of THB 405 million,

partially offset by

(iii) Cash received from long-term loans amounted to THB 774 million, representing the final loan drawdown to fund the production capacity expansion project in the personal care product segment.

Key Financial Ratio[2]

Profitability Ratios	Q3/2025	Q3/2024	Q2/2025	9M/2025	9M/2024
Gross profit margin	37.0%	44.4%	38.7%	39.2%	45.7%
SG&A to operating revenue	33.7%	32.3%	34.2%	32.4%	32.4%
Net profit margin	2.3%	9.6%	3.2%	5.1%	10.5%
Net Profit margin attributable to the equity holders of the Company	2.2%	9.4%	3.1%	5.0%	10.3%
Return on equity	10.6%	32.5%	13.6%	10.6%	32.5%

Efficiency Ratios	Q3/2025	Q3/2024	Q2/2025	9M/2025	9M/2024
Return on assets	4.8%	11.7%	6.2%	4.8%	11.7%
Asset turnover (times)	0.9	1.1	0.9	0.9	1.1

Liquidity Ratios	Q3/2025	Q3/2024	Q2/2025	9M/2025	9M/2024
Working capital ratio (times)	1.2	1.9	1.4	1.2	1.9
Average collection period (days)	77.9	76.6	77.8	76.8	73.2
Average inventory period (days)	64.5	72.6	62.5	61.2	63.4
Average payment period (days)	79.1	82.1	77.5	75.2	74.2
Cash Conversion Cycle	63.3	67.1	62.8	62.7	62.4

Financial Policy Ratios	Q3/2025	Q3/2024	Q2/2025	9M/2025	9M/2024
Liability to equity (times)	1.3	1.2	1.3	1.3	1.2
Interest-bearing debt to equity (times)	0.6	0.6	0.6	0.6	0.6

[2] 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

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

Efficiency Ratios

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

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

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)

GHG Emissions Reduction	Reduce	Recyclable	Recycle
20% reducing greenhouse gas emissions **by 2030**	**20%** reducing greenhouse gas emissions **by 2030**	**100%** recyclable Packaging **by 2030**	**10%** proportion of recycled content **by 2030**

In Q3/2025 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

Standard criteria	Unit	2024	Q3/2025
Scope 1	tonCO_2e	4,877	2,802
Scope 2	tonCO_2e	6,858	7,479
Scope 1 and 2	tonCO_2e	11,735	10,308
Scope 3	tonCO_2e	206,991	74,000

Note: The greenhouse gas emission data represents the greenhouse gas emissions for Q3/2025. The data has been 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 2025, the Company transitioned from heavy fuel oil to liquefied natural gas (LNG), reducing CO_2 emissions by around 14% and lowering air pollutants such as SO_2, NO_x, and PM, benefiting both the environment and nearby communities. In 3Q/2025, the Company made progress in its use of thermal energy by switching from fuel oil to liquefied natural gas (LNG), which improved energy efficiency and signifi cantly reduced carbon emissions. However, Scope 2 emissions from electricity consumption slightly increased due to the expansion of new production facilities this year. Despite this, the Company's total carbon footprint remains on a downward trend versus last year and is still 59% below the target, supported by joint efforts with the supply chain to reduce Scope 3 emissions, the Company's largest source of carbon. This reflects NEO's strong commitment to Carbon Neutral and its path toward Net Zero through collaboration with business partners to deliver sustainable environmental outcomes.

Reduce (20% by 2025)

The Company reduced its use of virgin plastic by 1,778 tons or 23% of its total plastic packaging usage volume compared to the previous year.

Recyclable (100% by 2030)

The Company reported that recyclable packaging materials account for 82% of total packaging volume, while the remaining 18% 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)

In 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. From Q1/2025 to Q3/2025, the Company launched the Mass Series under the BeNice brand, utilizing packaging made from PCR plastic pellets. This initiative resulted in the use of 138 tons of PCR material and contributed to a reduction of 2,432 tons of carbon dioxide equivalent (CO_2e), in alignment with the Company's sustainability goals and commitment to minimizing environmental impact.