

OPPORTUNITY DAY PRESENTATION

Q1/2024

มุ่งมั่นที่จะเป็นบริษัท FMCG แห่งนวัตกรรมของเอเชีย ที่ช่วยยกระดับคุณภาพชีวิตที่ดีให้กับผู้บริโภค

NEO

BeNice

fineline

D-nee

TROS

Evensesse

Vivite

โคมี่

Smart

Q1/2024 Highlights



Successfully IPO on Stock Exchange of Thailand

- NEO Corporation PCL (NEO) was successfully listed on the Stock Exchange of Thailand (SET) on April 9, 2024. The opening price was 48.00 baht, **increased by Baht 9.00 (+23.08%) from the IPO price of Baht 39.00**



NEO Display Strong Financial Growth

- **NEO display operating revenue of Baht 2,472 million during Q1/2024**, increased by 8.5% YoY reflecting the ability of the Company to deliver consistent growth
- **Net Profit was Baht 272 million**, increased by 49.5% YoY due to impressive topline performance and efficient cost management



Continuous Launch of New Products Reinforcing Leadership Position

- During March 2024, NEO launched **D-nee Deluxe**, two products including body lotion and liquid fabric detergent that were invented and developed for everyone in the family, ranging from newborn up until Silver age

AGENDA

01

COMPANY OVERVIEW

Introduction of the Company of its business units and brands, as well as to identify key differentiation and success

02

FINANCIAL PERFORMANCE

Summarizes the key performance of the Company and the causes of the changes

03

NEO STRATEGY

Illustrates the Company strategy and key strengths

04

2024 OUTLOOK

Displays the project and initiatives that the Company targets to achieve in this year

NEO AT A GLANCE



1

Meet Our 8 Unique Brands

With strong market share covering
ALL customer segments



2

Extensive Distribution Channels

Covering domestic modern trade, traditional trade
and international markets



3

Strong R&D Capabilities

In house development team

R&D Capabilities

Market Insights

4

Experienced Management Team

More than 30 years of experience
with proven track record



NEO X FMCG Market Highlights

Well-recognized brands with high-quality products and effective marketing strategies leads to a continuous increase in market dominance



Approach to a Continuous Increase in Market Share



High-quality products with unique features from on-going R&D



Solid strategic marketing plan, equipped with effective marketing communication and promotional tools



Accomplished Marketing Strategy

Setting yearly goal and gaining market share of potential products



2021 – Fabric softeners



2022 – Liquid detergents



2023 – Liquid detergents and Roll-on



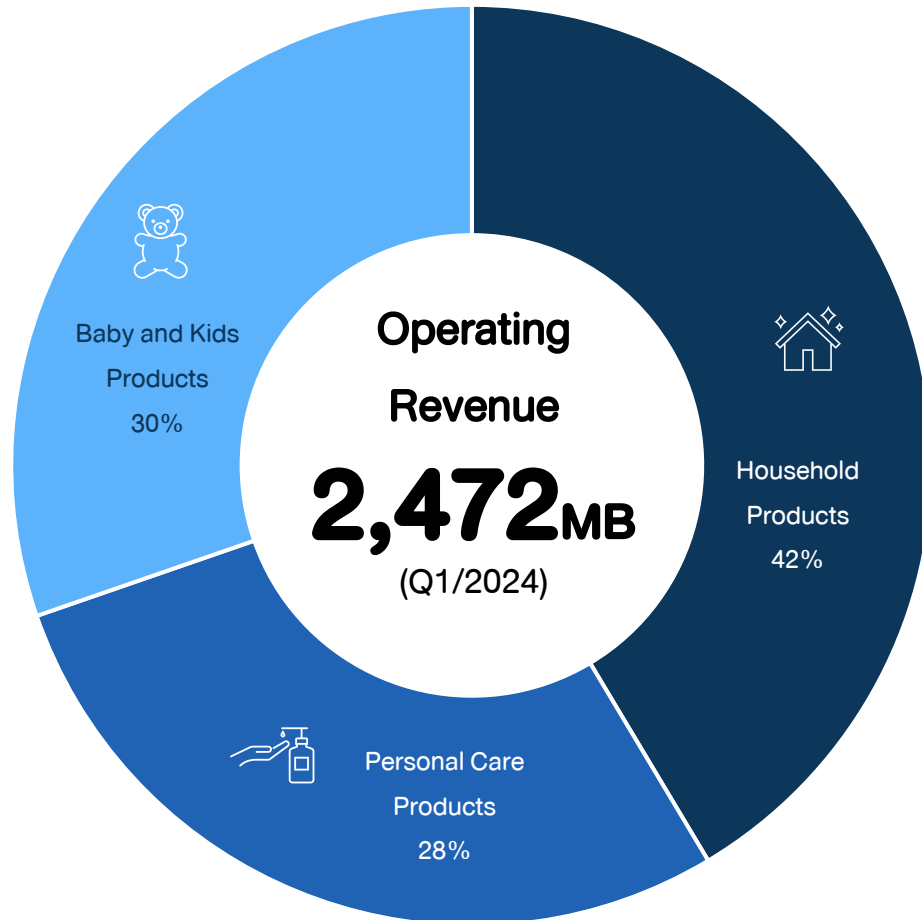
2024 – Liquid detergents and Roll-on

Selected outperforming growth of NEO's market share

Product Category	Main Products	NEO's market share	Growth (2022 – 2023)	
		FY 2023	NEO	Industry
Household Products	Liquid detergents	23.6%	31.0%	19.5%
Personal Care Products	Roll-on	11.4%	35.7%	12.9%
Baby and Kids Products	Liquid detergents	72.5%	10.4%	7.6%

Source: Nielsen Thailand, 2023

Business Breakdown



42% Household Products

Total solutions for fabric care and home cleaning products that are effective and safe including liquid detergents, fabric softener, fabric starch, floor cleaners, bathroom cleaners and cleaning spray



28% Personal Care Products

Extensive and distinctive personal care products to fulfill everyday needs of consumers including liquid soap, bar soap, feminine wash, cologne, roll on, hair styling, moisturizer and talcum powder

















30% Baby and Kids Products

High quality baby and kids products with gentleness proven by international standards including liquid detergents, fabric softener, liquid soap, cotton & baby wipes, talcum powder, moisturizer, utensil wash, surface cleaning, breast milk storage and giftsets
























Household Products and Market Share

Brand	Fabric Starch	Fabric Softeners	Liquid Detergents	Bathroom Cleaners	Floor Cleaners	Cleaning Spray
  <p>“Total Solutions For Your Beloved Clothes”</p>	 60.3%		 22.6%			
  <p>“Anti-bacterial Specialist”</p>						
  <p>“Home Cleaning Expert”</p>						

Source: Nielsen Thailand, 2023

1/ Market share data in 2022 is referred to Independent Market Research Report on the Non-Food FMCG Industry by Frost & Sullivan, August 2023

Personal Care Products and Market Share

Brand	Adult's Liquid Soap	Bar Soap	Roll on	Cologne	Hair Styling	Talcum Powder	Feminine Wash	Perfume	Moisturizer
 "Entire Skincare Solution" 	 17.0%						 38.5%		
 "Support Every Beauty Identity" 				 26.4%					
 "Men's Complete Grooming Products" 			 13.2%	 88.6%					
 "Gentle for Your Skin and Nature" 									

Source: Nielsen Thailand, 2023

Baby and Kids Products and Market Share

Brand	Liquid Detergents	Fabric Softeners	Utensil Wash	Liquid Soap	Cotton Baby Wipes	Talcum Powder	Moisturizer	Body Lotion	Surface Cleaning	Giftset
 <p>D-nee</p> <p>“Trusted Brand For Mildness That The Whole Family Will Enjoy”</p>	 72.5%	 82.1%		 30.2%						

Source: Nielsen Thailand, 2023

Extensive Distribution Channels



Domestic Market

Modern Trade

50%

- Retailers
- Wholesalers
- Department Stores
- Convenience Stores

~ 20,000 point of sales

Traditional Trade

34%

- Large to Medium Retailers
- Distributors
↓
- Small Retailers

~ 900 stores

~ 23 trade partners

>150,000 stores in 77 provinces

Other Channels

7%

- Online Channel
- Special Channel
- Others

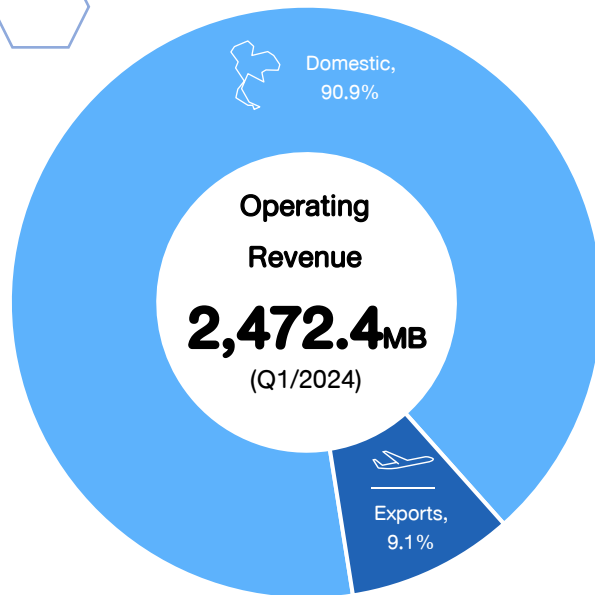
e-Commerce Platform



Specialty Stores (ex. beauty store, pharmacy)

Business Clients (ex. laundry shop, hotel)

Exhibition / Events / Roadshow



Export Market

Export Market

9%



Distributors

16 Countries

with focus on CLMV countries

- Retailers
- Wholesalers
- Online Channel

Comprehensive Consumer Insights

Successful introduction of new products via outstanding R&D capabilities, capturing market trends and consumers needs



Market Breakthrough

- ✓ First to introduce Fineline's fabric starch in 1991 in response to consumer trends
- ✓ Introduced D-nee in 1997 to capture market opportunities at the time with high quality and gentle products at reasonable price
- ✓ First to introduce BeNice's fruit-scented for the liquid soap market in 2002



Outstanding R&D

- ~ 1,500 SKUs in 2023
- 90 Staffs of R&D teams
- 10+ Average years of experiences of R&D staffs in FMCG business

New Product Launches for Growth



Organic Products

Organic products to meet customers' growing interest towards products with natural ingredients



Premiumization Products

Premium mass and premium products according to customers' behavior that are more willing to pay for high quality products



Silver Age

D-Nee Deluxe to capture the senior population trend to successfully penetrate the silver age target group with two new products: body lotion and liquid detergent



Trustworthy Product Testing



- **Baby and Kids Products:** Hypo-allergenic test by specialized international dermatological institute
- **Personal Care Products:** Irritation test

Experienced and Committed Management

Committed management team with extensive industry experience and diversified composition

Founder



Mr. Suthidej Thakolsri

Director / Chief Executive Officer

- Founder of NEO
- 34 years with FMCG Business and NEO
- Comprehensive knowledge in Business Strategy, Efficiency Management, and FMCG Industry



Ms. Patama Thakolsri

Director / Deputy CEO – Commercial

- Co-founder of NEO
- 34 years with FMCG Business and NEO
- Comprehensive knowledge in Marketing, Commercial, and FMCG Industry

Second Generation Successor



Miss Nitchamon Thakolsri

Director / Deputy CEO – Business Innovation

- 10 years with FMCG Business and NEO
- Experience in Research & Development, Sales, and Marketing



Miss Nissara Thakolsri

Director / Deputy CEO – Operations

- 7 years with FMCG Business and NEO
- Experience in Strategic Management, Human Resource, and Production

Professional Management

Ms. Nataya Tassanee *Chief Finance Officer*

- 20 years with NEO
- Experienced in Finance, Business Administration, and Accounting

Ms. Sirisupa Ajsonjorn *Chief Marketing Officer*

- 20 years with NEO
- Experienced in Marketing and International Business

Ms. Metta Siramongkholkarn *Chief Logistic Officer*

- 11 years with NEO
- Experienced in Logistics and Business Administration

Mr. Thanet Chonlakheth *Chief Manufacturing Officer^{1/}*

- 20 years with NEO
- Experienced in Engineering and Manufacturing

“Thailand's Best Companies to Work for in Asia”



4 times awarded

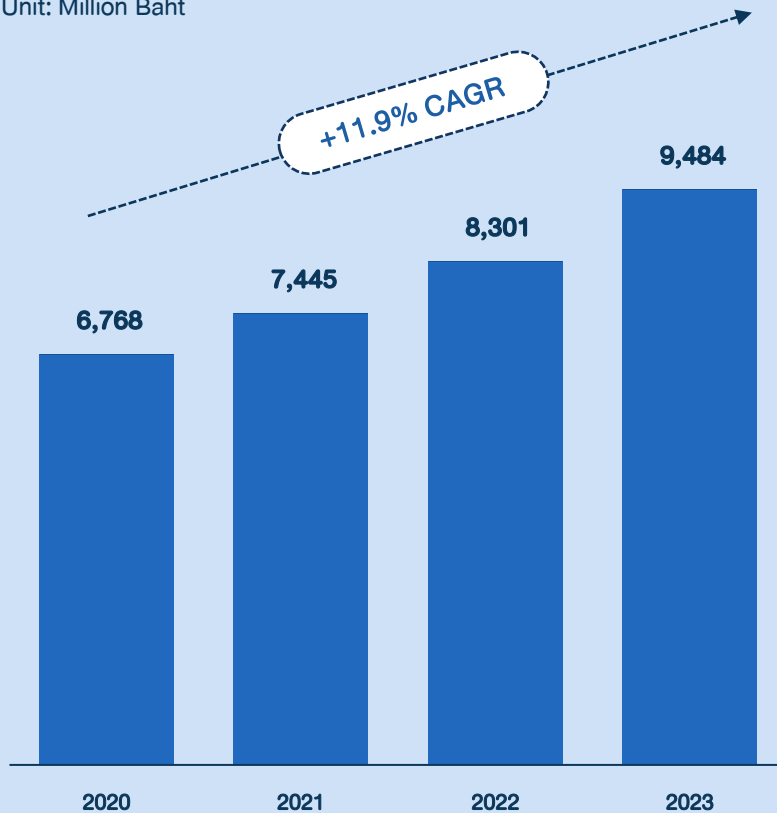
by HR Asia Magazine in 2019, 2021,
2022 and 2023

Our Proven Track Record 2020–2023



Growing revenue in all product categories

Unit: Million Baht



CAGR (2020–2023)

+15.9%



Household

+10.4%



Personal Care

+8.3%



Baby and Kids



*Resilient profitability margin despite
COVID-19 pandemic impact*

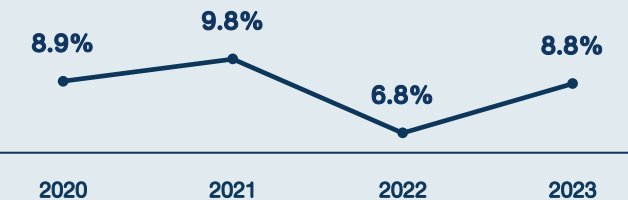
Gross Profit Margin

Unit: %



Net Profit Margin

Unit: %



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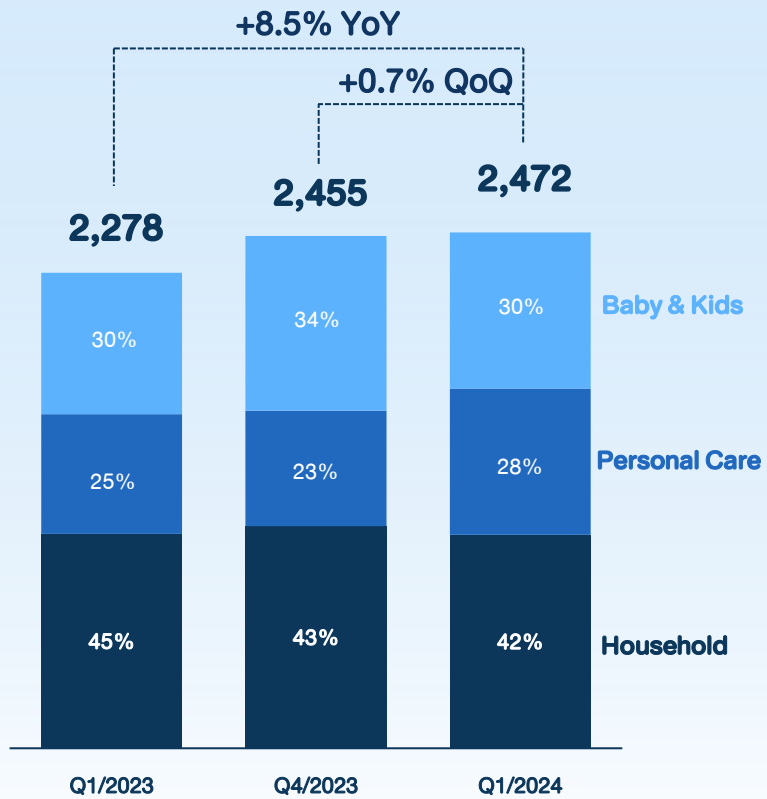
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Q1 2024 Financial Performance

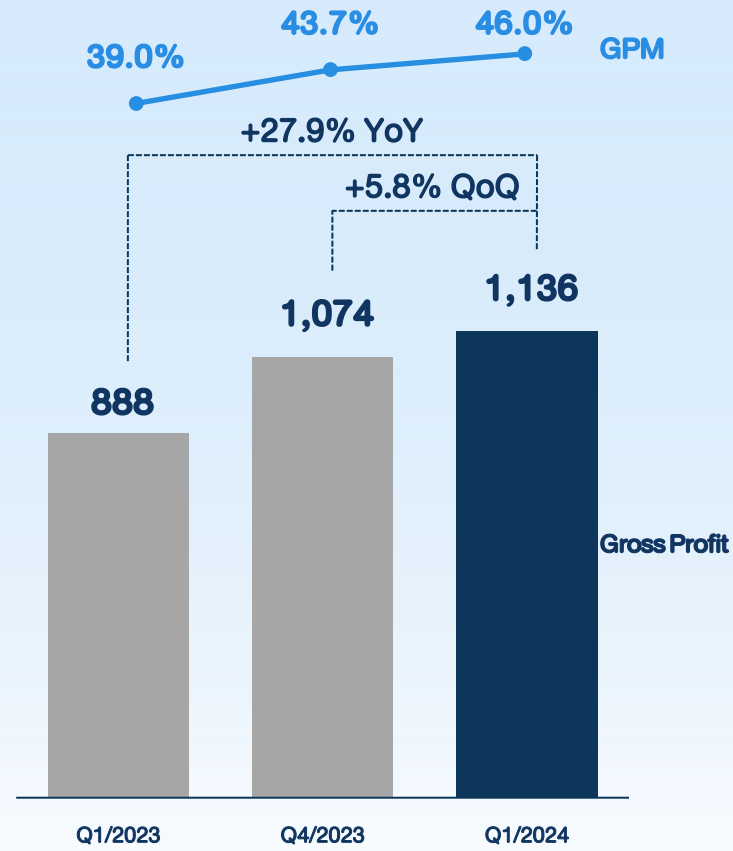
Revenue Breakdown by Business Unit

Unit: Million Baht, %



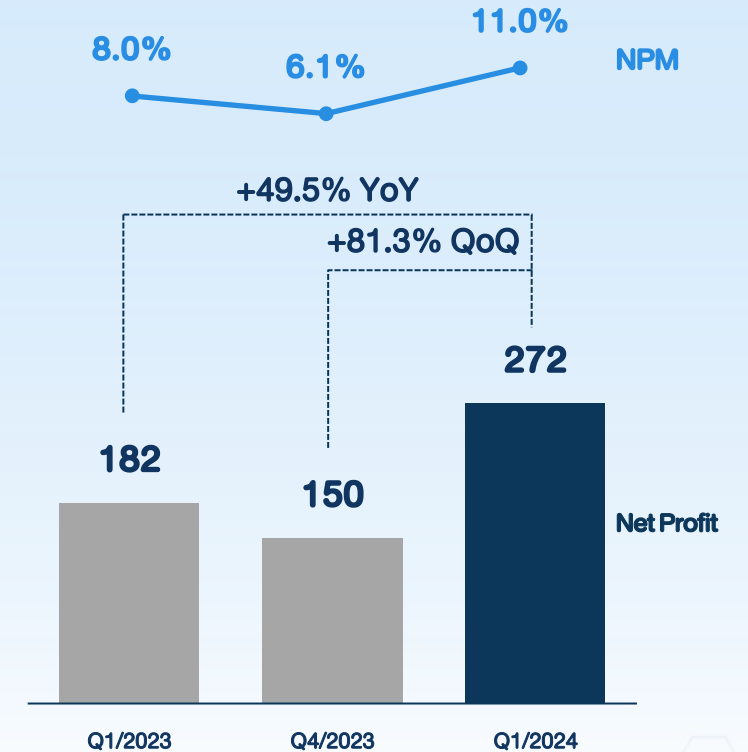
Gross Profit and Gross Profit Margin

Unit: Million Baht, %



Net Profit and Net Profit Margin

Unit: Million Baht, %

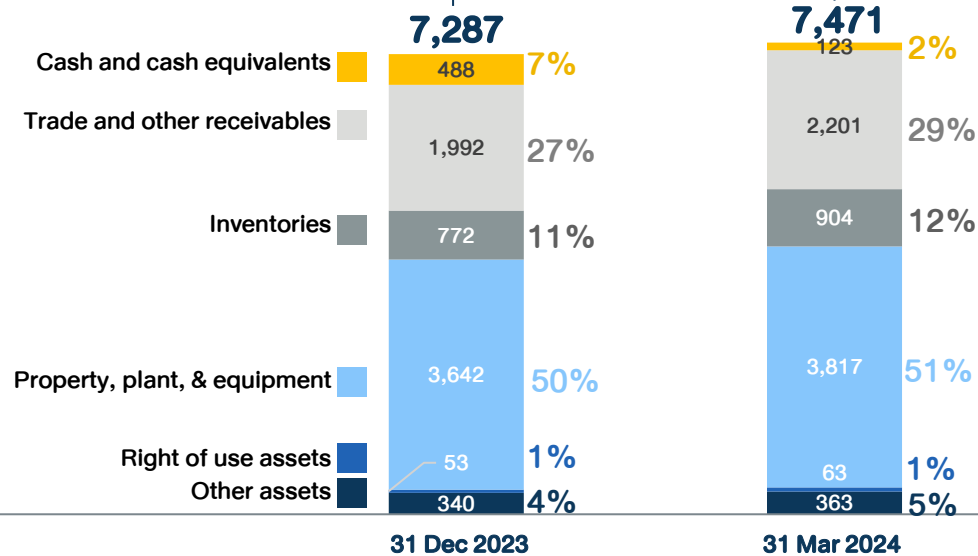


Statement of Financial Position

Unit: Million Baht, %

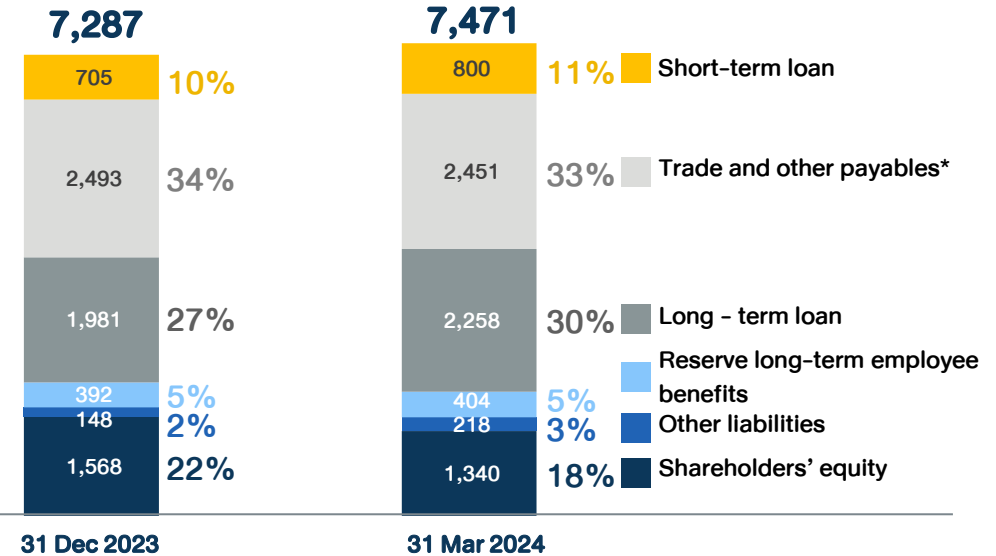
Assets

+2.5%



Liabilities and Equity

+2.5%



+2.5%

Asset

The total assets of the Group were THB 7,471 million, which increased by THB 184 million, or 2.5% from 31 December 2023 mainly due to:

- **Cash and cash equivalents:** decreased due to the use of cash for investments, and partially paying out dividend payment
- **Trade and other receivables:** increased corresponding to sales growth
- **Inventories:** increased due to higher inventory to support anticipated sales growth in the coming quarter.
- **Property, plant, & equipment:** increased due to the investments for the expansion of production capacity

+7.2%

Liabilities

The total liabilities of the group were THB 6,131 million, increased by THB 412 million, or 7.2% from 31 December 2023 mainly due to:

- **Short-term loans:** increased due to used as working capital for the Company's operations.
- **Long-term loans:** increased due to the investments for the expansion of production capacity for personal care and baby and kids products.

-14.5%

Shareholders' Equity

Shareholder Equity was THB 1,340 million, decreased by THB 228 million, or 14.5% from 31 December 2023 mainly due to the reduction in retained earnings due to the Company's payment of the annual dividend of THB 500 million to its shareholders on March 20, 2024, partially offset by an increase in net profit to shareholders' equity in Q1/2024 of THB 272 million.

*Note: Trade and other payables, including Department of Revenue payables

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Passion to be Asia's Innovative FMCG Company



Understand Consumers' Needs & Trends

- Offer high quality products at reasonable price
- Gain consumer insights to develop products that serve consumers' changing needs

Provide Extensive Products Portfolio

- Products that are parts of daily life with distinctive features and scents
 - Household products
 - Personal care products
 - Baby and kids products

Cover Consumers Of All Groups & Ages

- Consumer products for newborns to adults
- Covers all markets from mass to premium markets

Aim To Be Sustainable Brands

- Trusted brand with unique selling point and know how in using communication and promotion tools most efficiently
- Aim to develop environmentally friendly products and packaging

NEO BUSINESS STRATEGY



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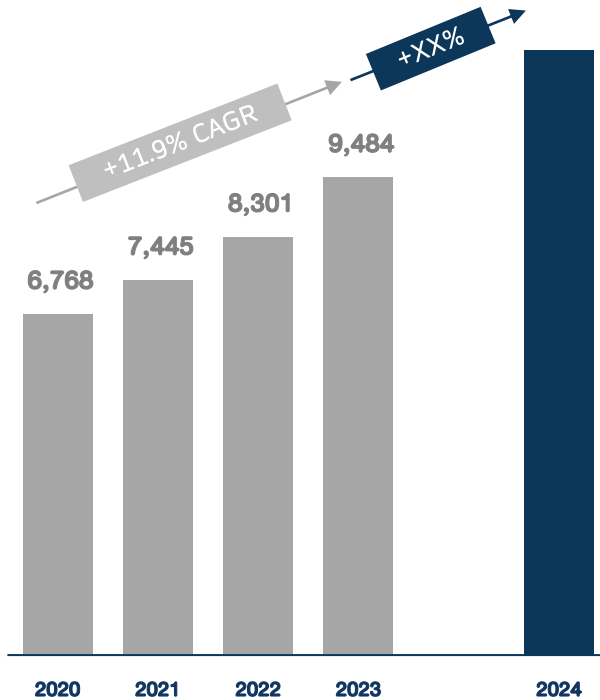
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2024 Outlook

Revenue

Unit: Million Baht

Target double digit
sales growth



1

NPD & Relaunch of 50-100 SKUs

Expanding our product portfolio:
unveiling exciting new offerings and
relaunching 50-100 SKUs to elevate
consumer experience and drive
growth

2

Expanding Distribution Channels

Expanding our reach: expanding our
distribution channels to connect with
consumers everywhere

3

Marketing 360^o

360-degree marketing:
A comprehensive approach to reach,
engage, and convert consumers
across all marketing channels in
order to gain more market share

Thank You

Please Kindly Scan to Give Us Your Feedback



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Our History

