



Investor Presentation

Fast-forwarding Energy & Digital
Transformation Technologies

TSX: NEO.TO | OTCQX: NOPMF

November 13, 2025



Disclaimer

Forward-Looking Information

The following presentation contains “forward-looking information” within the meaning of applicable securities laws in Canada. Forward-looking information may relate to future events or future performance of Neo Performance Materials Inc., and its subsidiaries and affiliates (collectively, “Neo”). All statements in this presentation, other than statements of historical facts, with respect to Neo’s objectives and goals, as well as statements with respect to its beliefs, plans, objectives, expectations, anticipations, estimates, and intentions are forward-looking information. Specific forward-looking information in this presentation include, but are not limited to: expectations regarding certain of Neo’s future results and information, including, among other things, revenue, expenses, growth prospects, capital expenditures, and operations; risk factors relating to national or international economies, geopolitical risk and other risks present in the jurisdictions in which Neo, its customers, its suppliers, and/or its logistics partners operate; statements with respect to current and future market trends that may directly or indirectly impact sales and revenue of Neo, including but not limited to the price of rare earth elements; expected use of cash balances; continuation of prudent management of working capital; source of funds for ongoing business requirements and capital investments; expectations regarding sufficiency of the allowance for uncollectible accounts and inventory provisions; analysis regarding sensitivity of the business to changes in exchange rates and changes in rare earth prices; impact of recently adopted accounting pronouncements; risk factors relating to intellectual property protection and intellectual property litigation; expectations regarding demand for products and applications; expectations regarding the growth of superconductor materials; anticipated launch of Neo’s new permanent magnet facility in Europe and related commercial production estimates, forecasted budget, commissioning and costs associated with the facility; targeted reductions in SG&A; Neo’s requalified product portfolio, including the NAMCO product portfolio, and continued product qualification expected in 2025 and 2026; anticipated final costs associated with the NAMCO project; expectations regarding tariffs and export restrictions; securing new automotive customer agreements for permanent magnet and emissions control facilities; expectations concerning the continued growth of the Magnequench project and improvements in C&O; expectations concerning any remediation efforts to Neo’s design of its internal controls over financial reporting and disclosure controls and procedures; and Neo’s 2025 guidance, including Neo’s 2025 Adjusted EBITDA guidance and the assumptions relating thereto. Often, but not always, forward-looking information can be identified by the use of words such as “plans”, “expects”, “is expected”, “budget”, “scheduled”, “estimates”, “continues”, “forecasts”, “projects”, “predicts”, “intends”, “anticipates” or “believes”, or variations of, or the negatives of, such words and phrases, or state that certain actions, events or results “may”, “could”, “would”, “should”, “might” or “will” be taken, occur or be achieved. This information involves known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking information. Additionally, Neo’s 2025 guidance reflects Neo’s expectations as to financial performance in 2025 based on assumptions which Neo believes to be reasonable as of the date of this presentation, including but not limited to continued Magnequench growth, significant improvements in C&O, exiting lower-margin separation assets, strong hafnium demand despite pricing moderation, continued reduction in SG&A expenses, expectations regarding tariffs; securing new automotive customer agreements for permanent magnet and emissions control facilities; expectations concerning the continued growth of the Magnequench project and improvements in C&O. Neo believes the expectations reflected in such forward-looking information are reasonable, but no assurance can be given that these expectations will prove to be correct and such forward-looking information included in this discussion and analysis should not be unduly relied upon. For more information on Neo, investors should review Neo’s continuous disclosure filings that are available under its profile at www.sedarplus.ca. Information contained in forward-looking statements in this presentation is provided as of the date hereof and Neo disclaims any obligation to update any forward-looking information, whether as a result of new information or future events or results, except to the extent required by applicable securities laws.

Non-IFRS Financial Measures

This presentation refers to certain specified financial measures, including non-IFRS financial measures and ratios such as “EBITDA”, “Adjusted EBITDA”, “Adjusted EBITDA Margin”, “Adjusted Net Income”, “Adjusted Earnings per Share”, “Debt to Adjusted EBITDA”, “Free Cash Flow”, “Free Cash Flow conversion”. These specified financial measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS, and may not be comparable to similar measures presented by other companies. Rather, these specified financial measures are provided as additional information to complement IFRS financial measures by providing further understanding of Neo’s results of operations from management’s perspective. Neo’s definitions of non-IFRS measures used in this presentation may not be the same as the definitions for such measures used by other companies in their reporting.

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Rare Earth Global Supply Shift

FINANCIAL TIMES

EU pressed to back critical minerals projects as China tightens grip

Published OCT 29 2025 | Updated OCT 29 2025, 11:50

Dyspro-what? Why an Obscure Element Has the EV Industry in a Panic

The rare-earth mineral dysprosium, used for magnets in electric-vehicle motors, is among exports China slowed in response to Trump's trade war

By Sean McLain

April 27, 2025

Demand for magnetic REEs to triple by 2035: McKinsey

Staff Writer | July 27, 2025 | 9:18 am [Critical Minerals](#) [Markets](#) [China](#) [Rare Earths](#)

Shortage of Rare-Earth Magnets Endangers US Vehicle Production

Zacks Investment Research - [Zacks Investment Research](#) - Mon Jun 2, 10:16AM CDT



Top global auto executives are warning of an imminent shortage of rare-earth magnets from China, essential components in systems like windshield wipers and anti-lock brakes, which could lead to U.S. car plant shutdowns within weeks.

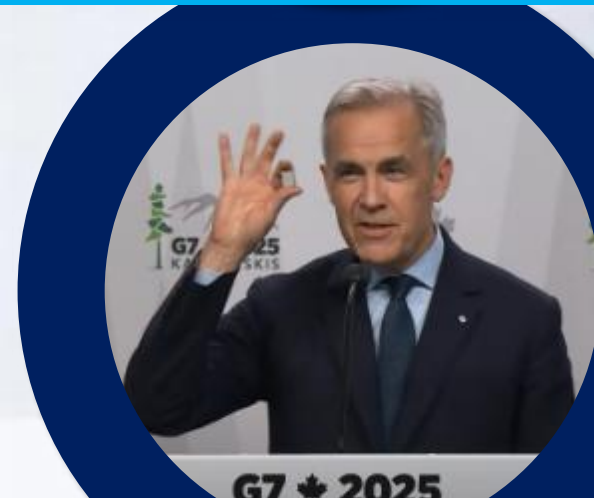
The Solution: History in the Making

EU President Ursula von der Leyen, at the G7 2025 Summit in Canada:

*“Today, I brought with me a permanent magnet. Not just any magnet—this is a **rare-earth** permanent magnet. It was manufactured in Estonia, by a Canadian company using raw materials sourced from Australia, for German & French automotive”*



> 85% of EV/ HEV traction motors use permanent RE magnets (~1-2 kg/motor)



Prime Minister of Canada, Mark Carney, holding a Neo magnet at G7 2025

G7 **2025**
KANANASKIS

Neo is...

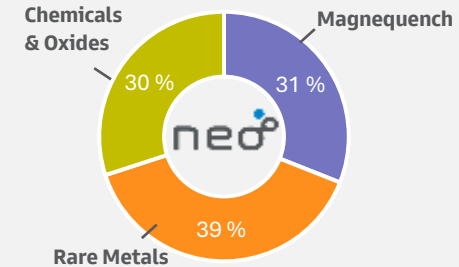
- A global leader in energy-saving **permanent magnets** and **critical materials**, with **established technologies** and geographically diverse **midstream** and **downstream** presence
- One of the **best-positioned** in markets that are forecast to see **strong long-term growth** driven by **global macro trends** and **geopolitical tailwinds**
- **Strong balance sheet**, robust **cash flow**, and above-industry-average **dividend yield**
- Business segments:
 - ▢ Permanent Magnetics: **Magnequench**
 - ▢ Critical Materials: **Chemicals & Oxides** and **Rare Metals**
- Publicly traded on the **TSX** under **"NEO"** and headquartered in Toronto, Canada

Fast Forwarding Critical Technologies:

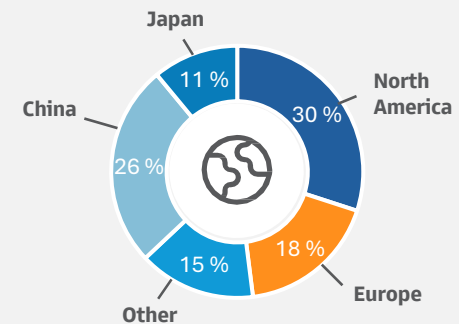
Vehicle Electrification	Energy Transition	AI & Server Cooling
Robotics & Automation	Air & Water Pollution Control	Aerospace & Defense

By the Numbers

Revenue by Segment (LTM) %



Revenue by Geography (LTM) %



\$493

LTM TOTAL REVENUE (US\$M)

\$76

LTM Adj. EBITDA⁽¹⁾ (US\$M)

#1

MOST INTEGRATED RARE EARTH MAGNETICS COMPANY OUTSIDE OF ASIA

30+

YEARS OF RARE EARTH MAGNETICS EXPERIENCE: FOUNDER OF THE NdFeB PERMANENT MAGNET

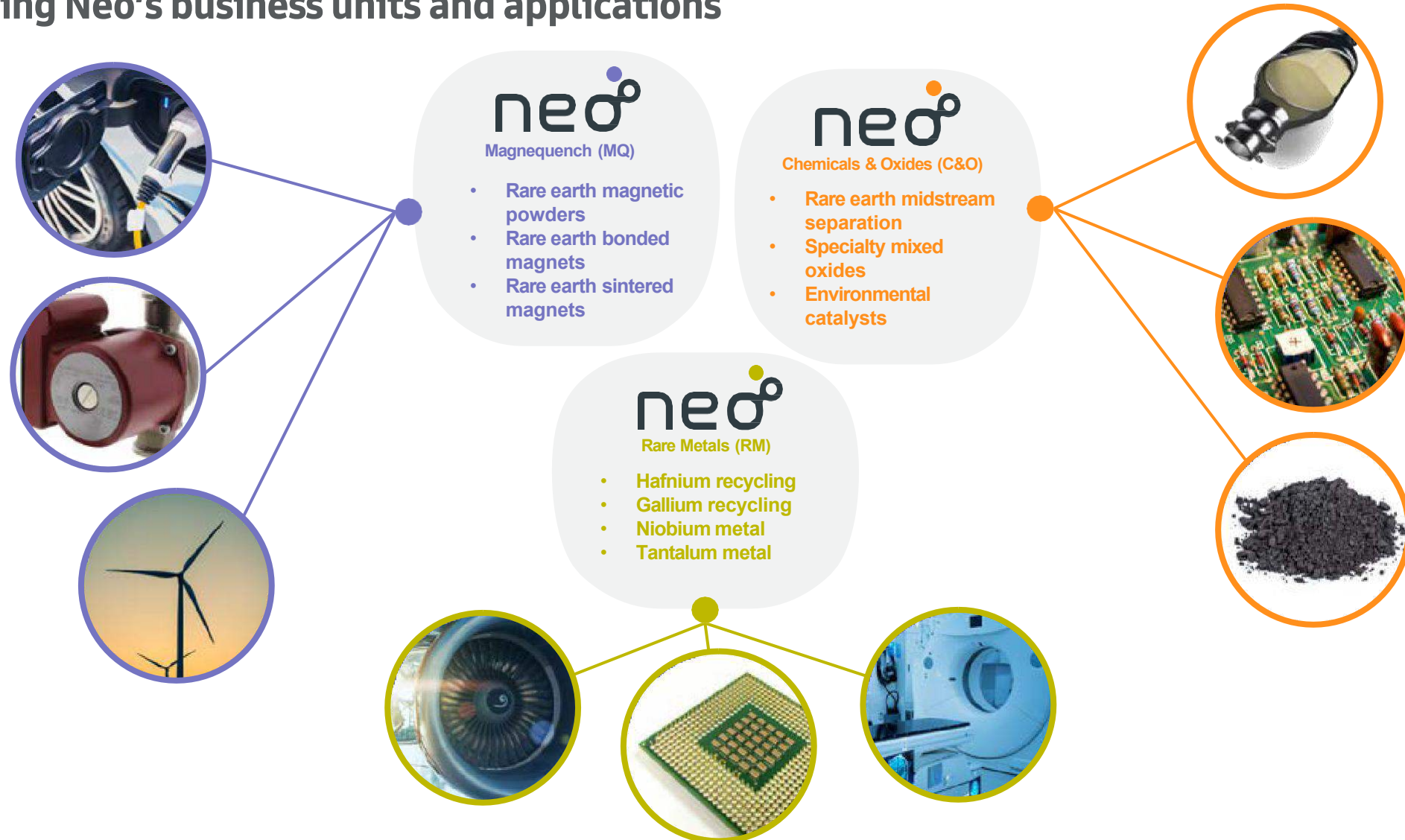
Analyst Coverage

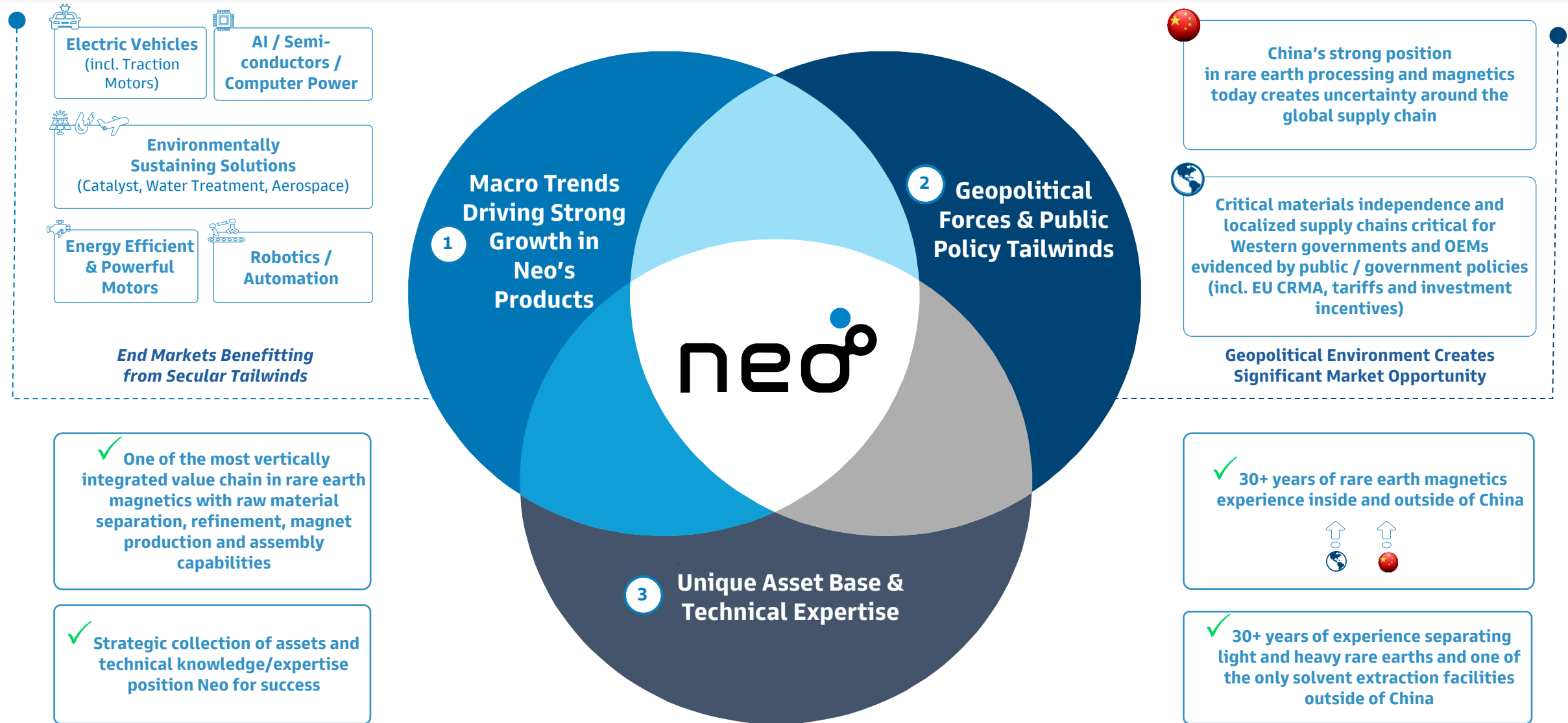
Cormark Securities Ltd., Nicholas Boychuk
Paradigm Capital, Marvin Wolff
Stifel GMP, Ian Gilles

Diversified & Vertically Integrated Supply Chain, Strategic Global Facility Footprint that Can Serve Customers Across the Globe

(1) Non-IFRS Financial Measure. See "Non-IFRS Financial Measures" in the disclaimer section for further information. Note: All financial values are in US dollars, except when stated otherwise.

Navigating Neo's business units and applications





Macro Trends Driving Strong Growth in Neo's Products



EV & Energy Transition

- > 85% of EVs and HEVs motors use RE magnets
- Permanent magnet generators cut weight and complexity, lowering offshore transport costs by 50%–70% and reducing maintenance for wind turbines



Robotics & Automation

- Energy-efficient micro motor demand is driven by a forecasted production of 1 billion units of humanoid robots by 2040
- Permanent magnets enable energy-efficient large-joint motion and precise small-joint actuation in robots



AI, Server Cooling & Computer Power

- As AI models require more computations, demand for fan motors with RE magnets is expected to grow
- Strong demand growth for Dysprosium in MLCCs and Gallium in Semiconductors



Aerospace & Defense

- Growing demand for Niobium, Tantalum, and Hafnium bearing superalloys used in jet engines and aerospace applications
- Supply chain shift towards sourcing from Western producers and recyclers



Emission Catalysts and Water Treatment

- With stricter environmental regulations, specialty rare earth oxides offer a cost-effective alternative to iron- or aluminum-based coagulants in water treatment
- Specialized Oxides serve end-use markets such as emission catalysts, water treatment, and other environmentally sustainable technologies

Magnets Critical Materials



New Energy Vehicle
Permanent Magnets for Traction Motor (both Sintered and HREE-Free Bonded)

~12.3% CAGR

Industrial Automation
Micro Motors

~50.0% CAGR

High-Performance Servers / Fan Motor
Bonded Neo Magnets

~7.0% CAGR

Aerospace & Defense
Hafnium and Tantalum

~7.0% CAGR

Magnet Rare Earth Oxides

~8.4% CAGR

Geopolitical Forces & Public Policy Tailwinds

Neo's global presence and parallel supply chain uniquely position it to capture value from macro trends

Customer Requiring Supply Chain Diversification

- >90% of rare earth permanent magnets presently come from China
- OEMs are looking for opportunities to diversify
- China's recent export bans on critical minerals to the U.S. create uncertainty for OEMs' supply chains
- Continuing and growing export restrictions on products and technology from China

Public Policy Tailwinds

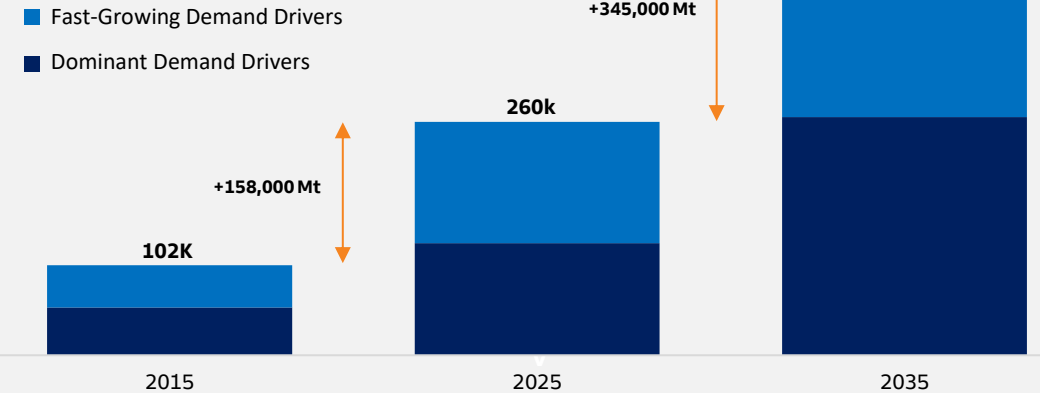
- EU's Critical Raw Materials Act set targets for OEMs to source:
 - < 60% of magnets from one country outside the EU,
 - 40% of processed material to originate in EU, and
 - 25% from recycled sources
- Recent U.S. Department of Defense agreements are strengthening localized rare earth and magnet supply chains, supporting national security objectives and reducing reliance on Chinese sources

How is Neo Positioned?

- ✓ Global rare earth magnetics company with parallel supply chains serving customers across geographies
- ✓ Neo is bringing online an industrial-scale permanent magnet facility in Europe
- ✓ Owns one of the few non-captive rare earth separation facilities in Europe
- ✓ Production and recycling of critical materials in North America and Europe

Global Forecasted Demand

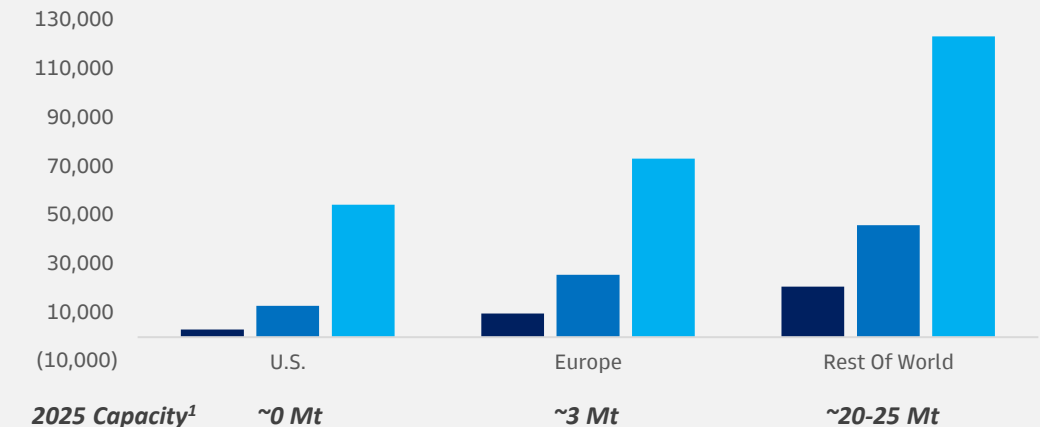
(Mt of NdFeB Magnets)



Note: Fast-growing demand drivers include: EVs/HEVs, other E-mobility, robotics, and wind power generators.

Demand by Motor Integrator Outside of China

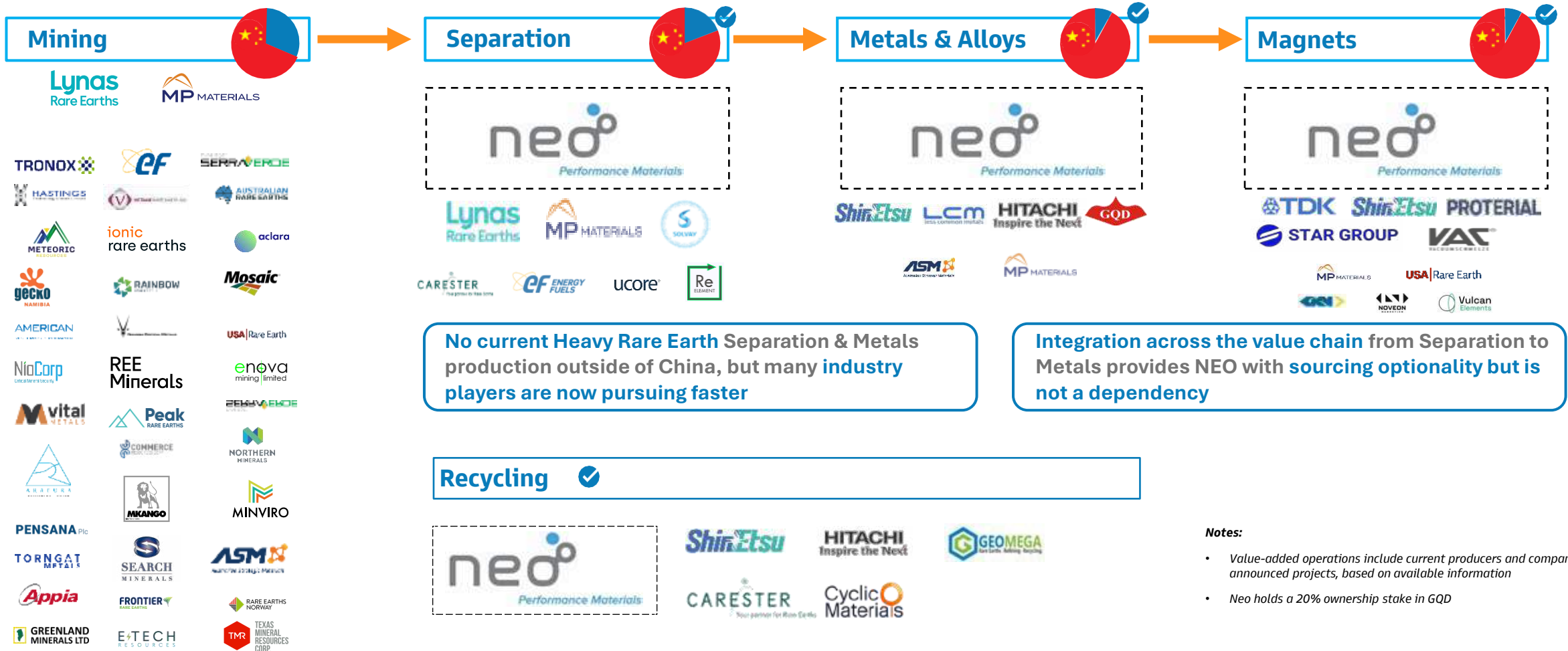
(Mt of NdFeB Magnets)



Current rare earth supply chain, outside of China

Neo has one of the most integrated presence in the value chain with non-captive assets:

China (red square) ROW (blue square)



No current Heavy Rare Earth Separation & Metals production outside of China, but many industry players are now pursuing faster

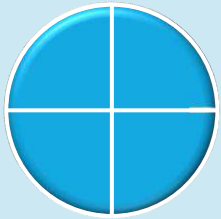
Integration across the value chain from Separation to Metals provides NEO with sourcing optionality but is not a dependency

- Notes:**
- Value-added operations include current producers and companies with announced projects, based on available information
 - Neo holds a 20% ownership stake in GQD

Success Factors for a Rare Earth Magnetic Company

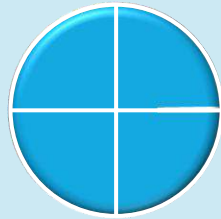
Neo performs well across every criteria required to become a leading global rare earth magnet manufacturer

Customer Relationships



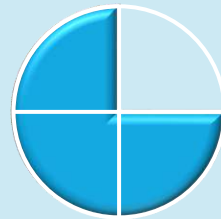
- Long-term strategic partnerships with deep OEM engagement
- 30+ year history supplying to motor manufacturers and automotive customers
- Multi-sector customer diversification including AI, robotics and industrials

Proven Operational Track Record



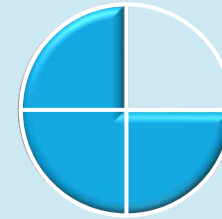
- Global manufacturing footprint with decades of operating history
- Providing rare earth bonded powders and magnets for decades with 4 facilities globally
- Decades of experience in rare earth separation and metal making, including HRE separation

Access to Technology



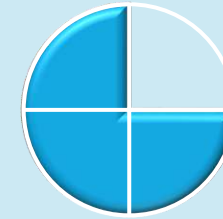
- Singapore and UK R&D center driving rare earth and magnet product innovation
- One of the original inventors of NdFeB magnets and jetcast technologies
- Market leading innovation with first HREE-free traction motor magnet

Secure Raw Material Supply



- Integrated light and heavy rare earth separation capability in Europe and secured numerous offtake agreements for upstream supply
- Significant global buyer of rare earth oxides and metals with established global supply chains
- Internal close-loop recycling, maximizing material value

Capital and Cost Efficiency



- Capital efficiency resulting in improved return on invested capital
- Continuous improvements driving long-term cost leadership, using advanced Data Analytics and AI techniques to established manufacturing process

Unique Asset Base & Technical Expertise

Why Neo is Best Positioned to Win

Extensive and profitable track record

- With over 30 years of global operations, Neo holds a leading market position in bonded magnets
- Only separator integrated into a midstream and downstream supply chain
- Strengthened financial position and growth outlook driven by strategic actions

Technology Leadership

- A proven technology and innovation leader with deep R&D expertise
- Pioneered the first and only heavy-rare-earth-free magnets used in commercialized HEV traction motors to this day

Globally Distributed Footprint

- A uniquely positioned network of low-cost facilities, strategically located to support supply chain diversification and regional sourcing outside of China
- One of the most vertically integrated rare earth magnetics value chain, spanning raw material separation, refinement, magnet production, and assembly, minimizing delivery and price risk

Customer Relationships

- Long-standing customer relationships built on multi-year product development cycles and rigorous qualification standards

Leading Market Positions Across Multiple End Markets

Select End Markets

NEO Differentiation



New Energy Vehicle

- A leading supplier of bonded magnets outside of China used in multiple applications
- On track to be the first EU producer of traction motor magnets



Renewable Energy & Energy Efficiency

- Operator of strategic rare earth separation facility in Europe
- Global distributor of heavy rare earth oxides



Emission Control Catalysts

- Top 3 producer of environmental emissions control catalysts



AI Servers / Specialty Electronics / MLCC's / Semiconductors

- A leading producer of cooling fan magnets for AI servers
- A leading producer of specialty oxides for advanced electronics, i.e., MLCC
- Only recycler of semiconductor-grade gallium in North America



Aerospace & Defense

- A top recycler of hafnium with a meaningful share in the aerospace market

Delivering Growth & Capital Returns to Shareholders

Neo is strategically positioned to capitalize on mega-trends and the growing demand for secure critical materials supply chains

1. Financial Strength & Resilience

- Value-added business model designed to withstand market cycles

2. Strong Growth Prospects

- Long-term growth supported by mega-trends and geopolitical tailwinds

3. Execution

- A track record of delivering on commitments and outperforming expectations

Attractive Valuation and Capital Returns

Financial Strength & Resilience

Strong Balance Sheet⁽¹⁾

\$61M

Cash

(\$28M)

Net Cash

Robust Cash Flows⁽²⁾

\$52M

Cash Provided by Operating Activities

\$4M

Sustaining CAPEX⁽³⁾

Dividends⁽²⁾: \$12M (CAD\$0.40 p/s)

NCIB⁽⁴⁾: up to 3.3M shares (~10% of the public float)

(1) As of September 30, 2025. Debt capacity is \$44M as of September 30, 2025.

(2) For the year ended December 31, 2024. (3) Non-IFRS Financial Measure. See "Non-IFRS Financial Measures" in the disclaimer section for further information. (4) For further information, please see the press release dated November 14, 2025.

Why Neo Wins

- **Strong balance sheet and liquidity:** Net cash position and conservative leverage provides flexibility and resilience through cycles
- **Robust cash flow generation:** Cash flow generation and operating efficiency supports in funding growth initiatives and providing capital returns to shareholders
- **Value-add business model:** Material cost passthroughs on ~90% of contracts and a focus on specialty, high-margin products drive earnings stability and differentiation
- **Resilience and growth orientation:** Strong margins and disciplined execution of capital projects reinforce both operational resilience and long-term growth potential

Grand Opening of Rare Earth Magnet Facility in Europe

- Over 270 guests from Europe, North America, Australia, and Japan attended, showcasing the facility's capabilities and strategic importance

- Initial capacity of 2,000mt with some space and infrastructure already built to accommodate growth plan to 5,000mt

- Announced multi year Memorandum of Understanding signed with Bosch, reserving dedicated annual magnet production capacity

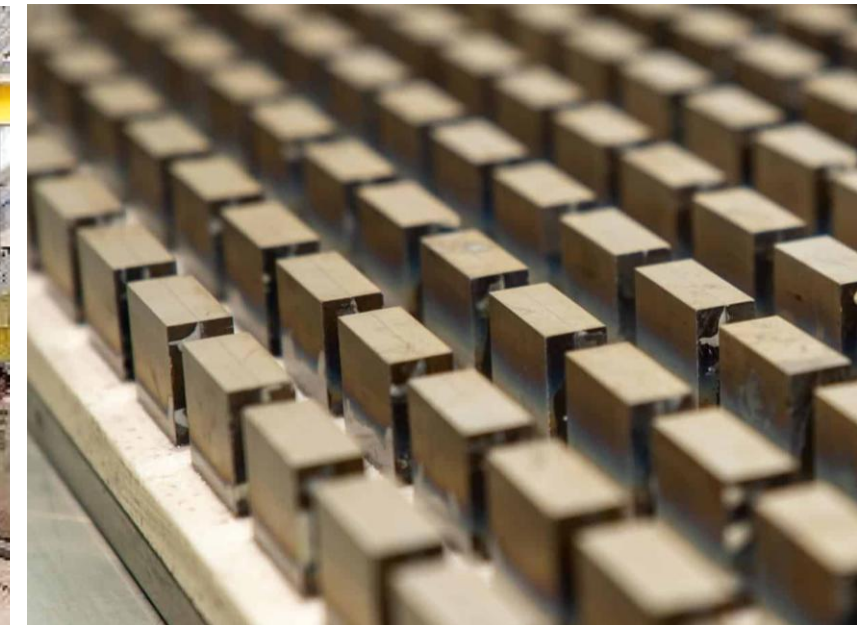


BOSCH

Neo Extends Strategic Partnership for High-Performance Magnets with Bosch



Additional Pictures of Grand Opening



First Magnet Delivery to Tier 1 Customer in April 2025

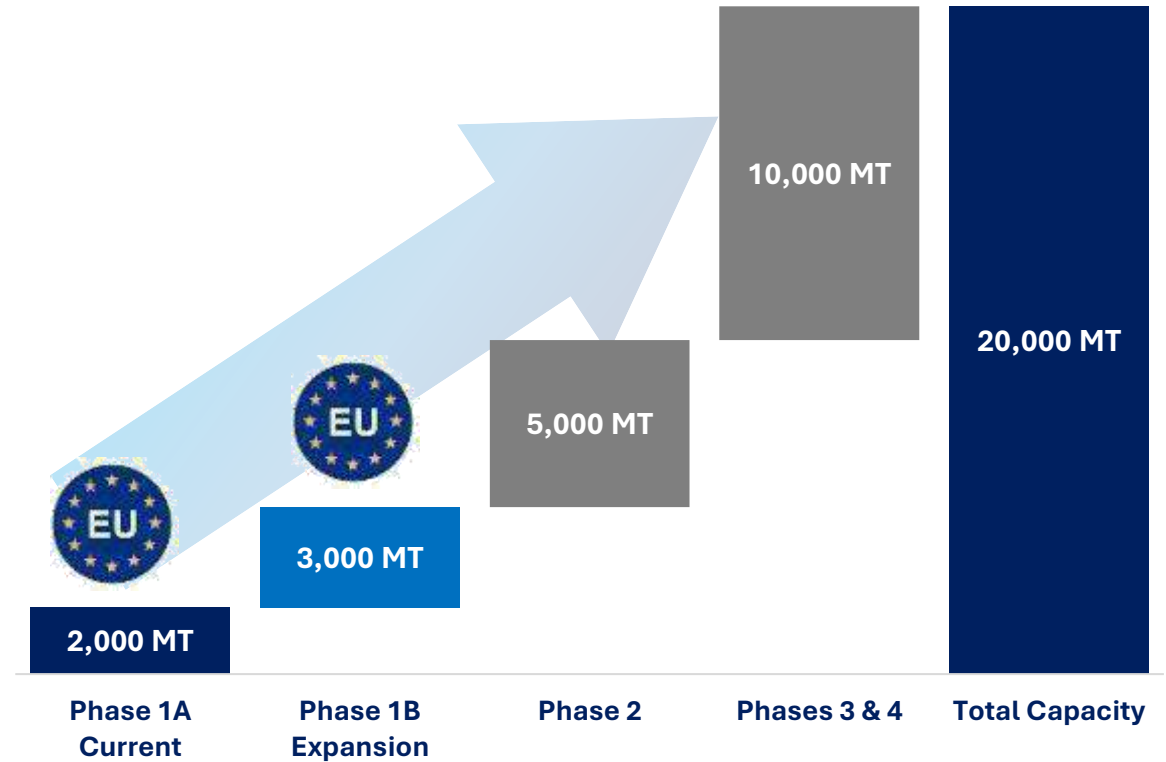
- ✓ Produced and shipped sintered magnet pieces as initial samples
- ✓ The magnets are EV traction motor grade and represent an important technical milestone
- ✓ Production part approval process is scheduled for the first half of 2026, with mass production to start later that year



Advancing a Localized Permanent Magnet Supply Chain

- Phase 1A currently ramping up, with Phase 1B planned to increase European capacity to 5,000 MT annually
- For Phase 2 analysis will consider other jurisdictions including North America, Europe and Southeast Asia
- Long-term strategy aims to scale to 20,000 MT, establishing Neo as a critical enabler of secure, diversified magnet supply for global markets

Neo Annual Permanent Magnet Capacity Target



Estimated Demand Outside of China: 251,000 MT⁽¹⁾

(1) Source: Adamas Intelligence. Based on 2035 estimates for Permanent Magnet demand

European Separation Capabilities

- One of the only non-captive separators, operating a large-scale light rare earth separation facility, strengthening Western supply chains



- Expanding heavy rare earth capabilities with a new pilot line for terbium and dysprosium, leveraging decades of expertise



- Strategic growth through expanding feedstock partnerships, scaling into metal-making, and enabling full integration with European magnets

Strong Growth Prospects: NAMCO - Emissions Control Catalysts

Highlights

- ✓ Relocated facility has **up to 50% additional capacity** ready to be **deployed to meet demand**
- ✓ **Highly automated facility** with a **competitive cost structure**
- ✓ **Low-cost jurisdiction**

Overview

- NAMCO – a **world-class emissions control catalyst production facility** opened in Sept 2024
- Requalified its product portfolio
- The new facility offers **expanded capacity and advanced processing technology**
- **Best-in-class manufacturing:** enhanced operating efficiency, strict environmental standards, lower emissions, and expanded waste and water recycling
- **Supports global automotive supply chains** in meeting stricter emissions standards for hybrid and internal combustion engine vehicles

State-of-the-art environmental emissions control catalysts production facility in China



Project completed on time and under budget

Strong Growth Prospects: Other Critical Materials

Neo's rare metals are critical, sustainably sourced & strategic

- The **building blocks** of Neo's rare metals business are **gallium, hafnium, niobium and tantalum**
- Considered "**critical and strategic**" to the economic and national security of the **US, EU and other countries**
- The **US has imposed increased tariffs** on high-purity hafnium and tantalum from China
- China has also **imposed export controls** for gallium

Key Growth Drivers

- **Hafnium (Hf):** Superalloys, particularly for aerospace applications, are expected to continue driving demand, growing at a 7% CAGR into 2030
- **Tantalum (Ta):** Growing demand for integrated circuits for electric vehicles, increased defense budgets and improving aerospace demand
- **Gallium (Ga):** China's recent ban on gallium exports to the United States has resulted in an increase in demand for gallium outside of China
- **Niobium (Nb):** Strong growth in superconductor materials for medical imaging, particle accelerators, and defense are expected to be a positive influence on the market

Source: Estimates are from third-party research reports including Barnes report, Coherent Market Insights and Technavio as well as management estimates.

Aerospace | Superalloys

Hf Superalloys Nuclear Space Ta Superalloys

70% of aircraft in operation are anticipated to be part of the next upgrade cycle⁽¹⁾

2.4x Increase in air traffic over the next 20 years⁽¹⁾

"Over the next 20 years we forecast a demand for more than 42,000 new [aircraft] deliveries"⁽¹⁾

(1) Airbus' 2024 Global Market Forecast

Semiconductors

Ga Mobile Chipset Lighting Dy Mobile Chipset

25% growth in demand for gallium nitride for the most advanced commercially available gallium-based semiconductors over the next decade⁽²⁾

China **BANNED** the export of Gallium to the U.S. in December 2024
 "We reconfirm our view calling for global semi sales. \$1T by 2030"⁽²⁾

(2) ASML's 2024 Investor Day presentation

Aviation

Nb Medical Imaging No205

"Niobium C103 stands out in aerospace and defense applications due to their ability to maintain their structural integrity and mechanical properties at extremely high temperatures"
CERN, Collider GE Aerospace



Water Treatment

New product gaining traction in the U.S. and global markets

4% current penetration

90% customer conversion from trial to production

90% customer retention rate for WaterFX₃₀₀

Execution: Delivering on Commitments

PROMISE MADE, PROMISE KEPT

April 2023	December 2023	August 2024	August 2024	September 2024	September 2025
SCALABILITY	OPERATIONAL EXCELLENCE	PORTFOLIO STREAMLINE	CUSTOMER WINS	ON TIME, ON BUDGET	ON TIME, ON BUDGET
Acquired SG Tech UK Magnet Assembly Maker	Silmet Transformation Suspended Hydromet Production	Sale of JAMR, ZAMR & Quapaw Majority Equity Interest	Tier 1 Motor Awards Europe's 1 st Customer Secured	Opening of NAMCO Top 3 Catalyst Oxides Producer	Opening of Narva European Permanent Magnet Facility
					
<ul style="list-style-type: none"> Established Neo's magnet manufacturing footprint in EU 	<ul style="list-style-type: none"> Shift to downstream production, with improved inventory cycle and profitability 	<ul style="list-style-type: none"> Divestment of non-core separation facility assets: ~11X average trailing five-year EBITDA and ~\$30M in cash proceeds to reallocate to better ROI opportunity 	<ul style="list-style-type: none"> Received first customer award for significant volume before the facility was completed construction 	<ul style="list-style-type: none"> Increased capacity and improved efficiency 	<ul style="list-style-type: none"> Commencing commercial production in 2026

**Initiatives to Streamline Neo's Portfolio and Increase its Downstream Focus
Positioned the Company for Profitable Growth**



**Quarterly Updates
& Financials**

Q3 2025 Highlights

Adjusted EBITDA⁽¹⁾ beats expectations; 2025 guidance raised

- ~\$19 million Q3 2025 Adjusted EBITDA⁽¹⁾ (~29% YoY increase)
- 2025 Adjusted EBITDA⁽¹⁾ guidance revised from \$64 - \$68 million to \$67 - \$71 million

Neo announces strategic partnership with Bosch through multi-year MOU and its permanent magnet is highlighted at G7 summit

- September 2025 Grand opening

Heavy rare earth pilot line advances construction at the Silmet facility

- Completion Expected by Year-End 2025

Strategic review concludes, reinforcing Neo's long-term growth strategy

- Normal Course Issuer Bid launched in June 2025, enabling us to repurchase up to 10% of our public float over the 12-month period of the NCIB



Automated manufacturing at the European permanent magnet facility

Capital Projects & Outlook

Capital Spend Requirements

Emissions Control Catalyst Facility Relocation

Grand opening Sept 2024; run-rate production in 4Q'24



Permanent Magnet Plant in Europe

Grand opening Sept 2025; commercial production in 2026



Source of Cash

Cash On Hand

\$61M

Some of this cash will be to fund regular operations

Incremental Debt

\$44M

\$44M revolving and other loan capacity

Cash from Operation

Balance

Continued strength in CFOA, before net change in working capital, and settlement for the European patent litigation

Targets & Outlook for 2025

Strategic Targets

- 1) Annual 10% SG&A reduction, in each of the next 3 years
- 2) Complete **commissioning and launch** the new permanent magnet plant in Europe
- 3) **Secure new automotive customer agreements** for the permanent magnet and emissions control facilities
- 4) Grow specialty oxides for emissions control catalyst and water treatment **by >10%**

FY 2025 Adjusted EBITDA⁽¹⁾ Guidance

\$67-71M Guidance revised up on strong year-to-date 2025 performance

Consolidated Financial Statements

Income Statement Selected Data

	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
<i>US\$ 000s (excl. EPS)</i>				
Revenue	\$112,213	\$111,281	\$358,523	\$340,925
Adjusted EBITDA ⁽¹⁾	\$19,176	\$19,555	\$55,279	\$43,707
Adjusted net income (loss) ⁽¹⁾⁽²⁾	\$8,493	\$1,139	\$19,896	\$6,783
Adjusted EPS ⁽¹⁾⁽²⁾	\$0.20	\$0.03	\$0.48	\$0.16

Cash Flow Statement Selected Data

	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
<i>US\$ 000s</i>				
Cash Flow from Operations	(\$2,537)	4,983	(\$25,385)	\$30,243
Net change in working capital	(\$13,685)	(\$4,655)	(\$40,809)	\$9,005
Cash Taxes Paid	(\$3,025)	(\$5,529)	(\$11,191)	(\$18,832)
CapEx for PP&E	(\$7,829)	(\$25,469)	(\$28,146)	(\$52,125)

Shareholder Capital Returns

	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
<i>US\$ 000s (excl. DPS)</i>				
Dividends Paid to Shareholders	\$3,014	\$3,057	\$9,094	\$9,268
Dividend per common share	\$0.10	\$0.10	\$0.30	\$0.30
Repurchase of shares under NCIB	\$1,547	\$(0)	\$3,889	\$2,250

Balance Sheet Selected Data

	Comparison	
	Sept. 30, 2025	Sept. 30, 2024
<i>US\$ 000s</i>		
Cash ⁽³⁾ (including restricted)	\$61,481	\$64,944
Inventory	\$160,710	\$138,824
Property, Plant & Equipment	\$196,042	\$164,026
Debt & Bank Advance	\$ (89,932)	\$(45,070)

Financial Performance by Business Unit

neo ^o Magnequench	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
US\$ 000s (excl. Volume)				
Volume (tonnes)	1,650	1,366	4,510	3,769
Revenue	\$54,859	\$45,573	\$149,599	\$133,149
Operating Income	\$2,512	\$2,465	\$6,016	\$8,106
Adjusted EBITDA ⁽¹⁾	\$8,140	\$6,424	\$22,360	\$18,704

Quarter Highlights:

- For the quarter, sales volumes increased by 21% year-over-year, supported by a combination of underlying end-market demand and customers building safety stock in response to supply concerns and geopolitical risks.
- Bonded Magnets and Powders quarterly volumes up 38% and 18% respectively, from the prior year.
- Adjusted EBITDA of \$8.1 million and \$22.4 million, respectively, for the three and nine months ended September 30, 2025, was up 27% and 20% versus the same periods last year.

neo ^o Chemical & Oxides	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
US\$ 000s				
Revenue	\$28,834	\$27,920	\$105,778	\$102,911
Operating Income	\$2,463	\$(975)	\$12,150	\$(2,881)
Adjusted EBITDA ⁽¹⁾	\$4,072	\$1,301	\$16,351	\$3,572

Quarter Highlights:

- Emissions catalyst volumes for the quarter were up 20% from the prior year, which is in line with management's expectations of growth year-over-year.
- Wastewater treatment delivers another record quarter with volumes up 42% from the prior year quarter.
- Continued progress on heavy rare earth separation pilot line in Europe.
- Adjusted EBITDA of \$4.1 million and \$16.4 million, respectively, for the three and nine months ended Sept 30, 2025, up 213% and 358% compared to the same periods last year.

neo ^o Rare Metals	Q-over-Q Comparison		Year-over-Year Comparison	
	Q3 2025	Q3 2024	YTD 2025	YTD 2024
US\$ 000s				
Revenue	\$39,326	\$38,578	\$107,979	\$107,765
Operating Income	\$10,828	\$15,852	\$29,105	\$33,225
Adjusted EBITDA ⁽¹⁾	\$11,514	\$16,355	\$30,912	\$34,379

Quarter Highlights:

- Hafnium prices normalized, with gross margins down 41% year-over-year, partly offset by solid end-market demand and accelerated customer purchases driven by higher U.S. tariffs.
- Gallium demand and pricing remain strong amid Chinese export restrictions. The company remains the only gallium recycler and upgrader in North America.
- Adjusted EBITDA of \$11.5 million (Q3) and \$30.9 million (YTD) declined 30% and 10% year-over-year, respectively.



Appendix

Positioned to Win With Diversified, Parallel supply Chains Amid Shifting Geopolitics

U.S. Tariffs

Assessment⁽¹⁾

- ✓ Relative tariffs
- ✓ US supply capacity

1. Note: the assessment doesn't speak to Indirect exposure, which is related to our customer's customer or the economy in general

Potential Exposure

- ✓ **Hafnium** (EU)
- ✓ **Emissions Catalyst** (EU; China)
- ✓ **Gallium** (CAN)

Minimal Exposure

- ✓ **Magnetics** (Thailand, UK, China)
- ✓ **RE Oxides** (EU; China)

- ✓ **Strategic Advantage Shifting Geopolitics:** Neo is a net beneficiary of shifting geopolitics due to our regionally diversified, vertically integrated model.
- ✓ **Clear Differentiation in Key Materials:** tariff-advantaged hafnium and gallium, refined in Europe and Canada, respectively, critical for U.S. aerospace and semiconductor supply chains and a lack of domestic capacity in the U.S.
- ✓ **Resilient Supply Chain:** ability to shift production across geographies allows for managing customer costs and ensuring reliable delivery to key markets.
- ✓ **Forward-Looking Magnet Strategy:** with almost no magnet shipments from China to the U.S. today, our European facility offers a tariff advantage and is well-positioned to meet the growing demand for EV traction motors outside of China, including in North America.

Direct Exposure to U.S. Tariffs is Minimal

Positioned to Win With Diversified, Parallel supply Chains Amid Shifting Geopolitics (Cont'd)

Export Controls

Historical Export Controls

- ✓ Separation Technology
- ✓ Metal Making Technology

April 2025 Restrictions Remain in Place

- ✓ Gallium and other materials
- ✓ Magnet Making Technology
- ✓ HRE, incl. Dy and Tb
- ✓ Permanent Magnets

- ✓ **Unique Magnet Advantage:** Neo is the only company globally with a heavy-rare-earth-free magnet already in use for EV traction motors with Honda and Daido.
- ✓ **Proven Resilience to Export Controls:** over 99% of Neo's bonded magnet portfolio is HRE-free, with minimal exposure to Chinese shipments and a strong track record navigating export license processes, including under recent gallium restrictions.
- ✓ **Forerunner in Heavy Rare Earth Separation Outside China:** Neo's pilot-scale line in Estonia is a strategic first step toward filling the global gap in heavy rare earth separation capacity, leveraging decades of technical expertise.
- ✓ **Trusted Partner to Global Miners:** Neo is already supporting multiple heavy rare earth mining projects with in-house lab and engineering services, positioning us as a preferred downstream partner.

Case Study: First-of-kind commercialized Rare Earth magnetics in HEV Traction Motor *without* heavy rare earths



Magnetic Powder

MQ's Advanced Quenching technology produces magnetic materials with smaller grain size microstructures which enables a high-performance material without HREE



Hot Formed Magnets (MQ3)

Offers high magnetic strength & resistance to demagnetization at elevated temperature, making them suitable for use in high performance applications, such as traction motors

HONDA

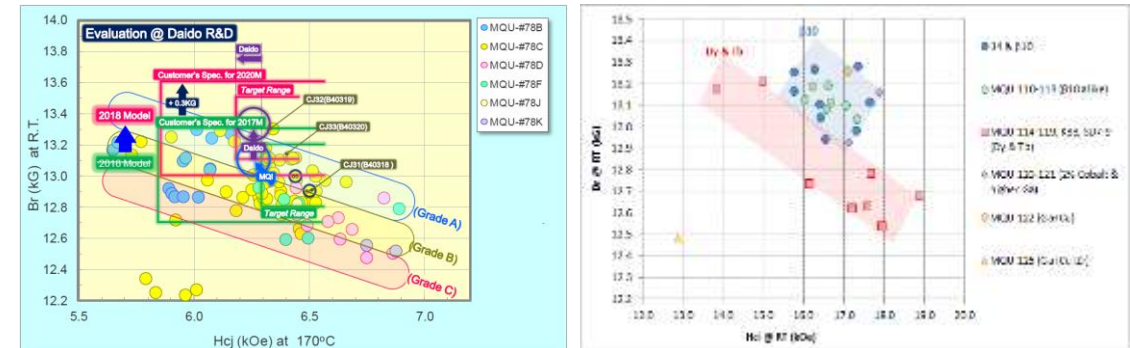


HREE-free Traction Motors

The MQ3 magnet is a key part of Honda's strategy to reduce dependency on China and limited HREE supply

- Neo's Magnequench division co-developed with Daido a **0% Heavy Rare Earths magnetic material for use in NEV traction motors for Honda**, as a response to the risk around security of REE supply and procurement
- MQ's technical leadership and development was led by its Singapore R&D Commercialization Centre
- **Neo's Magnequench division is most technically capable of developing and producing these powders competitively at scale**

Target Magnetics Powder & Composition Development



Neo's Magnequench and Daido co-developed the only HREE-free traction motor in the world, providing a low-cost, outside-of-China supply chain for traction motor magnets

Board of Directors: Independent Directors

Neo's Board is comprised of current & former senior executives, with backgrounds in law, government, accounting, finance, material science, and rare earth industry management



Edgar Lee
Chair of Board

- 20+ years in M&A and capital markets
- Former PM of \$6B fund at Oaktree Capital
- Management
- Former CEO of Oaktree's 3 Business Development Companies



Gail Edwards
Audit Committee Chair

- Former CFO of large-cap publicly listed companies
- 20+ years of experience in corporate government and audit committees



Paul Mascarenas
Director

- Venture Partner at Fontinalis Partners with global experience in product development and manufacturing
- Former Chief Technical Officer and Corporate Vice President of Ford Motor Company
- Serves on multiple public company boards; awarded OBE for services to the automotive industry



Eric Noyrez
*Lead Director HESS & Compensation
Committees Chair*

- Former CEO of Lynas Rare Earths & Serra Verde
- Former Tier 1 automotive executive



Jonathan Evans
Director

- 30 years in global operations and executive management experience
- President, CEO and Director of Lithium Americas since October 2023
- Bachelor of Science degree in mechanical engineering from Clarkson University, with an MSc from Rensselaer Polytechnic Institute



Hua Du
Director, Member of HESS Committee

- Current CEO of Asia's leading aquaculture food supplier
- Former President of Global Business Units and Executive of global \$15+ billion turnover chemicals and materials company, manufacturing value-add rare earth products

Executive Management

Neo's Executive team is comprised of experienced executives in general management, finance, operations, sales & marketing, law, and engineering



Rahim Suleman
CEO & President & Director

- CFO 2017 – 2023 and CEO since 2023
- Former CFO at Tier 1 automotive suppliers



Jonathan Baksh
EVP & CFO

- Former Divisional CFO at Celestica
- Alumnus of General Electric's Internal Audit Leadership Program



Kevin Morris
EVP & CSO

- 13 years of executive management at Neo
- Former managing partner of US law firm



Greg Kroll
EVP for MQ

- 25 years of sales and general management experience at Neo's magnetics division



Mohamad El-Mahmoud
EVP for C&O & RM

- 25+ years career in P&L and product development management at global Tier 1 automotive suppliers

The Executive Team is Responsible for Growing the Business, Investing Capital, and Contributing to the Communities in Which Neo Operates



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