

## NEO Battery & Korea Institute for Defense Industry Form Joint Task Force to Advance Battery Integration in Commercial Drones

Toronto, Ontario – December 23, 2025

- **Partnering with Korea Institute for Defense Industry** – a Ministry of National Defense-Approved Organization Dedicated to Advancing South Korea’s Defense Sector
- **Accelerate NEO’s Direct Engagement** with Korea’s Defense & Military Ecosystem
- **Advance Battery Technology Deployment** in Commercial Drone/UAS via Joint Task Force (JTF)
- **Strong Inroads Forged** with Korean Military, Government & Defense Stakeholders

NEO Battery Materials Ltd. (“NEO” or the “Company”) (TSXV: NBM) (OTC: NBMFF), a low-cost, silicon-enhanced battery developer that enables longer-running, rapid-charging batteries for drones, robotics, and electronics, is pleased to enter into a Memorandum of Understanding (MOU) with the Korea Institute for Defense Industry (“KOIDI”), a Ministry of National Defense-approved organization dedicated to advancing South Korea’s defense sector and capabilities.

The MOU establishes formal partnership to **accelerate NEO’s engagement with South Korea’s defense industry ecosystem**, including entities in industry, military, academia, research institutions, and the government. This collaboration is another milestone toward NEO’s silicon-enhanced batteries being used in defense and unmanned system (UAS) technologies for the Korean military and industry.

To launch cooperation, NEO and KOIDI will create a Joint Task Force (JTF) focused on defense drone and UAS applications. The JTF will coordinate activities for military and government intelligence collection, including technical evaluation of NEO’s battery technologies **to advance deployment in live, commercial drones and UAS**.



*“Our partnership with KOIDI will lead to an expedited entry point into South Korea’s defense industry stakeholders,”* commented Mr. Spencer Huh, President & CEO of NEO. *“Along with our Strategic Defense Advisors, the Company has forged strong inroads into Korea’s military, government, and defense sector. By understanding requirements for advanced battery*

*technologies, the NEO-KOIDI Joint Task Force will align our battery development efforts with real-world operational needs in defense drones and UAS.”*

Both parties will cooperate on defense R&D, technical education, and government-industry initiatives. This framework positions NEO to **engage directly with a nationally recognized defense industry organization** and gain visibility into performance needs relevant to South Korean defense and security programs.

#### ***About NEO Battery Materials Ltd.***

NEO Battery Materials is a Canadian battery technology company focused on developing and producing silicon-enhanced lithium-ion batteries in drones, unmanned aerial vehicles (UAV), robotics, unmanned systems, electronics, electric vehicles, and energy storage systems for AI data centers. With a patent-protected, low-cost manufacturing process, NEO Battery enables longer-running and ultra-fast charging batteries and provides end-to-end battery solutions from materials selection, cell architecture, and process optimization. The Company aims to be a globally-leading producer of high-performance lithium-ion battery components and materials, building a secure, robust battery supply chain in North America. For more information, please visit the Company's website at: <https://www.neobatterymaterials.com/>.

#### **On Behalf of the Board of Directors**

Spencer Huh

Director, President, and CEO

#### **For Investor Relations, PR & More Information:**

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silicon anodes and silicon battery products within battery manufacturers and OEMs' systems; the risks associated with the various environmental and political regulations the Company is subject to; risks related to regulatory and permitting delays; the reliance on key personnel; liquidity risks; the risk of litigation; risk management; and other risk factors as identified in the Company's recent Financial Statements and MD&A and in recent securities filings for the Company which are available on [www.sedarplus.ca](http://www.sedarplus.ca). Forward-looking information is based on assumptions management believes to be reasonable at the time such statements are made, including but not limited to, continued R&D and commercialization activities, no material adverse change in precursor, raw material, equipment, and relevant cost prices, development and commercialization plans to proceed in accordance with plans and such plans to achieve their stated expected outcomes, receipt of required regulatory approvals, and such other assumptions and factors as set out herein. Although the Company has attempted to identify important factors that could cause actual results to differ materially from those contained in the forward-looking information, there may be other factors that cause results not to be as anticipated, estimated or intended. There can be no assurance that such forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such forward-looking information. Such forward-looking information has been provided for the purpose of assisting investors in understanding the Company's business, operations, research and development, and commercialization plans and may not be appropriate for other purposes. Accordingly, readers should not place undue reliance on forward-looking information. Forward-looking information is made as of the date of this presentation, and the Company does not undertake to update such forward-looking information except in accordance with applicable securities laws.

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