# Chung Jye Investment Holding

# 6965

## Investor Presentation

May 2026

# AGENDA

中傑集團
Chung Jye Group

# Disclaimer

This presentation is a summary and assessment of the Company's past, present and future operations based on subjective and objective factors at the time of the presentation; any forward-looking statements contained therein will be affected by risks, uncertainties and inferences, some of which are beyond our control. Actual conclusions may differ materially from these forward-looking statements.

The information provided contains views on the future and its accuracy, completeness and reliability are not expressly or implicitly expressed or guaranteed; nor does it represent a complete discussion of the company, industry conditions and subsequent major developments.

The outlook for the future in this presentation reflects the Company's views to date. Our company is not responsible for reminding and updating these at any time if there are any changes or adjustments.

# 1Q26 RESULTS & OUTLOOK

# Consolidated Income Statements – 1Q26

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| NT$ million | 1Q26 | 4Q25 | 1Q25 | QoQ | YoY |
|---|---|---|---|---|---|
| Net Revenue | 4,785 | 4,948 | 6,108 | -3% | -21.7% |
| Gross Profit | 481 | 579 | 796 | -17% | -40% |
| Gross Margin | 10.1% | 11.7% | 13.0% | | |
| Operating Expenses | 562 | 500 | 607 | 12% | -8% |
| SG&A percent of Sales | 11.7% | 10.1% | 9.9% | | |
| Operating Income | -81 | 80 | 188 | -201% | -143% |
| Operating Margin | -1.7% | 1.6% | 3.1% | | |
| Net Non-Operating Income (Loss) | 25 | 69 | 68 | | |
| Pre-Tax Income | -56 | 148 | 256 | -138% | -122% |
| Income Tax Expense | 39 | 55 | 52 | | |
| Minority Interest | 6 | 3 | 20 | | |
| Net Income to Parent | -101 | 90 | 184 | -212% | -155% |
| Net Margin | -2.1% | 1.8% | 3.0% | | |
| EPS (NT$) | -0.64 | 0.58 | 1.27 | -210% | -150% |

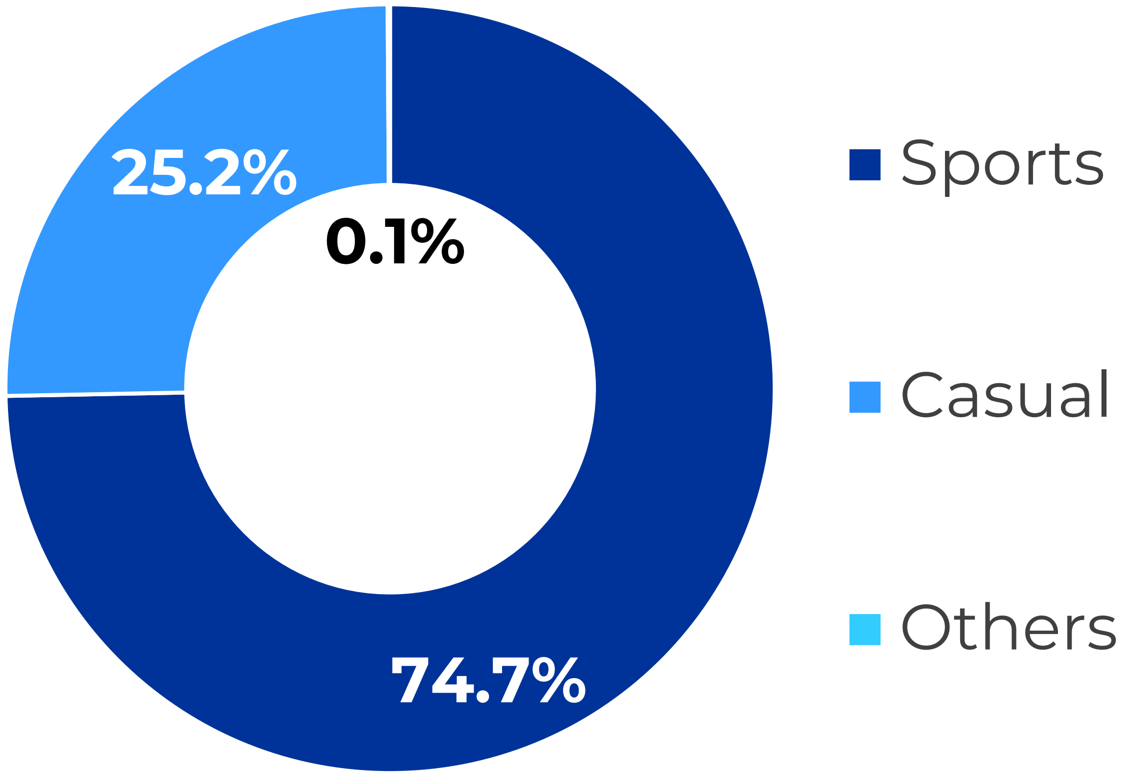
| | | | |
|---|---|---|---|
| ROE* | -3.3% | 3.1% | 6.3% |
| Depreciation and Amortization | 144 | 141 | 145 |
| CAPEX** | 261 | 243 | 340 |

*ROE is annualized by multiplying the quarterly ROE by four. ROE is calculated by dividing the net income to parent for the current period by the average total common equity for the previous and current periods.
**CAPEX includes the Acquisition of Right of Use Assets

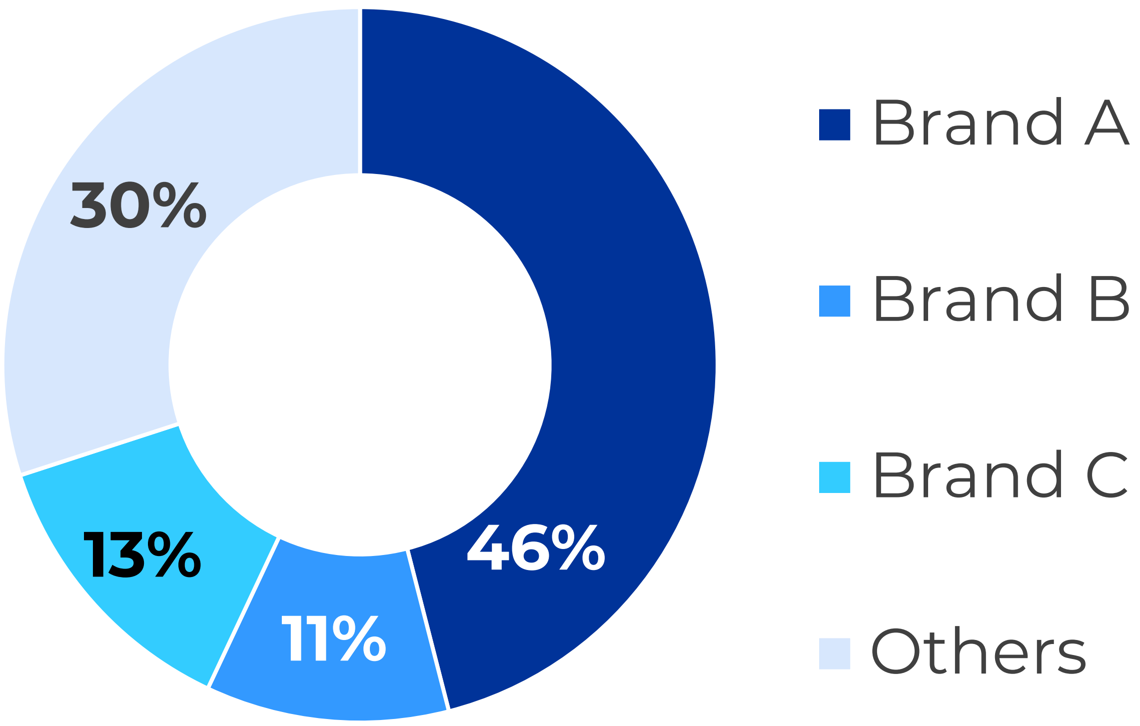
# 1Q26 Revenue Breakdown

- In 1Q26, revenue was mainly impacted by price adjustments and softening consumer demand, which led to more cautious order placements by customers. As a result, shipment volumes across product lines and brand customers declined, leading to a year-over-year decrease in revenue.

### 1Q26 Revenue Breakdown – By Product




### 1Q26 Revenue Breakdown – By Brand



# 1Q26 Sales Volume and Average Selling Price

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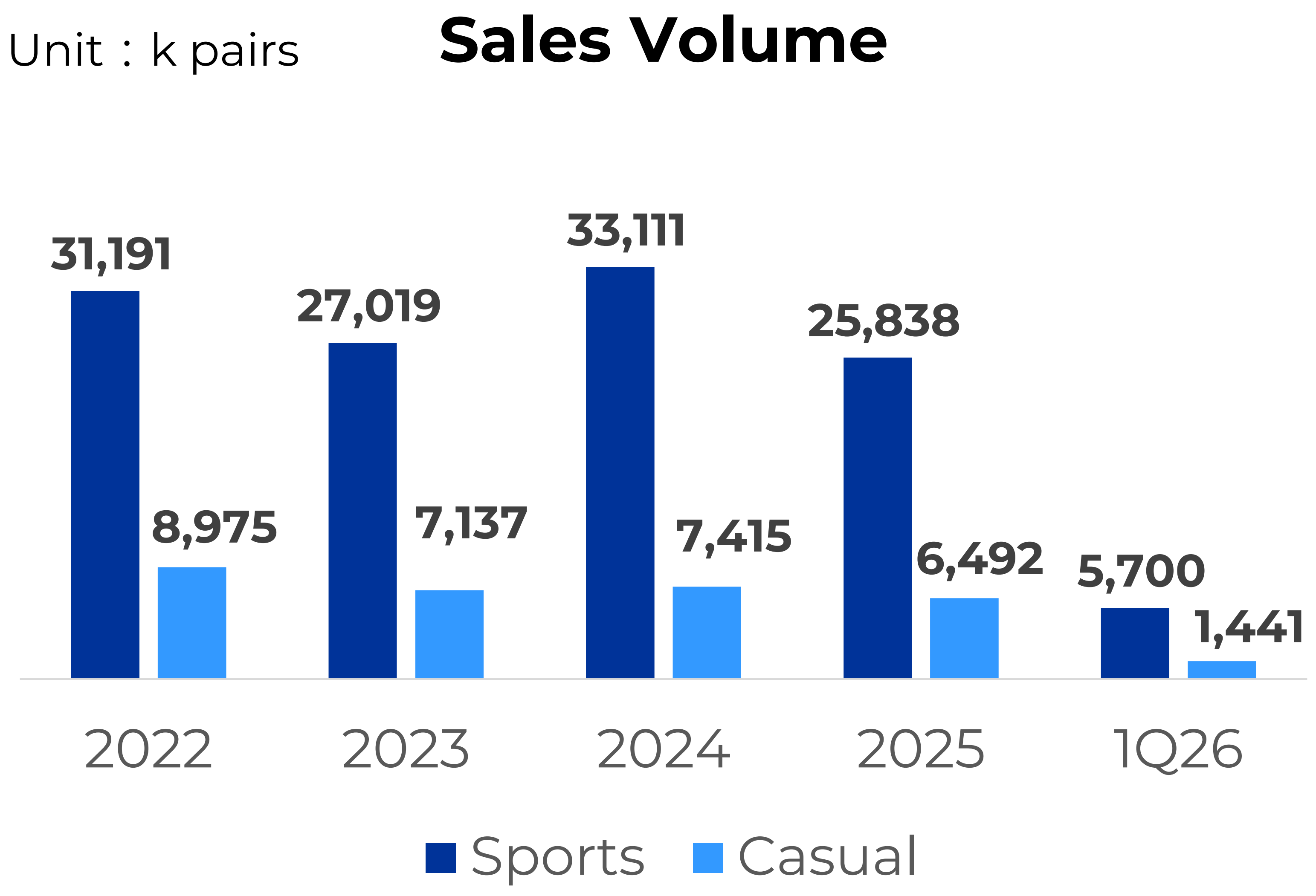
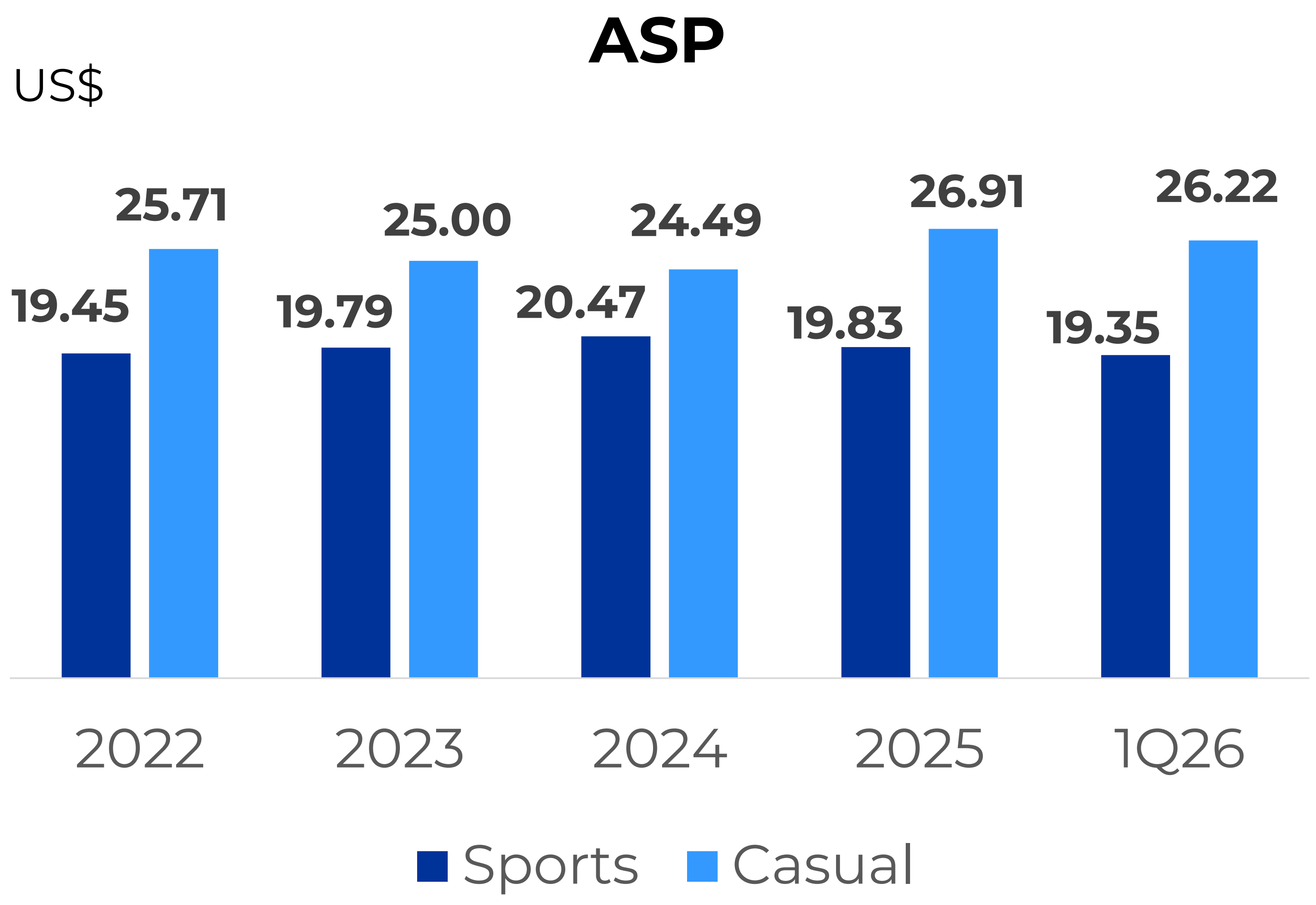
## 1Q26 Sales Volume

**7.1** mn pairs

- In 1Q26, shipments of sports and casual shoes declined year-over-year due to softening consumer demand and inventory adjustments by brands. However, the ASP of casual shoes rose significantly, driven by an improved product mix.



# Consolidated Balance Sheet – 1Q26

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| NT$ million | 2026/3/31 | | 2025/12/31 | | 2025/3/31 | |
|---|---|---|---|---|---|---|
| | $ | % | $ | % | $ | % |
| Cash and Cash Equivalents | 4,091 | 23% | 4,368 | 25% | 6,704 | 33% |
| Notes & Accounts Receivable, Net | 3,839 | 22% | 3,926 | 22% | 4,641 | 23% |
| Inventories | 2,765 | 16% | 2,456 | 14% | 3,119 | 15% |
| Other Current Assets | 411 | 2% | 430 | 2% | 573 | 3% |
| Long-term Investments | 135 | 1% | 131 | 1% | 52 | 0% |
| Fixed Assets | 4,279 | 24% | 4,203 | 24% | 4,091 | 20% |
| Other Long-term Assets | 2,100 | 12% | 1,956 | 11% | 1,333 | 7% |
| **Total Assets** | **17,619** | **100%** | **17,471** | **100%** | **20,514** | **100%** |
| | | | | | | |
| Current Liabilities | 4,747 | 27% | 4,768 | 27% | 6,280 | 31% |
| LT Debt | 0 | 0% | 0 | 0% | 118 | 1% |
| Other Non-Current Liabilities | 429 | 2% | 425 | 2% | 457 | 2% |
| **Total Liabilities** | **5,175** | **29%** | **5,193** | **30%** | **6,855** | **33%** |
| Total Common Equity | 1,563 | | 1,563 | | 1,558 | |
| **Total Equity** | **12,444** | **71%** | **12,278** | **70%** | **13,659** | **67%** |
| Book Value per Share (NT$) | 78.1 | | 77.2 | | 86.0 | |
| | | | | | | |
| Current Ratio | 234% | | 234% | | 239% | |
| Net Cash (Debt) to Equity | 33% | | 36% | | 44% | |

# Indonesia New Plant

## Construction Commenced in 2025

- Plant Interior Overview -

Site Location

East Java, Indonesia

Construction Start

October 2025

# Indonesia New Plant

## Construction Progressing on Schedule

- Plant Exterior Overview -

Current Progress

**Under Construction**

Expected Production Start

**End of 2026 ~ Early 2027**

# 2026 Business Outlook

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Chung Jye Group

## ■ 2Q26 Capacity Utilization Remains Near-Full; Limited Visibility for 2H26; Targeting Stable Full-Year 2026 Revenue

- Although 2Q26 orders are near full, customers remain cautious amid macro and consumer headwinds. Our strategic priority is to maintain capacity utilization by actively pursuing new customers and orders, striving to maintain 2026 full-year revenue at a comparable level to last year.
- Gross margin faces greater pressure this year due to raw material price volatility and softer end-market demand. However, we continue to implement internal management optimization initiatives to mitigate the impact.

## ■ Key Strategic Updates

- **Leveraging a multi-country production footprint to deepen customer collaboration**: Our diversified manufacturing footprint enhances supply flexibility, helping secure new customers and orders. We will continue advancing capacity planning and may consider accelerating expansion as customer demand solidifies. Our India facility will soon onboard a new customer to serve the local market. Going forward, we will leverage this flexibility to capture greater order share and export opportunities, with the long-term goal of developing new customers into core strategic accounts.
- **Actively expanding the customer base**: We aim to build a more diversified customer portfolio and increase the share of export-related business, creating a more resilient customer mix over the long term.
- **“StridePlus” Management Enhancement Initiative**: A new business and management team is in place and driving internal transformation, delivering results in customer development and supplier management. Automation initiatives have shown strong progress and will be further expanded, with the goal of improving operating margins.

# 2026 Capacity Plan and Long-Term Outlook

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- **Maintaining our long-term strategy of scale expansion and multi-country capacity deployment; optimistic on the mid- to long-term outlook.**
  - Ongoing scale expansion and our four production bases enhance competitiveness, while our solid balance sheet is strong enough to support the planned CapEx roadmap on schedule.
  - Riding on the industry's long-term growth trends, we continue to deepen our strategic investments to capture opportunities early when the cycle turns and build a mid- to long-term competitive edge.
- **In response to global supply chain challenges, we continue to steadily expand capacity. Capital expenditures for 2026 are estimated at between US$20 million and US$28 million.**
  - Indonesia will be a key focus this year. The plant in Jawa Timur commenced construction in late October 2025, and progress is on track. Production is expected to begin by the end of this year or early 2027.
  - The Bac Kan plant in Vietnam began production in 3Q25, with an annual capacity of about 112k pairs of knitted uppers. Small shipments of molded shoes began in December 2025, with production gradually ramping up.
  - The India plant produced approximately 600k pairs last year and is expected to gradually ramp up. With new customer onboarding, annual output is estimated to reach 1.9 million pairs this year, with full capacity of 2.1 million pairs.

# COMPANY OVEREVIEW

# Chung Jye Overview

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- Chung Jye is a global leading footwear service provider with over 40 years of technical expertise and industry experience. Since our founding, we have been a long-term partner of the **globally renowned athletic brand New Balance**. We have also successfully entered the supply chains of China's premium sportswear brands, **including FILA (under ANTA)** and **LI-NING**, becoming a core supplier for joint product development.

- We have **a young yet experienced management team** that is actively planning for long-term growth and **places strong emphasis on capital efficiency**. In addition to closely collaborating with brand customers on innovation, we have established dedicated R&D centers, demonstrating our deep commitment to **R&D and innovation**.

- Chung Jye's production bases span across **China, Vietnam, and India**, with a new base in **Indonesia** also actively in planning. Over the next decade (by 2034), we aim to reach **annual shipments of over 80 million pairs**, doubling our current scale. In addition to expanding capacity, our local production in China and India can directly serve **the large domestic markets (local to local)**, which helps us attract new brand customers.

- Our vision is to become **a leading end-to-end footwear solutions provider that excels in innovation and quality**. Through long-term strategic planning, we aim to deliver steady profit growth and sustainable development, **with a long-term ROE target of over 20%**.

# Chung Jye at a Glance

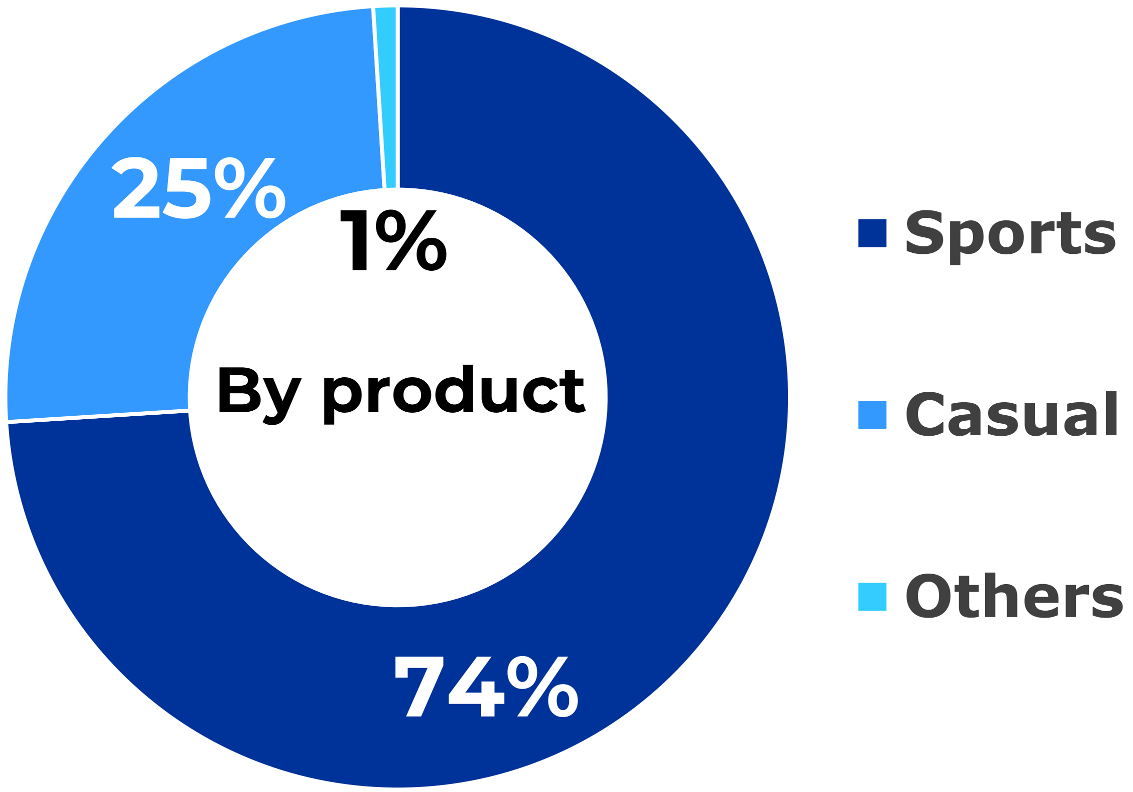
**1983**
established

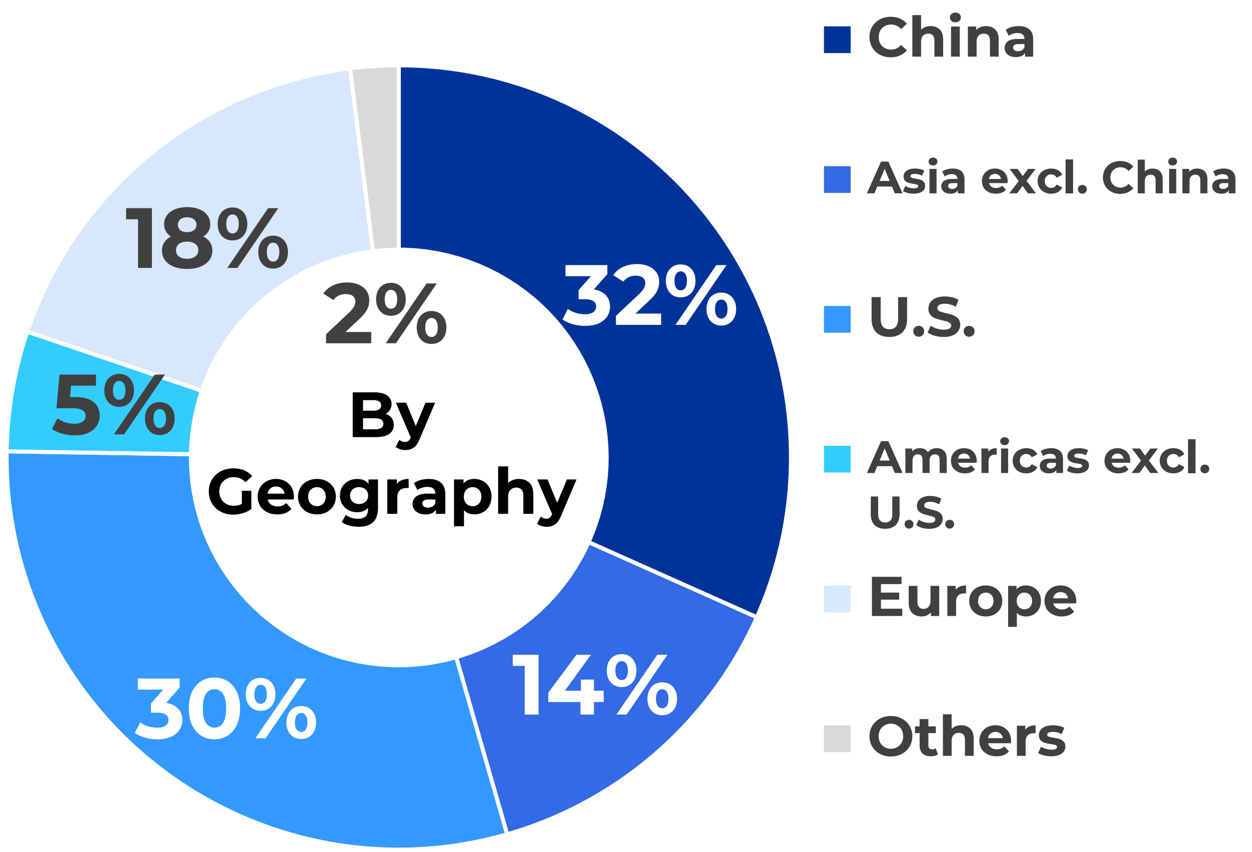
**NT$21.7 bn**
2025 Sales Revenue

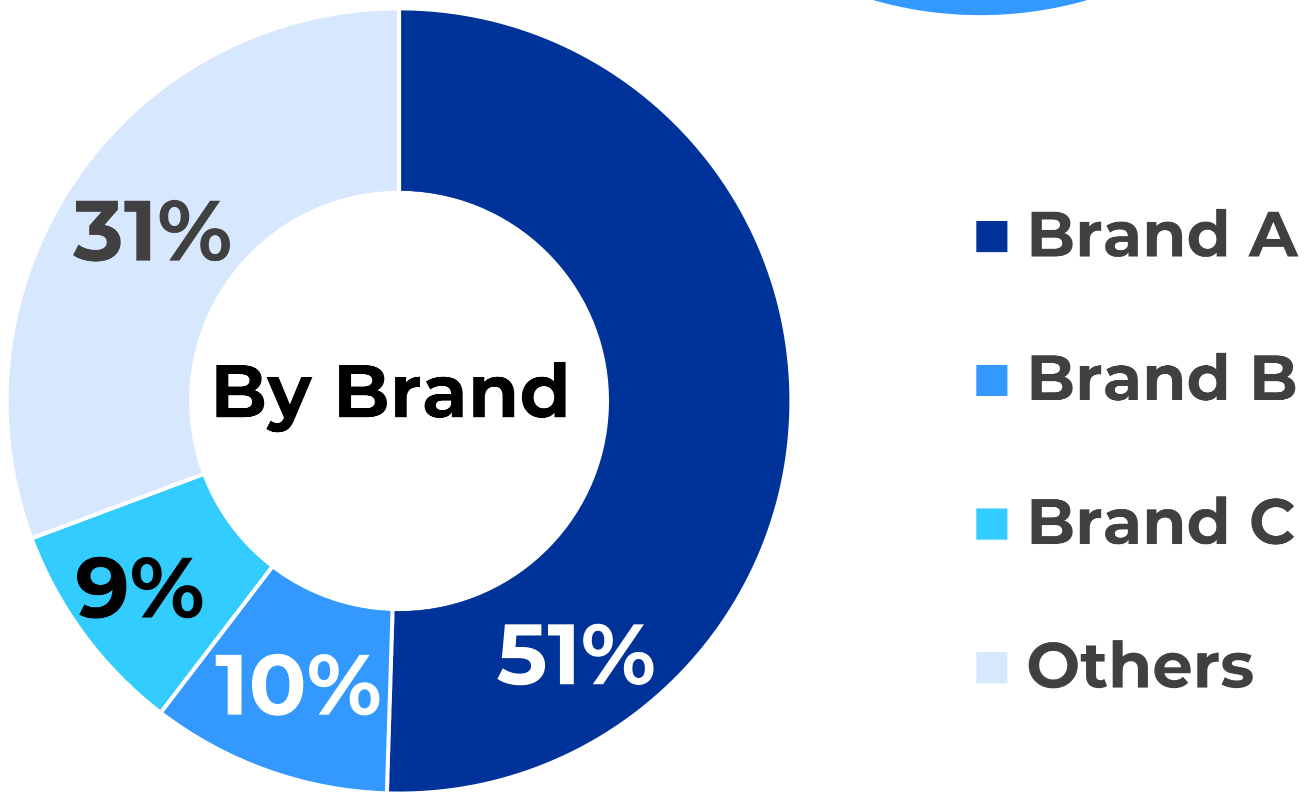
**32.3 mn pairs**
2025 Sales Volume

**28 k+**
employees

**8**
Production Plants




* Calculated based on 2025 revenue

# Company Milestones

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**1983** – Founded in 1983, began manufacturing shoes for New Balance

**1998** – Established the first factory in Guangdong, China

**2013** – Second-generation succession

**2014** – Established the first factory in Vietnam, followed by the addition of three more sites in 2015, 2018, and 2024

**2016** – Established the New Balance R&D Center

**2019** – Entered the supply chain of FILA under Anta

**2020** – Established the FILA R&D Center

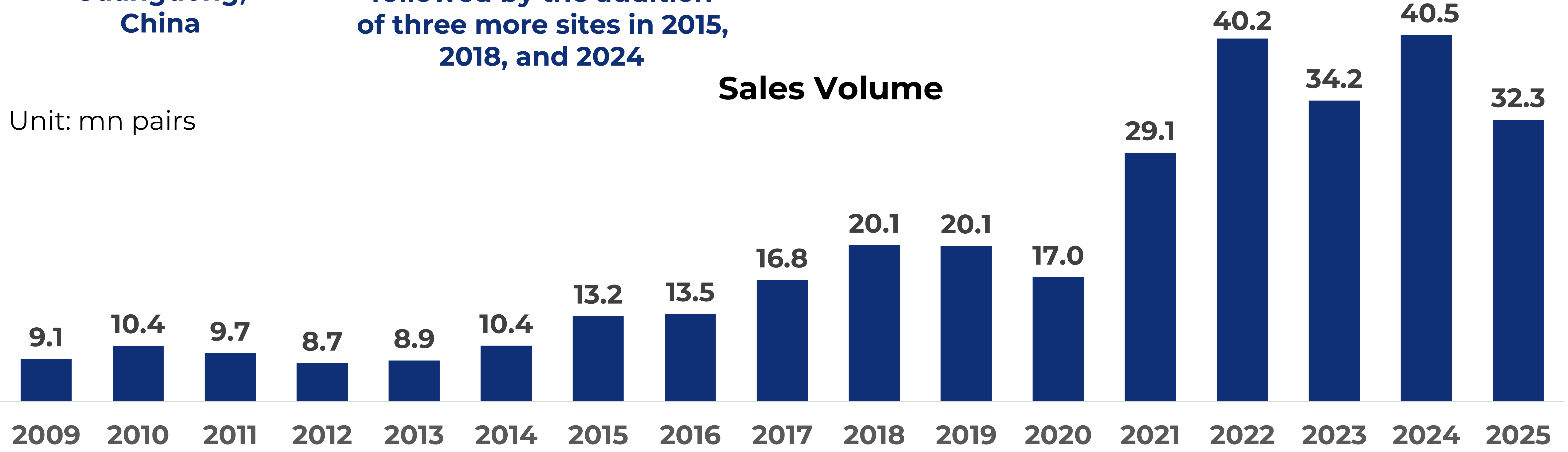
**2021** – Entered the supply chain of Li-Ning

**2024** – Established the first factory in India and set up the Li-Ning R&D Center

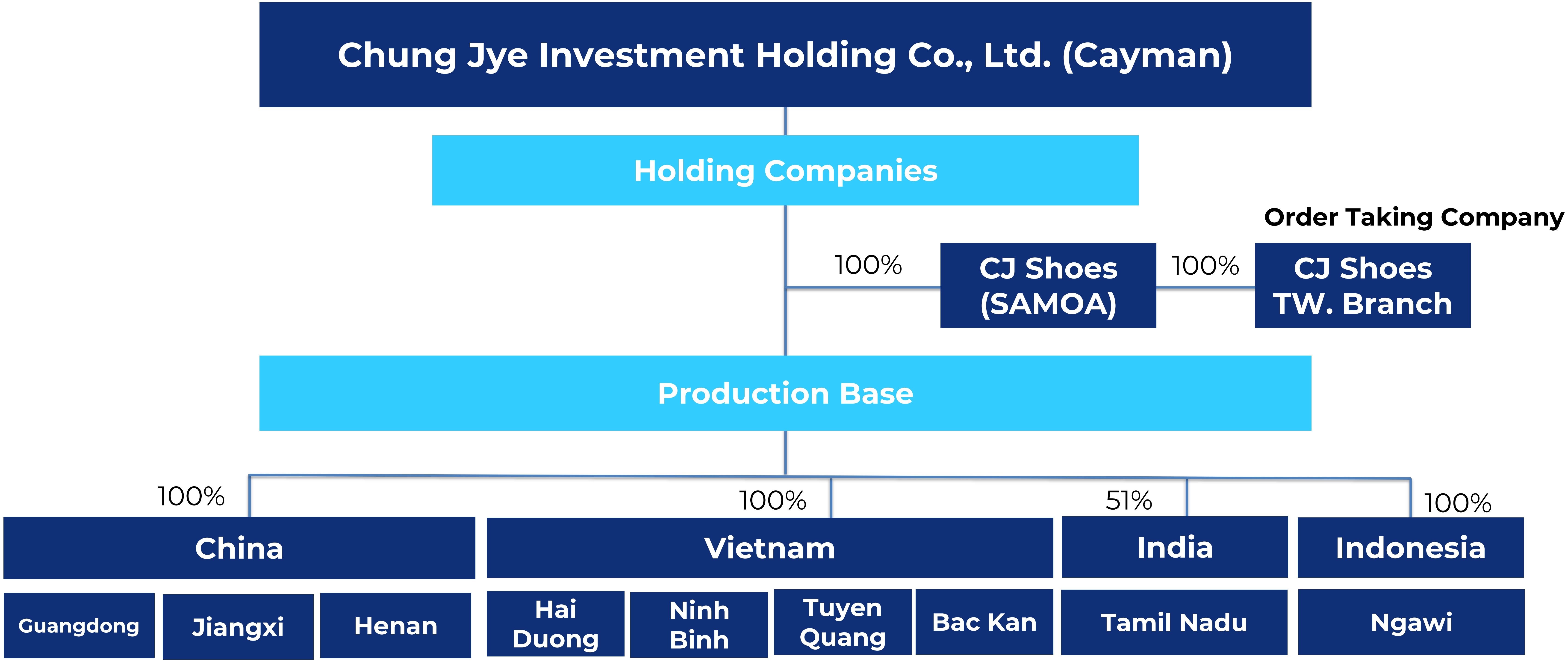
**2025** – Listed on the TWSE (6965 TT)

**Sales Volume**

Unit: mn pairs



# Company Structure



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Chung Jye Group

# Global Location

**Henan, Jiangxi, Guangdong, China**

Capacity:
24.70 mn pairs

**HQ, Taiwan**

**Tamil Nadu, India**

Capacity :
1.90 mn pairs**

**Jawa Timur, Indonesia**
**(Under Construction )**

**Hai Duong, Ninh Binh, Tuyen Quang, Bac Kan, Vietnam**

Capacity:
15.92 mn pairs

* Based on full-capacity production under standard working hours in 2025 (excluding overtime).
**This figure is the estimated production capacity for 2026.

# Major Production Base

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| Location | Capacity ( million pairs / year ) | Plant | No. of Employees | Brands Produced |
|---|---|---|---|---|
| China | 418 | Guangdong | 4,700 | New Balance / FILA / LI-NING / Sorel / Ariat / UA / Clarks / lululemon |
| | 1,819 | Jiangxi | 7,800 | New Balance / FILA / LI-NING |
| | 233 | Henan | 2,500 | New Balance / FILA |
| Vietnam | 312 | Hai Duong | 1,700 | Sorel / Hugo Boss / Clarks / Ariat |
| | 971 | Ninh Binh | 5,600 | New Balance |
| | 298 | Tuyen Quang | 5,800 | Clarks / Ariat / UA |
| | 11 | Bac Kan | 368 | New Balance |
| India | 190** | Tamil Nadu | 2,200 | New Balance |
| Indonesia (Under Construction) | - | Jawa Timur | - | - |

*China and Vietnam figures are based on full production capacity under normal working hours in 2025 (excluding overtime).
** India figure represents estimated production capacity for 2026.

# Competitive Advantages

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### Young and Experienced Team

✓ The next-generation team has stepped into leadership with strong passion, actively driving long-term growth and development.

### Capital Expenditure Yields High Investment Returns

✓ The management maintains a high level of ownership and focuses on efficient capital deployment.

### Committed to R&D and Innovation

✓ The company is actively co-developing with brand partners and establishing R&D centers, maintaining high R&D expenses as a percentage of revenue.

# Core Team

中傑集團
Chung Jye Group

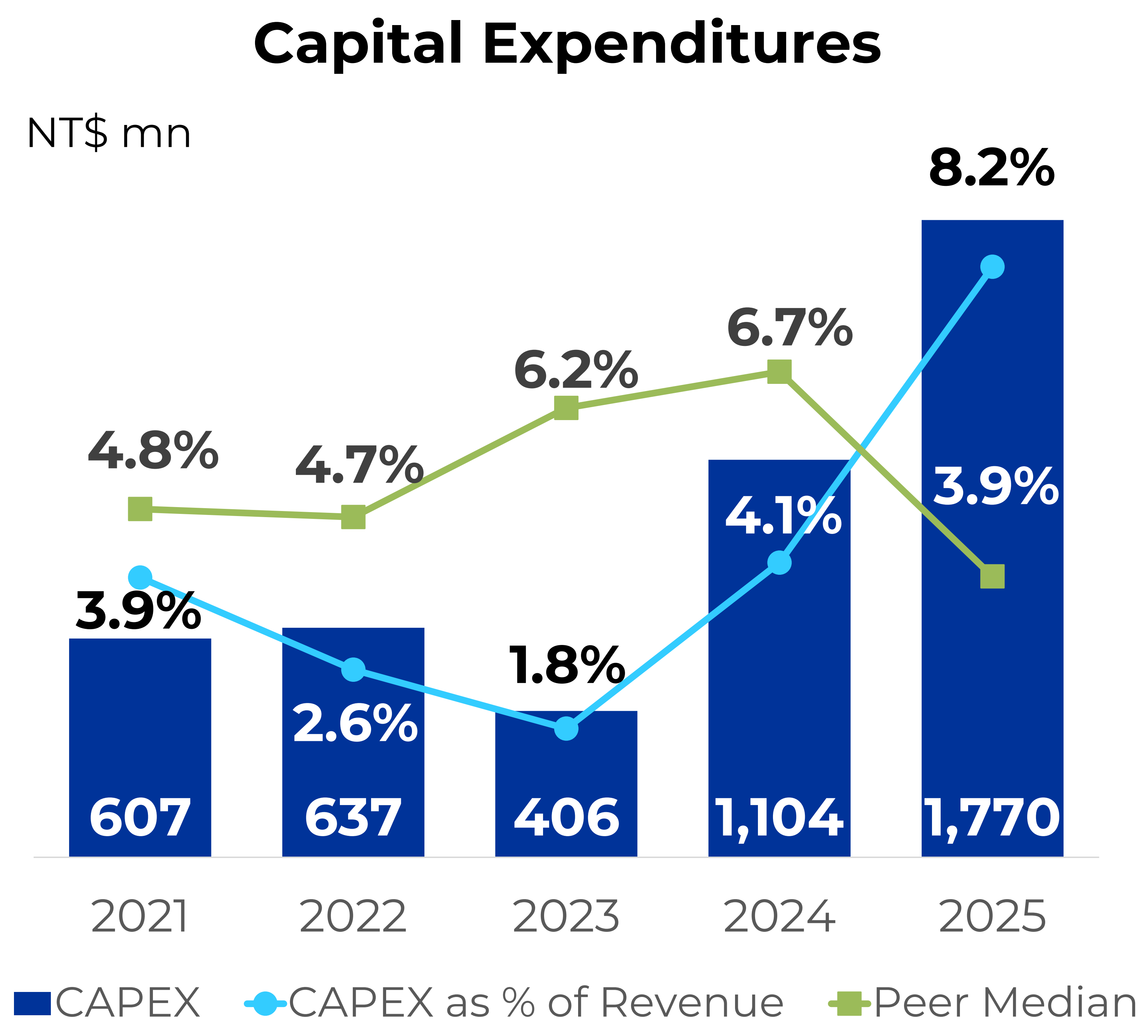
| Title | Name | Industry experience | Experiences |
|---|---|---|---|
| **Chairman** | Andy Liu | 20+ years | Southern Methodist University<br>Director and General Manager of Chung Jye |
| **General Manager and CEO** | Randy Liu | 20+ years | Collin County Community College<br>Director and Deputy General Manager of Business of Chung Jye |
| **Vice Chairman and CHRO** | Nita Liu | 25+ years | Southern Methodist University<br>Chairman of Chung Jye |
| **Executive Vice General Manager** | Cathy Liu | 20+ years | Xinyang City Agriculture and Forestry College, Henan<br>Joined Chung Jye in 2001, serving as Deputy Sr. M., Sr. M. and V.G.M. |
| **Executive Vice General Manager and CSO** | Jason Lai | 18 years | National Chengchi University, EMBA<br>Joined Chung Jye in 2006, serving as Deputy Sr. M. and Sr. M. |
| **Executive Vice General Manager** | Yu-Hsin Chen | 17 years | Tunghai University<br>Joined Chung Jye in 2025, serving as Special Assistant and V.P. of Sales. |
| **Vice General Manager** | Sam Lin | 20+ years | Chienkuo Technology University<br>Joined Chung Jye in 1998, serving as Deputy Sr. M., Sr. M. and Exec. Sr. M. |
| **Vice General Manager** | Eddie Teng | 30+ years | Ming-Der Industry and Commerce High School<br>Joined Chung Jye in 1994 |

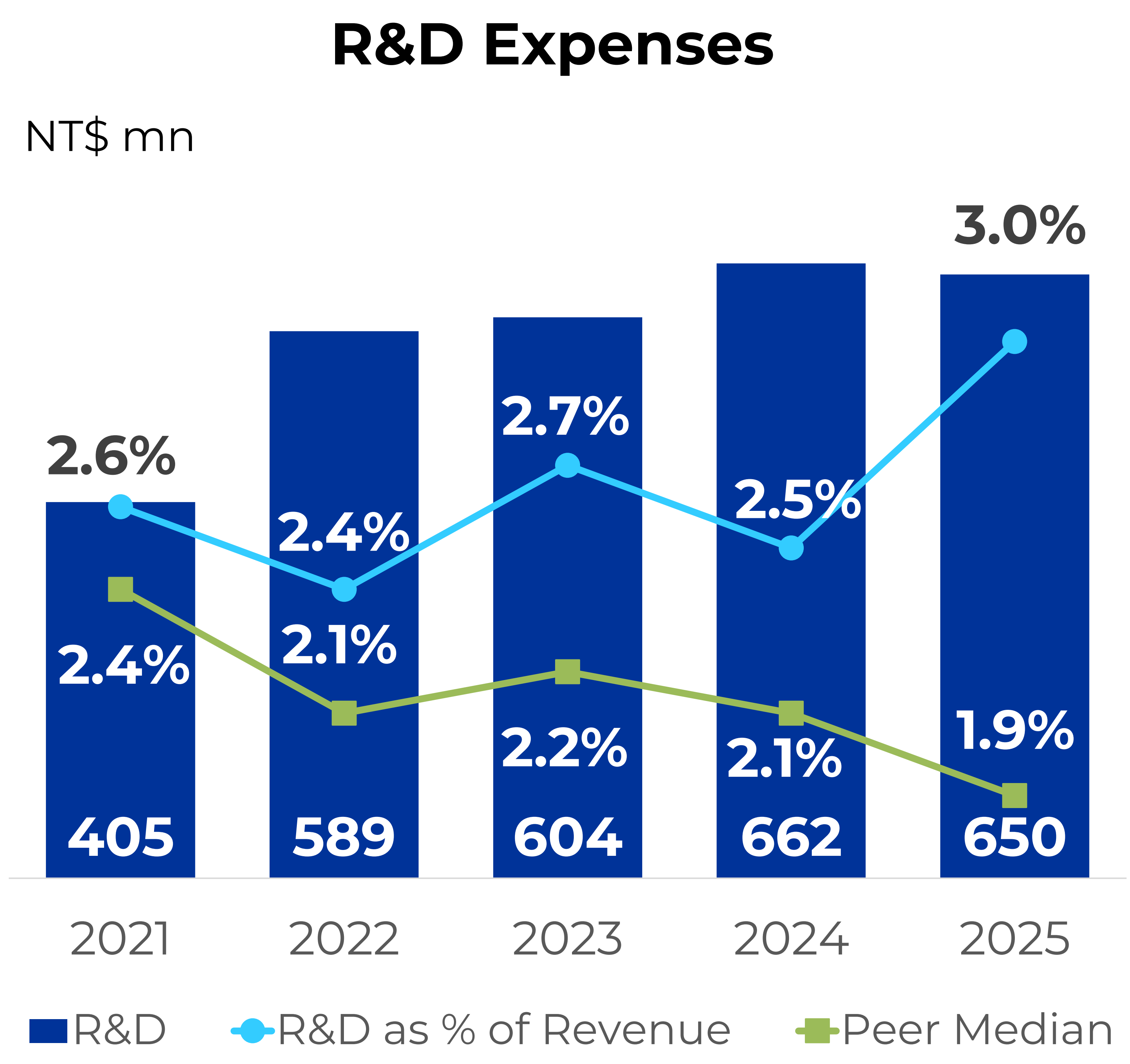
# Core Team

中傑集團
Chung Jye Group

| Title | Name | Industry experience | Experiences |
|---|---|---|---|
| **Vice General Manager** | SF. Zhan | 30+ years | University of Science and Technology Beijing<br>Joined Chung Jye in 2014, serving as Sr. M. and Exec. Sr. M. |
| **Vice General Manager** | Ren Wang | 25+ years | National Kaohsiung Institute of Technology<br>Joined Chung Jye in 2023 as an Executive Assistant |
| **Exec. Sr. Manager** | Derek Chen | 20+ years | Ling Tung University<br>Joined Chung Jye in 2004, serving as V. Sr. M. and Sr. M. |
| **Sr. Manager & CISO** | Marty Chang | 13 years | National Tsing Hua University<br>Served as Manager of Pou Chen International Group in 2012 |
| **Head of Finance** | Vicky Tsai | 20 years | National Sun Yat-sen University<br>Joined Deloitte Accounting Firm in 2005 |
| **Head of Audit** | Jane Huang | 20+ years | Soochow University<br>Joined Deloitte Accounting Firm in 2004 |
| **Head of Corp. Governance** | Corey Chen | 30+ years | National Chung Hsing University<br>Senior Manager of E.Sun Bank |

# Efficiently Utilize Capital Expenditures and Continue to Focus on R&D Investment




*Peer median is calculated based on 5 Taiwanese footwear manufacturing peer companies listed on the TWSE.
** CAPEX includes the Acquisition of Right of Use Assets

# BRAND PARTNERSHIPS & INDUSTRY TRENDS

# Major Brand Partners

**Performance Sports**
(Running shoes, training shoes)

**Athleisure**
(Sporty casualwear, daily wear)

**Outdoor Functionality**
(Hiking, outdoor activities)

**Classic Casual Style**
(Everyday casual)

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# Growing Together with the Brand

new balance

## Lifestyle Sneakers


327


ML860 V2


2002


U1906L


WRPD RUNNER


U9060

## Functional Athletic Shoes


MT100 AD


URC56 LE


MTHIERV7


626


996


1080

# Aim to Expand into More Customer Brands and Gain Shares

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**Trendy Lifestyle** FILA **Functional & Comfortable**

**Performance Sports** LI-NING **Trendy Casual**

# Ongoing Expansion of Brand Partnerships

Columbia | SOREL | UNDER ARMOUR | ARIAT

# Ongoing Expansion of Brand Partnerships

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OluKai | BOSS HUGO BOSS | lululemon | Clarks | SUN DAY RED

# The Athletic Footwear Markets Continue to Grow Steadily

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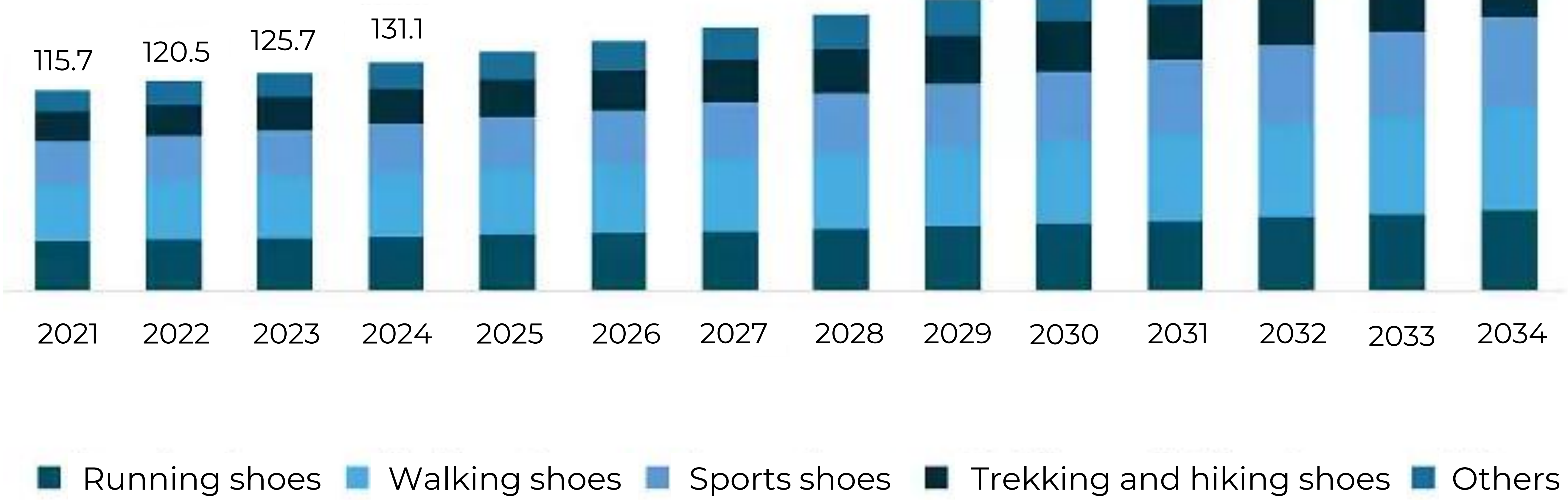
From 2025 to 2034, the CAGR of the **Athletic Footwear** market is around **5.0%**.

Global Athletic Footwear Market Size, By Product Type, 2021 – 2034 (USD Billion)




Source: Global Market Insights

# New Balance, Anta, and Li-Ning Are Steadily Growing Their Market Shares

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## Global Footwear Leading Brands Market Share Trends (%)

| Rank | Company | Global Footwear Brands Market Share (%) | | | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2020 | 2021 | 2022 | 2023 |
| 01 | Nike Inc | 10.3 | 11.8 | 11.8 | 12.1 | 12.8 |
| 02 | adidas Group | 5.9 | 6.0 | 5.9 | 5.2 | 4.8 |
| 03 | Skechers USA Inc | 2.0 | 2.2 | 2.4 | 2.4 | 2.3 |
| 04 | VF Corp | 2.0 | 1.9 | 2.0 | 1.8 | 1.7 |
| 05 | Puma SE | 1.1 | 1.2 | 1.3 | 1.5 | 1.6 |
| 06 | **New Balance Athletic Shoe Inc** | **1.0** | **1.1** | **1.1** | **1.2** | **1.3** |
| 07 | **Anta (China) Co Ltd** | **0.8** | **1.0** | **1.2** | **1.2** | **1.3** |
| 08 | Asics Corp | 1.2 | 1.2 | 1.2 | 1.2 | 1.2 |
| 09 | Deckers Outdoor Corp | 0.8 | 1.1 | 1.1 | 1.2 | 1.1 |
| 10 | LVMH Moët Hennessy Louis Vuitton SA | 0.5 | 0.6 | 0.9 | 1.0 | 1.1 |
| 11 | Wolverine World Wide Inc | 1.0 | 0.9 | 1.0 | 1.1 | 1.1 |
| 12 | **Li Ning Co Ltd** | **0.4** | **0.5** | **0.7** | **0.8** | **0.8** |
| 13 | Deichmann SE | 0.9 | 0.8 | 0.8 | 0.8 | 0.8 |
| 14 | Crocs Inc | 0.3 | 0.4 | 0.7 | 0.7 | 0.7 |
| 15 | On AG | 0.1 | 0.2 | 0.4 | 0.6 | 0.7 |

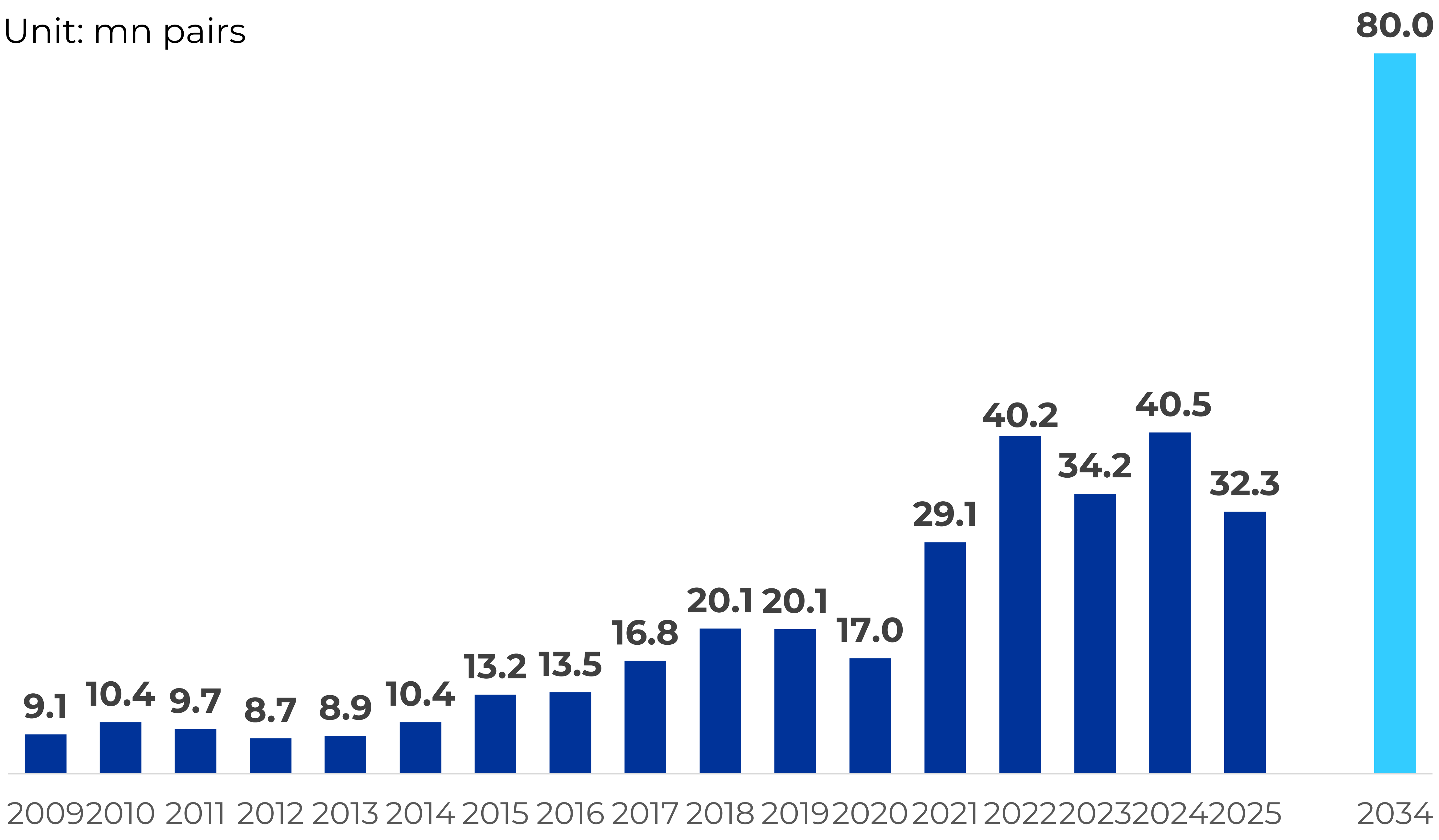
Source: Euromonitor, Taiwan Textile Research Institute, CTBC Securities Investment Service

# GROWTH STRATEGY

# Target to Double Shipments in 10 Years

Chung Jye Group 中傑集團

## Chung Jye Historical and Target Shipments




- **Facilitate Collaboration with Brand Customers:** Brand customers value large-scale, reliable production capacity. In addition, many prefer suppliers with localized operations in emerging markets (local to local), enabling better access to new customers and deeper collaboration with existing brand partners.
- **Improve Efficiency and Profitability:** Economies of scale help enhance gross margins and ROE.
- **Strengthen Competitive Moat:** The goal is to become one of the few scaled players in the footwear manufacturing industry.

# Building Capacity across Four Major Regions

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## Vietnam (15.92 mn pairs)

- Serve export markets

## China (24.70 mn pairs)

- Serve Chinese brand customers
- Leverage local production to support the vast domestic market

## India (1.90 mn pairs)

- One of the few with existing production capacity in India, serving top brand customers
- JV structure ensures operational stability and accelerates breakeven
- Local production serves the vast domestic market

## Indonesia (Under Construction)

- Expand the number of production countries to diversify supply chain risks
- Increase flexibility in capacity allocation

* Vietnam and China based on 2025 production capacity; India based on 2026 estimated capacity.

# Prudent Capex in Phases

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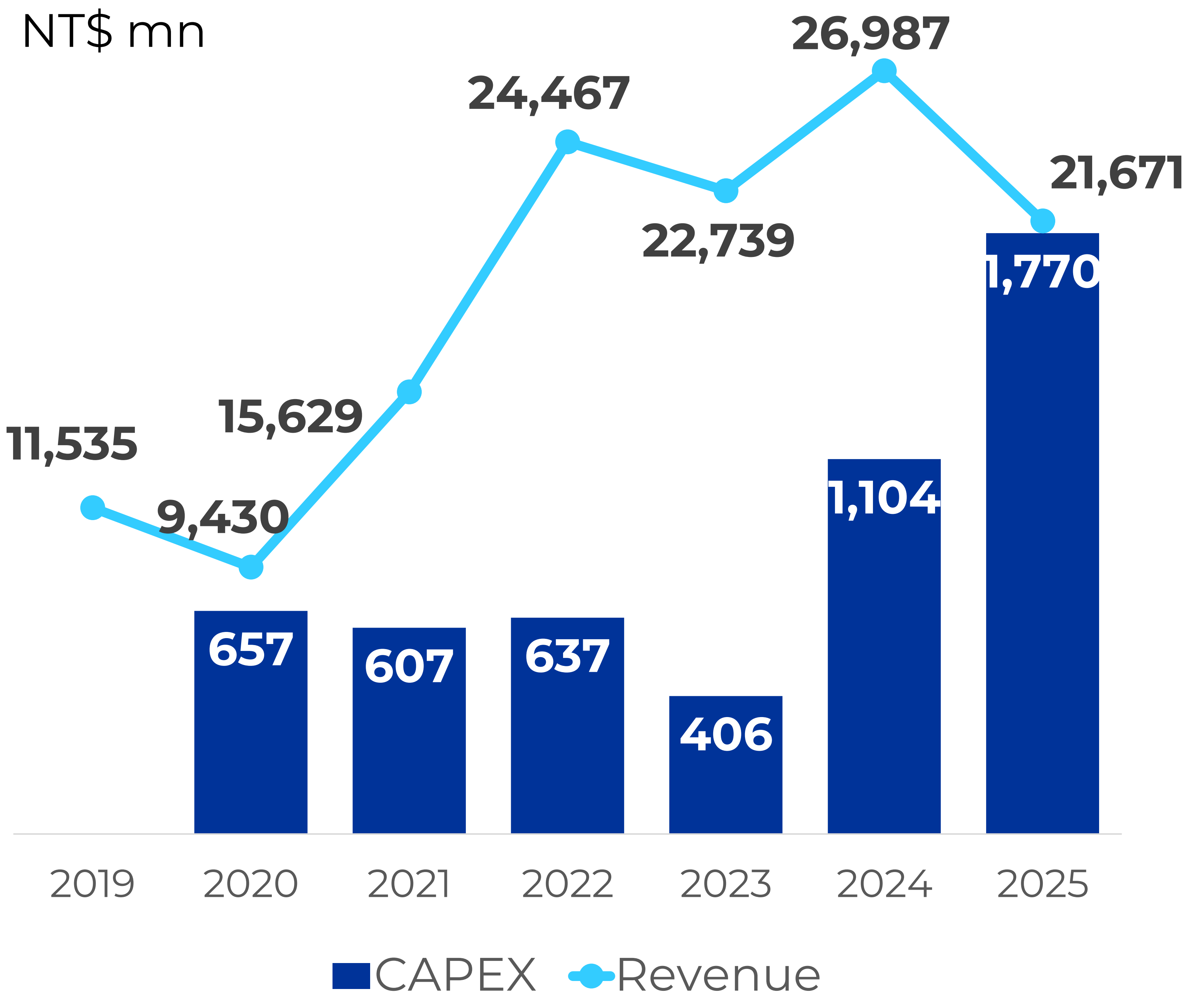
- **2026 CAPEX estimated at between US$20 million and US$28 million.**
- **Short-Term**
  - The Bac Kan plant in Vietnam began production in 3Q25 and is gradually ramping up, with full capacity of 3.6 million pairs of molded shoes and 4.3 million pairs of uppers (knit).
  - Estimated annual output for the India plant this year is 1.9 million pairs, with full capacity of 2.1 million pairs.
- **Mid-Term**
  - The plant in Jawa Timur commenced construction in late October 2025 and is progressing as planned. It is expected to begin production by the end of this year or early 2027.
- **Long-Term:** Capacity expansion through phased CapEx investments.

**Chung Jye Historical CAPEX and Revenue Trends**




** CAPEX includes the Acquisition of Right of Use Assets

# Establish R&D Centers to Deepen Collaboration with Brands

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- **Independent R&D Capability:** We regularly shares R&D outcomes with customers and integrate brand customer needs to offer customized development solutions.
- **Efficient R&D Services:** We establish dedicated R&D teams by product category to integrate supply chain technologies, enhance materials, design, and technology applications, while delivering tiered, targeted services and realizing cost advantages.
- We hold quality certifications for waterproof shoes including GORE-TEX, OUTDRY, and H-DRY. We possess a strong advantage in the high-end waterproof shoe manufacturing sector, enabling expansion of the product matrix and enrichment of the waterproof shoe product line.

**R&D Center**

Development & Technical Team
**600 people**

Sample Room Team
**500 people**

**2019**
- **Woven upper**
- **3D foam printing replaces No sew**

**2020**
- **Leather casual shoes**
- **Colorful reflection printing**

**2021**
- **Graphene insulation midsole**
- **Temperature sensitive ink printing**

**2022**
- **Upper changeable shoes**
- **Environmental friendly concept shoes**

**2023**
- **UV-reactive Outsole**
- **Supercritical Foaming Midsole**

**2024**
- **Glue-free Shoes**
- **Crease-free Shoes**

**2025**
- **Composite tech waterproof boots**
- **Thermochromic yarn + UV color-changing shoes**
- **Printing using recycled sawdust**

# Chung Jye's Operating Targets

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- Become a leading end-to-end footwear solutions provider that excels in **innovation** and **quality**
- Long-term ROE exceeds **20%**
- Structurally improvement in operating margin, **above the industry average** in the long term
- Build capacity across **four major regions** and leverage **local capacity** to serve **local markets**
- Target to **double** shipments in 10 years (over **80 million** pairs by 2034).

# ESG

# Sustainability

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## Environmental

- In 2025, the renewable energy usage ratio at the China and Vietnam plants reached **54.4% and 53.2%**, respectively, with the goal of achieving **100%** by 2030.
- By 2030, the goal is to increase the revenue contribution from **low-carbon products** to **50%**.
- Improve energy efficiency and increase the use of clean energy to reduce unnecessary emissions, with the goal of reducing greenhouse gas emissions per unit of production by **20%** over the next five years.

## Social

- In 2025, a total of **186,644** hours were invested in training, covering corporate governance, professional skills, and occupational safety.
- Regular **human rights** audits conducted; launch the Better Work program for labor rights, with the Ninh Binh plant taking the lead, aiming to become a High Performing Factory.
- Ongoing **CSR efforts** include: providing clean water to remote areas, supporting low-income families, offering scholarships, and sponsoring community events.

## Governance

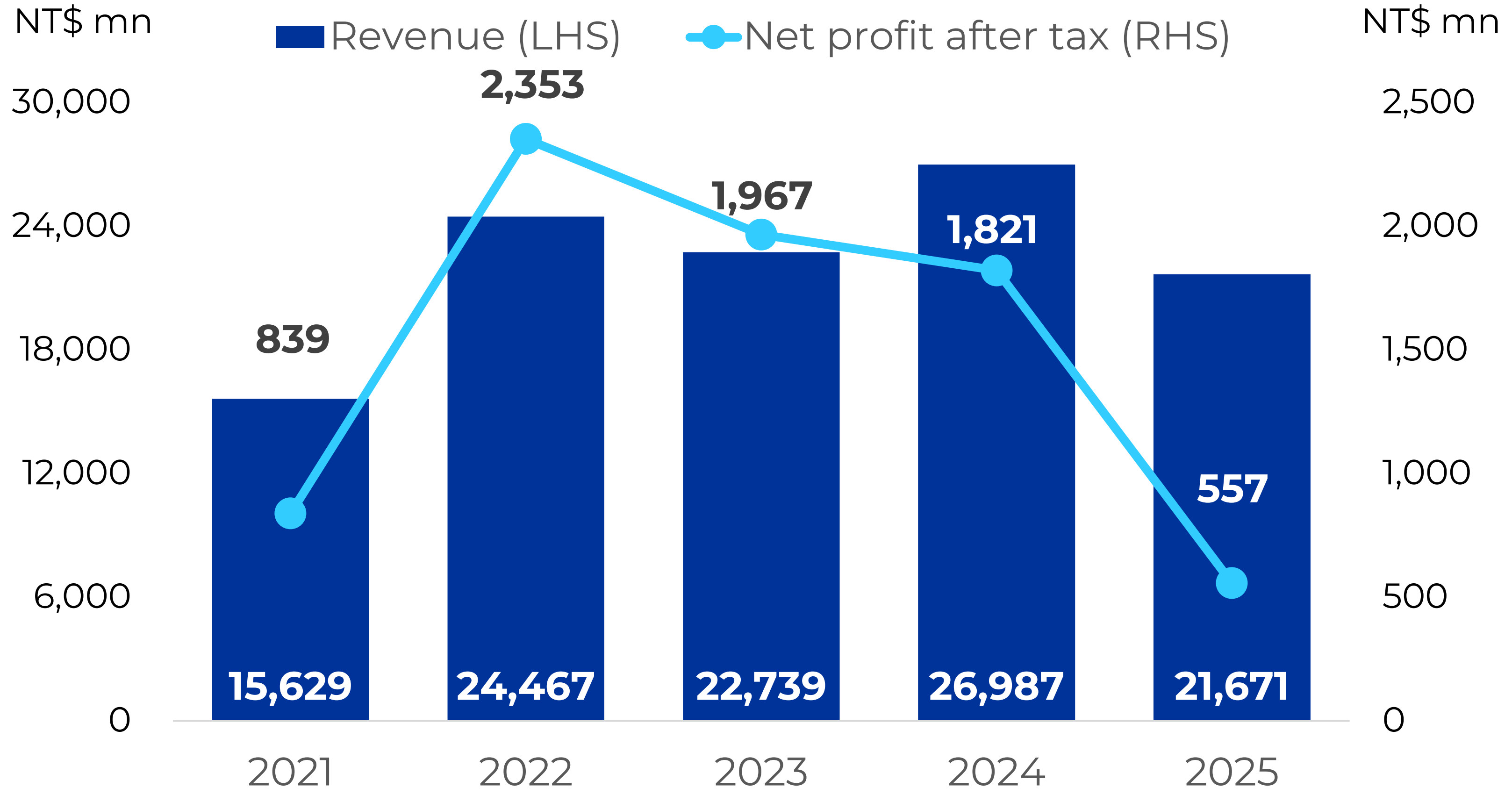
- Board diversity and independence:
  **57%** independent directors
  **28.6%** female directors
- In 2024, a **Sustainability Committee** was established, composed of all board members (including independent directors), and a **Chief Sustainability Officer** was appointed.
- Actively collaborating with local suppliers to reduce carbon emissions from transportation. At the Shanggao plant in China, up to **97%** of raw materials are **locally sourced**.

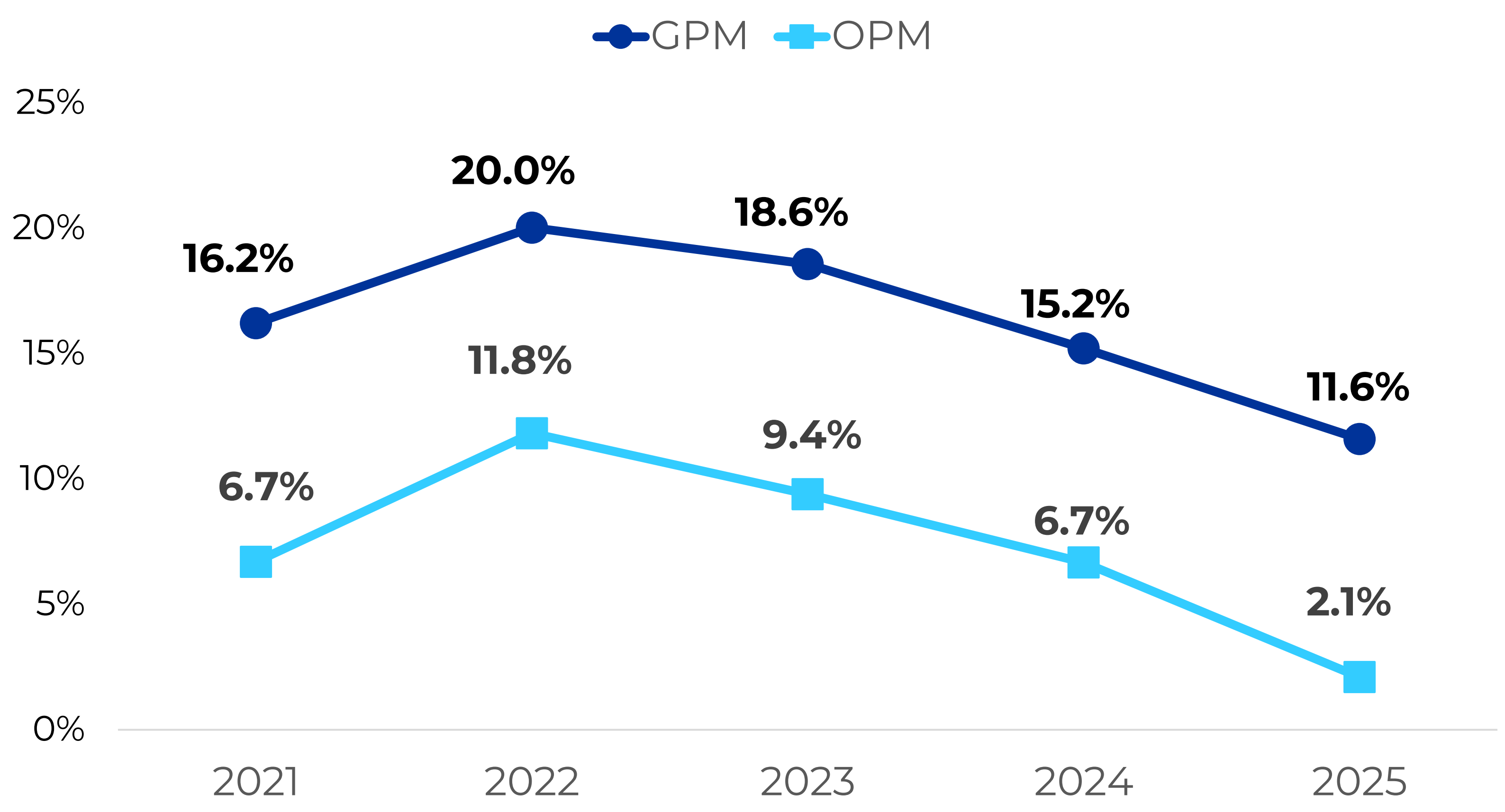
# Q&A

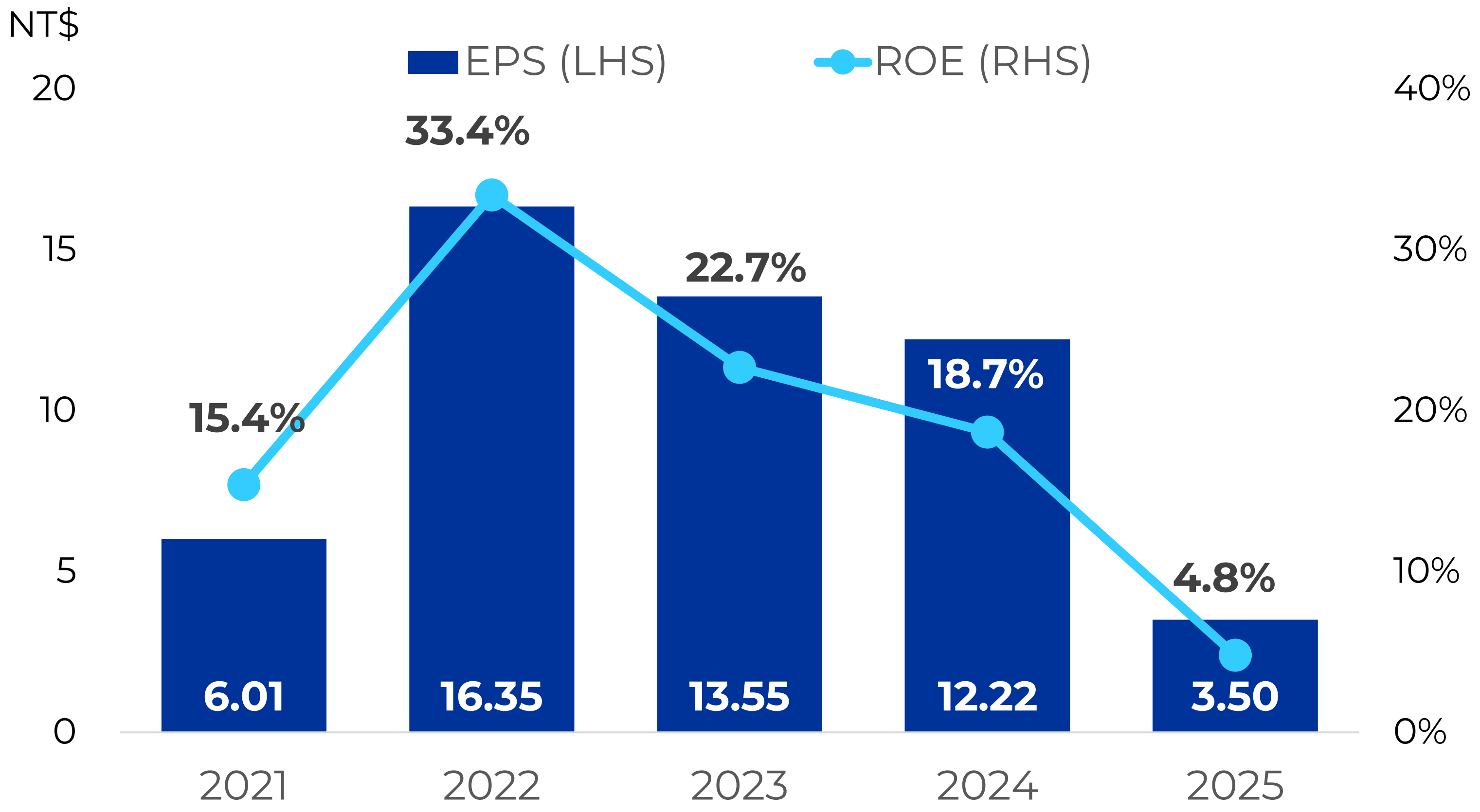
# HISTORICAL FINANCIALS

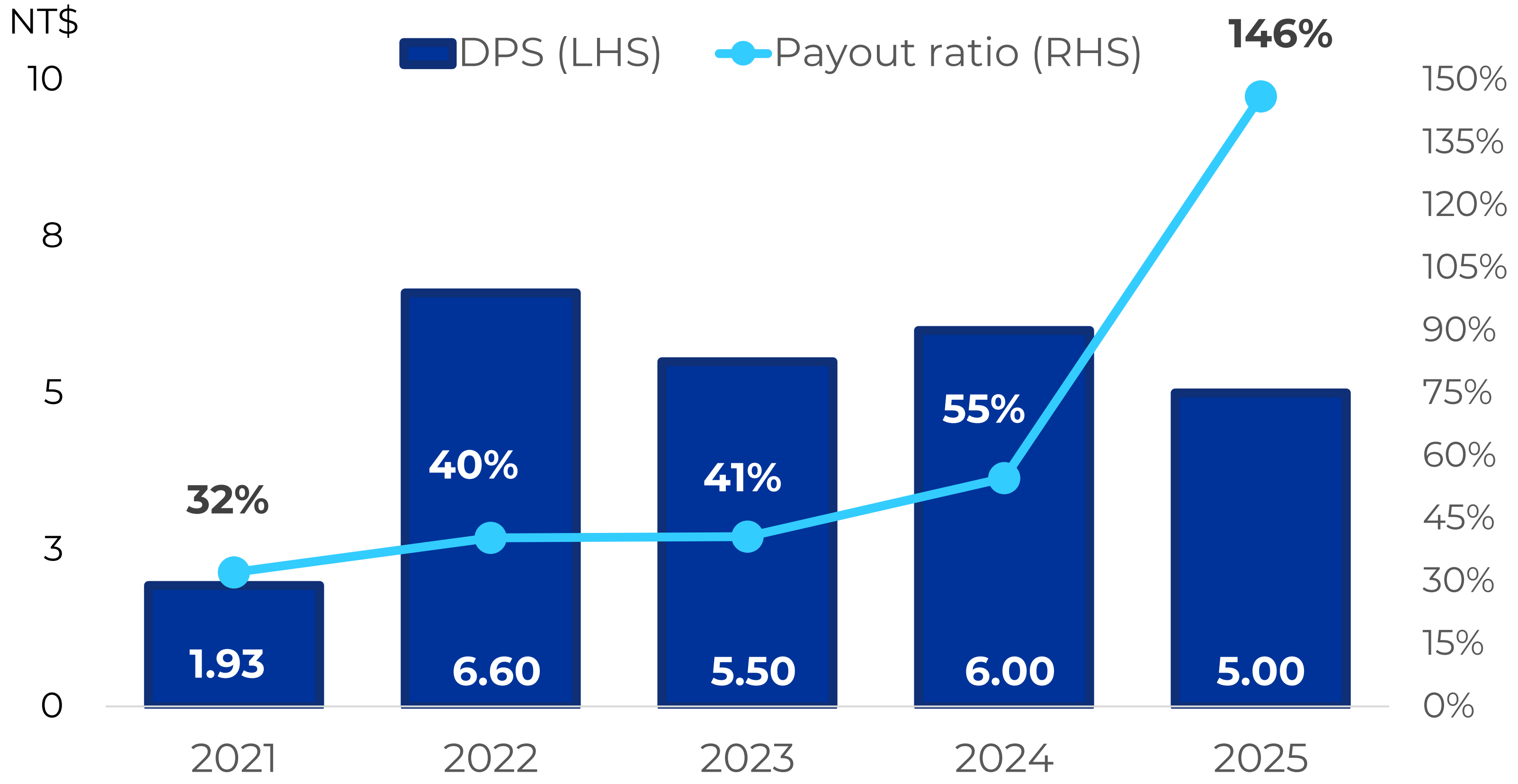
# Key Financial Performance

中傑集團
Chung Jye Group




*ROE is calculated by dividing the net profit after tax for the current period by the average total equity for the previous and current periods.

# Income Statement Highlights

中傑集團
Chung Jye Group

| NT$ million | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Sales Revenue | 15,629 | 24,467 | 22,739 | 26,987 | 21,671 |
| Cost of Goods Sold | 13,095 | 19,565 | 18,517 | 22,882 | 19,156 |
| Gross Profit | 2,534 | 4,902 | 4,223 | 4,105 | 2,515 |
| Operating Expense | 1,488 | 2,006 | 2,085 | 2,302 | 2,064 |
| Operating Profit | 1,047 | 2,896 | 2,137 | 1,802 | 451 |
| Income before tax | 1,081 | 2,916 | 2,351 | 2,344 | 741 |
| Net Income to Parent | 841 | 2,289 | 1,897 | 1,711 | 537 |
| EPS (NT$) | $6.01 | $16.35 | $13.55 | $12.22 | $3.50 |
| | | | | | |
| Gross Margin | 16.2% | 20.0% | 18.6% | 15.2% | 11.6% |
| Opex/Sales | 9.5% | 8.2% | 9.2% | 8.5% | 9.5% |
| Operating Margin | 6.7% | 11.8% | 9.4% | 6.7% | 2.1% |
| Net Margin | 5.4% | 9.4% | 8.3% | 6.3% | 2.5% |
| ROE | - | 33.2% | 22.4% | 18.0% | 4.8% |

| YoY (%) | | | |
|---|---|---|---|
| 2022 | 2023 | 2024 | 2025 |
| 57% | -7% | 19% | -20% |
| 49% | -5% | 24% | -16% |
| 93% | -14% | -3% | -39% |
| 35% | 4% | 10% | -10% |
| 177% | -26% | -16% | -75% |
| 170% | -19% | 0% | -68% |
| 172% | -17% | -10% | -69% |
| 172% | -17% | -10% | -71% |

*ROE is calculated by dividing the net income to parent for the current period by the average total common equity for the previous and current periods.

# Balance Sheet Highlights

| NT$ million | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| **TOTAL ASSETS** | **12,942** | **16,135** | **17,570** | **18,619** | **17,471** |
| Cash | 1,562 | 3,172 | 5,517 | 4,161 | 4,368 |
| NR & AR | 3,948 | 4,821 | 4,899 | 5,612 | 3,926 |
| Inventory | 2,721 | 2,930 | 2,399 | 3,071 | 2,456 |
| Fixed Asset | 3,359 | 3,670 | 3,477 | 3,989 | 4,203 |
| **TOTAL LIABILITIES** | **7,107** | **7,886** | **8,491** | **8,190** | **5,193** |
| Long-Term Debt | 483 | 496 | 365 | 194 | 0 |
| AP & NP | 2,420 | 2,781 | 2,831 | 3,637 | 2,648 |
| **TOTAL EQUITY** | **5,835** | **8,249** | **9,079** | **10,429** | **12,278** |
| | | | | | |
| A/R turnover days | - | 65 | 78 | 71 | 80 |
| Inv turnover days | - | 53 | 53 | 44 | 53 |
| A/P turnover days | - | 49 | 55 | 52 | 60 |
| Cash conversion cycle | - | 70 | 75 | 63 | 73 |

| 佔總資產比重 | | | | |
|---|---|---|---|---|
| 2021 | 2022 | 2023 | 2024 | 2025 |
| **100%** | **100%** | **100%** | **100%** | **100%** |
| 12% | 20% | 31% | 22% | 25% |
| 31% | 30% | 28% | 30% | 22% |
| 21% | 18% | 14% | 16% | 14% |
| 26% | 23% | 20% | 21% | 24% |
| **55%** | **49%** | **48%** | **44%** | **30%** |
| 4% | 3% | 2% | 1% | 0% |
| 19% | 17% | 16% | 20% | 15% |
| **45%** | **51%** | **52%** | **56%** | **70%** |

# Cash Dividend Payout

中傑集團 Chung Jye Group

| NT$ million | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Net Income to Parent | 841 | 2,289 | 1,897 | 1,711 | 537 |
| Dividends Paid | 270 | 924 | 770 | 935 | 782 |
| DPS (NT$) | 1.93 | 6.60 | 5.50 | 6.00 | 5.00 |
| Payout ratio | 32% | 40% | 41% | 55% | 146% |
| Dividend yield[1] | - | - | - | 5.9% | 6.5% |

Note：

1. Yield calculated using market cap on the day prior to ex-dividend date for 2024. 2025 cash dividend yield is based on Chung Jye's market capitalization as of market close on 22 May 2026.
2. Upon listing on the TWSE in March 2025, Chung Jye completed a capital increase through a rights offering, raising the paid-in capital from NT$1.4 billion to NT$1.558 billion. The cash dividend per share to be distributed in 2025 is NT$6.00. The EPS for 2024 was NT$12.22, calculated based on a different number of outstanding shares.

# THANK YOU

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