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—— 新世代跑旅 ——

Sanyang Motor 2025
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MMBCU



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Taiwan's Leading Motorcycle and Automobile Manufacturer

Establishment: 1961

Ticker: 2206 TT

Full-Time Employees: 2,300

Dedicated in R&D, manufacturing, and marketing of motorcycles, scooters, all-terrain vehicles (ATV), and automobile

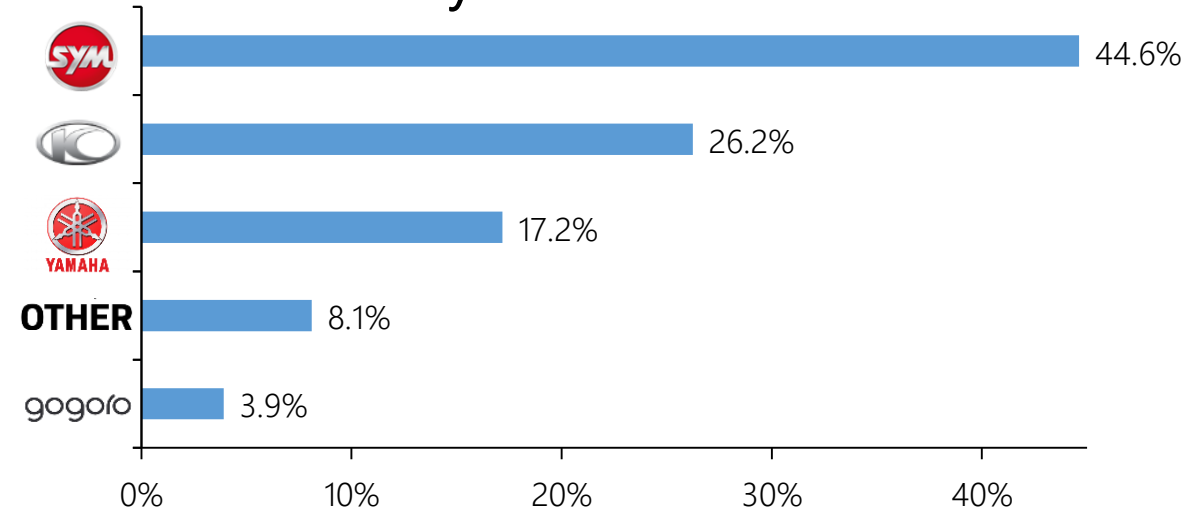
2024 Revenue of NT\$ 65.6 bn / Cumulative

Revenue through September 2025 of NT\$ 48.0 bn

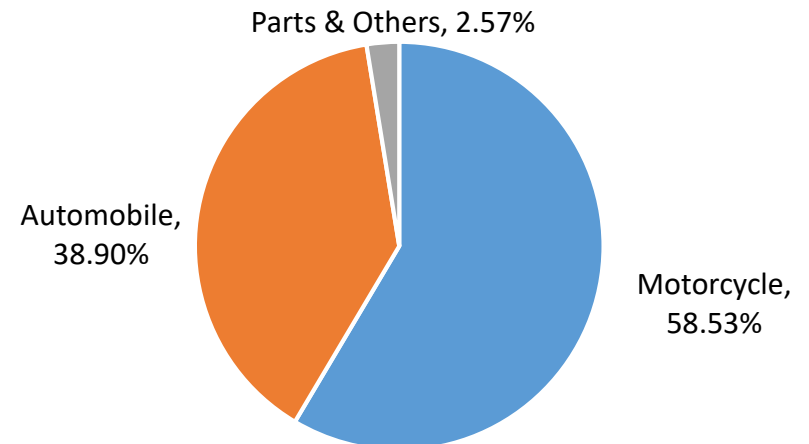
Market Cap: US\$ 1.616 bn (2025/10/22)

- Headquarters: Hsinchu, Taiwan
- Hsinchu Plant: 300,000 units (2 wheel); 20,000 units (4 wheel)/yr
- Xiamen Plant: 300,000 units (2 wheel)
- Vietnam Plant: 120,000 units (2 wheel)

Jan - Sep 2025 Taiwan
Motorcycle Market Share



2024 Sanyang Product Mix



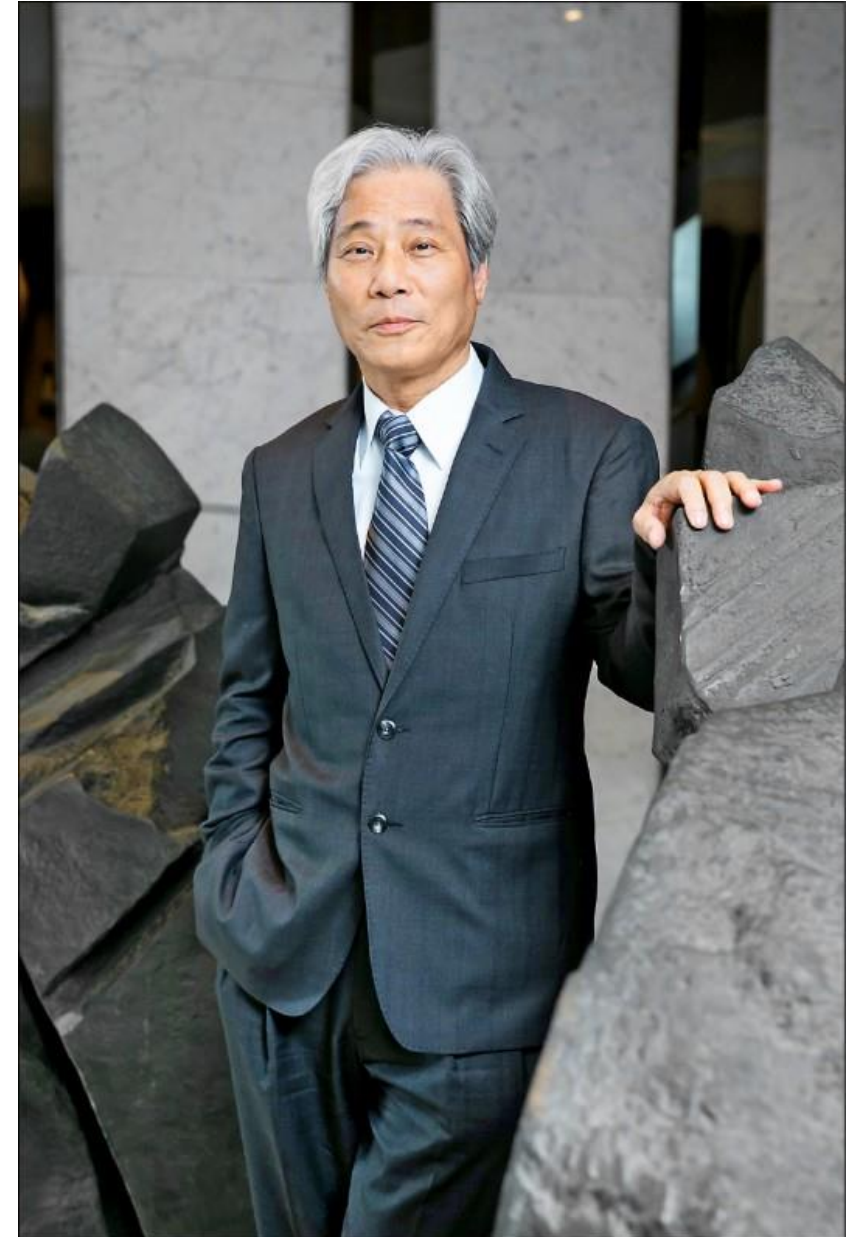
Value Creation – Sanyang Style



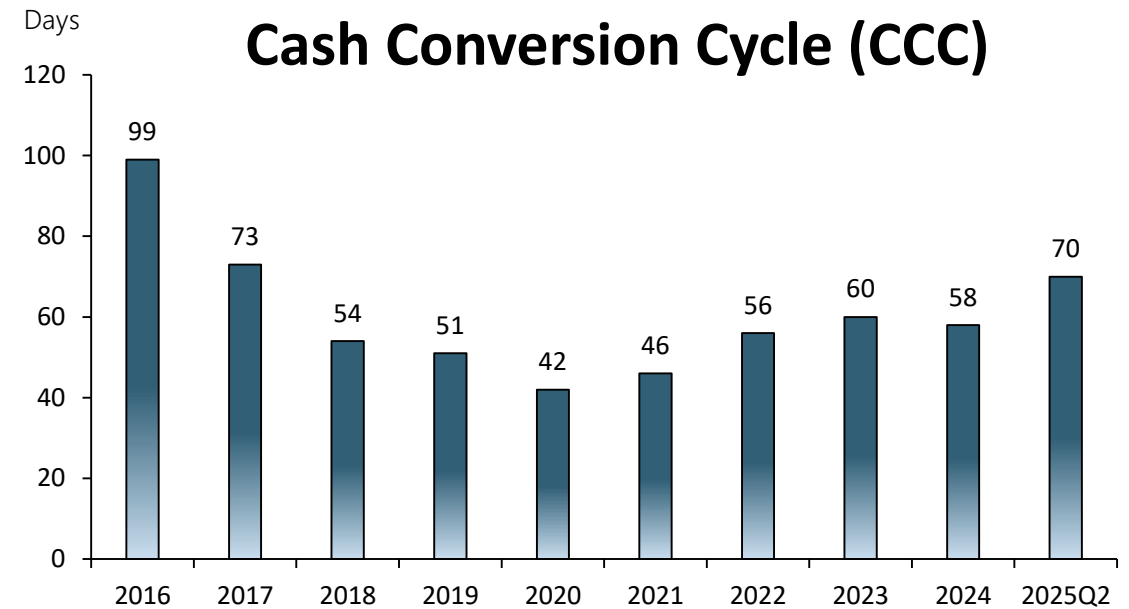
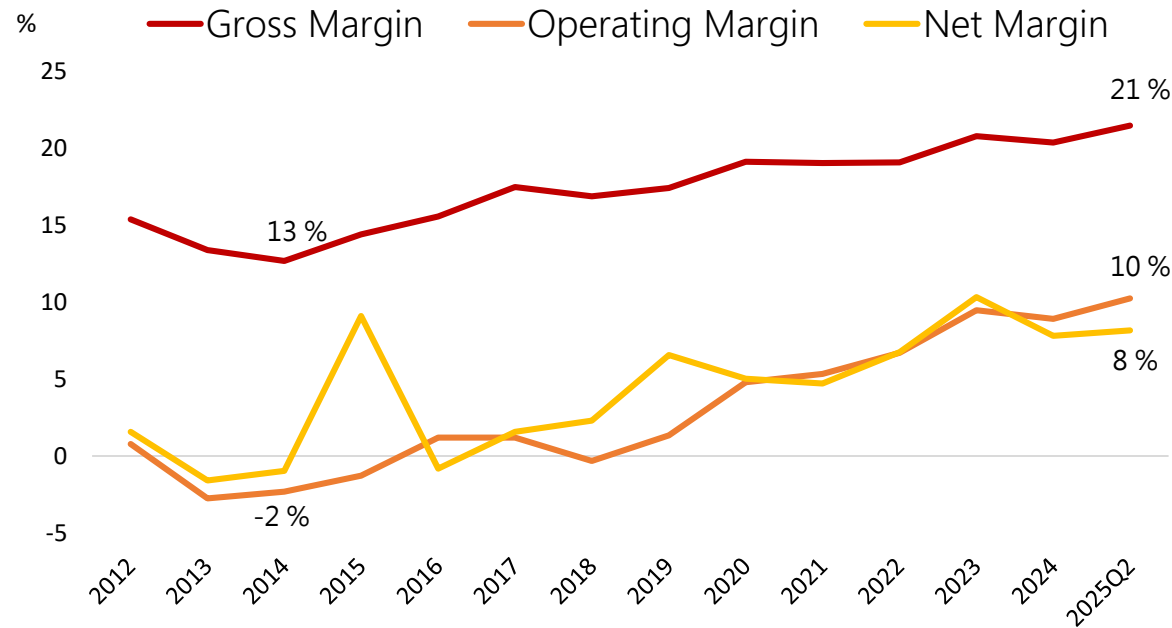
- Sanyang Motor's business across motorcycle and automobile. The motorcycle division manufactures and markets its own brand (SYM) motorcycle in Taiwan, also its own brand and OEM in the overseas market. The current market share of SYM in Taiwan as of September 2025 is 43.7%.
- The automobile division manufactures and imports Hyundai vehicles in Taiwan Market.
- After Mr. Wu, Ching-yuan was elected as the Vice Chairman of Sanyang Motor in 2014, he initiated a series of transformation plans for Sanyang to expand economies of scale and vertical integration.
- Under Mr. Wu's leadership, Sanyang returned to the #1 motorcycle brand in the Taiwan market.
- Sanyang's mid-term target:
 - 1) Maintain its #1 position in Taiwan market;
 - 2) Global motorcycle sales over 750,000 units;
 - 3) Hyundai's market share improved to the Top 4 in Taiwan.

Strong Leadership- Chairman: Wu, Ching-Yuan

- Chairman Wu graduated from the National Taipei University of Technology and holds an Associate Degree in Mechanical engineering, he also holds a Master's Degree in Architecture and Urban Planning from Chung Hua University.
- Mr. Wu was elected to be the Vice Chairman in 2014, and Chairman & CEO in 2017.
- Chairman Wu initiated a 3x3-year development plan in 2014, accelerating the transformation of Sanyang Motor, improving product quality and competitiveness.
- Under his leadership, SYM's motorcycle market share in Taiwan rose from a monthly low of 9% in 2014 to a peak of 46.9% in a single month in 2025.

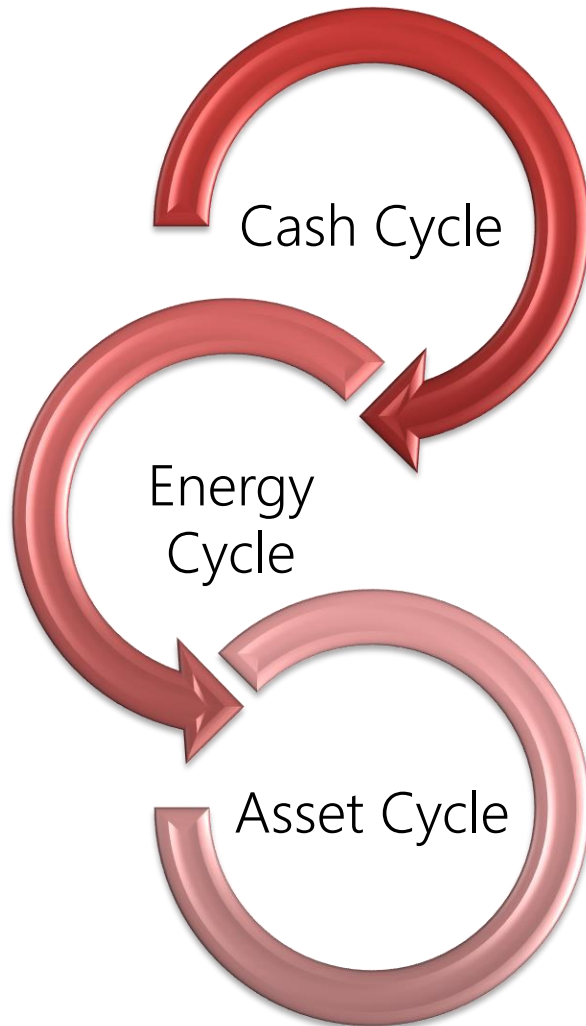


Improved Profitability and Efficiency After Transformation



- Under Chairman Wu's leadership, the Company re-focused on the core business. Sanyang developed a series of fuel-efficient and low-emission engines –with more power output. Using high-quality parts and electronic control units in all models of products. Competitors without innovative products and fast response to the market lose share and Sanyang has swiftly seized market share and, as of September 2025, led the competition by a margin of 18.6 percentage points.
- The profit margin has seen a significant increase from 12.7% in 2014 to 21.5% in the second quarter of 2025.
- Sanyang pledges to maintain its #1 position in Taiwan market.

Strategies to Sustainable Growth

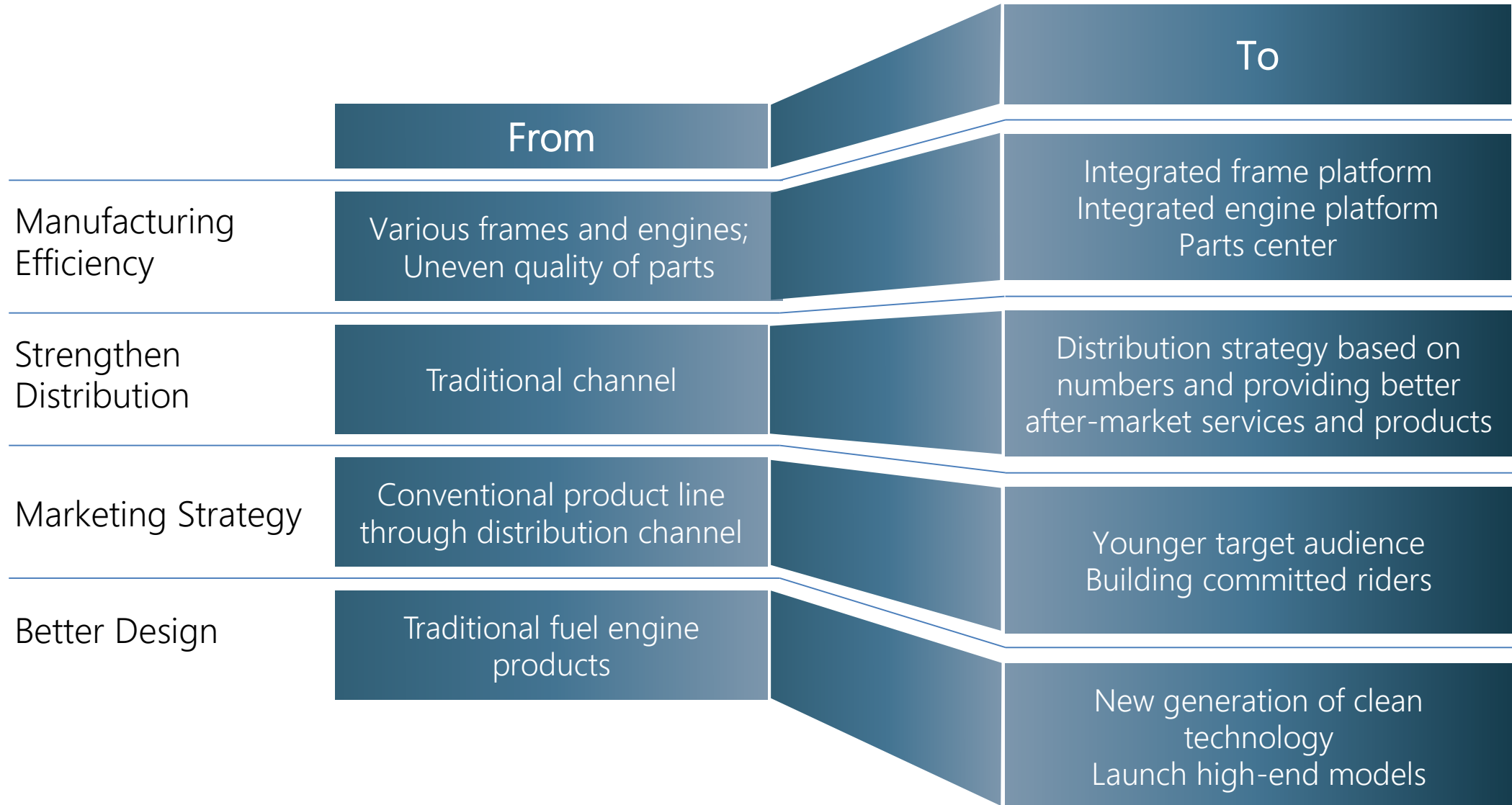


- Focus on core business, improve revenue, margin and ROE. Targeting sustainable ROE over 15%.
 - Expand market share of SYM and Hyundai, Strengthen brand image.
-
- Develop multiple battery technologies for different applications.
 - Leverage the next generation Aluminum battery technology to develop a sustainable energy business to become a new revenue stream for Sanyang.
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- Reactivate land assets of Sanyang and re-invest profit back into core business.
 - Targeting ROI >20% from each project.



Motorcycle

Sanyang's Transformation

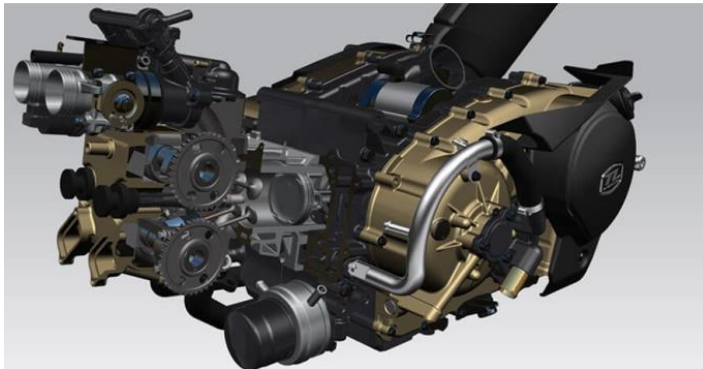


Improved Manufacturing Efficiency

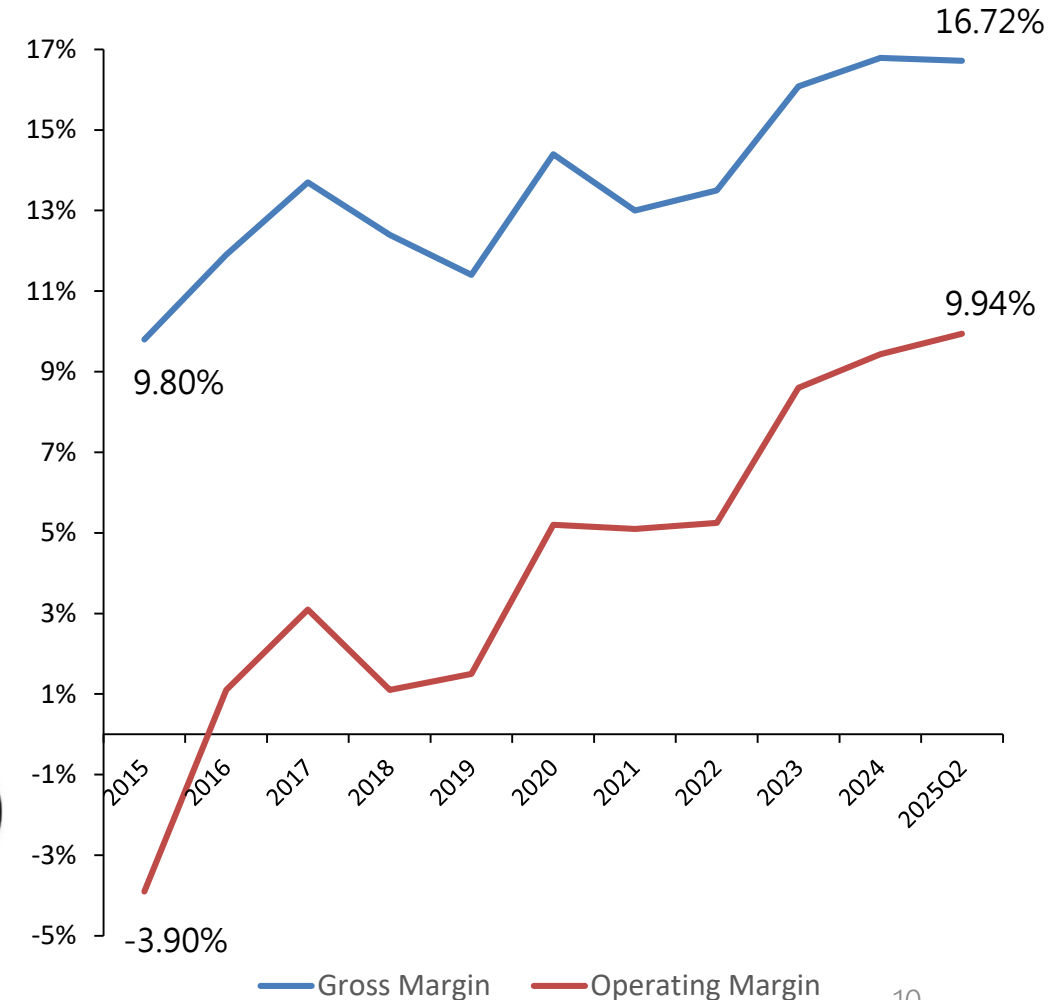
Leaner, Faster, Better



- Integrated motorcycle frame and engine platform: Develop new models with shared frame and engine, to centralize procurement, improve production efficiency and fast response to market needs.
- Set up Parts Center which belongs to Sanyang, unify the quality of original parts and aftermarket parts. Increased quality has elevated customer satisfaction and increase profit.



Improving Motorcycle Business Profitability



Strengthen Distribution Channel

Easier Access, Higher Satisfaction



Leveraging Social Media, Quick Response to the Market :

Sanyang collected rider's feedback through comments on the internet or social media, and its distribution channels as well as repair shops. Find out the rider's problem and integrate the solutions into new models.



More Dealers and Sanyang Specialty Stores :

Focused on territories with weaker sales channel coverage, increase more dealer and specialty stores to expand access and appeal to more potential customers.

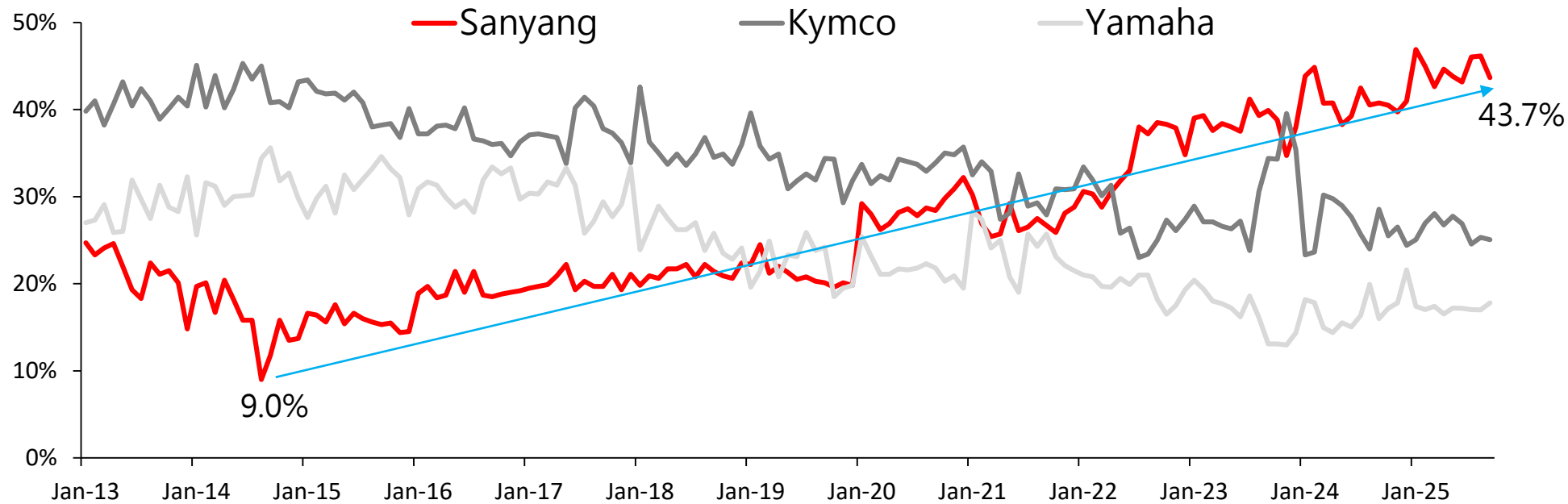


Better Training :

Provides new product training programs to dealer/ specialty stores and repair shops, ex. Jet engine, electrical parts, wiring, latest engine model repair...etc. The program improved brand loyalty to channels, improved customer satisfaction with aftermarket services, and strengthened the commitment of riders.

Creative Marketing Strategy

Younger, Stickier, More Conversion



- We are developing a younger SYM brand name and targeting 18–35-year-old riders.
- We have a wide range of promotion campaigns, ex. Collaboration with video games, and participated in the TSR* championship to boost our sales; We also put a lot of effort into building SYM rider's community, to serve over 4 million SYM Riders in Taiwan.
- The new marketing initiative increased the test ride rate, conversion rate, and commitment of the riders to the SYM brand.
- After 16 years and 5 months, SYM returned to the #1 market share in Taiwan in May 2022.



Better Design

Stronger, Faster, More Spectacular



- **Shortened new product development:** Design based on shared frame and engine, improved quality and largely shortened R&D timeline, from 18 months per model down to as short as 8 months.
- **Quality design improved ASP:** Develop a more powerful fuel-efficient engine and high-end motorcycle, to elevate ASP.
- **SYM Re-brand:** Design a younger model, including JET, and the 4 Sacred Beasts series to forge the brand name.
- **Agility of competition:** Fast react to the latest regulation of emission and fuel consumption. The first company which all the products meet the latest regulation.



Energy Strategy

Greener, Cleaner, More Sustainable



Core Battery Technology

2022

2023

2024

2025

2026-

Aluminum Battery (Aph ePower)

Pilot Plant

Pilot Production

Mass Production

Construction of the second-generation factory
(first production facility)

Tolerate wide temperature range, low manufacturing pollutions, long life cycle, fast charging/discharging, can replace lead-acid batteries and apply to budget models. The battery is also good for energy storage.

Lithium-ion Ternary+ Battery (CPC Taiwan)

CPC Project
Pilot
Production

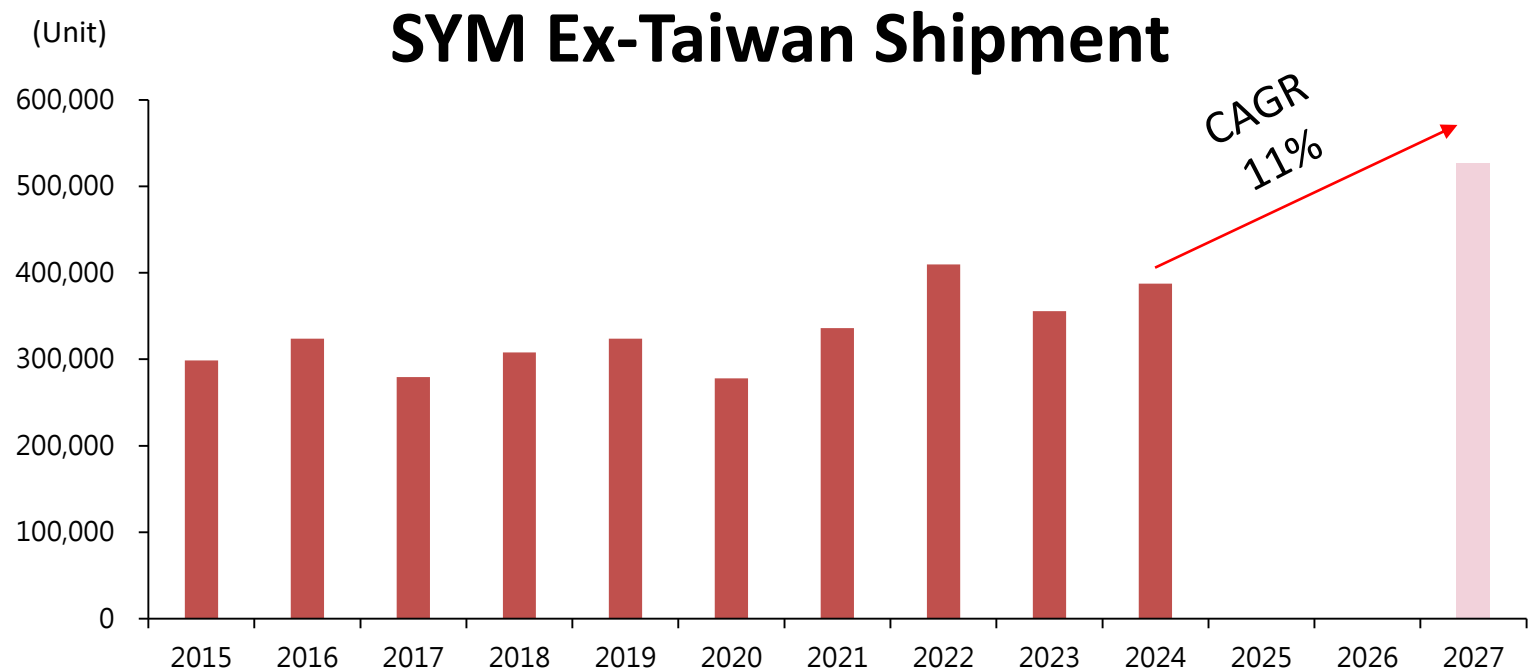
Launch a series of new E-motorcycle model

High energy density, long life cycle and fast charging/ discharging, will be used in high-end models. The project also leverages the advantage of over 2,000 service stations of CPC Taiwan.

Global Market



- Sanyang had set up a new International Business Development Sector to centralize resources and coordinate capacity in Hsinchu, Xiamen and Vietnam for global motorcycle market.
- Current footprints across China, ASEAN countries, Northeast Asia, Europe and the Americas.
- Other than own brand products, Sanyang also signed OEM contract with Lambretta (Italy) and Peugeot (France).

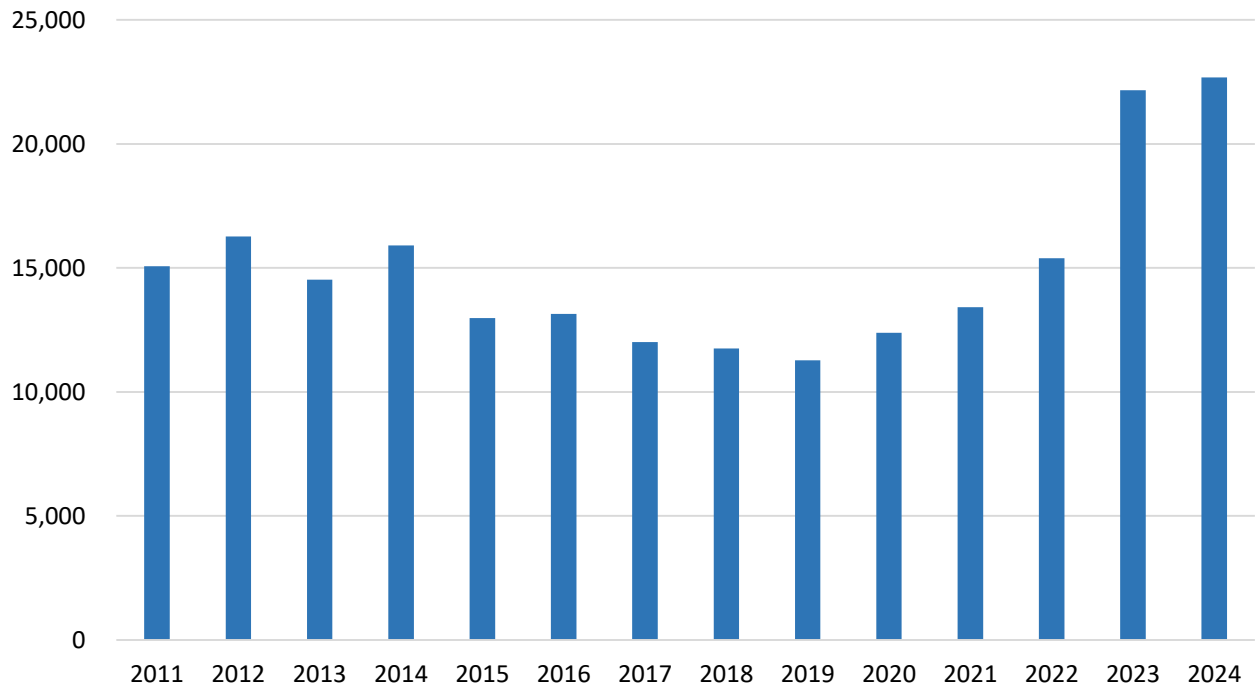


Automobile



- In Q2–Q3 2025, overall automotive market performance was sluggish due to tariff policies, with Hyundai’s sales declining by 22% year-on-year. However, with the implementation of the excise tax reduction policy, market performance in Q4 is expected to improve compared with the previous two quarters. Full-year sales market share expected to remain at around 5%.

Hyundai Automobile Sales Volume in Taiwan



Rank	Brand	2024	2025
		Market share	Share target
1	Toyota	27.60%	5.0% 
2	Lexus	6.20%	
3	M.Benz	5.79%	
4	Honda	5.90%	
5	Hyundai	4.95%	
6	BMW	4.44%	
7	Tesla	3.34%	
8	Nissan	4.20%	
9	Mitsubishi	3.30%	
10	Mazda	3.20%	
11	Ford	3.10%	
12	KIA	2.20%	
13	VW	3.04%	
14	MG	3.40%	
15	Volvo	2.17%	

	From	To
Customize	Standard Type	• EV Build to Order • L-SUV Luxry Customized
Product	C-SUV	• MPV • B-SUV • FCEV
Service	HES System AI assistant	• Accurate • Efficient • Proactive Service

- Seizing the market recovery momentum, Hyundai continues to strengthen its competitive with new product launches. In August, the premium customized SANTA FE Calligraphy was introduced, followed by the CUSTIN 2.0T, STARIA VAN for the commercial segment, and STARIA CAMPER for the outdoor leisure market in September. Entering Q4, Hyundai will launch a new S-segment EV, further expanding its product line to meet diverse customer needs. With policy tailwinds and strong product, market performance in the second half of the year is expected to improve.
- At the 2025 Taiwan Net Zero Mobility Forum, we showcased the HYUNDAI ELEC CITY FCEV low-floor hydrogen bus, demonstrating Hyundai's leadership in zero-carbon public transport through advanced safety, cutting-edge technology, and sustainability. Leveraging Hyundai's global hydrogen expertise, we will work closely with the government and transport operators to accelerate Taiwan's transition toward the 2050 net-zero goal.



Financial



Historical Cash Dividend 2015-2024



NT\$ MN	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Income	\$3,093	\$-322	\$509	\$1,038	\$2,226	\$1,938	\$1,830	\$3,116	\$6,298	\$4,770
Cash Dividend	\$880	\$880	\$841	\$826	\$811	\$1,044	\$1,037	\$1,435	\$2,392	\$2,392
DPS (nt\$/share)	\$1.00	\$1.03	\$1.02	\$1.00	\$1.01	\$1.31	\$1.30	\$1.80	\$3.00	\$3.03 ⁽²⁾
Cash Yield(%)(¹)	4.1%	4.7%	4.7%	4.8%	4.8%	5.7%	4.5%	5.4%	4.6%	4.1%
Payout Ratio(%)	29%	-	171%	79%	37%	54%	57%	46%	38%	50%
Ex-div Date	2016/8/30	2017/7/18	2018/7/24	2019/7/19	2020/7/21	2021/8/10	2022/7/20	2023/7/31	2024/7/30	2025/7/28

Source:TEJ, Capital IQ

Note 1 : Stock price based on the average closing price of the year.

Note 2 : The execution of stock repurchase resulted in the changes of the outstanding shares of the Company and the Chairman is authorized to adjust the dividend payout ratio.

5-year Income Statement



NT\$ Millions	2020	2021	2022	2023	2024	2Q25	YoY (%)					
							2020	2021	2022	2023	2024	2Q25 ⁽¹⁾
Sales Revenue	40,775	41,617	50,851	64,461	65,625	32,297	22.1	2.1	22.2	26.8	1.8	(7.4)
Gross Profit	7,807	7,933	9,718	13,410	13,380	6,940	34.1	1.6	22.5	38.0	(0.2)	(3.4)
Operating Profit	1,959	2,223	3,417	6,111	5,856	3,315	334.4	13.5	53.7	78.8	(4.2)	(6.0)
Income before Tax	2,494	2,341	4,050	8,075	6,476	3,362	3.5	(6.1)	73.0	99.4	(19.8)	(11.1)
Net Income	2,052	1,965	3,440	6,663	5,132	2,641	(6.4)	(4.2)	75.1	93.7	(23.0)	(7.9)
EPS(NT\$)	2.41	2.30	3.93	7.95	6.02	3.06	(11.1)	(4.6)	70.9	102.3	(24.3)	(9.2)

Key Financial Ratio(%)

Gross Margin	19.1	19.1	19.1	20.8	20.4	21.5
Operating Margain	4.8	5.3	6.7	9.5	8.9	10.3
Opex Ratio	14.3	13.7	12.4	11.3	11.5	11.2
Net Margin	5.0	4.7	6.8	10.3	7.8	8.2

Note 1 : The growth rate for 2Q2025 is compared with corresponding period of the previous year (2Q2024).

5-Year Balance Sheet



NT\$ Million	2020	2021	2022	2023	2024	2Q25	YoY (%)					
							2020	2021	2022	2023	2024	2Q25 ⁽¹⁾
TOTAL ASSETS	44,018	46,531	57,077	62,778	68,257	93,900	7.0	5.7	22.7	10.0	8.7	42.5
Cash	4,861	4,830	7,868	8,811	10,296	8,362	22.0	(0.6)	62.9	12.0	16.9	(8.5)
NR & AR	2,136	2,463	2,737	2,676	3,288	3,934	(6.5)	15.4	11.1	(2.2)	22.9	(5.8)
Inventory	5,657	6,875	9,864	10,750	9,679	13,780	22.1	21.5	43.5	9.0	(10.0)	44.0
Fixed Asset	12,711	12,639	13,801	14,629	16,116	21,982	5.5	(0.6)	9.2	6.0	10.2	42.6
TOTAL LIABILITIES	27,951	29,712	36,835	37,384	39,672	55,173	8.0	6.3	24.0	1.5	6.1	39.2
Bank Loans	15,662	17,352	23,067	22,154	24,002	30,034	(6.0)	10.8	32.9	(4.0)	8.3	45.5
AP	4,114	4,331	4,595	4,682	5,044	5,903	46.4	5.3	6.1	1.9	7.7	(6.3)
TOTAL EQUITY	16,067	16,820	20,242	25,394	28,585	38,727	5.4	4.7	20.3	25.5	12.6	47.5
A/R turnover days	23	24	22	19	21	25						
Inventory turnover days	57	68	74	74	71	84						
A/P turnover days	38	46	40	33	34	39						
ROE(%)	13.11	11.95	18.56	29.20	19.02	7.85						
ROA(%)	5.24	4.69	7.07	11.70	8.36	3.50						

Note 1 : The growth rate for 2Q2025 is compared with corresponding period of the previous year (2Q2024).

Appendix



About Taiwan Tea Corp. (2913 TT)



- Sanyang bought 8.01% stakes in Taiwan Tea Corp. (2913 TT) through its solely-owned subsidiary Shang Yang Asset Management and became the biggest shareholder in 2018. Currently, Shang Yang owns 28.31% (as of September 2025) of TTC.

Rationale:

- Replicate the successful experiences in Sanyang, to rebuild Taiwan Tea Corp.
- Rejuvenate the Company and the brand, to achieve sustainable profitability
- Optimize the utilization of its abundant land asset

