

NanPao Resins Chemical Group






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Investor Presentation

2026/3



AGENDA

-  **4Q25 RESULTS & OUTLOOK**
-  **COMPANY OVERVIEW**
-  **SUSTAINABLE INNOVATION**
-  **GROWTH STRATEGY**
-  **HISTORICAL FINANCIALS**

4Q25 RESULTS

4Q25 RESULTS

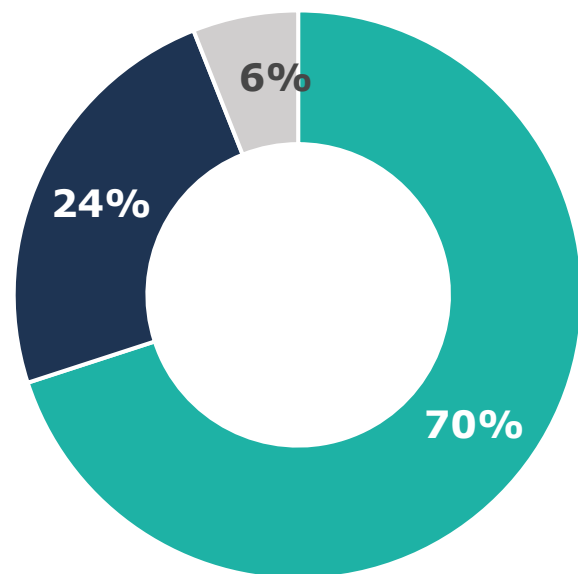
Consolidated Income Statements – 4Q25

NT\$ million	4Q25	3Q25	4Q24	QoQ	YoY
Net Revenue	5,930	5,910	6,122	0%	-3%
Gross Profit	2,001	2,001	2,059	0%	-3%
Gross Margin	33.7%	33.9%	33.6%		
Operating Expenses	1,042	1,038	1,055	0%	-1%
SG&A percent of Sales	17.6%	17.6%	17.2%		
Operating Income	959	963	1,004	0%	-5%
Operating Margin	16.2%	16.3%	16.4%		
Net Non-Operating Income (Loss)	-70	-41	-22		
Pre-Tax Income	889	922	982	-4%	-9%
Income Tax Expense	267	269	295		
Minority Interest	61	54	42		
Net Income to Parent	560	599	645	-6%	-13%
Net Margin	9.5%	10.1%	10.5%		
EPS (NT\$)	4.65	4.97	5.35	-6%	-13%
ROE – not annualized	4.2%	4.9%	4.5%		
Depreciation and Amortization	199	194	189		
CAPEX	133	127	129		

4Q25 Revenue Breakdown – by Segment

- Due to a high base last year and the impact of the New Taiwan Dollar appreciation, Adhesives revenue declined in 4Q25 compared to the same period last year. Coatings & Construction revenue grew year-over-year, driven by the consolidation of Yun Teh's revenue and continued market development efforts.

4Q25 Revenue Breakdown



■ Adhesives ■ Coatings & Construction ■ Others

4Q25 Revenue Growth by Segment

	YoY	QoQ
Total Revenue	-3%	0%
Adhesives	-9%	1%
Coatings & Construction	4%	-4%

Consolidated Income Statements – 2025

NT\$ million	2025	2024	YoY
Net Revenue	23,200	22,983	1%
Gross Profit	7,916	7,522	5%
Gross Margin	34.1%	32.7%	
Operating Expenses	4,100	3,929	4%
SG&A percent of Sales	17.7%	17.1%	
Operating Income	3,816	3,593	6%
Operating Margin	16.4%	15.6%	
Net Non-Operating Income (Loss)	-186	164	
Pre-Tax Income	3,630	3,757	-3%
Income Tax Expense	985	970	
Minority Interest	203	103	
Net Income to Parent	2,442	2,684	-9%
Net Margin	10.5%	11.7%	
EPS (NT\$)	20.25	22.26	-9%
ROE – not annualized	17.3%	19.4%	
Depreciation and Amortization	784	734	
CAPEX	648	511	

Consolidated Balance Sheet – 4Q25

NT\$ million	2025/12/31		2025/9/30		2024/12/31	
	\$	%	\$	%	\$	%
Cash and Cash Equivalents	7,845	28%	7,242	27%	7,491	27%
Notes & Accounts Receivable, Net	5,408	20%	5,384	20%	5,522	20%
Inventories	3,045	11%	2,955	11%	2,855	11%
Other Current Assets	1,228	4%	1,227	5%	1,038	4%
Long-term Investments	1,415	5%	1,227	5%	1,768	6%
Fixed Assets	5,768	21%	5,739	21%	5,840	21%
Other Long-term Assets	3,023	11%	3,105	11%	2,752	11%
Total Assets	27,732	100%	26,879	100%	27,266	100%
Current Liabilities	7,466	27%	7,550	28%	7,640	28%
LT Debt	2,864	10%	3,127	12%	1,735	7%
Other Non-Current Liabilities	1,972	7%	1,936	7%	1,955	7%
Total Liabilities	12,302	44%	12,613	47%	11,330	42%
Common Stock	1,206		1,206		1,206	
Total Equity	15,430	56%	14,266	53%	15,936	58%
Book Value per Share (NT\$)	114.4		105.8		120.2	
Current Ratio	235%		223%		221%	
Net Cash (Debt) to Equity	15%		8%		17%	

Cash Dividend Payout

The Board of Directors has declared a 2025 cash dividend of NT\$18.0/share.

(NT\$m)	2020	2021	2022	2023	2024	2025
Net profit	1,220	876	1,741	2,428	2,684	2,442
Dividends Paid	844	723	1,206	1,809	2,291	2,170
DPS (NT\$)	7.0	6.0	10.0	15.0	19.0	18.0
Payout ratio	69%	83%	69%	74%	85%	89%
Dividend yield ¹	4.6%	4.4%	5.7%	3.9%	5.6%	5.5%

Notes:

1. Yield calculated using market cap on the day prior to ex-dividend date for 2020-2024.
2. 2025 cash dividend yield is based on NanPao's market capitalization as of market close on 18 March 2026.

2026 OUTLOOK

2026 Outlook

❑ **We Strive to Achieve Record-High Revenue This Year**

- Despite geopolitical and macroeconomic uncertainties, we aim to achieve another record-high revenue this year, fueled by the recovery in our footwear business and the continued expansion into new products and applications.
- Nan Pao continues to accelerate growth through our proactive “NextGen” strategy, collaborating with customers to co-develop innovative products and applications that deliver greater value. We focus on adhesives for the semiconductor, electronics, woodworking, and textile industries, continually enhancing performance and expanding applications.

❑ **Advancing Semiconductor Specialty Chemical Applications, with Progress Ahead of Expectations**

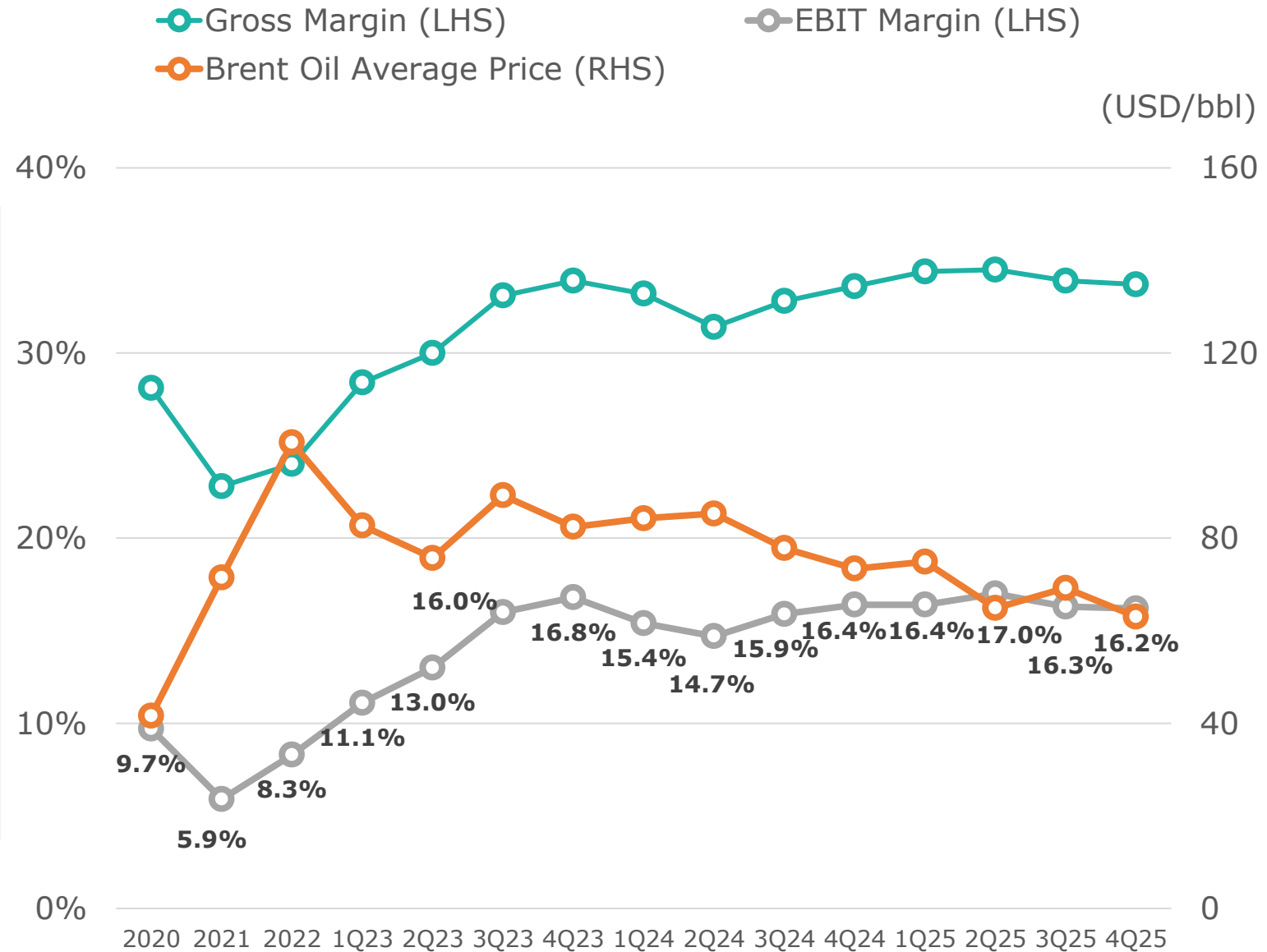
- In collaboration with our joint venture, Advanced Pao Trusval, the development of high-performance adhesive materials for advanced semiconductor packaging is progressing smoothly and ahead of schedule.
- We continue to expand R&D in electronic and semiconductor applications related to our core technologies, with increased resource investment.

❑ **Maintain a Stable Dividend Policy While Continuing to Strengthen ROE, with a Long-Term Target of ROE Exceeding 20%**

- 2025 cash dividend payout ratio reached 89%, exceeding the policy of maintaining a minimum cash payout ratio of 65%, with a cash dividend yield of 5.5%.
- Continue to improve operational efficiency, with the goal of maintaining an exceptional operating profit margin that outperforms industry peers.

Structurally Improving Margins

- Strengthening our **core advantages**
- Focusing on **high margin** product lines
- Reducing impact from the **raw material prices** by shortening the price adjustment time lags
- Aiming to **reduce operating expense ratio** with a long-term target of **lower than 15%**



Semiconductor Application Progress Update

□ Collaboration with Our Joint Venture, Advanced Pao Trusval Technology, Progressing Ahead of Expectations

- Advanced Pao Trusval Technology acquired Nan Pao's existing customer Tape Pro Co. in March this year. Leveraging its mature production lines, the company rapidly secured initial testing and mass production capabilities, significantly shortening the plant setup lead time. Following a seamless integration, NanPao has begun supplying semiconductor adhesives to Advanced Pao Trusval starting this year, which will be recognized as top-line revenue, driving immediate financial contributions.
- Joint development with several leading semiconductor packaging companies is progressing smoothly, with customer qualifications being secured progressively. The company continues collaborating with partners to co-develop world-class advanced technologies.
- Driven by strong customer demand for development and testing, current production capacity is already fully utilized. In preparation for future order growth, plans for the next phase of capacity expansion have been initiated.

□ Accelerating Investment in Semiconductor Specialty Chemicals

- As semiconductor manufacturing requires increasingly advanced specialty materials and supply chain localization trends continue to strengthen, we continue to expand R&D in electronic and semiconductor applications related to our core technologies, with increased resource investment.
- We will continue to expand strategic dialogues and collaborations with partners in the semiconductor supply chain, while allocating more resources.

Outlook – By Business

Adhesives: Sportswear

- ❑ Consumer sentiment remains cautious at present. However, given the relatively low base last year and continued market development efforts, we expect growth to gradually resume.
- ❑ In response to external challenges, we are optimizing our product mix and strengthening our market position. By jointly developing bonding technology for new materials with our brand partners and footwear manufacturers, we are making steady progress in securing new orders.

Adhesives: Industrial & Other Consumers Goods

- ❑ Demand in non-tech applications remains weak, particularly in the North American market. We are responding by continuing to develop innovative applications. Meanwhile, resource investment in semiconductor adhesives and other electronic sectors continues to increase, with growth expected this year.
- ❑ We are developing new growth opportunities across various fields and aiming to increase the proportion of high-margin products. Strategically, we seek to enhance performance through innovative adhesive solutions, with a focus on applications for the semiconductor, electronics, woodworking, and textile industries.

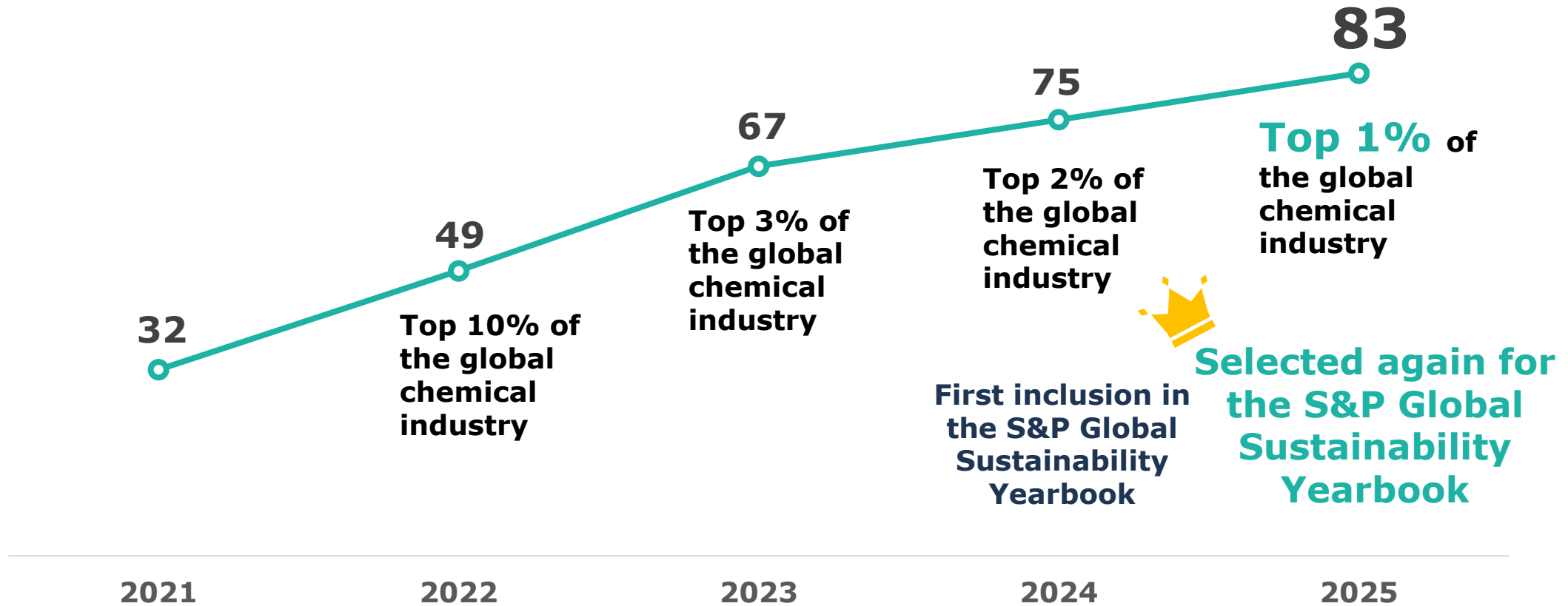
Coatings & Construction

- ❑ Construction revenue is mainly from Australia, with a target of continued growth. Additionally, we aim to expand our construction materials business through continued acquisitions.
- ❑ As for Coatings, our goal this year is to pursue opportunities in government infrastructure, AI infrastructure applications, and consumer electronics-related fields, which is expected to drive continued growth.

NanPao Selected for the S&P Global Sustainability Yearbook for Two Consecutive Years

NanPao has once again been included in the 2026 S&P Global Sustainability Yearbook, announced by S&P Global on February 18, marking the second consecutive year of recognition since last year.

NanPao's Historical S&P Global ESG Ratings



Achievements – Global ESG Ratings

2025 S&P Global ESG Scores

Scores **83**/100

(0-100, best score: 100)

Ranked in the **top 1%** of the
global chemical industry



Selected for the S&P Global Sustainability
Yearbook for Two Consecutive Years

2025 Sustainalytics ESG Risk Rating

Scores **16.1**/100

(0-100, best score: 0)

Ranked in the **top 3%** of the
global chemical industry

Achievements

2024 TWSE Corporate Governance Evaluation

In 2024, NanPao **was ranked in the Top 5% for the first time.**

2024
TWSE Corporate
Governance Evaluation

Top 5%

TWSE-Listed Companies

Top 10%

Non Financial and Non
Electronics Companies with
a market cap over NT\$10 bn

2023
TWSE Corporate
Governance Evaluation

6%-20%

TWSE-Listed Companies

11%-20%

Non Financial and Non
Electronics Companies with
a market cap over NT\$10 bn

2024 FTSE Russell ESG Rating

Scores **3.7** / 5

(0-5, best score: 5)

Outperformed the average score
of 2.7 for the global specialty chemical
industry

NanPao's Progress and Goal on Sustainability - Environment

Green Products

2025
Green products
accounted for
72% of total
sales



Note: Company preliminary estimate

Greenhouse Gas Emission and Management

- In 2024, all chemical factories obtained ISO 14064-1 certification for Scope 1 and Scope 2 GHG emissions. We target to complete Scopes 1, 2, and 3 GHG inventory for all factories by 2027.
- NanPao is one of the first buyers on the Taiwan Carbon Solution Exchange, purchasing 2,000 tons of carbon credits.



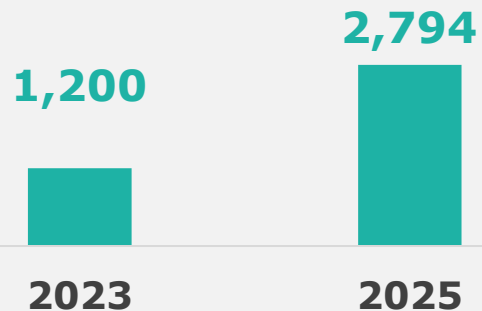
2021: Officially committed to achieve carbon neutrality by 2050.

2025: **Curtail carbon intensity by 10%** compared to 2023 for NanPao in Taiwan.

2050: **Achieve carbon neutrality**

Energy management

Power generation capacity of renewable energy equipment installed at factory sites (Unit: kW)



Chemical Management

Reduce the number of high concerned-chemical types and volume used by **50%** by 2030. Furthermore, we are proactively seeking other alternatives, and achieved a **50% reduction** in volume in 2023, surpassing our goal ahead of schedule

NanPao pledged as a Contributor to the **Zero Discharge of Hazardous Chemicals (ZDHC)** program. 100% of shipments to one of the world's largest sportswear brands acquired ZDHC Level 3 certification (the highest level of certification).

NanPao's Progress and Goal on Sustainability – Social & Governance

Friendly Workplace & Talent Management

- 48% of employees at NanPao in Taiwan are members of the labor union.
- The employee stock trust has achieved a participation rate exceeding 70%.

Sustainable Supply Chain

- 96.3% of suppliers sign on "Supplier ESG Commitment Declaration"
- Over 70% of our raw materials are supplied by local suppliers, achieving a performance rate of 82% in 2024.

Board Diversity

- **Independence:** Out of the 7 directors on the board, 3 are independent directors, accounting for 42.86%
- **Gender Diversity:** Nan Pao strives to improve the gender equality of the board composition and has **added one female Director to the Board.**

Customer Management

- In 2023, Nan Pao won the "Best Adhesives Vendor" award from a Tier-1 customer

Community Engagement

- We pay close attention to the ecosystem protection, environmental impact, and physical and property safety of local communities where we operate. Furthermore, we also proactively take part in the educational development of local communities, as well as care for the underprivileged.



COMPANY OVERVIEW

COMPANY OVERVIEW

Executive Summary



NanPao is a leading **chemical** and **materials** company focusing on **innovative** and **sustainable** solutions. We are globally the **No. 1 producer of adhesives for athletic footwear** and have a strong position in specialty adhesive, coating, and construction material markets in Asia.



World-class **technology** accumulated over the past six decades, outstanding localized and custom-made **services**, and strong cash-flow which supports our **reinvestment in innovation and sustainability projects** give us advantages to outgrow the industry, where **sustainability** has been a main growth driver.



NanPao enjoys **multiple growth vectors** as we serve a broad range of industries. We target to broaden our offerings to chemicals used in the **footwear supply chain** and seek to leverage our existing advantages to **build our leadership** beyond footwear adhesives.



NanPao is dedicated to be the **global leader in innovation and green products**, aiming to increase **green product sales to over 80%** in 5 years. We also target to maintain a **double-digit long-term ROE** and offer **stable or growing cash dividends**.

OUR VISION

**Enable
everyone
to live a more
sustainable
lifestyle**



NanPao at a Glance

NT\$23.2bn

2025 global sales

NT\$39.6bn

2026/2 market cap

3,000+

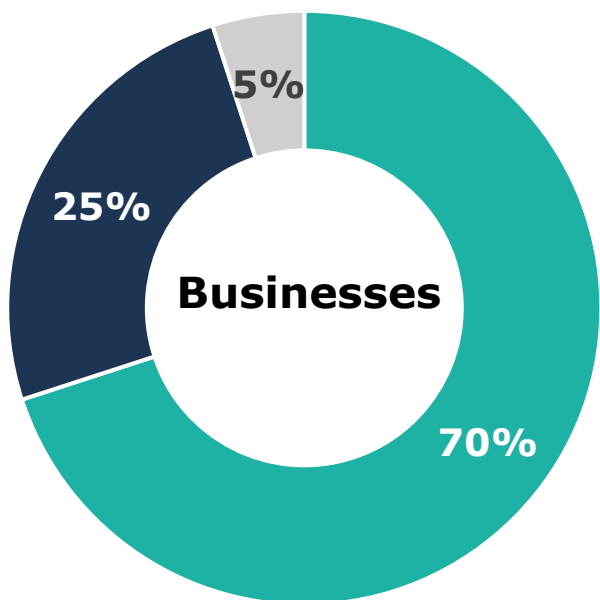
employees

29

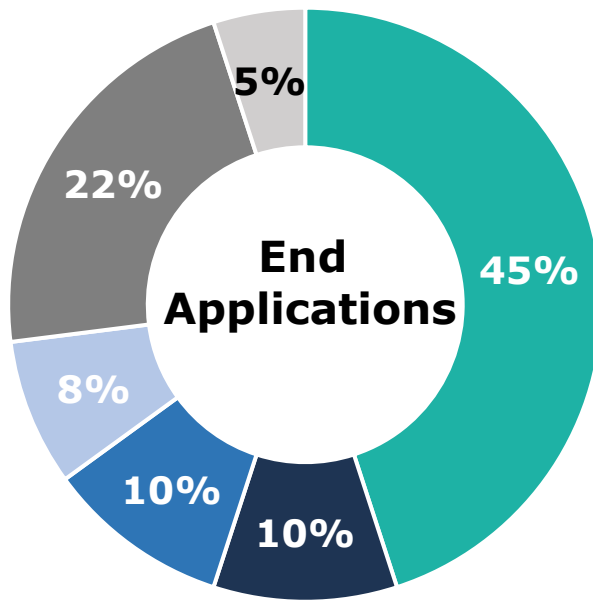
factories

2.4% of sales

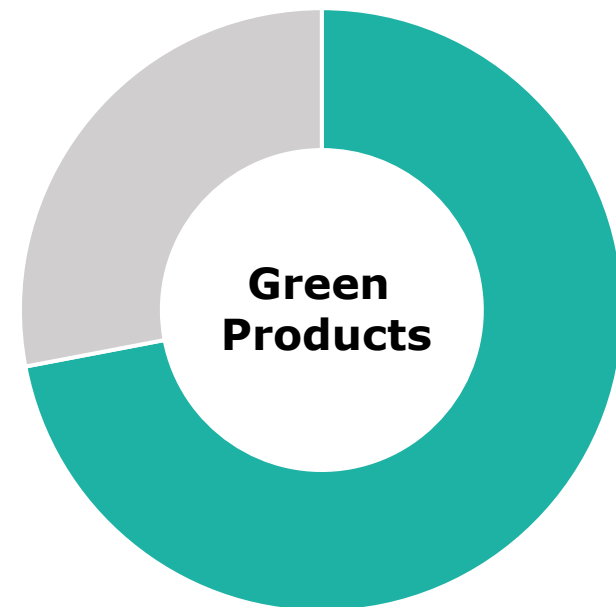
invested in R&D



- Adhesives
- Coatings & Construction
- Others



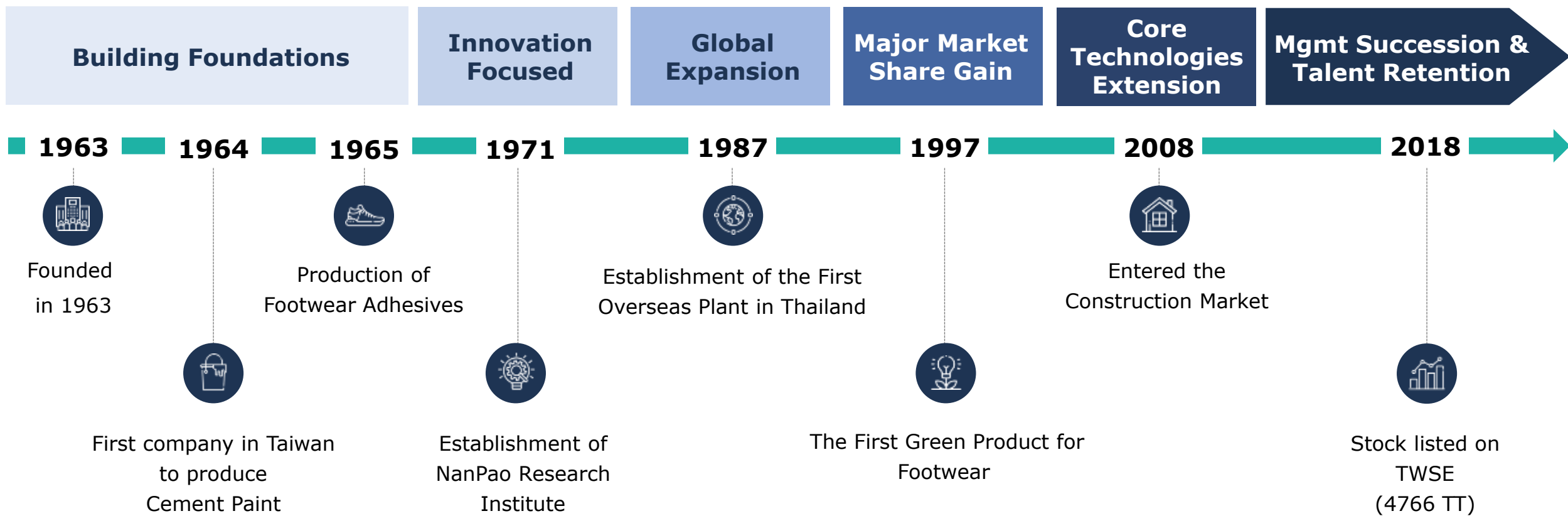
- Sportswear
- Industrial & Tech
- Construction
- Consumer Goods
- Coatings
- Others



72% of revenue from green products

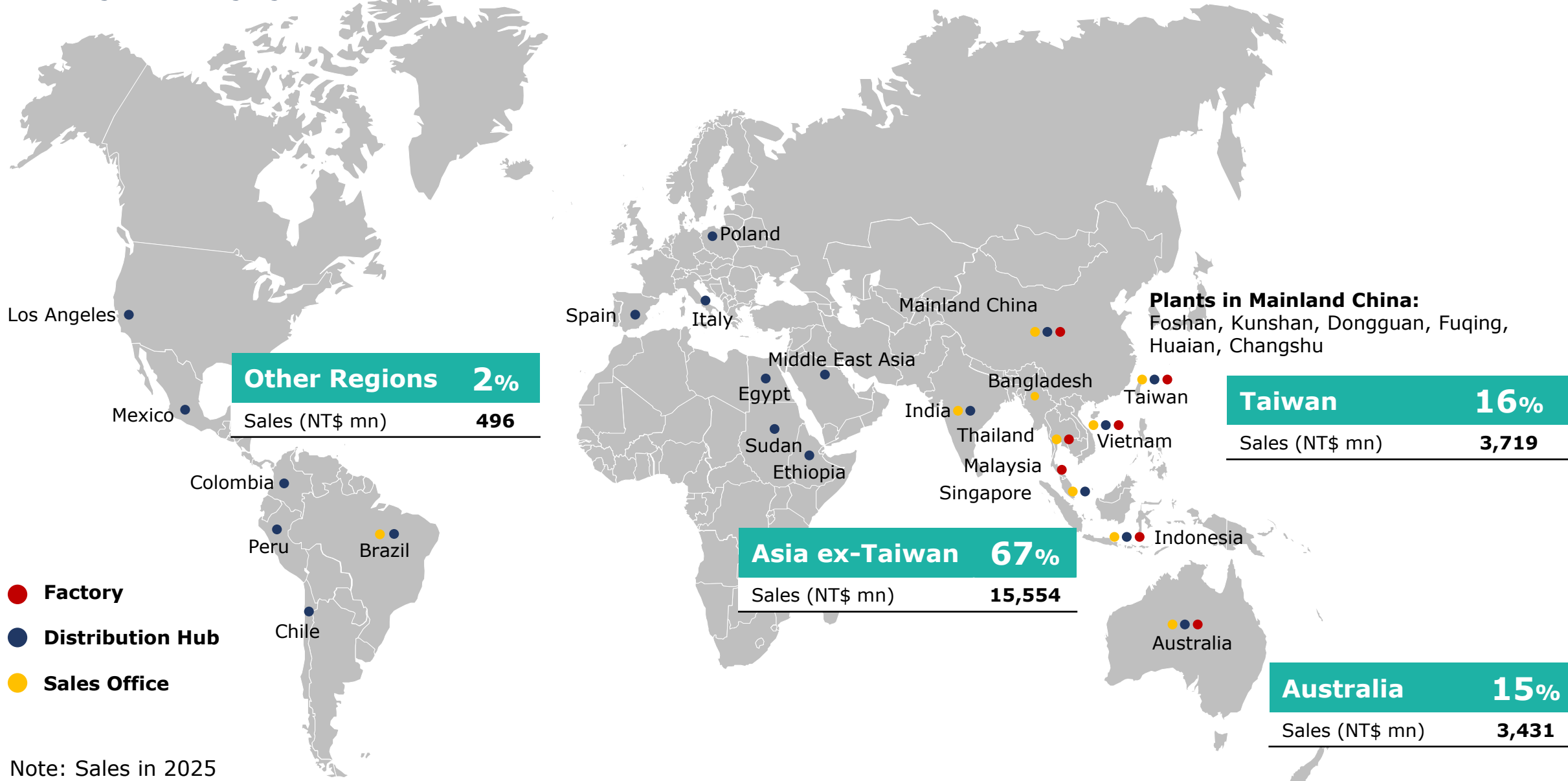
Note: The number is the company's preliminary estimate.

Company Milestones



We Operate Close to Our Customers

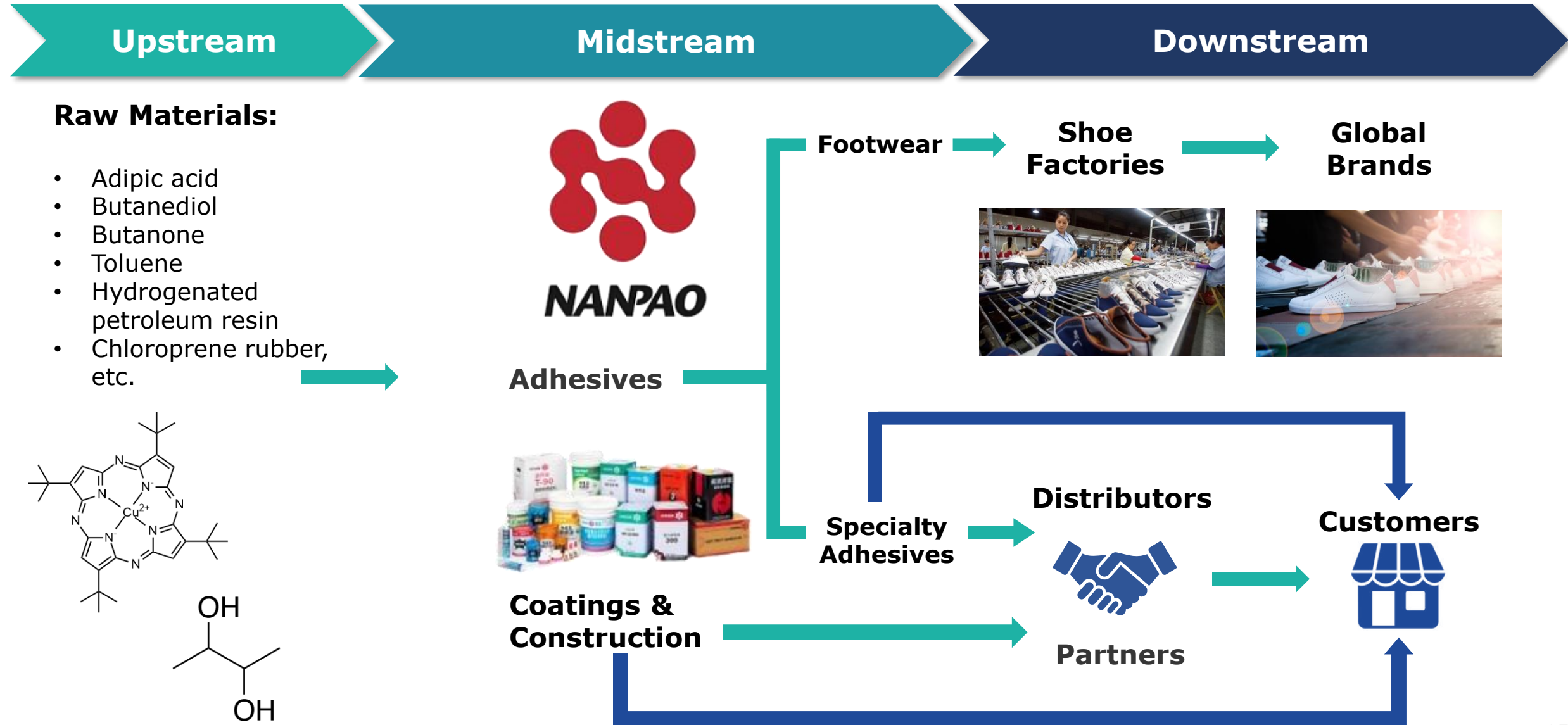
Focusing on the high growth Asian markets



Note: Sales in 2025

Nan Pao's Key Position in the Supply Chain

Small cost proportion but significant impact on end-product quality



Competitive Advantages: Why We Can Outgrow the Industry

Strong Cash-Flow Supports Reinvestment

Widening the edge in **innovation and sustainability** over smaller, cost-focused players

World-Class Technology

Strong **technology knowledge** and customer insight with leading position and relationship with Tier 1 athletic shoe producers

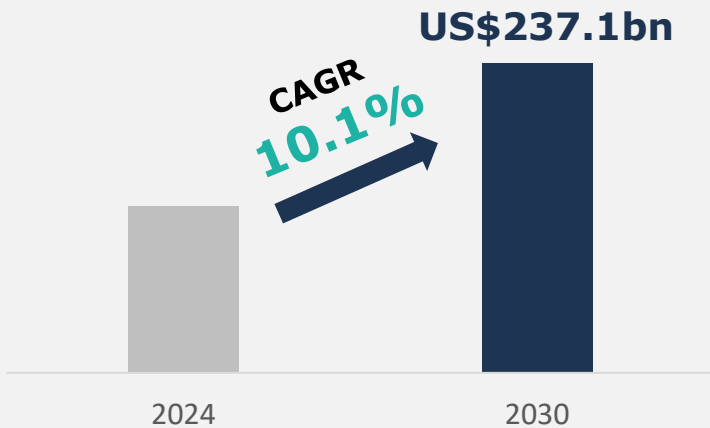
Customized & Localised Total Solutions

Offering customized and timely **service** that larger, global peers may not provide

Macro Trends and Growth Drivers towards Sustainability

ADHESIVES INDUSTRY GROWTH

Global Adhesives & Sealants Market



Water-based Technology Segment



*Source: ResearchAndMarkets.com, Market.us

MACRO TRENDS & GROWTH DRIVERS

Sustainability

- Increasing demand in green products.
 - Climate Change
 - Care for Society
 - Circular Economy
- Opportunities in alternative energy industries and environmental segments.
 - Solar
 - Water
 - Waste Management

Consumer Growth in Asia

- Asian consumers are expected to account for half of global consumption growth in the next decade*.
- Average shoe ownership per person in the US/EU is 6 pairs. It is only 3 in Asia.

* According to McKinsey Global Institute, June 2021

Advanced Manufacturing & Future Cars

- High performance products for Tech sector and improving manufacturing process.
- Eco-friendly products for future cars.

Urbanization

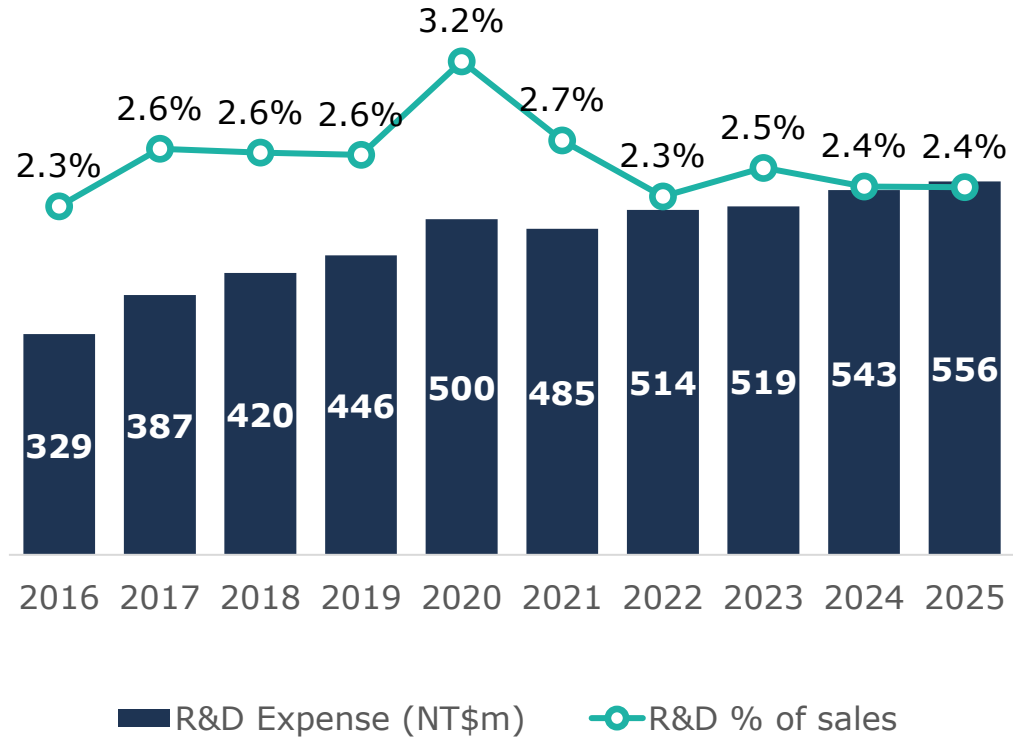
- Improving living comfort and home efficiency, and more sustainable resources.




*Source: UN 2022 Global Status Report For Buildings And Construction, IEA 2022f Tracking Clean Energy Progress

Innovating for Sustainability

- NanPao has been increasing R&D investment over the years.
- Brands requires innovative, sustainable solutions.




Reduce **operational carbon emissions by 65%** and **supply chain carbon emissions by 30%** by 2030, using 2015 as the baseline.



100% of all products purchased will use preferred materials by 2030, gradually transitioning to recycled and renewable materials.




Reduce greenhouse gas emissions by 50% by 2030 and achieve net-zero emissions by 2050.



The first global flooring manufacturer to sell **all products as carbon neutral** across their full life cycle. We target to be a **Carbon negative company by 2040.**



We continue to explore **bio-based glue alternatives** for our **wood-based** products. We aim to only use **renewable** or **recycled materials** sourced in a **responsible** way by 2030.



NanPao's Innovative Green Products

Raw materials account for **70%** of GHG Emissions during product life cycle. NanPao has invested substantial R&D and technical resources into developing innovative green products.



Low /Zero VOC

- **Water-based** products contain low or no volatile organic compounds (VOC).
- **50% reduction of GHG emissions** after converting adhesive products from solvent to water-based.



Bio-based materials



Recyclable materials

- Help reduce reliance on fossil fuel based raw materials and **lower carbon emissions**.
- The penetration rate is still low with long-term growth opportunities.



High Performance Products



Eco-Friendly/ Low Pollution products

- The positive effects of value-added products take place at our customers' side, supporting our customers **achieve sustainability goals**.



Sportswear

Opportunities in Bio-based and Recyclable Products



PU Foam Insoles

First bio-based PU Foam Insoles

NanPao has developed **biomass materials** with lignin extract from liquid waste produced during paper manufacturing. The biomass materials provide high support and low elasticity.



Footwear Additives

We are developing eco-friendly, **carbon-negative** footwear additives, replacing fossil-based materials with **nature-based materials**.



Textile Adhesives

NanPao has **recycled** derivatives of carbon dioxide as raw materials. The materials provide great softness and breathability.



Footwear Adhesives

Currently, **75% to 80%** of NanPao footwear adhesives products are **low-VOC or zero-VOC**.



Consumer Goods

High Performance and Bio-based for Sustainable Life



Non-Woven Adhesives

Leading Supplier of local Tier-1 Diaper Brands in Mainland China

We have developed high wet-strength adhesives to extend diaper **durability** even after wetting.

NanPao ultra-soft adhesives for the elastic band and diaper outer surface provide greater comfort, remaining **soft** to the touch in both **cold and warm weather**.



Paper Coating

Plastic free paper coating can make paper cups and paper containers completely recyclable and reusable.



Paper Labels Lamination

Bio-based hot melt adhesives used for paper labels lamination of metal cans.



Woodpow® - Woodworking Adhesives

Our woodworking PUR adhesives are **solvent-free**, with **great heat and moisture resistance** and **high bonding strength**, which enables safer and more sustainable furniture.



Industrial & Tech

Efficient and Eco-Friendly Solutions in High Demand



PSA for LCD Polarizer Plate and Touch Panel

High temperature and high humidity resistance.

Acid free design which enables **low corrosion and low pollution** design for ITO film.



UV Tape for Semiconductor

Breaking into semiconductor supply chain

UV Tape is for semiconductor process to protect surface of wafer during backgrinding process and to hold wafer with ring frame during dicing process.

With UV irradiation, the tape can be easily peeled from the wafers, which help **improve production efficiency**.



Automotive Adhesives

NanPao has developed **water-based** adhesives products (**low/zero-VOC**) for car interior such as carpets, leather seats etc.



Coatings & Construction

Pursuing Home Efficiency and Living Comfort



Recycle Toner into Water-based Coating

Global Recycled Standard (GRS) Certified

In partnership with ITRI and Fujifilm, we transform non-hydrophobic waste toner into eco-friendly water-based coating for indoor decoration, outdoor buildings, and furniture.



Powder Coatings for Tap Water Pipes

The First Solution Provider in Taiwan

Preventing the pipes from leaching chemical substances into tap water. Making drinking tap water safer and provide **better quality and more sustainable water** in Taiwan .

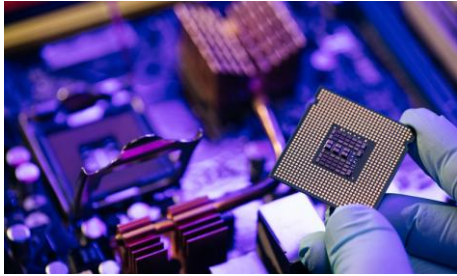


Insulating Glass Sealant

Resistant to sunlight, extreme weather and moisture, improving **energy efficiency** for buildings.

GROWTH STRATEGY

Innovation and Acquisitions as Dual Growth Pillars



Focus on Innovation - "NextGen" Growth Strategy

- We focus on industry-leading clients in selected segments and co-develop innovative bonding solutions. As we are well informed early, we can provide customers with the best solutions in a timelier fashion.



Solidifying Footwear Adhesives' Industry Leadership While Developing the Next High-Growth Segment

- **Footwear Adhesives:** Partnering with global footwear brands to co-develop new materials and adhesive technologies. Through innovative products and outstanding services, we aim to increase our penetration among Tier-1 athletic footwear brands from the current 40–50% to 50–60%.
- **Specialty Adhesives:** Semiconductor and other electronics applications are emerging as key growth drivers. By focusing on five major segments—Technology, Hygiene, Woodworking, Textiles, and Flexible Packaging—we leverage our expertise and efficiency to tap into large, high-growth markets through our customer base and Taiwan's industrial network.
- **Coatings & Construction:** Construction revenue is mainly from Australia and around 80% are green products. We will continue to grow the market. As for coatings, we focus on integrating products and services to provide more comprehensive and superior solutions.



Continue Expanding Product Applications and Global Presence through M&A

- The adhesive and coatings & construction industries are highly fragmented. We will continue to accelerate expansion through M&A, focusing on application areas closely related to our core business to strengthen core competitiveness and increase market share.



Focus on Innovation - "NextGen" Growth Strategy

We focus on industry-leading clients in selected segments and co-develop innovative bonding solutions. As we are well informed early, we can provide customers with the best solutions in a timelier fashion.



Strategic Actions

- **Select Strategic Partners**

Target industry-leading clients and increase the share of high-margin products.

- **Develop Innovative Solutions**

Share information early to respond quickly to customer needs.


- **Become a Global Leader in Innovation**


Expand product applications, increase market share and ROE, and establish a preferred Innovation Platform.

Case Studies

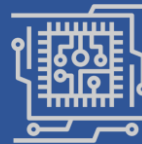
Shoe Adhesives





 An international brand decide to develop new high-performance running shoes with **innovative materials**.

 Nan Pao was the first to develop **innovative** adhesive solutions that met **high-performance standards**.

Semiconductor Adhesives





 UV tape in semiconductor manufacturing must have high adhesion and fast de-bonding characteristics.

 Nan Pao developed a **high-adhesion** yet **fast-release** UV tape that **leaves no adhesive residue**, improving manufacturing efficiency and yield rate.

Woodworking Adhesives



 New flooring materials were **difficult to bond**.

 Nan Pao developed an efficient adhesive solution that **increased production speed by 10 times** while also offering reduced shrinkage, improved heat resistance, noise reduction, and enhanced comfort.

Advanced Echem Materials, NanPao, and Trusval Form JV to Enter High-End Adhesive Market for Advanced Semiconductor Packaging

In late August 2025, the three companies announced the establishment of Advanced Pao Trusval Technology Co., Ltd., a joint venture dedicated to developing and promoting high-end tapes for advanced semiconductor packaging.

Advanced Echem Materials

X

Extensive **industry networks and know-how** in advanced specialty chemicals and materials for semiconductors

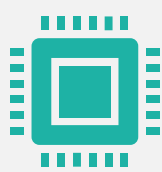
NanPao

X

Core technology in adhesive synthesis

Trusval

Capabilities in high-tech **system integration** and experience in **R&D and coating process** technologies



Semiconductors and electronic related applications are NanPao's key development focus areas.

Adhesives for semiconductor and electronic applications currently contribute about **1-2%** of Nan Pao's total revenue. we see this segment as a new growth driver.

- **Strong Demand for Semiconductor Process Tapes:** The global semiconductor process tape market is forecasted to grow at a CAGR of 9.7% from 2024 to 2033*.
- **Advanced Packaging as a Strong Growth Area:** Driven by robust demand from AI, HPC, and mobile communications, requirements for chip size, power consumption, and performance continue to rise. Beyond process technology innovation, highly integrated and high-performance advanced packaging technologies have become a major area of growth.
- **Key Materials:** These types of adhesives have a critical impact on yield rate and production efficiency.
- **Strengthening the local supply chain:** Relied mainly on overseas suppliers in the past.

Recent M&A Cases

Promoting Carbon Fiber Composite Material Development

Acquired a 70% stake in Yubo, with consolidation beginning in May 2023.

- Focus on producing epoxy resins, primarily for use in carbon fiber composite materials.
- End-use applications focus on sports equipment and niche markets such as industrial fuel tanks, oxygen bottles, and electrical insulation.

Strategic Objectives

- Able to share technology and resources as the application fields differ.
- Enter the high-performance carbon fiber epoxy market, capturing opportunities in replacement, lightweighting, and new energy.
- Initial contributions to revenue are expected to be limited, but long-term growth potential remains promising.

Strengthen the Product Line of Core Business

Acquired a 70% stake in Yun Teh, with consolidation beginning in January 2025.

- Accumulated over 40 years of experience in hardener manufacturing technology for epoxy resins.
- The end markets include industrial adhesives, flooring material coatings, coatings, and civil engineering.

Strategic Objectives

- Strengthen core business product lines, particularly in epoxy resin applications, to provide customers with more comprehensive solutions.
- Achieve cost synergies through joint procurement and integrate distribution resources to increase market share and competitiveness.
- Share technology and resources to gradually realize synergies that will accelerate revenue growth and profitability.

Improving Capital Efficiency

R&D

Increasing investment in R&D to accelerate growth

CAPEX

No large capex plan required, but may need some capex investment to serve customers locally

CASH DIVIDEND

Paying stable or growing cash dividends

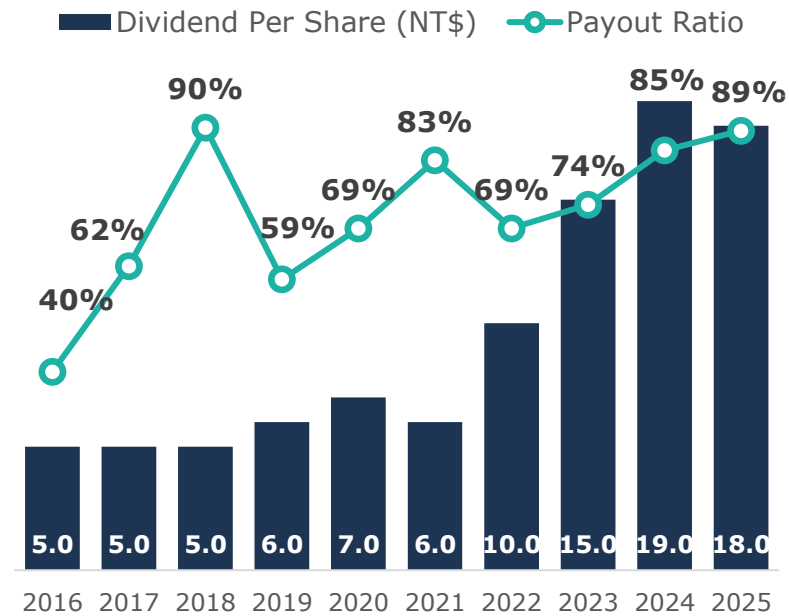
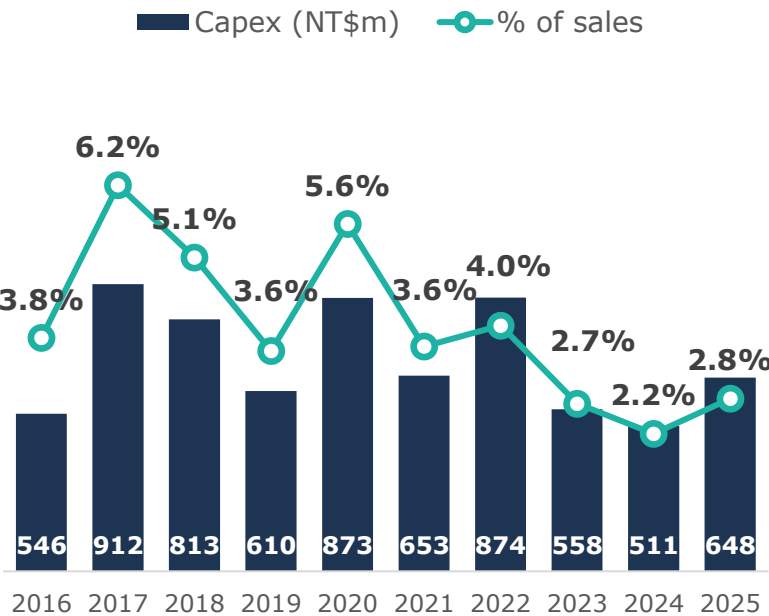
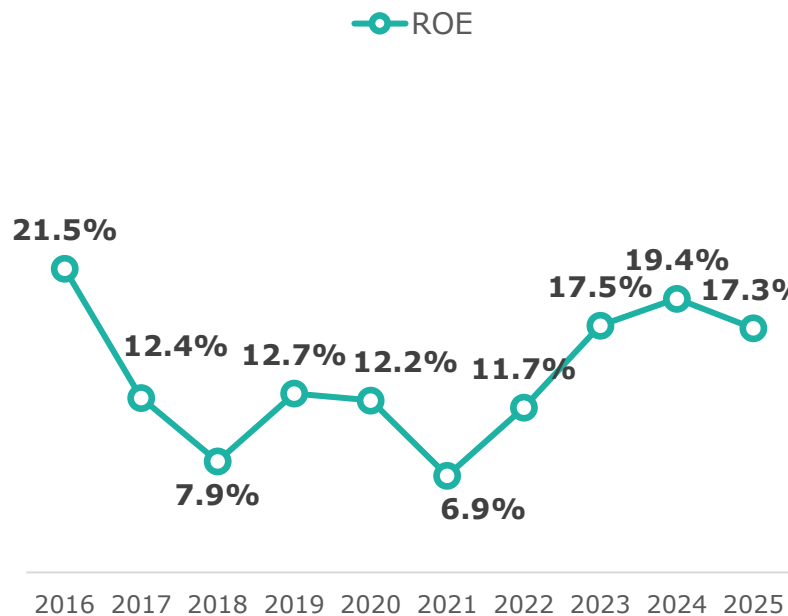
BOLT-ON ACQUISITIONS

Enabling us to grow globally and expand product applications

ROE

Capex/Sales is relatively low

Stable and Growing Cash Dividends



NanPao's 5 Year Targets



Being a global leader in
innovative & green
chemical products



Increasing **green**
product sales to **80%**

Investing in R&D and leveraging
existing products for broader
applications



Maintaining **double-digit**
long-term ROE

Pursuing sustainable profit growth
and improving capital efficiency



Growing **above**
industry average

Through organic growth and M&A



Providing **stable** or **growing**
annual cash dividend per share

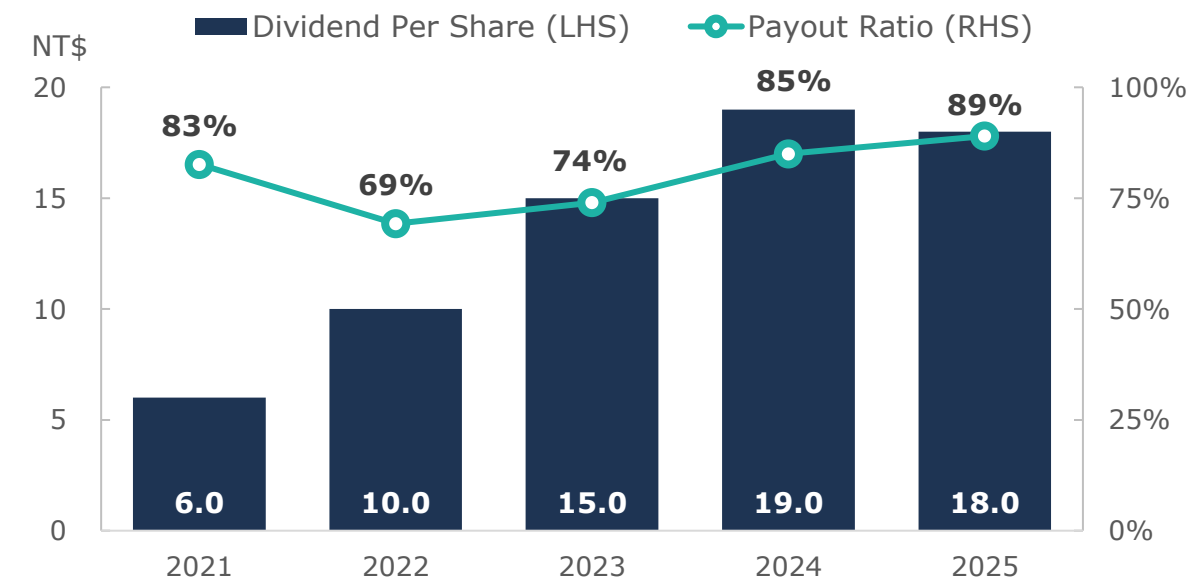
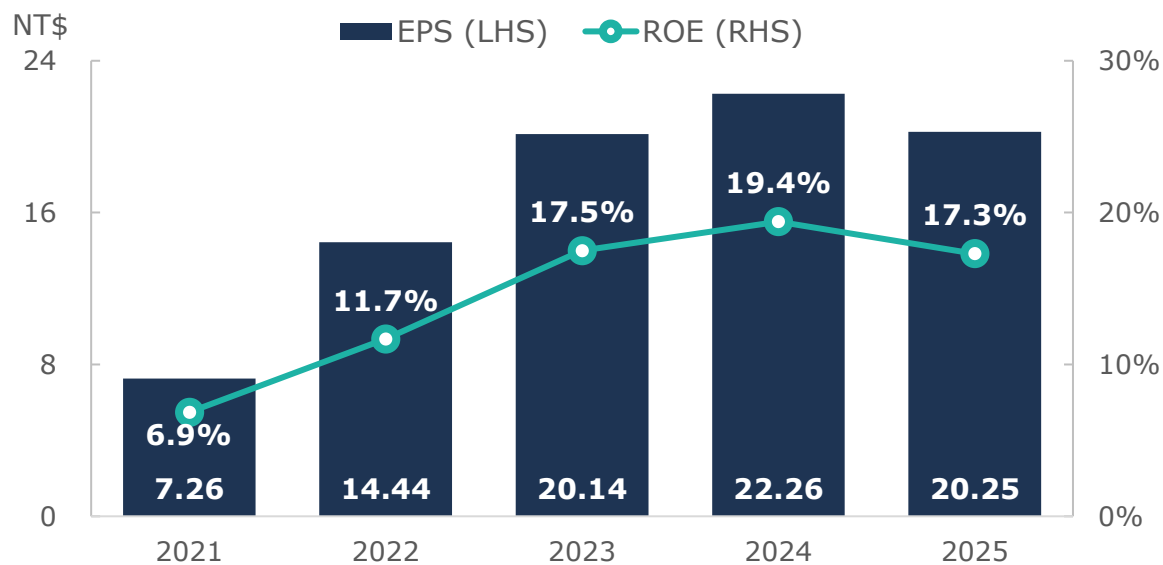
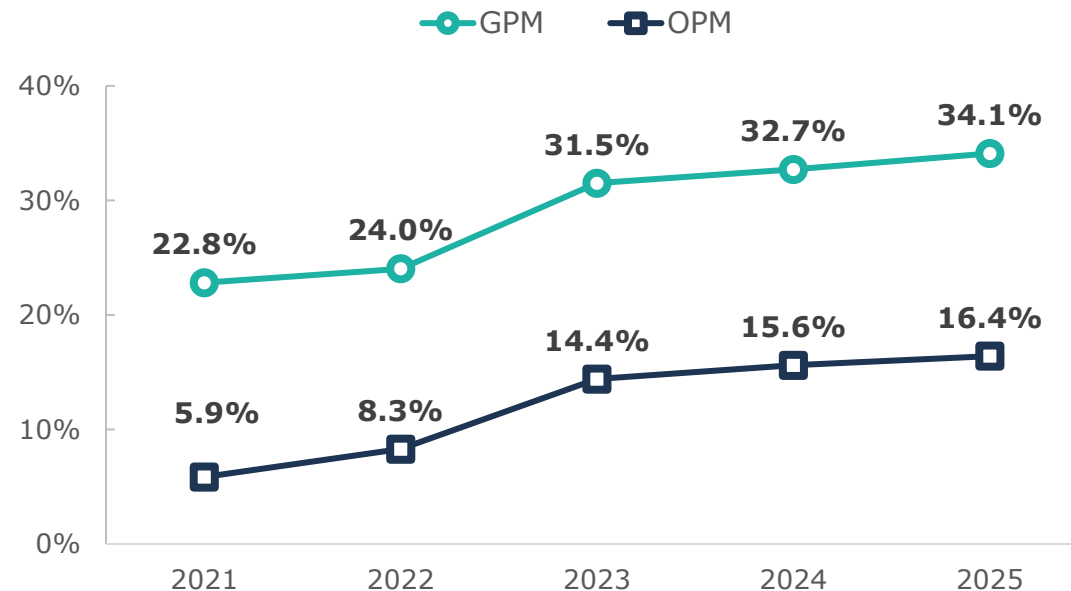
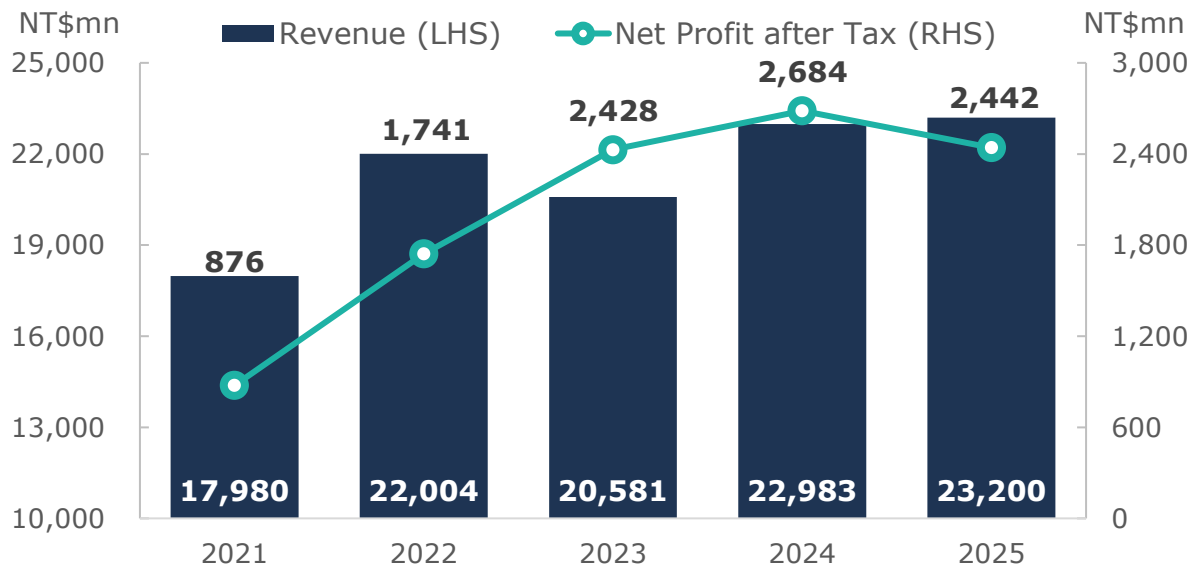
Continue to generate strong cash-
flow, and target to maintain a
payout ratio of at least 65%

Q&A

ANNUAL HISTORICAL FINANCIALS

2021-2025

Key Financial Performance



Income Statement Highlights

NT\$ million	2021	2022	2023	2024	2025
Sales Revenue	17,980	22,004	20,581	22,983	23,200
Cost of Goods Sold	13,878	16,716	14,091	15,461	15,284
Gross Profit	4,102	5,288	6,490	7,522	7,916
Operating Expense	3,050	3,464	3,526	3,929	4,100
Operating Profit	1,052	1,824	2,964	3,593	3,816
Income before tax	1,203	2,385	3,394	3,757	3,630
Net Income	876	1,741	2,428	2,684	2,442
EPS (NT\$)	\$7.26	\$14.44	\$20.14	\$22.26	\$20.25

Gross Margin	22.8%	24.0%	31.5%	32.7%	34.1%
Opex/Sales	17.0%	15.7%	17.1%	17.1%	17.7%
Operating Margin	5.9%	8.3%	14.4%	15.6%	16.4%
Net Margin	4.9%	7.9%	11.8%	11.7%	10.5%
ROE	6.9%	11.7%	17.5%	19.4%	17.3%

YoY (%)				
2021	2022	2023	2024	2025
16%	22%	-6%	12%	1%
24%	20%	-16%	10%	-1%
-6%	29%	23%	16%	5%
6%	14%	2%	11%	4%
-30%	73%	62%	21%	6%
-25%	98%	42%	11%	-3%
-28%	99%	39%	11%	-9%
-28%	99%	39%	11%	-9%

Balance Sheet Highlights

NT\$ million	2021	2022	2023	2024	2025
TOTAL ASSETS	25,928	24,746	23,664	27,266	27,732
Cash	4,296	4,348	5,202	7,491	7,845
NR & AR	4,377	4,879	4,751	5,522	5,408
Inventory	2,949	2,825	2,663	2,855	3,045
Fixed Asset	4,932	5,508	5,808	5,840	5,768
TOTAL LIABILITIES	9,658	9,103	9,118	11,330	12,302
Long-Term Debt	1,935	1,224	895	1,735	2,864
AP & NP	2,591	2,659	2,177	2,292	2,203
TOTAL EQUITY	16,270	15,643	14,546	15,936	15,430

% of Total Assets				
2021	2022	2023	2024	2025
100%	100%	100%	100%	100%
17%	18%	22%	27%	28%
17%	20%	20%	20%	20%
11%	11%	11%	10%	11%
19%	22%	25%	21%	21%
37%	37%	39%	42%	44%
7%	5%	4%	6%	10%
10%	11%	9%	8%	8%
63%	63%	61%	58%	56%

A/R turnover days	84	77	85	84	86
Inv turnover days	67	63	71	65	70
A/P turnover days	64	57	63	53	54
Cash conversion cycle	87	83	93	96	102

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