

# HUNYA FOODS CO., LTD.

## Institutional Investor's Conference

2025.12.19

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**02 Core Capabilities and  
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for 2026**

**01**

**Company Overview/  
Financial Report**

# Consolidated Statements of Comprehensive Income

(Unless otherwise stated, amounts are in NT\$ millions.)	<u>2025.3Q</u>	<u>2025.2Q</u>	<u>2024.3Q</u>	<u>QoQ</u>	<u>YoY</u>
<b>Operating Revenue</b>	<b>528</b>	<b>334</b>	<b>504</b>	<b>+58%</b>	<b>+5%</b>
Gross Profit Margin	28%	17%	25%	<b>+11 pts</b>	<b>+3 pts</b>
Operating Expenses	(129)	(110)	(135)	<b>+17%</b>	<b>-4%</b>
Operating Profit Margin	4%	-16%	-2%	<b>+20 pts</b>	<b>+6 pts</b>
Non-operating Income and Expenses	5	3	9		
<b>Net Profit Attributable to Owners of the Parent</b>	<b>26</b>	<b>(50)</b>	<b>(1)</b>		
<b>Total Comprehensive Income Attributable to Owners of the Parent</b>	<b>28</b>	<b>69</b>	<b>79</b>		
EPS (NT\$)	0.29	(0.58)	(0.01)		
Net Profit Margin (After Tax)	5%	-15%	-0.1%	<b>+20 pts</b>	<b>+4.9 pts</b>
ROE (Quarter)	1.02%	-2.06%	-0.02%		
<b>EBITDA</b>	<b>87</b>	<b>11</b>	<b>48</b>		

# Consolidated Balance Sheet & Key Financial Metrics

(Unit: NT\$ millions)	2025.3Q		2025.2Q		2024.3Q	
Balance Sheet Summary	Amount	%	Amount	%	Amount	%
Cash and Cash Equivalents	107	3%	43	1%	83	2%
Accounts Receivable	323	8%	226	6%	291	8%
Inventories	303	8%	310	9%	248	6%
Financial Assets – Non-current	518	14%	688	18%	765	20%
Property, Plant and Equipment	2,145	57%	2,186	57%	1,911	49%
Others	374	10%	360	9%	622	15%
<b>Total Assets</b>	<b>3,770</b>	<b>100%</b>	<b>3,813</b>	<b>100%</b>	<b>3,920</b>	<b>100%</b>
Current Liabilities	485	13%	496	13%	554	14%
Non-current Liabilities	777	20%	837	22%	775	20%
<b>Total Liabilities</b>	<b>1,262</b>	<b>33%</b>	<b>1,333</b>	<b>35%</b>	<b>1,329</b>	<b>34%</b>
<b>Total Equity</b>	<b>2,508</b>	<b>67%</b>	<b>2,480</b>	<b>65%</b>	<b>2,591</b>	<b>66%</b>
<b>Key Financial Metrics</b>						
Current Ratio	159%		127%		121%	
Days Sales Outstanding	74		69		63	
Days Inventory Outstanding	81		86		66	

# Consolidated Statement of Cash Flows

(Unit: NT\$ millions)	<u>2025.1.1- 2025.9.30</u>	<u>2025.1.1- 2025.6.30</u>	<u>2024.1.1- 2024.9.30</u>
<b>Beginning Cash and Cash Equivalents</b>	<b>74</b>	<b>74</b>	<b>119</b>
Net Cash Generated from Operating Activities	100	12	15
Capital Expenditures (CapEx)	(136)	(92)	(274)
Invest in Financial Assets	(17)	(17)	(71)
Proceeds from Disposal of Financial Assets	266	87	282
Proceeds from (Repayment of) Short-term and Long-term Borrowings	(113)	(12)	83
Cash Dividends Paid	(52)	0	(56)
Others	(15)	(9)	(15)
<b>Ending Cash and Cash Equivalents</b>	<b>107</b>	<b>43</b>	<b>83</b>

**02**

## **Core Capabilities and Strategies**

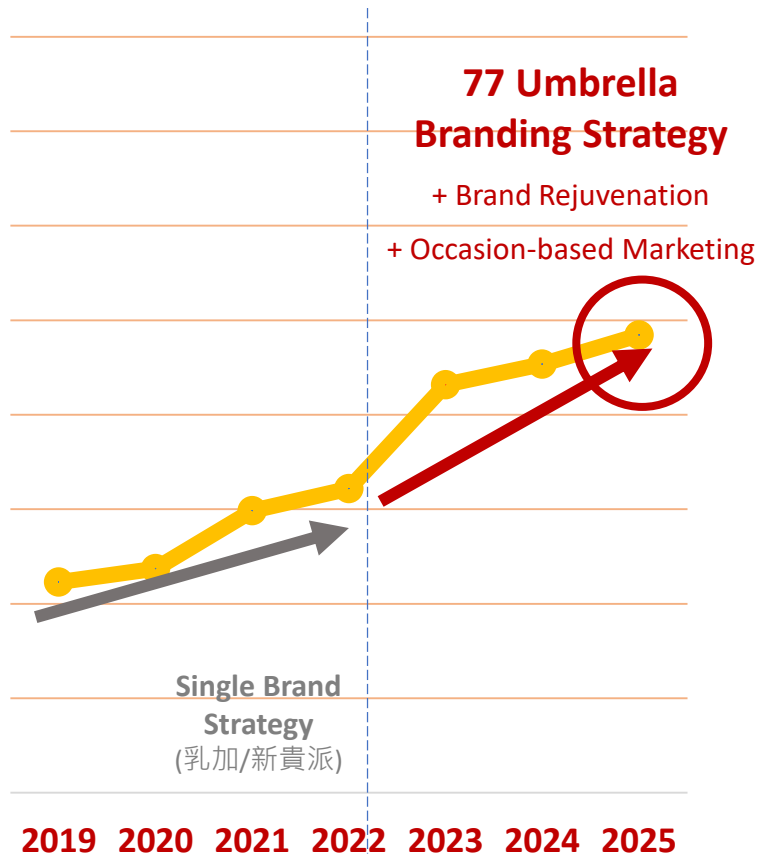




# BU Strategy and Competitiveness

# 77 BU – Enhance Brand Power!

In 2025, 77 Brand once again achieved record-high sales performance in Taiwan!



\* To eliminate the sales impact of differences in the Lunar New Year, the calculation period is set from December of the previous year to November of the current year.

- Leveraging **77 Umbrella Branding Strategy**, we continue consolidating our core consumer base. Via “**Brand Rejuvenation**” and “**Occasion-based Marketing**” communication strategies, we further enhance **each sub-brand’s value and unique selling propositions**, expanding our cross-generational consumer reach, and deepening mindshare during key consumption moments.

✓ Umbrella Branding Strategy: TVC & OTV    ✓ Brand Rejuvenation & Occasion-based Marketing





# 77 BU – Expand the Gen Z Consumer Base!

- In 2025, the **77 Brand Campus Ambassador program** is successful now in its third year, reaching 39 universities across Taiwan. We continue to cultivate a strong campus presence while leveraging Gen Z creativity to promote the 77 Brand!
- By collaborating with **popular Gen Z influencers** and leveraging **well-known local Taiwanese IP designs**, we continue to build brand affinity and engagement with the Gen Z audience.





# 77 BU – On-trend Product Portfolio!

- Drawing on **global trend insights** and leveraging **local R&D advantages**, we continue to introduce new products that **cater to the evolving needs of Taiwanese consumers!**



77 Nuga Popchoco Filled Chocolate



WeMade Cheese Oat Biscuits



ALWAYS Chocolate-Hazelnut Wafer Series



77 Nuga Crispy Rich Chocolate Biscuit  
-Caramel Macchiato



77 Strawberry Season Specials



NewWaferPie Mini Sandwich Cookies

# Bakery BU - Expansion of business projects and service offerings.

2022

Through the acquisition of Croissants Bakery LTD., Hunya has expanded its product offerings to include high-gluten baked goods, such as bread. (produced at the Guanyin factory)

2024

The production lines have been relocated to the Bade factory, enhancing management efficiency.

2025

The new bread production lines at the Bade factory officially launch.

2026

New bread production lines enable mass production. A diverse product portfolio meets the needs of customers across different business models.

- The merger with Croissants Bakery LTD. has expanded the range of products sold and diversified the customer service model.
- Internally, continuous efforts have been made to enhance research and development as well as manufacturing capabilities. The integration of logistical systems, including raw material procurement, has been undertaken to address fluctuations in raw material costs, such as eggs. This initiative aims to improve the overall efficiency of product combinations and enhance managerial effectiveness.
- Externally, a flexible approach has been adopted by leveraging both contract manufacturing and the operation of proprietary brands. This business model allows for meeting diverse customer demands, thereby increasing sales flexibility and operational efficiency.





# Bakery BU - RIVON driving Profitable Growth Through Premiumization, Brand Segmentation, and Channel Clarity

- **Strengthen the core celebration gifting business** and increase ASP and gross margin through premiumization and hero products.
- **Leverage brand role differentiation and occasion-based strategies** to reinforce core markets and capture growth from new customer segments.
- **Clarify channel roles** to improve conversion efficiency and enhance the customer service experience.





# **R&D and Manufacturing Strategy**

# Great ingredients, great methods, great-tasting products

- **Premium ingredients**

Leverage Taiwanese ingredients to create locally distinctive products, while rigorously selecting high-quality materials from international sources.

- **Innovative flavors, broader choices**

Respond quickly to shifting consumer trends by developing new products and on-trend flavors.

- **Continuous improvement capability**

Capture global and local R&D insights, adopt best practices, and refine them into products that fit market needs.

- **International craftsmanship and technology transfer**

Utilize high-spec European equipment and emphasize the transfer of technical know-how and experience.



# International Certification

## CERTIFICATION OF STANDARD



- ISO 22000
- ISO 14001
- ISO 45001
- FSSC 22000
- HALAL
- HACCP
- Fitwel
- TIC Sustainability Rating (Tzu Yue International Assessment)
- LEED Gold Certification



# ESG Achievement

# ESG Initiatives and Achievements

## Environmental

- GHG Emission Reduction of 250 tons
- Plastic compound wastes decreased to 34.4 tons
- Renewable energy utilization achieved 4%

- Electricity cost savings NT\$1.76 million
- Recyclable packaging materials reached 74.1%



## Social

- Proceeded Human Rights training of 1,152 employees with 96 hours.
- Conduct 2 self-defense firefighting grouping / evacuation exercises

- Employee satisfaction 87%
- Accumulated welfare donation over NT\$10 million
- The beneficiaries of disadvantaged groups over 5,000



## Governance

- 49.82% of the suppliers passed international system certification
- Proceeded 2 social engineering simulations
- Awarded FSSC 22000 certificate

- Local procurement ratio: 71.5%
- 37 items acquired clean label certificates





# ESG Awards



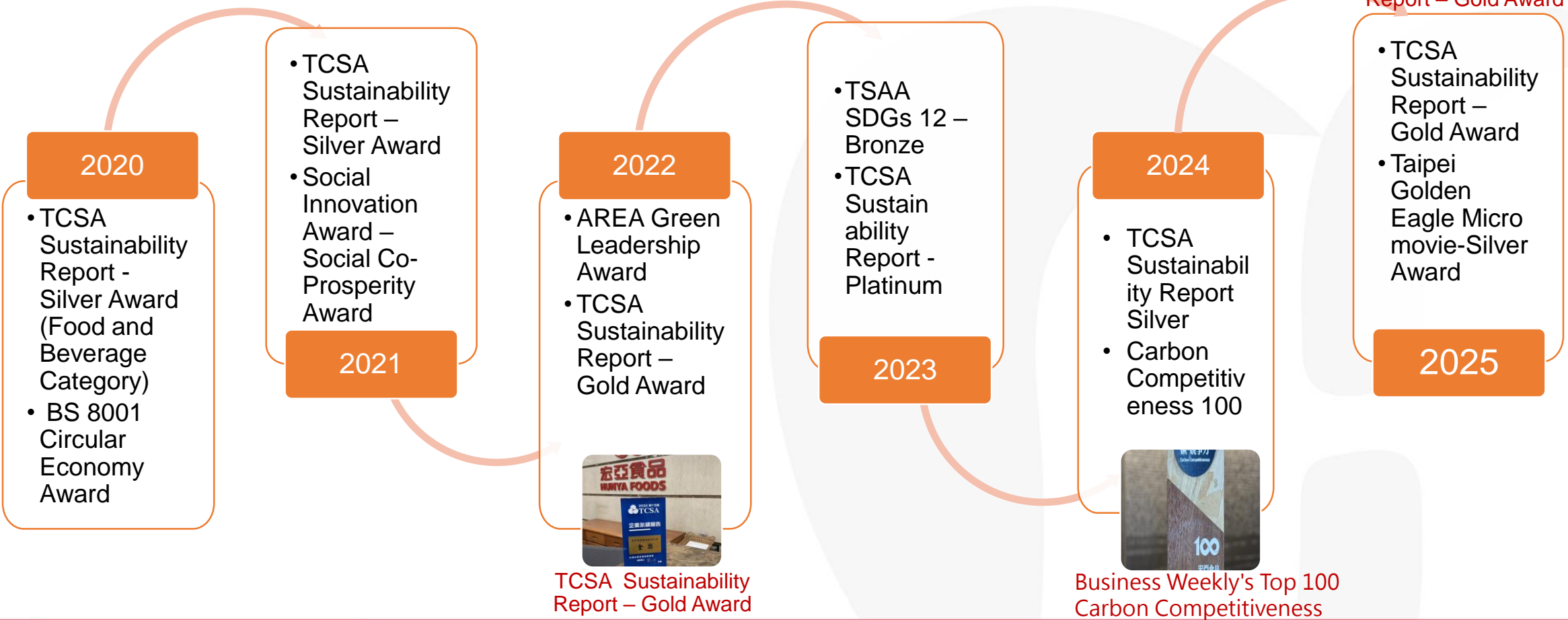
AREA Green Leadership Award



TSAA SDGs



TCSA Sustainability Report – Gold Award



TCSA Sustainability Report – Gold Award



Business Weekly's Top 100 Carbon Competitiveness

**03**

**Business Outlook  
for 2026**

# Business Outlook – Market Environment Assessment

- **Consumers are shifting toward “rational upgrading”**—seeking both value-for-money and experience
- **Raw material and FX volatility remain the new normal**
- **health and low-calorie/low-sugar options, and ingredient transparency are now baseline requirements**; ESG/decarbonization is moving from nice-to-have to must-have
- **Channel competition is becoming more fragmented**: hypermarkets, convenience stores, e-commerce, retail stores, and group-buying are all intensifying pressure





# Business Outlook – Strategic Focus & Key Initiatives

- **Customer-centric product innovation:** steadily invest in **new products, new lines, fresh categories, and gift items** to match **Gen Z** and **health-driven** demand
- **Extend decarbonization and sustainability to suppliers:** drive **contract farming** and **supply chain integration** for key agricultural inputs(e.g., **peanuts, butter, cocoa**); strengthen resilience through **diversified sourcing, traceability, and early risk identification**
- **Smart manufacturing & digital transformation:** reduce reliance on labor, lower management workload, and enable employees to work **more efficiently**
- **Channel segmentation strategy:** build a dual-engine model—**High-frequency (daily distribution) × High-value (gifting)**



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THANK YOU

**Happy**  
Happy

Adaptable x Proactive x People Oriented

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