

9934

# 2025 Investor Conference

**Shane Ouyang, Chairman**

Aug. 14<sup>th</sup>, 2025

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Source: <https://www.youtube.com/watch?v=V5rHtljpR8Q&t=7s>



## **Outline**

- 1. Corporate Profile**
- 2. Operation Overview**
- 3. Financial Results**
- 4. Business Strategy and Outlook**

# 1. Corporate Profile

# Corporate Information

<b>Founded</b>	Oct. 29, 1979
<b>Listed in TWSE</b>	Sep. 11, 2000
<b>Paid-in Capital</b>	NT\$ 4.1 billion
<b>Number of Employees</b>	4,000
<b>Headquarters</b>	Taichung Tanzi Technology Industrial Park
<b>Main Production Base</b>	Shandong, China (VC) Huizhou, China (Faucets) Saltillo, Mexico (VC) Laredo, USA (Faucets assembly)
<b>Main Products/Service</b>	Kitchen and Bath Products/ Kitchen and Bath Distribution Services



# Milestone

Your kitchen & bath experience is OUR business

**1979**

Founded as a trading company

**2000**

Listed on Taiwan Stock exchange (9934)

**2004**

**Entered the European market**  
by acquiring European brand Lenz

Lenz®

**2012**

Established high-quality Kitchen & Bath Product R & D center in Taichung



**2024**

Built faucets supply chain in Thailand to achieve **Faucets Supply Chain Diversification**

**1990**

**Started faucets manufacturing**  
Established faucets manufacture factory in Shenzhen



**2003**

**Expanded product line to vitreous china** by acquiring “Gerber” in US & “Milim” in China

GERBER®

**2007**

**Entered UK distribution market**  
Acquired PJH, a leading UK supplier and distributor of appliances and bathroom products

**pjh**  
together we're better

**2019**

Set up VC production in Mexico to achieve **VC Supply Chain Diversification**





# Our Global Operations

- ★ **R&D Center**
- **VC Facilities**
- **Faucets Facilities**
- **Distribution Centers**
  - Vancouver, Canada
  - Toronto, Canada
  - Montreal, Canada
  - Chicago, USA
  - California, USA
  - New Jersey, USA
  - Houston, USA
  - Unna, Germany
- pjh** **United Kingdom**





## **2. Operation Overview**

# Vision and Mission

## Vision

Be The First Choice



German Customer Award  
2024



Best Distributor of the Year  
2024



## Mission

Providing Ease & Peace of Mind



# Our Products and Services

## Kitchen and Bath Products



## Distribution Services





# Our Value and Strength

## Brand



Provide High-Quality and  
Affordable Kitchen and Bath Products

## OEM / ODM



Flexible Capacity and  
Environmentally Compliant Design

## Distribution Service

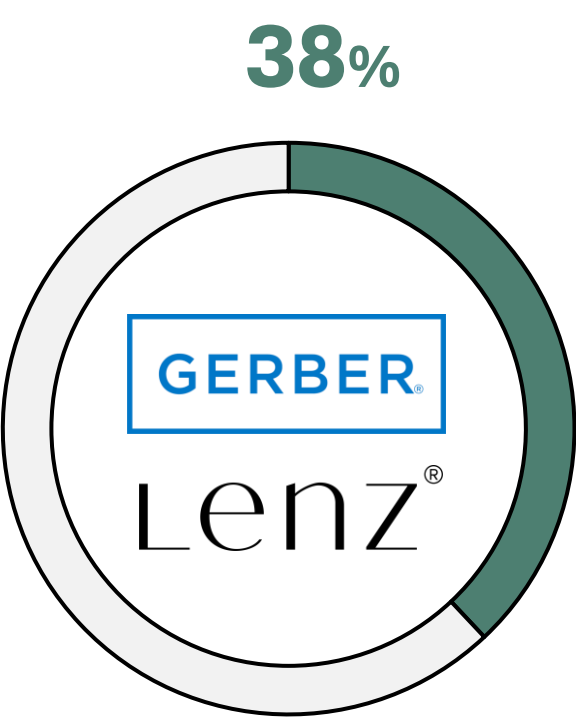


First Choice Delivery Services

**Provide comprehensive solutions to meet  
diverse customer needs**

# Revenue by Business Units

## Kitchen and Bath Products

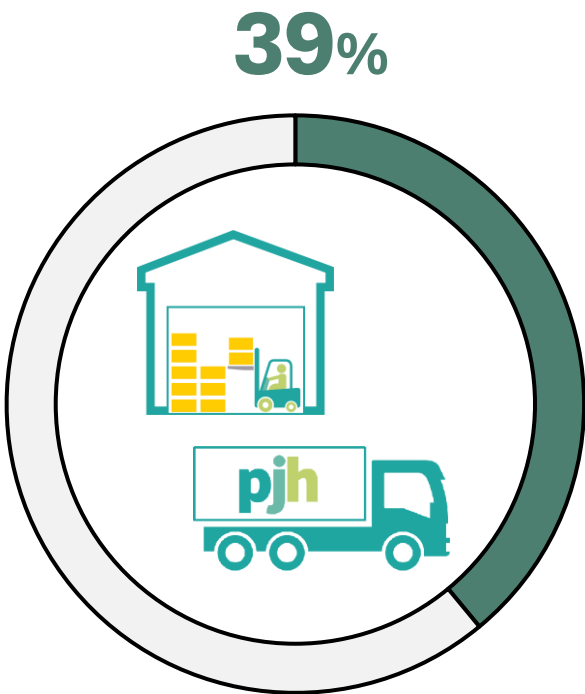


Brand



OEM/ODM

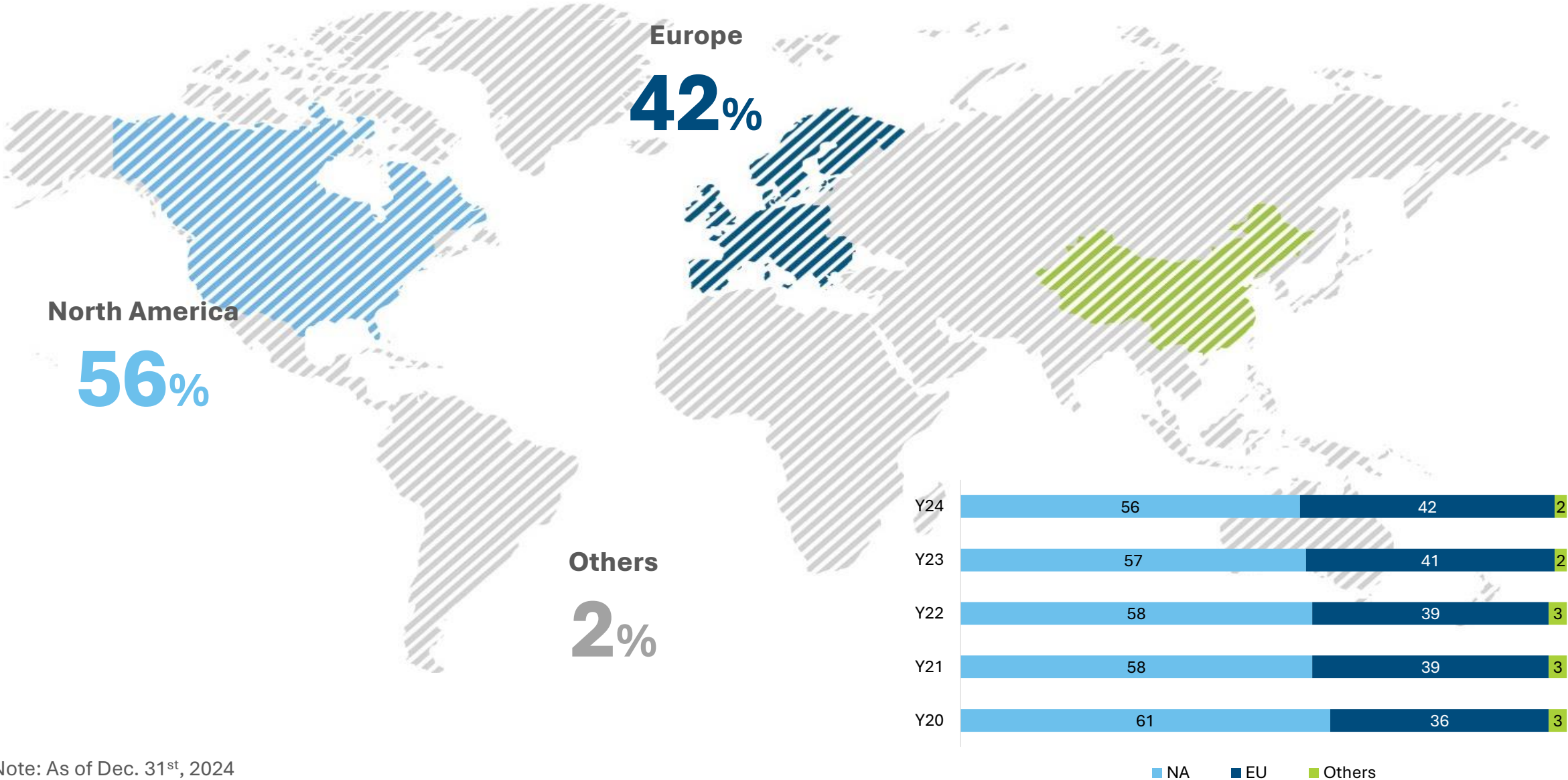
## Distribution Services



PJH

Note: As of Dec. 31<sup>st</sup>, 2024

# Revenue by Regions



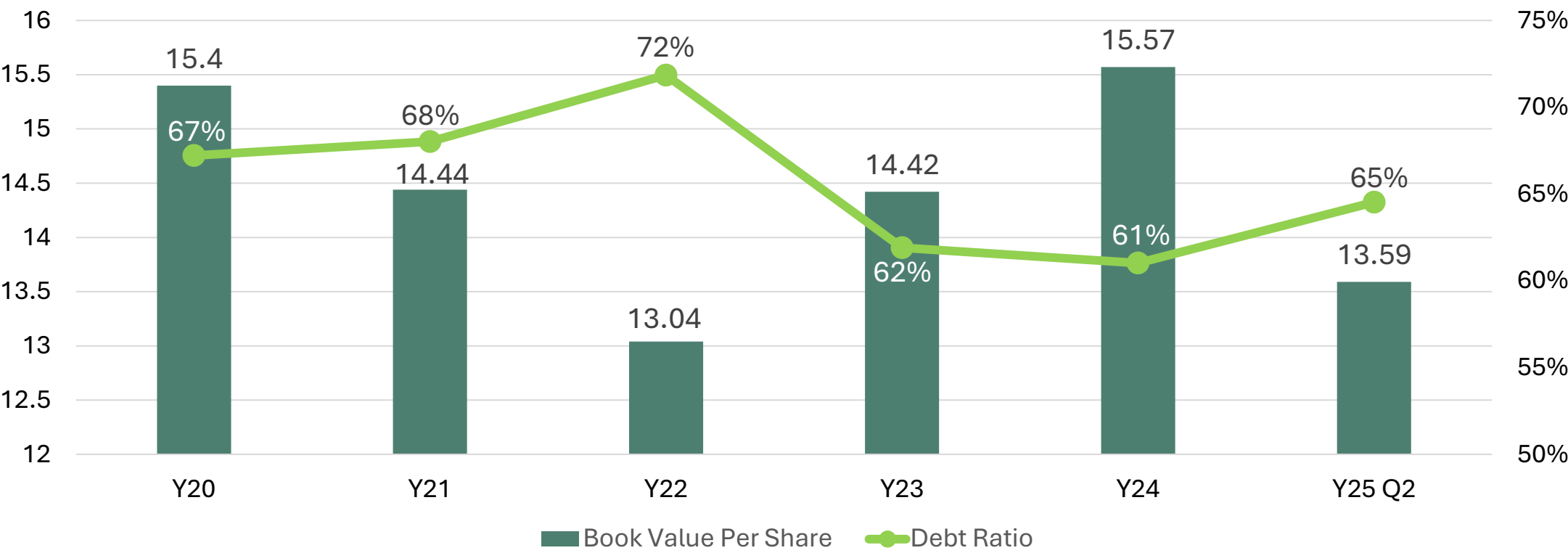
Note: As of Dec. 31<sup>st</sup>, 2024



### **3. Financial Results**

# Consolidated Financial Structure

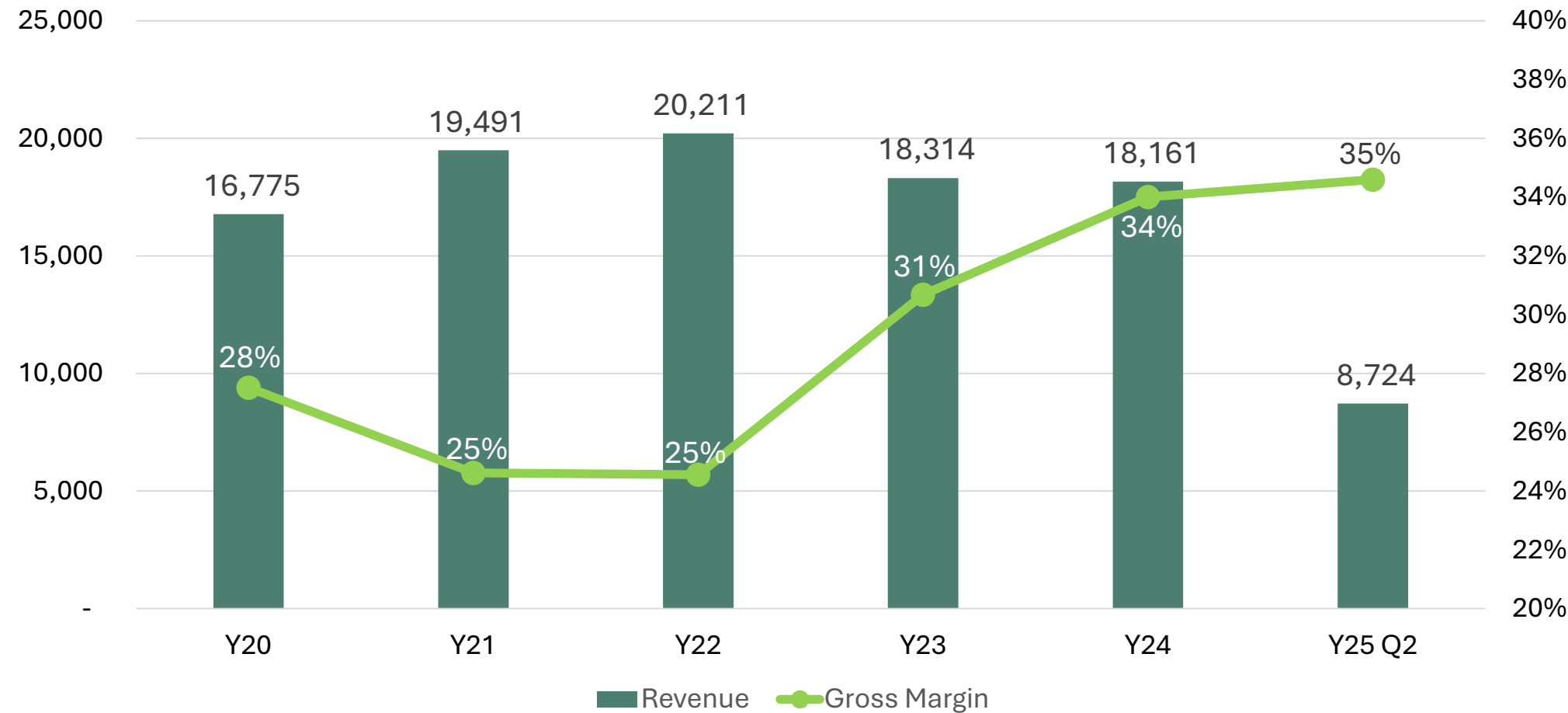
(Units: NT\$)



(%)	Y20	Y21	Y22	Y23	Y24	Y25 Q2
ROE	5%	0%	-18%	11%	8%	2%

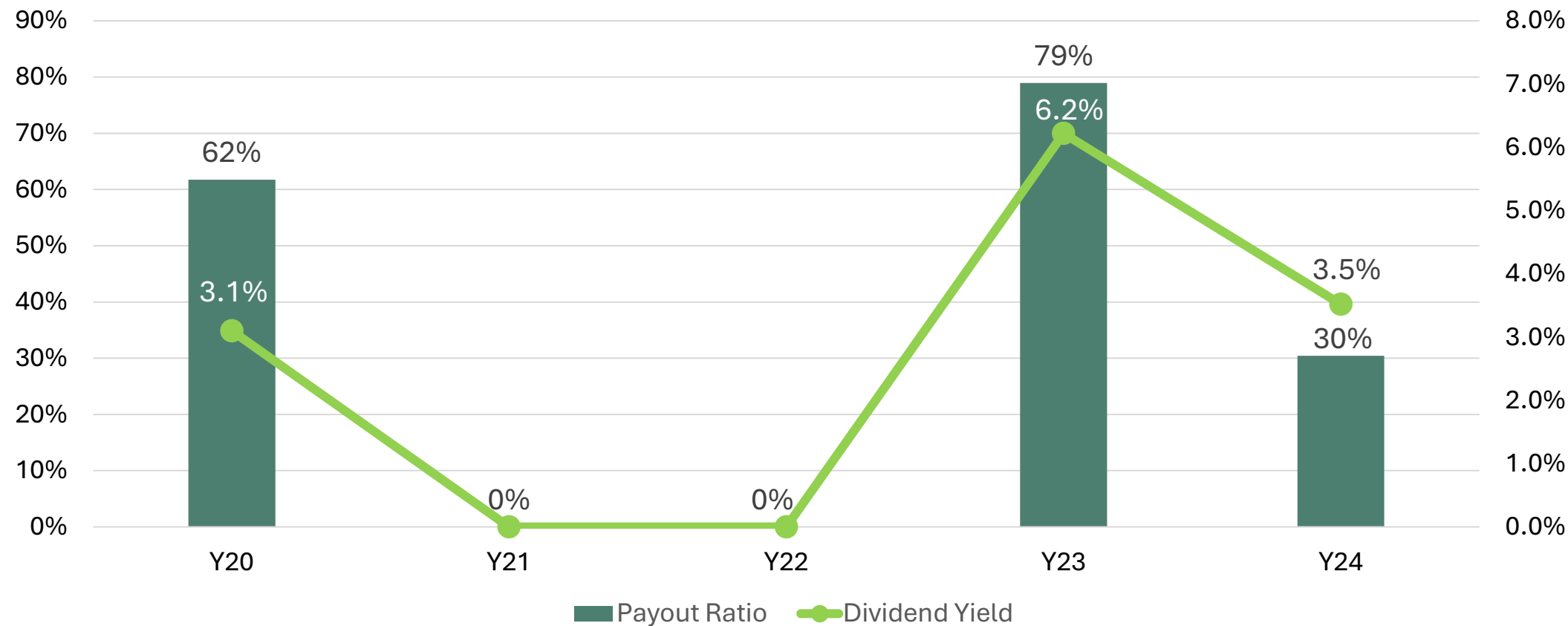
# Consolidated Financial Results

(Units: NT\$ million ; % of Sales)





# Dividend Policy



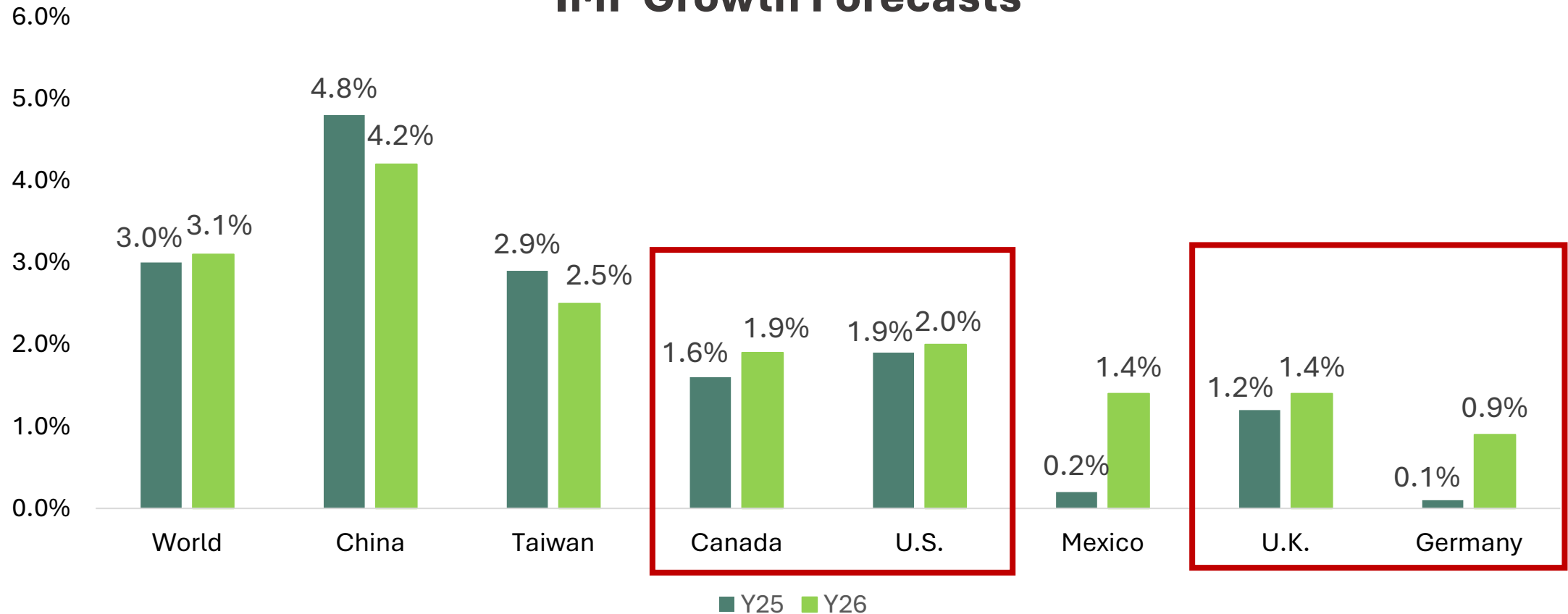
With the goal of being a stable dividend-paying, value-oriented company.

## **4. Business Strategy and Outlook**

# World Economic Outlook

The key sale regions we focus are on an upward trend based on the latest IMF growth forecasts

## IMF Growth Forecasts

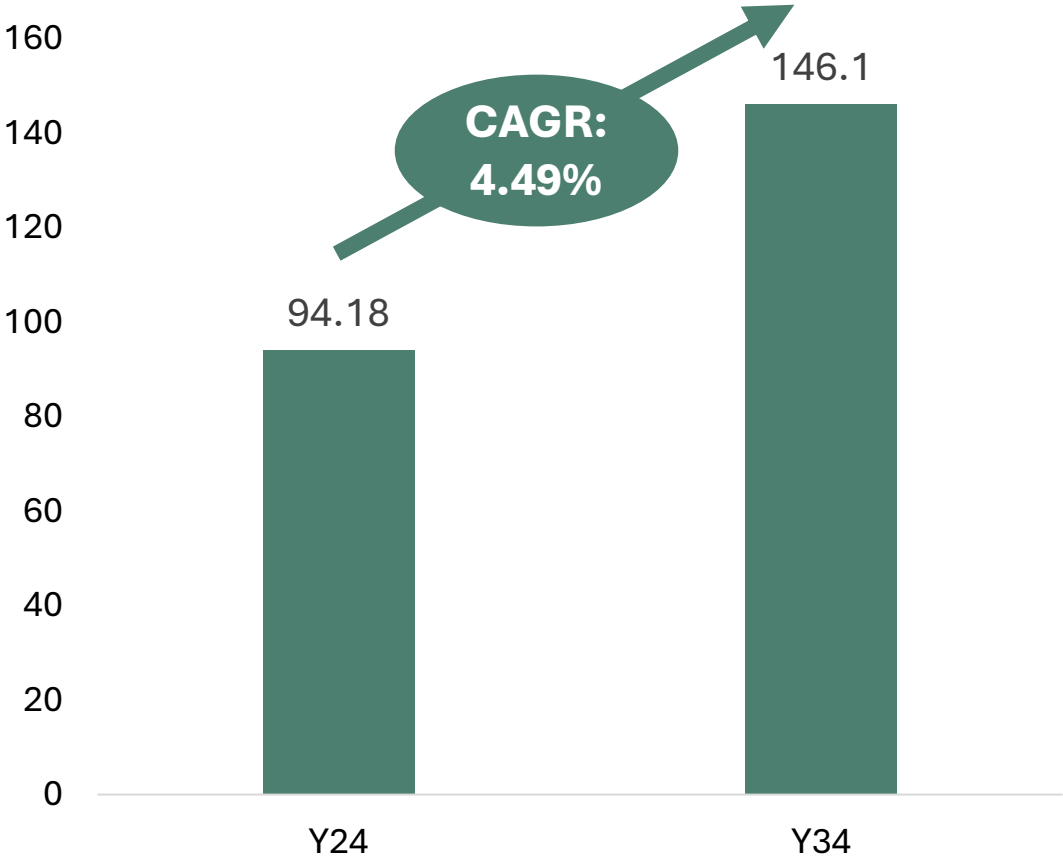




# Industry Outlook

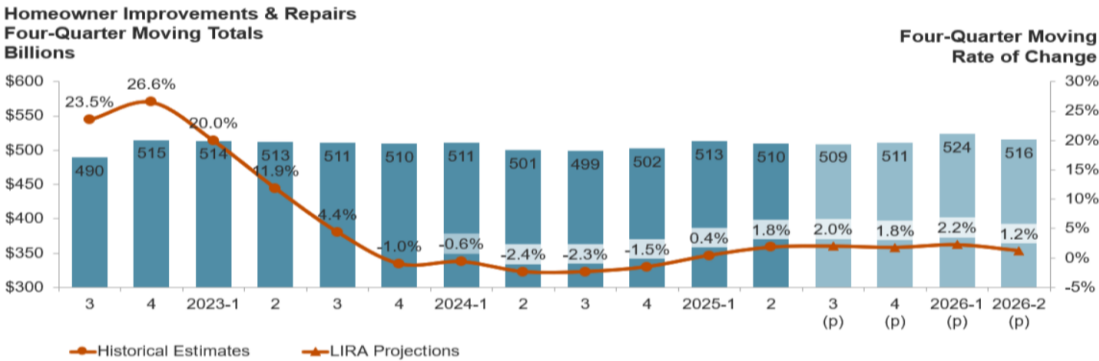
## Global Plumbing Fixtures Market

(Unit: US\$ billion)

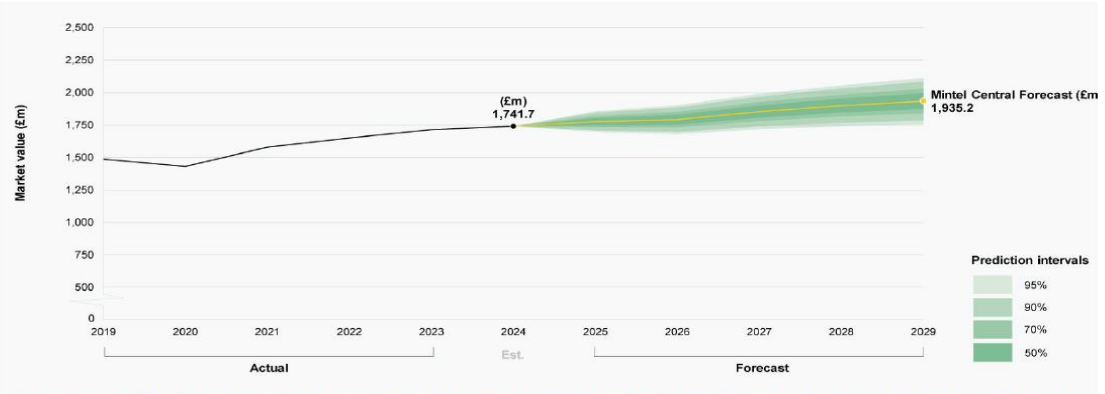


Source:  
Precedence Research  
Leading Indicator of Remodeling Activity (LIRA) issued by Harvard Joint Center for Housing Studies  
Mintel (July, 2024)

## Leading Indicator of Remodeling Activity in U.S. (Y25Q2)



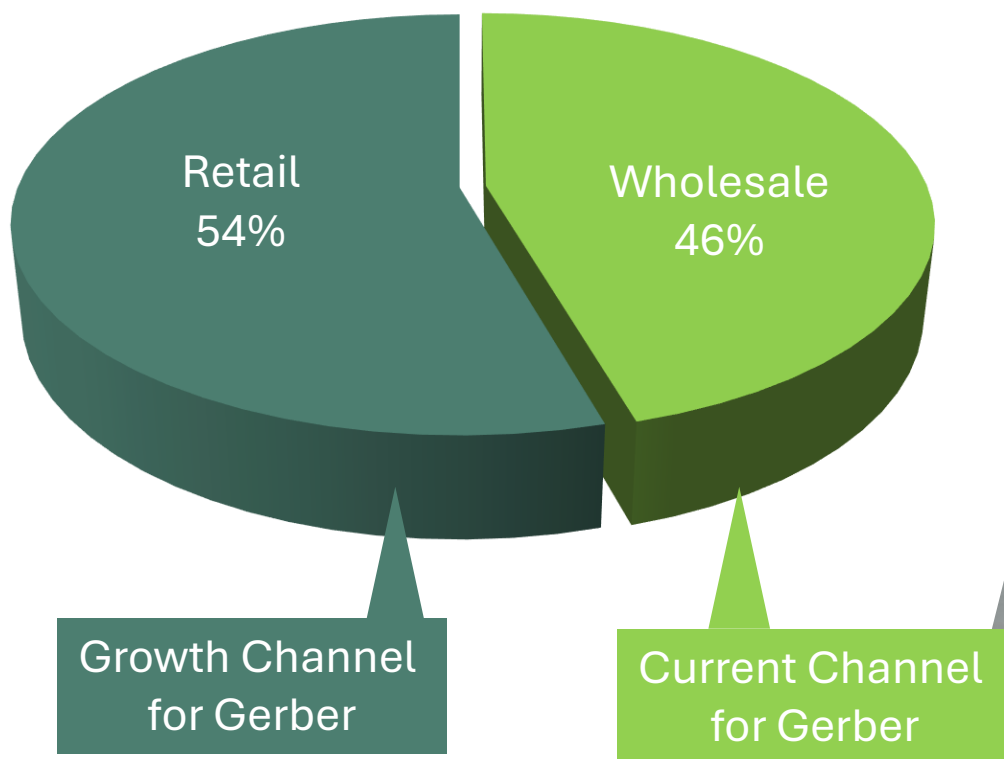
## UK Bathrooms and Bathroom Accessories Market



Source: Mintel, July 2024

# U.S. Market Channels

## Sales Channels for Vitreous China Products in Y24

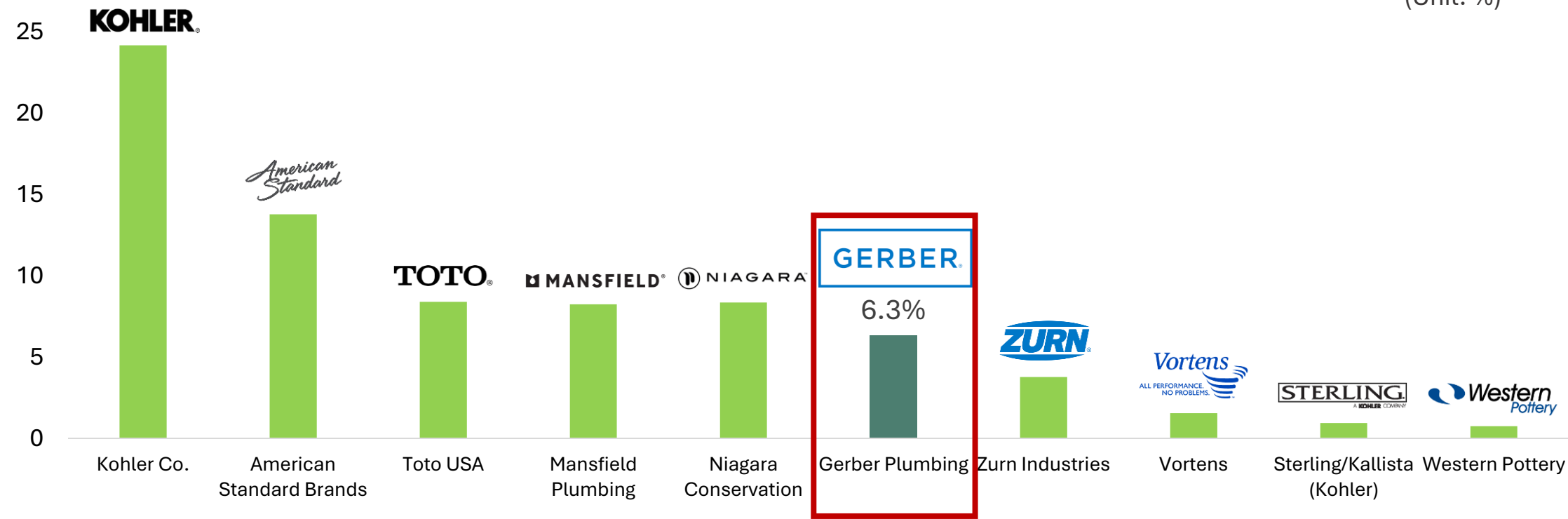


Source: GMP Research Inc.

# Gerber Market Share

Y24 Top 10 Company & Market Share in U.S.  
(VC Product)

(Unit: %)



Source: GMP Research Inc.

# Growth Driver: Expansion Into DIY Retail Channel





# Growth Driver: Expansion Into DIY Retail Channel

## ReadySet™ Kit-- Toilet Bowl Installation



Source: <https://www.youtube.com/watch?v=vSCdDzbp00>

# Supply Chain Strategy: Flexible Capacity

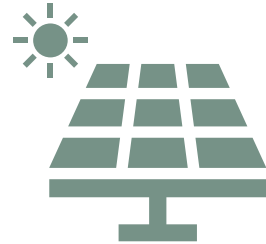


# ESG Sustainability Performance



## Heat Recovery

112,348GJ



## Photovoltaic Power Generation Application

124,649GJ



## Ball Mill Energy-saving Device Retrofit

81,000 kWh







**ACT WITH INTEGRITY**

**DARE TO TRY**

**KEEP IMPROVING**

**WORK TOGETHER**

**Q & A**





THANK YOU