

2026.3.11
HOTAI MOTOR CO., LTD
Stock No. : 2207



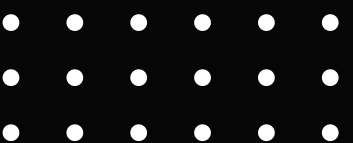
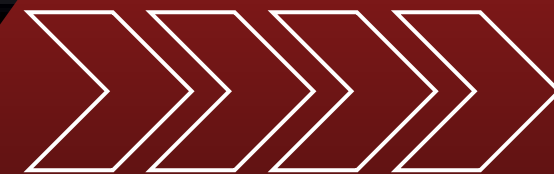
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AGENDA

- 1 **Company introduction**
- 2 **2025 Financial result**
- 3 **2026 Operation Highlight**
- 4 **Q&A**



1

COMPANY INTRODUCTION



COMPANY INTRODUCTION

Product brands: TOYOTA, LEXUS, HINO Trucks,
YOKOHAMA TIRE



CHAIRMAN
MR. HUANG NAN-KUANG



**VICE CHAIRMAN AND
GENERAL MANAGER**
MR. JUSTIN SU

Establishing date
September 1947

Capital amount
NT\$5.571 billion

Revenue
282.6 billion
(2025)

COMPANY INTRODUCTION

Auto Financing and Insurance Business Group

Hotai Finance
Hotai Leasing
Hotai Insurance
Ho An Insurance Agency
Ho Chuan Insurance Agency
He Jing Co., Ltd.
Hotai Finance Development

MaaS Business Group

Ho Tai Cyber Connection
Hotai Mobility Service
Hoing Mobility Service
Ho Young Travel

Auto Dealership

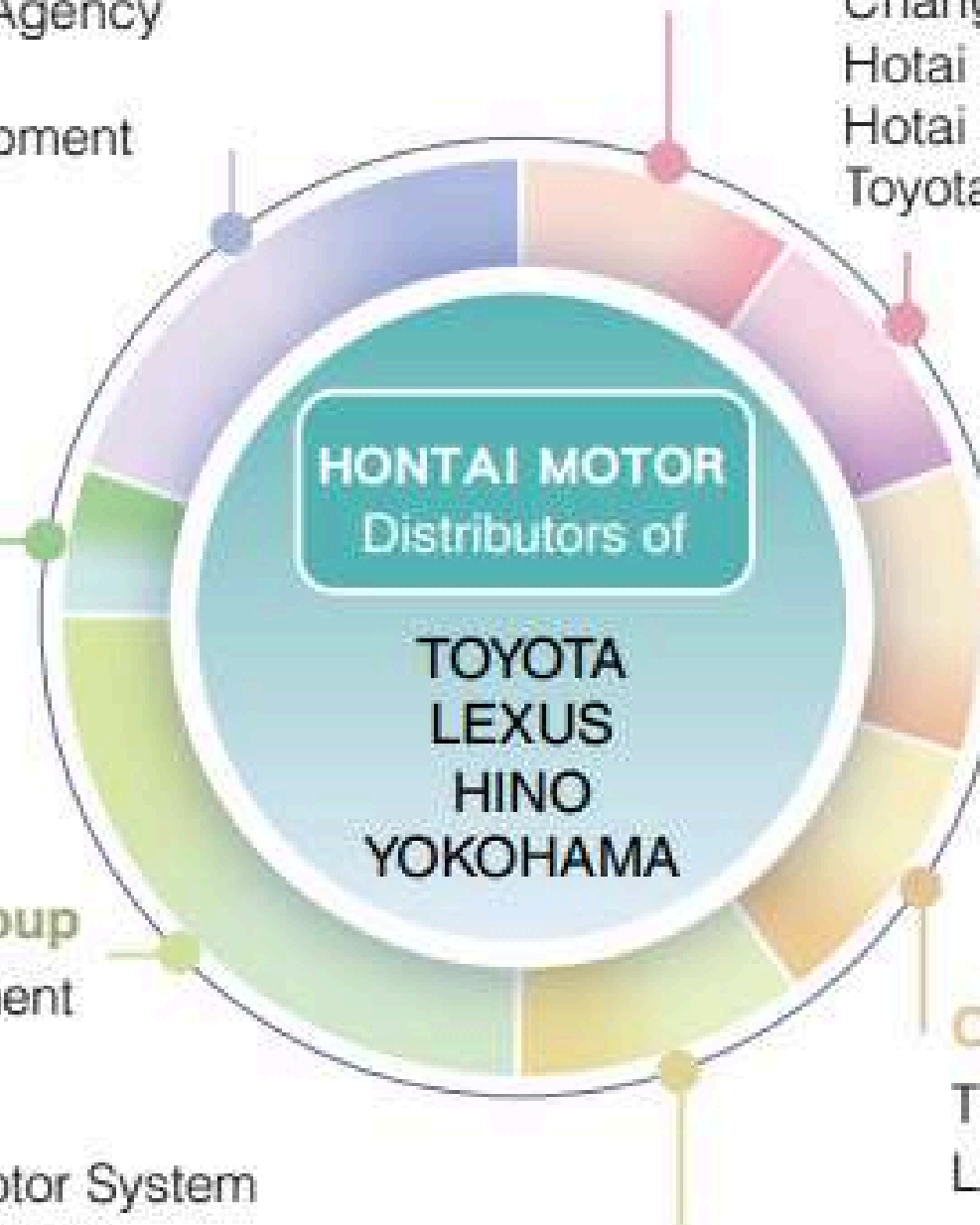
TOYOTA Dealer Network
Lexus Dealer Network
Chang Yuan Motor
Hotai Auto Body Sales
Hotai Bus Sales
Toyota Material Handling Taiwan

Green Energy Business

He Jun Energy

China Business Group

Hotong Motor Investment
Heling Lexus System
FAW TOYOTA System
Guangzhou Toyota Motor System
Hoyun International Lease
Hoyun (Shanghai) Motor Lease
Carmax Autotech (Shanghai)
Carmax Autotech (Shanghai)
Shanghai Ho Tai Toyota Material
Handling Co., Ltd.
Motor Peripheral Business



Automobile Manufacturing and Accessories

Kuozui Motors
Hotai Auto Body
Manufacturing
CarMax

Certified Used Cars

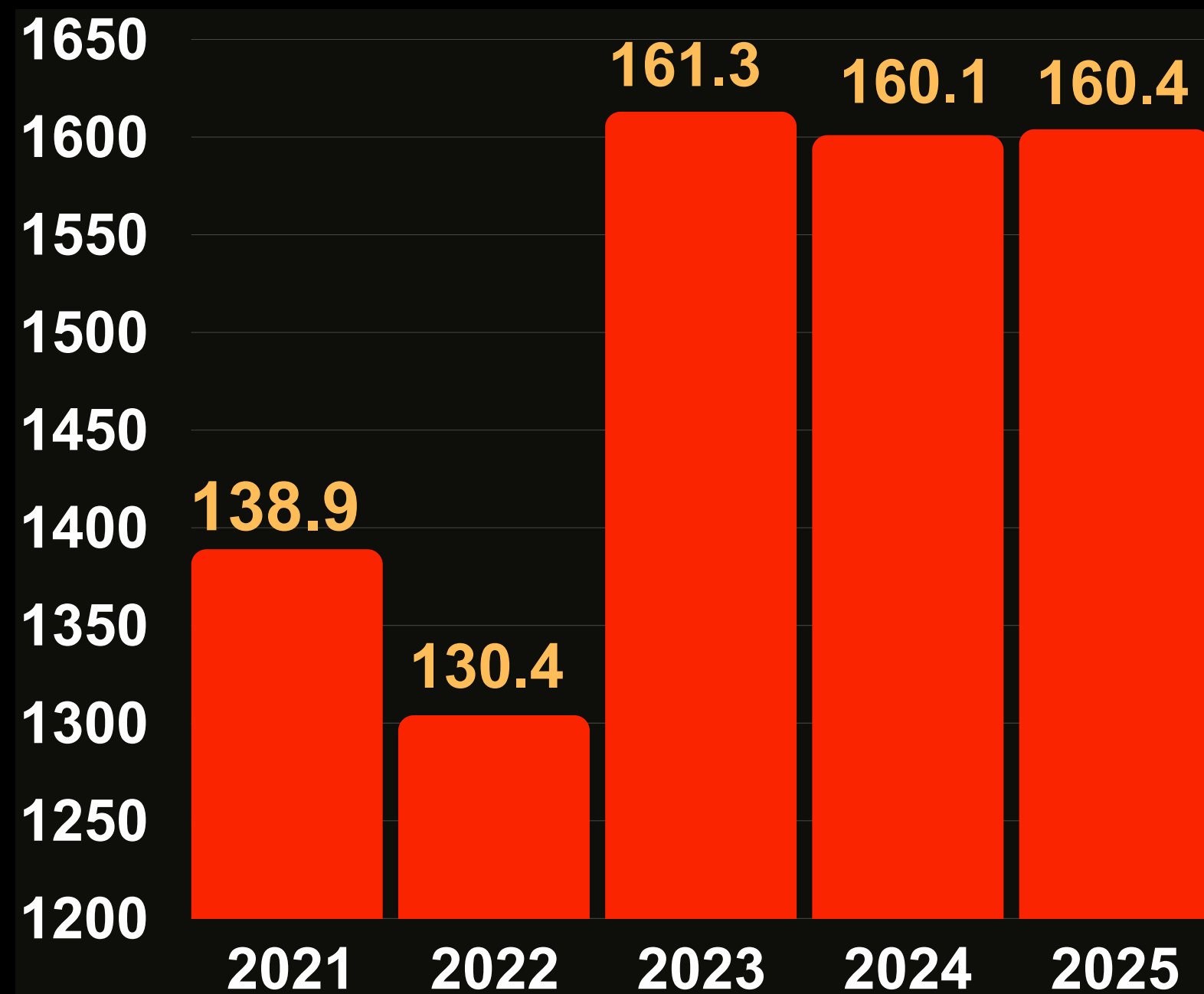
TOYOTA CPO Dealerships
LEXUS CPO Dealerships

Daikin Air Conditioning

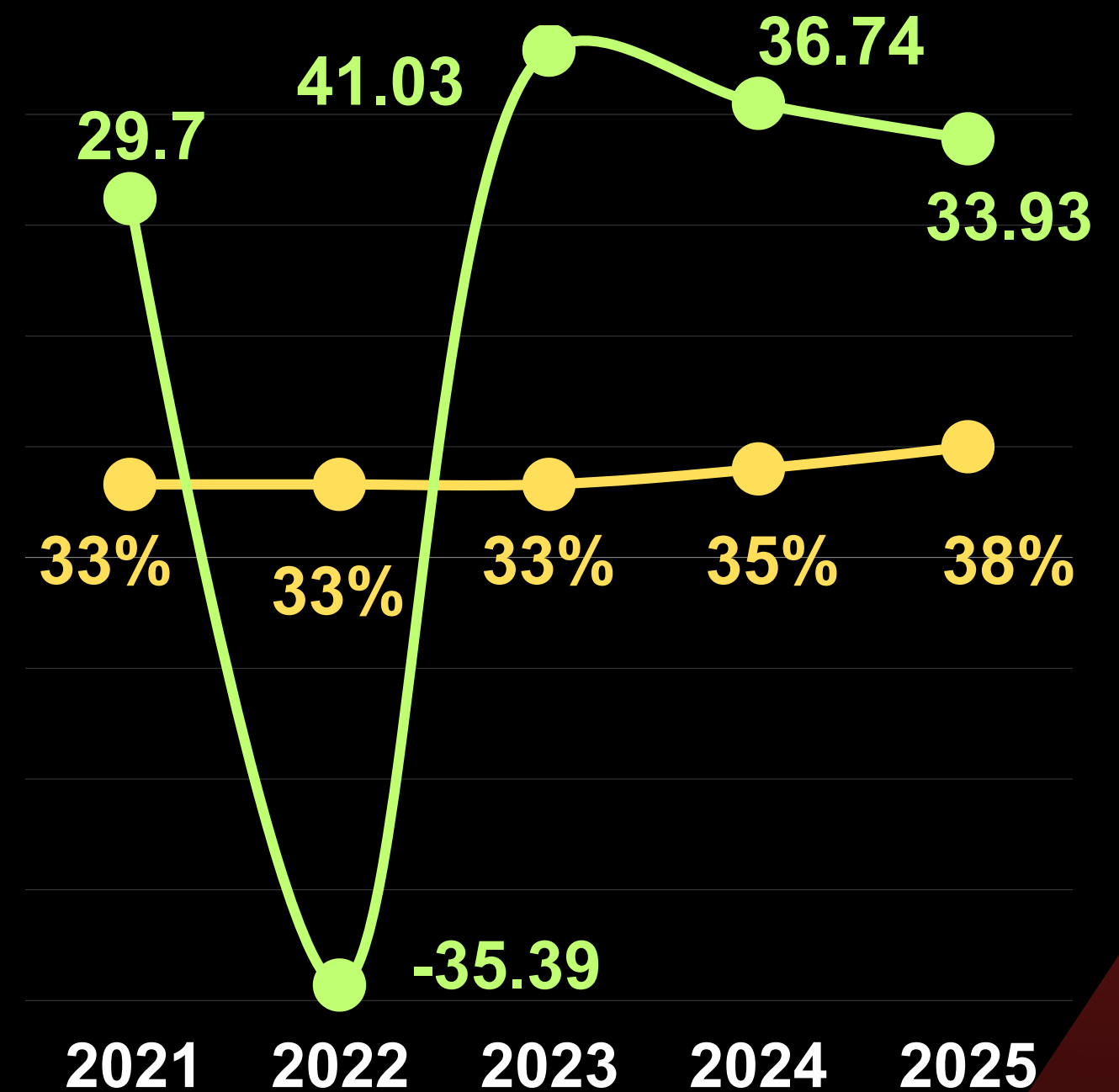
Ho Tai Development Co.

COMPANY INTRODUCTION

Revenue(billion)



Market share & EPS(NT)



2

2025 Financial result



2025 FINANCIAL RESULT



Hotai Motor

Item (million)	2025	2024	Difference (+Increase,▲:reduce)
Total Income	282,609 	282,573	+ 36
Operating revenue	219,919	219,013	+ 906
Leasing income	20,670	19,854	+ 816
Others	42,020	43,706	▲ 1,686
Total Expense	255,188	254,692	▲ 496
COGS	194,631	195,196	+ 565
Leasing cost	16,462	15,664	▲ 798
Operating expenses	19,493	19,657	+ 164
Others	24,602	24,175	▲ 427

2025 FINANCIAL RESULT

Item (million)	2025	2024	Difference (+Increase,▲:reduce)
Profit before income tax	27,421	27,881	▲ 460
Income tax expense	4,952	3,931	▲ 1,021
Net profit	22,469	23,950	▲ 1,481
Profit attributable to owners of parent	18,900	20,467	▲ 1,567
EPS	33.93元	36.74元	▲ 2.81元

2025 FINANCIAL RESULT

(1) In 2025, due to the impact of U.S. tariff policies, consumer spending has become more conservative, leading to a decline in the overall automobile market. Nevertheless, the three brands maintained stable sales performance, with market share increasing to 38.6% (+3.7%), and core operating profit growing compared with 2024.

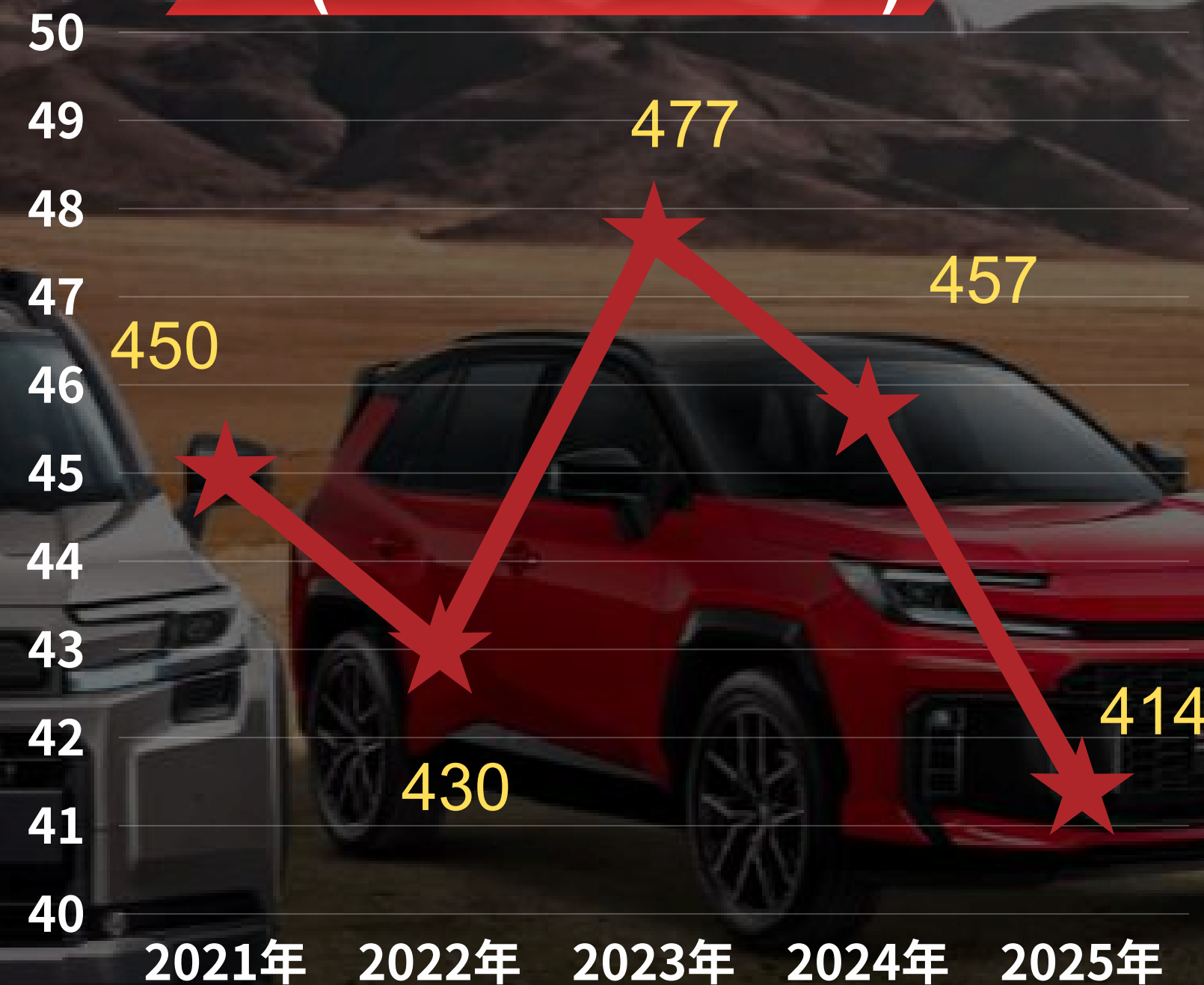
(2) In 2024, Hotai Insurance reduced its capital to offset accumulated losses, recognizing an income tax benefit of NT\$1.7 billion (EPS NT\$3.05). As there is no such event this year, overall net profit after tax decreased compared with last year.

2025 OPERATION HIGHLIGHT

In 2025, due to the impact of U.S. tariff policies, consumer spending has become more conservative, and the overall market reached only :

414,000
units

total market
(thousand units)



2025 OPERATION HIGHLIGHT

 **TOYOTA** (Passenger Vehicles & LCV)

over 125,000 units
Registered

NO.1
All brands

TOP 5
The top four dominate
the charts

Full-year
registrations

NO.1 COROLLA CROSS

44,813 units

NO.2 RAV4

19,590 units

NO.3 TOWN ACE

16,035 units

NO.4 YARIS CROSS

15,537 units



2025 OPERATION HIGHLIGHT



28,628 units
Registered

three consecutive years
as No.1

28.0%

Market share of luxury



Lexus RX 全年登錄5,743台

No.1 in Luxury Mid-to-Large
SUV Segment



Lexus UX 全年登錄4,832台

No.1 in the Luxury Compact SUV
Segment



Lexus LM 全年登錄2,277台

NO.1 in the luxury MPV

2025 OPERATION HIGHLIGHT



6,611 units
Registered

three consecutive years
as No.1
Commercial Vehicle
Sales Volume

37.6%
Market share



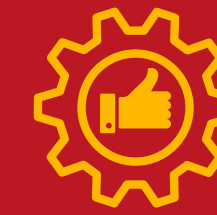
2025 OPERATION HIGHLIGHT



The total of the
group cars
160,000 units



Market share
38.6%



24 years of Best selling
automobile brand in
Taiwan

3

2026 Operation highlight



2026 OPERATION HIGHLIGHT

- **COMMODITY TAX REDUCTION FOR PASSENGER CARS UNDER 2.0L**
- **EXPECTE CLARITY ON U.S. TARIFFS ON TAIWAN IS GRADUALLY EMERGING**

ESTIMATE TAIWAN
CAR MARKET

440k units



2026 SALES TARGET



**2026年
Sales Target**

The total of the group

**cars 165,000
units**

TOYOTA **130,000** units
Lexus **28,500** units
HINO **6,600** units

Market share

37.5%

TOYOTA **29.5%**
LEXUS **6.5%**
HINO **1.5%**

2026年 RESULTS FOR TOYOTA . LEXUS . HINO



Hotai Motor

	2026 Feb.	YOY	2025 Jan. - Feb.	YOY
Total Market	22,043	80.1%	57,116	91.3%
Luxury	4,008	54.9%	11,242	65.8%
TOYOTA	7,279	92.0 %	18,893	91.4 %
LEXUS	1,327	53.6 %	4,500	74.2 %
HINO	292	80.4 %	643	87.3 %
TOTAL	8,898	82.8 %	24,036	87.5 %
Marketshare	40.4 %	+1.3 %	42.1 %	-1.8 %

TOYOTA 2026年OPERATION HIGHLIGHT

The Dominant Leader of the Mid-to-Large SUV Segment Makes a Grand Entrance



Over 10,000 units ordered.

RAV4 All-New Generation (Jan.)

- TSS 4.0
- TOYOTA
CONNECT
Intelligent
Connectivity System



2026年OPERATION HIGHLIGHT

COROLLA Arriving in Force



COROLLA 60th Anniversary Edition (Q2)

- Upgraded Equipment
- Exclusive Emblem Integration

2026年OPERATION HIGHLIGHT

中大型休旅車、電子冷氣、熱氣場

Brand Communication

Key Points



**新能源
形象強化**



**GR
品牌行銷**



**PREMIUM
品牌體驗**



**傳遞
幸福感受**

2026年OPERATION HIGHLIGHT

HOTAI Exclusively Distributed :



Products :

Brake System Parts: Pads, Discs, and Fluid

Sals Channels :

Independent Aftermarket (IAM) Channels



Hotai Motor

2026年OPERATION HIGHLIGHT

Tier 1 Parts Supplier for Toyota Group



Spun off from AISIN in 2001, the company specializes in the R&D, manufacturing, and sales of brake system components

<Shareholding Structure>



2026年OPERATION HIGHLIGHT

Tier 1 Parts Supplier for Toyota Group



A major supplier of OE

Client base includes major Japanese, European, American, and Korean automakers.

(TOYOTA、LEXUS、MITSUBISHI、FORD、M-BENZ、HYUNDAI ,etc)

Global expansion in the Aftermarket (AM) with OE-quality components.

Asia, Europe, North America, South America, etc



2026年OPERATION HIGHLIGHT

LC Final Edition Official Launch



LC500 Convertible



LC500



Hotai Motor

2026年OPERATION HIGHLIGHT

26年式 UX300h Official Launch



UX 300h F SPORT Design

Over 500 units ordered.



2026年OPERATION HIGHLIGHT

All New ES



- Fully Electrified Powertrain Lineup
- ES 300h & ES 500e
- Lexus Safety System+ 4.0
- Launch Timing: April



2026年OPERATION HIGHLIGHT

**Title Sponsor of the Broadway Musical
The Phantom of the Opera.**



**Exclusive domestic and international luxury
culinary and travel experiences for owners.**





Hotai Motor

2026年OPERATION HIGHLIGHT

GRANVIA Optimize(Q2)



**8-seater model
now equipped
with TSS**



Hotai Motor

2026年OPERATION HIGHLIGHT

5 Consecutive Years of Market Leadership



**EXQUISITE
HANDOVER GIFT**



**514 EXTENDED
WARRANTY
PROGRAM**



**AFTER-SALES
SERVICE**



**SAFETY
FEATURES**



**TRADE-IN
BONUS OFFER**



Hotai Motor

2026年OPERATION HIGHLIGHT

Taoyuan Flagship Outlet

NEW OPEN



- ✓ Southeast Asia's Largest HINO Service Center
- ✓ Innovative and Differentiated Service Experience



BRAND NEW UCC SHOP-IN-SHOP



PERSONAL IMMERSIVE AUDIO-VISUAL ZONE



TOKUYO PREMIUM MASSAGE CHAIRS



AI-POWERED SMART SELF-CHECK-IN KIOSK



Hotai Motor

2026年OPERATION HIGHLIGHT

The New Standard in Extended Warranty

TOYOTA HINO

五連霸業 共榮獻禮

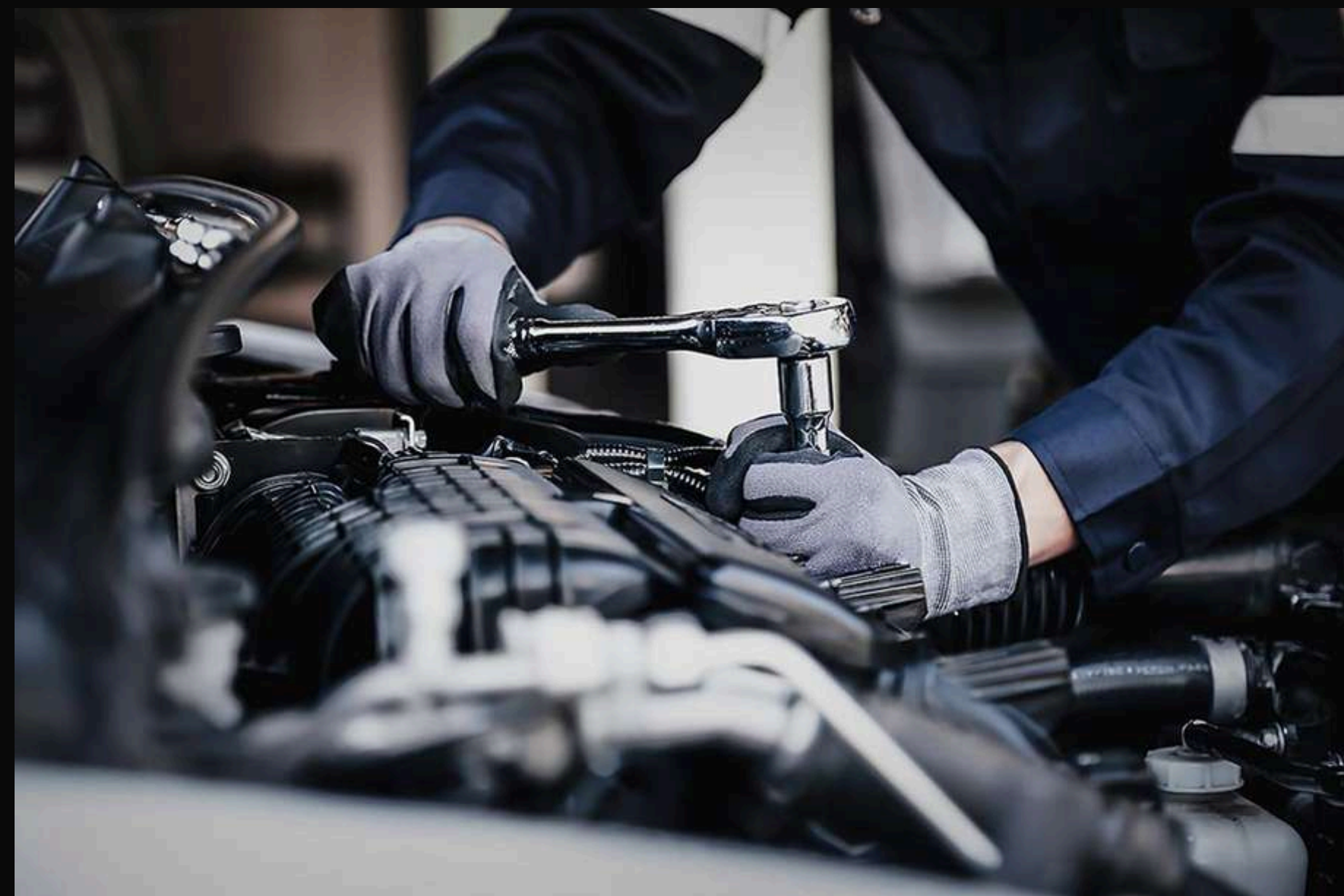


2026年

購買全車系新車即享 **514** 保固服務

(TOYOTA COASTER 除外)

COMPLIMENTARY EXTENDED WARRANTY:
5 YEARS / 140,000 KM



6-YEAR /
200,000 KM EXTENDED WARRANTY PROGRAM

 HINO 2026年OPERATION HIGHLIGHT Total Group

**Contract Awarded: Southern Taiwan Bus (Koushiung)
and CPC Corporation.**

'25/12

'26/Q2 Operation



MasS



Hotai Motor

2026年OPERATION HIGHLIGHT

iRent

2.07 Million Members Strong

iRent

OpenHub

OpenHub

- 17+ Strategic Partnerships and Counting
- Introducing Our All-New Car Wash Service

去趣

- A Thriving Community of 3.2 Million Members
- 1 Million Monthly Active Users



yoxi

Cumulative 4.25 Million Service Sessions



HOTAI購

Recorded NT\$240 Million in Revenue

MasS

2026年OPERATION HIGHLIGHT



**去趣 Japanese Version
Now Live**

GO to Japan

**Building Brand Mindshare
through Integrated Travel
Planning Tools and Rich
Content.**

MasS

2026年OPERATION HIGHLIGHT



Smart Operations,
Friendly Journeys for All

智慧平板
多元支付

無障礙
上下車點

拍照門牌
辨識地址

導入多元
語言服務

MasS



Hotai Motor

2026年OPERATION HIGHLIGHT

iRent

iRent APP Redefined: A complete upgrade offering seamless and all-encompassing car rental solutions.



Integrating Physical Outlets with Shared Mobility to Expand Platform Services

Opening Services to International Tourists to Meet Inbound Tourism Demands.

稱霸項目：「台灣覆蓋範圍(22縣市)」、「汽車車輛數(8,000台)」

MasS



Hotai Motor

2026年OPERATION HIGHLIGHT

**Hotai Motor Drives AI Transformation,
Honored with Prestigious Dual Awards**

**IDC Future Enterprise Awards
Best in Digital Resiliency
Ecosystem Linkage Award**



**Utilizing Hotai CDP as the
Data Hub to Empower and
Elevate the AI-Driven Service
Experience**

**Business Weekly "AI
Innovation Top 100" –
Silver Award**



**Building an AI Middle-Platform
as a Data Hub to Empower
Customer Service and Internal
IT Transformation.**

2026年OPERATION HIGHLIGHT



AI First Holistic Strategic Layout

**Continuously Driving
Service Evolution through
AI to Build a Smart
Mobility Ecosystem.**

ESG Sustainability 2026年 OPERATION HIGHLIGHT

Scaling Happiness, Driving Public Welfare

移動自由(Mobility)

- Connecting 8 counties across Taiwan and collaborating with multiple NGOs/NPOs.
- Cumulative donation of 49,000 complimentary trips for public welfare
- Introducing iRent's new service models.



2026年OPERATION HIGHLIGHT

社會共好(Openness)

15 Consecutive Years of Donating Safety Equipment to School Crossing Volunteers.
Cumulative Donation of 140,000 Sets of Safety Equipment.



NEXT STEP



和泰純青基金會

TMF × Hotai Chun Ching Foundation
A Cross-Border, Intergenerational Mobility Philanthropy Project

Promoting intergenerational inclusion by linking "child traffic safety education" with "senior-friendly mobility."

ESG Sustainability 2026年 OPERATION HIGHLIGHT

Hotai Charity Dreamers

人才價值(Value)

Empowering Sustainable Youth Development to
Continuously Create Positive Social Impact.



2026年OPERATION HIGHLIGHT

Safeguarding Native Wildlife.

環境友善(Eco)

◦ Saving the Leopard Cat: A Shared Mission for a Sustainable Ecosystem.



**Investee
company**



和泰汽車

2026年OPERATION HIGHLIGHT

Hotaileasing IPO

**Listed on the Emerging Stock Board
on September 26, 2025.**

**Strengthen the integration of operational resources
and drive brand development momentum.**

- **23-year consecutive leader in the new car leasing market**
- **Our operations span the entire automotive value chain, ranging from flexible rentals and iRent sharing solutions to HAA/HOT pre-owned vehicle platforms and professional maintenance services**



Investment in Japanese Commercial Vehicles

**This marks the first expansion of our
operations into the Japanese market,
representing a significant milestone in
the Group's overseas strategy**

**Investing in the Japanese
commercial vehicle business by
acquiring an 80% stake in five
companies from Hino Motors,
Ltd. and its subsidiaries**



Q & A

***THANK
YOU***

