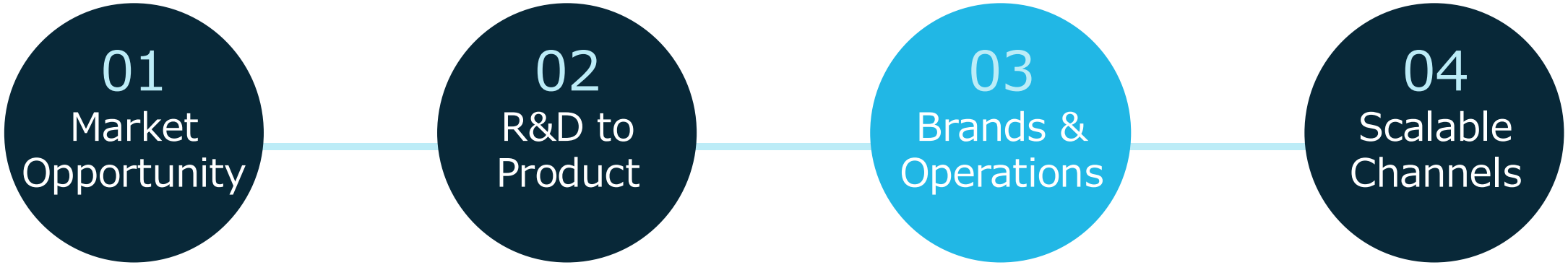
2026 Investor Conference

From Footwear Retail to the Everyday Mobility Market

A.S.O Co., Ltd. 8443



Market Formation, Capability Validation & Growth



Consumer & Demographic Demand

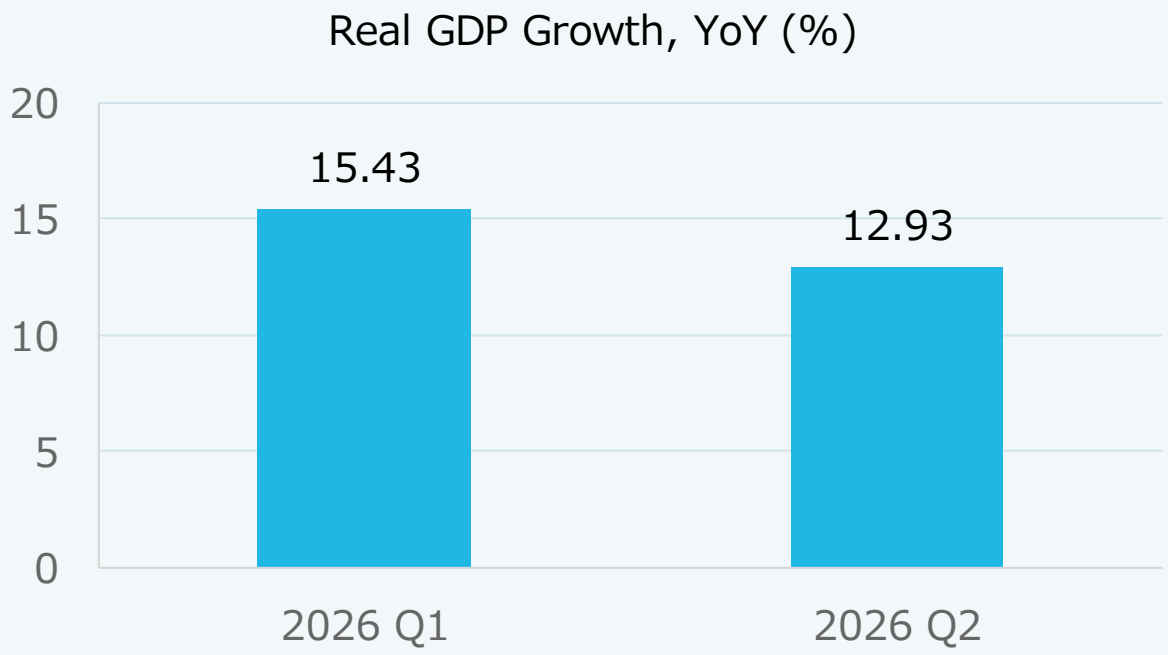
Commercialization & Quality

Brand Roles & Customer Relationships

Digital Services & New Use Cases

Market demand guides product commercialization and channel growth

Taiwan Economic Growth & Retail Outlook



2025 Average Disposable Income per Household

NT$1.21M

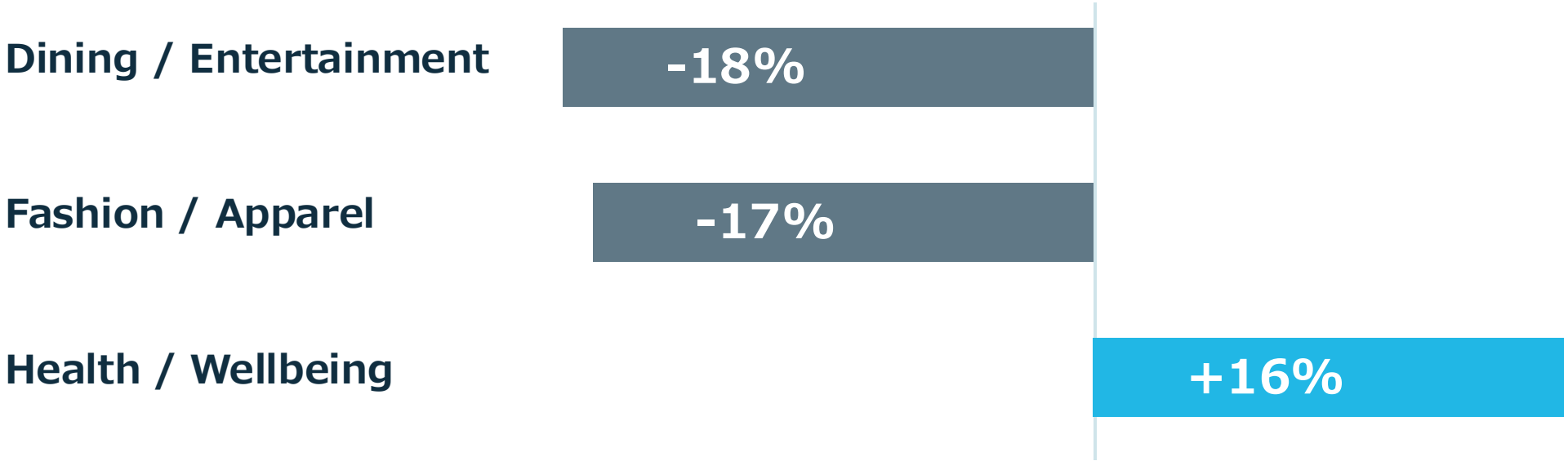
+3.9% YoY

Income growth supports consumer spending

Footwear growth still depends on consumer demand and product value

Consumers Are Prioritizing Health & Wellbeing

Net Share Expecting to Increase Spending



Health and quality of life are gaining priority in spending decisions

Global consumer survey. Net spending intent, not actual revenue growth

Retail Demand Is Growing Across Physical & Online Channels

September 2026

NT$430.1B

Retail sales, +8.5% YoY

Department store sales, +7.9% YoY

Q3 2026 Online Sales

NT$178.1B

+7.9% YoY

14.1% of total retail sales

Brands must connect discovery, conversion and repeat purchase across channels

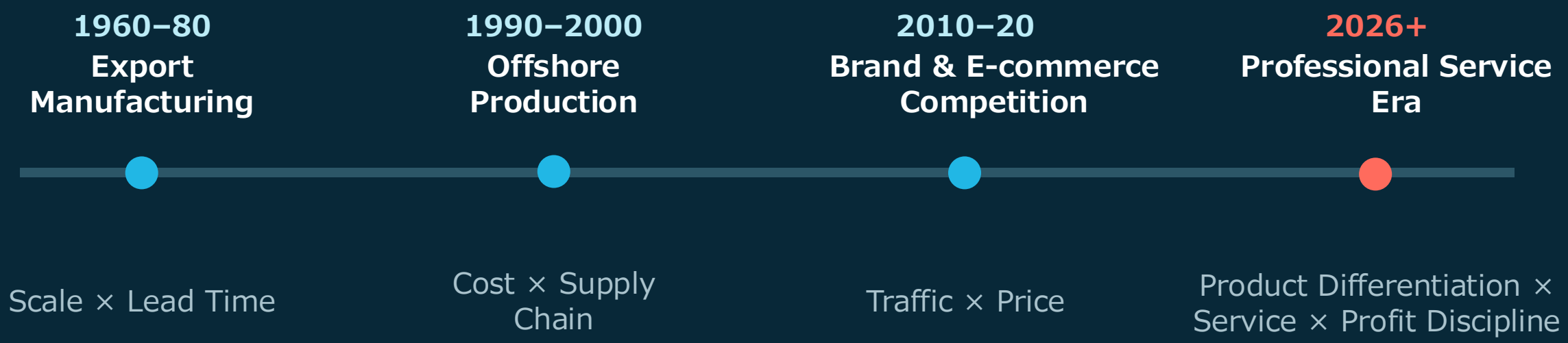
Sales indicate consumer demand, not store traffic

Channel Traffic & Purchase Journeys Are Shifting

v01 Street Stores	02 Department Stores	03 E-commerce & Social	04 Corporate, Community & Travel
Variable walk-in traffic	Concentrated demand	Discovery and comparison	Foot assessment enters
Destination visits	Higher cost and competition	Acquisition and repeat purchase	high-mobility settings

Cross-setting reach, professional service and conversion drive channel growth

Taiwan Footwear Competition Is Shifting Toward Brand Value



The next competitive field is a measurable everyday mobility solution

Footwear Purchases Now Span Multiple Channels

01
Social / Search
Identify needs and compare

→

02
Online Content
Understand functions and products

→

03
In-store Experience
Try-on, assessment and guidance

→

04
Purchase / Repurchase
Repurchase across stores and devices

Work
Professional × Long Standing

Mobility
Stability × Walkability

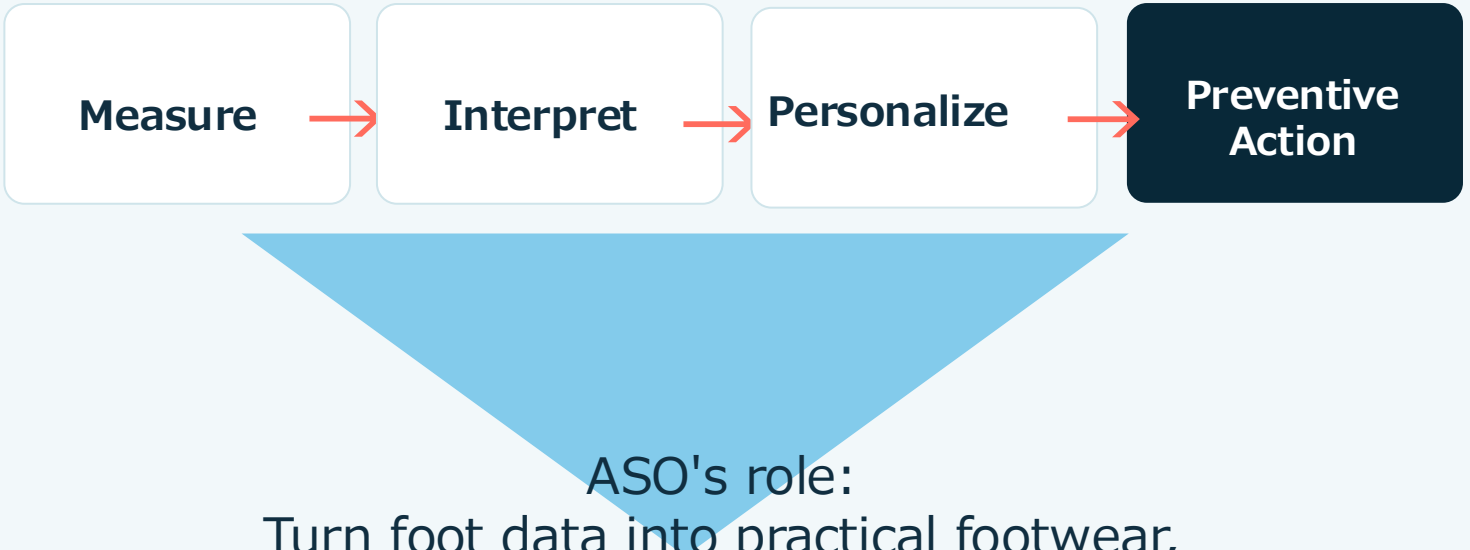
Lifestyle
Comfort × Versatility

Customers identify a need before choosing the right experience and channel

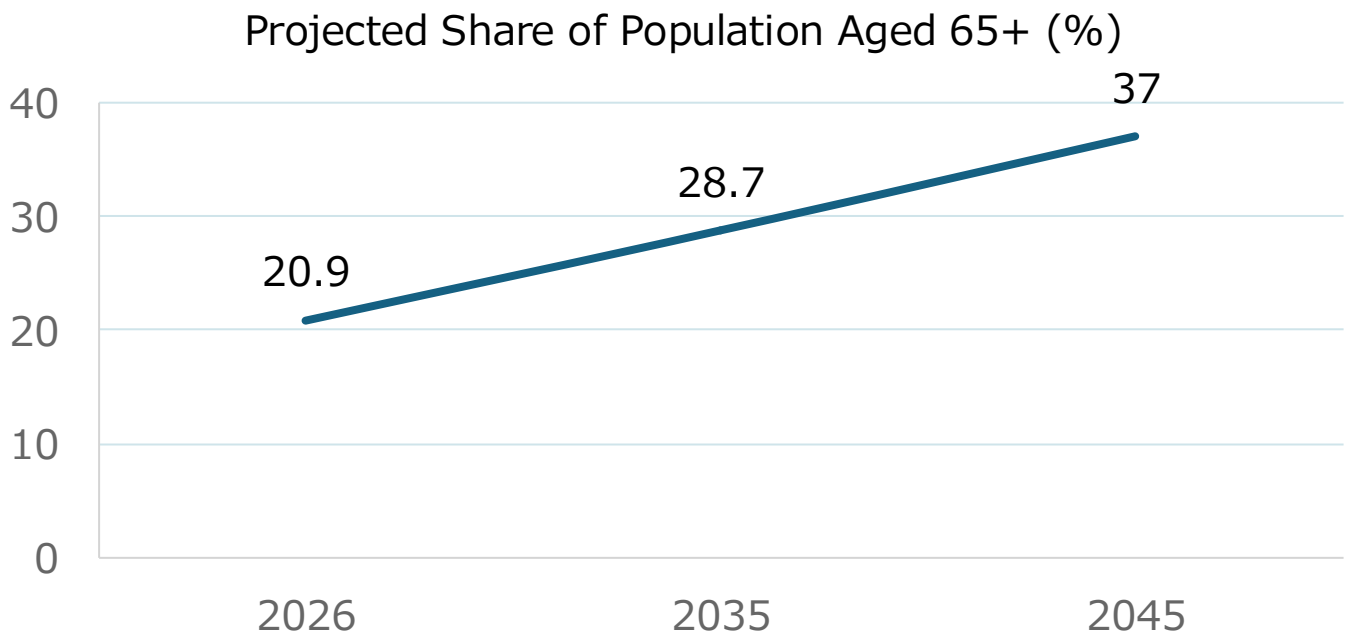
Health Management Is Moving Toward Daily Prevention

88%

of millennials believe individuals should take greater responsibility for their health



Taiwan's Super-aged Population Expands Mobility Needs



4.806M

Registered population aged 65+

20.70% of total, Sep. 2026

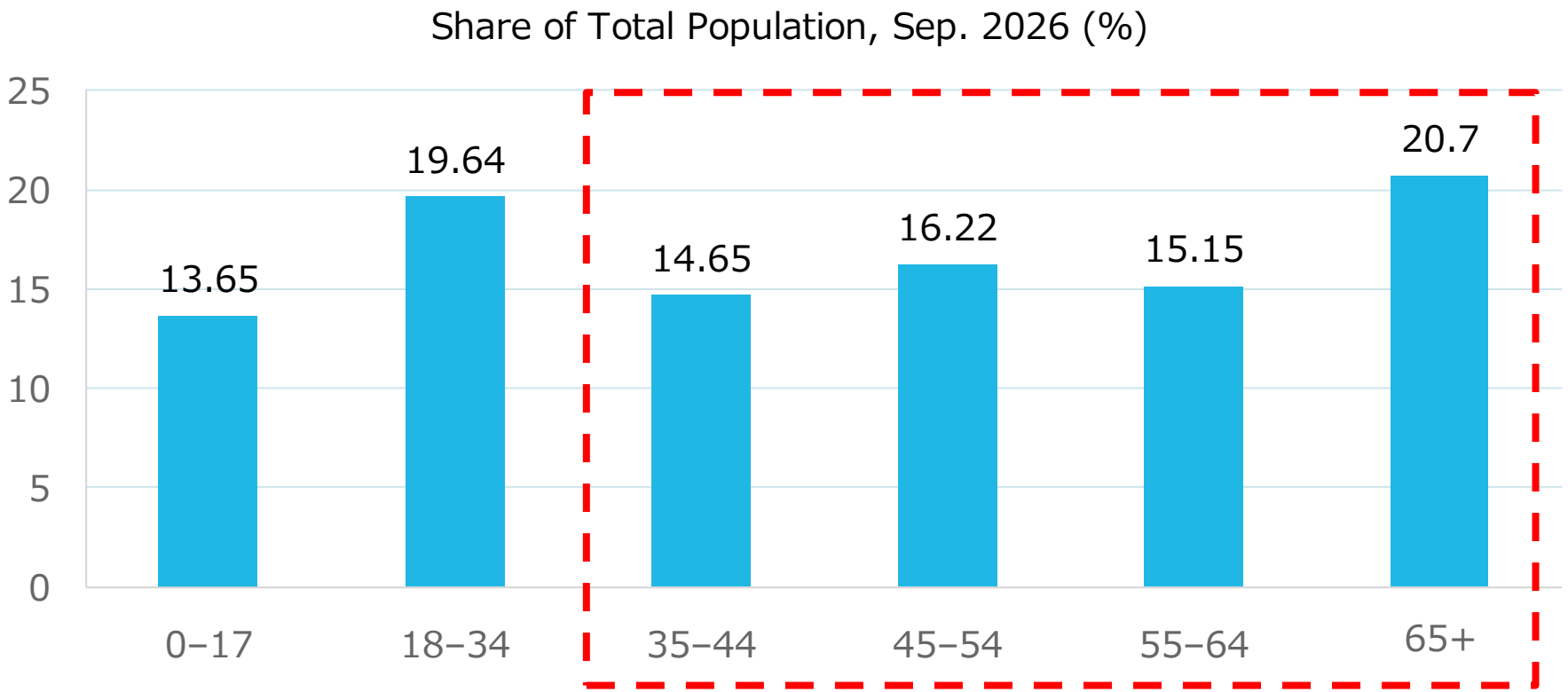
&

1 in 6

Older adults fell within one year

Falls rank No. 2 in accidental deaths among older adults

Taiwan Population by Age Group



AGE 35+

66.72%

Approx. 15.487M people

The core market spans midlife and older adults, not only people aged 65+

MOI single-year age data, Sep. 2026. Totals calculated from raw counts; shares rounded

Mobility Needs Differ Across Customers Aged 35+

Three Life Stages, Three Mobility Needs

Age 35–44

Workload Stage

Commuting, standing and travel fatigue

Age 45–64

Active Management Stage

Recurring discomfort and function maintenance

Age 65+

Independent Living Stage

Stability, safety and easy on/off

Age provides context. Foot condition and use determine product fit

Life stages segment needs. They do not represent an addressable market estimate

Longer Lives Increase Lifetime Mobility Needs

	1981		2025
Male	69.74	→	77.93 +8.19 years
Female	74.64	→	84.75 +10.11 years

Feet must support more years of work, mobility and independent living

Common Foot Concerns Span Six Areas

01	**Pain & Overuse**	Plantar fasciitis, heel pain and forefoot pain
02	**Foot Shape & Structure**	Flat feet, high arches and leg-length difference
03	**Toes & Joints**	Bunions, hammertoes and joint degeneration
04	**Skin & Nails**	Athlete's foot, nail fungus, corns and calluses
05	**Circulation & Nerves**	Varicose veins, numbness and peripheral circulation issues
06	**High-risk Feet**	Diabetic foot, wounds and ulcer risk

Foot problems often affect standing, walking and quality of life before medical care begins

Issue categories compiled from Taiwan clinical and foot-care sources. Not a prevalence ranking

Everyday Mobility Needs Before Medical Diagnosis



Everyday function services with appropriate medical referral

Real Foot-health Needs from Store Customers









Real cases span workplace strain, sports, active aging and children's foot conditions

End-to-end Operating System for Everyday Mobility

01
R&D Technology
Foot assessment, gait, materials and structure

→

02
Product Development
Foot Condition × Use Case × Brand Specification

→

03
Quality Management
Prototyping, acceptance, traceability and feedback

→

04
Brand Operations
Positioning, service, full-price sales and store contribution

→

05
Channel Management
Stores, digital, corporate and travel retail

Market data and customer feedback inform the next cycle of R&D, purchasing and service decisions

Dynamic Plantar-pressure Data Platform Since 2018

178

Sensors

600K+

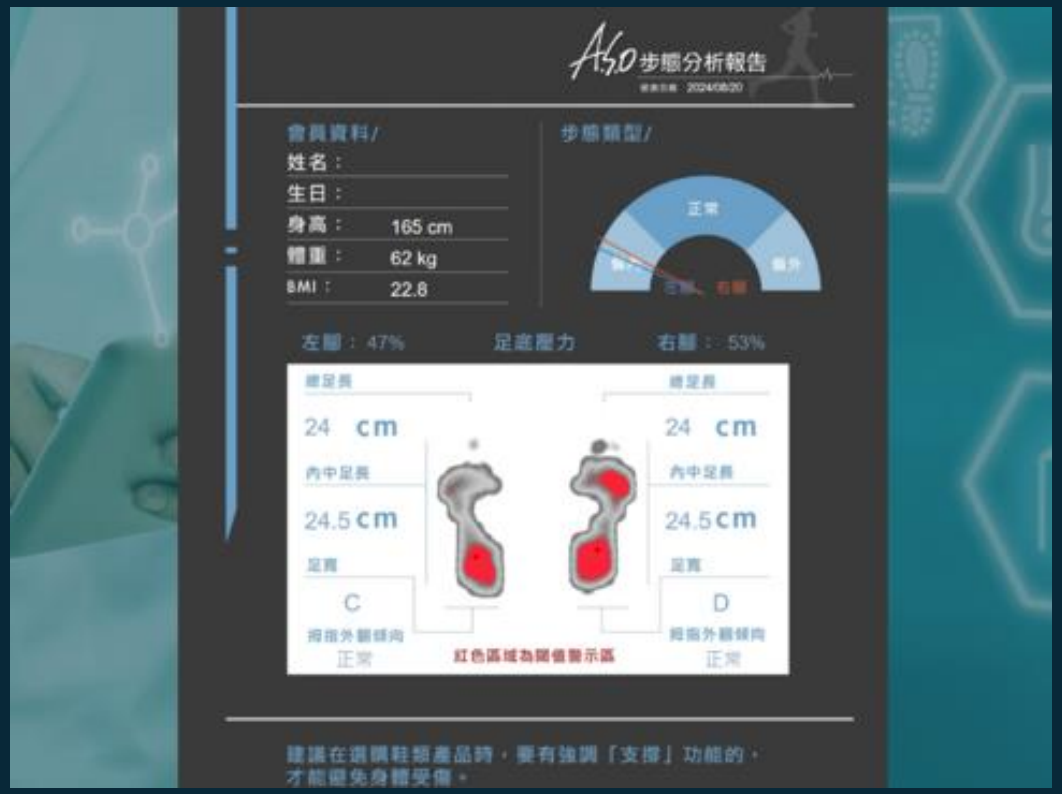
Cumulative assessment records

6 Minutes

Assessment and report

Foot-health History

Supports follow-up comparison and reassessment



Foot Data Informs Footwear, Insoles & Fitting Services

2020

First Functional Shoe

Foot-health needs enter product development

Shared Needs Last, width, support and cushioning

Individual Differences Professional and custom insoles improve fit



Photo from a 2026 exhibition

05 | GENEVA GOLD

GENEVA GOLD MEDAL

Foot-health Age Assessment & 3D-printed Insole System

A WORLD-UNIQUE INTEGRATED PATH*

Assessment × AI Modeling × 3D Printing

*Supplier-deck claim. Verify patent rights, test methods and global comparison scope before publication.



From Footwear Innovation to Foot-health Technology

2005–2010

FOOTWEAR & BRAND

Industry model and brand recognition
Technology development and Taiwan Excellence

2014

TWO INVENTION GOLD MEDALS

Geneva & Pittsburgh

2021

NATIONAL INNOVATION AWARD

Smart healthcare & health technology

2026

GENEVA GOLD MEDAL

Foot-health age assessment &
3D-printed insole system

External recognition has progressed from footwear quality to foot data & personalized manufacturing

IR to verify award names, years and disclosure wording before publication



TO BE A PIONEER

A Pioneer in Everyday Mobility

Use foot data to understand needs

Address needs through products and professional service

Expand service through digital and diversified channels



2026.08.20 BRAND TRANSFORMATION

Official Transformation to ASO Foot Health

An integrated entry point for assessment, guidance, fitting and follow-up

2026 Transformation Progress: From Brand Launch to Operations



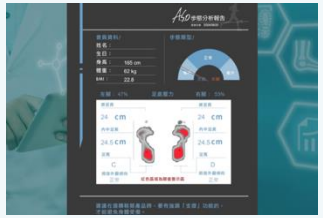
01 Brand

Completed ASO Foot Health CIS and market positioning



02 Store Format

Introduced the blue-and-white store design and Foot Health Lab



03 Service

Standardized assessment, guidance, fitting and follow-up



04 Technology

International recognition for pressure, gait, 3D insole and wearable technologies

Next-stage Priorities **Convert brand, store, service and technology investments into measurable customer relationships, conversion and store contribution**

Three-brand Portfolio & Market Roles

ASO

Professional Comfort

Professional appearance, all-day comfort and work settings

Core age 25–44

ASO+

Foot-health Expertise × Lifestyle

Assessment-led fitting, function and personalization

Core age 35–50

BESO

E-commerce Focus

Online acquisition, style content and agile small batches

Product Strategy Shifts to Foot Condition & Use Case



ASO

Core work styles with all-day comfort standards

ASO+

Functional lines designed by foot condition and use case

BESO

Small online test batches accelerate assortment decisions

Assessment Need → **Product Specification** → **Wear Testing** → **Product Refinement**

Circular Design Becomes a Product Requirement

Material choice, process reduction and reuse are assessed from the start

Previous Model

Extract Manufacture Discard

Next Stage

Recyclable Materials Durable Design Reuse



Material substitution, waste reduction and customer feedback metrics will be disclosed after calculation methods are finalized

Supporting Every Step While Reducing Environmental Impact

June 2027

Planned Launch

01 Circular Upper — CORDURA® ECO OHIO × Recycled Ocean Yarn

02 Midsole Function — TPU air midsole: light weight, rebound and stability

03 Grip & Durability — High-grip outsole validated against test thresholds



27SS product in development. Final claims will follow supplier documentation, test reports and the final BOM

Product Development Starts One Year Ahead with Supplier Validation

01 12-month Lead Time

R&D begins from the seasonal sales date

02 Trial-order Validation

Small batches test quality, lead time and market response

03 Joint Evaluation

Integrated review of R&D, cost, quality and delivery



Scale-up Rule **Scale purchasing begins only after functional and quality validation**

Everyday Mobility Service Process & Medical Boundary



Everyday function services and medical diagnosis have distinct roles



Foot ID Extends the Relationship After Assessment

Create Profile

Save foot condition, size and fitting results

Continue Across Stores

Access existing service records at different stores

Foot ID

Personal foot condition and fitting record

Follow-up Assessment

Compare foot condition and wear feedback

Repeat Purchase

Reduce refitting time and effort

Turn one assessment into an ongoing service relationship

Foot Data Supports Service Quality & Product Decisions

01	Customer Service	**Plain-language reports**	Explain foot condition and fitting rationale
02	Store Service	**Standardize service knowledge**	Improve consistency across stores
03	Merchandising	**Demand and size analysis**	Inform product development and purchasing

Data use requires customer consent, professional review and outcome validation

Growth Comes from Acquisition, Service Conversion & Repurchase

01

Customer Acquisition

Reach new needs through stores, employers and communities

02

Service Conversion

Connect assessment needs to suitable products

03

Customer Repurchase

Foot ID, follow-up and membership services

Track growth through new customers, service conversion and repurchase rates

Corporate Sales & Government Projects Expand Institutional Reach



Corporate Sales in Market

TSMC × A.S.O Employee-exclusive Athletic Shoe

Sold through an employee-only platform
Made in Taiwan with an rPET upper and recyclable TPU midsole

Government Project Pipeline

Pursue work footwear, employee wellness and procurement projects based on specifications, certifications and delivery capability

Stores and e-commerce serve individuals. Corporate and government projects expand institutional reach

Three Gates Before Scaling



Demand Validation — Customer need and willingness to pay

Operating Validation — Service standards and unit economics

Quality Validation — Traceable products, data and complaints

Expand channels and regions only after validating one use case

Brand P&L Accountability & Operating Quality

Merchandise Planning	Purchasing & Replenishment	Pricing & Markdown	Marketing Investment	End-of-season Exit

Operating Quality

Full-price Sales	Improve product value and sales quality	**Inventory Efficiency**	Reduce inventory age and markdown loss
Product Efficiency	Test and replenish based on demand	**Brand Contribution**	Include marketing and channel costs

Improve full-price mix, sell-through, inventory turns and brand contribution

Product & Growth Roadmap: 2H26 to 2027

2026 H2

Brand & Supply-chain Foundation

Brand positioning, quality standards and supplier evaluation

→

2027 H1

Product & Service Validation

27SS functional products
In-store validation
June launch, subject to confirmation

→

2027 H2

Member & Channel Pilots

Corporate sales / government projects
Member service validation

→

Ongoing

Product & Operating Efficiency

Cost, delivery, quality and inventory turns

Execution Cadence

A 12-month development cycle aligns products, suppliers and channels

INVESTMENT VALUE

Three Long-term Investment Drivers

01
Structural Demand

Super-aged Society × Everyday Mobility

02
Compounding Capabilities

Footwear R&D × Foot Assessment × Store Trust

03
Measurable Discipline

Brand P&L × Conversion × Turns × Cash Flow

Converting Transformation Investment into Sustainable Growth