2020 Investor Conference

Transformation
持續進行核心及新事業雙重轉型

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Presented by: Associated Industries China, Inc

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財務面－最近五年合併綜合損益表

單位：新台幣千元	2015	2016	2017	2018	2019
營業收入淨額	681,116	757,963	744,271	746,609	597,565
營業成本	(529,055)	(554,011)	(530,228)	(505,447)	(397,883)
營業毛利	152,061	203,952	214,043	241,162	199,682
營業毛利率	22%	27%	29%	32%	33%
營業費用	(210,872)	(210,553)	(201,841)	(218,264)	(221,052)
營業利益(損失)	(58,811)	(6,601)	12,202	22,898	(21,370)
營業外利益(損失)	2,675	(1,946)	2,315	(5,804)	(89,505)
稅前利益(損失)	(56,136)	(8,547)	14,517	17,094	(110,875)
所得稅費用	(307)	292	(5,923)	(4,998)	(1,934)
本期淨利(損)	(56,443)	(8,255)	8,594	12,096	(112,809)
每股盈餘(損)	(1.08)	(0.16)	0.16	0.23	(2.20)

財務面 – 合併綜合損益表

單位：新台幣千元	1Q 2020		4Q 2019		QoQ	1Q 2019		YoY
	金額	%	金額	%	%	金額	%	%
營業收入淨額	123,414	100	162,919	100	(24)	141,771	100	(13)
營業成本	(83,131)	(67)	(112,546)	(69)	(26)	(94,746)	(67)	(12)
營業毛利	40,283	33	50,373	31	(20)	47,025	33	(14)
營業費用	(49,590)	(40)	(48,113)	(30)	3	(58,023)	(41)	(15)
營業利益(損失)	(9,307)	(7)	2,260	1	(512)	(10,998)	(8)	(15)
營業外利益(損失)	(2,186)	(2)	(80,997)	(50)	(97)	(3,701)	(3)	(41)
稅前利益(損失)	(11,493)	(9)	(78,737)	(48)	(85)	(14,699)	(11)	(22)
所得稅費用	(498)	0	3,622	2	(114)	(1,897)	(1)	(74)
本期淨利(損)	(11,991)	(9)	(75,115)	(46)	(84)	(16,596)	(12)	(28)
每股盈餘(損)	(0.24)		(1.47)			(0.32)		

財務面－最近五年合併資產負債表

單位：新台幣千元	2015/12/31	2016/12/31	2017/12/31	2018/12/31	2019/12/31
現金及約當現金	96,716	94,787	108,369	100,314	75,792
應收帳款淨額	81,366	89,378	86,269	98,560	61,636
其他應收款	937	222	406	419	126
存貨	278,384	184,064	210,915	205,082	265,822
預付款項	10,655	7,238	6,045	5,431	17,330
其他流動資產	883	1,167	1,705	1,173	1,619
流動資產總計	468,941	376,856	413,709	410,979	422,325
非流動資產	397,324	383,790	378,283	406,929	350,160
資產總計	866,265	760,646	791,992	817,908	772,485
短期借款	173,528	89,729	88,299	117,448	174,032
應付帳款	63,716	63,762	66,681	42,852	70,241
其他應付款	48,309	46,024	61,113	65,979	52,135
負債準備	7,678	5,024	4,108	2,413	2,600
租賃負債－流動	0	0	0	0	8,709
其他流動負債	3,222	3,472	4,169	3,007	2,412
流動負債總計	296,453	208,011	224,370	231,699	310,129
租賃負債－非流動	0	0	0	0	15,144
其他非流動負債	945	945	945	945	891
非流動負債總計	945	945	945	945	16,035
負債總計	297,398	208,956	225,315	232,644	326,164
股東權益總計	568,867	551,690	566,677	585,264	446,321
負債比率	34%	27%	28%	28%	42%

財務面－合併資產負債表

單位：新台幣千元	2020/03/31		2019/12/31		2019/03/31	
	金額	%	金額	%	金額	%
現金及約當現金	85,520	12	75,792	10	103,666	12
應收帳款淨額	50,722	7	61,636	8	64,786	7
其他應收款	210	0	126	0	244	0
存貨	239,596	32	265,822	35	278,732	31
預付款項	21,892	3	17,330	2	14,988	2
其他流動資產	2,549	0	1,619	0	2,460	0
流動資產總計	400,489	54	422,325	55	464,876	52
非流動資產	345,318	46	350,160	45	433,857	48
資產總計	745,807	100	772,485	100	898,733	100
短期借款	207,750	28	174,032	23	104,000	12
應付帳款	28,779	4	70,241	9	131,295	15
其他應付款	52,146	7	52,135	7	58,799	6
負債準備	2,762	0	2,600	0	2,121	0
租賃負債–流動	8,556	1	8,709	1	8,880	1
其他流動負債	1,456	0	2,412	0	2,991	0
流動負債總計	301,449	40	310,129	40	308,086	34
租賃負債–非流動	13,881	2	15,144	2	22,002	3
其他非流動負債	891	0	891	0	945	0
非流動負債總計	14,772	2	16,035	2	22,947	3
負債總計	316,221	42	326,164	42	331,033	37
股東權益總計	429,586	58	446,321	58	567,700	63

負債比率	42%		42%		37%	

OBJECTIVES – 價值平台

VISION AND MISSION

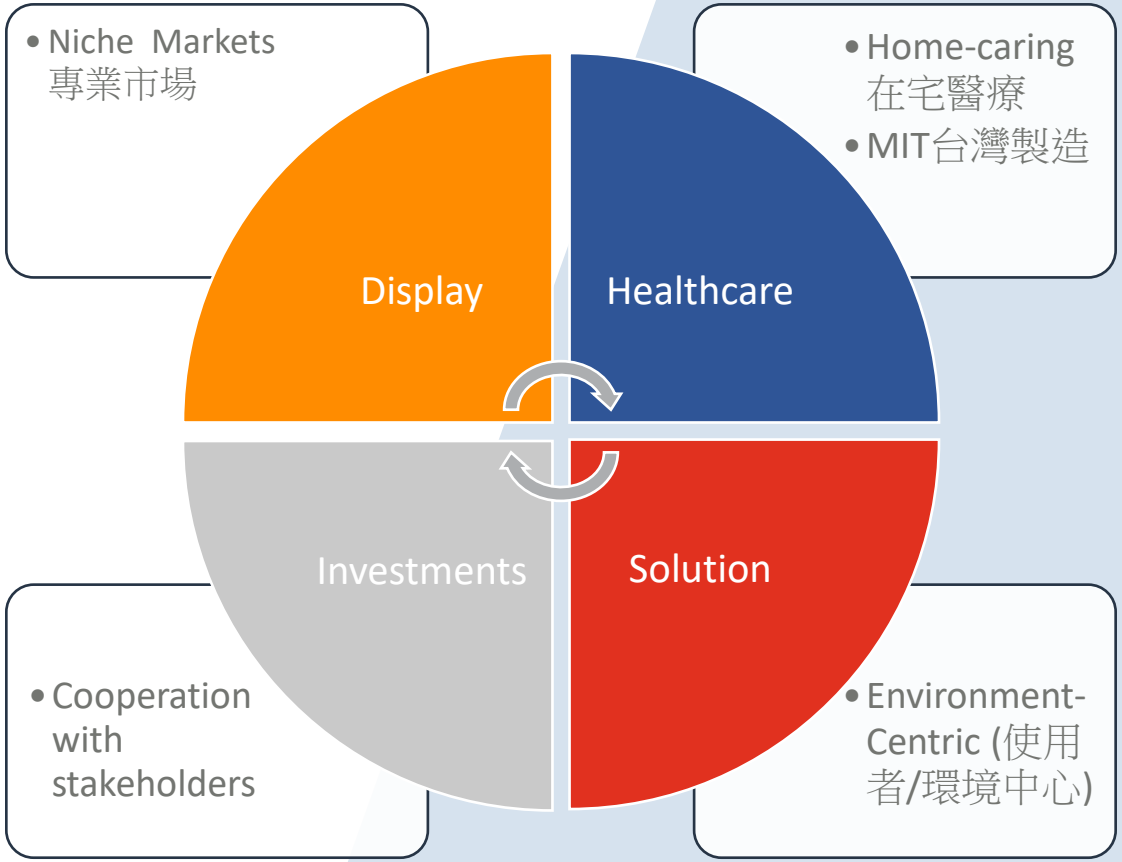
Vision: 成為能充分彰顯AG Neovo價值鏈中所有關係人價值的商業平台

Mission:

- 建立有效連結前端(客戶)需求與後端產品/服務(提供者)的AG Neovo 服務平台，及
- 彰顯服務平台上所有關係人的價值, 並與之共創並共享利潤。

Being a reliable platform that creates the added value for all stakeholders in the AG Neovo value chain.

Business Units



Display 2.0

Display 1.0 ➔ Display 2.0 (Display and Solution)

- Security & Surveillance
- Transportation (Marine/Bus)
- Healthcare (Dental, Medical)

Niche Market
專業市場

- Pro AV
- Corporate Meeting
- Security + Signage
- Transportation + Signage
- SaaS

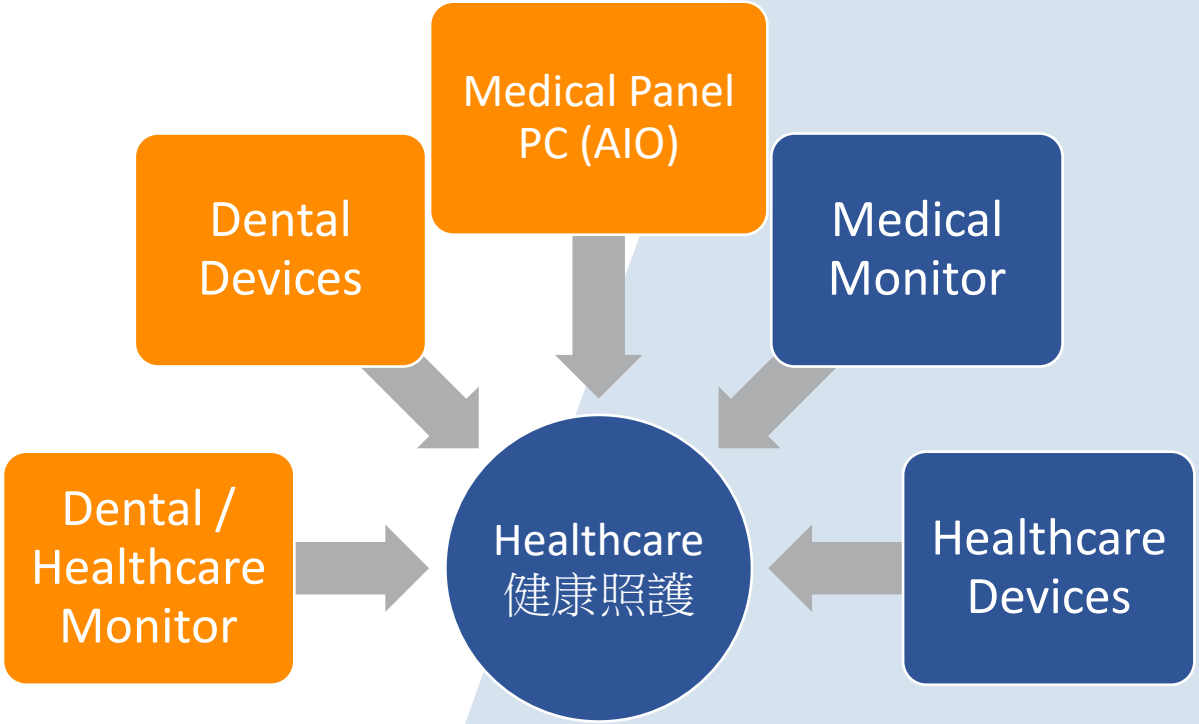
Solution
軟硬整合
解決方案

- Volume Business
- Brand Awareness

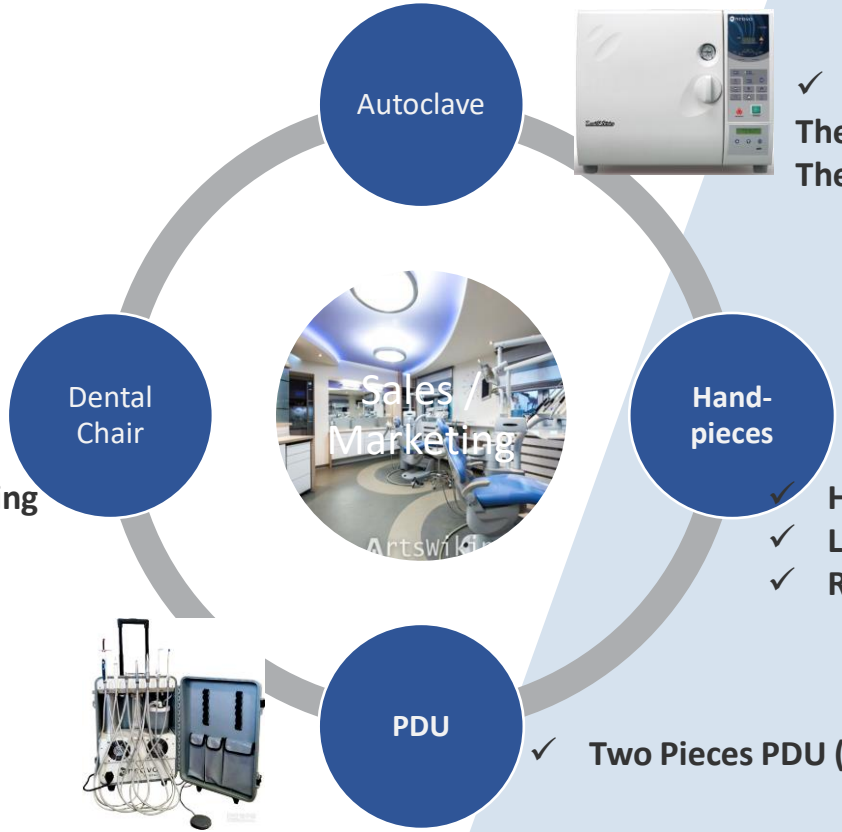
Value-added Platform
平台概念

AG Neovo Healthcare

Display segment ➔ Solution / Healthcare



AG Neovo Healthcare-Dental Alliance



✓ **Autoclave**

The First Generation: OEM Agreement (Q3 2020)

The Second Generation: Strategic Cooperation (2022)

✓ **Handpiece: Air-driven (Jan 2020), Electric (Q3 2021)**

✓ **Lubrication System (Q1 2021): Cooperation 合作開發**

✓ **Repairing Center at N.A.(Q4 2020)**

Co-Marketing

✓ **Two Pieces PDU (Q1 2022): Strategic Cooperation**

Structure for Mid- and Long-Term 短、中期組織架構

by function

Product Strategy Unit

+

Product Technology Service Unit

+

Marketing Service Unit

行銷

- **產品策略(Product Strategy**
- 行銷策略 Marketing
- **電子商務管理 E-commerce**

技術

- 軟體Software
- 硬體Hardware
- **應用環境/使用者UX**

管理

- 專案管理PJM
- **價值鏈Value-chain Management**

Conclusion: Things-to-Do 未來工作重點

Timeframe

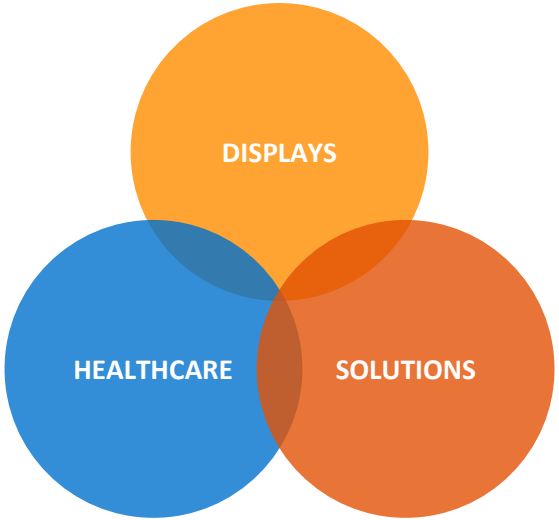
2020~2022 發展關鍵

- 牙材市場: 產品組合完整性 Product Portfolio
- 車載/醫療專業市場: 產品推廣 Product Promotion
- 軟體方案整合及推廣 Integration and Market Development
- E-Commerce 佈建
- OEM/OBM business models

營運活動的策略性調整 Operation Focus

- 資源重新分配 Re-allocation of Resources
- 組織結構彈性調整 Organization Structure
- 營運活動(產銷人發財)調整 Prioritization of activities

AG Neovo Group



- **DISPLAYS** 專業 優質 創新
  Professional | Quality | Innovation
- **SOLUTIONS** 決心 領導 整合
  Resolution | Leading | Integration
- **HEALTHCARE** 安全 信賴 平權
  Safe | Trust | Equity

THANK YOU
FOR YOUR ATTENTION

Don't forget to tell your ideas about this presentation and share it with us!

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