



# 2020 Presentation

2020/12/25

 <sup>®</sup> 高林股份有限公司  
KAULIN MFG. CO., LTD.

# 將縫紉之美傳至世界各地

DELIVER THE BEAUTY OF SEWING TO ALL OVER THE WORLD

從扛著一台台縫紉機問候客戶的一年，  
到成為台灣第一領導品牌的現在，  
每一個腳步都述說著高林堅持不懈，任重道遠的優

From the earliest day we carried sewing machines to visit clients of  
and now we have become the top leading brand in Taiwan.

Every step we made, presents our solid, unswerving, and responsible commitment



# Agenda

- 1 Kaulin Introduction 15: 00 ~ 15:30
- 2 Q & A 15: 30 ~ 15:40

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# Kaulin Introduction

1. Company Overview
2. Operation Performance
3. Strategy and Future Prospects

# 1. Company Overview

Quality, our priority

品質優先

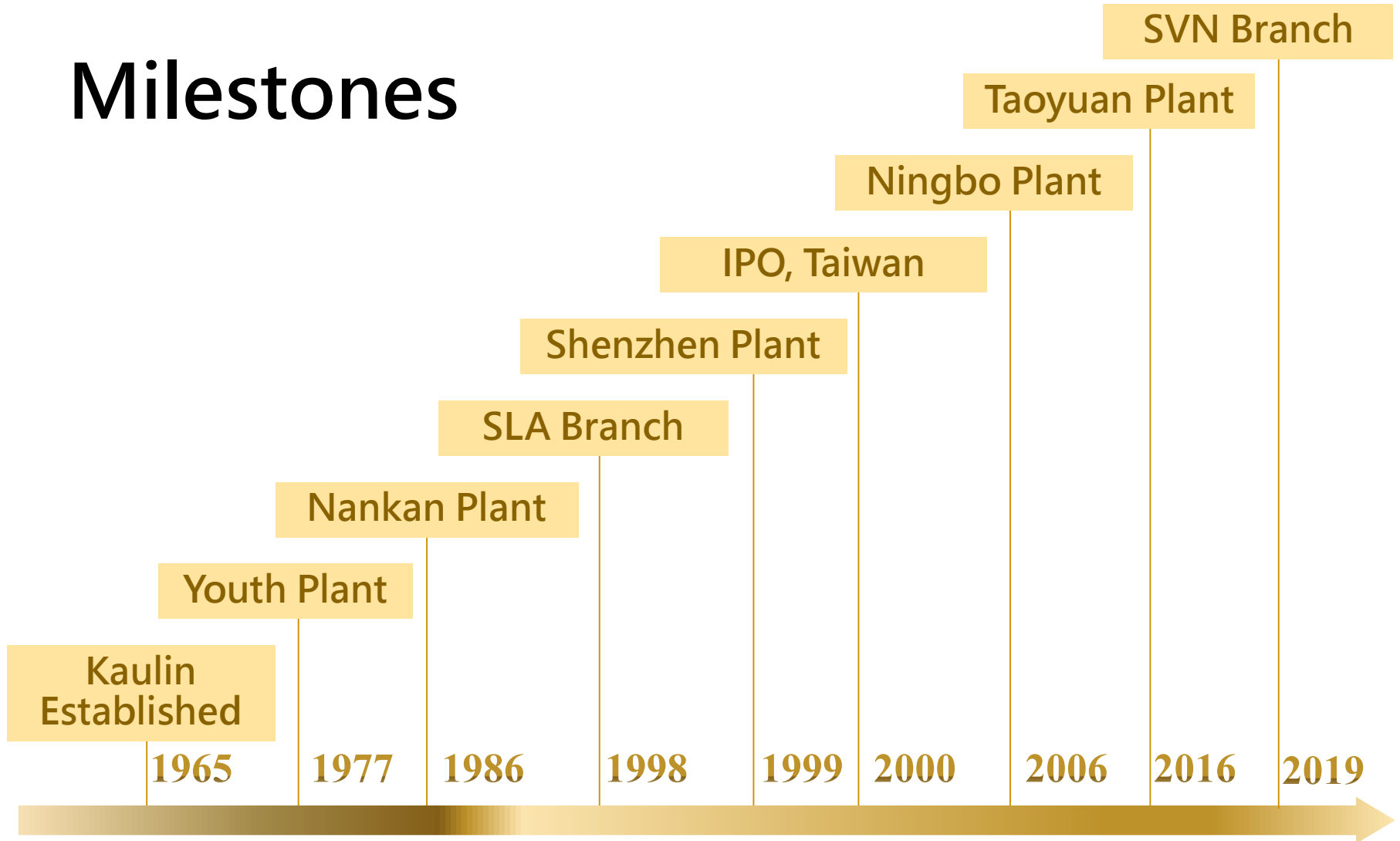
**SIRUBA**

- Establishment: Oct. 1965 (TW 1531)
- Capital: 64 M USD (1.836 B NTD)
- Product: Industrial sewing machine
- Brand: **SIRUBA**
- Employees: Taiwan 193 ppl (Group 665 ppl)
- Headquarter: Taipei, Taiwan



<b>Subsidiary</b>	Miami, U. S. A. / Hanoi, Vietnam	
<b>Agents</b>	Europe/ Africa/ Asia/ America, 90 countries	
<b>R &amp; D, Production</b>	Taoyuan, Taiwan / Ningbo, China	

# Milestones



# Top 100 Taiwan Brands

Taiwan Registered firms: 1,250K

Taiwan Listed firms: 1,624

Selected Candidates: 498





# 2021 New Product Show

品質優先  
Quality, our priority

SIRUBA



## 700LQ

機電一體高速型拷克車

- 機電一體設計
- 防油性能再升級
- 搭配高效、節能的直驅伺服馬達



## C007L

超高速型三本車

- 新油封結構，有效防油甩出
- 專利差動結構，長孔設計調整更便利



SIRUBA



## C007L

超高速型三本車



### 700LQ

機電一體  
高速型拷克車



### U007

直驅超小筒型三本車



### DL7200C

直驅式單針  
自動切線平縫車









## 2. Operation Performance 品質優先

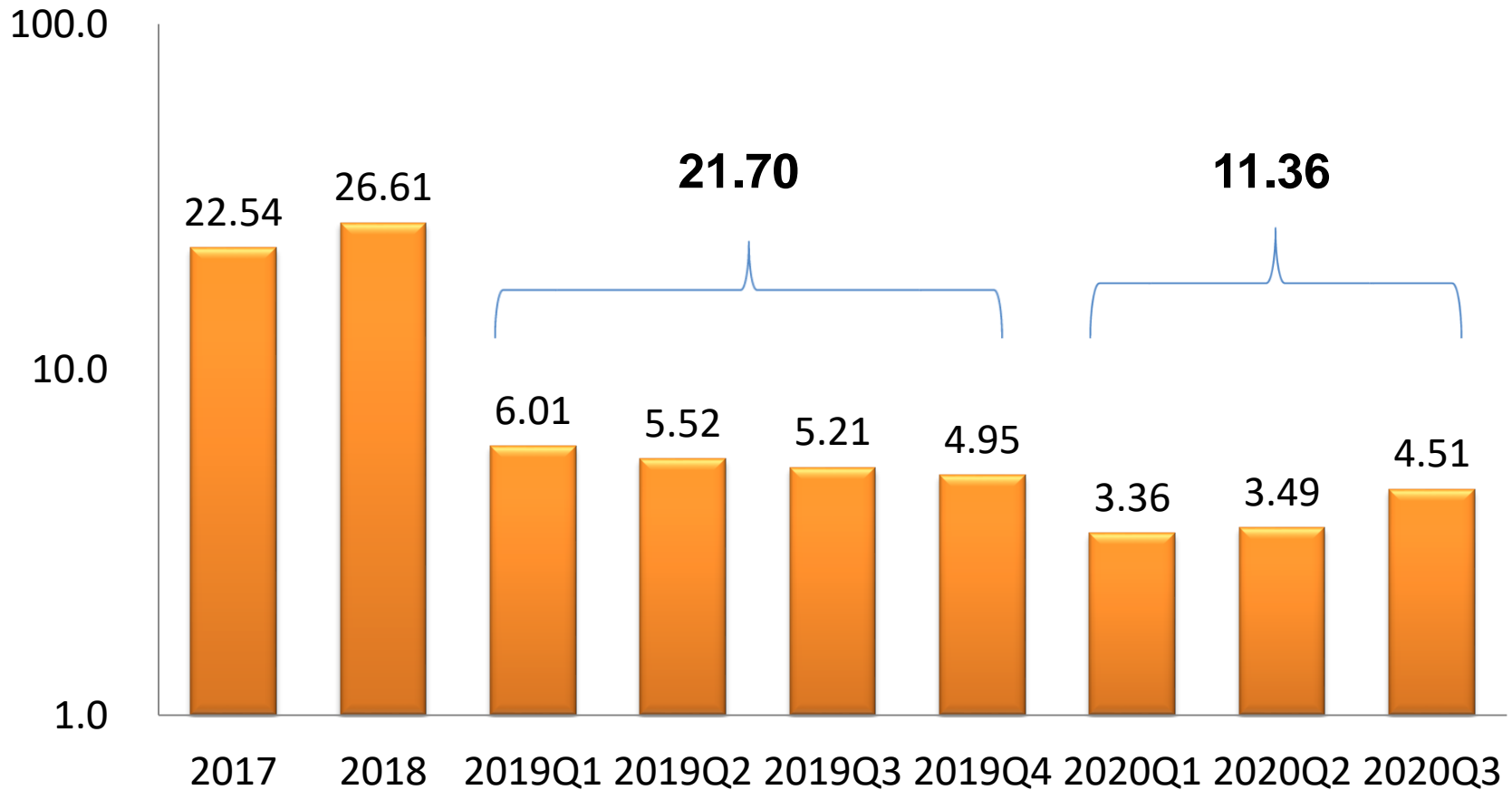
- 2020 3Q Consolidated Income Statement
- Changes in Net Sales
- Products mix
- Changes in Net Income
- 2020 3Q Consolidated Balance Sheet
- 2020 3Q Consolidated Statement of cash flows

# 2020 3Q Consolidated Income Statement

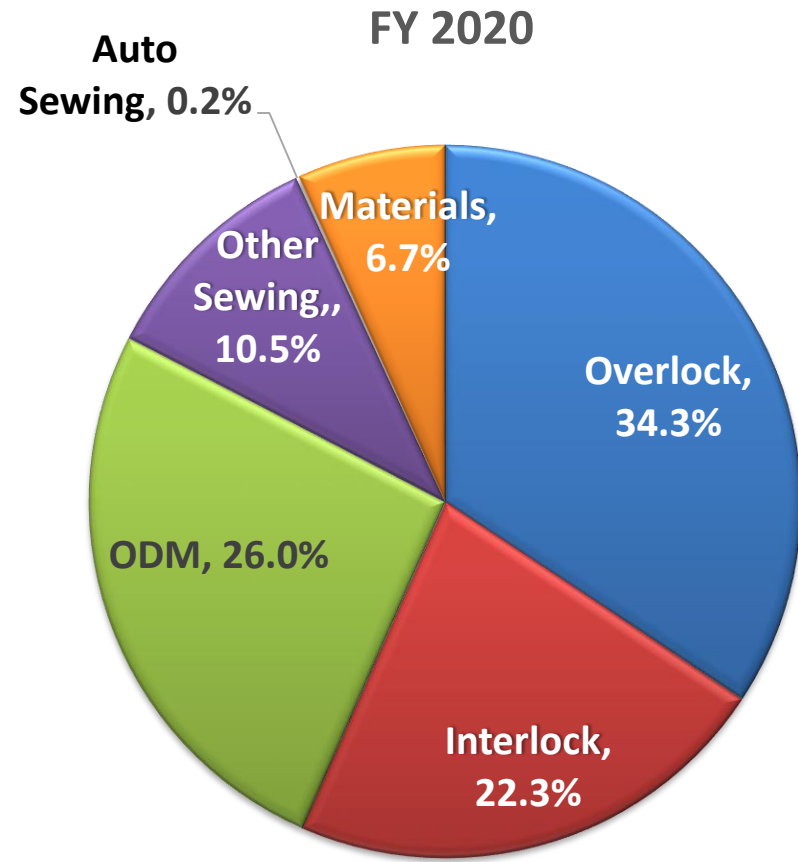
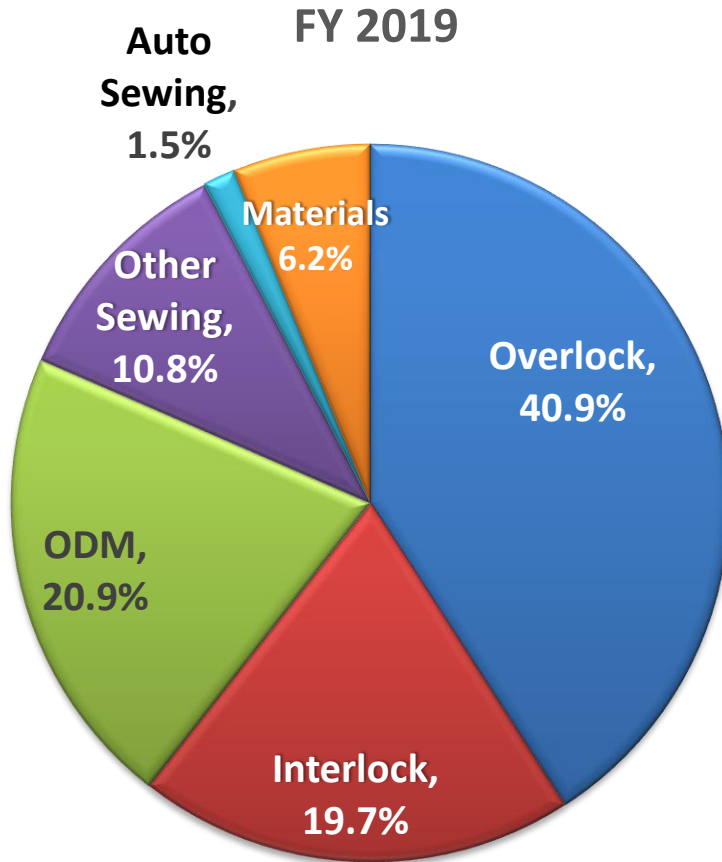
Consolidated Income Statement (NTD Million)	2020 3Q	2020 2Q	QoQ	2020 3Q YTD	2019 3Q YTD	YoY
<b>Operating revenue</b>	<b>450.9</b>	<b>349.2</b>	<b>29.1%</b>	<b>1,136.2</b>	<b>1,674.7</b>	<b>-32.2%</b>
Operating costs	385.3	306.1		999.1	1,390.0	
<b>Gross profit from operations</b>	<b>65.5</b>	<b>43.2</b>	<b>51.8%</b>	<b>137.1</b>	<b>284.7</b>	<b>-51.8%</b>
Operating expenses	64.9	82.8	<b>-21.6%</b>	216.0	251.5	<b>-14.1%</b>
Selling expenses	24.1	21.9		72.5	108.2	
Administrative expenses	29.0	49.3		106.6	98.1	
R&D expenses	11.8	11.6		36.9	45.2	
<b>Net operating income</b>	<b>.6</b>	<b>(39.7)</b>	<b>-101.5%</b>	<b>(78.9)</b>	<b>33.2</b>	<b>-337.4%</b>
Total non-operating income and expenses	1.3	.3		21.6	42.0	
Foreign exchange gains	(17.1)	(16.7)		(25.5)	17.1	
Other gains and losses	18.4	17.1		47.2	24.9	
Profit (loss) before tax	1.8	(39.4)		(57.2)	75.2	
Total tax expense	(.5)	(5.3)		(7.4)	17.8	
<b>Profit (loss)</b>	<b>2.3</b>	<b>(34.0)</b>	<b>-106.7%</b>	<b>(49.9)</b>	<b>57.4</b>	<b>-186.8%</b>
<b>Earnings per share</b>	<b>0.01</b>	<b>(0.18)</b>	<b>0.19</b>	<b>(0.27)</b>	<b>0.31</b>	<b>(0.58)</b>
Gross Margin %	<b>14.5%</b>	<b>12.4%</b>	<b>2.2%</b>	<b>12.1%</b>	<b>17.0%</b>	<b>-4.9%</b>
Operating Margin %	<b>0.1%</b>	<b>-11.4%</b>	<b>11.5%</b>	<b>-6.9%</b>	<b>2.0%</b>	<b>-8.9%</b>
Net Margin %	<b>0.5%</b>	<b>-9.7%</b>	<b>10.2%</b>	<b>-4.4%</b>	<b>3.4%</b>	<b>-7.8%</b>
Op. Exp %	<b>14.4%</b>	<b>23.7%</b>	<b>-9.3%</b>	<b>19.0%</b>	<b>15.0%</b>	<b>4.0%</b>

# Changes in Net Sales

**NTD 100 Mil**

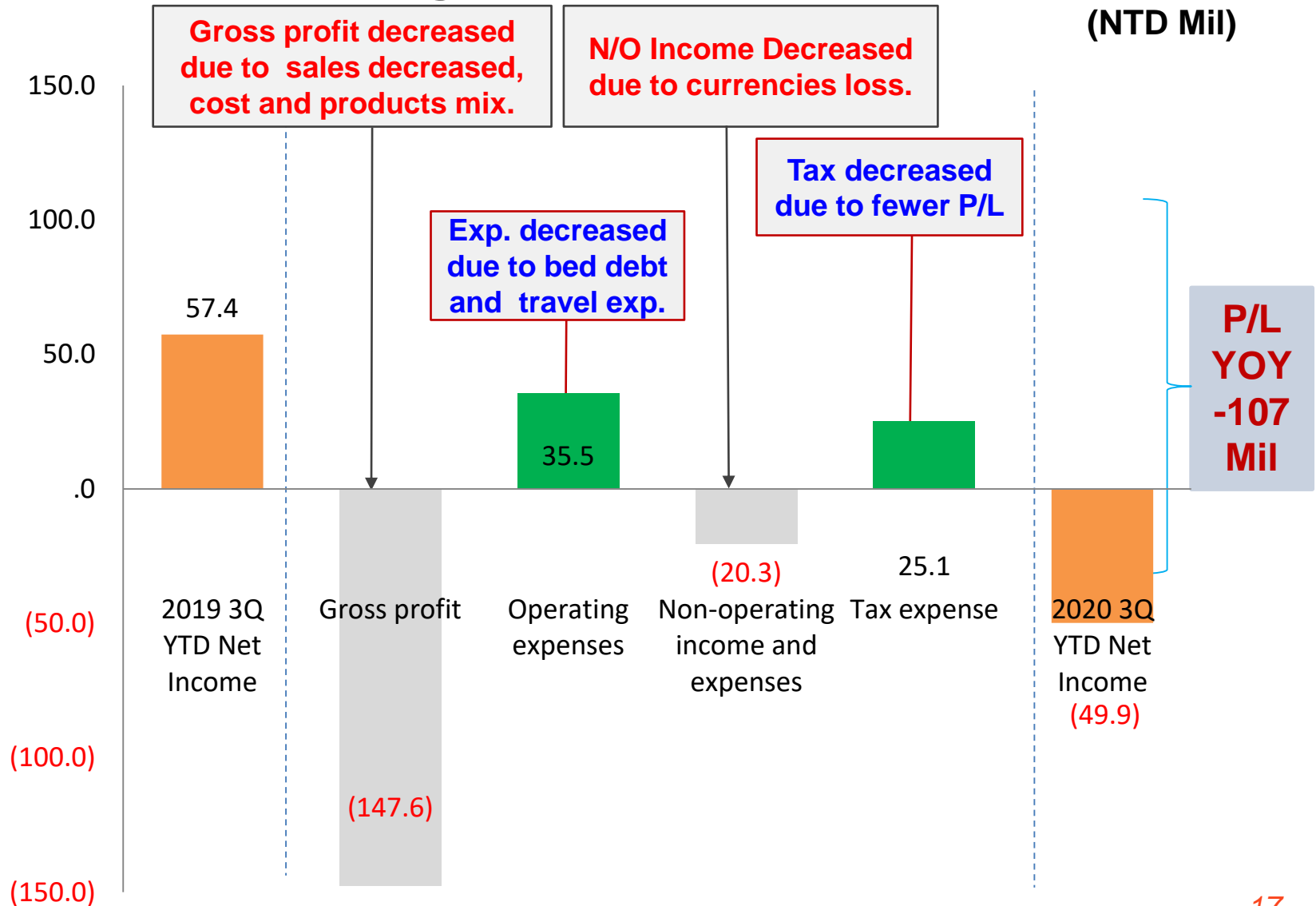


# Products mix





# Changes in Net Income



# 2020 3Q Consolidated Balance Sheet

Consolidated Balance Sheet (NTD Million)	2020/9/30	2019/9/30	YoY
Cash and cash equivalents	1,085.3	890.0	195.2
Current financial assets at amortised cost	128.2	175.5	(47.4)
Accounts receivables	728.4	861.8	(133.4)
Inventories	783.9	916.9	(133.0)
<b>Total current assets</b>	<b>2,769.5</b>	<b>2,898.1</b>	<b>(128.6)</b>
Non-current available-for-sale financial assets	21.1	43.8	(22.7)
Property, plant and equipment	1,055.8	1,096.2	(40.3)
<b>Total assets</b>	<b>4,226.2</b>	<b>4,421.9</b>	<b>(195.7)</b>
Short-term borrowings	100.0	100.0	0.0
Accounts payables	304.8	308.1	(3.3)
<b>Total current liabilities</b>	<b>444.0</b>	<b>438.0</b>	<b>6.0</b>
non-current liabilities	271.1	277.4	(6.3)
<b>Total liabilities</b>	<b>715.2</b>	<b>715.4</b>	<b>(0.3)</b>
Ordinary share	1,836.1	1,850.1	(14.0)
retained earnings	1,706.7	1,822.4	(115.7)
<b>Total equity</b>	<b>3,511.0</b>	<b>3,706.4</b>	<b>(195.4)</b>
Quick Ratio	624%	662%	-38%
Current Ratio	437%	440%	-3%
Debt Ratio	17%	16%	1%
ROE (YTD Annualized)	-1.8%	4.1%	-6.0%

## 2020 3Q Consolidated Statement of cash flows

Consolidated Statement of cash flows (NTD Million)	2020 3Q YTD	2019 3Q YTD
Cash inflow (outflow) generated from operations	134.5	370.5
<b>Net cash flows from (used in) investing activities</b>	<b>161.6</b>	<b>(140.0)</b>
<b>Net cash flows from (used in) financing activities</b>	<b>(54.3)</b>	<b>(92.8)</b>
Effect of exchange rate changes on cash and cash equivalents	3.1	(20.3)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>244.9</b>	<b>117.4</b>
Cash and cash equivalents at beginning of period	840.4	772.7
<b>Cash and cash equivalents at end of period</b>	<b>1,085.3</b>	<b>890.0</b>
Remarks :		
<b>Depreciation &amp; Amortization expense</b>	<b>55.8</b>	<b>57.9</b>

# 3. Development Strategy

Quality, our priority

品質優先

SIRUBA

- Continuous enhancement of corporate constitution
  - Quality is corporate priority
  - Organization activation / Technology inheritance
  - New Tools / new techniques apply
- Enterprise transformation
  - Fully implement ESG sustainable management strategy
  - Expand the value promotion strategy map
  - Committed to electronic control and IoT capabilities
- Continual optimization of business model
  - Improve the cost performance of the main products
  - Balance of homemade and outsourcing
  - Automation and customized orders
- Long-term competitive advantage
  - Strategic alliance : reinforcement
  - Joint venture / Mergers and Acquisitions : upstream and downstream, different industry



**02**

**Q & A**

# THANK YOU

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