

# Zhen Ding Technology Holding Investor Conference

**Chairman, Charles Shen**

**November 11, 2020**

# 2009-2019 Financial Summary

Unit: Million NTD; %

Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Revenue</b>	22,988	34,696	44,280	55,369	64,483	75,954	85,738	82,393	109,238	117,913	120,068
<b>Gross margin</b>	18.61%	13.37%	15.79%	19.46%	18.44%	18.86%	19.16%	15.22%	16.33%	22.10%	22.67%
<b>Net income</b>	1,184	711	2,356	4,056	5,471	6,735	7,731	3,456	6,772	11,536	12,402
<b>Net income</b> attributable to the parent company	1,184	711	2,356	4,138	5,471	6,735	7,731	3,456	5,172	8,448	8,685
<b>Cash</b> (Note 1)	1,291	1,797	4,084	8,756	10,016	23,482	31,572	30,241	33,296	49,154	43,071
<b>Depreciation &amp; Amortization</b>	2,297	2,807	3,008	3,375	3,742	4,293	4,850	5,295	5,679	6,820	7,955
<b>Capital</b>	6,640	6,464	6,699	7,034	7,386	7,386	8,047	8,047	8,047	8,047	9,022
<b>ROE</b> (Note 2)	10.82%	5.54%	15.34%	21.27%	23.77%	23.33%	20.82%	8.59%	14.49%	17.30%	14.72%
<b>Debt ratio</b>	67.08%	69.70%	67.03%	66.28%	64.06%	62.54%	53.70%	59.72%	55.33%	44.25%	35.41%

Note:

(1) Cash includes cash &amp; cash equivalents and current financial assets at fair value through profit or loss.

(2) The change of 2019 ROE is due to the increase of total equity resulting mainly from 3,601 million RMB fundraising of the Company's subsidiary – Avary's IPO.

# Jan – Sep, 2020 Financial Summary

Unit: Million NTD; %

Period	Jan – Sep, 2020	Jan – Sep, 2019
Revenue	76,079	78,095
Gross margin	18.37%	20.59%
Net income	5,453	7,208
Net income attributable to the parent company	3,777	5,005
Cash (Note 1)	38,851	43,340
Depreciation & Amortization	5,973	5,842
Capital	9,022	9,022
Debt ratio	37.97%	38.86%

Note: Cash includes cash &amp; cash equivalents and current financial assets at fair value through profit or loss.

2020

2004



Fuyong, Shenzhen



Shenzhen Park I



Shenzhen Park II



Qinhuandao Park



Huaian Park I



Huaian Park II



Huaian Park III



Chennai Park



Taoyuan (Boardtek)







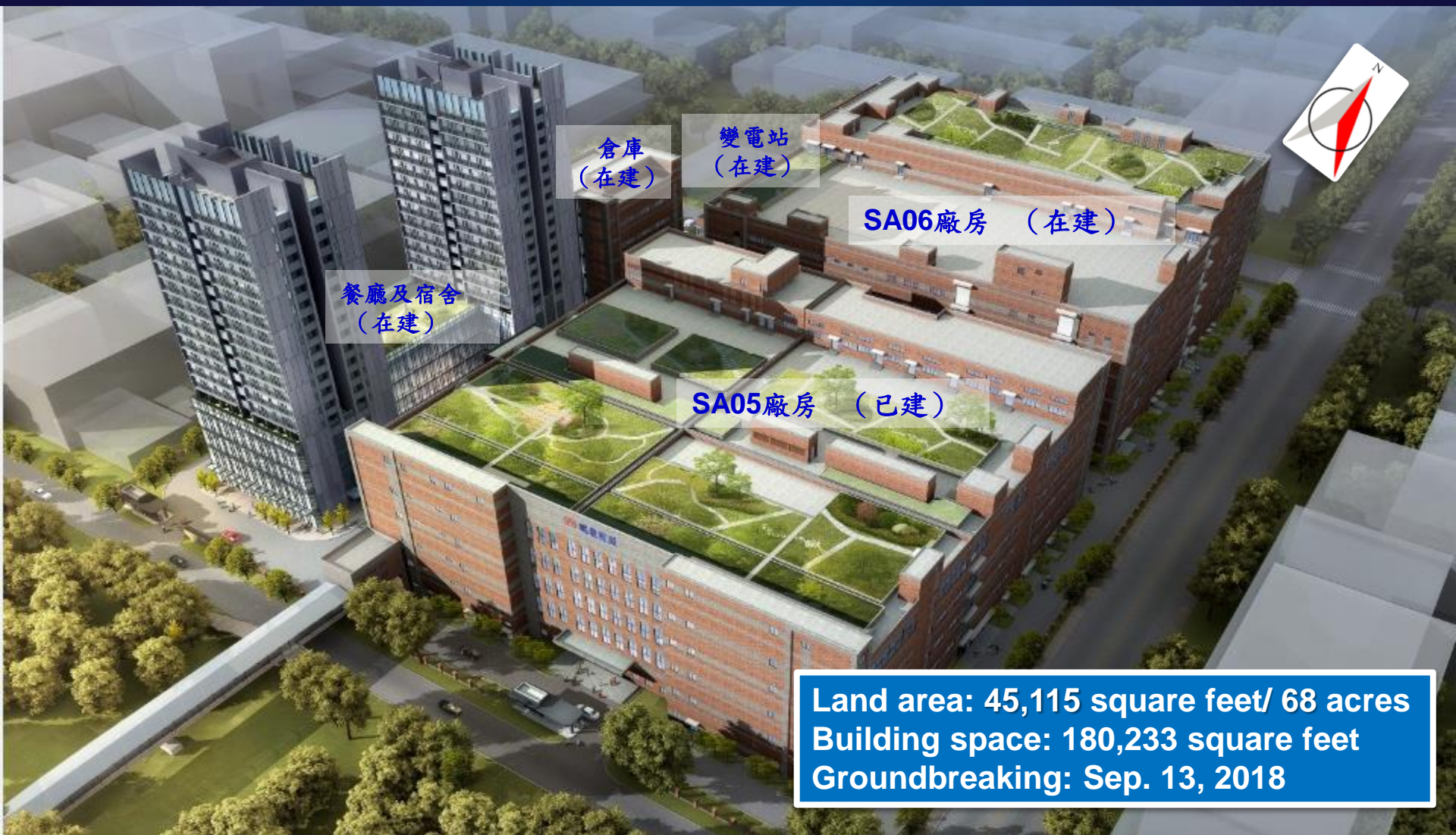


Land area: 101,172 square feet/ 152 acres  
Building space: 240,446 square feet





# Shenzhen Park II





# Huaian Park I






# Huaian Park II



Width of bridge: 22m  
Width of river: 36m  
Height of bridge: 5~6m  
Depth of river : 2~3m

# Huaian Park II

北



The image is an aerial architectural rendering of the Huaian Park II development. It shows a large industrial or commercial park with several large, rectangular buildings with grey roofs and red brick walls. The buildings are arranged in a grid-like pattern. In the center of the park, there is a large, white, rectangular building with a blue roof. To the left of this central building, there is a green field with a blue pool. To the right of the central building, there is a green field with a blue pool and a red tennis court. The park is surrounded by a road and a river. A yellow banner with the Chinese character '北' (North) is in the top right corner. A blue box with white text is in the bottom right corner.

Land area: 336,423 square feet/ 505 acres  
Building space: 584,613 square feet  
Groundbreaking: Jan. 8, 2015  
Pilot production: Jan. 30, 2016



淮安第三園區

淮安第二園區

鴻海北路

110KV

綜合研發樓  
中央倉庫  
甲類倉

廠房一

廠房三

廠房四

廠房二

深圳東路

(純)  
水處理中心  
(生)  
(廢)  
(倉庫)

Land area: 214,140 square feet/ 321 acres  
Building space: 337,350 square feet







Land area: 413,428 square feet/ 620 acres  
Building space: 376,949 square feet



# Chennai Park



Land area: 33,507.99 square feet  
Building space: 22,949.75 square feet



Land area: 66,940.62 square feet  
Building space: 100,830.51 square feet



# Headquarters

(Guangdong-Hong Kong-Macau Greater Bay Area)



全球最大展館-  
深圳國際會展中心

寶安體育館

寶安區政府

瑞吉酒店

濱海廣場

圖書館

青少年宮

灣區之聲  
歌劇院

濱海文化公園  
(歡樂海岸2.0)

大鵬灣

騰訊“互聯網+”未來科技城

廣深沿江高速  
海底隧道

灣區之光



# HQs – Avary Time Center

- PCB Institution
- PCB Industrial Museum

**Social Responsibility**  
**Talent Development**  
**Industry Leadership**

**The world's Largest PCB Company in 2019**

1

**Ranked 35 of “Taiwan’s Top 2000 Manufacturing Companies” in 2019.** (reported by CommonWealth magazine)

35

**Ranked 185 of “Greater-China Top 1000 Companies by Market Cap” in 2019.**

(reported by Business Today magazine)

185

**The 2nd Jiangsu Technology Innovation Award**

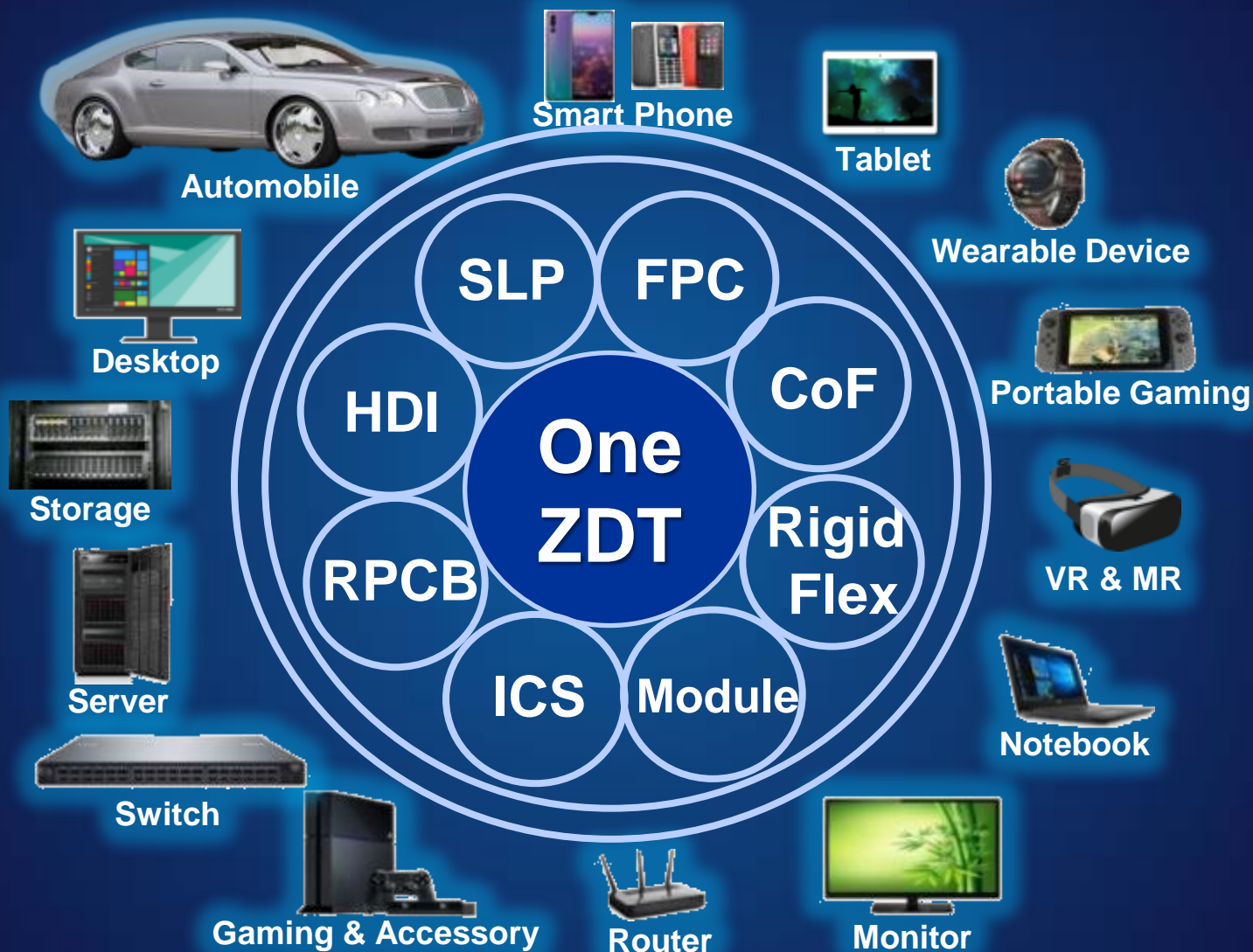
(received on March 25, 2019)

**The 4th Shenzhen Industrial Award**

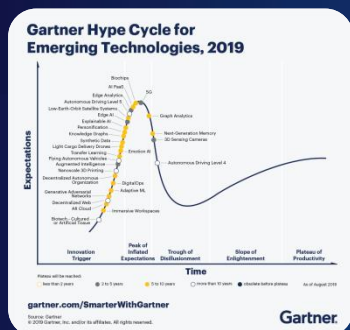
(received on November 18, 2019)



# One ZDT



# ZDT's Product Developments



**Post-Classical  
Computing &  
Communication**

**5G → 6G  
AI  
sensing IoT**

**Augmented  
Human**

**Sensing  
& Mobility**

**Advanced AI  
& Analytics**

**Digital  
Ecosystems**



**Consumer  
Electronics**



**Wearable Device**



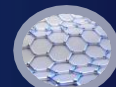
**Telecommunication**



**Automotive  
Electronics**



**Bio  
Electronics**



**Advanced  
Materials**



**Camera**



**Audio**



**RF  
Antenna**



**Touch  
Display**



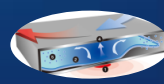
**Main  
Board**



**Internet  
Facility**



**Cloud**



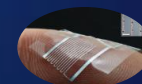
**Thermal  
Management**



**Energy  
& Power**

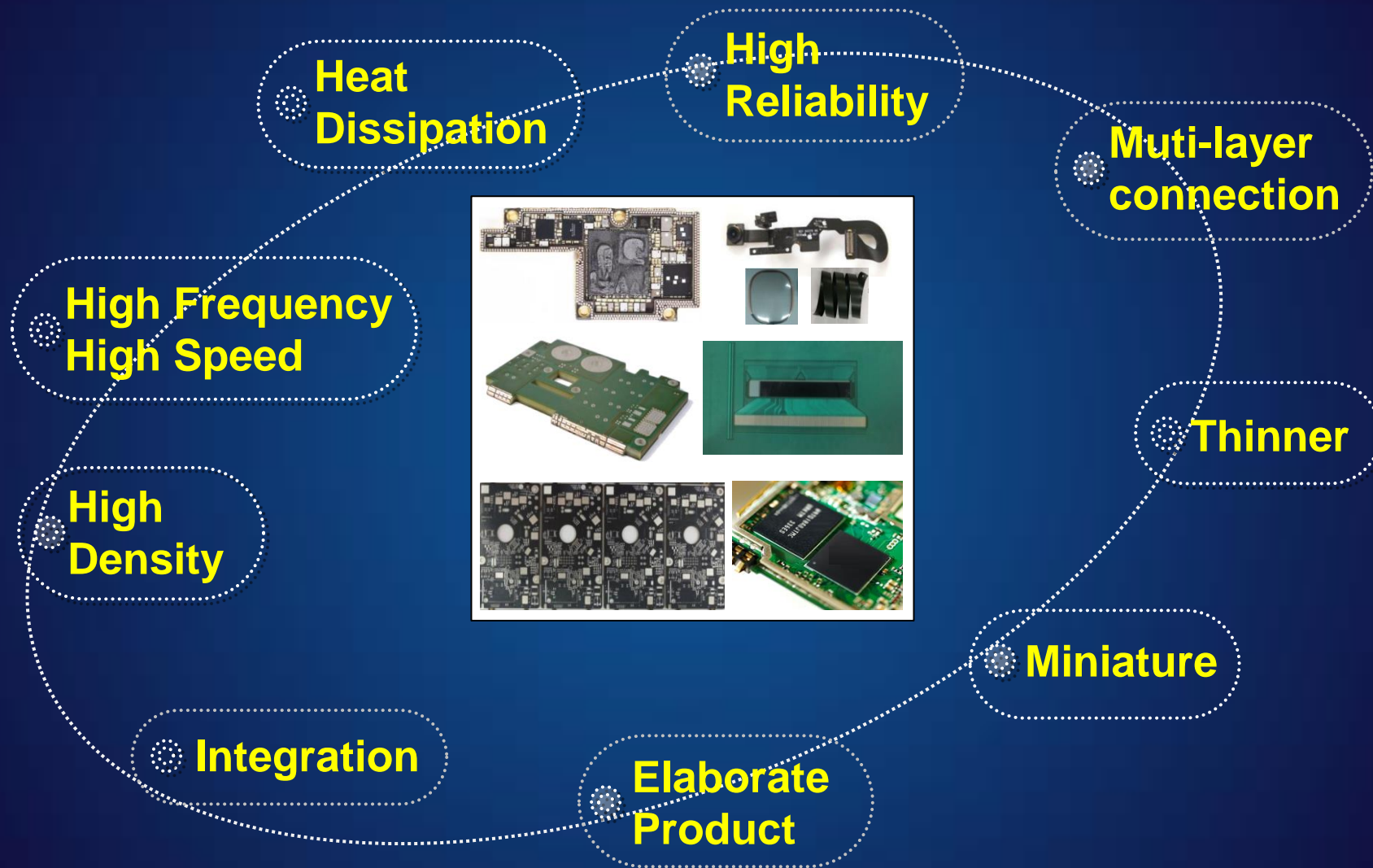


**ADAS**

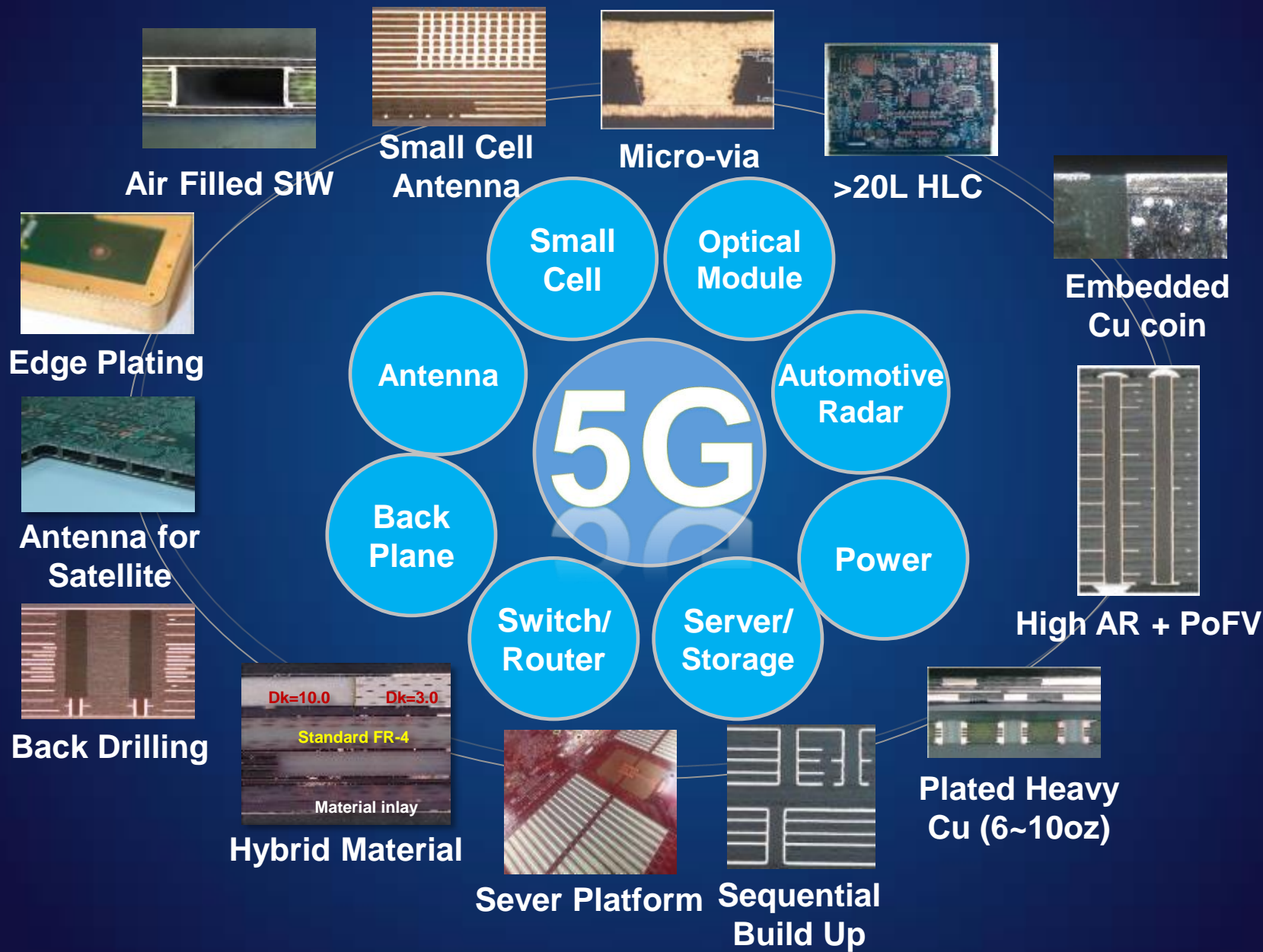


**Bio Sensor**

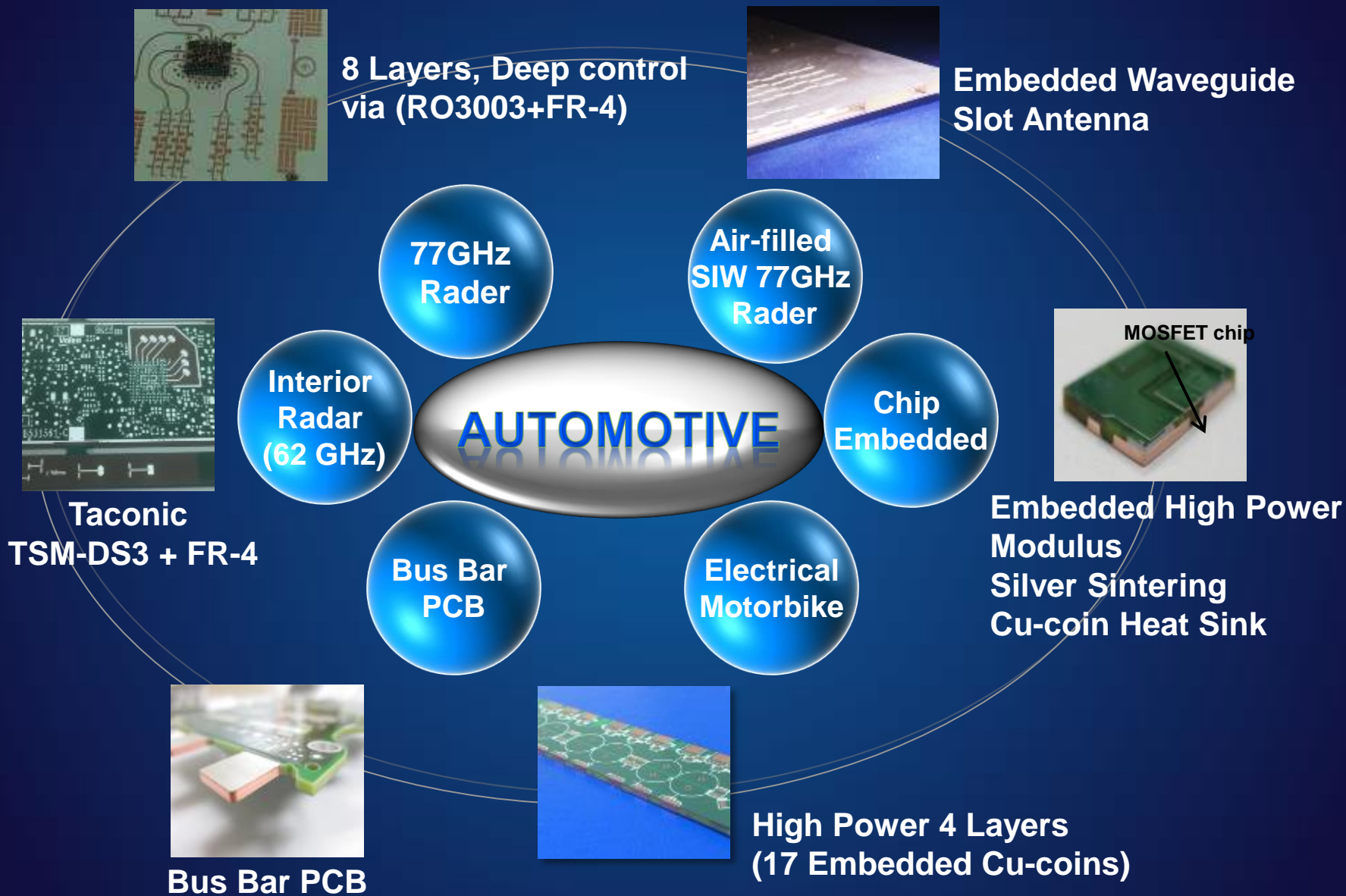
# Technology Features of PCBs



# 5G PCB Product Portfolio





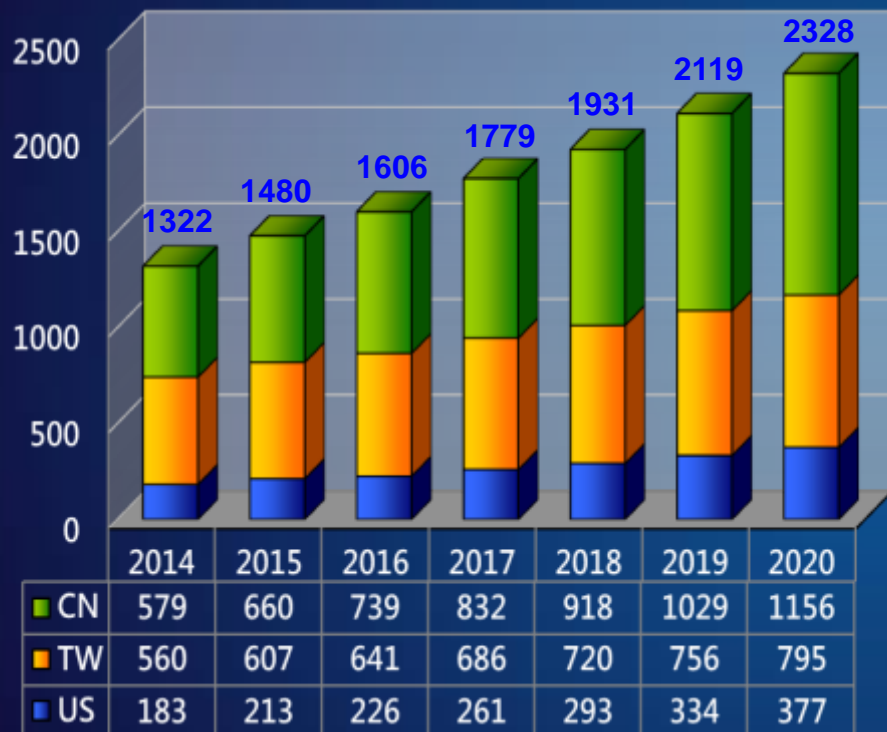




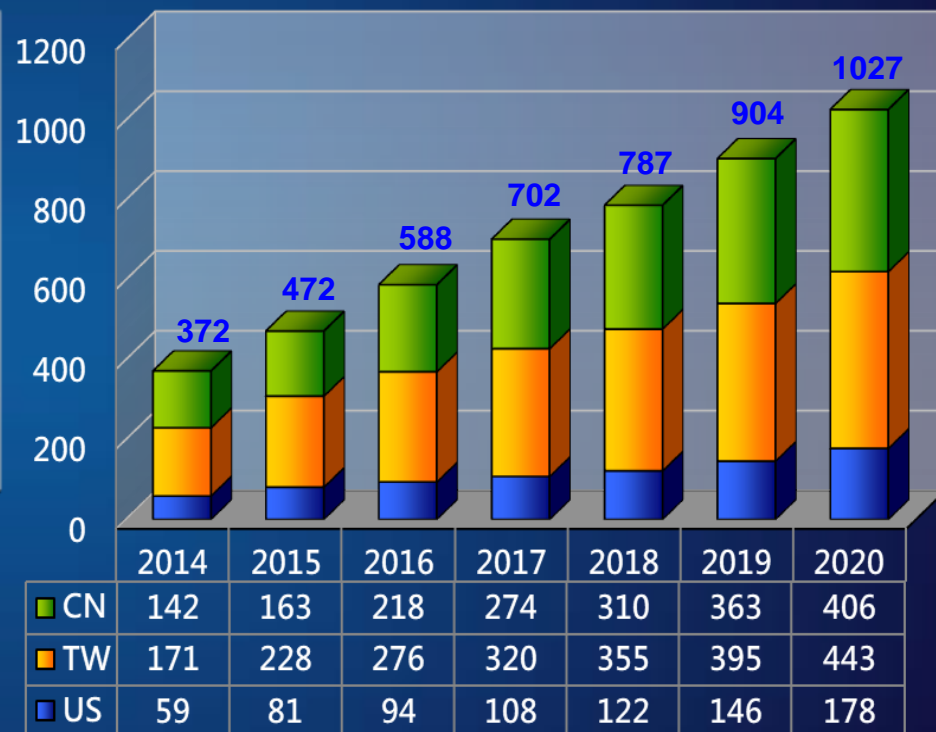
# Patent Applications and Granted

As of 2020/11/04

**Number of patent applications:**  
**2,328** (incl. 100 from Boardtek)



**Number of granted patents:**  
**1,027** (incl. 44 from Boardtek)



**93%** are invention patents



**清華大學**  
(北京, 深圳研究生院)  
Tsinghua University



**北京大學**  
(深圳研究生院)  
Peking University



**香港城市大學**  
(香港)  
City University of Hong Kong



**清華大學**  
(臺灣, 新竹)  
Tsing Hua University



**成功大學**  
(臺灣, 台南)  
National Cheng Kung University



**交通大學**  
(臺灣, 新竹)  
National Chiao Tung University



**哈爾濱工業大學**  
(廣東, 深圳)  
Harbin Institute of Technology



**中山大學**  
(廣東, 廣州)  
Sun Yat-sen University



**台灣科技大學**  
(臺灣, 臺北)  
National Taiwan University of Science and Technology



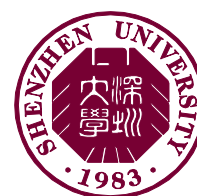
**中央大學**  
(臺灣, 桃園)  
National Central University



**台北科技大學**  
(臺灣, 臺北)  
National Taipei University of Technology



**東南大學**  
(江蘇, 南京)  
Southeast University



**深圳大學**  
(廣東, 深圳)  
Shenzhen University



**中興大學**  
(臺灣, 台中)  
National Chung Hsing University



**逢甲大學**  
(臺灣, 台中)  
Feng Chia University



**燕山大學**  
(河北, 秦皇島)  
Yanshan University



**中原大學**  
(臺灣, 桃園)  
Chung Yuan Christian University



**廣東工業大學**  
(廣東, 廣州)  
Guangdong University of Technology



**元智大學**  
(臺灣, 桃園)  
Yuan Ze University



**河北工業大學**  
(天津)  
Hebei University of Technology



**中科院深圳  
先進技術研究院**  
(廣東, 深圳)  
SIAT



**臺灣工業技術  
研究院**  
(臺灣, 新竹)  
ITRI



**深圳資訊通信研究院**  
(中國資訊通信研究院南方分院)  
(廣東, 深圳)  
SAICT

\*高校依據QS世界大學排名

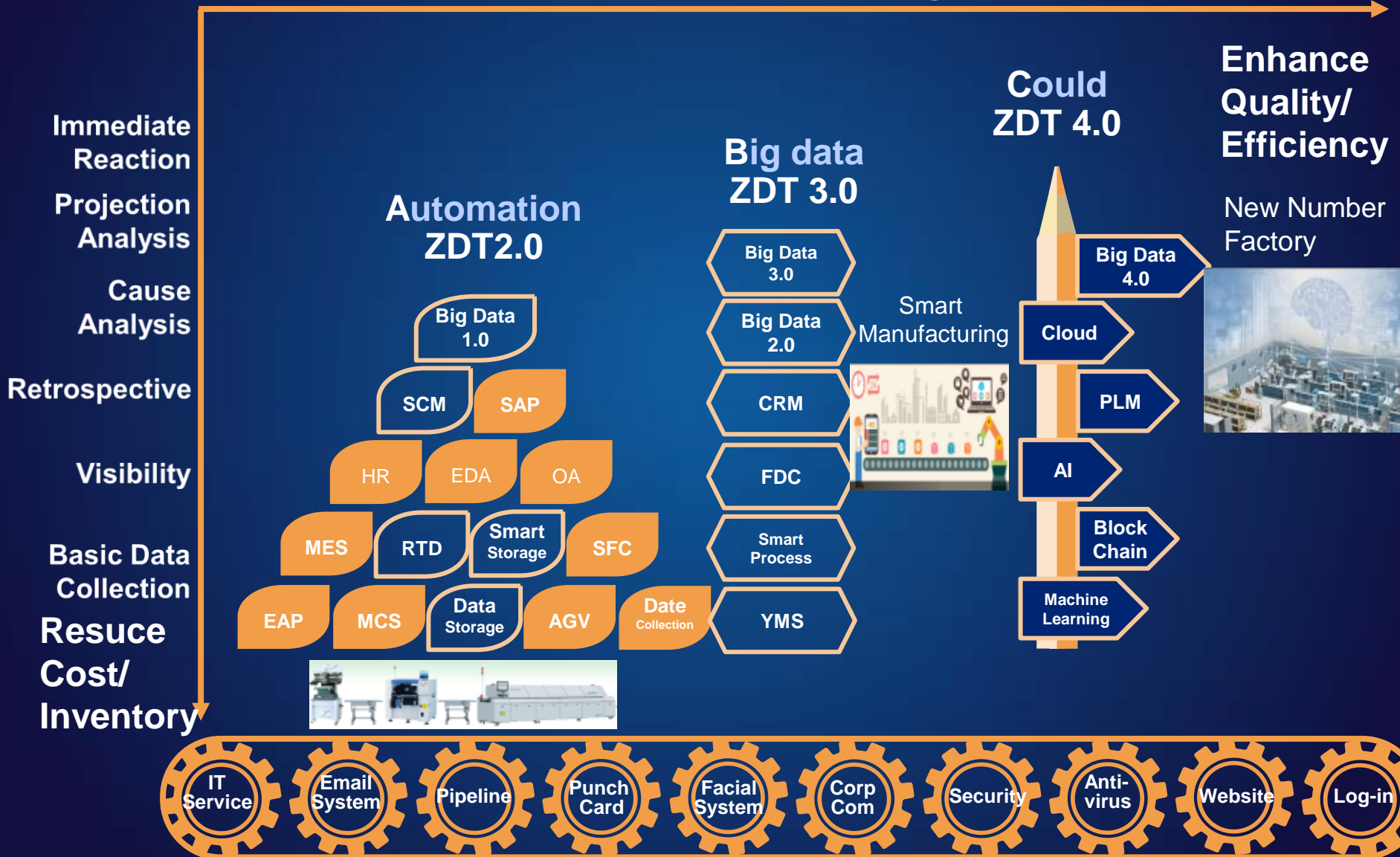
**ZDT is collaborating with 23 colleges and universities as of Oct. 31, 2020.**





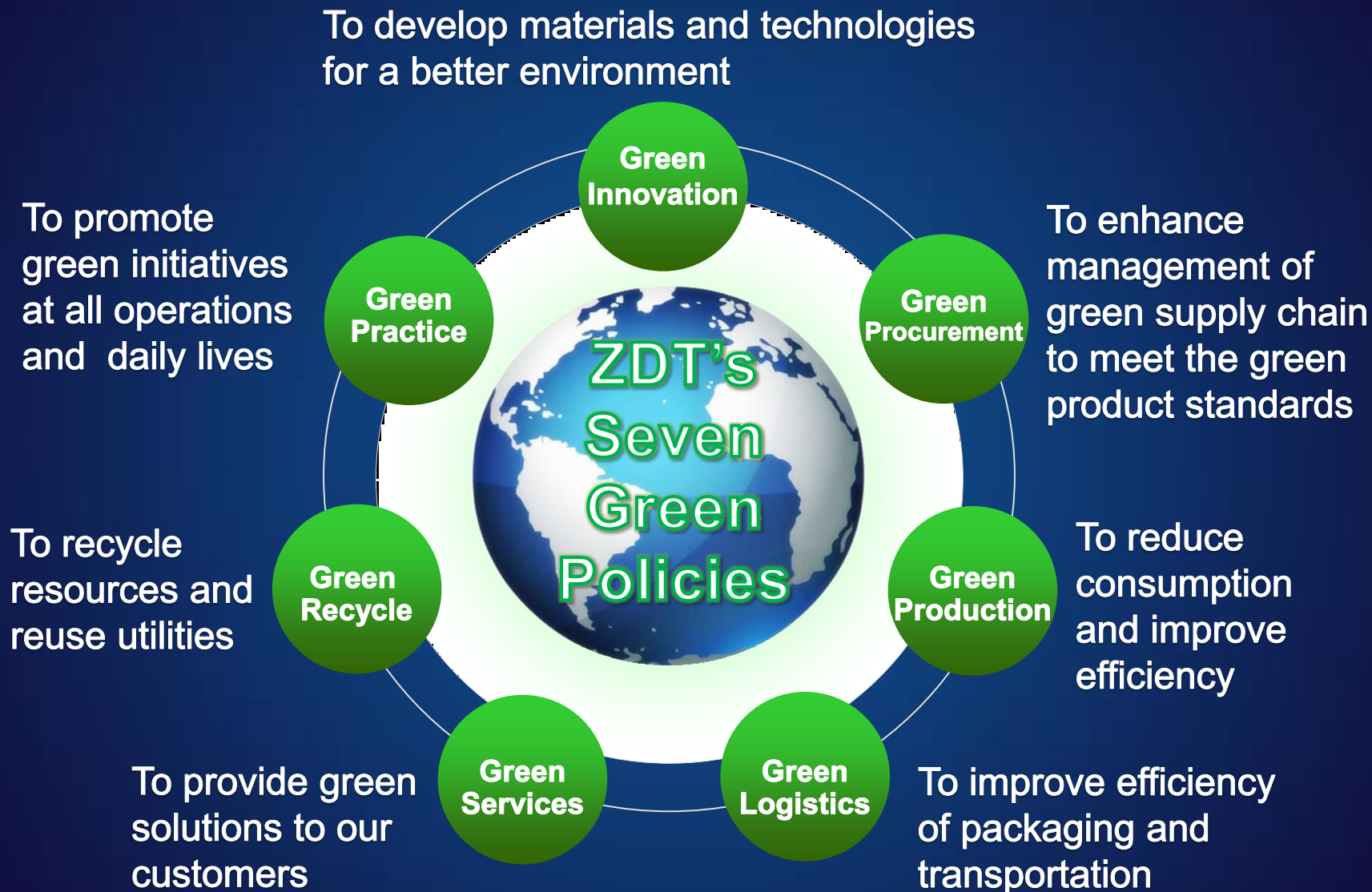
# ZDT's Smart Industry 4.0

Simplification → Automative → Intelligent → Intellectual →





# ZDT's Seven Green Policies



## 5 Awards Received from US Customers

- A supplier goes above and beyond for the environment (APPLE)
- Best greenhouse gas emissions
- Best CSR

## 18 Awards Received in Qinhuandao

- Green factory
- Zero waste certification (ZWP)
- UL platinum certification
- AWS platinum certification



## 27 Awards Received in Shenzhen

- Green factory
- Guangdong green label enterprise
- Guangdong best eco-friendly enterprise
- AWS platinum certification

## 37 Awards Received in Huaian

- Green factory
- Jiangsu green label enterprise
- Huaian best water saving
- AWS platinum certification
- Green supply chain





Publication on March 8, 2018



# Supplier Responsibility

2018 Progress Report



## 供应商责任

2018 年进展报告

对人的责任  
对地球的责任  
进展

5  
26  
39

### A supplier goes above and beyond for the environment.

Avary Holding in Shenzhen, China, has been an Apple supplier for over seven years. Avary strongly supports green initiatives and has worked with Apple to develop programs that go above and beyond what's required by our Supplier Code of Conduct.

While Avary is working towards attaining a Zero Waste certification, they are also extending their impact beyond eliminating landfill waste. Avary has a number of green initiatives occurring in their factory, including investing in systems to recover copper from process waste streams, and establishing industry-leading chemical management practices that protect workers and the environment. As the first graduate of the Clean Water Program in 2016, Avary has achieved an impressive 58 percent wastewater reuse rate, by installing a comprehensive water metering system, optimizing their water consumption for component manufacturing and finding ways to reuse process water for cooling systems, landscaping, and sanitation systems.

Avary's commitment to the environment has not gone unnoticed. As a result of their efforts, the national government, as part of an initiative to promote green manufacturing in China, named Avary as a Green Manufacturing pilot site. In addition, for their water conservation progress, in 2016 Avary was named the first Clean Water Program graduated site in China.

— Source: Apple's Supplier Responsibility 2018 Progress Report

Publication on  
May 15, 2020



In 2019, three Apple supplier sites earned the AWS platinum certification. Among the platinum certified sites are two facilities owned by TSMC and one Avary Holding facility. "We would encourage all manufacturing businesses to pursue AWS certification," said Charles C.F. Shen, chairman of Avary Holding. "Pursuing the platinum certification provided a framework for us to collaborate with the communities and other businesses in the area, and has helped us to integrate water stewardship into our daily operations."

—— Source: Apple's Supplier Responsibility 2020 Progress Report

**AWS (Alliance For Water Stewardship)** is a global membership collaboration comprising businesses, NGOs and the public sector. Its members contribute to the sustainability of local water-resources through their adoption and promotion of a universal framework for the sustainable use of water.



# ZDT's Culture



**Integrity**



**Diligence**



**Responsibility**



**Collaboration & Sharing**  
(No parties, power struggle and corruption)



**Contribution**

# Mission

Technology development, benefit of mankind; environment protection, make the planet a better place

# Vision

Leading the PCB industry for related developments

# Value

Integrity, Responsibility, Innovation, Excellence, and Altruism

Community

Strategic  
Partners

Employees

Customers

Shareholders

Cornerstone for the ZDT's Development

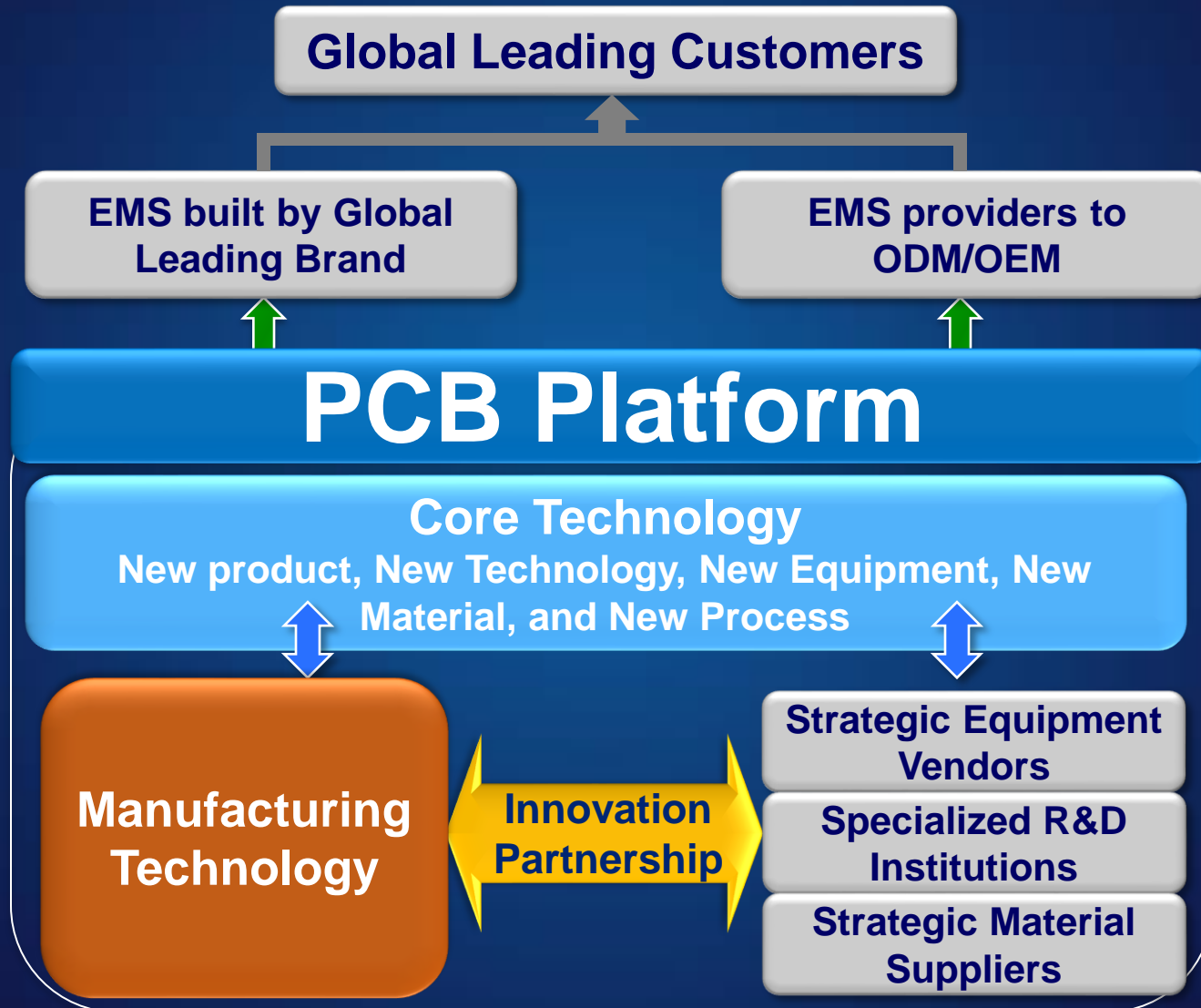


# Management Philosophy

1. Leadership
2. Mission, Vision and Value
3. Business Sustainability
4. Latest Environments and Trend
5. Management Target and Strategy
6. IT-Based Management System
7. Well Organized Company Structure
8. Learning Oriented Organization
9. Corporate Governance
10. Customer Oriented ; Treat Partners Fairly
11. Corporate Social Responsibility
12. Superior Management Team Shared with Same Value

**Concentrate, Devote and Professional**

# Strategic Alliance – Win-Win Innovation Partnership





# Q&A