



家的大小事  
一輩子都是特力的事!



Test Rite Group 特力集團

May 2011

# Table of Contents



- Test Rite Group Strategy & Outlook 集團策略與展望..... 2
- Test Rite Group - Trading Sector 貿易事業..... 8
- Test Rite Group - Retail Sector 零售事業..... 12
- Test Rite Recent Financial Results 財務資訊..... 21

# 1Q11A and 2010 Revenue by BU



## Test Rite International Co., Ltd. (2908)

(NT\$ '000)	1Q11*	1Q10	YoY% chg	2010	2009	YoY% chg
貿易^	3,443,565	2,827,852	21.8%	11,513,995	10,627,889	8.3%
零售 - 特力屋	4,170,084	3,947,677	5.6%	15,041,282	13,531,982	11.2%
零售 - 和樂中國(人民幣/仟元)	198,013	154,644	28.0%	639,816	466,300	37.2%
特力零售集團**	5,184,593	4,743,246	9.3%	18,526,884	15,906,824	16.5%
東隆五金	754,690	718,887	5.0%	3,071,813	2,358,875	30.2%

^根據台灣GAAP, 採購代理事業收入僅以佣金方式認列.

\*\*特力零售集團營收包含特力屋、和樂中國、立威上海及特力屋室內裝修設計(股)

# 2014年集團策略與展望



<b>Vision 願景:</b>	<b>To form a globally integrated enterprise</b> 構築一個全球性整合的企業集團
<b>Goals 終極目標:</b>	<b>Sustainable business growth 業務持續成長</b> <b>Corporate governance 公司治理</b>
<b>Strategy 策略:</b>	<b>Growth through Innovation &amp; Integration</b> 透過創新與整合保持成長
<b>Objectives 目標:</b>	<b>Double group revenue in 5 years</b> 五年倍數成長 <b>Integrate operation</b> 集團整合
<b>Culture 文化:</b>	<b>High Performance 高績效</b> <b>Customer focus 顧客導向</b> <b>Sales oriented 銷售導向</b>

# 集團策略與展望



## Outlook and Opportunities

### • 貿易

- 歐美市場復甦情形
- 傳統貿易與採購代理業務增長
- 品牌代理內銷台灣及中國大陸

### • 零售

- 2011年展店計劃
  - 中國大陸: 增加4-6家店
  - 台灣: 特力屋及和樂各增加1-2家
- 新業態: 特力屋宅修便利購、特力屋好幫手
  - 截至2011年3月底特力屋宅修便利購已有2家據點，預計今年展店至5家



# 集團策略與展望



## Potential Risks

- 新台幣匯率走勢
- 原物料價格變動
- 中國物價變動

# 集團組織架構\*

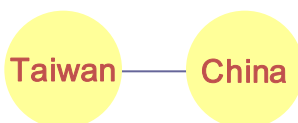


## 零售事業\*

(2010 營收達: USD\$ 585 mn)

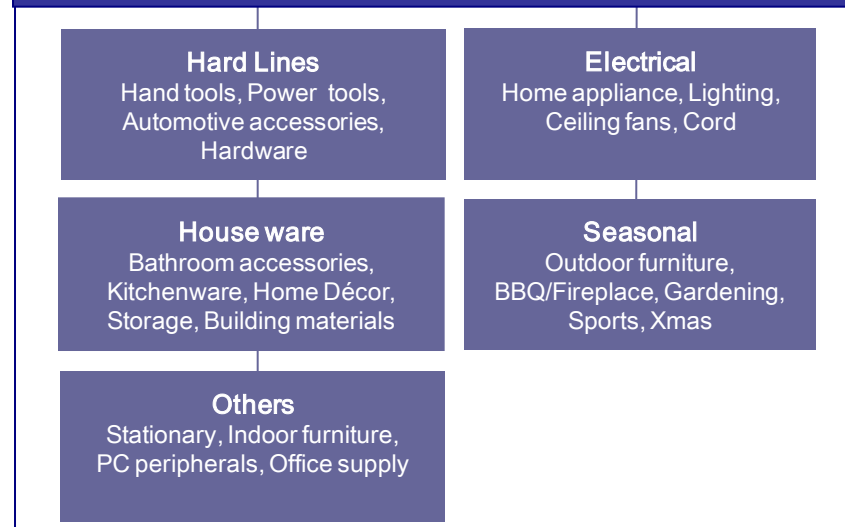


## 涵蓋市場

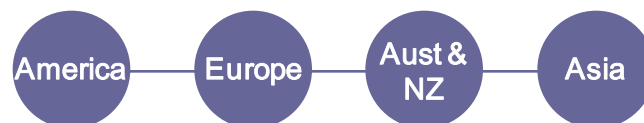


## 貿易事業

(2010 總出貨金額達: USD\$ 442 mn)



## 涵蓋市場



## 其他轉投資事業



\* Store numbers updated as of early May 2011

# Test Rite Group Milestone



- 1978-91 特力成立，成長茁壯
- 1988-00 榮獲沃爾瑪“最佳供應商”獎
- 1993 特力股票於台灣證交所上市(2908TT)
- 1996-98 跨足零售事業Launch of Retail Business  
特力屋 – 與英商Kingfisher集團合資成立B&Q TW  
HOLA 和樂 – “House of Living Art”
- 2000 於上海與深圳設立包裝廠
- 2001 取得國際認同，獲得富比士雜誌“200最佳中小企業”
- 2004 進入中國市場深耕，開設和樂中國第一家門市
- 2006 特力和樂 (2921TT)於櫃買中心掛牌上櫃  
併購東隆五金(OTC listed 8705 TT)
- 2007 內湖大樓售後租回、活化資產  
向Kingfisher集團購回50%特力屋合資股權
- 2009 台灣零售通路:特力屋、和樂、HOLA CASA及僑蒂絲完成四合一整合
- 2010 和樂中國加速拓展據點  
註銷1,480萬股庫藏股





**TRADING SECTOR 貿易事業**  **TEST RITE**

Test Rite Group 特力集團

# Global Worldwide Network



(with local service 26 offices in 16 countries)



## 成長動能

- 採購代理業務 (Michaels, AutoZone, Tractor Supply, AAFES, Topco, Spotlight and Orchard Supply)
- 傳統貿易採購平台遍及全球
- 代理品牌內銷台灣、中國市場(ex. Bissell, Jiou Young, Stanley, etc)

# 貿易事業概況 – Full Year 2010



- 貿易母公司2010年總營業額達新台幣115億元，較2009年約增加8.3%。總出貨金額較2009年增加13.9%，達新台幣140億元
- 傳統貿易出貨金額達新台幣114億元，較2009年約增加8.1%，約佔總出貨金額之81.5%
- 採購代理業務之出貨金額約佔總出貨金額之18.5%，採購代理之佣金收入約為出貨金額之4-6%

## Trading business' monthly sales

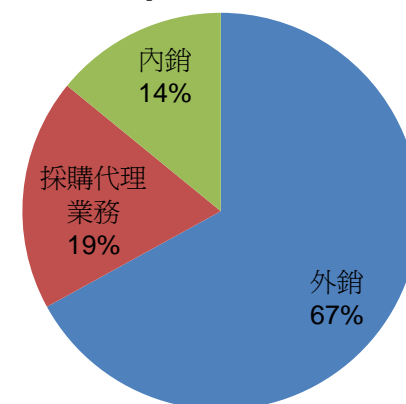
Revenue (NT\$ '000)	2010*	2009	YoY % chg
一月至十二月份營收	11,513,995	10,627,889	8.3%

^ According to Taiwan GAAP, revenue for Agency business is based on commission revenue.

## Shipments value breakdown by segment for Dec and full year 2010

Shipment Value (NT\$ '000)	2010*	2009A	YoY % chg
傳統貿易一月至十二月累計出貨金額	11,400,132	10,542,713	8.1%
採購代理業務一月至十二月累計出貨金額	2,586,475	1,732,618	49.3%
一月至十二月份總出貨金額	13,986,607	12,275,331	13.9%

## 2010 Shipment Breakdown



# 貿易事業概況— 1Q2011



- 貿易事業第一季營收達新台幣33.6億元，較去年同期約增加22.2%。總出貨金額較2010年第一季約增加22.7%，達新台幣39.1億元。
- 傳統貿易出貨金額達新台幣33.6億元，較去年同期約增加21.3%，約佔總出貨金額之86.1%
- 採購代理業務之出貨金額約佔總出貨金額之13.9%

## Trading business' sales

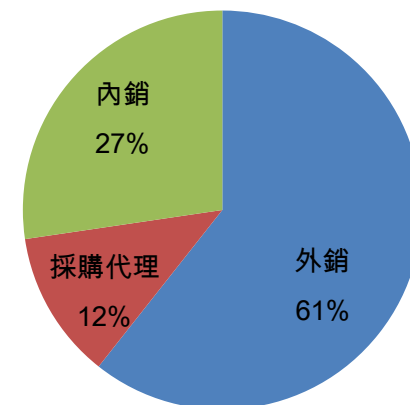
Revenue (NT\$ '000)	2011*	2010A	YoY % chg
Mar Trading Revenue^	1,234,307	933,603	32.2%
1Q Trading Revenue^	3,362,617	2,752,308	22.2%

^ According to Taiwan GAAP, revenue for Agency business is based on commission revenue.

## Shipments value breakdown by segment for Mar and 1Q2011

Shipment Value (NT\$ '000)	2011*	2010A	YoY % chg
1Q11 Principal trading	3,364,615	2,773,312	21.3%
1Q11 Principal Export	2,738,770	2,310,842	18.5%
1Q11 Principal Import	625,845	462,470	35.3%
1Q11 Agency business	543,015	410,492	32.3%
Mar Total shipments	1,434,095	1,059,627	35.3%
1Q11 Total shipments	3,907,630	3,183,804	22.7%

## 1Q11 Shipment Breakdown





超大型家居生活館  
HOME FURNISHING STORE

# RETAIL SECTOR 零售事業

Test Rite Group 特力集團

# Brand values for Test Rite Retail Business Group



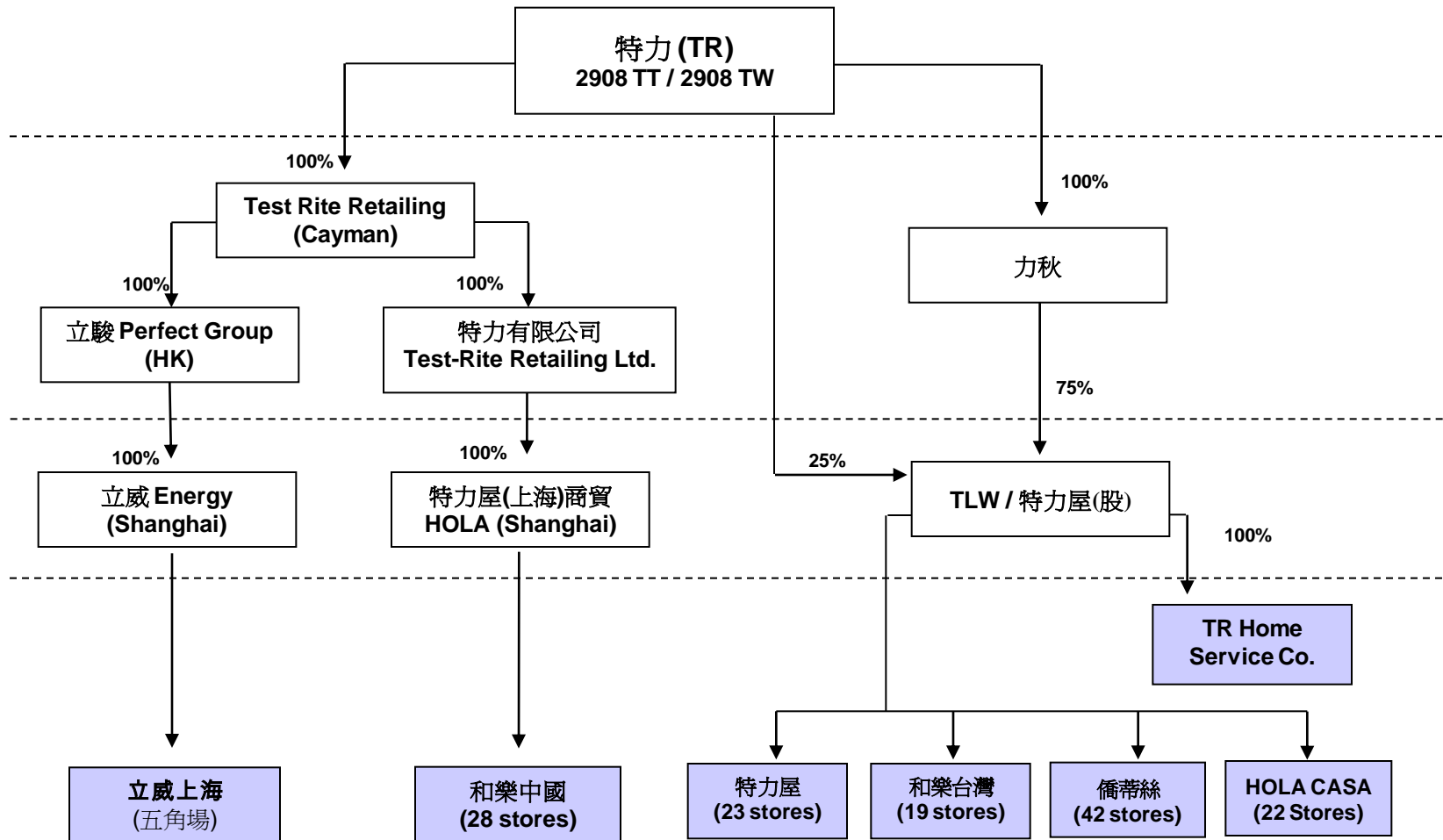
Making all customers' home related items a lifelong business for Test Rite Retail  
家的守護神 – 家的大小事，一輩子都是特力零售的事



低調奢華 輕鬆擁有  
Affordable Indulgence  
物超所值  
Value for Money

Simple to choose	Easy to buy	Exciting experience
---------------------	----------------	------------------------

# Holding structure of TR Retail Group



Store # are as of early May 2011.  Designate Retail Sales Channels

TLW (Formerly B&Q TW) made a tender offer of HOLA TW common shares in June 2009. TLW merged HOLA TW, Freer, and HOMY in Oct 2009. And the scheduled date of 4 in 1 merger is Dec. 31, 2009.

# Growth Driver – Retail Group



**Provide consumers the experience of “affordable indulgence”  
低調奢華的消費體驗**

- **TLW (特力屋) Taiwan**
  - 2010年跨足居家修繕服務市場
  - 轉型提供居家裝修之全面服務
  - 特力屋宅修便利購拓展社區市場
- **HOLA**
  - 和樂台灣開設店中店提升整體坪效，2011年將持續拓展新店
  - 和樂中國2011年計劃展店4-6家

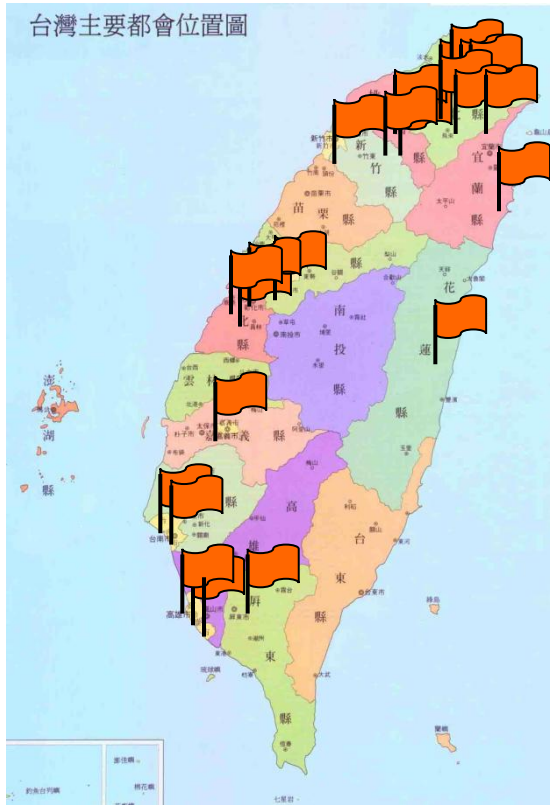
## **Trading/Retail Synergy**

- 整合貿易及零售集團



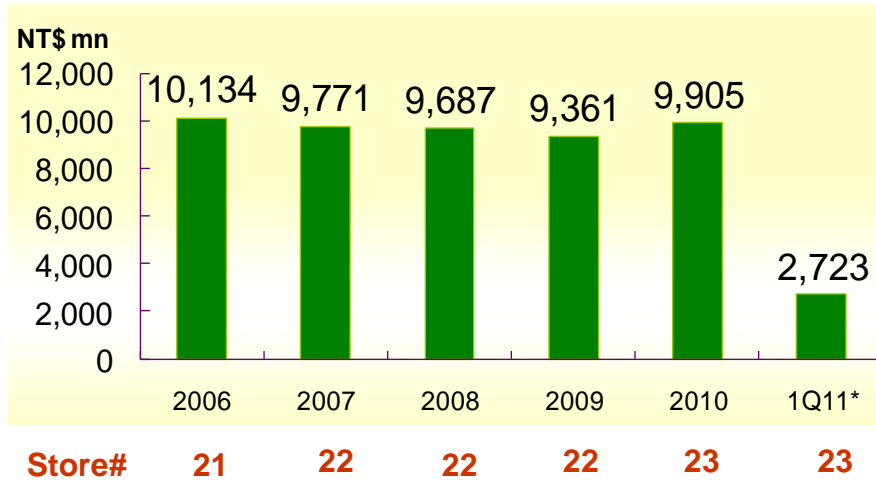


## Store Locations



- 台灣DIY市場領導品牌，市占率約達到30%
- 開拓特力屋好幫手、特力屋Plus等新服務業務型態發展機會
- 2010年營收成長 5.8%，毛利率約為34.2%

### Net Sales

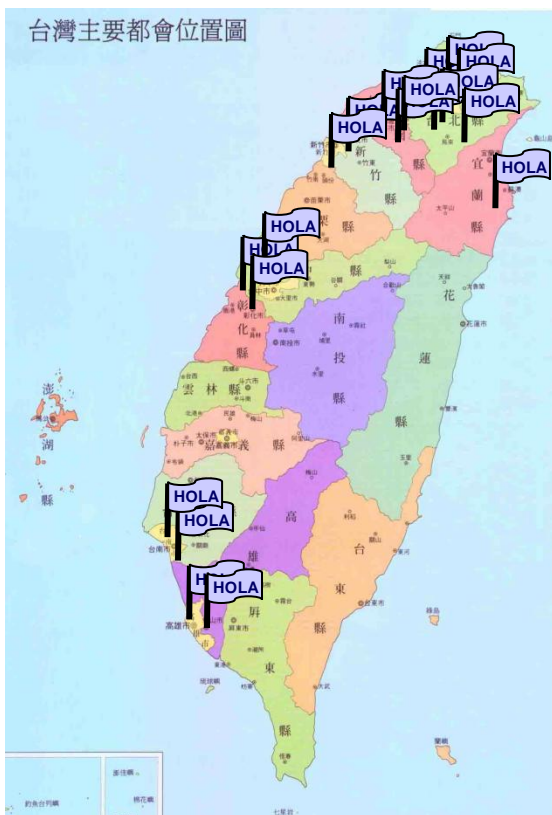




# Hola TW Business update

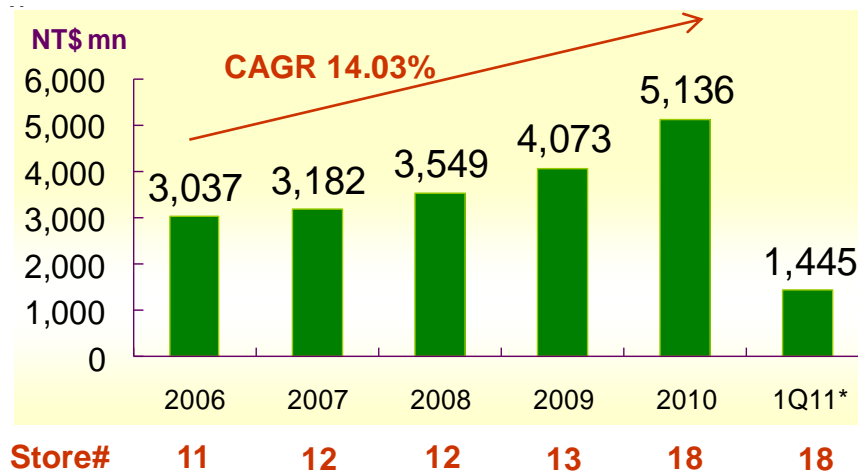


## Store Locations



- 台灣居家裝飾零售通路領導品牌，目前共有**19**家據點
- **2010**年以特力屋店中店型式拓展**4**家分店，提升整體坪效
- **2006-2010**年營收複合成長率達**14%**，**2010**年毛利率為**38.8%**

### Net Sales



# Hola China – Revenue 2006-1Q11

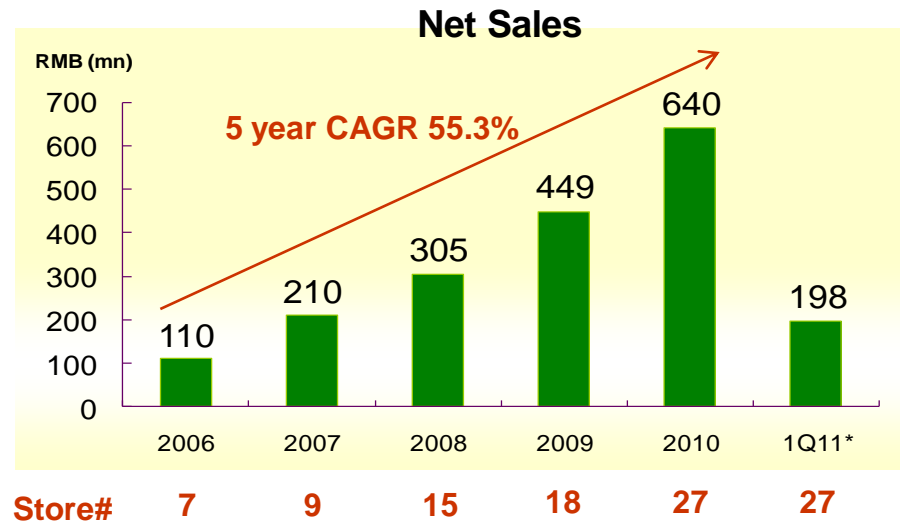


## HOLA China (Private – 100% held by Test-Rite)

**HOLA 特力屋** 超大型家居生活馆  
HOME FURNISHING STORE



- 截至2011年4月底，和樂中國共有**28**個實體通路
- 2011年第一季營收達人民幣**1.98**億元，較去年同期成長**28.1%**
- 2011年第一季開店一年以上之同店營收年成長**18.1%**



# Hola China business update



- Total number of stores targeted to reach 50-60 by end of 2014, and develop alternative sales channel.

2014年目標為拓展至50-60家通路，並思考開發其他經銷通路

- Added 1 store in Beijing in 2011 and 9 stores 2010; minimum of 3-5 additional stores planned for 2011.

2010年和樂中國累計展店9家，2011年已展店一家，2011年再計劃展店4-6家

- Revenue for 2010 totaled RMB 640 mn, up 37.2% YoY, and losses reduced by 25% to NT\$ 208 mn.

2010年營業額達人民幣6.4億元，較2009年增加37.2%，全年淨損減少25%至新台幣2.08億元

# Hola China business update cont'd



- 1Q11 revenue increased 28% YoY to RMB 198 mn. Same store sales was up 18% YoY.  
第一季營收達人民幣1.98億元，開店一年以上之同年營收年成長18%
- 1Q11 loss was down 6.4% YoY to NT\$ 44 mn – 5th consecutive quarter of lower YoY losses.  
第一季淨損下降6.4%至新台幣4千4百萬元，虧損連續五個季度減少
- 16 out of 27 stores were at breakeven in 1Q11; 12 stores out of total 27 were profitable at store level by end of 2010. Hola China turn profitable on a monthly basis for the first time in Dec-09.  
2010年全年共有 12家店獲利，2011年第一季有16家店獲利。 和樂中國於2009年12月首次達成單月獲利



HOME

# TEST RITE RECENT FINANCIAL RESULTS 財務資訊

Test Rite Group 特力集團

# Test Rite 2010 Financial Results



## Test Rite International Co., Ltd. (2908) – parent only

### P&L for 2010 & 2009 (parent only)

(NT\$m)	2010	2009	% chg
Turnover	11,514	10,628	8.3%
Gross profit	2,233	1,961	13.9%
Operating profit	222	167	32.9%
Non-operating income/loss	395	(1)	n.a.
Pre-tax profit	617	166	271.7%
Net profit	487	137	255.5%
EPS	1.01	0.31	225.8%
Net profit ex. one time charge	549	137	300.4%
EPS ex. one time charge	1.13	0.31	265.7%
Net profit ex. one time charge & FX	394	(12)	n.a.
EPS ex. one time charge & FX	0.81	(0.03)	n.a.
Gross margin	19.4%	18.5%	
Operating margin	1.9%	1.6%	
Pre tax margin	5.4%	1.6%	
Net profit margin	4.2%	1.3%	

### Breakdown of Non-operating income (loss)

(NT\$m)	2010	2009	% chg
Trading Subsidiaries	(166)	(261)	-36.4%
Retail Subsidiaries			
- TLW	477	327	45.9%
- Hola China	(208)	(277)	-24.9%
- Life 1 Plaza	(78)	(166)	-53.0%
Subtotal: Retail Subsidiaries	191	(116)	n.a.
Tong Lung Metal	135	132	2.3%
Other LT Investments	152	76	100.0%
FX Gain/(Loss)	155	149	4.0%
Interest net amount	(69)	(73)	-5.5%
Others	(3)	92	-103.3%
Subtotal of Non-Operating income / loss	395	(1)	n.a.

# Test Rite 2010 Financial Results



## Test Rite International Co., Ltd. (2908) – parent only

### B/S (Parent only) 2010 and 2009

(NT\$ mn)	2010	2009	%chg
Cash & Equivalents	237	298	-20.6%
Current Assets	3,586	3,624	-1.1%
Net PP&E	609	623	-2.2%
L/T Investments	9,641	8,924	8.0%
Total Assets	14,582	13,993	4.2%
S/T Debts	0	233	-100.0%
Current Liability	1,574	1,761	-10.6%
L/T Debts	4,820	3,967	21.5%
Total Liabilities	8,242	7,958	3.6%
Shareholders Equities	6,340	6,035	5.0%
Current Ratio (%)	228%	206%	
Net Debt/Equity (%)	72%	65%	
Total Liab/Assets (%)	57%	57%	

### C/F (Parent only) of 2010 and 2009

(NT\$ mn)	2010	2009	% chg
Operating CF	312	561	-44.4%
Investment CF	(1,017)	(197)	417.0%
Financing CF	644	(521)	n.a.
Net Cash Flow	(61)	(156)	-60.6%
Cash at beg. Year	298	454	-34.4%
Cash at end Year	237	298	-20.6%



# Test Rite 2010 Financial Results



## Test Rite International Co., Ltd. (2908) - Consolidated

### Consolidated P&L for 2010 & 2009

(NT\$m)	2010	2009	% chg
Turnover	32,608	29,048	12.3%
Gross profit	9,685	8,340	16.1%
Operating profit	871	406	114.6%
Non-operating income/loss	1	(19)	n.a.
Pre-tax profit	872	387	125.2%
Net profit	620	233	165.7%
Less: minority shareholders	133	97	38.0%
Net profit for Test Rite	487	137	255.9%
EPS (NT\$)	1.01	0.31	225.8%
Gross margin	29.7%	28.7%	
Operating margin	2.7%	1.4%	
Pre tax margin	2.7%	1.3%	
Net profit margin	1.9%	0.8%	

### Consolidated B/S for 2010 & 2009

(NT\$ mn)	2010	2009	%chg
Cash & Equivalents	1,111	1,320	-15.8%
Current Assets	9,877	8,968	10.1%
Net PP&E	6,408	6,205	3.3%
L/T Investments	210	221	-5.0%
Total Assets	23,171	22,222	4.3%
S/T Debts	2,881	3,351	-14.0%
Current Liability	8,580	8,464	1.4%
L/T Debts	5,988	5,349	11.9%
Total Liabilities	16,438	15,775	4.2%
Shareholders Equities	6,734	6,447	4.4%
Current Ratio (%)	115%	106%	
Net Debt/Equity (%)	115%	114%	
Total Liab/Assets (%)	71%	71%	

# Test Rite 1Q11 Financial Results



## Test Rite International Co., Ltd. (2908) – parent only

### P&L for 1Q11 & 1Q10 (parent only)

(NT\$m)	1Q11	1Q10	% chg
Turnover	3,444	2,828	21.8%
Gross profit	641	559	14.7%
Operating profit	45	48	-6.3%
Non-operating income/loss	224	224	0.0%
Pre-tax profit	269	272	-1.1%
Net profit	258	242	6.6%
EPS	0.51	0.50	2.0%
Net profit ex. one time charge	312	242	29.0%
EPS ex. one time charge	0.62	0.50	23.1%
Net profit ex. one time charge & FX	251	152	65.3%
EPS ex. one time charge & FX	0.50	0.31	57.6%
Gross margin	18.6%	19.8%	
Operating margin	1.3%	1.7%	
Pre tax margin	7.8%	9.6%	
Net profit margin	7.5%	8.6%	

### Breakdown of Non-operating income (loss)

(NT\$m)	1Q11	1Q10	YoY % chg
Trading Subsidiaries	(40)	(47)	-14.9%
Retail Subsidiaries			
- TLW	233	230	1.3%
- Hola China	(44)	(47)	-6.4%
- Life 1 Plaza	(9)	(32)	-71.9%
Subtotal: Retail Subsidiaries	180	151	19.2%
Tong Lung Metal	21	24	-12.5%
Other LT Investments	43	13	230.8%
FX Gain/(Loss)	61	90	-32.2%
Interest net amount	(17)	(17)	0.0%
Others	(24)	10	-340.0%
Subtotal of Non-Operating income / loss	224	224	0.0%

# Test Rite 1Q11 Financial Results



## Test Rite International Co., Ltd. (2908) – parent only

### B/S (Parent only) 1Q11 and 1Q10

(NT\$ mn)	1Q11	1Q10	%chg
Cash & Equivalents	173	116	49.4%
Current Assets	4,504	3,755	20.0%
Net PP&E	608	617	-1.4%
L/T Investments	9,860	9,338	5.6%
Total Assets	15,701	14,541	8.0%
S/T Debts	206	683	-69.9%
Current Liability	2,107	2,246	-6.2%
L/T Debts	4,653	3,908	19.1%
Total Liabilities	8,561	8,250	3.8%
Shareholders Equities	7,140	6,291	13.5%
Current Ratio (%)	214%	167%	
Net Debt/Equity (%)	66%	71%	
Total Liab/Assets (%)	55%	57%	

### C/F (Parent only) of 1Q11 and 1Q10

(NT\$ mn)	1Q11	1Q10	% chg
Operating CF	(571)	(200)	185.4%
Investment CF	(16)	(373)	-95.7%
Financing CF	524	391	33.8%
Net Cash Flow	(64)	(182)	-65.1%
Cash at beg. Year	237	298	-20.6%
Cash at end Year	173	116	49.4%



家的大小事  
一輩子都是特力的事!

Thank you!



Test Rite Group 特力集團