

BizLink Holding Inc

3665.TT

Investor Presentation

4Q 2021 Version

March 2022



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Presentation Agenda

01 About BizLink

02 Why BizLink

03 Key Financials

04 ESG & Awards



BizLink

At a glance

5 core values
Integrity, Customer Orientation, Teamwork
Environment, and Innovation



- ODM capabilities with **in-house** design, NPI, production, and testing
- Focused on commercial, and **industrial** markets and applications
- Superior at high-mix-low-volume & high-volume-low-mix



- A leading technology contributor and an **ESG** player by **2025**
- To enhance life and protect our environment through innovative, high-quality products and service solutions
- Tightly-integrated operations across **four major regions** worldwide



- **HQ in Fremont** – Silicon Valley mindset on a global scale
- **Five co-founders** continue to be deeply involved in daily operations
- Decades-long business partnerships for first-mover advantages

Bridging the divide with”
the Silicon Valley.

What makes us Different

01 Culture

- Silicon Valley Mindset: Innovation, Flexibility, Speed, Competence, and Out-of-the-Box Thinking
- Global, Long-Lasting Partnerships with Customers

03 Support

- High Flexibility
- Quick Response
- Customer-Oriented

02 Product

- Forerunner in IT, EV, EA, and Optical industries
- Leverage capabilities and experience across regions and industries to address wider range of emerging applications

04 Manufacture

- One-stop shop: from design to mass production
- Automated manufacturing capabilities

Our story 25+ years in the making

1996

Founded BizLink as an IT & CE interconnect focused business



2011

Listed on the TWSE (3665.TT)



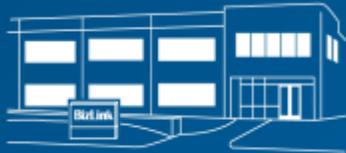
2019

- Received SGS Assurance for CSR report
- Rated Low-Risk by Sustainalytics
- Ranked in Top-5% in TWSE Corporate Governance



2021

- Announced INBG¹ M&A: to boost Industrial sales exposure
- Recategorized segments to highlight LT strategies
- Won recognition for IR efforts: Technology



1997

Founded Fremont, CA (USA) Headquarters



2017

Entered EA interconnect business via M&A



2020

- Entered System Integration business via M&A
- Green Revenues surpassed >10% of total annual sales
- Rated Low-Risk by FTSE-Russell



Product Timeline

- 1999 – Auto
- 2000 – Optical
- 2001 – Industrial
- 2002 – Medical
- 2008 – Solar power
- 2014 – 4K2K docking stations
- 2019 – 400G QSFP-DD cables

Note:

1. Industrial Solutions business group of LEONI AG (“LEONI Industrial Solutions”)

Global Footprint network



4 major regions globally
Total 32 sites



About 14,300 Employees
as of Feb 2022

Investment case: Our long-term value

Past



- Progressing from a company with high IT&CE sales exposure and **regional** production dependence...

Now



- ...To a **global** enterprise with diversified **product segments** and a diversified **manufacturing footprint**

Key rationale



- Maximizing **flexibility** and minimizing response time
- **Diversifying** for LT competitive advantage as well as continuing to proactively innovate across markets
- Boosting **secular** exposure to drive future growth: Semi-cap, Energy, Data-centers, and EV + Charging
- Integrating **sustainability** into LT business planning and goal setting to share global responsibility of creating a better future for all stakeholders

4 product segments: Long-term catalysts

% of sales	'19	'20	'21
Industrial	12%	16%	19%
<i>Secular as % of Industrial</i>	<i>> 25</i>	<i>> 55</i>	<i>> 65</i>
IT & DataComm	46%	41%	34%
<i>Secular as % of IT</i>	<i>> 5</i>	<i>> 10</i>	<i>> 20</i>
Automotive	16%	16%	17%
<i>Secular as % of Auto</i>	<i>> 35</i>	<i>> 50</i>	<i>> 55</i>
Electrical Appliance	25%	25%	28%

Secular Drivers have grown from 10-15% of 2019 sales to 20-25% of 2020 sales, and are nearly **30%** of 2021 sales with upside left to grow

Note:

1. Industrial Solutions business group of LEONI AG ("LEONI Industrial Solutions")
2. High mix low volume
3. High volume low mix



Industrial

- **Business nature:** **HMLV²** – includes Semiconductor Capital Equipment, Medical, Energy, and Robotics
- **Solutions:** cable assembly, wire harness, box build, system integration, connectors
- **Strategy:**
 - Tap into infrastructure capex trends given under-spend during 2020-2021
 - INBG¹ M&A to expand capabilities and grab more opportunities sooner
- **Regions:** all 4 regions, varying degrees
- **Secular:** Semi Cap + Energy (generation and storage)



IT & DataComm

- **Business nature:** **HVLM** – includes Data-center, Docking & Dongle, and AR/VR
- **Solutions:** cable assembly, wire harness, PCB, finished goods, connectors
- **Strategy:**
 - Tap into distributed environment: lower docking, higher data-center
 - Use in-house expertise + resources to co-work with other segments
- **Regions:** North Asia + South Asia
- **Secular:** Data-Center



Automotive

- **Business nature:** **HVLM³** – includes Electric Vehicle, Charging, Offroad, and Truck
- **Solutions:** cable assembly, wire harness, charging gun/kit, electronics, connectors
- **Strategy:**
 - Target selective consumer & commercial EV opportunities
 - Raise technical & service offerings to tap into higher-value businesses
- **Regions:** North Asia + North America
- **Secular:** Electric Vehicles + Charging

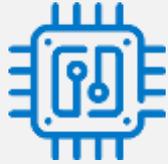


Electrical Appliance

- **Business nature:** **HVLM** – mainly tier-one European brand names, including UK and Germany-based major customers
- **Solutions:** cable assembly, wire harness, systems, electronics, connectors
- **Strategy:**
 - Increase mix of premium projects
 - Partner w/high growth potential small- to mid-sized customers
 - Further tweak European operations
- **Regions:** North Asia, Europe

4 secular drivers: Semi-Cap, Energy, Data-Center, and EV plus Charging

Capture Long-term growth



Semi Cap

Unprecedented rise in demand from an increase in silicon dollar content per device from multiple suppliers in multiple industries. Localization efforts are an additional driver.



Industrial 4.0

Factory automation and digitalization drives rising complexity and demand for robotic interconnect solutions. IoT and energy infrastructure are additional drivers.



Data

Increased data and higher transmission speed needs from smart devices are driving significant growth in data centers. Data-centers to need robust power solutions.



Auto electrification

Internal combustion engine vehicles slowly being replaced by battery electric vehicles with growing data, power, and signal needs to support a computer-on-wheels future.



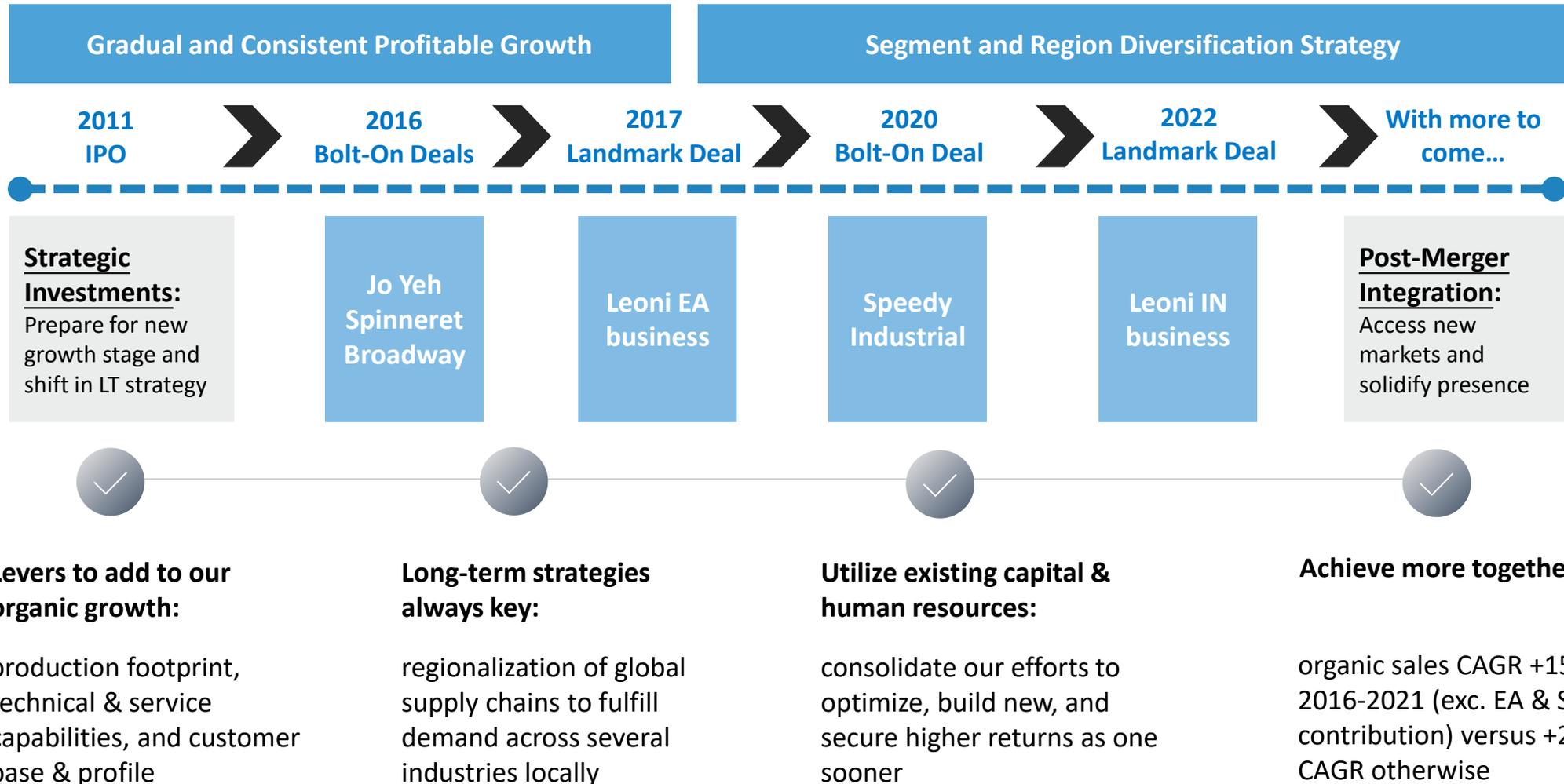
Healthcare

The enablement of AI, machine learning, and advanced diagnostics to boost demand for interconnect solutions, including for imaging, in-body, and aesthetics applications.

Technology trends further fuelled by digitalization and the need for greater reliability, security and efficiency in data and energy transmission

Strategic opportunities to Complement growth

BizLink's proven execution track record and strong management team to drive significant long-term value creation for all stakeholders



BizLink 4.0

Industrial Solutions M&A

Synergies to be gradually realized across revenues and costs (COGS + OpEx) as well as manufacturing and supply chain as integration activities progress

FY20 Sales
~ \$ 764m

FY21 Sales
~ \$1,024m

Employees
~ 11,300

Mainly in Asia with some in North America & Europe

Main is in IT with EA second largest but with Auto and Industrial gradually catching up

Markets/BU ²	FY20	FY21
Industrial	16%	19%
IT DataComm	41%	34%
Automotive	16%	17%
Electrical Appliance	25%	28%

BizLink + INBG

Expect earnings accretion immediately upon consolidation with room to grow over time as full potential of combined teams grab more opportunities sooner

Addition of INBG's technical capabilities and leading market position within Industrial to greatly enhance our combined offerings

Greatly diversify regional exposure for a truly global market presence – strengthen activities and leverage our capabilities together

Greatly diversify market exposure from heavy-IT to heavy-Industrial – take advantage of coming wave of infrastructure spending

FY20 Sales
~ € 432m

FY21 Sales
~ € 541m

Employees
~ 3,000

Mainly in Europe with some in North America & Asia

Main is in Industrial with light exposure to IT and to Auto

Markets/BU	FY20	FY21
Tailor-made Products	19%	17%
Silicone	19%	22%
Telecom Systems	10%	9%
Healthcare	19%	18%
Robotic Solutions	14%	13%
Automation & Drives	19%	21%

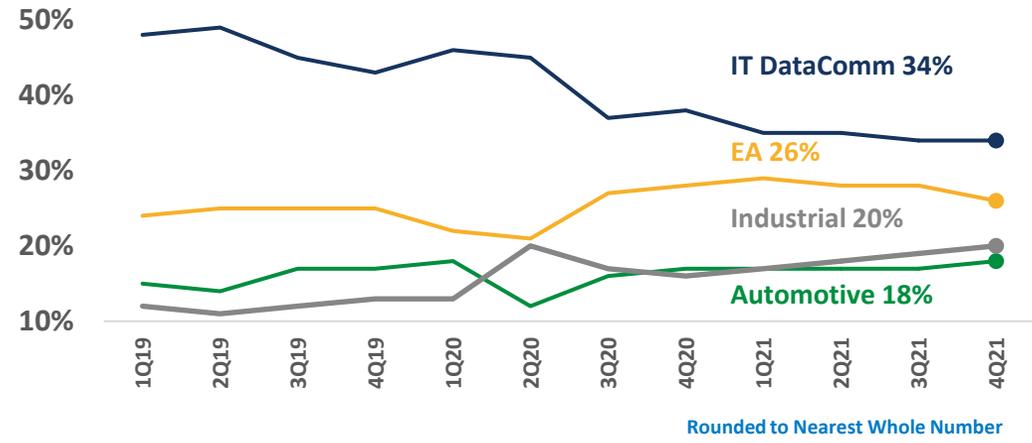


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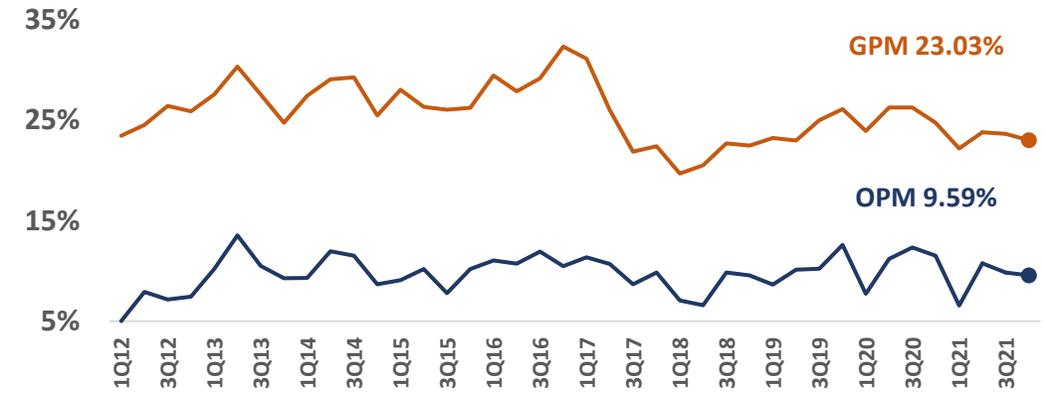
1. Industrial Solutions business group of LEONI AG ("LEONI Industrial Solutions")
2. Others was 2% of sales

Key Financials

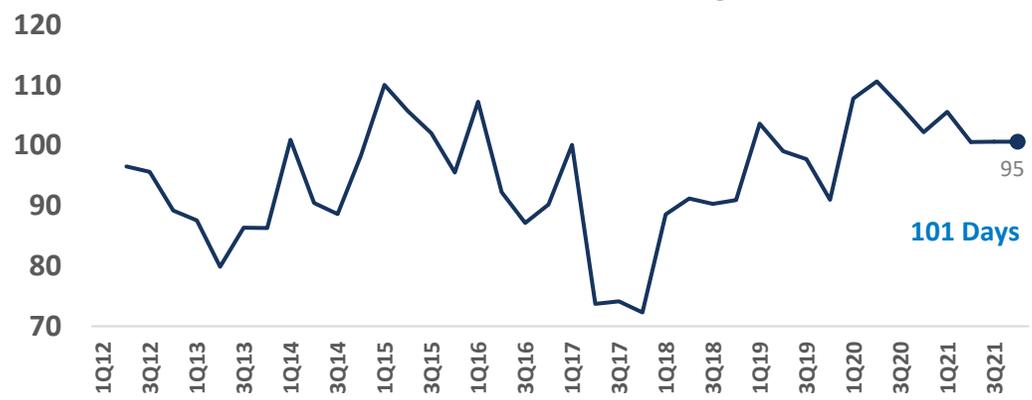
Product Segment Sales Mix



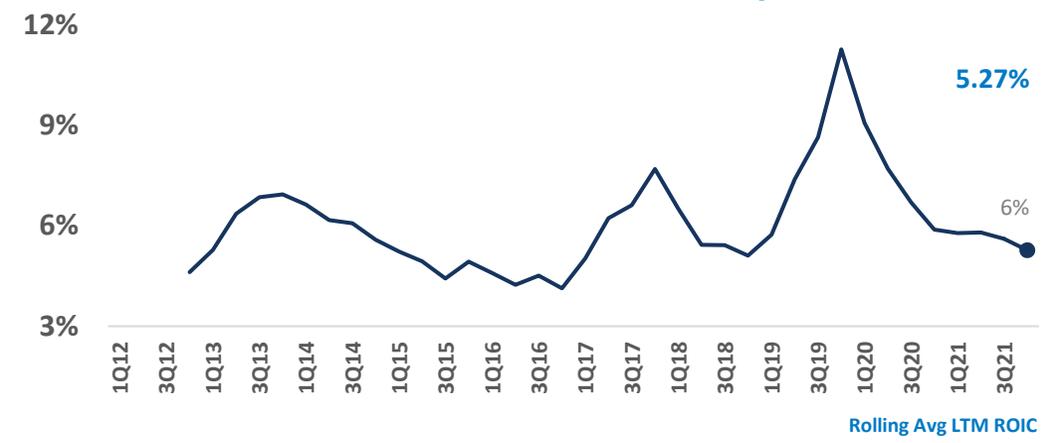
Gross and Operating Margins



Cash Conversion Cycle



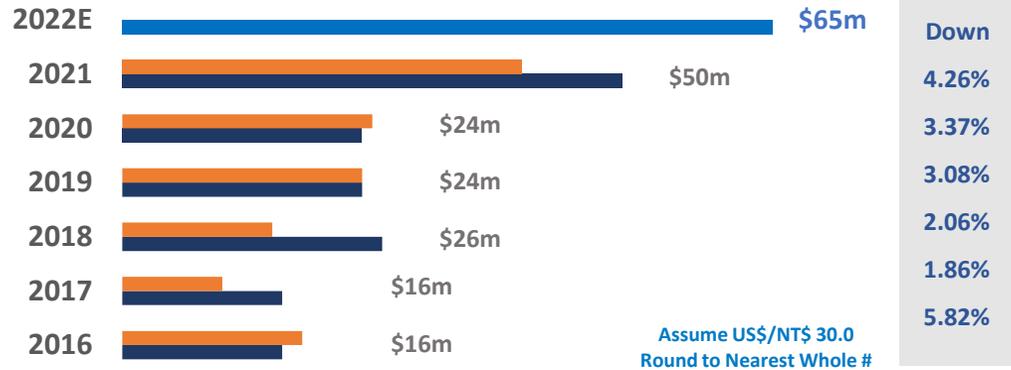
Return on Invested Capital



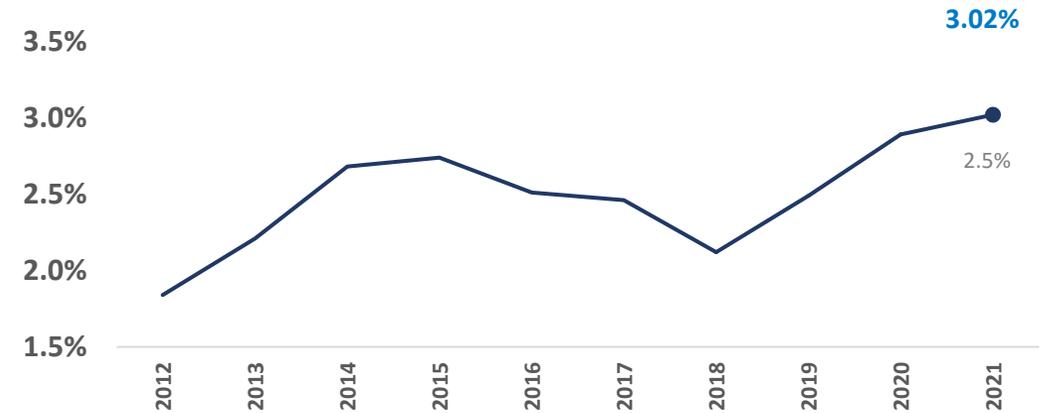
Key Financials

Capital Expenditures

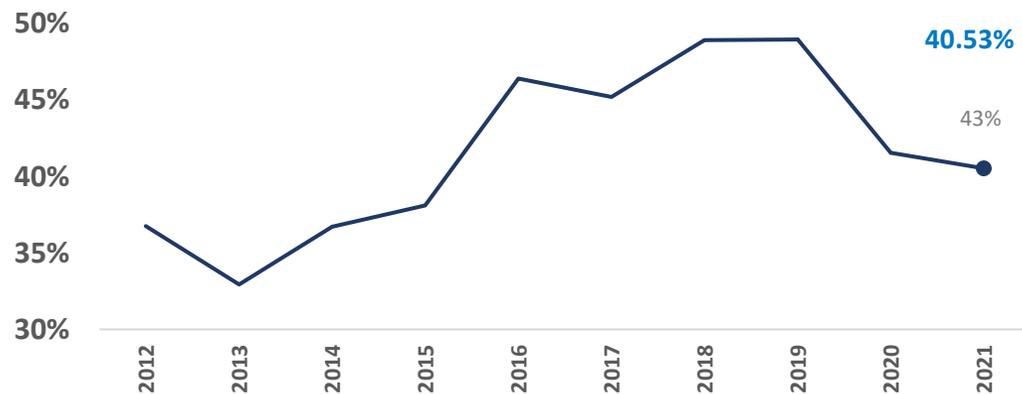
Budget vs Actual



R&D to Sales Ratio



Liability to Asset Ratio



Dividend Payout Ratio



E

Energy generation & conservation

- Bolster carbon emission reduction and energy conservation measures plus raise **energy** utilization efficiency
- Expanded scope of **environmental** data collection and analysis from 9 sites in China in 2019 to all 17 in 2020
- Production lines are currently mainly based on **dry** assembly processes and most consume local sources only
- **Renewable** energy generation: introduce at more sites in coming years, Malaysia & Fremont up and running

S

Social empowerment & improvement

- Continued **donations** to financially support charitable organizations & research efforts that align with our values
- Comply with local laws and regulations, **support** related international standards, and sustain no controversy status
- Increase involvement with local communities through various **activities** to solidify and improve relationships
- Ongoing education and training of global staff to identify talents, prepare **successors**, and broaden skill pool

G

Governing for sustainable excellence

- Board **Oversight** to strengthen their performance: Audit, Remuneration, and Corporate Governance committees
- Annual TWSE **Corporate Governance** evaluation: continue to be ranked in Top-20% of companies (or better)
- All staff sign Statement of Integrity and Ethical Standards, "**Code of Conduct**" formed to bolster our values
- Global Sustainability Center (GSC): enforces "**zero accident**" policy across sites for optimal working environment

BizLink

Corporate LT strategies

- Long-term strategies: reduce supply shocks from climate change and natural disasters, reduce carbon footprint
- Secular drivers: **Green Revenues** (EV, Charging, Energy) to continue to grow as percentage of total annual sales
- Maximize **transparency** and accessibility of info, set goals and strategies to achieve them, and share progress
- Open **communication** channels for all stakeholders to obtain feedback, improve, and to realize our full potential

Sustainability Achievements in 2020

Our commitment to corporate sustainability creates long-term value for BizLink and our stakeholders by helping us ride the green wave, mitigate climate risks, reduce costs, and build brand value.

Scan QR Code or View CSR Reports:



www.bizlinktech.com/about/corporate



Malaysia Site:
Nearly 500MWh of Solar Energy Generation Contributed Annually (2020-2021)

Social Contribution

- Green Plants Growth **3851 tree(s)**
- Emission Reduction **1405.77 Ton**
- Bulb Usage **1 Hundreds of millions Hour**

Generation(Annual)

Yearly Production **479.63 MWh**



as of Dec 22, 2021



3.71%

Net Income Increased



32%

GHG Intensity Reduction



20%

Water Consumption Intensity Reduction



9%

Energy Consumption Intensity Reduction



20%

Corporate Governance Rated in the Top 20%



93%

Customer Satisfaction



6%

Charitable Donations Increased

ESG Awards & Recognition

- BizLink began publishing **CSR** report in 2017 and received **SGS Assurance** starting 2018
- An **ESG summary** is available on our website. It will help the market to readily understand our efforts in becoming an ESG player by 2025
- **Global Sustainability** Center and **Digital Transformation** Office have been set up to ensure proper steps are taken and to measure our performance

<p>Sustainalytics 2021 Evaluation – Rated as a Low Risk Company</p>	<p>Newsweek – 2022 America’s Most Responsible Companies #186</p>	<p>FTSE Russell 2020 Evaluation – Rated as a Low Risk Company</p>
<p>Taiwan Stock Exchange – 2020 Corporate Governance Top 6% - 20%</p>		<p>TWSE 2021 Taiwan Indices – Corporate Governance 100 (effective 7/16/2021)</p>
<p>AsiaMoney – 2019-2021 Outstanding Companies – Taiwan Automobiles & Components Sector</p>	<p>IR Magazine – 2021 Greater China Best in Technology</p>	<p>Philips – 2020 Sustainability Gold Award</p>