

1. BUSINESS OVERVIEW

In 2015, the global economy remained sluggish amid weak industrial production, trading activities and market demand. Moreover, emerging economies did not perform any better. The US interest rate hike, together with decreasing international oil prices and material prices have created structural economic issues. Governments and central banks have supported economic growth through further quantitative easing and facilitated consumer spending through depreciation. However, these measures have heightened the uncertainties and risks in global economies. During the year, while the PRC recorded a 6.9% growth in GDP, it was the lowest expansion in 25 years. The slowing economy in the PRC, together with its government's policies to reduce production capacity and inventory, as well as to deleverage, have added pressure to the global economy which has already suffered from continuous deflation. On the contrary, the economy of Vietnam was booming during the year with GDP growth of 6.7%, its highest in 5 years. Following the decrease of bulk commodity and energy prices, inflation rate remained at a historical low of 0.6%. Further opening its economy, Vietnam has joined several regional economic organisations, and signed a number of Free Trade Agreements (FTA), which can boost foreign direct investment (FDI). Meanwhile, export trade brought about by FDI has recorded growth for years, thus creating considerable trade surplus, and helping to stabilise the Vietnam Dong exchange rate to the US dollar. Low inflation, high economic growth and increasing consumer spending also benefited the market demand of Vietnam.

During the year under review, while revenue only increased slightly by 0.7% to US\$327,821,000, but gross profit surged around 37.6% to US\$60,703,000, with gross profit margin up from 13.5% to 18.5%. The Group also recorded a net profit after tax of US\$11,830,000, compared to a loss of US\$2,928,000 last year, and net profit margin also grew from -0.9% to 3.6%. The profit growth was attributable to: 1) Alternative energy solutions as investment in a cogeneration factory of Vedan Vietnam in 2014 started to bear fruit since March 2015. 2) The Group strategically extended its supply chain and diversified its sources in light of lower international material prices, and stabilised and reduced the material costs accordingly. 3) The efforts to improve production efficiency have started to yield results as well.

Reviewing the Group's business in 2015, markets in Vietnam and the US recorded growth but in Japan the market notably receded. Benefitting from a recovering local economy, and with the enhanced competitiveness of the Vietnam factory, sales of both MSG, and fertiliser and feed products reported growth in Vietnam market. As anti-dumping duties were imposed in the US during the year, the sales of MSG from Vietnam to the US market have recorded notable growth. In terms of product, in contrast to the improvement in MSG, other products, except for modified starch, generally remained at a similar level to 2014. Sales of modified starch dropped because the Group focused on the strategy of maintaining profitability to boost product margin and re-integrated its product strategies. Such procedure would drag down revenue in the short-term, but can benefit long-term development and revenue of this series.

一、業務總覽

二零一五年由於工業生產、貿易及實質需求疲弱，全球經濟低迷。再加上新興市場景氣不振，隨著美元的升息，國際原油、原物料價格的下跌，結構性問題紛紛出現。各國透過進一步貨幣寬鬆、貶值手段刺激消費來支撐經濟成長，更加重全球經濟發展的不確定性和風險性。雖然期內中國國民生產總值(GDP)成長6.9%，但是亦創25年來新低。因應中國經濟成長放緩、政府採取降產能、去存貨、去槓桿等手段，也加重全球經濟受到持續性通貨緊縮的壓力。相對的，越南期內有良好的經濟表現，GDP成長6.7%為最近5年新高，由於大宗物質商品及能源價格下跌，通貨膨脹率僅0.6%為歷年來最低。越南近年來積極加入各區域經濟組織，並已簽訂多項自由貿易協定(FTA)，不僅有助於外國直接投資(FDI)的成長，同時由外資帶動出口持續多年的成長，也帶來可觀的貿易順差，有利於越南盾兌美元的穩定。由於低通膨、高經濟成長率，消費者實質所得提高，有助於越南市場需求的增長。

期內營收雖僅微幅增長0.7%，金額為327,821,000美元，但毛利比去年同期大幅提升約37.6%達60,703,000美元，毛利率由13.5%上升至18.5%，稅後淨利由虧損2,928,000美元轉成獲利11,830,000美元，淨利率由-0.9%變成3.6%。獲利顯著增長有下列幾個因素：1) 二零一四年投資於越南汽電共生廠的能源替代方案已於二零一五年三月起發揮預期效益。2) 國際原物料走低趨勢，靈活掌握供應鏈及多元化來源策略，穩定並降低原物料成本。3) 多年來致力於生產效率的提升也逐漸產生效益。

回顧二零一五年業績，越南及美國地區有成長，但日本卻有顯著的衰退。越南市場因當地經濟逐漸復甦，越南廠競爭力提升，味精、肥料等產品的銷售均有成長。美國市場則因為實施課徵反傾銷稅，因而越南味精外銷美國有亮麗的增長。就產品而言，期內除味精有成長外，其餘產品除變性澱粉下滑外，其餘大都維持二零一四年水平，而變性澱粉銷售衰退，在於集團為確保並提高產品利潤的考量下，採取產品重新整合策略，雖短期造成營收衰退，但將有助於此系列產品長期發展和收益。

2. BUSINESS ANALYSIS

(1) Sales Analysis by Market

二、營業分析

(一) 市場銷售分析

Unit: US\$'000

單位：千美元

| Area | 地區 | 2015 二零一五年 | | 2014 二零一四年 | | Difference 差異 | |
|-----------------|----|---------------|--------|---------------|--------|------------------|--------|
| | | Amount 金額 | % | Amount 金額 | % | Amount 金額 | % |
| Vietnam | 越南 | 169,527 | 51.7% | 164,619 | 50.6% | 4,908 | 3.0% |
| Japan | 日本 | 64,176 | 19.6% | 74,985 | 23.0% | -10,809 | -14.4% |
| PRC | 中國 | 34,480 | 10.5% | 33,842 | 10.4% | 638 | 1.9% |
| ASEAN countries | 東盟 | 28,992 | 8.8% | 29,787 | 9.1% | -795 | -2.7% |
| Other regions | 其他 | 30,646 | 9.4% | 22,394 | 6.9% | 8,252 | 36.8% |
| Total | 合計 | 327,821 | 100.0% | 325,627 | 100.0% | 2,194 | 0.7% |

1 Vietnam

As local demand gradually recovered, revenue in Vietnam market grew by 3.0%, or US\$4,908,000 from 2014 to approximately 169,527,000 in 2015. Revenue from the principal products such as MSG/GA only grew around 2%, or US\$2,369,000, due to the lower energy costs in the Vietnam factory and low-price competition from imported products in the market. The revenue of new maltose products rose around 31.0%, or US\$1,345,000. Revenue of other products such as starch products and fertiliser and feed products slightly increased. Due to the steady growth of demand, revenue of hydrochloric acid and soda remained at a similar level to 2014, although selling prices were lower. The contribution from the Vietnam market of the Group's total revenue rose from 50.6% to 51.7%.

2 Japan

Consumer spending in Japan remained low in 2015. The implementation of large-scale quantitative easing monetary policy by the Japanese Central Bank has caused the Japanese yen to depreciate to its lowest level in 12 years and increased the cost of imports. Plus, due to the competition from the PRC and Indonesian players, selling prices faced pressure and were forced down. Therefore, revenue from the Japan market was US\$64,176,000, 14.4% or US\$10,809,000 lower than 2014, and its proportion to the Group's total revenue down from 23.0% to 19.6%.

1 越南市場

由於越南市場需求逐步復甦，二零一五年越南營收約169,527,000美元，比二零一四年增加3.0%或金額4,908,000美元。主要產品如味精／谷氨酸因越南廠除了成本下跌因素外，市場仍面臨進口產品的低價競爭，營收只較二零一四年增長約2%或金額2,369,000美元，新品項的麥芽糖較有增長，比去年增加約31.0%或金額1,345,000美元，其它產品如澱粉和肥飼料營收略有增加，而鹽酸、蘇打因需求穩定增加，雖售價有所下降，但業績保持二零一四年水平。越南市場營收佔比由50.6%上升到51.7%。

2 日本市場

日本於二零一五年民間消費依舊低迷不振。日本央行因實施大規模貨幣寬鬆政策促使日圓貶值至12年來新低，造成進口成本增加，再加上中國及印尼同業的競爭，售價不僅無法提升反而下降。因此，集團在日本市場之營收64,176,000美元，較二零一四年減少14.4%或金額10,809,000美元，佔集團營收由23.0%降至19.6%。

2. BUSINESS ANALYSIS (continued)

(1) Sales Analysis by Market (continued)

3 The PRC

In 2015, the PRC's economy was affected by overcapacity from peers and the lower-than-expected growth of domestic consumption. Therefore, sales of the principal products including MSG, starch and fertilisers declined slightly. In addition to further strengthening PRC market by increasing marketing efforts, the Group was also actively engaged in new product development during the year, which included investment as selling agent of products produced outside of the Group, as well as investment and strategic planning of new marketing direction. Hence, revenue of this market grew by 1.9% overall, or US\$638,000, to US\$34,480,000, and the proportion to the Group's total revenue increased from 10.4% to 10.5%.

4 ASEAN member countries

During the year, revenue from ASEAN member countries, excluding Vietnam, reached US\$28,992,000, some 2.7% or US\$795,000 lower than 2014. Its contribution to the Group's total revenue dropped from 9.1% to 8.8%. The decrease in revenue was mainly due to the continuous tough price competition in MSG market, and the Group's strategy to reduce the sales of lower margin modified starch. Sales of other products, on the other hand, remained at a similar level as in 2014.

5 Other regions

The anti-dumping duties imposed by Europe and the US on MSG in recent years have led to a change in the Group's sales proportion of MSG to the US. During the year, the Group's MSG exported to Europe and the US recorded notable growth in revenue, so revenue from European market and other regions grew by 36.8% or US\$8,252,000 to US\$30,646,000, compared to US\$22,394,000 in 2014. The contribution from other regions to the Group's total revenue was enlarged to 9.4% from 6.9%.

二、營業分析(續)

(一) 市場銷售分析(續)

3 中國市場

二零一五年因同業生產產能過剩，中國市場內需增長不如預期，集團銷售的主要產品味精、澱粉、肥料在中國地區營收略有減少。但集團中國區營運，除了再加強深耕主要市場，加大行銷力度外，在新產品項目，也積極進行開發，包括投入代理非公司生產的品項，進一步往行銷公司經營方向規劃與投入，使整個市場營收增加1.9%，金額638,000美元，達34,480,000美元，佔總營收由10.4%稍微增至10.5%。

4 東盟成員國市場

期內東盟成員國市場，除越南之外，營收28,992,000美元，較二零一四年減少2.7%或金額795,000美元，佔集團總營收由9.1%降至8.8%。營收減少是因為集團味精市場持續的低價競爭，變性澱粉價量考量而進行減少低毛利的銷售，而其餘產品銷售大致維持二零一四年水平。

5 其它市場

近年來，歐美先後對進口味精徵收反傾銷稅，致使銷售至美國的味精比重出現變化，集團在期內外銷味精到歐美市場，營收有較大幅度成長，故包括歐美市場的其他市場營收30,646,000美元，比二零一四年22,394,000美元增加36.8%或金額8,252,000美元，佔集團總營收由6.9%增至9.4%。

2. BUSINESS ANALYSIS (continued)

(2) Sales Analysis by Product

二、營業分析(續)

(二) 產品銷售分析

| | | Unit : US\$'000 | | | | 單位 : 千美元 | |
|-----------------------------------|---------------|-----------------|--------|---------------|--------|------------------|--------|
| | | 2015 二零一五年 | | 2014 二零一四年 | | Difference 差異 | |
| Products | 項目 | Amount 金額 | % | Amount 金額 | % | Amount 金額 | % |
| MSG/GA | 味精／谷氨酸 | 230,344 | 70.3% | 225,153 | 69.1% | 5,191 | 2.3% |
| Modified starch/ Native starch | 變性澱粉／ 天然澱粉 | 38,628 | 11.8% | 43,220 | 13.3% | -4,592 | -10.6% |
| Specialty chemicals | 特化產品 | 22,557 | 6.9% | 22,566 | 6.9% | -9 | 0.0% |
| Fertiliser and feed products | 肥飼料產品 | 19,782 | 6.0% | 21,809 | 6.7% | -2,027 | -9.3% |
| Others | 其他產品 | 16,510 | 5.0% | 12,879 | 4.0% | 3,631 | 28.2% |
| Total | 總共 | 327,821 | 100.0% | 325,627 | 100.0% | 2,194 | 0.7% |

1 MSG and GA

During the year, the revenue of MSG and GA reached US\$230,344,000, 2.3% or US\$5,191,000 higher than 2014. Its proportion of the Group's total revenue rose from 69.1% to 70.3% mainly contributed by the sales to the US which increased relatively significantly during the year, while Japan's market reported a weaker demand as a result of the slowing economy.

2 Modified starch/Native starch

The Group's starch (both modified starch and native starch) recorded a revenue of US\$38,628,000 in 2015, which was 10.6% or US\$4,592,000 lower than 2014. It showed the biggest degree of decline in terms of contribution to total revenue, declining from 13.3% to 11.8%. The obvious decrease in revenue was mainly due to the weak demand for modified starch in the market and keener competition. The Group has reduced the sales proportion of lower margin modified starch during 2015, and will gradually increase the sales of higher added value modified starch.

1 味精和谷氨酸

期內味精和谷氨酸營收230,344,000美元，較二零一四年增加2.3%或金額5,191,000美元，佔集團總營收由69.1%增至70.3%。主要是集團在期內外銷美國有較大幅度增加，但因日本市場經濟低迷，需求不振而有所下滑。

2 變性澱粉／天然澱粉

集團澱粉（變性澱粉和天然澱粉）二零一五年營收達38,628,000美元，比二零一四年減少10.6%或金額4,592,000美元，為集團期內營收減少最多之產品，佔集團總營收由13.3%降至11.8%。營收大幅減少主要原因在於受到市場對變性澱粉需求處於低檔，競爭加劇，於期內減少銷售低利潤變性澱粉之故。集團未來仍將逐步提升銷售附加價值較高變性澱粉與相關產品之比重。

2. BUSINESS ANALYSIS (continued)

(2) Sales Analysis by Product (continued)

3 Specialty chemicals/Fertilisers and feed products

Specialty chemicals including hydrochloric acid, soda and bleach are principally sold in the Vietnam market. In 2015, the market price of soda dropped but the Group's sales increased, thus the revenue remained similar to 2014 level. The revenue of specialty chemical products occupied 6.9% of the Group's total revenue, and reached US\$22,557,000.

As for fertilisers, since the prices of major agricultural products fell around the world with subsequent lower demand for fertilisers, selling prices of fertilisers dropped in various regions. Revenue from these products reached US\$19,782,000 during the year, 9.3% or US\$2,027,000 less than in 2014. The contribution of fertilisers to the Group's total revenue slid from 6.7% to 6.0%.

4 Other products

Revenue of other products was US\$16,510,000 during the year, 28.2% or US\$3,631,000 more than US\$12,879,000 in 2014. The contribution to the Group's total revenue rose from 4.0% to 5.0%. Of which, the best performer was maltose products, which recorded a revenue of US\$6,738,000, thanks to the significant growth in sales in 2015 which led to an increase of revenue by 47.8% or US\$2,179,000 from US\$4,559,000 in 2014.

二、營業分析(續)

(二) 產品銷售分析(續)

3 特化產品／肥飼料產品

特化產品包括鹽酸、蘇打、漂白水全在越南銷售。二零一五年，雖然蘇打市場價格下降，但集團銷售量增加，營收維持二零一四年水平，特化產品合計營收達22,557,000美元，佔集團總營收維持6.9%。

因世界主要農產品價格下跌，全球肥料需求不振，供過於求，造成肥料在各市場售價下滑，故集團肥飼料產品營收減少，期內營收達19,782,000美元，較二零一四年減少9.3%或金額2,027,000美元，佔集團總營收由6.7%降至6.0%。

4 其他產品

其它產品期內營收16,510,000美元，比二零一四年金額12,879,000美元增加28.2%或金額3,631,000美元，佔營收比重由4.0%增至5.0%。其中，營收增加最多的為麥芽糖產品，二零一四年營收4,559,000美元，二零一五年銷量增加，營收大幅增長47.8%或金額2,179,000美元，達6,738,000美元。

3. MAJOR RAW MATERIALS/ENERGY OVERVIEW

(1) Cassava

In recent years, the cassava plantation area in Vietnam has remained stable, covering around 550,000 hectares. In Vietnam, cassava and cassava-related products ranked fourth nationally in terms of export volume, immediately behind coffee, rice and cashew nuts. In 2015, the Ministry of Finance of Vietnam has raised export taxes on cassava from zero to 5% at the beginning of the year, and then lowered the export taxes back to zero at the end of the year. Consequently, its export volume increased notably at the end of the year with export value reaching around US\$1.5 billion in total. The PRC was the largest import destination, accounting for 89% of the total. On the other hand, to guarantee the supply of bio-fuel within Vietnam and effectively control domestic consumption and sales of cassava, the responsible authority suggested a new tax regulation on cassava export tax in 2016, which is believed to affect the domestic and overseas sales and selling price of cassava. During the year, the average procurement cost of cassava by the factories in Vietnam dropped slightly when compared to that of 2014.

(2) Molasses

The plantation area in Vietnam in 2014/2015 covers around 300,000 hectares. Sugar cane production in Vietnam is expected to reach 19,900,000 tonnes. Sugar production decreased by 10.8% to around 1,420,000 tonnes. Sugar inventory was around 390,000 tonnes and there was still an oversupply. However, as the demand for molasses continued to grow steadily, the price of molasses increased slightly in 2015. As there was also an oversupply in the global sugar cane market, the price of raw sugar also declined, which helped to reduce the production cost of the Group.

三、主要原料／能源概況

(一) 木薯

這幾年來，越南木薯種植面積基本穩定，約55萬公頃。越南木薯和木薯製品在越南農產品出口額排名第四，僅次於咖啡、大米和腰果。二零一五年，財政部對木薯干出口關稅進行調整，年初稅率從零關稅上調至5%，年底又歸為零關稅，致使出口量年底大增，全年出口額達約15億美元，中國為最大進口國，佔89%。另外，為保證越南國內生物燃料原料供給，有效調控國內木薯消費和銷售，相關部門提出二零一六年木薯出口關稅新的稅率規範，將會影響木薯內、外銷量及售價。期內越南廠木薯平均採購價比二零一四年略有下滑。

(二) 糖蜜

越南二零一四／二零一五年產季種植面積約30萬公頃，全國甘蔗產量預期達1990萬噸，糖產量約142萬噸，減少10.8%，糖庫存約39萬噸，仍維持供過於求狀態。但由於對糖蜜需求仍穩定成長，二零一五年糖蜜價格微幅增長。期內由於國際蔗糖供過於求，粗糖價格下跌，有助於集團生產成本之下降。

3. MAJOR RAW MATERIALS/ENERGY OVERVIEW (continued)

(3) Energy

With the continuous advancement in exploitation technology for shale oil and gas in the US, global crude oil exploitation volume has continued to rise. However, the weak global consumer demand has dragged down the oil price, which eventually led to the decline in the price of coal and natural gas. In Vietnam factory, the alternative energy solution in cogeneration factory was in operation starting in March 2015, which helped reduce the production cost of the Group. Meanwhile, the Vietnam factories have also actively promoted the use of biomass energy such as rice blocks and wood for part of the production which offered higher flexibility in the Group's operations.

4. FINANCIAL REVIEW

(1) Liquidity and Financial Resources

As at 31 December 2015, due to the increase in net profit and the reduction in capital expenditure and inventory during the year, the Group had cash and bank deposits of US\$63,520,000, which was 40.5% or US\$18,317,000 higher than that in late 2014. Short-term bank borrowings decreased by US\$15,744,000 or around 40.5% to US\$23,113,000 as compared to that in late 2014, while middle-to-long-term bank borrowings declined by 12.5% or US\$4,083,000 to US\$28,613,000. Total bank borrowings decreased by 27.7% or US\$19,827,000 to US\$51,726,000. The borrowings were mainly denominated in US dollars, which accounted for 98.4% of the total, with 1.5% denominated in New Taiwan dollars and the remaining 0.1% denominated in RMB. The proportions of short-term and medium-to-long-term bank borrowings were 44.7% and 55.3% respectively. Net interest expenses rose by about US\$70,000.

Trade receivables were US\$29,863,000, representing an increase of US\$3,882,000 or around 14.9% when compared with late 2014. Around 89.8% of the trade receivables were due within 30 days. As at 31 December 2015, total inventory was US\$80,037,000, down by US\$24,738,000 or around 23.6% when compared with that in late 2014, mainly attributable to the decline in inventories of bulk materials and finished products.

三、主要原料／能源概況（續）

（三）能源

由於美國頁岩氣油開採技術不斷進步，全球原油開採量持續上升，但全球消費需求疲弱，拖累油價下跌，連帶煤炭、天然氣價格也隨著下滑。越南廠汽電共生廠能源替代方案已於二零一五年三月導入生產，有利於生產成本之下跌，同時越南廠亦極力推廣使用稻穀塊、木片等生質能源運用於部份生產之需要，有利於集團經營上，更富具彈性經營空間。

四、財務回顧

（一）流動資金和財政資源

截至二零一五年十二月三十一日，集團因期內淨利增加，資本支出與存貨減少，現金和銀行存款為63,520,000美元，比二零一四年底增加40.5%或金額18,317,000美元。短期借款為23,113,000美元，比二零一四年底減少15,744,000美元，約40.5%；中長期借款為28,613,000美元，減少12.5%金額4,083,000美元。借款總額為51,726,000美元，比二零一四年底減少27.7%或金額19,827,000美元。借款以美元為主，佔98.4%，新台幣佔1.5%，其餘為人民幣佔0.1%；短期和中長期借款比率為44.7%比55.3%。期內淨利息費用增加約70,000美元。

應收貿易帳款為29,863,000美元，比二零一四年底增加3,882,000美元，約14.9%，30天期內應收帳款佔約89.8%。存貨總額於二零一五年十二月三十一日為80,037,000美元，比二零一四年底減少24,738,000美元，約23.6%，主要由於大宗原料及成品存貨減少。

4. FINANCIAL REVIEW (continued)

(1) Liquidity and Financial Resources (continued)

As the borrowings decreased during the year, gearing ratio (total borrowings to total capital ratio) was 18.9%, which was lower than 26.8% at the end of 2014. Due to the cash exceeding borrowings, the net gearing ratio (total borrowings less cash and deposits to total capital ratio) changed from 9.9% at the end of 2014 to -4.3%. As current liabilities declined substantially in 2015, the current ratio rose to 3.8 during the year from 2.7 as at the end of 2014. The financial position of the Group has remained sound.

(2) Capital expenditure

In 2015, capital expenditure amounted to approximately US\$13,296,000, US\$48,086,000 less than the capital expenditure of US\$61,382,000 in 2014.

(3) Exchange rate

Recovery of the US economy and the interest rate hike by the US Federal Reserve led to the upward trend of the US dollar. As a result, the currency of different countries to the US dollar depreciated in 2015 and the Vietnam Dong was also slightly affected. On 6 January 2015, The Central Bank of Vietnam announced the first depreciation of the benchmark exchange rate of the Vietnam Dong to the US dollar by 1% to VND21,458 to US\$1 within 2015. In May 2015, the Central Bank of Vietnam announced a further 1% downward adjustment to the benchmark exchange to VND21,673 to US\$1. Through the depreciation, the Central Bank of Vietnam has aimed to stimulate exports and alleviate the pressure of slower economic growth. In August 2015, the People's Bank of China (PBOC) allowed the RMB to depreciate. In light of this development, Vietnam decided on a 1% adjustment to the exchange rate of the US dollar to Vietnam Dong, which depreciated from VND21,673 to US\$1 to VND21,890 to US\$1 and expanded the allowable range of movement in that exchange rate to within plus or minus 3%. Thus, the Vietnam Dong depreciated three times within a year by about 3%.

四、財務回顧(續)

(一) 流動資金和財政資源(續)

期內借款減少，故資本負債比（總借款比股東權益）為18.9%，低於二零一四年底的26.8%；淨資本負債比（總借款扣除現金和存款比股東權益）因現金高於借款，由二零一四年底的9.9%轉為負數-4.3%。期內，流動負債大幅減少，流動比率因此由二零一四年底之2.7升為3.8，財務結構穩健。

(二) 資本支出

期內資本支出共為13,296,000美元，比二零一四年資本支出的61,382,000美元減少48,086,000美元。

(三) 匯率

美國經濟復甦，美元升息促使美元走強，二零一五年國際各國貨幣兌美元紛紛貶值，越南幣也略受影響。二零一五年一月六日，越南央行年內首次宣布將越南盾對美元的基準匯率下調1%，匯率降至1美元兌21,458越南盾。二零一五年五月，越南央行宣布將越南盾兌美元的基準匯率再次下調1%，匯率降至1美元兌21,673越南盾，越南央行此舉意在刺激出口、緩解經濟增長放緩的壓力。於二零一五年八月，中國人民銀行放手讓人民幣貶值後，越南為因應中國人民幣貶值，決定再調整匯率1%，成為21,890越南盾兌1美元，並擴大越南盾對美元匯率浮動區間至上下3%。期間內，越南盾三次貶值合計約3%。

4. FINANCIAL REVIEW (continued)

(3) Exchange rate (continued)

The Group's subsidiaries in the PRC are mainly for domestic distribution and the transactions there are denominated in RMB. In mid-August, 2015, the PRC's decision of allowing the RMB to depreciate more than 3% resulted in the largest trading band of RMB seen since 1994 within just two days. In 2015, the median exchange rate of the RMB depreciated by a total of 6%. In 2015, the extent of the depreciation of the Vietnam Dong was relatively stable when compared to the Asian countries where the Group's key markets are found. More than 42% of the revenue of the Vietnam factories was in US dollars, so the potential exchange risk was relatively low.

(4) Dividends

Basic earnings per share for the period under review were 0.79 US cents. The Board has resolved to declare the payment of a final dividend of 0.301 US cents per share. The dividend payout ratio was 60%.

5. PROSPECTS

Looking ahead, in face of global deflation, weak market demand, excess production capacity and supply, it is expected that the price competition within the industry will continue, creating uncertainty for the Group's operations.

Nevertheless, the Group has reinforced its corporate structure, introduced alternative energy solutions and enhanced marketing and business development efforts in recent years. Despite facing numerous uncertainties in the future, the Group will continue to adhere to its development strategies and adopt measures to ensure such strategies are well-implemented, including:

- Product lines will be restructured to raise the proportion of high value-added products. The number of low gross profit items will be reduced to maintain the reasonable profitability of products.
- New products will be developed as the Group seeks out new markets. We will increase the number of new agents and customers, and establish a mutually beneficial mechanism and channel of communications, which will further reinforce the business development of the Group.

四、財務回顧（續）

（三）匯率（續）

集團中國區子公司主要以中國國內銷售為主，交易以人民幣計算。二零一五年八月中旬，中國容許人民幣貶值超過3%的決定，讓人民幣創下自一九九四年以來兩天內的最大的變動幅度。二零一五年人民幣中間價累計貶值6%。二零一五年越盾貶值幅度相對於集團主要市場所在的亞洲各國應是相當穩定，且集團美元收入佔總營收逾42%，相對風險程度較低。

（四）股息

本期每股基本盈利為0.79美仙，董事會決定派發末期股息每股0.301美仙，派息率為60%。

五、展望

展望未來的發展，面對全球性通貨緊縮，需求疲軟，而產能過剩，供大於求情況下，低價的競爭仍將持續，這對於集團經營層面的影響，確實仍存在不確定性。

經過近年來，集團執行各項紮根的基礎工作，導入能源替代方案，再強化的行銷與業務拓展。面對未來，集團雖仍面臨許多經營的不確定性，但仍將積極落實既定的發展策略，強化落實力度，持續推動進行，包括：

- 透過產品線的重新組合，提升高附加產品的比重，減少低毛利品項，以維持產品的合理利潤。
- 積極投入進行新產品開發，拓展新市場的業務，增加新代理、新客戶並建立互利的通路機制與管道，以再強化集團整體業務的拓展。

5. PROSPECTS (continued)

- strengthen the procurement of critical bulk materials in order to reduce wastage and enhance production efficiency.
- Develop customised production techniques and enhance the production scale of new products by utilising the Group's resources, collaborating with different industries and conducting regular evaluations. More products from third parties will be introduced to fulfill customers' needs in a segmented market and bolster niche markets.
- Based on the strategy of co-opetition, the production base in Vietnam will be used to develop markets in ASEAN and TPP nations. This complementary relationship can develop relevant businesses with value.
- By strengthening its financial management, the Group can enhance efficiency and maximise the utilization rate of assets. Steps will also be taken to mitigate the risk of exchange rate and interest rate fluctuations amidst turbulent financial markets.

Management will adopt a flexible approach in adapting a rapidly changing business environment. Apart from maintaining basic operations, the Group will also devote more efforts to formulating strategies for new environments. In the coming year, we will continue to prudently implement strategies, and we remain cautiously optimistic about the Group's performance next year.

五、展望（續）

- 再強化並掌握關鍵大宗原料，減少各項生產浪費，持續提升生產效益。
- 運用集團資源，結合同業異業，持續策盟檢討，進行客制化生產開發，提升新產品規模化，引進多樣化代理產品，滿足分眾市場客戶需求，強化利基市場。
- 以競合策略為基礎，利用越南生產基地，積極發展東盟市場與TPP成員國市場，在互補互利的前提下，拓展相關具有價值優勢的事業。
- 強化財務管理，在提升效益的同時，致力資產使用效率極大化，並對於金融市場振盪幅度增大之際，做好匯率、利率的風險管理工作。

隨著經營環境變化快速，經營層面應保持彈性靈活的行動方案，除了經營基本工作的落實外，面對新環境而延伸的策略，更應積極投入，展望新的一年，集團仍將戰戰兢兢執行各項策略，相信在新開始，集團的經營仍應是審慎樂觀的一年。