



Jardine Cycle & Carriage



**GROWING
WITH
SOUTHEAST
ASIA**

2020 Full Year Results Presentation

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Ben Birks, Group Managing Director

Review of FY2020



Impact of COVID-19

- The Group experienced **challenging trading conditions in FY2020** due to the spreading COVID-19 pandemic
- In Q2 2020, the Group experienced **temporary closures and suspensions in many of its operations**



Mitigating Actions

- The businesses were **stress tested for profitability and liquidity** and found to be **resilient**
- Where appropriate, **liquidity** across the Group's businesses **was reinforced**
- A range of actions have been taken to **manage costs and preserve cash**, including reducing capital expenditure and managing working capital



Current Status

- The Group continues to experience **challenging trading conditions** and uncertainty remains
- The Group continues to maintain a **strong liquidity position** and **clear strategic priorities** will position it well to deliver long-term growth

Our Approach

JC&C is the strategic investment platform for Jardines in Southeast Asia

To grow with Southeast Asia and elevate communities by investing in themes that support our strategy

- **We focus on Southeast Asia**, where we have proximity, management expertise and knowledge, relationships and a track record of delivering performance
- **We invest in market leading businesses** and work closely with them to reach their potential and elevate their communities
- Our investment themes are **urbanisation and the emerging consumer class in Southeast Asia**



Diversified Group With Market Leading Positions Across Southeast Asia



Astra



Headquarters
 JC&C Stake 50.1%

- #1 independent automotive group in Indonesia
- Diversified exposure to financial services, heavy equipment, agriculture, infrastructure, IT and property



Direct Motor Interests

tunas

CYCLE & CARRIAGE

46.2% 100% 59.1% 60%

- Long-term vision and commitment to strengthen automotive businesses
- Established regional automotive presence in
 - ✓ Singapore
 - ✓ Malaysia
 - ✓ Myanmar
 - ✓ Indonesia



Other Strategic Interests

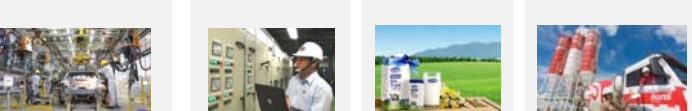
THACO TRUONG HAI AUTO 26.6%

REE Corporation 29.8%

VINAMILK 10.6%

ounS SIAM CITY CEMENT 25.5%

- Largest automotive group in Vietnam
- Diversified group exposure in real estate and agribusiness
- #1 M&E players in Vietnam
- Strategic interests in power and utilities and real estate development
- #1 dairy producer in Vietnam
- Nationwide distribution network with >250k retail points and 5 overseas subsidiaries
- Leading cement manufacturer
 - ✓ #2 in Thailand
 - ✓ #1 in Sri Lanka
 - ✓ #2 South Vietnam
 - ✓ #1 Cambodia





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Stephen Gore, Group Finance Director



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2020 Full Year Financial Highlights

Financial Highlights

- Underlying profit 50% down at US\$429m
- Significantly weaker performances from Astra's automotive, financial services and heavy equipment and mining operations
- Direct Motor Interests performance affected by lower profitability in Cycle & Carriage Singapore and Tunas Ridean
- Other Strategic Interests performance relatively stable
- Proposed final dividend of US¢34 per share, total dividend of US¢43 per share for the year, 51% lower than 2019

	FY2020 US\$m	FY2019 US\$m	<i>Change</i>
Astra	309.4	715.7	-57%
Direct Motor Interests	13.7	62.9	-78%
Other Strategic Interests	120.1	126.0	-5%
Corporate Costs - FX	23.9	17.2	39%
Corporate Costs - others	(38.0)	(58.7)	-35%
Underlying Profit	429.1	863.1	-50%

Financial Highlights – Profit & Loss Account

Underlying profit at US\$429m

	<u>FY2020</u> US\$m	<u>FY2019</u> US\$m	<i>Change</i>
Revenue	<u>13,234</u>	<u>18,591</u>	-29%
Underlying profit	429	863	-50%
Non-trading items	111	18	<i>nm</i>
Net profit	<u>540</u>	<u>881</u>	-39%
Underlying EPS	109	218	-50%
Dividend per share	43	87	-51%

Financial Highlights – Balance Sheet

Gearing fell mainly due to proceeds from disposal of Astra's interest in Permata Bank

	<u>Dec-20</u> US\$m	<u>Dec-19</u> US\$m	Change
Shareholders' funds	6,974	6,860	2%
Total equity	15,307	14,985	2%
Net debt	-3,627	-6,342	-43%
Net debt (excl. FS)	-854	-3,048	-72%
Gearing	24%	42%	
Gearing (excl. FS)	6%	20%	
Net asset value per share	17.65	US\$ 17.36	2%



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Astra

Astra

Lower results from automotive, financial services and heavy equipment and mining businesses

- Net income (excluding the disposal gain of Permata Bank) 53% lower at US\$702m, with significantly lower contributions from its automotive, financial services and heavy equipment and mining businesses, partially offset by its agribusiness
- Net income from Automotive was 68% down at US\$185m, mainly due to significant drop in sales volume
- Net income from Financial Services was 44% down at US\$226m, primarily due to increased loan loss provisions to cover higher non-performing loan losses in the consumer and heavy equipment-focused finance businesses
- Net income from Heavy Equipment, Mining, Construction and Energy decreased by 49% to US\$234m, mainly due to lower heavy equipment sales and mining contracting volume caused by weaker coal prices for most of the year
- Net income from Infrastructure & Logistics decreased from US\$21m to US\$3m, due to lower toll road revenues and lower operating margins in Serasi Autoraya
- Net income from Agribusiness was significantly up at US\$45m, supported by higher average crude palm oil prices

Underlying Profit – Astra

	<u>FY2020</u> US\$m	<u>FY2019</u> US\$m	<i>Change</i>
Automotive	64.3	268.9	-76%
Financial services	110.8	215.9	-49%
Heavy equipment, mining, construction and energy	122.7	238.3	-49%
Agribusiness	22.0	4.5	389%
Infrastructure and logistics	1.2	9.9	-88%
Information technology	0.5	6.8	-93%
Property	2.9	2.7	7%
Withholding tax and dividend	(15.0)	(31.3)	-52%
	<u>309.4</u>	<u>715.7</u>	-57%



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Direct Motor Interests

Direct Motor Interests

Singapore and Indonesia significantly down

- Cycle & Carriage Singapore's contribution was 68% down at US\$19m, due to lower sales and weaker margins
- Tunas' contribution was 94% down at US\$1m. Automotive business saw reduced sales, while consumer finance operations were adversely impacted by lower lending volumes and increased loan provisioning
- Cycle & Carriage Bintang contributed a loss of US\$1m, compared to loss of US\$6m in 2019, due to improved sales as a result of the sales tax reduction and cost savings initiatives

Underlying Profit – Direct Motor Interests

Overall 78% down

	<u>FY2020</u> US\$m	<u>FY2019</u> US\$m	Change
Singapore (Cycle & Carriage Singapore)	18.5	57.1	-68%
Malaysia (Cycle & Carriage Bintang)	(0.7)	(5.6)	-88%
Myanmar (Cycle & Carriage Myanmar)	(3.4)	(4.3)	-21%
Indonesia (Tunas Ridean)	0.8	18.8	-96%
Less: Central overheads	(1.5)	(3.1)	-52%
	<u>13.7</u>	<u>62.9</u>	-78%



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Other Strategic Interests

Other Strategic Interests

Relatively stable performance

- Thaco's contribution of US\$39m was 20% lower, or 9% up if adjustment in respect of 2019 results is excluded
 - Automotive business saw lower margins mainly due to difficult market conditions in the first half of the year as a result of the pandemic, partly offset by higher unit sales for the full year. Real estate business benefited from the market recovery, while the agriculture sector incurred a loss
- REE's contribution of US\$21m was 13% higher
 - Stronger contribution from real estate and effect of increase in Group's shareholding to 29.8%, partly offset by weaker performances from its hydropower investments and its M&E business
- Siam City Cement's contribution of US\$24m was 3% higher
 - Better margins from improved operational efficiencies offset the decline in sales
- Vinamilk delivered dividend income of US\$37m, compared to US\$36m in the previous year
 - Vinamilk's 2020 profit was 5% up in local currency terms, as its export business continued to grow, while its domestic dairy segment remained relatively stable

Underlying Profit – Other Strategic Interests

Overall 5% down

	<u>FY2020</u> US\$m	<u>FY2019</u> US\$m	Change
Siam City Cement	24.2	23.5	3%
Refrigeration Electrical Engineering	20.6	18.3	13%
Vinamilk	36.7	35.7	3%
Truong Hai Auto Corporation			
- automotive	39.3	46.3	-15%
- real estate	7.4	1.7	335%
- agriculture	(8.1)	0.5	n.m.
	38.6	48.5	-20%
Other Strategic Interests	<u>120.1</u>	<u>126.0</u>	-5%

Outlook

“The Group continues to operate in challenging conditions and uncertainty remains about the duration of the pandemic. We expect these conditions to continue for some time and it is too early to predict what the impact of the pandemic will be on the Group’s performance in 2021.”

Ben Keswick
Chairman



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THANK YOU