



**GROWING
WITH
SOUTHEAST
ASIA**

1H2020 Results Presentation

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Jardine Cycle & Carriage

Stephen Gore, Group Finance Director

Review of 1H 2020



Impact of COVID-19

- The Group experienced **challenging trading conditions in 1H2020** due to the spreading COVID-19 pandemic
- The situation continued with **temporary closures of part of the Group's operations**



Mitigating Actions

- The Group retained its long-term approach to investments and remains **focused on the long-term strategy and prospects**
- In each of the Group's businesses, **debt levels and liquidity positions** are being **carefully monitored**
- A range of actions are being taken to **manage costs and preserve cash**, including reducing capital expenditure and managing working capital



Current Status

- The Group has **maintained a strong liquidity position**
- The full-year impact of COVID-19 depends on the duration of the pandemic and speed of the subsequent recovery
- The Group's **strong financial 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 consuming class in Southeast Asia**



Diversified Group With Market Leading Positions Across Southeast Asia



Astra	Direct Motor Interests	Other Strategic Interests ⁽¹⁾			
 <p>Headquarters  JC&C Stake 50.1%</p>	  <p>46.2%  100%  59.1%  60%</p>	 <p>26.6% </p>	 <p>29.0% </p>	 <p>10.6% </p>	 <p>25.5% </p>
<ul style="list-style-type: none"> #1 independent automotive group in Indonesia Diversified exposure to financial services, heavy equipment, agriculture, infrastructure, IT and property  	<ul style="list-style-type: none"> Long-term vision and commitment to strengthen automotive businesses Established regional automotive presence in <ul style="list-style-type: none"> ✓ Singapore ✓ Malaysia ✓ Myanmar ✓ Indonesia  	<ul style="list-style-type: none"> Largest automotive group in Vietnam Diversified group exposure in real estate and agribusiness 	<ul style="list-style-type: none"> #1 M&E players in Vietnam Strategic interests in power and utilities and real estate development 	<ul style="list-style-type: none"> #1 dairy producer in Vietnam Nationwide distribution network with >250k retail points and 5 overseas subsidiaries 	<ul style="list-style-type: none"> Leading cement manufacturer <ul style="list-style-type: none"> ✓ #2 in Thailand ✓ #1 in Sri Lanka ✓ #2 South Vietnam ✓ #1 Cambodia 



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1H2020 Financial Highlights

Financial Highlights

- Underlying profit 66% down at US\$138m
- Significantly weaker performances from Astra's automotive, financial services and heavy equipment and mining operations
- Direct Motor Interests down due to the temporary closure of automotive operations
- Other Strategic Interests impacted by Thaco's weaker performance and the timing of Vinamilk's interim dividend
- Interim dividend at US¢9 per share, 50% lower than 2019

	<u>1H2020</u> US\$m	<u>1H2019</u> US\$m	<i>Change</i>
Astra	171.6	326.3	-47%
Direct Motor Interests	(0.3)	33.1	<i>n.m.</i>
Other Strategic Interests	27.8	66.4	-58%
Corporate Costs - FX	(41.2)	10.8	<i>n.m.</i>
Corporate Costs - others	(20.2)	(29.3)	-31%
Underlying profit	<u>137.7</u>	<u>407.3</u>	-66%

Financial Highlights – Profit & Loss Account

Underlying profit at US\$138m

	<u>1H2020</u> US\$m	<u>1H2019</u> US\$m	<i>Change</i>	<u>FY2019</u> US\$m
Revenue	<u>6,595</u>	<u>9,157</u>	-28%	<u>18,591</u>
Underlying profit	138	407	-66%	863
Non-trading items	163	20	715%	18
Net profit	<u>301</u>	<u>427</u>	-30%	<u>881</u>
Underlying EPS	35	103	-66%	218
Dividend per share	9	18	-50%	87

Financial Highlights – Balance Sheet

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

	<u>1H2020</u>	<u>Dec-19</u>	
	US\$m	US\$m	<i>Change</i>
Shareholders' funds	6,717	6,860	-2%
Total equity	15,005	14,985	0%
Net debt	(4,495)	(6,342)	-29%
Net debt (excl. FS)	(1,261)	(3,048)	-59%
Gearing	30%	42%	
Gearing (excl. FS)	8%	20%	
		US\$	
Net asset value per share	17.00	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) 44% lower at US\$372m, 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 79% down at US\$48m, mainly due to a substantial fall in sales volumes, especially in the second quarter
- Net income from Financial Services was 25% down at US\$142m, 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 29% to US\$160m, mainly due to lower heavy equipment sales and mining contracting volume caused by weaker coal prices
- Net income from Infrastructure & Logistics reported a loss of US\$6m, mainly due to lower toll road revenues
- Net income from Agribusiness was significantly up at US\$21m, supported by higher crude palm oil prices, especially in the first quarter

Underlying Profit – Astra

	<u>1H2020</u> US\$m	<u>1H2019</u> US\$m	<i>Change</i>	<u>FY2019</u> US\$m
Automotive	15.7	111.5	-86%	268.9
Financial services	69.8	99.7	-30%	215.9
Heavy equipment, mining, construction and energy	82.4	117.3	-30%	238.3
Agribusiness	11.6	0.4	<i>n.m.</i>	4.5
Infrastructure and logistics	(7.0)	2.7	<i>n.m.</i>	9.9
Information technology	0.5	1.6	-69%	6.8
Property	2.4	2.3	4%	2.7
Withholding tax and dividend	(3.8)	(9.2)	-59%	(31.3)
	<u>171.6</u>	<u>326.3</u>	-47%	<u>715.7</u>



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Direct Motor Interests

Direct Motor Interests

Singapore and Indonesia significantly down

- Cycle & Carriage Singapore's contribution was 95% down at US\$1m, as passenger car sales fell 61%
- Tunas' contribution was 70% down at US\$3m, due to weaker performances across its automotive, consumer finance and rental operations
- Cycle & Carriage Bintang contributed a loss of US\$3m, compared to loss of US\$0.7m in same period last year, impacted by lower sales (46% down) and margins

Underlying Profit – Direct Motor Interests

Overall loss in 1H2020

	<u>1H2020</u> US\$m	<u>1H2019</u> US\$m	<i>Change</i>	<u>FY2019</u> US\$m
Singapore (Cycle & Carriage Singapore)	1.4	28.8	-95%	57.1
Malaysia (Cycle & Carriage Bintang)	(2.6)	(0.7)	271%	(5.6)
Myanmar (Cycle & Carriage Myanmar)	(1.5)	(2.8)	-46%	(4.3)
Indonesia (Tunas Ridean)	3.0	9.9	-70%	18.8
Less: Central overheads	(0.6)	(2.1)	-71%	(3.1)
	<u>(0.3)</u>	<u>33.1</u>	<i>n.m.</i>	<u>62.9</u>



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Other Strategic Interests

Other Strategic Interests

Impacted by lower profits and true up adjustment at Thaco and timing of Vinamilk's dividend

- Thaco's contribution of US\$1m was 94% lower
 - Automotive business saw a 30% decline in vehicle sales and lower margins as a result of difficult market conditions, primarily due to the pandemic
 - Included a true up adjustment of US\$7 million in respect of its 2019 results. Excluding the adjustment, profit contribution would have been 64% lower
- REE's contribution of US\$3m was 16% lower
 - Weaker performances from its power and water investments and its M&E business
 - Stronger contribution from real estate
- Siam City Cement's contribution of US\$12m was 5% lower
 - Improved performance from its regional operations, primarily from Vietnam was offset by weaker domestic operations
- Vinamilk delivered dividend income of US\$12m, compared to US\$28m in the same period last year
 - Vinamilk's 2020 interim dividend will be recognised later in the year
 - Vinamilk's 1H2020 profit was 3% up in local currency terms, as domestic dairy and exports continued to grow

Underlying Profit – Other Strategic Interests

Overall 58% down

	<u>1H2020</u> US\$m	<u>1H2019</u> US\$m	<i>Change</i>	<u>FY2019</u> US\$m
Siam City Cement	11.5	12.1	-5%	23.5
Refrigeration Electrical Engineering	3.2	3.8	-16%	18.3
Vinamilk	11.8	27.8	-58%	35.7
Truong Hai Auto Corporation				
- automotive	4.2	22.3	-81%	46.3
- real estate	1.2	0.4	200%	1.7
- agriculture	(4.1)	-	<i>n.m.</i>	0.5
	1.3	22.7	-94%	48.5
Other Strategic Interests	<u>27.8</u>	<u>66.4</u>	-58%	<u>126.0</u>

Outlook

“The pandemic is expected to continue to adversely impact performance for at least the rest of 2020. The Group has been focused on reducing operational and capital expenditure, managing working capital and ensuring liquidity. The Board remains confident that the Group’s strong financial position and clear strategic priorities will position it well to deliver long-term growth.”

Ben Keswick
Chairman



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THANK YOU

