Jardine Cycle & Carriage

CREATING GROWTH FOR SOUTHEAST ASIA

2021 Half Year Results Presentation

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Stephen Gore

Group Finance Director

Jardine Cycle & Carriage

The JC&C Approach

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To create growth for Southeast Asia and **elevate communities** by investing in themes that support our strategy

Diversified Group With Market Leading Positions Across Southeast Asia

Jardine Cycle & Carriage

	Astra	Direct Motor Interests			Other Strategic Interests				
	ASTRA	tunas	CYCLE & CARRIAGE		THACO	REE Corporation	VINAMILK	SIAM CITY CEMENT	
Headquarters									
JC&C Stake	*50.1%*	*46.2%*	*100%*	*88%*	*60%*	*26.6%*	*30.8%*	*10.6%*	*25.5%*

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

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

- **Largest** automotive group in Vietnam
- **Diversified** group engaging in automotive, agriculture, real estate and infrastructure, retail services and logistics.

- Strategic interests in **Power & Water**
- **Real estate development** and **office leasing**
- **#1 M&E** player in Vietnam

- **#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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1H 2021 Financial Highlights

Financial Highlights

- Underlying profit more than doubled to US$346m
- Higher earnings from Astra, principally in its automotive businesses
- Improved profits from Direct Motor Interests in Singapore
- Other Strategic Interests stronger, led by a continued THACO recovery
- Interim dividend of US¢18 per share, up from US¢9 in 2020

	1H2021 US$m	1H2020 US$m	*Change*
Astra	**293.4**	171.6	*71%*
Direct Motor Interests	**23.7**	(0.3)	*nm*
Other Strategic Interests	**66.3**	27.8	*138%*
Corporate Costs - FX	**(21.1)**	(41.2)	*-49%*
Corporate Costs - others	**(15.8)**	(20.2)	*-22%*
Underlying Profit	**346.5**	137.7	*152%*

Financial Highlights – Profit & Loss Account

Underlying profit more than doubled to US$346m

	1H2021	1H2020	
	US$m	US$m	*Change*
Revenue	**8,287**	6,595	*26%*
Underlying profit	**346**	138	*152%*
Non-trading items	**(120)**	163	*nm*
Net profit	**226**	301	*-25%*
	US¢	US¢	
Underlying EPS	**88**	35	*152%*
Dividend per share	**18**	9	*100%*

Financial Highlights – Balance Sheet

Strong balance sheet, with net cash position (excl. FS)

	1H2021	Dec-20	
	US$m	US$m	*Change*
Shareholders' funds	**6,918**	6,974	*-1%*
Total equity	**15,372**	15,307	*0%*
Net debt	**(2,789)**	(3,627)	*-23%*
Net debt (excl. FS)	**40**	(854)	*nm*
Gearing	**18%**	24%	
Gearing (excl. FS)	**nm**	6%	
	US$	US$	
Net asset value per share	**17.50**	17.65	*-1%*

Astra

Astra

Higher earnings, principally in its automotive business

- Net income at US$615m
- Net income from Automotive was significantly up at US$231m, mainly due to the negative impact on performance in 2Q2020 from the pandemic and related containment measures, and an increase in sales volumes in 1H2021, especially in the car segment, which benefited from temporary luxury sales tax incentives
- Net income from Financial Services increased by 2% to US$149m, due to higher contributions from the consumer finance and general insurance businesses
- Net income from Heavy Equipment, Mining, Construction and Energy increased by 13% to US$187m, mainly due to higher Komatsu heavy equipment sales and improved coal prices
- Net income from Agribusiness increased by 66% to US$36m, mainly due to improved crude palm oil prices
- Net income from Infrastructure & Logistics was at US$6m, compared to net loss of US$6m in 2020, mainly due to improved performances in its toll road and Serasi Autoraya operations

Underlying Profit – Astra

	1H2021 **US$m**	1H2020 US$m	*Change*
Automotive	**108.6**	15.7	*592%*
Financial services	**74.3**	69.8	*6%*
Heavy equipment, mining, construction and energy	**95.7**	82.4	*16%*
Agribusiness	**15.9**	11.6	*37%*
Infrastructure and logistics	**3.2**	(7.0)	*nm*
Information technology	**0.5**	0.5	*0%*
Property	**2.9**	2.4	*21%*
Withholding tax and dividend	**(7.7)**	(3.8)	*103%*
	293.4	171.6	*71%*

Direct Motor Interests

Direct Motor Interests

Higher profits mainly in the Singapore operations

- Cycle & Carriage Singapore's contribution significantly up at US$19m, due to higher PC sales and improved trading performance in used car operations

- Tunas contributed US$7m, compared to US$3m last year, supported by improved profits from its automotive and financial services businesses

- Cycle & Carriage Bintang contributed a profit of US$0.2m, compared to a loss of US$3m in 2020. Despite challenging trading conditions, the financial performance benefited from improved sales due to a sales tax reduction, as well as cost-saving initiatives

Underlying Profit – Direct Motor Interests

	1H2021 US$m	1H2020 US$m	*Change*
Singapore (Cycle & Carriage Singapore)	**19.3**	1.4	*1279%*
Malaysia (Cycle & Carriage Bintang)	**0.2**	(2.6)	*nm*
Myanmar (Cycle & Carriage Myanmar)	**(1.9)**	(1.5)	*27%*
Indonesia (Tunas Ridean)	**6.9**	3.0	*130%*
Less: Central overheads	**(0.8)**	(0.6)	*33%*
	23.7	(0.3)	*nm*

Other Strategic Interests

Other Strategic Interests

Stronger overall performance

- THACO's contribution of US$37m was significantly higher
  - Automotive unit sales up 40%, and margins also increased due to an improved sales mix. Real estate business continued to benefit from a gradual recovery of the market

- REE's contribution of US$6m was 72% higher
  - Improved performances from its power and water investments as a result of favourable hydrography, and an increase in REE's solar projects. Profits from REE's real estate leasing business were relatively stable

- Siam City Cement's contribution of US$14m was 19% higher
  - Higher cement volumes mainly in the regional operations, although overall prices remained under pressure. Margins down due to an increase in coal prices, despite continued cost-saving initiatives

- Vinamilk delivered dividend income of US$11m
  - Vinamilk reported a net profit of US$235m in the first half, 7% down in local currency terms, due to a weaker domestic market

Underlying Profit – Other Strategic Interests

	1H2021 **US$m**	1H2020 US$m	*Change*
Siam City Cement	**13.7**	11.5	*19%*
Refrigeration Electrical Engineering	**5.5**	3.2	*72%*
Vinamilk	**10.5**	11.8	*-11%*
THACO Corporation			
- automotive	**34.4**	4.1	*739%*
- real estate	**4.6**	1.2	*283%*
- agriculture	**(2.4)**	(4.0)	*-40%*
	36.6	1.3	*2715%*
Other Strategic Interests	**66.3**	27.8	*138%*

Outlook

“Although business conditions have improved in the first half of 2021, the Group remains cautious about performance in the second half of 2021, given the worsening COVID-19 situation in a number of countries across the region.”

Ben Keswick

Chairman

Thank you