



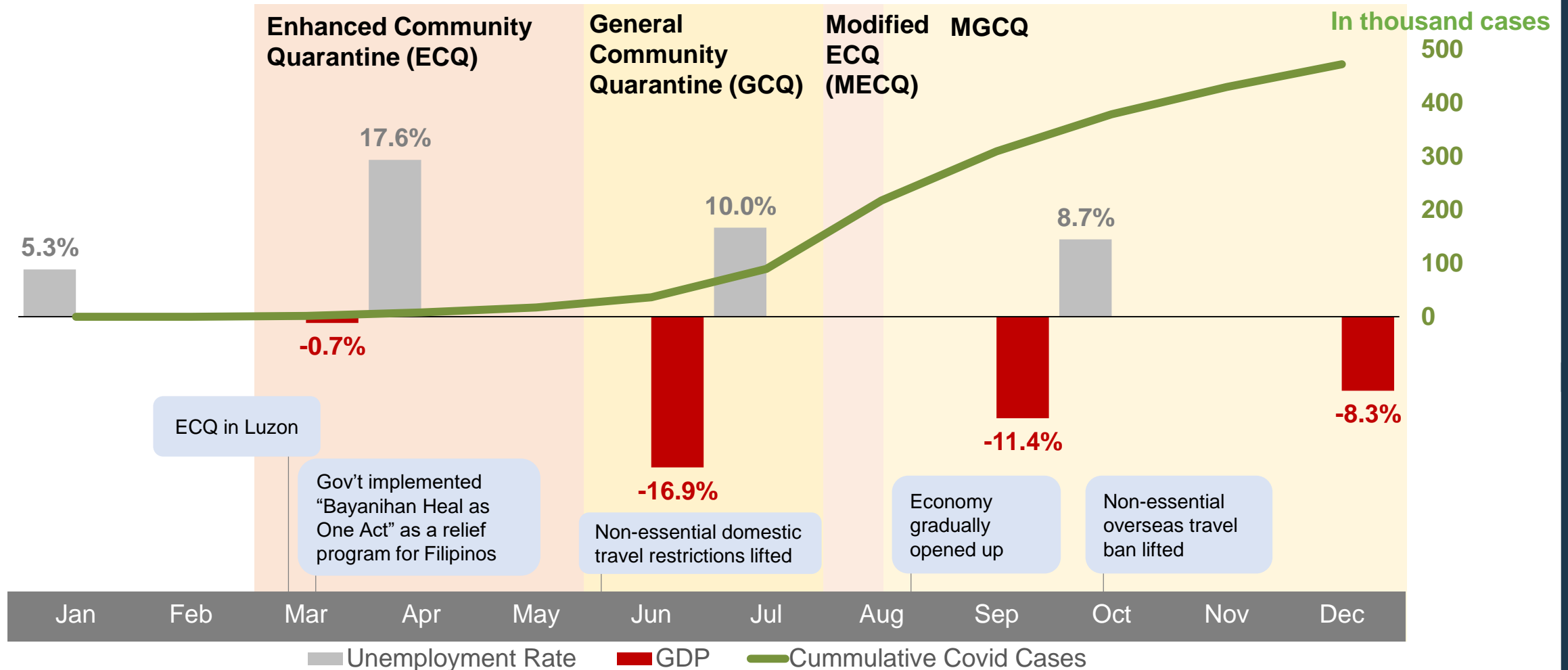
# FY2020 Audited Results



# Market Landscape







---

# The pandemic has negatively impacted the Philippine economy in 2020 with the prolonged lockdown



# Market Landscape

## Impact of COVID-19 differ by industry

	Travel & Transportation 	Real Estate 	Petrochemicals 	Financial Services 	Utilities 	Consumer & Retail 
Severity						
Impact to Industry	<ul style="list-style-type: none"> <li>• Non-essential travel was limited</li> <li>• Varying requirements and processes from local government units</li> <li>• Confidence to travel again remains to be weak</li> </ul>	<ul style="list-style-type: none"> <li>• Strict social distancing measures resulted in closures of malls and hotels</li> <li>• Renegotiation of leases with non-essential tenants in malls</li> <li>• Some construction projects were halted</li> <li>• Offices were less impacted despite work-from-home set up</li> </ul>	<ul style="list-style-type: none"> <li>• Operations and supply chain disruptions at the start of the lockdown</li> <li>• Weaker local and exports activity, but second half showed gradual recovery of demand</li> <li>• Volatility of oil prices</li> </ul>	<ul style="list-style-type: none"> <li>• Higher NPL ratio given lower disposable income and closure/ limited operations of some SMEs</li> <li>• Grace period for payment of loans w/o interest, or other charges under the Bayanihan Act</li> <li>• Shift towards digital banking transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Telecom was boosted by the increased demand for connectivity</li> <li>• Power experienced lower industrial and commercial demand, but higher residential energy consumption</li> <li>• Lower electricity prices amid lower fuel prices and peso appreciation</li> <li>• Provided some grace period and suspended service disconnection due to non-payment of bills</li> </ul>	<ul style="list-style-type: none"> <li>• Essential/ grocery categories remain resilient, while discretionary products are challenged</li> <li>• Market declined across categories</li> <li>• Most retail channels down except for Supermarkets; Shift to e-commerce platforms</li> </ul>

# FY2020 Audited Results

---

# Resilient portfolio segments cushion the pandemic's impact on JGS' core net income in FY20

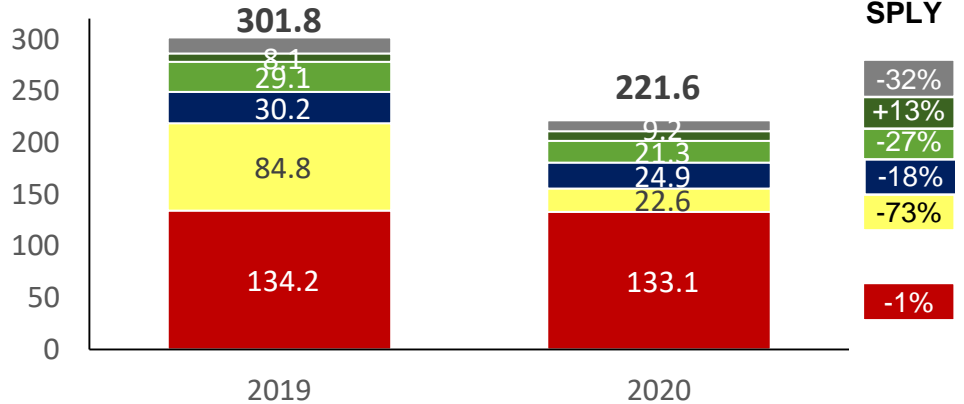
In billion pesos	2019	2020	Growth
Revenues	301.8	221.6	-27%
Core net income after taxes	25.3	0.5	-98%
Net Income*	31.3	-0.5	NM
Net Income* excluding CEB	25.1	14.6	-42%

\*attributable to equity holders of the parent

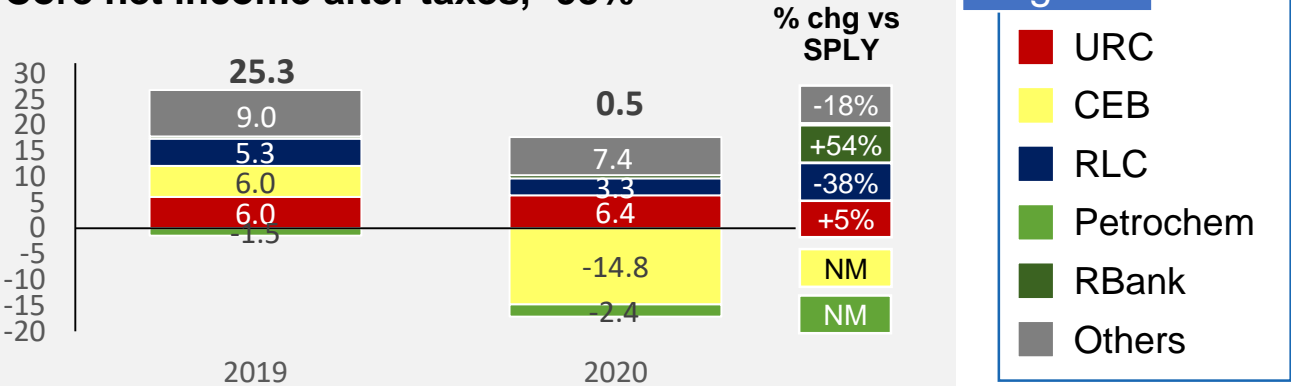
- Resilient topline and earnings of food, banking and office segments tempered the decline in airline, malls, hotels and petrochemicals
- Core net income totaled **Php450 million**. Incorporating nonrecurring charges led to a consolidated net loss of Php468mn
- Excluding airline, FY20 core net income and net income amounted to Php15.3bn and Php14.6bn, respectively, 21% and 42% lower YoY

## Segment Breakdown (in billion pesos)

### Revenues, -27%



### Core net income after taxes, -98%

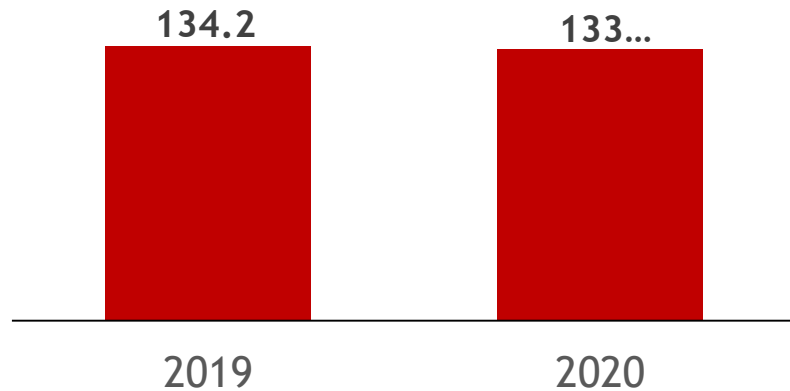


## Legend

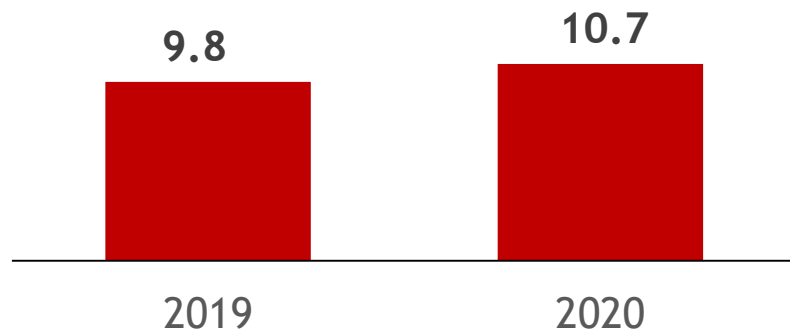
- URC
- CEB
- RLC
- Petrochem
- RBank
- Others

# URC: Sales held and profit grew despite overall market decline

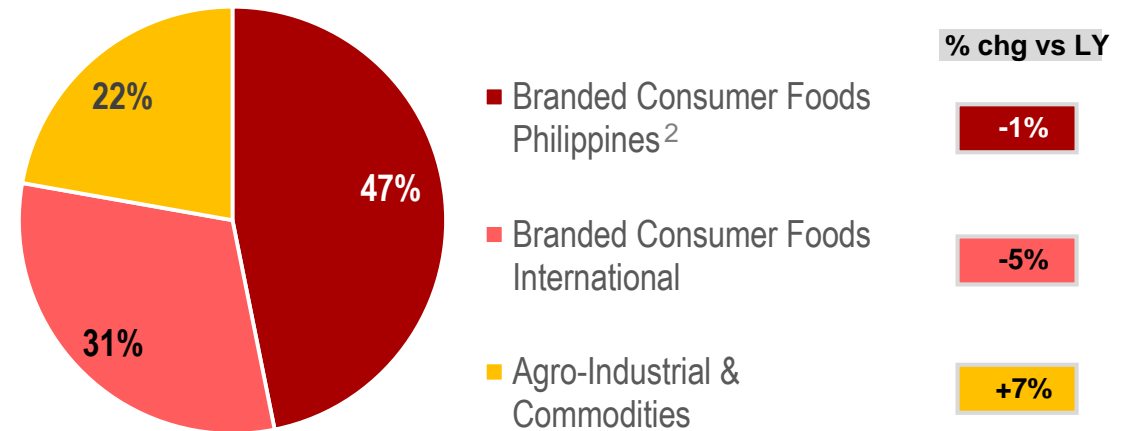
## Revenue -1%



## Net Income +10%

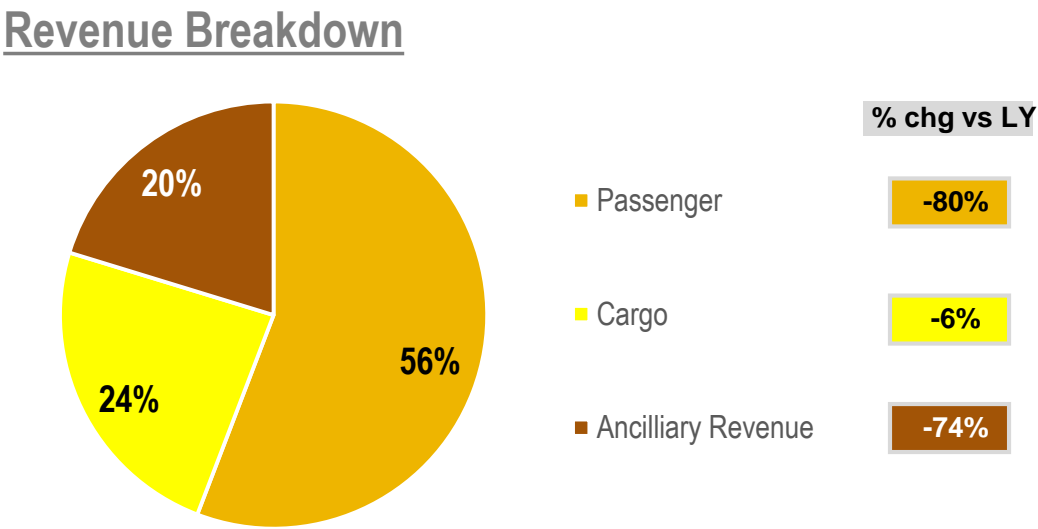
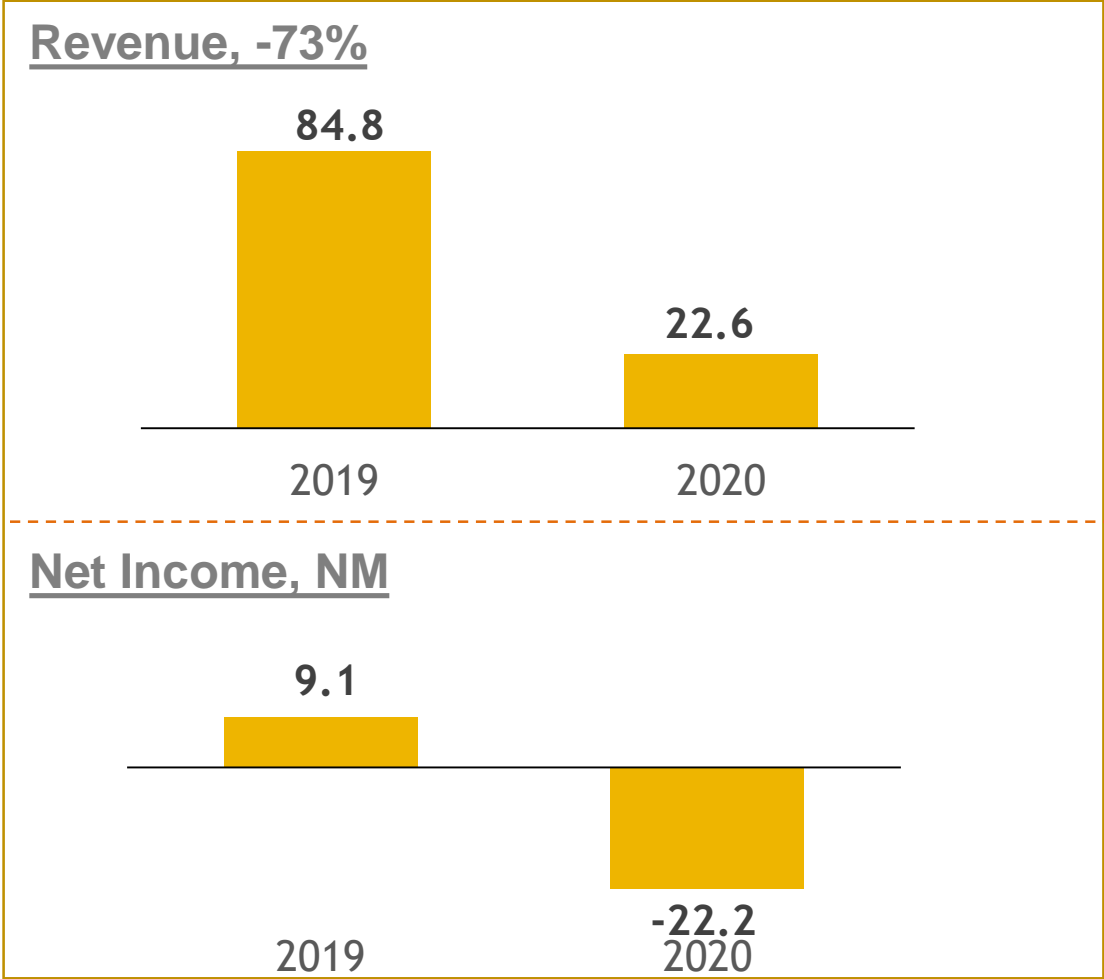


## Revenue Breakdown



- Flattish total revenues but gained market shares in BCF PH's key categories despite weaker consumer sentiment
- Higher sugar sales from AIC also compensated for negative FX translation impact from BCF International
- Margins continue to expand YoY driven by favorable mix, cost savings measures and lower input cost in BCF PH

# CEB: Cargo provided revenue buffer as travel restrictions limited commercial flights



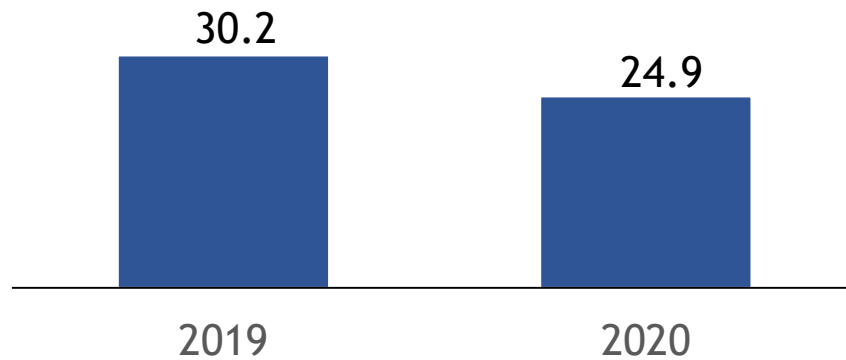
- Cargo, driven by the growth in online deliveries, cushioned the negative impact of the pandemic and travel restrictions on air transport revenues
- Significantly lower passenger volumes and fuel hedging losses dragged the bottomline, but cost savings measures and cash management initiatives provided some cushion

(1) In PHP billions, except ratios (2) Net Income pertains to net income attributable to equity holders of the parent

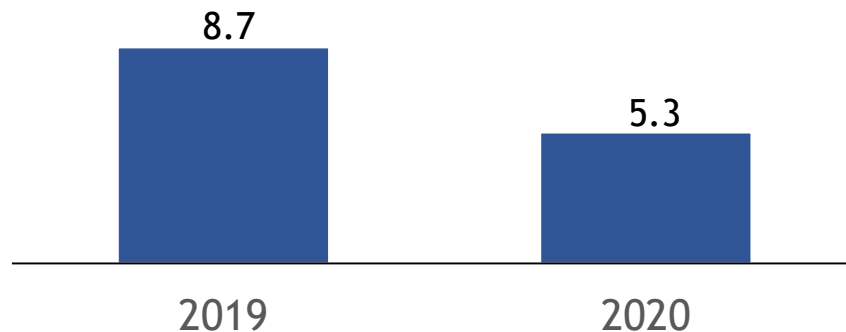


# RLC: Diversified portfolio mix continues to generate positive cash flows

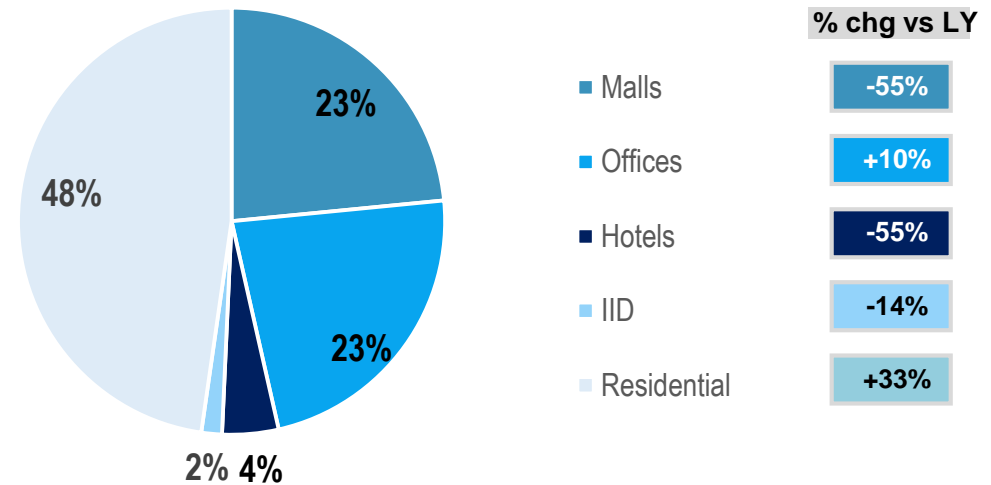
## Revenue -18%



## Net Income -39%

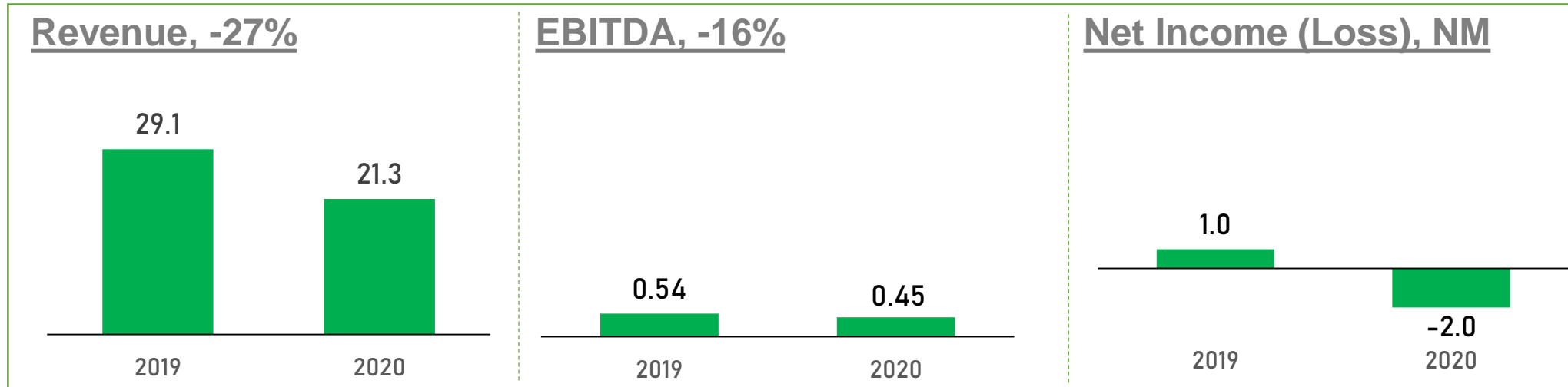


## Revenue Breakdown



- The growth in offices and higher recognized residential revenues in FY20, plus the sustained recovery of malls and hotels in 4Q, softened the YoY dip in overall revenues
- EBITDA across business units remained positive, totaling Php13.7bn in FY20 on the back of streamlined operations and cost management; but additional depreciation and higher interest expense pulled down net income

# Petrochem: Improved cracker and polymer utilization rates in 2020, resilient polymer demand despite ECQ



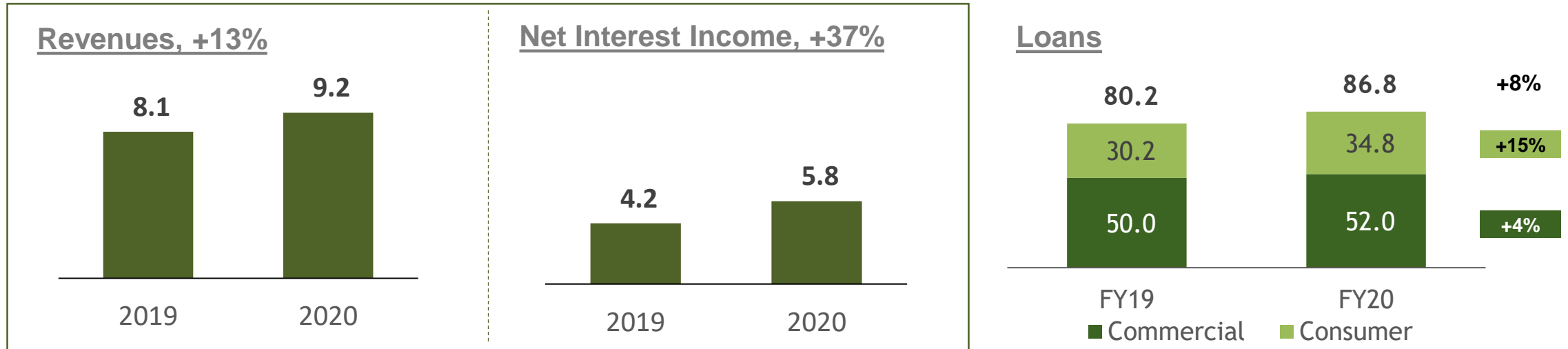
- Integrated cracker and polymer operations restarted in March 2020; operational improvements despite quarantines led to higher overall facility utilization by year-end
- Polymer demand remained resilient and PE/PP sales increased by 14% YoY; However, lower average selling prices and reduced pygas and mixed C4 volumes resulted to 27% decrease in revenue
- EBITDA of Php451 million by year-end on strong polymers performance and improved margins by 2H 2020. Net loss of Php2.0 billion in 2020 vs 2019 net income of Php1.0 billion, when we reversed an impairment loss of Php 2.3 billion

SALES VOLUME (MT)	FY19	FY20	%chg
*C2 (Ethylene)	25,567	7,252	-72%
*C3 (Propylene)	7,978	3,220	-60%
Pygas	179,832	143,713	-20%
Mixed C4	83,420	2,001	-98%
PE	218,617	248,577	14%
PP	133,328	151,544	14%
TOTAL	648,742	556,307	-14%

(1) In PHP billions, except ratios

(2) Net Income pertains to net income attributable to equity holders of the parent

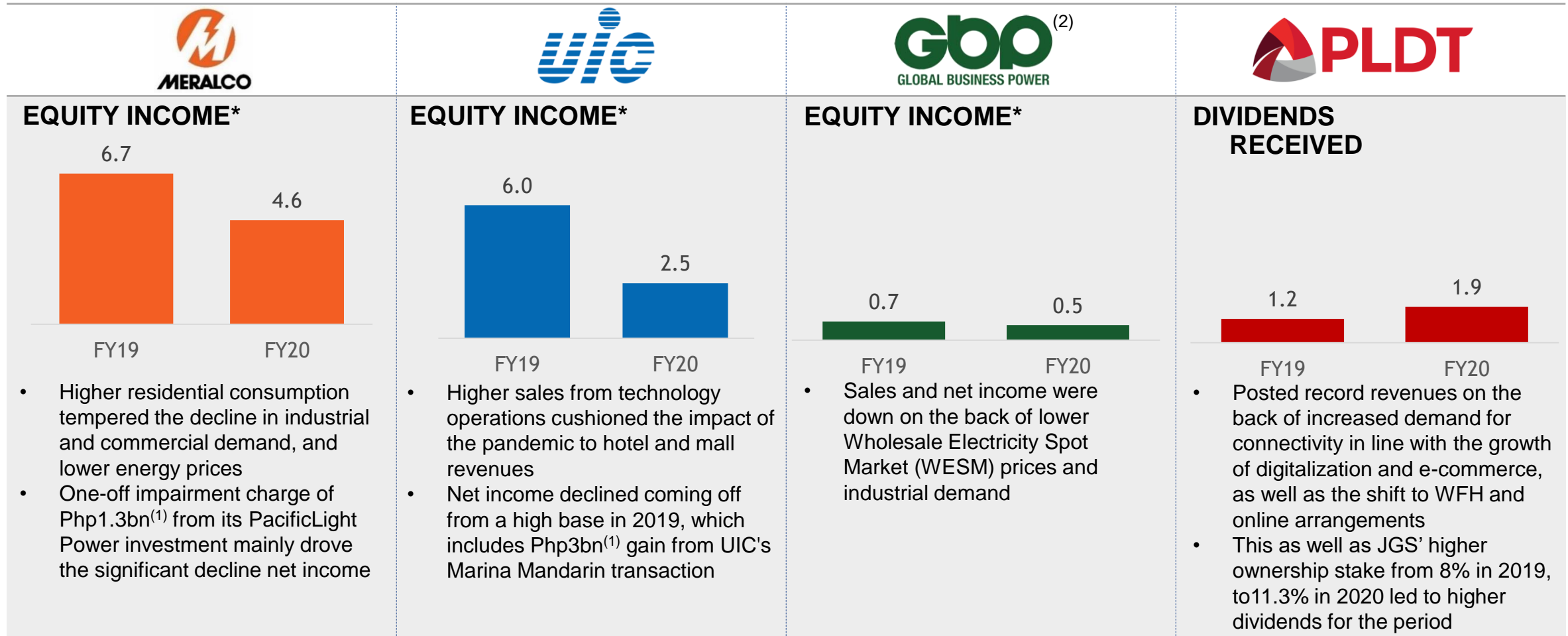
# RBank: Higher NIMs and trading gains sustained strong financial performance



- Consolidated net income grew 30% to Php935 million as NIMs widened coupled with loan growth
- Consolidated loan portfolio expanded 8% to Php86.8 billion, led by faster growth in consumer loans
- NPL Ratio of 2.98% is lower than the 3.47% average for PH commercial banks
- Current consolidated network of 173<sup>(2)</sup> branches and 354 ATMs

Consolidated (Php Bn)	FY19	FY20	Growth
Net Income	0.7	0.9	30%
Assets	131.1	151.2	15%
Equity	17.1	18.3	7%
Gross TLP	80.2	86.8	8%
Gross NPLs	1.4	2.6	86%
Allowance for probable losses <sup>(3)</sup>	1.7	2.3	
NPL Ratio	1.7%	3.0%	
NPL Coverage Ratio <sup>(3)</sup>	122.5%	90.8	
Capital Adequacy Ratio	17.5%	17.3%	
Tier 1 Ratio	16.6%	16.4%	

# Core Investments remained defensive excluding one-offs



Pertains to JGS's share in the respective company's net income attributable to equity holders of the parent (in Php Billions) (1) JGS' share

(2) JGS used to own 30% stake in GBPC, which has been fully-acquired by MER last March 31, 2021

# JGDEV & DAVI: Trail-blazing the Gokongwei Group's next generation of digital businesses

## JG Digital Equity Ventures (JGDEV)



**Investing its US\$ 50M fund in sustainable, scalable business models that create value to JG ecosystem**

Focus sectors: Tech startups in ecommerce, fintech and supply chain & logistics  
Investment stage: Early to growth  
Domain: With impact in SEA market

**Additional investments in 2020**



## Data Analytics Ventures, Inc. (DAVI)



**Unlocking new patterns by providing better options and enhancing customer journey through its rewards program and uncovering new insights through its data products**

Rewards programs:



Data products: Precision marketing, consumer market intelligence, performance dashboards, predictive analytics

- Partnered with **Facebook** to launch a first in the world online to offline solution - **Collaborative Ads for Store Sales (CASS)**
- Teamed up with NielsenIQ to provide customized product offers to Robinsons Rewards members through big data analytics

# JGS: Robust balance sheet to weather COVID-19

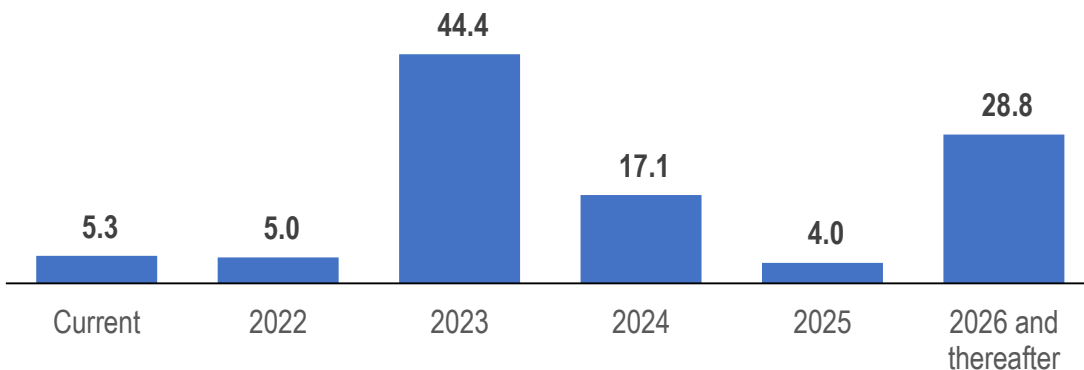
## Consolidated

	Dec 2019	Dec 2020	Growth
Cash(1)	58.7	70.5	20%
Financial Debt	273.0	316.8	16%
Total LT Debt	218.9	272.3	24%
FX-Denominated	118.6	131.3	11%
Net Debt	214.3	246.2	15%
D/E Ratio	0.7	0.8	
Net D/E Ratio	0.5	0.6	

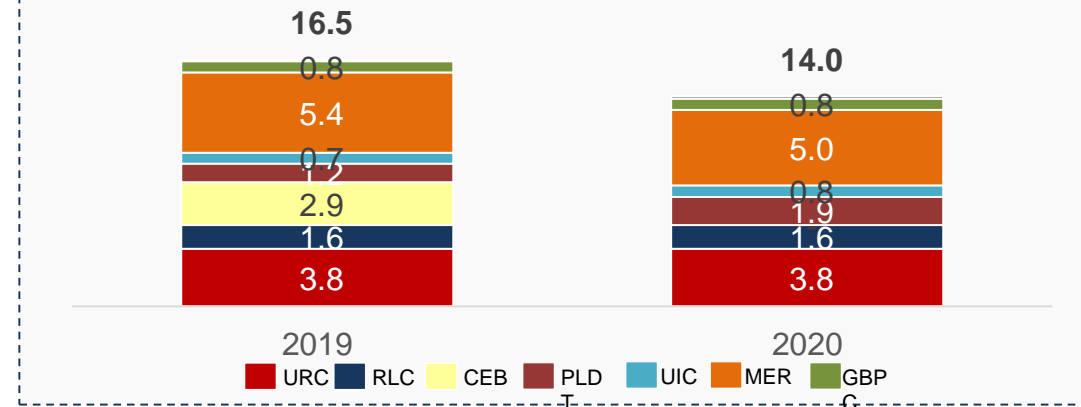
## Parent

	Dec 2019	Dec 2020	Growth
Cash	10.1	30.5	202%
Total LT Debt	74.7	104.2	39%
Total ST Debt	11.4	0.1	-99%
Net Debt	76.0	73.8	-3%
Blended Cost of LT Debt	4.69%	4.04%	
Blended Avg. Remaining Life	3.3 yrs	4.4 yrs	

## Schedule of parent LT debt maturities



## Stable recurring dividends

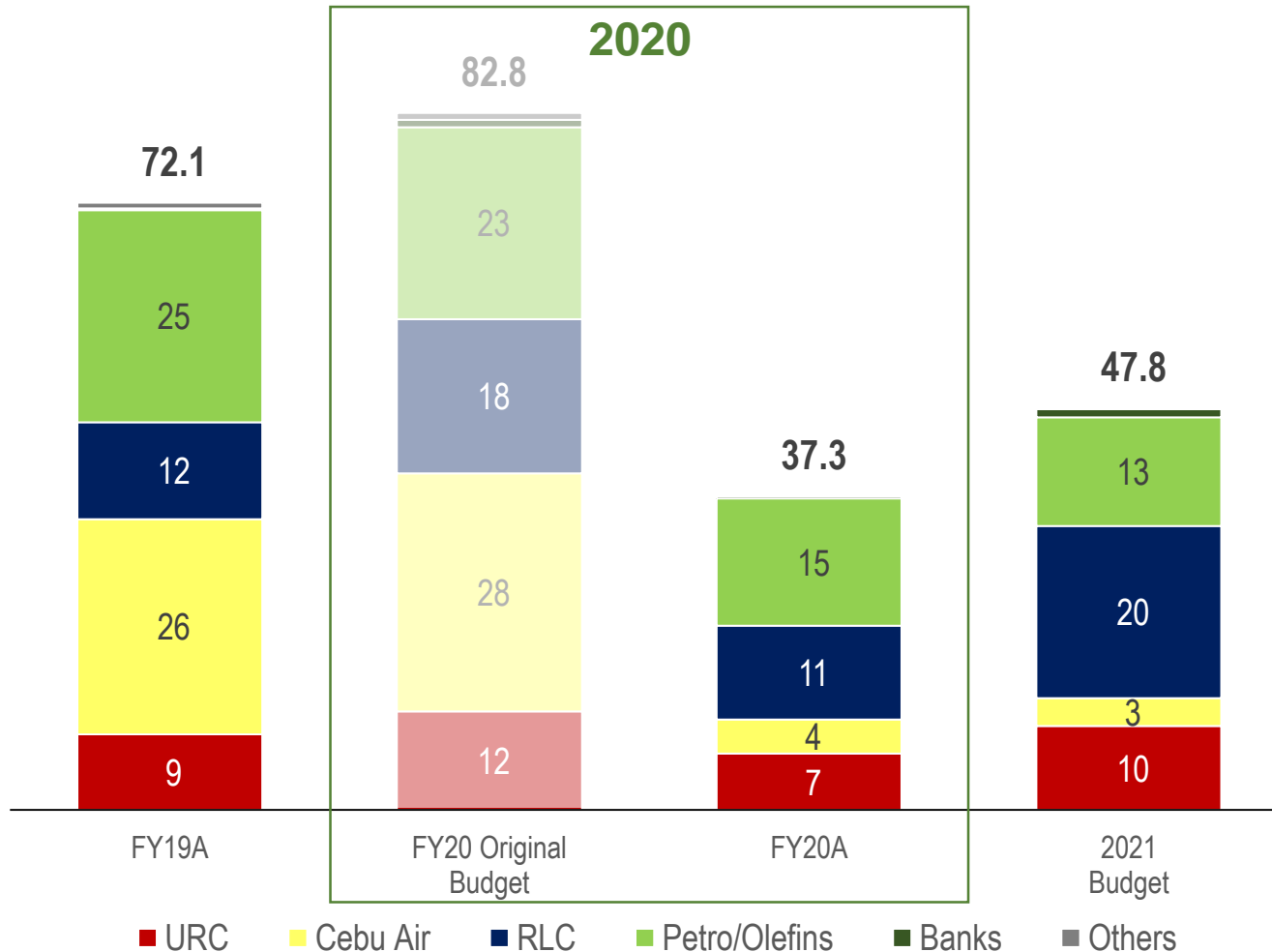


In PHP billions, except ratios

(1) Cash, FVPL and FVOCI investments from Robinsons Bank and PLDT are excluded

(2) Settled the Php5.3 billion current debt and have exercised early redemption option for the remaining Php126 million, originally due on 2024 last Feb 2021

# Significantly cut FY20 CAPEX for austerity measures



## FY2020 CAPEX Spending



- BCF PH's Mega DC and transfer of lines
- International & AIC's capacity expansions



- Development of malls, offices, hotels and warehouse facilities
- Land acquisitions



- 1 A321 NEO acquired
- Ground and non flight equipment



- Expansion projects
- Machineries and equipment



- Business development initiatives

# Key External Trends in 2021

## COVID-19 RISKS



- Number of COVID-19 cases continues to increase
- Economic uncertainty in the Philippines on the back of the prolonged lockdown
- Restrictions and safety concerns affect travel, business activities, and expansion projects
- Potential delay of vaccination roll-out

## ESG TRENDS



- Rise of investors taking into consideration ESG strategies and programs when evaluating companies
- Fluctuations in prices of raw materials, political & reputational risks, and competition
- Climate and other environmental risks

## CHANGES IN CONSUMER BEHAVIOR



- Weak consumer confidence; propensity to save more than to spend
- Shift towards in home consumption & activities, and health & wellness offerings
- Lower disposable income to drive loan default risks

## TECHNOLOGY DISRUPTION



- Shift towards online and contactless transactions
- Rise of e-commerce platforms, digital banking, food delivery services, online streaming, and other digital services



# Business Plans and Prospects



- Continue product innovation taking into account recent consumer trends on health, value, in-home consumption & affordable indulgence
- Sustain improvements and savings from supply chain transformation and lean manufacturing initiatives
- Scale up agile ways of working across the organization and consider workplace redesign



ROBINSONS LAND  
CORPORATION

- Continue to expand its businesses, to diversify, and invest in scale
- Grow land bank through strategic property acquisitions



- Implement and constantly revisit CEB's Future Size and Shape and its business transformation plan
- Php12.5bn convertible preferred shares issued through stock rights was listed in the PSE; and signed a Php16bn ten-year term loan facility with a syndicate of domestic banks to strengthen CEB's balance sheet for a longer liquidity runway



JG SUMMIT  
PETROCHEMICALS  
GROUP

- Projects Completion and Start-up Execution, with emphasis on safe and efficient turnover to operations
- Continuous improvements towards Operational Excellence and ensuring Organizational Readiness for upcoming new businesses
- Innovation and Market Development with its expanded product portfolios



- Continue to accelerate digital banking services



JG SUMMIT  
HOLDINGS, INC.

- Review our current business and operating models to adapt to the new normal as we predict shifts in the way consumers buy/use our products and services.
- Accelerate our digital transformation to further deliver value
- Improve customer experience, as well as to provide a digital workplace for our employees.
- Implement a group-wide vaccination program

## CLIMATE ACTION



Additional **7.1 MW** Capacity of newly operational **18,554** solar panels in RLC



URC' Project JAGUAR to improve energy efficiency



JGSPG has planted est. 408k seedlings as of 2020 as part of **One Million Trees Project**

## BETTER CHOICES



CEB's A330 Passenger Planes Modified to Carry Cargo



URC's Wellness Criteria



Robinsons Bank's Simple Savings

## SHARED SUCCESS



URC's Sustainable Potato Program



JGSPG's Abot Kamay Program



GBF allocated PHP 150M for donation

## RESOURCE EFFICIENCY & CIRCULARITY

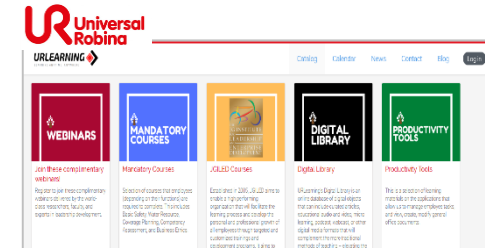


- Robinsons Malls partnered with USAID to develop a Solid Waste Management System
- URC started waste profiling using WACS to push zero waste to landfill



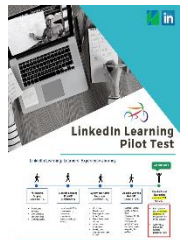
## EMPLOYEE ENGAGEMENT & DEVELOPMENT

**18.57** TRAINING HRS PER EMPLOYEE\*



URC University Virtual Learning Plan was released to help employees gain new skills in an online platform that is free and easily accessible.

\*Only covers JGSHI excluding CCU



JG Summit partnered with LinkedIn to help employees increase their knowledge, improve their skills, and enrich themselves

# Appendix

---

# Corporate Structure



Market Capitalization:  
**₱441.1 bn**

## CORE BUSINESSES

**Strengthen** and drive the full potential of these BUs

### Food & Beverage



**Stake: 55.3%**  
Mkt Cap: ₱279.9 bn  
Att Mkt Cap: ₱154.7 bn

### Air Transportation



**Stake: 67.9%**  
Mkt Cap: ₱42.3 bn  
Att Mkt Cap: ₱28.7 bn

### Real Estate



**Stake: 61.0%**  
Mkt Cap: ₱91.8 bn  
Att Mkt Cap: ₱56.0 bn

### Petrochemicals



**Stake: 100.0%**

## ECOSYSTEM PLAYS

**Leverage** on the synergies available within our extensive network of businesses

### Infrastructure



**Stake: 33.0%**

### Technology



**Stake: 100.0%**  
**Stake: 45.2%**

### Logistics



**Stake: 50.0%**

## GROWTH BUSINESS

**Accelerate** and invest in new verticals with potential to become part of our core businesses

### Banking



**Stake: 60.0%**

Identify new plays

## CORE INVESTMENTS

**Maximize** value through their steady stream of cash flows and capital appreciation

### Power



**Stake: 29.6%**  
Mkt Cap: ₱315.6 bn  
Att Mkt Cap: ₱93.3 bn

### Real Estate



**Stake: 37.0%**  
Mkt Cap: ₱130.4 bn  
Att Mkt Cap: ₱48.3 bn

### Communications



**Stake: 11.3%**  
Mkt Cap: ₱270.1 bn  
Att Mkt Cap: ₱30.4 bn

# Balance Sheet

(Php Millions)	As of Dec 2019	As of Dec 2020
Cash & cash equivalents (including Financial assets at FVPL and financial assets at FVOCI)	88,415	115,335
Other current assets	145,740	185,953
Investments in Associates and JVs - net	151,692	139,333
Property, plant, and equipment	259,243	260,416
Other noncurrent assets	283,219	298,571
<b>TOTAL ASSETS</b>	<b>928,310</b>	<b>999,609</b>
Current liabilities	245,139	295,579
Noncurrent liabilities	274,523	295,919
<b>TOTAL LIABILITIES</b>	<b>519,662</b>	<b>591,498</b>
Stockholders' Equity	304,812	308,321
Non-Controlling Interest	103,836	99,789
<b>TOTAL EQUITY</b>	<b>408,647</b>	<b>408,110</b>

# Income Statement

(Php Millions)	FY19	FY20	YoY
REVENUES	301,823	221,640	-27%
Cost of sales and services	189,782	150,852	-21%
GROSS INCOME	112,041	70,788	-37%
Operating Expenses	55,838	58,688	5%
OPERATING INCOME	56,203	12,101	-78%
Financing costs & other charges	(10,966)	(9,692)	-12%
Foreign exchange gain/ (loss) - net	829	2,585	212%
Market valuation gain/ (loss)	641	(2,333)	-464%
Finance income	2,096	1,233	-41%
Others	(765)	(632)	-17%
INCOME BEFORE TAX	48,038	3,261	-93%
Provision for Income Tax	5,372	2,864	-47%
NET INCOME	42,666	397	-99%
NET INCOME ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	31,285	(468)	-101%
CORE NET INCOME	25,293	450	-98%