

FY2021 Investors Briefing

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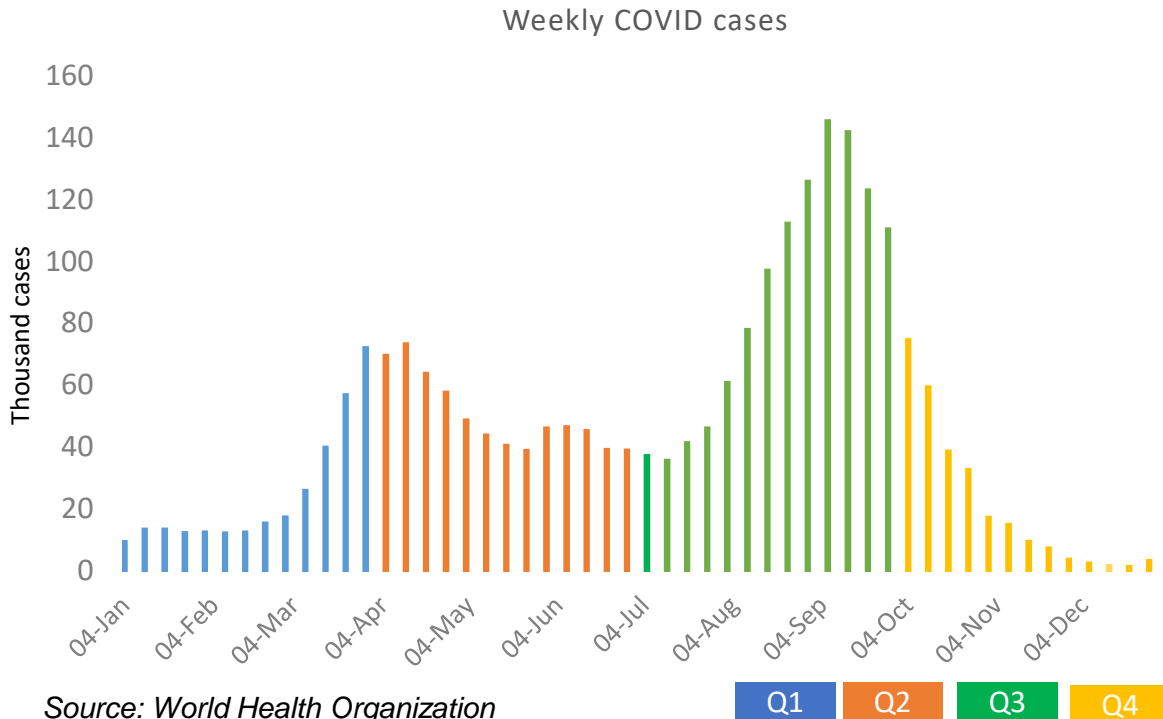
Agenda

1. 2021 Market Landscape
2. FY2021 Results and Key Business Developments
3. Outlook, Plans and Prospects

While the partial reopening of the economy led to recovery in consumer demand, businesses were challenged by rising costs

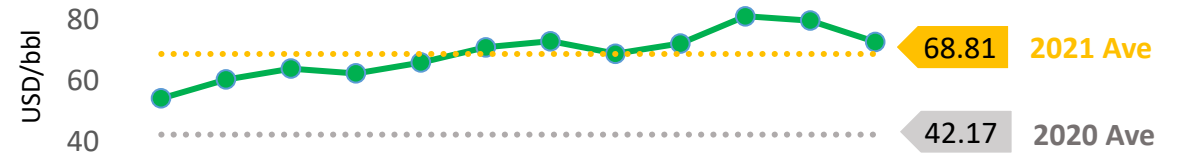
Mobility restrictions eased in Q4 given drop in cases post-Delta

- Following the Delta wave in Q3, COVID cases dropped and remained low until the end of the year
- Mobility restrictions were relaxed to Alert Level 2 in NCR starting November 5, benefitting our consumer-facing businesses such as URC, CEB, and RLC

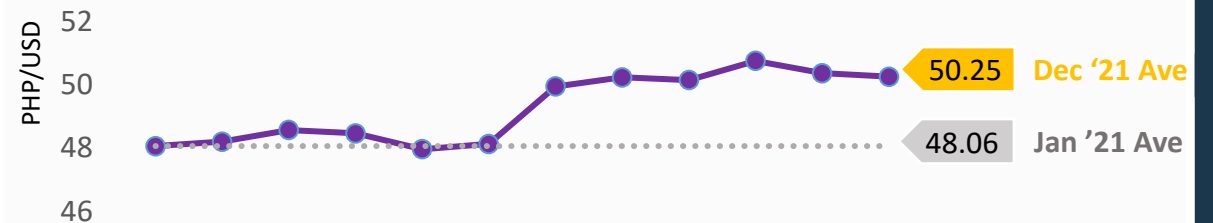


However, costs remained elevated and continued to rise in Q4

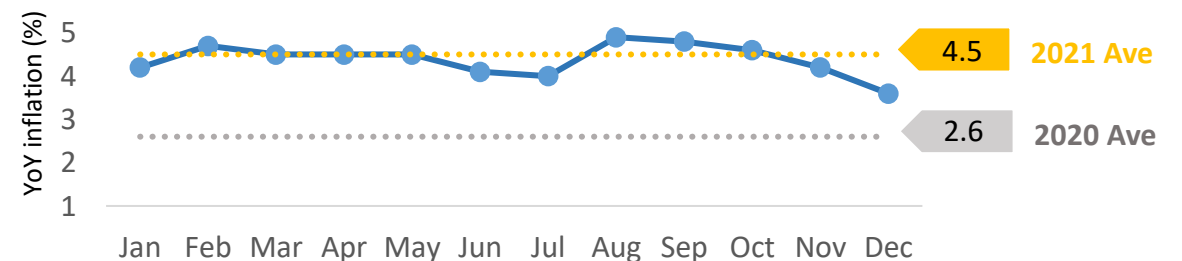
Dubai crude prices climbed to \$68.81 per barrel in 2021, up from only \$42.17 per barrel in 2020



The peso depreciated to 50.25 PHP/USD in December 2021 from 48.06 PHP/USD in January 2021.



Inflation rose to 4.5% YoY in 2021, versus only 2.6% in 2020



Sources: Indexmundi, Bangko Sentral ng Pilipinas, Philippine Statistics Authority

FY2021 Results and Key Business Updates

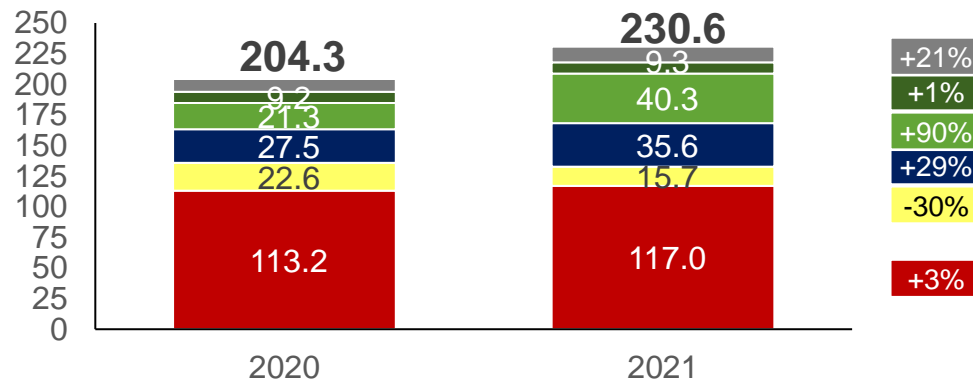
2021 Core net income ex-CEB close to full recovery

	In billion pesos			21 vs 20 (IDX)	21 vs 19 (IDX)
	2019	2020	2021		
Revenues	285.3	204.3	230.6	113	81
Core net income after taxes	25.3	0.4	3.5	772	14
Net income*	31.3	(0.5)	5.1	NM	16
Excluding CEB					
Revenues	200.5	181.6	214.8	118	107
Core net income after taxes	19.3	15.3	18.4	121	96
Net income*	25.1	14.6	21.8	149	87

*attributable to equity holders of the parent

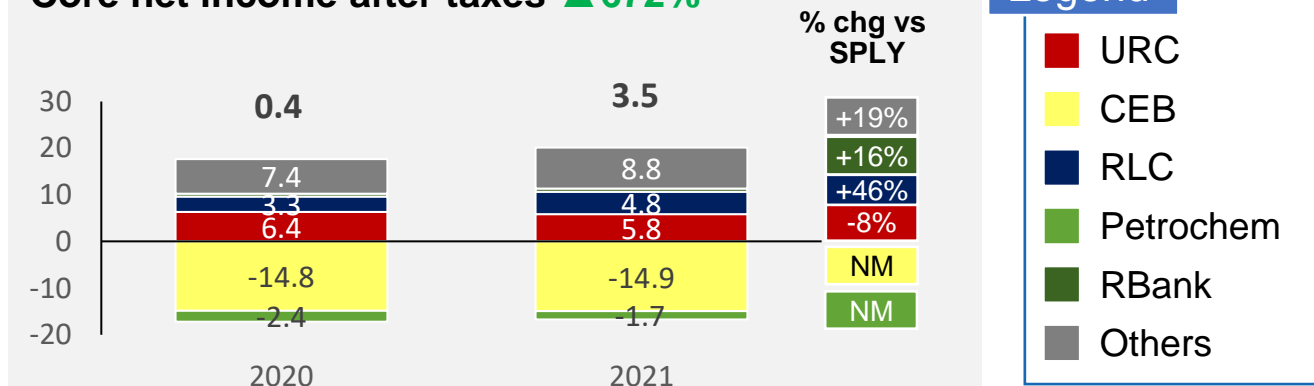
Segment Breakdown (in billion pesos)

Revenues ▲13%



Note: Consolidated revenues were restated to exclude Oceania

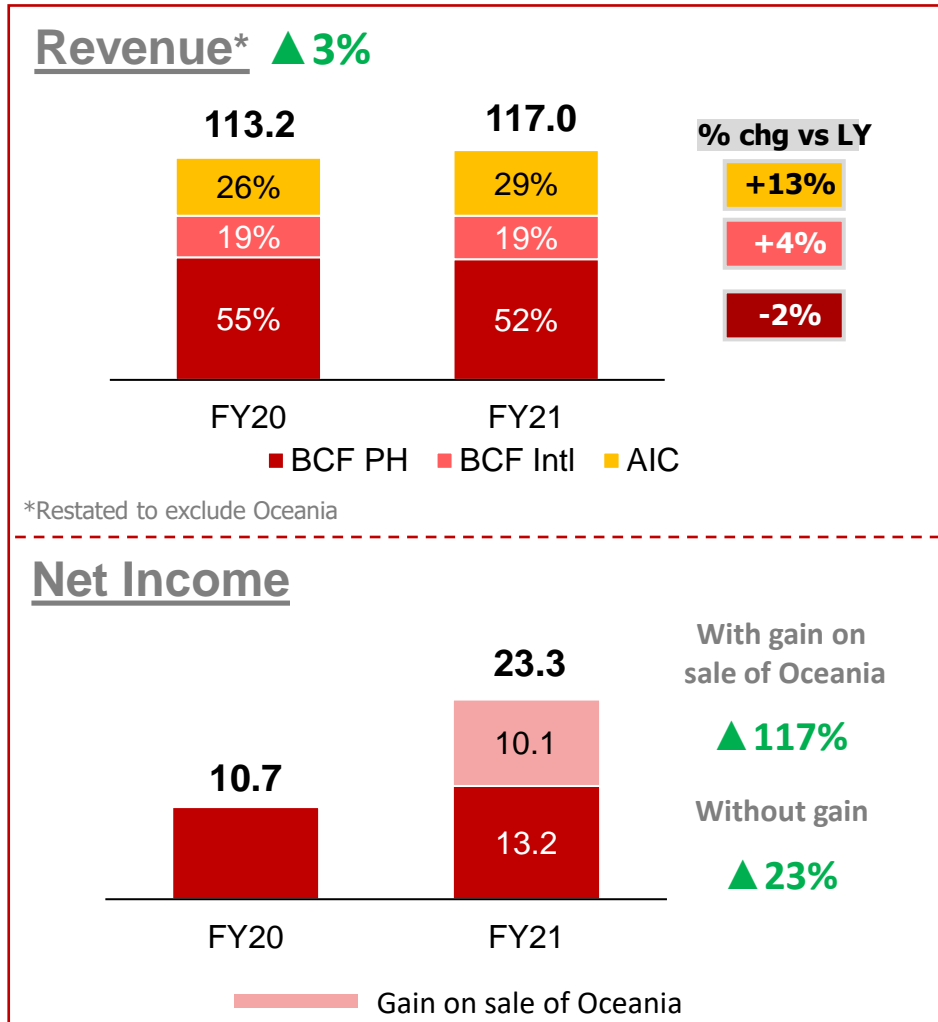
Core net income after taxes ▲672%



Legend

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

URC: Topline grew despite market contraction, while gains from asset sale and benefits from CREATE outweighed input cost pressures



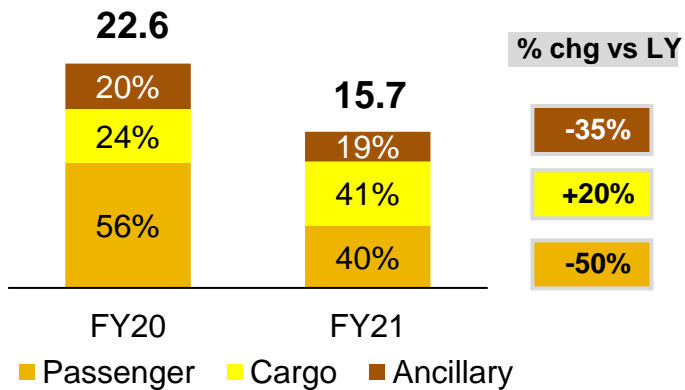
- Revenue expansion was driven by Commodities growth, while BCF Philippines displayed sequential recovery from muted H1, growing 5% YoY in Q4
- Pricing actions and OPEX optimization mitigated EBIT margin pressures from unprecedented spikes for key commodity prices
- Net income growth was boosted by the gain on sale of land and CREATE tax savings. Including the gain from the sale of Oceania business, total net income ended at Php23.3bn, up 117% vs SPLY

Key Business Updates

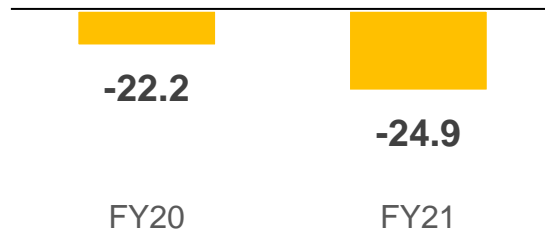
- Exited the Australia & New Zealand snack foods business through the sale of Unisnack for \$476 million, with a healthy gain of \$206 million
- Acquired Munchy Food Industries, Malaysia's #1 biscuit brand, which is now URC's 3rd strong arm in the international market
- Innovations were a driver for growth, with new products contributing between 4-7% of sales in the last year

CEB: Revenues improved QoQ on the back of domestic & cargo growth, but higher fuel prices narrowed margins

Revenue ▼ 30%



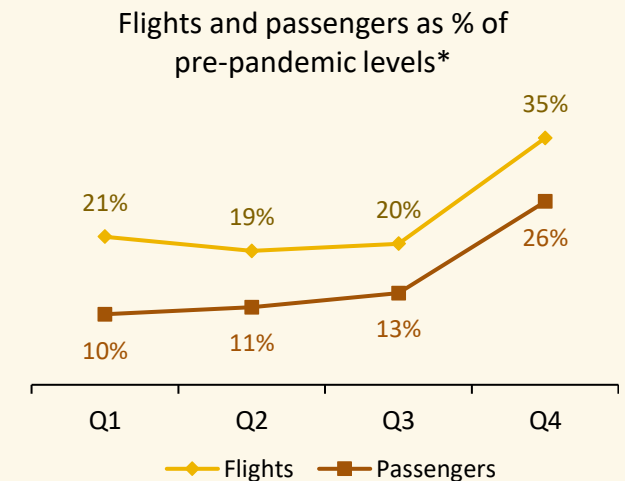
Net Income (Loss)



- FY21 revenues lower vs SPY given high base effects, but 4Q21 showed strong improvement QoQ and YoY from steep Domestic growth driven by easing of travel regulations and the Christmas peak
- Strong cargo operations cushioned the YoY decline in full-year revenues
- Margins were negatively impacted by higher fuel prices, maintenance-related expenses, interest, and peso depreciation

Key Business Updates

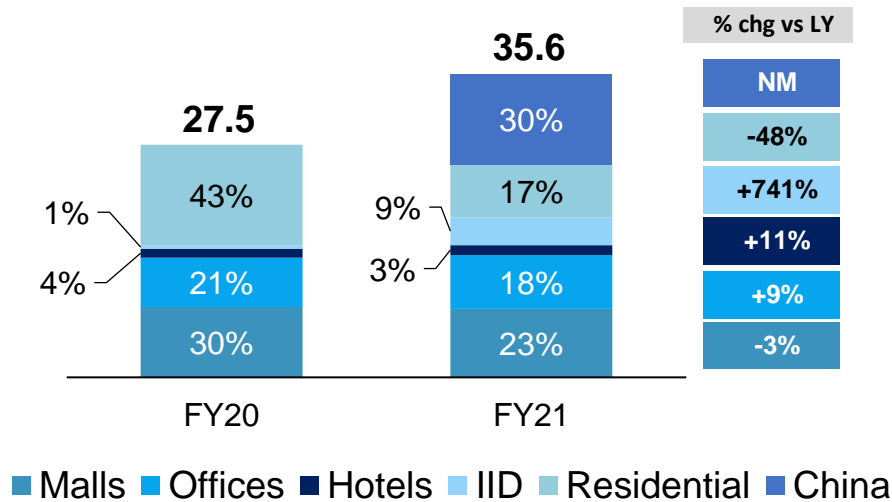
- Successful recapitalization which generated over \$1.6B, providing the airline with a 24-month liquidity runway and strengthening its balance sheet
- Continuous implementation of the Future Size and Shape program, which has already generated over Php2 billion in cost reductions
- As of Q4, flights and passengers were already at 35% and 26% respectively of their pre-pandemic levels (4Q19)



*Pre-pandemic levels defined as quarterly figures in 2019

RLC: Sustained EBITDA recovery across BUs plus CREATE law boosted Net Income

Revenue ▲ 29%

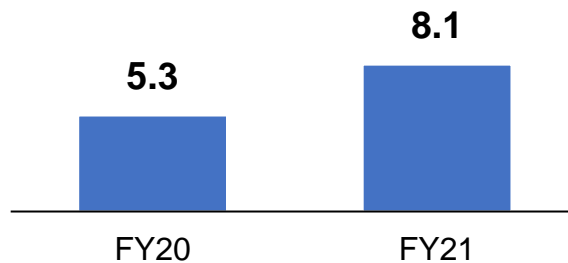


- Revenues grew 29%, driven by Chengdu sales, realized sales of Bridgetowne Properties & strong performance of Offices, which offset softer demand in the Residential and Malls divisions
- FY21 Net income was boosted by sustained EBITDA recovery across most BUs, the benefits of the CREATE law, as well as the listing of RL Commercial REIT, which enjoys more favorable tax treatment

Key Business Updates

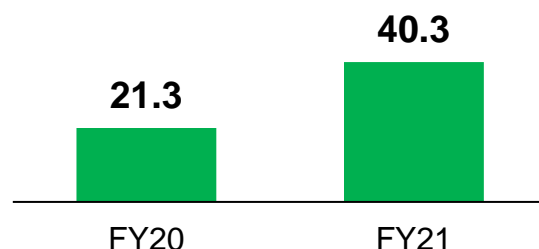
- Successfully launched RL Commercial REIT Inc. (RCR), which is the largest REIT in the Philippines in market capitalization at Php64.2 billion, initial public offering (IPO) size, and portfolio valuation at Php73.9 billion. The IPO generated Php23.5 billion in inflows
- Launched 1 mall, 3 office developments, 1 hotel, 3 residential projects, and 3 industrial facilities
- Sold 95% of the total Chengdu Ban Bian Jie Project
 - Residential condominiums and townhouses are 100% sold
 - Phase 2 is 97% complete
 - 89% of capital has been repatriated

Net Income ▲ 53%



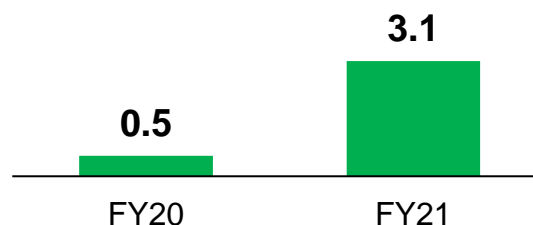
JGSOC: Strong volumes from better utilization rates and new products drove FY topline and EBITDA expansion

Revenue ▲ 90%



Strong volumes and higher ASP, as well as supplemental contribution from its LPG trading business and its newly commissioned Aromatics Extraction Unit led to significant topline expansion

EBITDA ▲ 463%



- GP Margins remains steady at 14%
- EBITDA grew faster YoY on the back of strong volumes, offsetting higher naphtha prices
- Utilization rates improved considering the planned shutdowns in 1Q20. FY2021's cracker and polymer rates at 91% and 83% vs FY2020's 70% and 69%, respectively

Net Income (Loss)



Higher depreciation cost & interest charges and foreign exchange losses for the period given the depreciation of peso against USD resulted in higher net loss in 2021

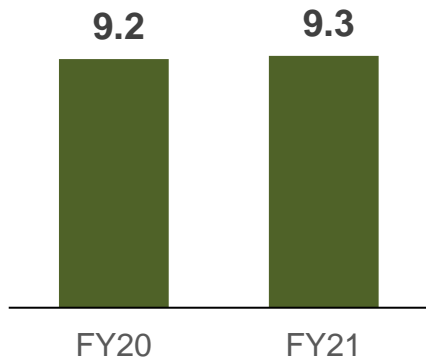
SALES VOLUME (MT)	FY20	FY21	%chg
C2 (Ethylene)	7,252	56,679	682%
C3 (Propylene)	3,220	11,157	247%
Pygas	143,713	89,145	-38%
Mixed C4	2,001	17,400	769%
PE	248,577	302,298	22%
PP	151,544	184,823	22%
Aromatics (AEU)	-	88,652	NM
Petrochemicals	556,307	750,154	35%
LPG Trading (Peak Fuel)	-	39,004	NM
TOTAL	556,307	789,158	42%

Key Business Updates

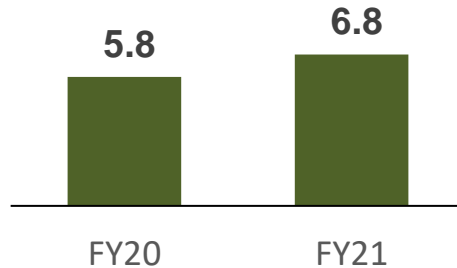
- Started commercial operations of its Aromatics Extraction Unit in July, and completed the construction of its Butadiene Extraction Unit in December
- Ongoing construction of PE3 facility, to be completed by 2H22
- Officially entered the LPG trading business through Peak Fuel Corporation
- Obtained SEC approval for the merger of JG Summit Petrochemical Corporation (JGSPG) and JG Summit Olefins Corporation (JGSOC) effective January 1, 2022, with JGSOC as the surviving entity

RBank: Strong profit growth on the back of higher loans, stable NIMs and better cost efficiency

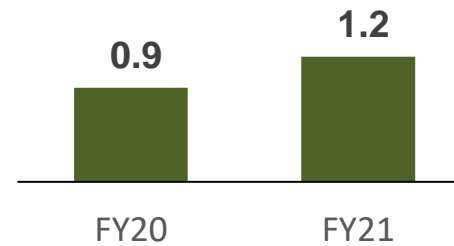
Gross Revenues ▲ 1%



Net Interest Income ▲ 18%



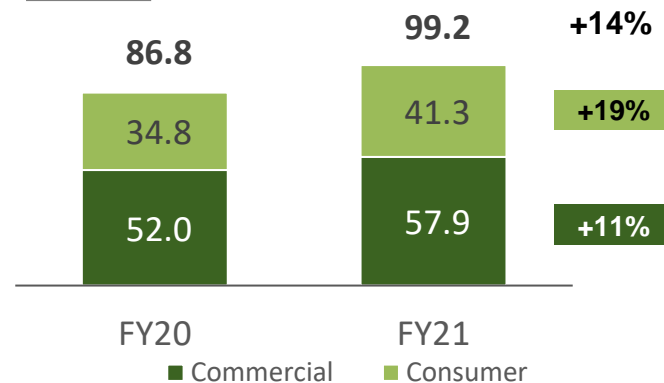
Net Income ▲ 33%



- Stable gross revenues driven by higher loans (up 14% YoY vs industry's 5% growth), and commission income, offset by lower trading gains
- Loan expansion coupled with stable NIMs and better cost-to-income ratio drove 33% YoY increase in Net Income
- NPL ratio at 3.3% as of end-2021, lower than the total banking industry average of 4.0%

Consolidated (Php Bn)	FY20	FY21	Growth
Assets	151.1	179.8	19%
Equity	18.3	18.4	1%
Gross TLP	86.8	99.0	14%
Gross NPLs	2.6	3.3	30%
Allowance for probable losses ⁽³⁾	2.3	2.8	
NPL Ratio	2.9%	3.3%	
NPL Coverage Ratio ⁽³⁾	91.2%	83.5%	
Capital Adequacy Ratio	17.3%	14.4%	
Tier 1 Ratio	16.4%	13.7%	

Loans



Key Business Updates

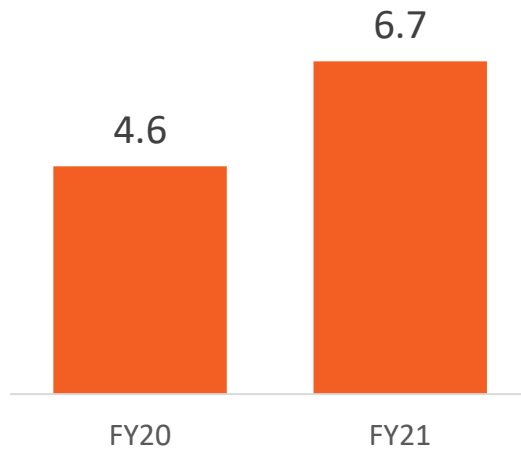
- Launched RBank RRemit in the Bank's digital app, RDX. Introduced InstaBalé, which allows eligible employees to make cash advances on their upcoming salary credits via RDX.
- Expanded its insurance services through its investment in UNICON Insurance, and renewed Bancassurance partnership with PRU LIFE UK
- Current consolidated network of 189⁽²⁾ branches and 374 ATMs

(1) In PHP billions, except ratios (2) inclusive of 21 Branch-lite units as of Dec-2021 (RBank at 7, LSB at 14), (3) Includes Retained Earnings appropriations per BSP circular No. 1011 (4) Net Income pertains to net income attributable to equity holders of the parent

Core Investments



EQUITY INCOME*

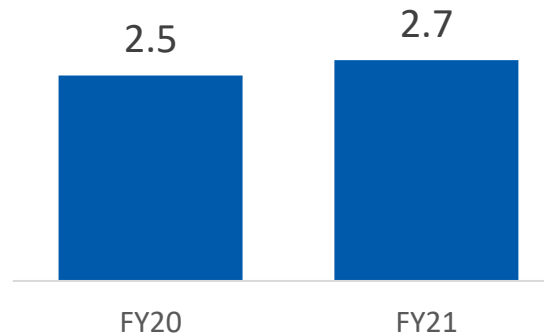


- Strong topline given growth in energy consumption across Residential, Commercial, and Industrial segments
- Impairment loss on Pacific Light in the prior year led to significant net income growth



SINGAPORELAND

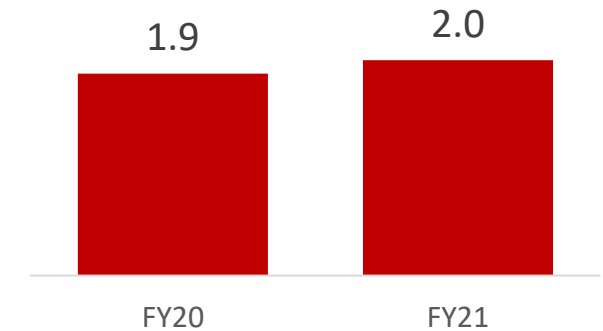
EQUITY INCOME*



- The recognition of income from its residential JV tempered the negative impact of the pandemic on its property trading & technology operations segment



DIVIDENDS RECEIVED



- PLDT raised its annual dividends to Php82 per share vs Php77 per share SPLY as its earnings momentum improves given hybrid work, home studying, and e-commerce, among others

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

Ecosystem Plays

JG Digital Equity Ventures (JGDEV)



- Invested in 7 new portfolio companies and 2 new fund investments, while participating in multiple follow-on rounds.
- Portfolio now includes strategic investments such as Tyme, Darwinbox, and Growsari
- Darwinbox is also the first unicorn in JGDEV's portfolio with more than \$1B in valuation

Luzon International Premier Airport Development Corporation (LIPAD)



- Successful Performance for the Operations Readiness for Airport Transfer for the New Clark Terminal 2
- Focused on improving the commercial offerings available at the airport for travelers and visitors. LIPAD successfully signed up in-terminal concessions

Data Analytics Ventures, Inc. (DAVI)



- Go Rewards now stands as one of the top-ranking loyalty programs in the country with 5.5 million member base, offering personalized marketing capabilities & seamless member experience
- DAVI's Customer Data Platform provides omnichannel experience for Go Rewards members and activates the real-time trigger marketing and personalization of campaigns

DHL Summit Solutions, Inc.



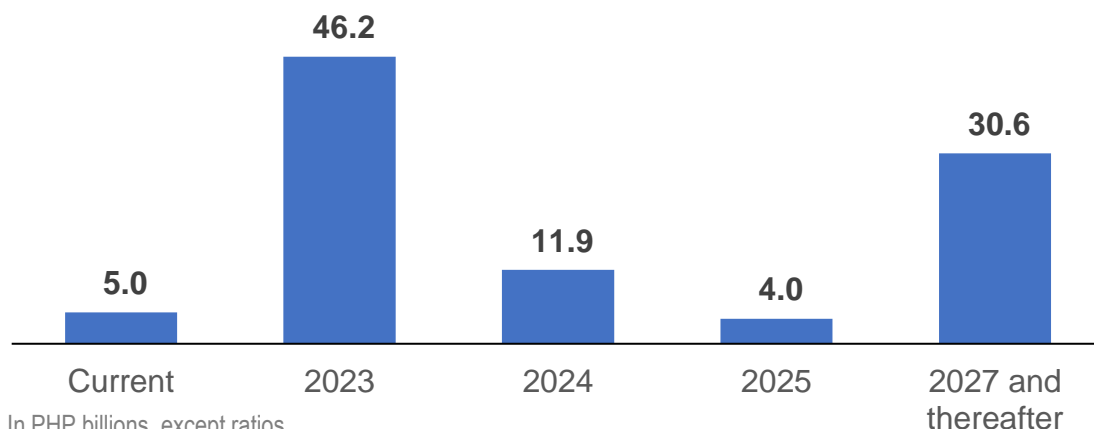
- URC awarded DSSI with trucking requirements for several other plants namely the planning and deployment for raw and packaging materials, as well as bagged flour
- Robinsons Supermarket Sucat and Pampanga Distribution Centres' transport operations have been successfully transitioned to DSSI in May and October 2021 respectively

JGS: Stronger balance sheet to support post-pandemic recovery and growth

Consolidated

	Dec-20	Dec-21	Growth
Cash(1)	70.5	85.2	21%
Financial Debt	316.8	298.5	-6%
Total LT Debt	272.3	232.5	-15%
FX-Denominated	131.3	110.9	-16%
Net Debt	246.2	213.3	-13%
D/E Ratio	0.78	0.68	
Net D/E Ratio	0.60	0.48	

Schedule of parent LT debt maturities



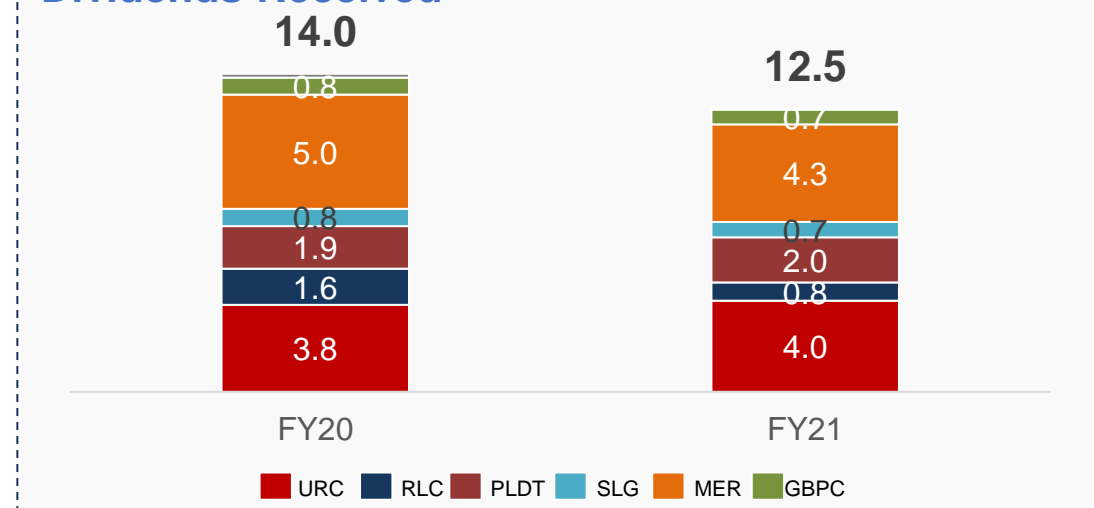
In PHP billions, except ratios

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

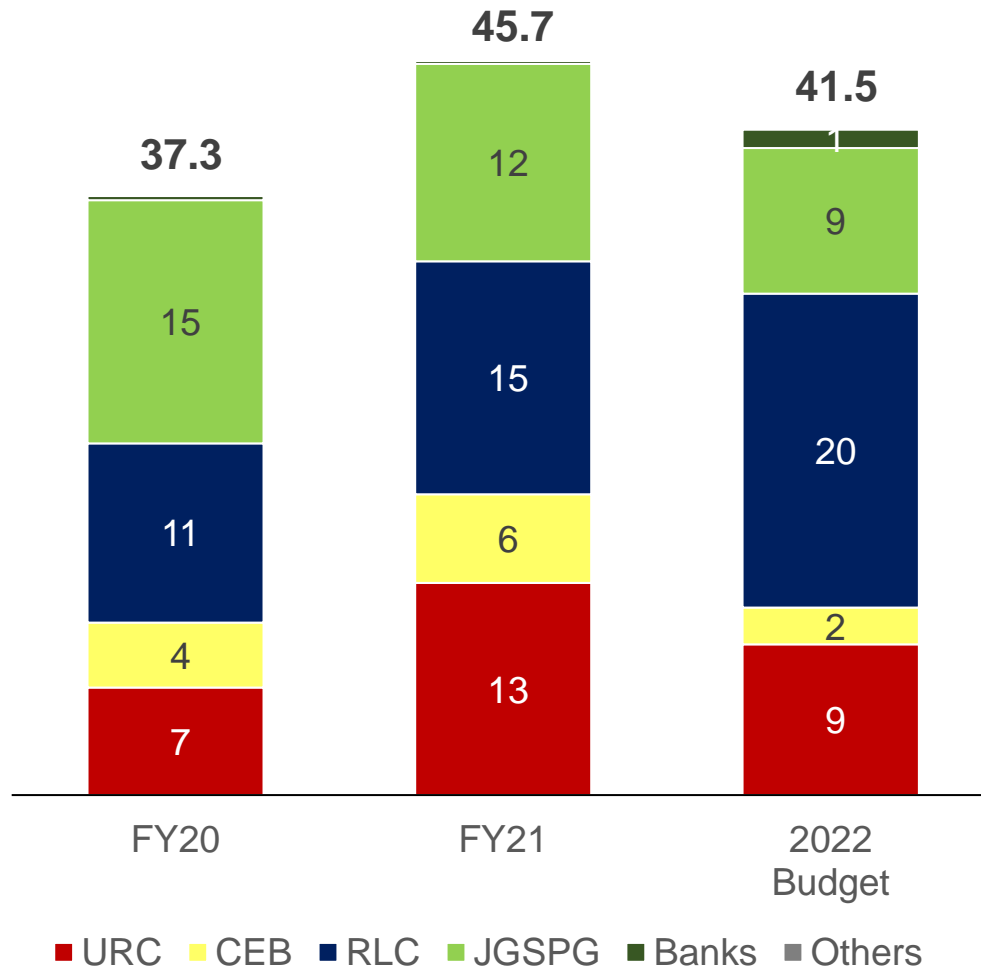
Parent






	Dec-20	Dec-21	Growth
Cash	30.5	26.5	-12%
Total LT Debt	104.2	97.3	-7%
Total ST Debt	0.1	-	-100%
Net Debt	73.8	70.8	-4%
Blended Cost of LT Debt	4.0%	3.8%	
Blended Avg. Remaining Life	4.4 yrs	3.7 yrs	

Dividends Received



FY21 CAPEX Spending driven by RLC, URC, and JGSOC

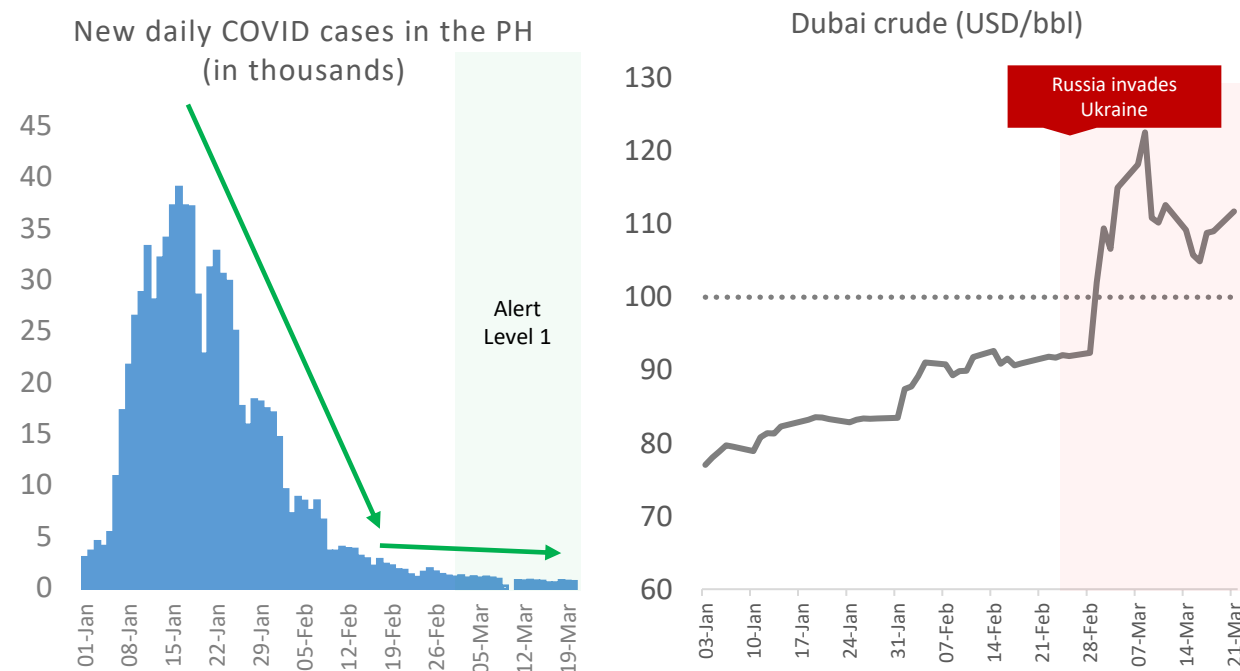


	FY2021	FY2022 Budget
	<ul style="list-style-type: none"> BCF-PH Mega DC and transfer of lines BCF- INT and AIC capacity expansion Property Acquisitions (e.g. New South Luzon for BCF PH, World Granary Inc for Flour) 	<ul style="list-style-type: none"> Fit out the new sites and expand capacities further, on the back of our expectations on strong growth
	<ul style="list-style-type: none"> Land acquisitions Development of and investment in malls, offices, hotels, residential projects, and warehouse facilities 	<ul style="list-style-type: none"> Sustain momentum in investing in land banking, and expansion projects across all divisions
	<ul style="list-style-type: none"> CAPEX for maintenance and ground operations 6 AC deliveries financed via sale and leaseback 	<ul style="list-style-type: none"> CAPEX for maintenance and ground operations 7 AC deliveries financed via sale and leaseback
	<ul style="list-style-type: none"> Expansion projects Machineries and equipment 	<ul style="list-style-type: none"> Tail-end of expansion project (PE3) Operations requirements
	<ul style="list-style-type: none"> Business development initiatives 	<ul style="list-style-type: none"> Digitalization & innovation initiatives System implementation

Outlook, Plans and Prospects

2022 Outlook

While the economy opened up in 1Q22 post-Omicron, the Russia-Ukraine conflict triggered an increase in global oil prices, weighing on PH recovery



- The peso depreciated to an average of **51.28 PHP/USD in February 2021**, versus an average of 50.25 PHP/USD in December 2021.
- **January and February 2022 headline inflation** both stood at **3.0% YoY**. The impact of rising oil prices is expected to be reflected in March inflation figures.

JG Summit's Outlook

Easing of mobility restrictions has been positive for the following BUs:



Better demand from customers (trade and consumers)



BUs that will greatly benefit are malls, hotels, logistics, and offices



Increasing domestic flight frequencies and forward bookings; Resumption of international travel

However, all of our business units are facing **margin pressures** with increasing prices of **oil and key input costs**, coupled with **peso depreciation**

Outlook, Plans and Mitigating measures per BU



- Implement selective price adjustments and productivity initiatives to manage rising costs and protect margins
- Accelerate Munchy's integration to realize commercial and operational synergies
- Continue innovation to drive growth by developing new products to address key consumer themes



- Continue to add value in RCR by injecting additional assets
- Launch 1 mall, 4 office developments, and open 4 hotels; Deploy approximately Php10 bn worth of residential projects in 2022 and complete industrial facility in Calamba, Laguna
- Expand digital solutions and initiatives across all business units



- Domestic flight frequencies and booking trending towards pre-COVID levels
- Fuel surcharge to address rising fuel cost
- Proactively reviewing its transformation plan to survive and thrive in the new normal



- Launch higher-value / higher margin products such as Benzene, Toluene, Mixed Xylenes, Mixed Aromatics, Butadiene, Raffinate, and also new polymer products
- Diversify power sourcing to involve renewable energy, particularly solar, and by shifting to cleaner fuels



- Continue to build up and diversify portfolio via acquisition, retention, channel, collaboration, and digitization strategies
- Maximize the supportive policy rate stance of the BSP by generating deposits and other funding sources
- Focus on building scale of market share to drive transaction volume that will grow fee income

2022 Outlook, Plans and Mitigating measures per BU



- Passenger traffic for Jan-Feb 2022 has increased compared with 2021 and is expected to increase further within the year; Airline carriers have also been increasing their weekly flight frequencies and are expected to continue to do so in the succeeding months
- Fit out of the New Terminal Building is almost completed with ORAT and test flights ongoing in preparation for terminal opening



- Intend to utilize remaining JGDEV Fund I mainly earmarked for strategic and follow-on investments in promising portfolio companies
- Intend to launch \$50mn second DEV fund within 2022 to invest primarily in key focus sectors with strategic relevance to the group while also allocating a portion of the fund for opportunistic investments



- Grow Go Rewards member base by 1) Member Acquisition by saturating high frequency-high spend partners and 2) Engagement with Mobile App conversion and more personalized communications & offers
- Use of Purchase and Usage Propensity Models and more Advanced Analytics, powered by Machine Learning, for more effective growth solutions for the Gokongwei Group and global/local brand partners
- Accelerate growth of Data Revenues from Precision Marketing, Online to Offline Ads (in partnership with Meta & Google), and Research



- Poised to onboard other customers within the Gokongwei Group in 2022, with Ministop operations in Q2 and South Star Drug in the second half of the year



- Most of GoTyme's key positions and manpower have been filled
- After securing its banking license from the BSP in 2021, GoTyme is now doing production testing and targets its commercial launch by 2H2022

JGS recalibrated our long-term objectives and strategies to ensure we recover and take advantage of trends in a post-pandemic environment

OUR PURPOSE

JG Summit has an unrelenting commitment to provide our customers with better choices, creating shared success with our stakeholders

OBJECTIVE

Solidifying our position among the largest conglomerates in the Philippines in terms of market capitalization

Financial Goals



Continually growing our core net income
Improving returns

Non-Financial Goals



Satisfactory ESG rating from top global ESG raters
High levels of employee engagement
Above-average internal customer satisfaction score

Where to Play: Our Portfolio Strategy



How To Win: Our Strategy Enablers

Organizational Transformation anchored on Common Purpose, Values and Ambition			
Leadership and People Development	Digital Transformation	Customer Centricity	Sustainability
Build leadership that creates conditions for employee engagement and high performance	Harness digital technology to maximize Core growth and productivity, and generate value through ecosystem synergies	Embed a strong focus on the external customer and employees through enhanced EX and CX	Accelerate the definition of sustainability philosophy, policy, programs and practices that are integrated into all businesses and stakeholder engagements across the group

How to Win Initiatives

Actively roll out programs to embed our key strategic enablers within the group

Leadership and People Development

- Launch Custom-designed Leadership Development and individual development plans (e.g. Executive Development Plans / Action Learning Projects, etc.)



- Embed People Analytics ways of working and standards into business processes



- Strengthen Digital Talent acquisition and retention strategy



Customer Centricity: Internal and External

- Develop innovative product, data, and customer journey roadmaps by defining the most valuable & viable digital & data opportunities, business model & strategy



- Execute customized programs and consistent customer engagement to grow revenue, drive new opportunities and enhance customer experience



- Maximize DAVI's data hub and platforms for BUs usage and campaigns



Digital Transformation

- Generate business value from digitally-enabled SBU/CCU projects (as defined in JG's project portfolio)



- Set up collaboration framework that maximizes frictionless use of data within the group



- Build up digital and agile competencies across SBUs



How to Win Initiatives – Sustainability

- In 2021, we have enhanced JGS's Sustainability framework based on the result of the Integrated Enterprise Risk Management Review
- As we accelerate our sustainability journey, we encourage ecosystem collaboration within our businesses.

Beginning

2018-2020

- Manage Compliance



- Understand Baseline and Reporting



- Develop Sustainability Framework



Optimizing

2021

- Initiate our journey on Climate Action through the adoption of the Taskforce for Climate-related Financial Disclosures (TCFD) starting with the enhancement of **Enterprise Risk Management (ERM) by integrating sustainability risk into our process.**
- Enhance **JGS's Sustainability framework** by mapping out key actions and metrics that are most strategic at the level of our operating companies based on the result of the Integrated Enterprise Risk Management Review
- Establish **Corporate Governance and Sustainability Committee (CGSC)** to oversee governance principles/policies, and oversight functions on ESG
- Accelerated in developing initiative across the 5 Sustainability Focus Areas

Climate Action		URC's Renewable Energy Project; RLC's Solar Energy in Malls; CEB's Purchase of Airbus 330 Neo
Resource Efficiency & Circularity		RLC's Solid Waste Management Program in Malls; URC's Plastic Committee Workstream establishment
Shared Success		URC's Potato Farmers Program and Flourish Pilipinas; JGSOC's Abot Kamay Program; RLC's Transport Hubs
Employee Growth & Well-being		Groupwide Vaccination and Telehealth Programs; JGS' LinkedIn Learning Program
Better Choices		CEB's Piso Fares; Rbank's Simplé Savings; URC's Wellness Criteria; RLC's Lingkod Pinoy

Accelerating

2022+

- **Sustainability targets** to be finalized and released in 2022
- Strengthen ecosystem play within the group by fostering synergies via **Sustainability Signature Initiatives**
- Fortify **governance foundation** through systems, policies, and sustainability thought leadership
- Enhance **sustainability credentials** by reviewing global standards and strengthening internal capabilities that will:
 - Drive investor relations on ESG
 - Develop stronger engagement with ESG Raters
 - Increase preparedness for ESG data assurance

Thank You!

Appendix

Corporate Structure



Market Capitalization:
₱444.5 bn

CORE BUSINESSES

Strengthen and drive the full potential of these BUs

Food & Beverage



Stake: 55.3%
Mkt Cap: ₱243.5 bn
Att Mkt Cap: ₱135.2 bn

Air Transportation



Stake: 66.6%
Mkt Cap: ₱27.5 bn
Att Mkt Cap: ₱18.3 bn

Real Estate



Stake: 61.0%
Mkt Cap: ₱100.5 bn
Att Mkt Cap: ₱62.1 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: ₱426.0 bn
Att Mkt Cap: ₱125.9 bn

Real Estate



Stake: 37.0%
Mkt Cap: ₱137.3 bn
Att Mkt Cap: ₱50.9 bn

Communications



Stake: 11.3%
Mkt Cap: ₱365.8 bn
Att Mkt Cap: ₱41.2 bn

Balance Sheet

(Php Millions)	As of Dec 2020	As of Dec 2021
Cash & cash equivalents (including Financial assets at FVPL and financial assets at FVOCI*)	115,335	124,884
Other current assets	185,953	181,383
Investments in Associates and JVs - net	139,333	146,034
PPE and Investment Properties	365,091	367,310
Other noncurrent assets	193,896	203,134
TOTAL ASSETS	999,609	1,022,745
Current liabilities	295,682	300,210
Noncurrent liabilities	295,816	278,904
TOTAL LIABILITIES	591,498	579,114
Stockholders' Equity	308,321	335,309
Non-Controlling Interest	99,789	108,322
TOTAL EQUITY	408,110	443,631

*PLDT investment included under 'Other noncurrent assets'

Income Statement

(Php Millions)	FY20	FY21	YoY
REVENUES	204,252	230,552	13%
Cost of sales and services	139,965	165,883	19%
GROSS INCOME	64,287	64,669	1%
Operating Expenses	54,368	53,254	-2%
OPERATING INCOME	9,918	11,416	15%
Financing costs & other charges	(8,913)	(9,111)	2%
Foreign exchange gain/ (loss) - net	2,567	(3,057)	-219%
Market valuation gain/ (loss)	(2,333)	(1,095)	-53%
Finance income	1,214	1,095	-10%
Others	(470)	568	-221%
INCOME BEFORE TAX	1,982	(184)	-109%
Provision for Income Tax	2,706	362	-87%
Net Income from Continuing Operations	(723)	(547)	-24%
Net Income from Discontinued Operations	1,120	11,281	907%
NET INCOME (LOSS)	397	10,734	2602%
NET INCOME ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	(468)	5,108	NM
CORE NET INCOME	450	3,470	672%