Aboitiz Equity Ventures

First Nine Months of 2020
Financial & Operating Results
Wednesday, November 04, 2020
Review of Business Units

- Power
- Financial Services
- Food
- Land
- Infrastructure
- AEV Financials
- Q & A
1AP DIGITAL STRATEGY
Digital first. Digital where it matters.

Our Assets
• Digital plant operations for maximum performance and availability
• Smart distribution network for quality energy and responsiveness

Our People
• Culture that works effectively in a digital ecosystem

Our Customers
• Empowering customers through a digital customer experience for
• Customer intelligence for value-adding customer relationships
• Advanced forecasting for smarter sales strategy

DIGITAL STRATEGY FRAMEWORK

DIGITAL OPERATIONS
Intelligent operations through digitalization of critical core systems

OT / IT CYBERSECURITY
Solid cybersecurity vigilance and protection as an essential pillar for digitalization

DATA & ADVANCED ANALYTICS
Advanced analytics and machine learning techniques for smart forecasting and planning

DIGITAL INFRASTRUCTURE
Fast deployment of digital strategy through a robust and well-planned smart infrastructure
9M2020 Beneficial EBITDA

In PHP millions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITDA Margin</th>
<th>GEN AND RES</th>
<th>DU</th>
<th>AP PARENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>9M2019</td>
<td>33%</td>
<td>5,065</td>
<td>23,146</td>
<td>28,211</td>
</tr>
<tr>
<td>9M2020</td>
<td>34%</td>
<td>4,867</td>
<td>24,534</td>
<td>29,401</td>
</tr>
</tbody>
</table>

-11% decline:
-6% lower demand due to COVID-19
-3% lower BCQ rates
-2% lower water inflow

Quarterly Breakdown

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITDA Margin</th>
<th>GEN AND RES</th>
<th>DU</th>
<th>AP PARENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q2020</td>
<td>33%</td>
<td>1,731</td>
<td>5,804</td>
<td>7,525</td>
</tr>
<tr>
<td>2Q2020</td>
<td>33%</td>
<td>1,284</td>
<td>4,043</td>
<td>7,337</td>
</tr>
<tr>
<td>3Q2020</td>
<td>34%</td>
<td>1,842</td>
<td>5,193</td>
<td>10,192</td>
</tr>
</tbody>
</table>

*4% vs 3Q2019
## 9M2020 Core Income

### EBITDA Breakdown

<table>
<thead>
<tr>
<th>Component</th>
<th>9M2019</th>
<th>9M2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Interest Expense</strong></td>
<td>9,346</td>
<td>10,179</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Depcn. &amp; Amort.</strong></td>
<td>7,330</td>
<td>8,165</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Tax &amp; Others</strong></td>
<td>2,572</td>
<td>4,580</td>
<td>78%</td>
</tr>
<tr>
<td><strong>Core Income</strong></td>
<td>13,675</td>
<td>6,477</td>
<td>-53%</td>
</tr>
<tr>
<td><strong>EPS</strong></td>
<td>1.85</td>
<td>0.88</td>
<td></td>
</tr>
</tbody>
</table>
### 9M2020 Net Income

<table>
<thead>
<tr>
<th></th>
<th>9M2019 (Php mn)</th>
<th>9M2020 (Php mn)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Income</strong></td>
<td>13,675</td>
<td>6,477</td>
<td>-53%</td>
</tr>
<tr>
<td><strong>FX/Derivative Gain (Losses)</strong></td>
<td>(220)</td>
<td>528</td>
<td>340%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>13,455</td>
<td>7,006</td>
<td>-48%</td>
</tr>
<tr>
<td><strong>EPS</strong></td>
<td>1.83</td>
<td>0.95</td>
<td></td>
</tr>
</tbody>
</table>
# Balance Sheet Highlights

<table>
<thead>
<tr>
<th>(Php mn)</th>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YE2019</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>37,434</td>
</tr>
<tr>
<td>Investments and advances</td>
<td>60,879</td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>209,521</td>
</tr>
<tr>
<td>Total Assets</td>
<td>410,469</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>276,826</td>
</tr>
<tr>
<td>Total Equity</td>
<td>133,643</td>
</tr>
<tr>
<td>Total Interest Bearing Debt</td>
<td>231,014</td>
</tr>
<tr>
<td>Net Debt</td>
<td>189,131</td>
</tr>
<tr>
<td>Net Debt to Equity</td>
<td>1.4x</td>
</tr>
<tr>
<td>Debt to Equity*</td>
<td>1.7x</td>
</tr>
</tbody>
</table>

*Total Interest Bearing Debt / Total Equity
Operating Highlights: Capacity Sales

Capacity Sales
in MW

<table>
<thead>
<tr>
<th></th>
<th>9M2019</th>
<th>9M2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sellable Capacity</td>
<td>2,757</td>
<td>2,944</td>
</tr>
<tr>
<td>BCQ</td>
<td>94</td>
<td>188</td>
</tr>
<tr>
<td>Spot</td>
<td>272</td>
<td>262</td>
</tr>
<tr>
<td>Ancillary</td>
<td>4</td>
<td>9%</td>
</tr>
</tbody>
</table>

Net: 3,123
Gross: 3,394
Operating Highlights: Revenue and Energy Sold

Revenue in PHP millions

9M2019: 61,390
-14%
9M2020: 51,539

Energy Sold in GWh

9M2019: 18,083
-8%
9M2020: 16,689

BCQ
Spot
Ancillary Services

9M2019:
15,683, 87%
1,783, 10%
616, 3%

9M2020:
13,730, 82%
1,720, 10%
1,238, 8%
Operating Highlights: Gross Margin

### Revenue
- **2019:** 68,641 PHP millions
- **2020:** 58,924 PHP millions
  - **Change:** -14%

### Generation Cost
- **2019:** 30,798 PHP millions
- **2020:** 24,127 PHP millions
  - **Change:** -22%

### Purchased Power
- **2019:** 8,416 GWh
- **2020:** 7,428 GWh
  - **Change:** -12%

### Gross Margin
- **2019:** 29,426 PHP millions
- **2020:** 27,370 PHP millions
  - **Change:** -7%

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**Quarterly Breakdown**

### Gross Margin
- **2019:** 8,343 PHP millions
- **2020:** 8,340 PHP millions
  - **Change:** +28% (Year-over-Year)

### Energy Generated
- **2019:** 3,430 GWh
- **2020:** 3,385 GWh
  - **Change:** +21%

### Purchased Power
- **2019:** 937 GWh
- **2020:** 781 GWh
  - **Change:** -5%
Operating Highlights: Selling Prices (P/kWh)

-11%  

-43%  

BCQ

4.53  
4.05  

Spot

4.66  
2.64  

9M2019  
9M2020  

Ave NEWC $89.39/MT in 9M2019 vs $61.56/MT in 9M2020
Operating Highlights: Availability - 9M2020

Small Hydro
- 95%
- Base: 271 MW

Large Hydro
- 96%
- Base: 321 MW

Geothermal
- 98%
- Base: 290 MW

Coal
- 88%
- Base: 2,023 MW

Oil
- 97%
- Base: 509 MW

Overall
- 90%
- Base: 3,460 MW

NERC – North American Electric Reliability Corporation
Operating Highlights: WESM

- **Q1 Ave LWAP P4.43 (P/kWh)**
- **Q2 Ave LWAP P7.23 (P/kWh)**
- **Q3 Ave LWAP P3.15 (P/kWh)**
- **9M2019 Ave LWAP P4.94 (P/kWh)**
- **Q1 Ave LWAP P2.94 (P/kWh)**
- **Q2 Ave LWAP P2.17 (P/kWh)**
- **Q3 Ave LWAP P2.54 (P/kWh)**
- **9M2020 Ave LWAP P2.55 (P/kWh)**
Luzon and Visayas Average Weekly Peak Demand

- Beginning of ECQ
- Holy Week
- Independence Day

Source: IFMOP Market Reports
Operating Highlights: Water Level
Operating Highlights: Distribution

Gross Margin / kWh

Feeder Loss

- Cotabato Light: 8.03% (9M2020), 7.64% (9M2019)
- Visayan Electric: 4.69% (9M2020), 4.50% (9M2019)
- Davao Light: 4.65% (9M2020), 4.54% (9M2019)
- SFELAPCO: 3.67% (9M2020), 3.75% (9M2019)
- Subic Enerzone: 2.93% (9M2020), 2.58% (9M2019)
- Balamban Enerzon: 0.17% (9M2020), 0.16% (9M2019)
- Mactan Enerzone: 0.42% (9M2020), 0.41% (9M2019)
- Lima Enerzone: 0.65% (9M2020), 0.62% (9M2019)

Gov't Cap: 6.00%
## Project Update

<table>
<thead>
<tr>
<th>Grid</th>
<th>Project</th>
<th>Capacity (Net)</th>
<th>% Ownership</th>
<th>Attributable Net Sellable Capacity</th>
<th>Estimated Commercial Operation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luzon</td>
<td>Dinginin Unit 1 (Coal – GNPD)</td>
<td>668 MW</td>
<td>70%</td>
<td>468 MW</td>
<td>Q2 2021</td>
</tr>
<tr>
<td></td>
<td>Dinginin Unit 2 (Coal – GNPD)</td>
<td>668 MW</td>
<td>70%</td>
<td>468 MW</td>
<td>Q3 2021</td>
</tr>
<tr>
<td></td>
<td>SNAP Magat Floating Solar</td>
<td>67 MW</td>
<td>50%</td>
<td>34 MW</td>
<td>Ongoing development</td>
</tr>
<tr>
<td></td>
<td>SNAP Magat Battery</td>
<td>20 MW</td>
<td>50%</td>
<td>10 MW</td>
<td>2023</td>
</tr>
<tr>
<td>Visayas</td>
<td>Naga Power Plant Complex</td>
<td>39 MW</td>
<td>100%</td>
<td>39 MW</td>
<td>Aug 2020</td>
</tr>
<tr>
<td>Mindanao</td>
<td>Therma Marine Battery</td>
<td>49 MW</td>
<td>100%</td>
<td>49 MW</td>
<td>2022</td>
</tr>
</tbody>
</table>

**Total:**

- **1,511 MW**
- **1,067 MW**
GNPower
Dinginin
2 x 668 MW of Coal Power
Naga Power Plant Complex

39 MW of Oil Power
Floating Solar

67 MW of Solar of Power
SNAP Magat Battery Energy Storage System (BESS)
20 MW
Aboitiz is a very good partner. I've gone to a lot of their projects, especially hydro. The hydro projects in different parts of the country [are] amazing. It's a very difficult technology. The technology [per se] is not difficult but navigating that technology is very difficult because you have to talk to indigenous peoples, to barangays. So my first suggestion is to look for the right partner. The right partner will help them navigate through the intricacies of the local environment.

Senator Sherwin “Win” Gatchalian
when asked for recommendations to foreign companies that wish to enter the Philippine energy market
Energy Smart Forum | October 23, 2020
Review of Business Units

- Power
- Financial Services
- Food
- Land
- Infrastructure
- AEV Financials
- Q & A
9M2020 Net Income at P8.5 Bn, 0.9% lower YoY

- **3Q2020 earnings at P4.2 Bn, 11% higher vs. 3Q2019**
  - Recurring income up 27% on higher net interest income and service fees

- **9M2020 earnings at P8.5 Bn, 0.9% lower YoY**
  - Provisions for loan losses increased to P7.5 Bn due to continued weakness in the economy from COVID crisis
  - Recurring income growth at 33% from better margins, healthy loan growth, higher fee income.
  - Higher trading gains YoY also boosted the bottomline.

*Attributable to Parent Bank’s Stockholders*
Net interest income increased 36%; Margins up 92bps YoY on lower funding cost.
Loan growth driven by commercial and consumer segments
Total deposits rose 17% on robust CASA growth (+23% YoY)
Higher trading gains YoY boost non-interest income
Single-digit opex growth driven by controllable expenses

<table>
<thead>
<tr>
<th>In P Bn</th>
<th>Sep 2019</th>
<th>Sep 2020</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume-Related</td>
<td>3.46</td>
<td>4.20</td>
<td>21%</td>
</tr>
<tr>
<td>Gross Receipt Taxes</td>
<td>1.18</td>
<td>1.50</td>
<td>27%</td>
</tr>
<tr>
<td>Documentary Stamp Taxes</td>
<td>0.88</td>
<td>1.06</td>
<td>20%</td>
</tr>
<tr>
<td>PDIC Insurance</td>
<td>0.64</td>
<td>0.76</td>
<td>18%</td>
</tr>
<tr>
<td>Others</td>
<td>0.75</td>
<td>0.88</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Controllable</strong></td>
<td><strong>10.68</strong></td>
<td><strong>11.19</strong></td>
<td><strong>5%</strong></td>
</tr>
<tr>
<td>Manpower</td>
<td>5.76</td>
<td>5.51</td>
<td>-4%</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>0.97</td>
<td>1.06</td>
<td>10%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>0.74</td>
<td>0.68</td>
<td>-8%</td>
</tr>
<tr>
<td>Advertising &amp; Marketing</td>
<td>0.16</td>
<td>0.36</td>
<td>123%</td>
</tr>
<tr>
<td>Others</td>
<td>3.06</td>
<td>3.59</td>
<td>17%</td>
</tr>
</tbody>
</table>
NPL ratios remain manageable; Higher provisions in 2Q boosted NPL cover
Stronger capital ratios YoY and above regulatory minimum
Outlook

- Relatively flat loan and asset growth amid continued economic weakness
  - Negative GDP growth
    - YoY GDP Growth (2019 Q1: 5.7%, Q2: 5.4%, Q3: 6.3%, Q4: 6.7%, 2020 Q1: 0%, Q2: -16.5%)
  - Slower loan growth in the banking industry
    - YoY Industry Loan Growth (Jan-20: 10.0%, Feb-20: 10.3%, Mar-20: 11.0%, Apr-20: 10.2%, May-20: 8.8%, Jun-20: 7.2%, Jul-20: 5.6%, Aug-20: 3.8%)

- BSP might keep rates unchanged for the rest of the year
  - RRP rates remain at 2.25% since 50bp cut in June 2020
    - Reserve Repurchase Rates (Sep-19: 4.00%, Dec-19: 3.75%, Mar-20: 3.25%, Jun-20: 2.75%, Sep-20: 2.25%)
  - RRR remains at 12% since 200bp cut in April
    - Reserve Requirement Ratio (Sep-19: 16%, Dec-19: 15%, Mar-20: 14%, Jun-20: 12%, Sep-20: 12%)
Resiliency and agility amid COVID crisis

- Deployed Bank on Wheels to support customers’ liquidity needs
- UBP as one of DSWD’s financial service providers for its social amelioration program
- EON’s partnerships with LGUs for distribution of cash assistance

UnionBank Online App features launched amid COVID
- Send money to partner remittance centers
- Mobile Check Deposit
- Free InstaPay fund transfers
- Depositing to your UB account just became more convenient
- Cash in via ECPay partner outlets
- Forex Transactions via the UB app

Launch of blockchain-enabled Bonds.ph app for the distribution of retail treasury bonds, in partnership with PDAX & BTr

UnionBank x Lazada Credit & Debit Card
Digital take-up continues to gain traction

UnionBank Online customers breached 1.5M mark

- No. of UnionBank Online Customers (in '000)
- 1,521
- 335K+ in October
- Digital Accounts Opened

Corporate enrollments doubled to 14K+

- No. of The Portal Users (in '000)
- 14.6
- 7.9+ (Restated)

Digital transactions on an upward trajectory

- UnionBank Online App Transactions (in '000)
- 3.596
- 2.8x
- Jan vs. Sep

Note: Transactions here include Bills Payment, Fund Transfers, Load Purchase, Remittances, and Mobile Check Deposits.
Review of Business Units

- Power
- Financial Services
- **Food**
- Land
- Infrastructure
- AEV Financials
- Q & A
# 9M2020 Financial Highlights

<table>
<thead>
<tr>
<th>FOOD GROUP</th>
<th>9M 2020 Financials</th>
<th>vs. 9M 2019 Financials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PHP (Million)</td>
<td>USD (Million)</td>
</tr>
<tr>
<td>Revenue</td>
<td>54,060</td>
<td>1,080</td>
</tr>
<tr>
<td>EBITDA</td>
<td>3,946</td>
<td>79</td>
</tr>
<tr>
<td>NIAT</td>
<td>1,363</td>
<td>27</td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>
9M2020 Financial Highlights: Revenue

Amounts in Php Million

<table>
<thead>
<tr>
<th>DIVISIONS</th>
<th>IN USD MILLION</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9M19</td>
<td>9M20</td>
</tr>
<tr>
<td>Farms</td>
<td>44</td>
<td>42</td>
</tr>
<tr>
<td>Feeds</td>
<td>940</td>
<td>910</td>
</tr>
<tr>
<td>Flour</td>
<td>124</td>
<td>128</td>
</tr>
<tr>
<td>Total Food Group</td>
<td>1,108</td>
<td>1,080</td>
</tr>
</tbody>
</table>
9M2020 Financial Highlights: EBITDA

Amounts in Php Million

<table>
<thead>
<tr>
<th>DIVISIONS</th>
<th>IN USD MILLION</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9M19</td>
<td>9M20</td>
</tr>
<tr>
<td>Farms</td>
<td>7</td>
<td>-7</td>
</tr>
<tr>
<td>Feeds</td>
<td>53</td>
<td>65</td>
</tr>
<tr>
<td>Flour</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td>Total Food Group</td>
<td>76</td>
<td>79</td>
</tr>
</tbody>
</table>
9M2020 Financial Highlights: NIAT

- **Farms**: 1771% increase from 9M19 (42 9M19, -703 9M20)
- **Feeds**: 64% increase from 9M19 (911 9M19, 1,494 9M20)
- **Flour**: 27% increase from 9M19 (450 9M19, 572 9M20)

**DIVISIONS**

<table>
<thead>
<tr>
<th>Division</th>
<th>IN USD MILLION 9M19</th>
<th>IN USD MILLION 9M20</th>
<th>VARIANCE 9M19</th>
<th>VARIANCE 9M20</th>
<th>YEAR ON YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farms</td>
<td>0.8</td>
<td>-14.0</td>
<td>-15</td>
<td>-1771%</td>
<td></td>
</tr>
<tr>
<td>Feeds</td>
<td>18</td>
<td>30</td>
<td>+12</td>
<td>+64%</td>
<td></td>
</tr>
<tr>
<td>Flour</td>
<td>9</td>
<td>11</td>
<td>+2</td>
<td>+27%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Food Group</strong></td>
<td>28</td>
<td>27</td>
<td>-1</td>
<td>-3%</td>
<td></td>
</tr>
</tbody>
</table>

**Amounts in Php Million**
COVID19 Pandemic Effects

- Disruptions in Production and Supply
- Shift in Sales Channel & Change in Market Consumptions
- Logistical Constraints & Challenges
- Longer Cash Conversion Cycle
- Extension of Project Completions

Food Group Counter Measures

- Secured Raw Materials and continuous Supply
- Strengthened Sales Strategy through the use of online platforms
- Enhanced Supply Chain Management
- Flexible Collections and Payments
- Pushed through Essential CAPEX to Protect Bottomline
- Fast BCP response - Readiness of Digital Platforms
## 2020 Project Update

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>PROJECT</th>
<th>CAPACITY</th>
<th>DATE OF COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philippines</td>
<td>Meats Fabrication Plant (Tarlac Meats Master)</td>
<td>468k heads p.a</td>
<td>3Q 2020</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Fish Feed Line</td>
<td>5TPH</td>
<td>4Q 2020</td>
</tr>
<tr>
<td>Philippines</td>
<td>Iligan Feed Mill Expansion</td>
<td>20TPH</td>
<td>4Q 2020</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Fish Feed Line</td>
<td>5TPH</td>
<td>1Q 2021</td>
</tr>
</tbody>
</table>
Meats Fabrication Plant (Tarlac Meats Master)

Forward Integration of Farms Business

Completion rate: 100%
Oct 2020
Fish Feed Line
+5TPH capacity in Ha Nam, Vietnam
Completion rate: 99%
Iligan Feed Mill Expansion
+20TPH capacity to support VisMin region
Completion rate: 99.5%
Mar 2021

Fish Feed Line
+5TPH capacity in West Port, Malaysia
Completion rate: 50%
Review of Business Units

- Power
- Financial Services
- Food
- **Land**
- Infrastructure
- AEV Financials
- Q & A
## 9M2020 Financial Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>9M2020</th>
<th>vs</th>
<th>9M2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>2,167M</td>
<td>▲ 2%</td>
<td></td>
</tr>
<tr>
<td>Gross Profit</td>
<td>868M</td>
<td>▲ 6%</td>
<td></td>
</tr>
<tr>
<td>NIAT</td>
<td>85M</td>
<td>▼ 90%</td>
<td></td>
</tr>
<tr>
<td>Residential Sales</td>
<td>2,012M</td>
<td>▲ 66%</td>
<td></td>
</tr>
</tbody>
</table>
Restrictions in residential operations significantly weighed down revenues year-on-year though offset by the recognition of Industrial lot sales in Lima.
9M2020 Residential Performance

- **Revenues**: by 45% vs. 2019
- **Sales**: by 66% vs. 2019
Greater broker engagement has improved residential sales. Digital activations continue to help in sustaining sales momentum and brand visibility.
9M2020 Business Recovery Plan

Digital Initiatives
• Setting up systems to make our processes more efficient

Aggressive marketing
• Ramped-up digital activations designed to convert sales (Online open houses, webinars)
• Opening of Model Units and Sales Offices
• Competitive payment terms
Review of Business Units

• Power
• Financial Services
• Food
• Land
• **Infrastructure**
• AEV Financials
• Q & A
Aboitiz InfraCapital
We are committed to helping uplift lives and spur economic growth through better and integrated infrastructure facilities and services.
9M2020 ICBU Financial Performance

Hectares Recognized

<table>
<thead>
<tr>
<th></th>
<th>9M 2019</th>
<th>9M 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Industrial</td>
<td>582</td>
<td>1,168</td>
</tr>
</tbody>
</table>

Gross Profit

<table>
<thead>
<tr>
<th></th>
<th>9M 2019</th>
<th>9M 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>450%</td>
<td>171</td>
<td>562</td>
</tr>
</tbody>
</table>

Revenues

<table>
<thead>
<tr>
<th></th>
<th>9M 2019</th>
<th>9M 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>751</td>
<td>159</td>
</tr>
<tr>
<td>Industrial</td>
<td>582</td>
<td>1,168</td>
</tr>
</tbody>
</table>

EBITDA

<table>
<thead>
<tr>
<th></th>
<th>9M 2019</th>
<th>9M 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>326%</td>
<td>231</td>
<td>457</td>
</tr>
</tbody>
</table>

Note: Figures exclude Joint Ventures
Minimum disruption to industrial operations

Locators are all operational and activity levels are back to pre-ECQ levels
Ensuring Business Continuity:

- Regular disinfections, safety protocols and reminders throughout park
- Virtual meetings with locators
- On-site accommodations provided for construction workers. Proper sequencing of work and breaks to facilitate social distancing.
Addressing the **challenging environment** for the retail business

**Foot traffic gradually increasing** since lifting of ECQ

**Daily sales are better** with alternative purchasing modes and al fresco areas
Providing rental relief for commercial tenants

Ensuring the safety of patrons and tenants through the proper measures

Leveraging on open-air format of The Outlets

Alternative means for customers to avail of the products and offerings
Industrial zones to be expanded and transformed over time in order to maximize earning capability

- **Harvest** - Continue sales/lease of industrial land and leasing commercial spaces
- **Expand** - Consolidate strategic footprint & capitalize on opportunities
- **Transform** - Develop the industrial zones into smart and vibrant integrated economic centers
Water demand has reached pre-ECQ level resulting to YTD EBITDA of PhP28M

First and only industrial park water services provider with a laboratory accredited by DENR

Implemented additional operating efficiency program that will lead to savings
How we plan to achieve target completion by 2021 amid COVID-19:

- Aggressive manpower ramp-up
- Simultaneous work and extended hours
- Subcontracting works

EPC contractor is implementing proper safety protocols onsite
Small cells will help improve the country’s ICT infrastructure and will play a key role in 4G and 5G deployments.

Partnered with Globe and Dito for the deployment of small cells in key urban areas.
Received **provisional registration as an Independent Tower Company** from DICT on September 10, 2020

Continuing discussions with **government** on revised terms for airport proposals to take into account impact of COVID-19
Lima Technology Center collaborated with the Office of Civil Defense to distribute boxes of fish to employees of locators who were affected by the pandemic.

Approximately 800 boxes (10 kgs/box) of fish were distributed on September 22 at the Lima Admin Office.
COVID-19 relief efforts for communities, hospitals frontliners, and office subcontractors

Ongoing CSR at Apo Agua thru

- College Scholarship Program
- Financial Assistance for High School students
- Assistance to public schools
- Adopt-A-Site Project with DCWD
Promoting Health & Safety

- Daily Health Checks
- InfraCares Bulletin
- InfraKamustahan Virtual Town Halls
- Virtual wellness activities
- Online contests

Return to Office Protocols are already in place
Strong company performance in Q3 despite COVID-19

• Cement demand contracted in YTD Sep as construction activities slowed down due to the pandemic
• New mills undergoing commissioning, with some delays due to COVID-19 travel restrictions
• Company implemented several cost cutting and productivity improvement measures
• Contribution to AEV at PhP412M in Q3 2020, bringing YTD total to PhP406M (PhP631M in YTD Sep 2019)*

*Like-for-like YTD contribution is PhP439M vs PhP435M in 2019
Review of Business Units

- Power
- Financial Services
- Food
- Land
- Infrastructure
- **AEV Financials**
- Q & A
9M2020 Financial Performance

**Revenues**

- **₱43 bn** (falls -14%)
  - vs 3Q2019
- **₱137 bn** (falls -10%)
  - vs 9M2019

**Conso EBITDA**

- **₱16 bn** (falls -13%)
  - vs 3Q2019
- **₱39 bn** (falls -13%)
  - vs 9M2019

**Core Net Income**

- **₱4 bn** (falls -37%)
  - vs 3Q2019
- **₱8 bn** (falls -48%)
  - vs 9M2019

**Net Income**

- **₱4 bn** (falls -35%)
  - vs 3Q2019
- **₱8 bn** (falls -47%)
  - vs 9M2019
9M2020 Beneficial EBITDA

-11% decline vs 9M2019:
  -7% from Power due to lower demand brought about by COVID-19, lower BCQ rates and lower water inflow
  -4% from Real Estate due to fair valuation gains on investment properties recognized in 3Q2019
9M2020 Consolidated EBITDA

In PHP Millions

9M2019:
- Power: 34,707
- Infrastructure: 4,206
- Real Estate: 1,607
- Financial Services: 915
- Food: 5,780
- Parent & Others: (76)
- Total: 44,826

9M2020:
- Power: 30,449
- Infrastructure: 4,284
- Real Estate: 914
- Financial Services: 5,843
- Food: 901
- Parent & Others: (356)
- Total: 38,834

Changes:
- Power: -13%
- Financial Services: -80%
- Infrastructure: +2%
- Real Estate: -50%
- Food: +2%
- Parent & Others: +353%
9M2020 Core Income
In PHP Millions

Conso EBITDA 12,607
Interest Expense 9,442
Depcn. & Amort. 5,064
Tax & Others 3,384
Non-controlling Interest 8,336

<table>
<thead>
<tr>
<th>Description</th>
<th>9M2019</th>
<th>9M2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conso EBITDA</td>
<td>44,826</td>
<td>38,834</td>
<td>-13%</td>
</tr>
<tr>
<td>Less: Interest Expense</td>
<td>11,222</td>
<td>12,607</td>
<td>12%</td>
</tr>
<tr>
<td>Depcn. &amp; Amort.</td>
<td>8,508</td>
<td>9,442</td>
<td>11%</td>
</tr>
<tr>
<td>Tax &amp; Others</td>
<td>3,437</td>
<td>5,064</td>
<td>47%</td>
</tr>
<tr>
<td>Non-controlling Interest</td>
<td>5,776</td>
<td>3,384</td>
<td>-41%</td>
</tr>
<tr>
<td>Core Net Income</td>
<td>15,882</td>
<td>8,336</td>
<td>-48%</td>
</tr>
<tr>
<td>EPS</td>
<td>2.82</td>
<td>1.48</td>
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</table>
9M2020 Net Income
In PHP Millions

<table>
<thead>
<tr>
<th></th>
<th>9M2019</th>
<th>9M2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Net Income</td>
<td>15,882</td>
<td>8,336</td>
<td>-48%</td>
</tr>
<tr>
<td>Non-recurring Income/(Loss)</td>
<td>(155)</td>
<td>(5)</td>
<td>97%</td>
</tr>
<tr>
<td>Net Income</td>
<td>15,727</td>
<td>8,331</td>
<td>-47%</td>
</tr>
<tr>
<td>EPS</td>
<td>2.79</td>
<td>1.48</td>
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</table>
Balance Sheet Highlights
In PHP Millions, except for ratios

Parent Net Debt

-15%

33,818
28,901

Consolidated Balance Sheet/Key Ratios

<table>
<thead>
<tr>
<th></th>
<th>YE2019</th>
<th>9M2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>46,425</td>
<td>65,403</td>
</tr>
<tr>
<td>Total Assets</td>
<td>588,386</td>
<td>608,593</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>371,191</td>
<td>393,737</td>
</tr>
<tr>
<td>Total Equity</td>
<td>217,195</td>
<td>214,856</td>
</tr>
<tr>
<td>Equity Attributable to Parent</td>
<td>176,481</td>
<td>175,917</td>
</tr>
<tr>
<td>Book Value Per Share</td>
<td>31.33</td>
<td>31.25</td>
</tr>
<tr>
<td>Current Ratio</td>
<td>1.3x</td>
<td>1.3x</td>
</tr>
<tr>
<td>Debt to Equity</td>
<td>1.7x</td>
<td>1.8x</td>
</tr>
<tr>
<td>Net Debt to Equity</td>
<td>1.2x</td>
<td>1.2x</td>
</tr>
</tbody>
</table>
Review of Business Units

- Power
- Financial Services
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- Q & A