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# **Strategic Direction**



# Synergy

- Toyota unit sales through MBT/PSBank auto loans/TFS lease-to-own package
- Federal Land & Pro-Friends home mortgages by MBT/PSBank
- AXA bancassurance through MBT/PSBank branch network
- Motor vehicle insurance
- Cross-selling of GT Capital
  products into MPIC subsidiaries

# **New Sectors**

- New strategic partners
- PPP projects
- Infrastructure
- Logistics

GT CAPITAL HOLDINGS INCORPORATED

# **Expansion in Existing Sectors**

- TMP/MBT expansion in Next Wave Cities
- Wider property sector product offerings (from Pro-Friends' affordable/economic to Fed Land's upper mid-end)
- ✓ Master-planned communities
  - Retail spaces
  - BPO/Commercial space

# **Corporate Profile**



GT Capital directly owns market-dominant businesses in underpenetrated sectors of the Philippine economy, namely banking; automotive assembly, importation, dealership, and financing; infrastructure; property development; and life- and nonlife insurance.

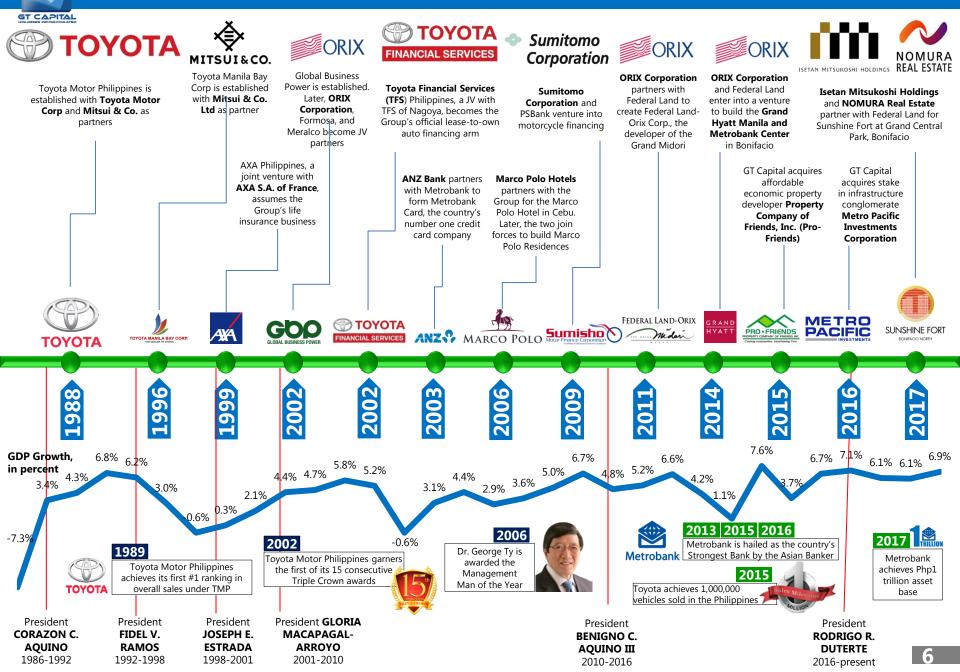


Listed on the PSE since April 2012 Included in PSEi 16 September 2013 Included in FTSE All World Index 21 March 2014 Included in MSCI Philippine Index 29 May 2015 All-Time High Market Capitalization (10 August 2016): Php282 billion

# Strategic Partnerships with **Best-of-Class Brands**



### Trusted by partners from Japan and around the world





# GT Capital Component Companies

#### Metrobank

- **1** No. 1 bank in net interest margins as of end-March 2018
- 2 Second largest Philippine bank by assets as of end-March 2018
- **1 Strongest bank** in the Philippines for 2011, 2013, 2015, and 2016 according to *The Asian Banker*



- Over 40 years experience in vertical, residential property development
- Track record of landmark developments in Metro Manila
- Over 80 hectares of land bank in prime locations



- **1** Market leader in auto financing for Toyota vehicles
- 17-year track record in auto lease financing
- Strategic partnership with Toyota Financial Services of Japan

#### 🛞 ΤΟΥΟΤΑ

- **1** Largest automotive company in the Philippines, with 36% market share as of end-March 2018
- **Highest** passenger car, commercial
- vehicle, and overall sales annually since 2002
- **1 Triple Crown** winner for 16 consecutive years 2002 2017



- Strategic contiguous land bank of over 2,000 hectares
- Established footprint in horizontal, affordable and low-cost housing
- Presence in Next Wave Cities (Cavite, Iloilo, Cagayan de Oro)



- Combined penetration rate of 11% among Toyota dealers as of end-March 2018
- Network of 5 dealer outlets
- Strategic partnership with Mitsui & Co. of Japan

# METRO

- Owns **MERALCO**, the Philippines' largest power distribution company
- **1** Owns **GLOBAL BUSINESS POWER**, one of Visayas' largest power generation companies
- **1** Owns **MAYNILAD WATER**, Metro Manila's widest water distribution network
- **1** Owns **METRO PACIFIC TOLLWAYS**, which manages the Philippines' widest toll road network



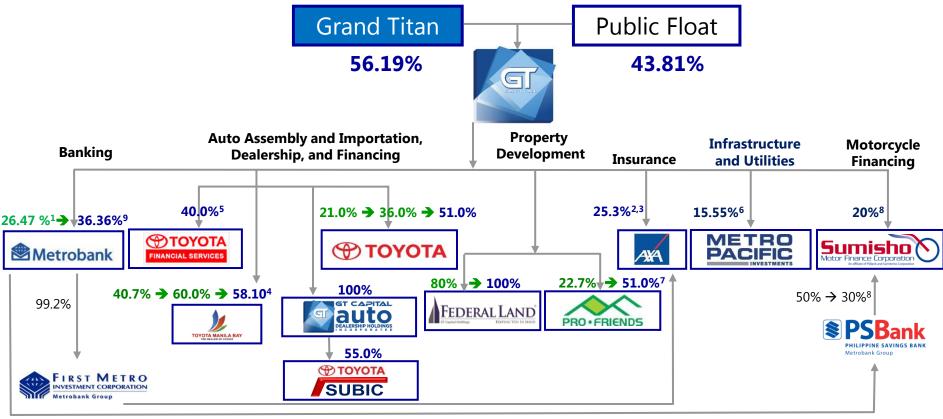
- 2 Second largest life insurance company in terms of gross premiums as of end-2017
  - Pioneer in bancassurance
- **1** Pioneer in Health and Protection products
- Strong bancassurance synergies with Metrobank and PSBank involving all 953 branches



- Joint venture with Sumitomo Corporation, one of Japan's largest conglomerates
- Nationwide footprint in over 320 motorcycle dealerships
- A leading institution in financing Japanese motorcycle brands



## **Current Corporate Ownership Structure**



<sup>1</sup> Free float (49%), Ty family - related entities (24%); Acquired 9.6% of Metrobank shares in April 2017

<sup>2</sup> AXA SA (45%), FMIC (28%), Others (2%)

<sup>3</sup> In April of 2016, AXA Philippines completed its acquisition of 100% of Charter Ping An Insurance Corp. from GT Capital.

<sup>4</sup> Acquired 40.7% in December 2013 from Ty family - related entities; acquired remaining 19.3% in March 2014 from FMIC. On 7 March 2016, Toyota Manila Bay Corp. and Toyota Cubao, Inc. merged, with Toyota Manila Bay Corp. (TMBC) as the surviving entity.

<sup>5</sup> Acquired 40% on August 2014 from Metrobank and PSBank

<sup>6</sup>Acquired 11.43% of MPIC primary common shares and 4.13% of secondary common shares from Metro Pacific Holdings, Inc.

<sup>7</sup>On June 30, 2016, GT Capital subscribed to an additional Php 8.7B worth of shares, increasing its stake to 51.0%.

<sup>8</sup>On August 8, 2017, GT Capital acquired Sumisho Motor Finance Corporation from Philippine Savings Bank (PSBank).

9In April 2017, GT Capital increased its stake in Metrobank to 36.09%. GTCAP further added to its stake in Metrobank as a result of the Bank's 2018 stock rights offering.

# Financial Highlights 1Q 2018



#### Php3.74 billion +21%**Consolidated Net Income** Php3.1 billion 1Q 2017 (PPA adjustments for PCFI, MPI, TMBC, TMP) Php3.75 billion +18% **Core Net Income** Php3.2 billion 1Q 2017 Php45.5 billion -7% **Revenues** Php48.8 billion 1Q 2017 TMP & TMBC - Auto Sales (TMP – Php33.7B) 37.9 billion -12% Php Equity in net income of associates Php 2.9 billion +37%\*\*(MBT Php2.1B, MPIC Php0.6B, & AXA Php0.1B) FLI & PCFI - Real Estate Sales and Interest income on Real Estate 3.6 billion Php +25%Sales (PCFI revenue contribution Php1.7B or 45% of total) \*\* Excluding increase in stake in MBT (Php2.3B) +10%

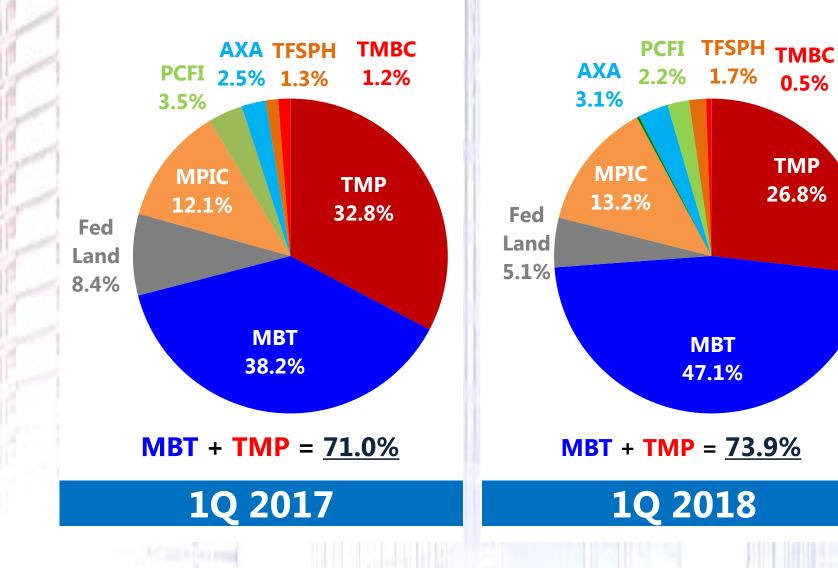


0.5%

TMP

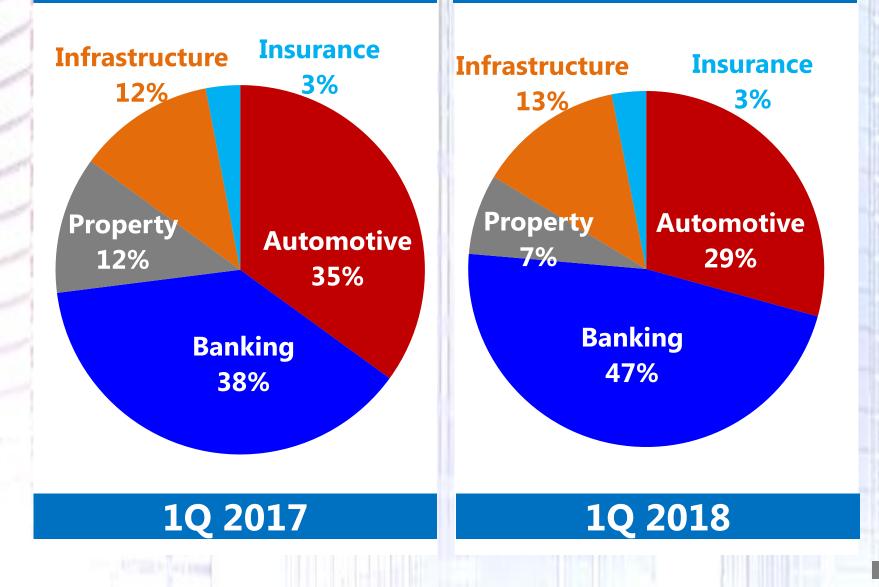
26.8%

# GT Capital Net Income Contribution





# GT Capital Net Income Contribution





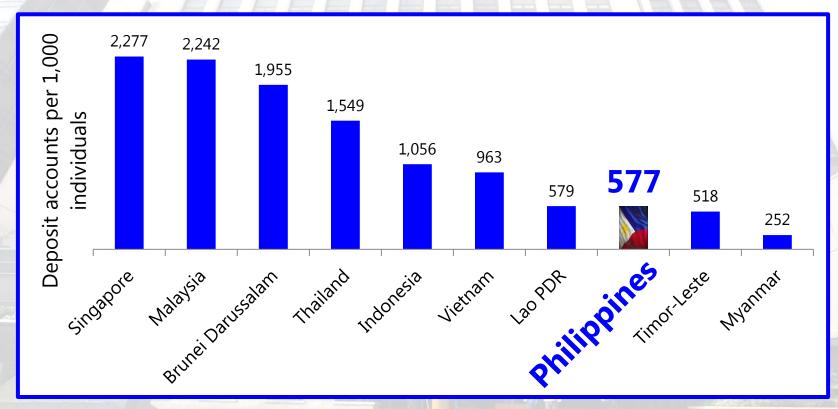
# **Banking Sector Updates**



# **Banking still an underpenetrated sector**

## **Deposit accounts per 1,000 individuals**

**ASEAN Members and Observers, 2017** 

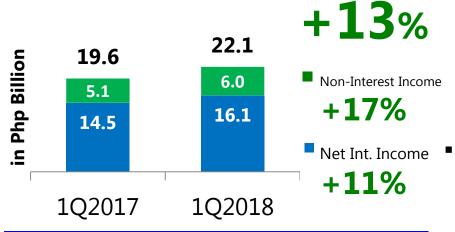


Source: International Monetary Fund Financial Access Survey, Tracking Access to Financial Services, 2017

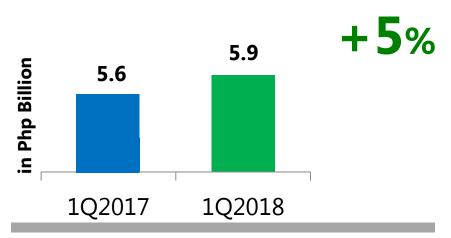


# **Metrobank Financial Highlights**

#### **Operating Income**



#### **Net Income**



- Net Interest Income +11% (Php16.1B or 73% of Operating Income)
  - NIMs from 3.68% to 3.75%
  - Loan portfolio +14% from Php1.1T to Php1.3T vs. Industry +18%
    - Commercial +14%
    - Consumer +17%
- Non-Interest income +17%
  - Service fees & bank charges +9% from Php2.6B to Php2.9B
  - Miscellaneous income +49% from Php1.6B to Php2.4B (Php0.6B ROPA Sales)
- PFRS 9 adjustments Provisions for credit and impairment losses +70% from Php1.1B to Php1.9B
  - NPL ratio from 0.91% to 1.08%
  - Credit cost from 0.50% to 0.59%
    - Increase in OPEX +13% from Php10.9B to Php12.3B
      - Higher taxes and licenses (DST)

# **Peer Banks Highlights**



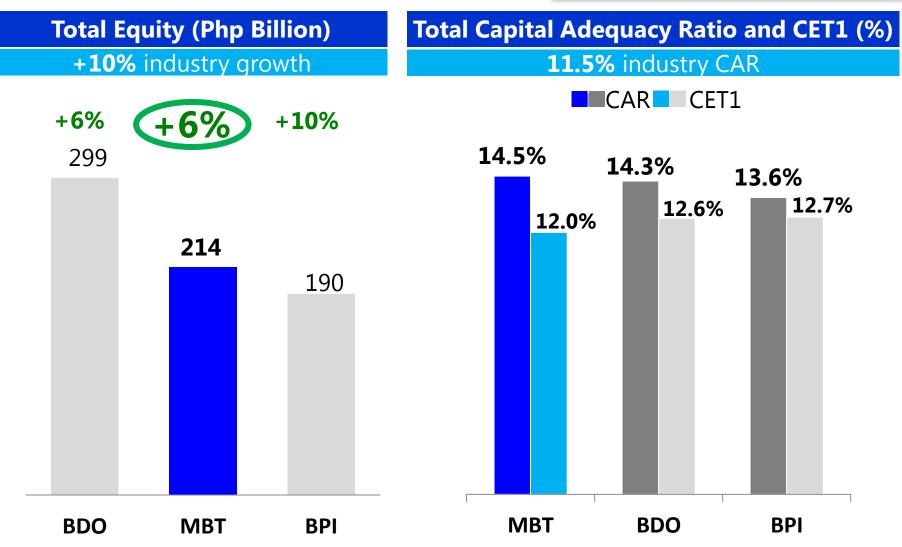
et Intere	st Margin -	- NIMs (%)		oans (Php I	
3.8%	3.4%	2.9%	+ <b>19%</b> +22% 1,886	+14% 1,253	rowth + <b>17%</b> 1,210
MBT	BDO	BPI	BDO	MBT	BPI
CASA De	eposits (Ph	p Billion)	Total A	ssets (Php	Billion)
	e <mark>posits (Ph</mark> 6 industry g			<mark>ssets (Php</mark> 6 industry g	
			+12% +17%		
+12% +13%	6 industry g	rowth	+12%		rowth

Source: 17-A Report of Banks as of 31 March 2018 and BSP Report on Financial and Economic Indicators

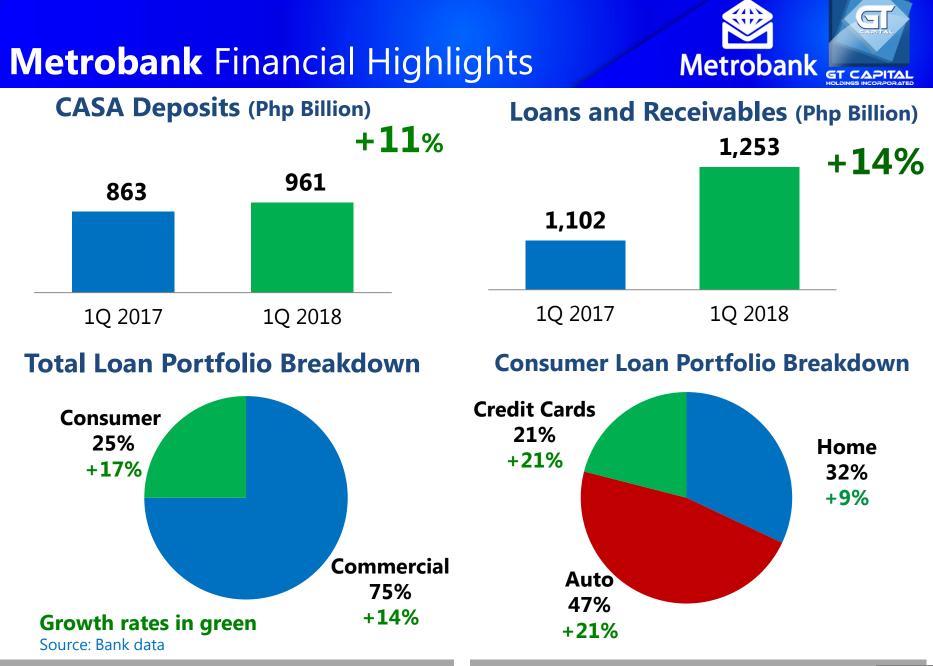
# **Peer Banks Highlights**



6



Source: 17-A Report of Banks as of 31 March 2018 and BSP Report on Financial and Economic Indicators







#### Metrobank increases stake in Metrobank Card Corporation

Prior to acquisition Metrobank 60% ANZ Group 40%

Post-acquisition Metrobank 100%

**Two tranches 20%** for Php7.4B Dec 2017 **20%** remaining by 3Q 2018



# One 32 years

of experience in the credit card business

Part of ANZ's global strategy of focusing on core banking operations in Australia and New Zealand



#### Number One credit card company

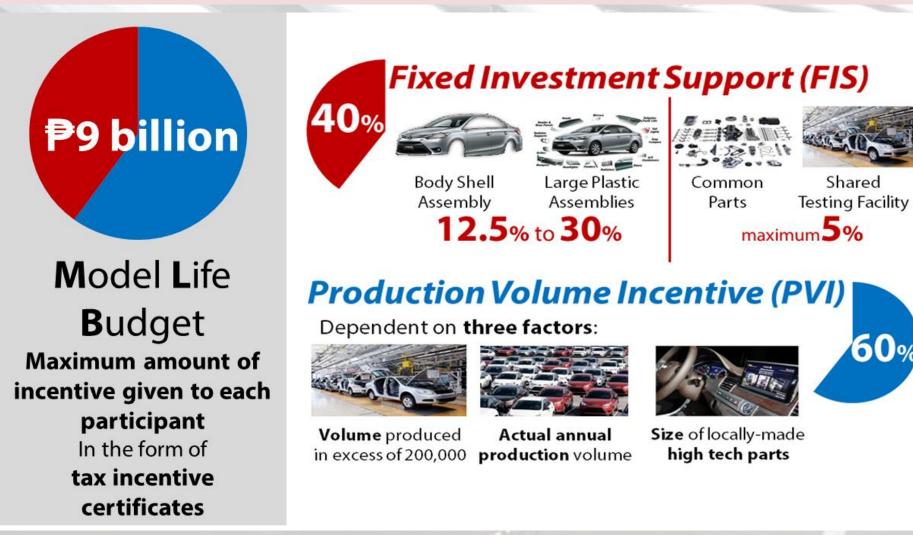
in the Philippines Credit Card Association of the Philippines (CCAP)



**Comprehensive Auto Resurgence Strategy (CARS)** Implementing Rules and Regulations – 23 December 2015



#### Incentives





## **Rationale and Regulations**

- Aims to provide a strategic enhancement program for the Philippine auto industry to increase local content from 30% to 60%
- Manufacturing of model, body shell, large plastic assemblies, common parts, OEM parts, and shared testing facility are covered
- **Php9.0 billion** maximum incentive in the form of **tax certificates** 
  - Incentive per unit of 8% of price per unit or Php45,000 per unit
  - 40% given for tooling, equipment and training costs for the initial start-up operation (Fixed Investment Support)
  - 60% given for volume-based incentive (Production Volume Incentive)
- Only entirely new models or full model change (FMC) units can qualify
- Minimum production volume of 200,000 units over six years (33,333 units per year or 2,750 units per month)

# **CARS Program** Updates Comprehensive Automotive Resurgence Strategy



#### Participating model Php1.03 billion Vehicle 348 parts **Php5.24** production Confirmed as of July 2017 billion Total Toyota CARS **91** Toyota suppliers **Project Investment** Plan as of Sept 2017 Php4.21 Confirmed direct 30 suppliers for the billion new Vios Parts localization **60%** Large press parts projects localization

CARS Program Updates Out-house parts projects



#### **BOI-registered** auto parts partners



Source: The Philippine Star



#### CARS Program Updates In-house parts projects approved on 7 June 2017

#### **Press parts (Body shell)**



Stamping die storage expansion at Press Shop

- Machine installation/ trial 1H 2018
- Investment plan Php1.29 billion

#### New in-house manufacturing capabilities

- 3000T Plastic Injection System
- Stamping Dies
- Roller Hemming System
- 1600T AO Servo Press Machine
- Major equipment for press & resin parts

#### Large plastic parts manufacturing

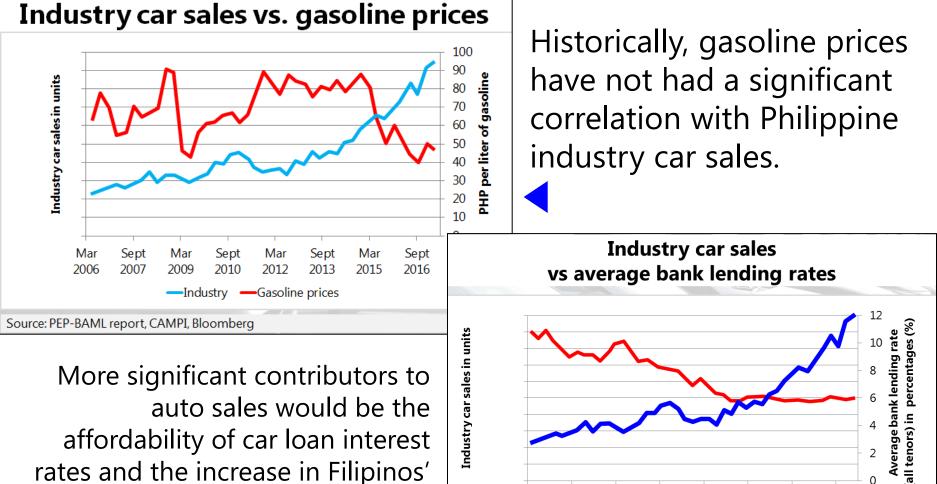


# 24 Nov 2017 – Inauguration of TMP's new plastic molding facility

*From left to right:* TMP EVP for Manufacturing Tomohiro Iwamoto; TMP SEVP and GT Capital Director Dr. David Go, TMP President Satoru Suzuki, DTI Secretary Ramon Lopez, BoI Governor Henry Co, CARS Program Management Office Director Romulo Manlapig

- Machine installation/ trial 3Q 2017
- Investment plan Php0.9 billion

#### **Factors in relation to industry car sales** ΤΟΥΟΤΑ



auto sales would be the affordability of car loan interest rates and the increase in Filipinos' disposable incomes.

Source: CAMPI, PEP-BAML

Mar

2006

Sept

2007

Mai

2009

Industry car sales

Sept

2010

Mar

2012

Sept

2013

Bank lending rate

Mar

2015

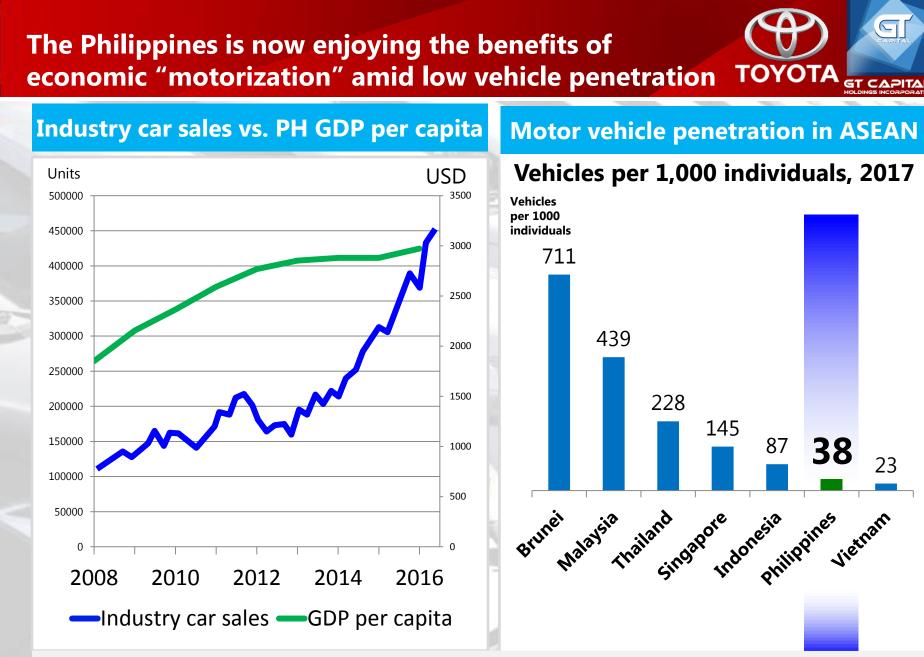
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2

0

Sept

2016



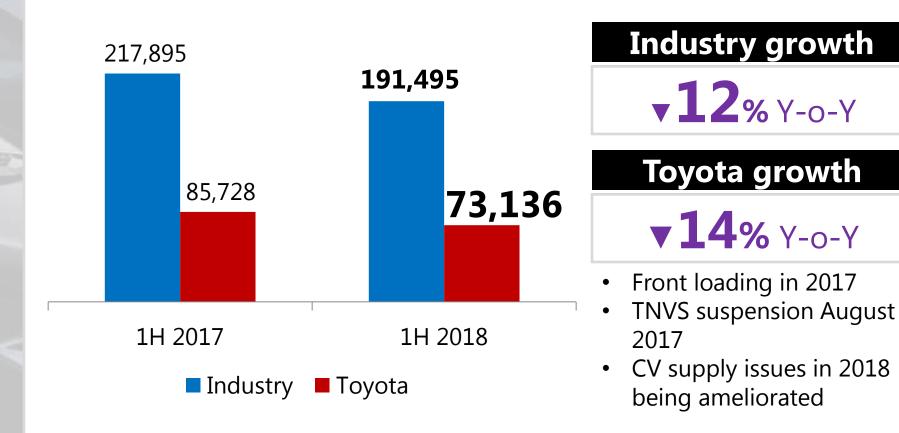
Source: CAMPI, PEP-BAML

#### 26



# **Retail auto unit sales volume**

As of June 2018



#### **Toyota continues to be the Philippines' dominant auto company**

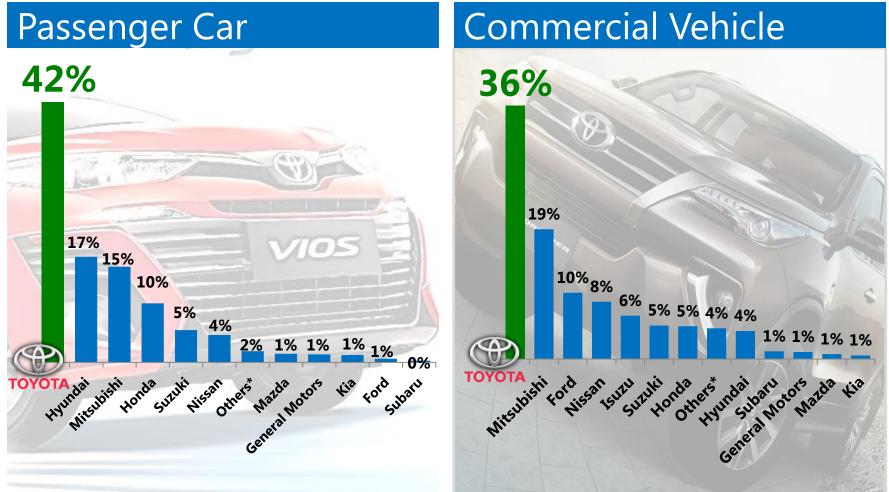




#### **Toyota continues to be the Philippines' dominant auto company**



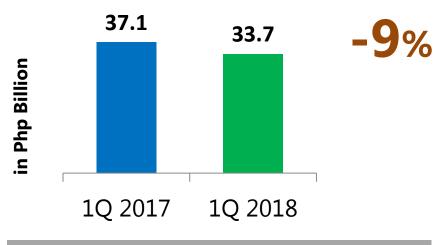
#### Auto Industry Market Share As of June 2018 YTD



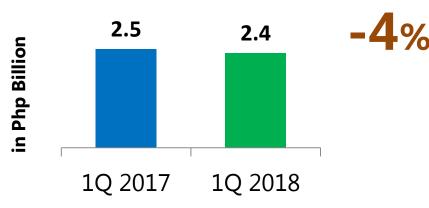
# **Toyota Financial Highlights**







#### Net Income ATP



- Wholesale volume -12%
  33,877 units; retail volume -15%
  (vs -8% industry growth)
- Sales volume:
  - Wigo +25% Avanza +8%
- Vios affected by LTFRB's suspension of issuance of new franchise to TNVS effective August 2017
- Low supply for CV models; supply to normalize by 2Q 2018
- Overall market share from 39% to 36%

 Due to lower sales volume, increase in OPEX and OH costs, higher income tax provision and models mix effect.



## **Toyota Dealership Expansion**

								CEDINGS INCORPORATED	<u> </u>
-	Target by end of year	2013	2014	2015	2016	2017	Current	2018E	
	Number of Dealerships	42	45	49	52	61	67	70	

Expansion in Next Wave Cities outside Metro Manila



# 67 Dealerships as of 11 July 2018

Upcoming: Albay, San Jose del Monte (Bulacan), Subic (Zambales), Valenzuela City Subic Bay (owned by GT Capital Auto Dealership Holdings, Inc.)

## **Toyota Brand Attributes**



**Globally trusted brand** QUALITY, DURABILITY, RELIABILITY (QDR)

Dealership network offering full range of services

Availability of original parts, supplies and service

High resale value (up to 50% of original selling price for 5 years old and above)

Corporate policy of manufacturing original parts for models discontinued up to 15 years

# **Price Comparable by Category** in Million Philippine Peso (PHP)



In Million PHP	Toyota	Hyundai	Honda	Mitsubishi
Model	Camry		Accord	
Price	1.741 - 1.932		1.884 — 1.904	
Model	Corolla Altis	Elantra	Civic	Lancer
Price	0.961 - 1.492	0.970 — 1.183	1.138 — 1.663	0.928 — 1.238
Model	Vios	Accent (Sedan)	City	Mirage G4
Price	0.629 - 1.058	0.695 — 0.930	0.820 - 1.041	0.584 — 0.867
Model	Innova			
Price	1.010 - 1.679			
Model	Fortuner	Santa Fe	CR-V	Montero Sport
Price	1.592 - 2.260	1.840	1.648 — 2.086	1.565 — 2.164
Model	Hiace	Starex		
Price	1.442 - 2.223	1.248 — 2.085		
Model	Wigo	Eon	Brio (Hatch)	Mirage (Hatch)
Price	0.542 - 0.681	0.508 — 0.526	0.631 — 0.791	0.630 — 0.790
Model	Rush	Kona	BR-V	Xpander
Price	0.948 - 1.070	1.048	1.030 — 1.230	0.885 — 1.060

Source: Company websites; Retail prices as of 30 June 2018

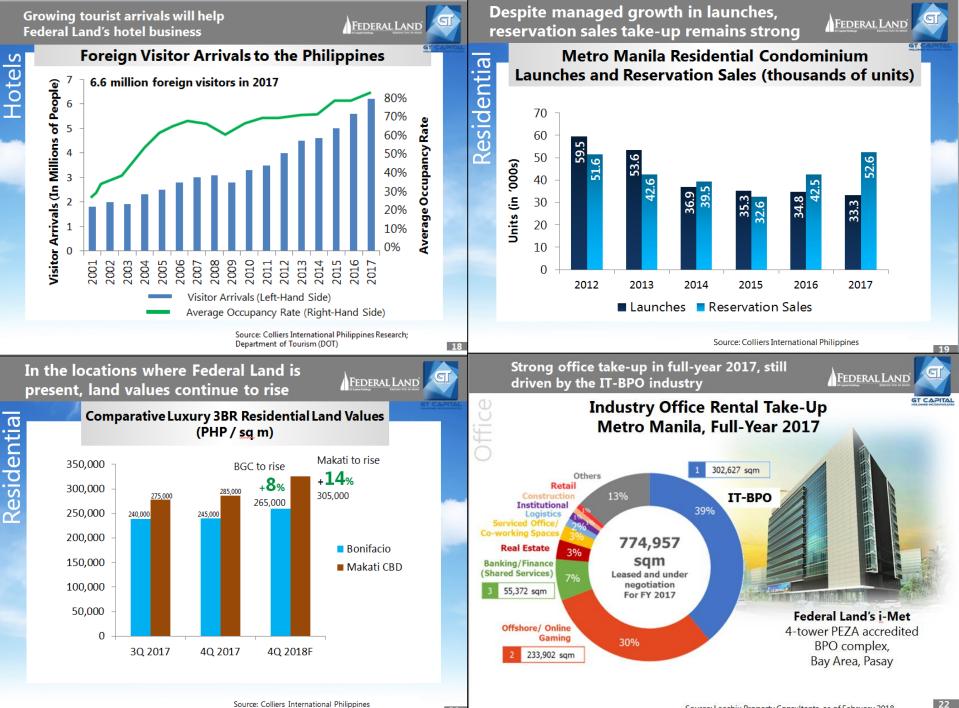
# **Price Comparable by Category** in United States Dollars (USD)



In US Dollars	Toyota	Hyundai	Honda	Mitsubishi
Model	Camry		Accord	
Price	32,560 <b>-</b> 36,132		35,235 <b>—</b> 35,609	
Model	Corolla Altis	Elantra	Civic	Lancer
Price	17,973 <b>—</b> 27,903	18,141 — 22,125	21,283 — 31,102	17,356 — 23,153
Model	Vios	Accent (Sedan)	City	Mirage G4
Price	11,764 <b>—</b> 19,787	12,998 — 17,393	15,336 <i>—</i> 19,469	10,922 — 16,215
Model	Innova			
Price	18,889 <b>-</b> 31,401			
Model	Fortuner	Santa Fe	CR-V	Montero Sport
Price	29,774 <b>—</b> 42,267	34,412	30,821 <i>—</i> 39,013	29,269 — 40,471
Model	Hiace	Starex		
Price	26,968 - 41,575	23,340 — 38,994		
Model	Wigo	Eon	Brio (Hatch)	Mirage (Hatch)
Price	10,137 — 12,736	9,501 — 9,837	11,801 — 14,793	11,782 — 14,775
Model	Rush	Kona	BR-V	Xpander
Price	17,730 — 20,011	19,600	19,263 — 23,004	16,551 <i>—</i> 19,824

Source: Company websites; Retail prices as of 30 June 2018 Converted prices based on average Peso-Dollar rate of Php53.47/USD1.00



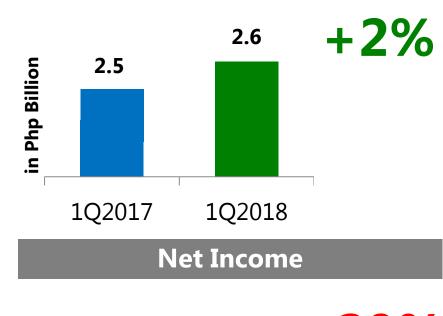


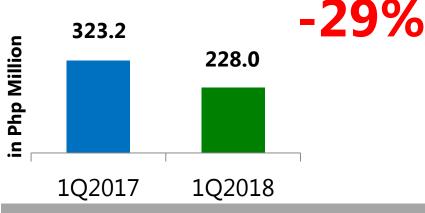
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## Federal Land Financial Highlights



#### Revenues





 Reservation Sales +17% from Php3.1B to Php3.6B

Federal Land

- Inventory -58% from 1,866 units to 786 units (7 mos. of sales) due to delays in securing HLURB permits and licenses for new projects
- Real estate sales at Php2.0B
- GP margin -5% from 39% to 34% due to cost adjustments/variations (Php158M) from ongoing projects and projects to be completed within the year
- Interest Expense +176% from Php27M to Php75M due to increase in debt from Php22B in 1Q2017 to Php26B in 1Q2018

### Federal Land Current Projects



#### 30 On-going Projects

- **7** launched in 2011
- **11** launched in 2012
- **5** launched in 2013
- 4 launched in 2014
- **3** launched in 2015
- 4 launched in 2016
- **5** launched in 2017

6 to 12 planned launches in 2018

#### **18 sqm. to 400 sqm.** unit size range

## PHP20M – PHP101M

price range

## 8 Different Locations

- 6 cities within Metro Manila
- 2 cities outside Metro Manila Recurring Income at 9% of total revenue

#### New Launches in 2017

Project	Location		
Park Avenue	Bonifacio		
Siena	Marikina		
Palm Beach West - Siargao	Bay Area, Pasay		
Palm Beach West - Coron	Bay Area, Pasay		
Sunshine Fort township	Bonifacio		

#### Land Bank Location





Location	Land Bank (in hectares)					
Metro Manila						
Bay Area, Pasay	12.85					
Marikina	8.63					
Mandaluyong	4.34					
Fort Bonifacio	1.36					
Kalaw, Manila	0.56					
Paranaque	0.28					

Outside Metro Manila							
Iloilo	0.29						
Binan, Laguna	43.49						
General Trias, Cavite	2.98						
Santa Rosa, Laguna	7.92						
Total nationwide land bank (MM+Prov)	82.70						

#### Source: Company data as of latest 17-A report



## PRO • FRIENDS



#### **New developments in Cavite**



### **LRT1 Extension**

- Metro Pacific signed engineering, procurement, and construction (EPC) agreement - signed February 12, 2016
- 11.7 km extension of LRT1 to Bacoor, Cavite
- Start of construction slated by 2017
- Php25B project finance loan in place, 64% earmarked for the project



#### **C5 South Link to Cavitex**

- Expansion of Cavitex project
- Groundbreaking was in May 2016
- Php12.7 billion project; 7.6 km
- Construction expected to start by Q1 2017; Target completion in 2020



#### CALA Expressway (CALAX)

- Ongoing preparation of detailed engineering design
- Right-of-way acquisition
  50% accomplished
- Target completion 2020
  - Start 1H 2017 for Laguna portion
  - Start 2H 2018 for Cavite portion



#### **The Low-Cost Property Sector**

## **Property Development Sweet Spot**

Segment	Demand	Supply	Surplus/ (Deficit)	Segment	Price Range		% to Total
					РНР	USD	Households
Socialized	1,146,275	551,109	(595,166)	Socialized	<400k	<9k	23.0
Economic	2,509,271	618,542	(1,890,729)	Economic	400k – 1.25m	9k – 28k	66.3
Low cost	705,642	276,597	(429,045)	Low cost	1.25m – 3m	28k – 67k	9.6
Middle	34,590	370,109	335,519	Middle	3m – 6m	67k – 133k	0.9
High	6,789	276,597	269,808	High	> 6m	> 133k	0.2



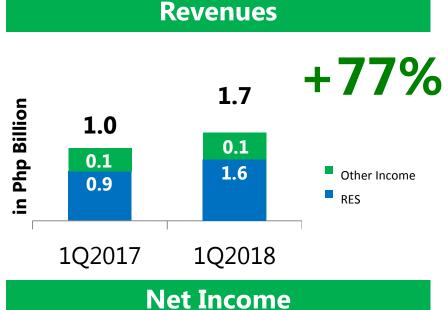
#### By 2030, backlog is projected to grow to 6.5 million homes



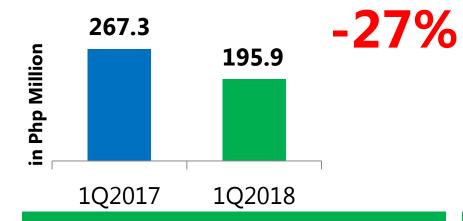




## **PRO-FRIENDS Financial Highlights**



- Reservation sales +23% from Php6.2B to Php7.6B (Php2.5B per month)
- Real estate sales +83% from Php0.9B to Php1.6B
- Rental income +161% from Php5.0M to Php13.1M
- YTD bank takeout Php2.0B
- YTD houses built 907 units
- 44,000 household population
- 53 retail/commercial outlets

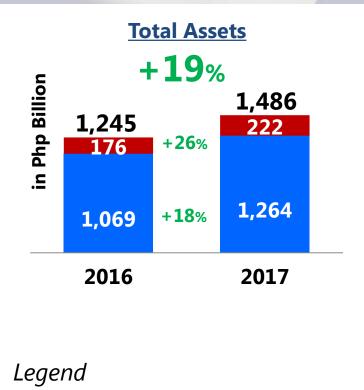


- GP margin -6% from 52% to 46% due to cost adjustments/variations
- Net Reversal of Php245M income tax provision from receipt of BOI approval in 1Q2017



#### **Insurance Industry Updates** As of December 2017

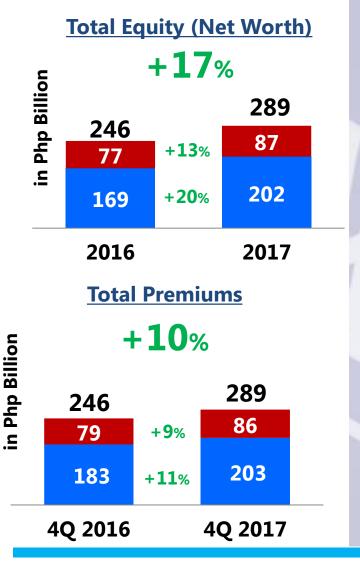




Life insurance sector

General/Non-Life

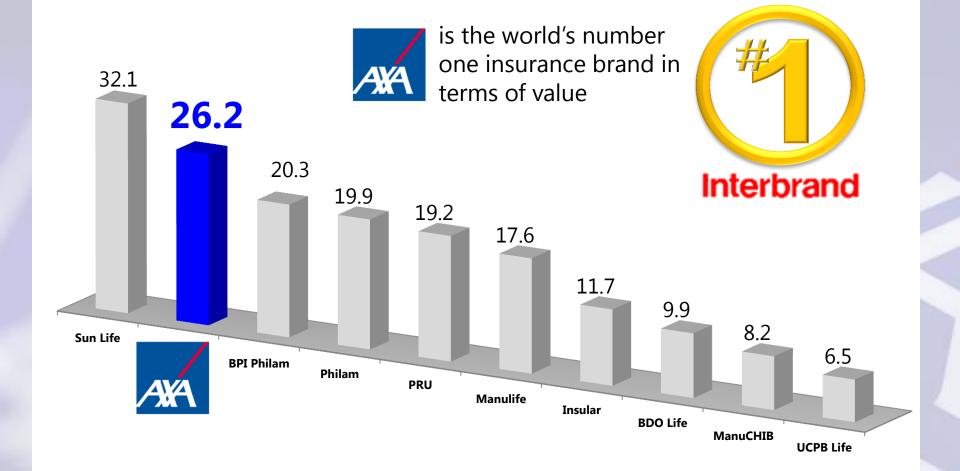
insurance sector





#### FY 2017 Insurance Industry Rankings Net Premium Income, in billion Php

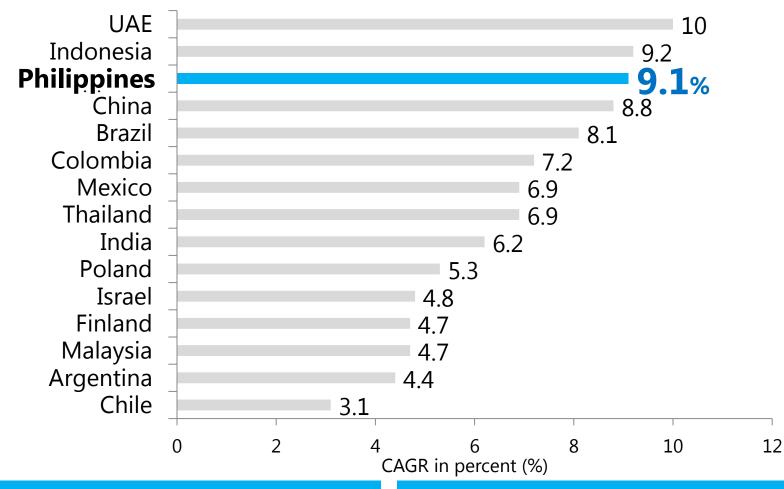




#### The Philippines is one of the fastestgrowing insurance markets in the world



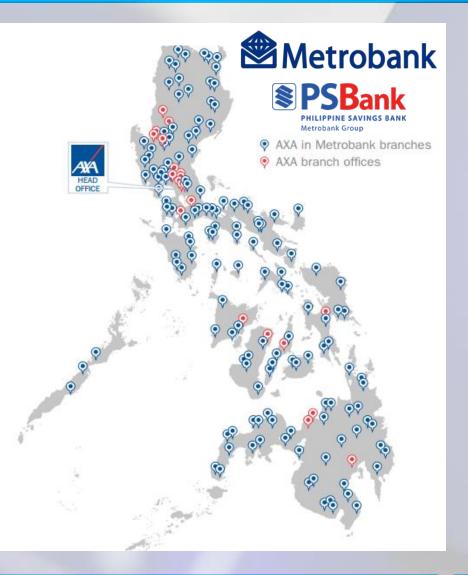
**Projected 10-year CAGRs of industry-wide life insurance premiums by country** Top 15 fastest growing markets, 2017-2025 % CAGR



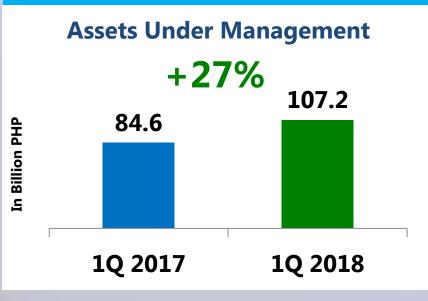
48

#### Strong synergy and growth





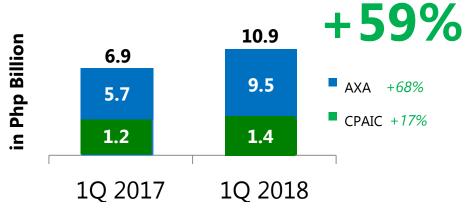
- Persistency Ratio: 84.2% from 82.7% in 2016
- Exclusive financial advisors: **3,665**
- Total bancassurance (Metrobank and PSBank) branches: 953



## **AXA Philippines Financial Highlights**



#### **Gross Earned Premium**



- Php2.0B

   ○ Regular Premium (RP) +20%
  - Single Premium (SP) +106%
  - SP/RP Premium Income mix from 51:49 to 64:36

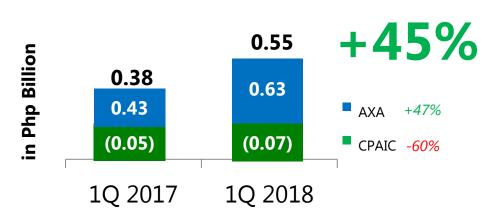
New Business (APE) +37% from Php1.5B to

CPAIC Gross written premium +9%

#### Php1.2B to Php1.3B

- Motor +22%
- Property +12%

Net Income



- Premium margins Php1.2B to Php1.9B +52% due to SP-APE growth
- AUM-Linked Php78B to Php94B +20%; Asset management fees +27%
- CPAIC net loss (Php75M) driven by:
  - Five major fire losses (Php129M) and early recognition of NAT CAT reserves (Php45M)



## METRO PACIFIC INVESTMENTS

Strategic Partnership Agreement between GT Capital (GTCAP) and Metro Pacific (MPI)

## Two transactions signed on 27 May 2016

- **1. Sale** of 56% of Global Business Power Corp. (GBPC) to Beacon PowerGen Holdings, an associate of MPI, for Php22.0 billion
- 2. Acquisition of 15.55% of Metro Pacific Investments Corp. (MPI) for Php29.9 billion at Php6.10 per share

#### **GTCAP-MPIC Strategic Partnership**

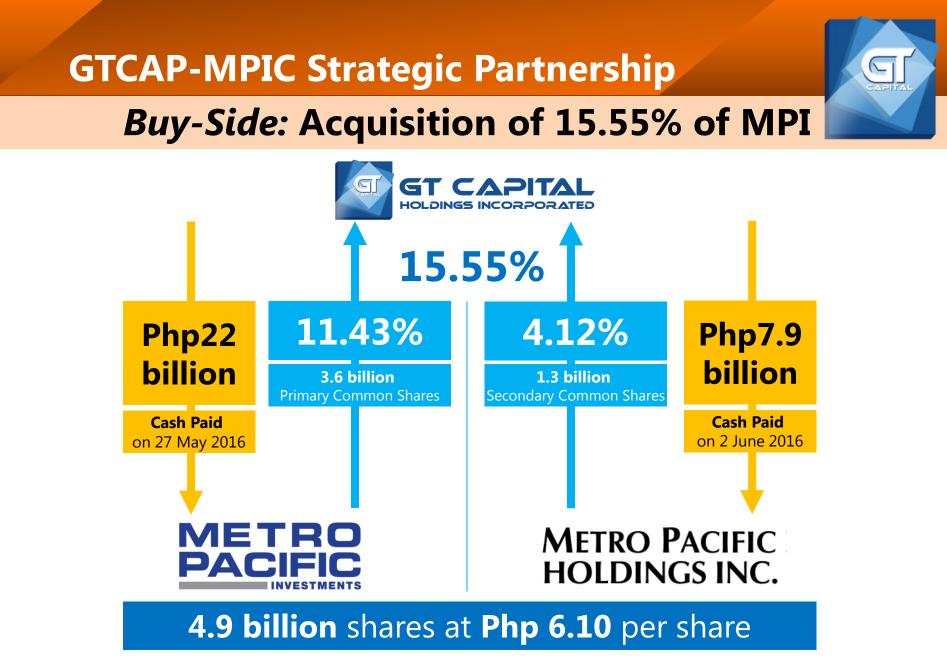
#### Sell-Side: Sale of 56% GBP stake to MPI



#### Beacon PowerGen Holdings, Inc.,

a subsidiary of Beacon Electric Asset Holdings, Inc., an associate of





Accounting Criteria for "Significant Influence"





Two board seats



Joint selection of an **Independent Director** 

## Representation in board committees

**Entitled to nominate 1/3 members in each of the:** Audit, Risk Management, Corporate Governance committees



**Veto rights on certain corporate acts:** declaration/payment of any dividend, adoption of annual budget or business plan, capital calls, and any amendment to such

#### **GTCAP-MPIC Strategic Partnership**



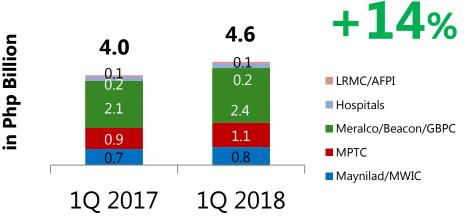
#### Rationale

- Diversification of power investments in the Visayas into the high-growth infrastructure and utilities sectors
- Many of MPIC's ongoing PPP projects **are in Cavite**, home to Pro-Friends' **Lancaster New City**
- Set up of Logistics subsidiary (MetroPac Movers, Inc.) will create opportunities for logistics hub
- Synergies (vehicle sales, staff housing, mortgage loans, utility connections, insurance, etc.)
- Cross-selling of GT Capital products into MPIC subsidiaries



## **Metro Pacific Financial Highlights**

Share in Operating Net Income (Core)



#### MPIC share:

- **4%** Power +16% Php2.4B
  - Water +12% Php0.8B
  - Tollways +16% Php1.1B
  - Hospitals +4% Php0.2B
  - Railways +32% Php90M

Equity accounting net income for GTCAP **Php0.6B** 

#### **Core Net Income**



#### **Philippine Administration Agenda**







Continue **stable macroeconomic** policies

Increase PH's competitiveness and the **ease of doing business** 

\*

Relax constitutional restrictions on foreign ownership, except for land



Increase infrastructure spending to **9%** of GDP by 2022



Boost **rural productivity** and rural tourism;



Ensure security of **land tenure** 



Develop human capital, including health and education



Promote science, math, and arts to enhance **innovation** 



Improve **social protection** programs, including **CCT** 

#### **Macroeconomic Indicators**









#### Foreign direct investments USD10.0 billion FY 2017 A 21% from 8.3 billion Y-o-Y



## Population **105.8 million**



#### 11 million OFWs remitting USD28.1BIn



Thriving BPO sector **1.2 million** employees USD22.9 billion revenues **12%** year-on-year



# Gross international reserves USD79.1 billion

end-May 2018

External Debt-to-GDP

23.0% as of March 2018



Domestic liquidity, end-April 2018 PHP**10.9 trillion** 

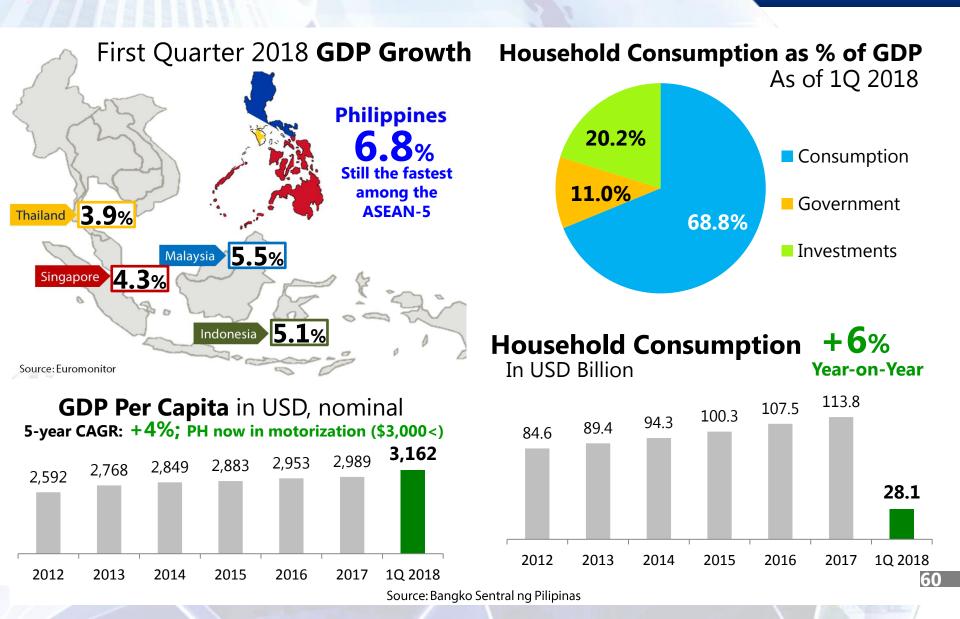
14% from 9.5 trillion in March 2017



**66% of Filipinos are** below 25 years old

Source: Bangko Sentral ng Pilipinas, Migrante Int'l, IT-BPAP

#### **Macroeconomic Indicators**



GT CAPITAL