

 **ALLIANCE GLOBAL**  
FY2018 Presentation Kit



# AGI By the Numbers



5,100

Hotel room  
keys

15

Hotels

156.8

Consolidated revenue  
(Pbn)

15.1

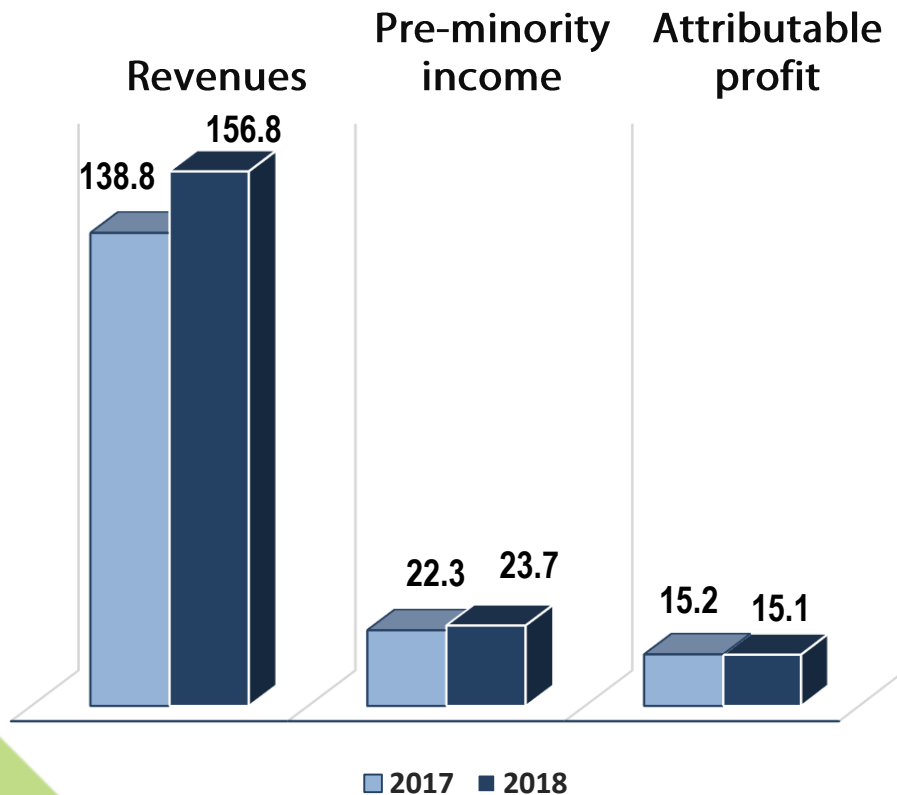
Attributable  
income  
(Pbn)

6

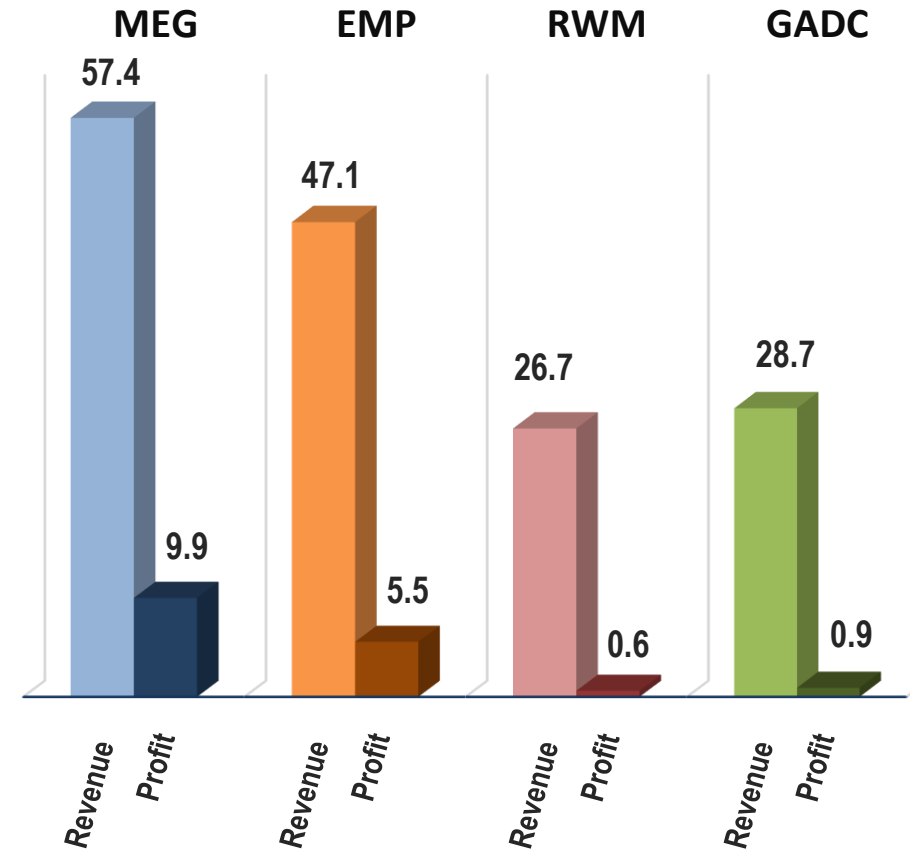
Parent net  
debt/equity  
(%)

# 2018 performance at a glance

## AGI P&L highlights (Pbn)



## 2018 P&L highlights of subsidiaries (Pbn)



\*As taken out from subsidiaries' FS

# 4Q 2018 P&L highlights

P&L highlights (Pbn)	4Q18	4Q17	% chg	Comments
<b>Group revenues</b>	<b>44.6</b>	<b>38.5</b>	<b>16%</b>	
Megaworld	15.4	13.5	15%	PFRS 15 adjustments; stronger rental growth
Emperador	16.7	15.2	10%	Driven by WMG brands.
Travellers	3.9	3.0	29%	Recovery in VIP rolling and GGR.
GADC	8.2	7.2	13%	SSSG up 4.4%.
Others	0.5	(0.4)	-	
<b>Pre-minority income</b>	<b>5.0</b>	<b>7.1</b>	<b>-29%</b>	
Megaworld	4.0	4.8	-18%	PFRS 15 adjustments; intercompany eliminations
Emperador	1.6	1.9	-17%	Surge in raw material costs and selling expenses
Travellers	(0.4)	0.2	-278%	Higher gaming fees and operating expenses
GADC	0.7	0.8	-10%	Increased raw material cost.
Others	(0.8)	(0.6)	-	
<b>Attributable income</b>	<b>3.1</b>	<b>5.0</b>	<b>-39%</b>	
Megaworld	2.4	3.6	-32%	Intercompany eliminations
Emperador	1.3	1.5	-17%	Increase in raw material costs and selling expenses
Travellers	(0.2)	0.1	-372%	Frontloading of opex of new facilities
GADC	0.3	0.4	-16%	Margin squeeze.
Others	(0.8)	(0.6)	26%	
<b>Net profit margin</b>	<b>6.9%</b>	<b>13.0%</b>	<b>-620bps</b>	

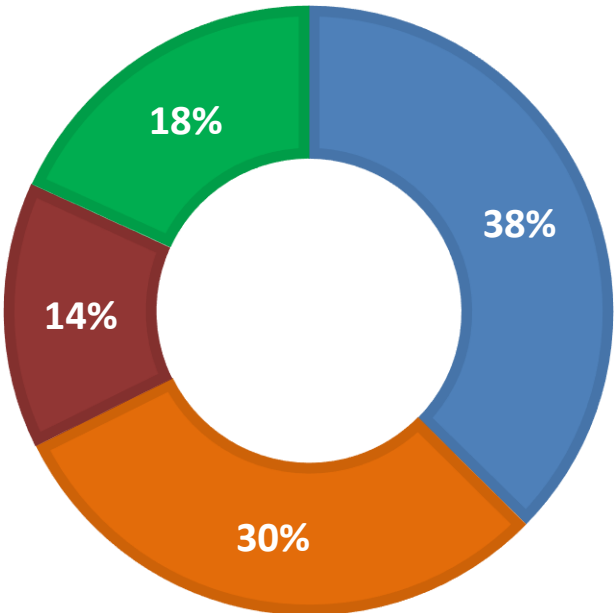
# 2018 P&L highlights

P&L highlights (Pbn)	2018	2017	% chg	Comments
<b>Group revenues</b>	<b>156.8</b>	<b>138.8</b>	<b>13%</b>	
Megaworld	56.9	49.9	14%	PFRS 15, higher rentals and completion of residential projects.
Emperador	47.0	42.7	10%	Driven by foreign brands.
Travellers	22.4	18.8	20%	Increase in VIP GGR and nongaming revenues.
GADC	28.6	25.9	10%	Store expansion and 4% SSSG.
Others	1.8	1.5	19%	
<b>Pre-minority Income</b>	<b>23.7</b>	<b>22.3</b>	<b>6%</b>	
Megaworld	15.5	15.1	3%	PFRS 15, intercompany eliminations.
Emperador	6.9	6.4	8%	Increasing share of international business.
Travellers	1.4	0.3	444%	Gaming business recovers.
GADC	1.7	1.7	0%	Weighed by higher costs and expenses.
Others	(1.8)	(1.2)	50%	
<b>Attributable Income</b>	<b>15.1</b>	<b>15.2</b>	<b>0%</b>	
Megaworld	9.9	10.3	-3%	Intercompany eliminations.
Emperador	5.5	5.2	7%	Improving share of whisky business.
Travellers	0.6	0.1	426%	Earnings recovery.
GADC	0.9	0.9	1%	Higher costs and expenses.
Others	(1.8)	(1.3)	45%	
<b>Net profit margin</b>	<b>9.6%</b>	<b>10.9%</b>	<b>-130bps</b>	

# 2018 performance at a glance

2018 Consolidated Revenues

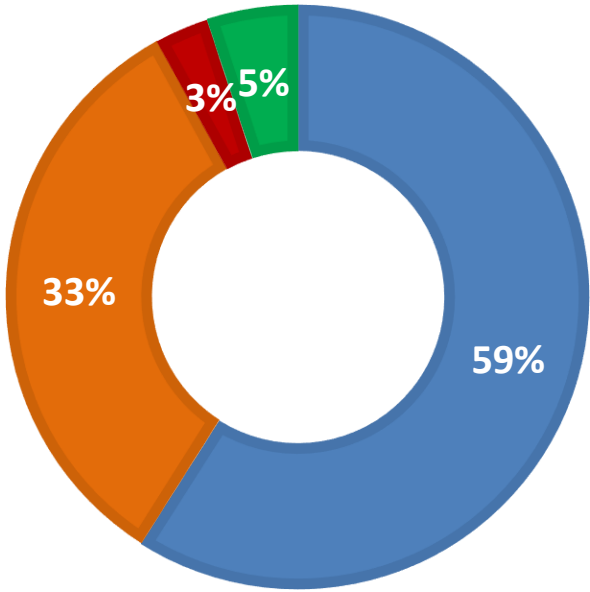
P156.8bn



MEG EMP RWM GADC

2018 Attributable Income

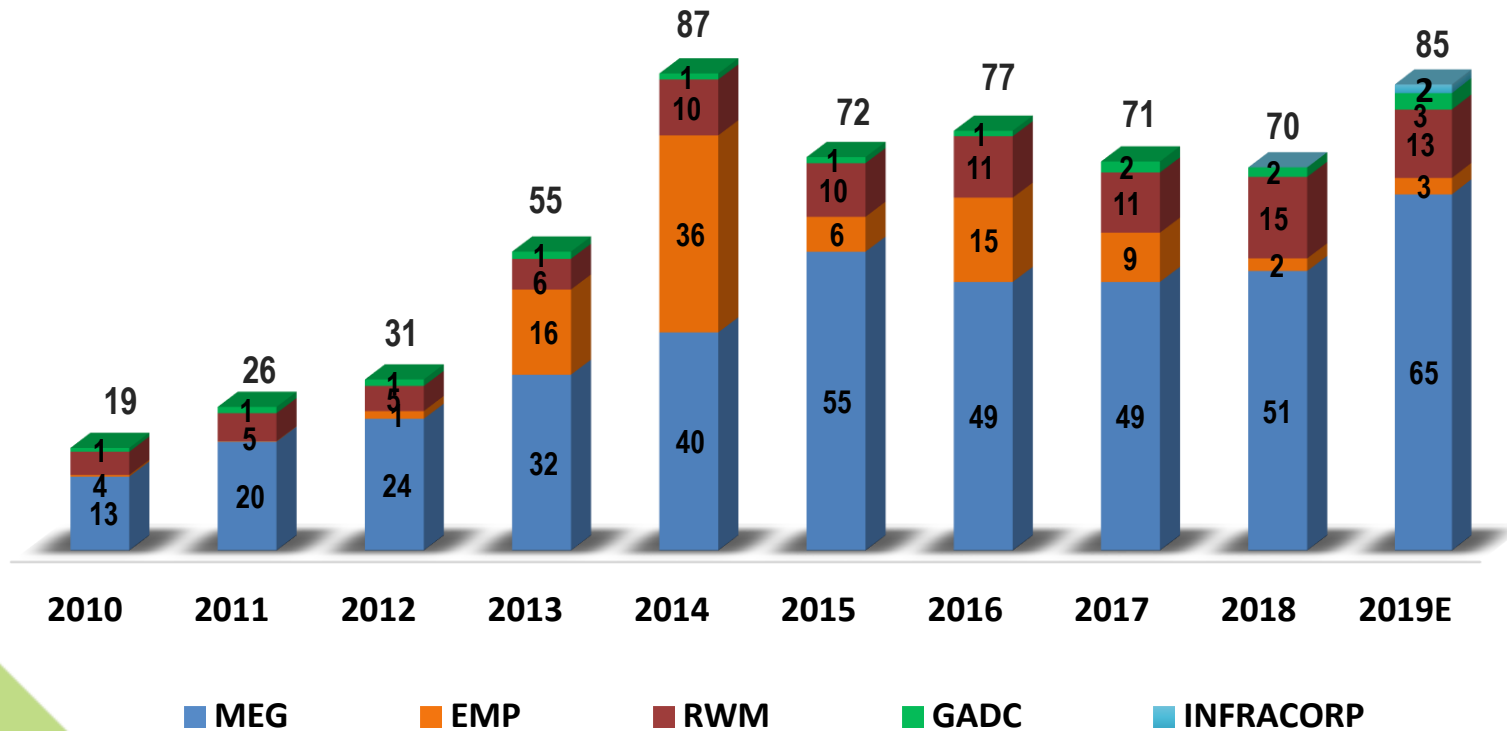
P15.1bn



MEG EMP RWM GADC

# Group investment commitments

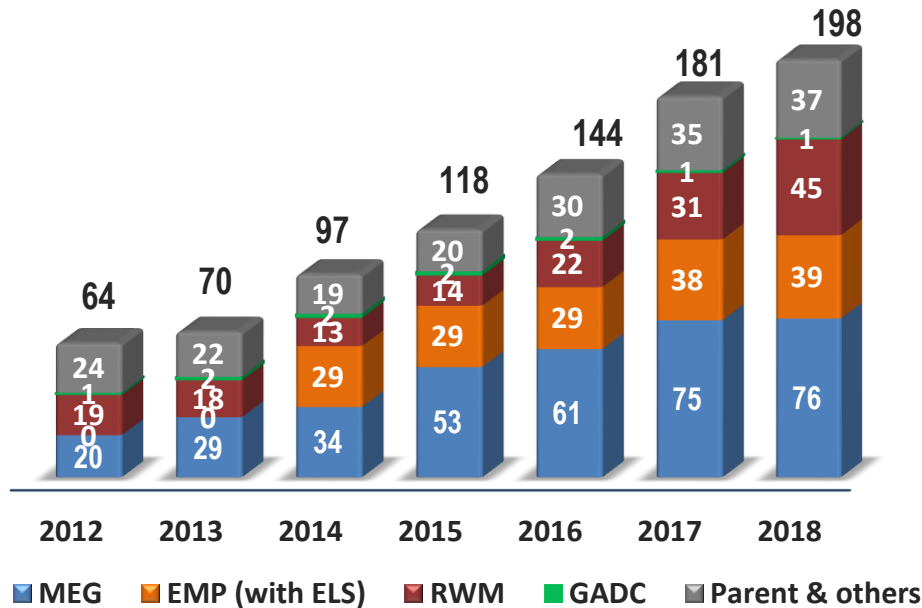
AGI's capex, by major subsidiary (Pbn)



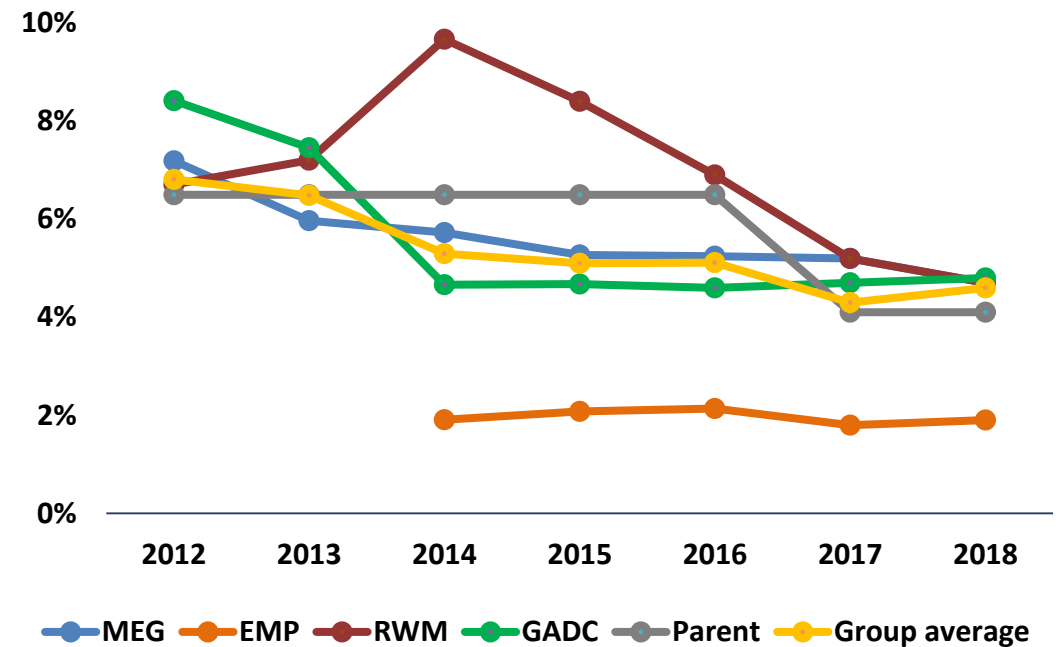
Total capex budget for 2018-2020: **P240bn**

# Group borrowings

## Gross debts, by key subsidiary (Pbn)



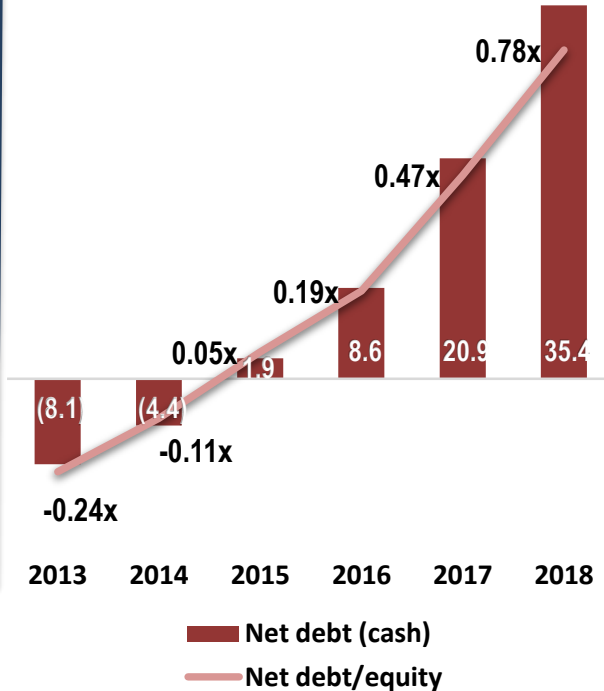
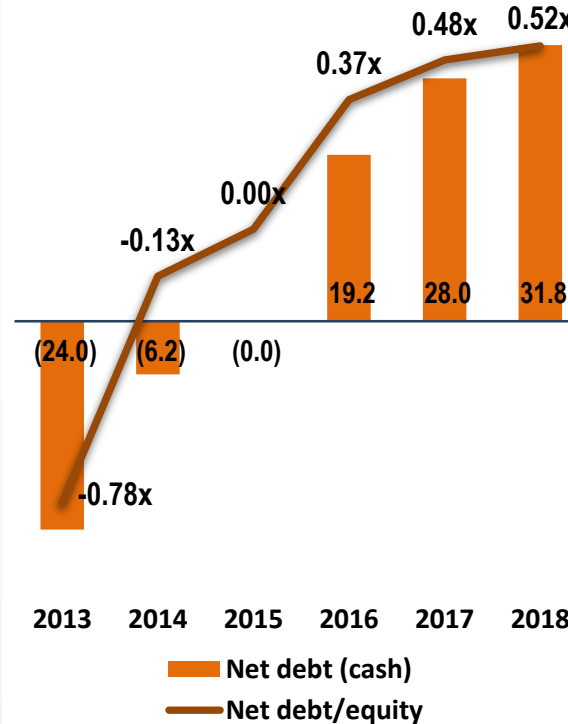
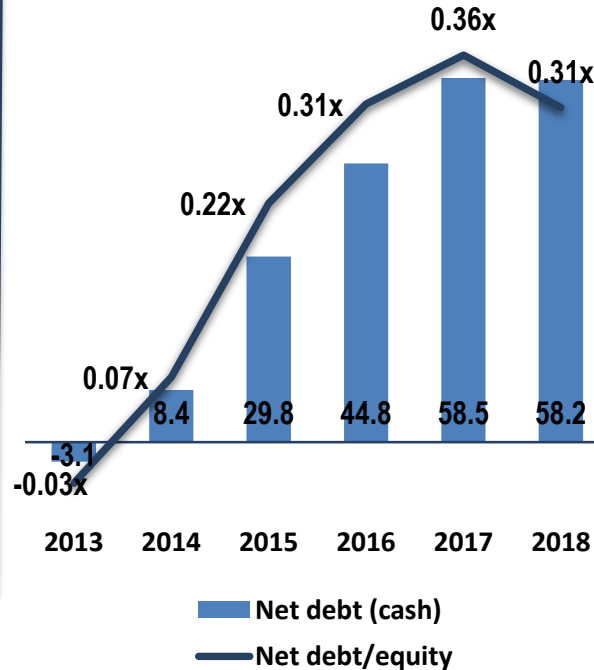
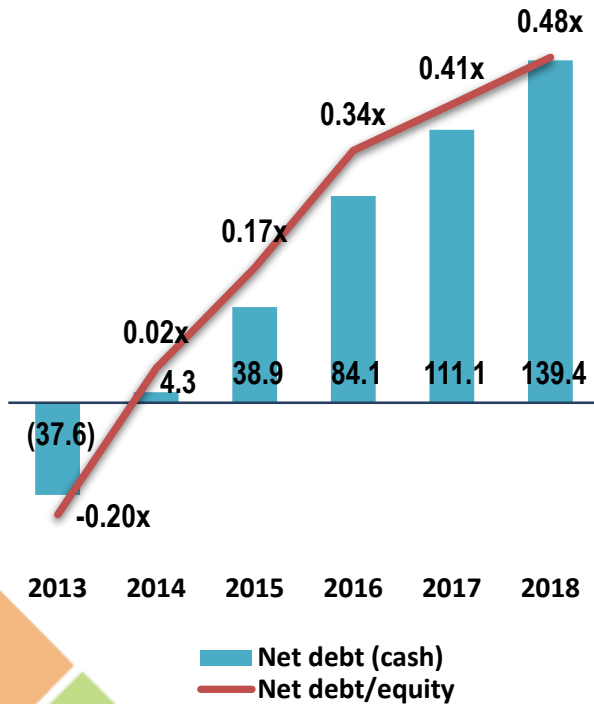
## Cost of debt, by key subsidiary (Pbn)



- At end-2018, Group borrowings stood at P198bn, while net debt/equity rose to 0.48x (vs 0.41x in 2017)
- Parent net debt/equity stood at 0.6x.



# Group gearing



\*All items are in billion pesos except net debt/equity(x)



MEGAWORLD



## MEGAWORLD CORPORATION FY2018 PERFORMANCE HIGHLIGHTS

# MEG By the Numbers



MEGAWORLD



24

Townships & integrated lifestyle communities



4,688

Landbank (hectares)



1,119

Office GLA ('000 sqm)



727

Lifestyle Mall GFA ('000 sqm)



2,554

Hotel Room Keys

# MEG: 2018 financial performance

P&L (in Pbn)	2018	2017	%	
<b>Revenue*</b>	<b>57.4</b>	<b>50.1</b>	<b>15%</b>	
Residential	38.0	35.3	12%	• PFRS 15; project completion
Office	8.7	7.3	20%	• Higher GLA; rent increases
Malls	5.5	4.6	21%	
Hotel	1.5	1.3	14%	• Launch of new hotels
<b>EBITDA</b>	<b>25.3</b>	<b>21.1</b>	<b>20%</b>	• Improving mix
<b>EBIT</b>	<b>23.0</b>	<b>19.2</b>	<b>20%</b>	• Higher opex
<b>Net profit</b>	<b>15.8</b>	<b>13.7</b>	<b>16%</b>	• Increased taxes
<b>Attributable profit</b>	<b>15.2</b>	<b>13.1</b>	<b>16%</b>	
<b>Gearing</b>	<b>2018</b>	<b>2017</b>		
Net debt (cash)	58.2	58.5		
Net debt/equity	0.31x	0.36x		

\*Covers residential, rental and hotel operations only. Excludes financial and other income.



MEGAWORLD

## Gross Profit Margin

46% 2018 vs 47% 2017

## Rental EBITDA Margin

88% 2018 vs 88% 2017

## Hotel EBITDA Margin

28% 2018 vs 28% 2017

## Overall EBITDA Margin

44% 2018 vs 42% 2017

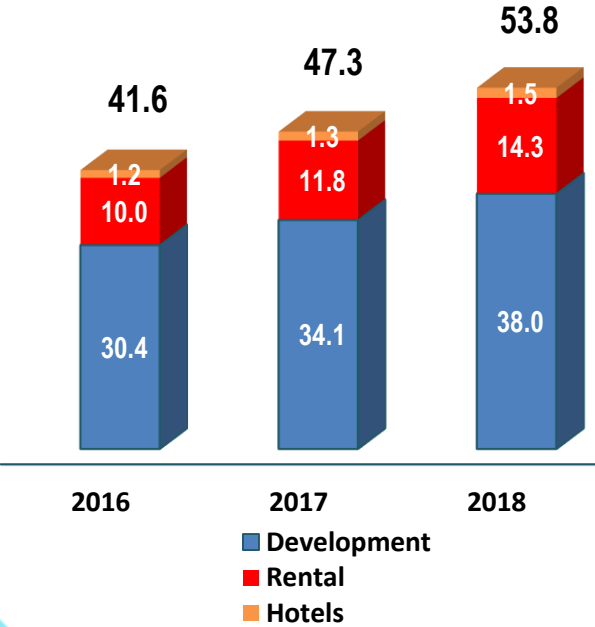
# MEG: Sustained growth trajectory



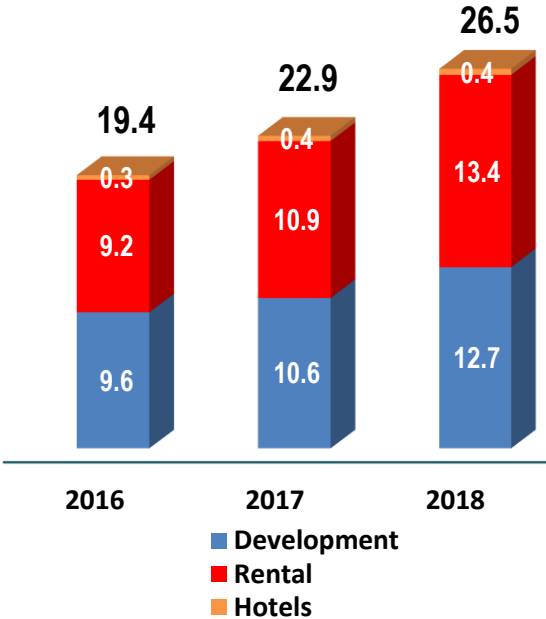
MEGAWORLD



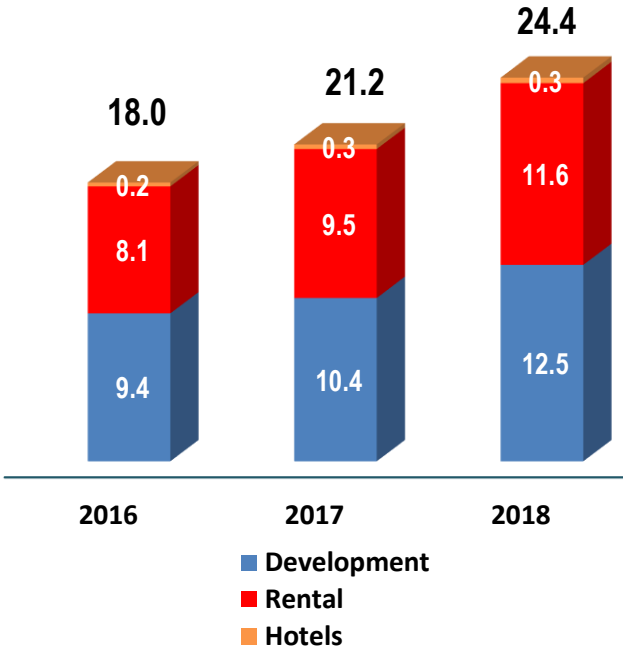
REVENUE



EBITDA



EBIT



\*All items are in billion pesos.

\*Covers residential, rental and hotel operations only. Excludes financial and other income.

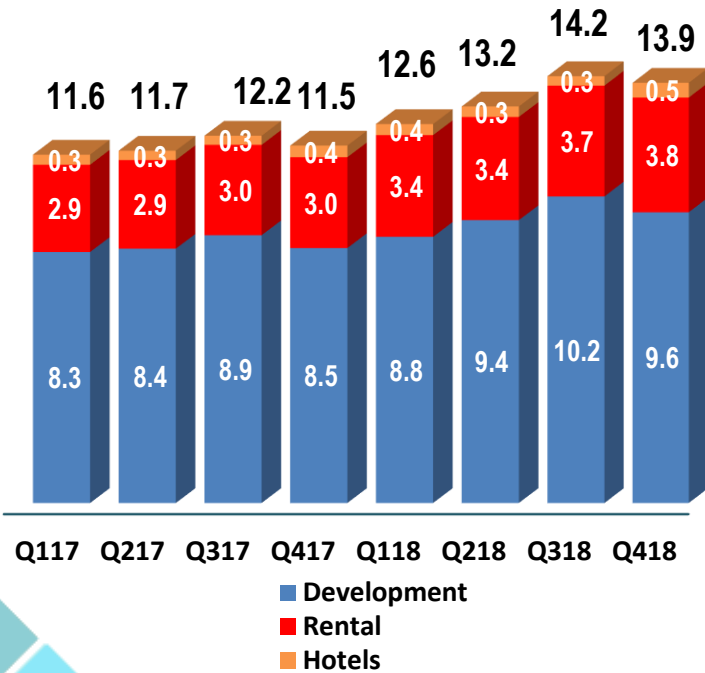
# MEG: Changing business mix



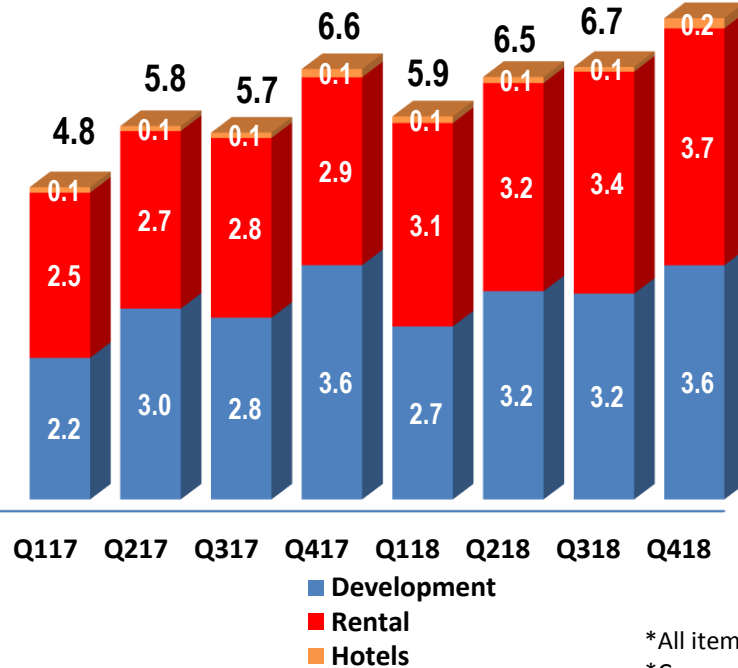
MEGAWORLD



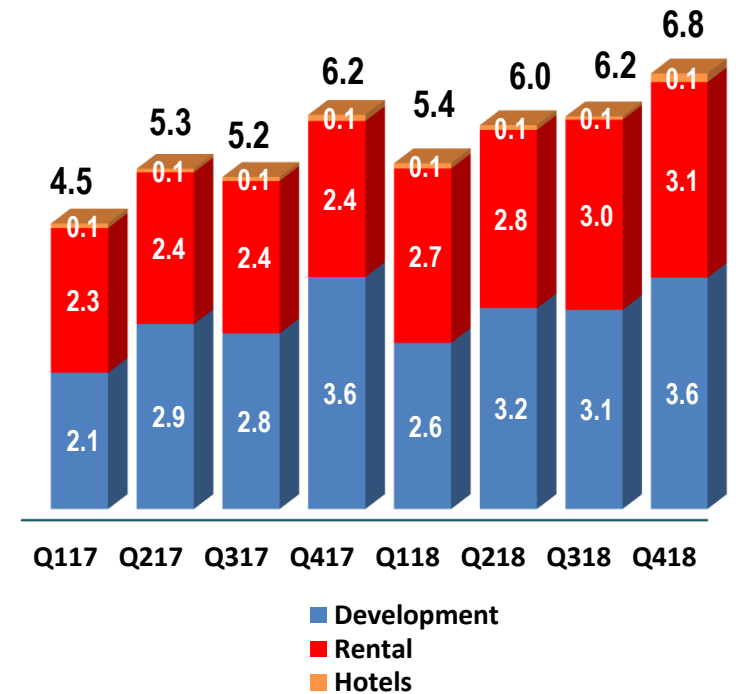
REVENUE



EBITDA



EBIT



\*All items are in billion pesos.

\*Covers residential, rental and hotel operations only. Excludes financial and other income.

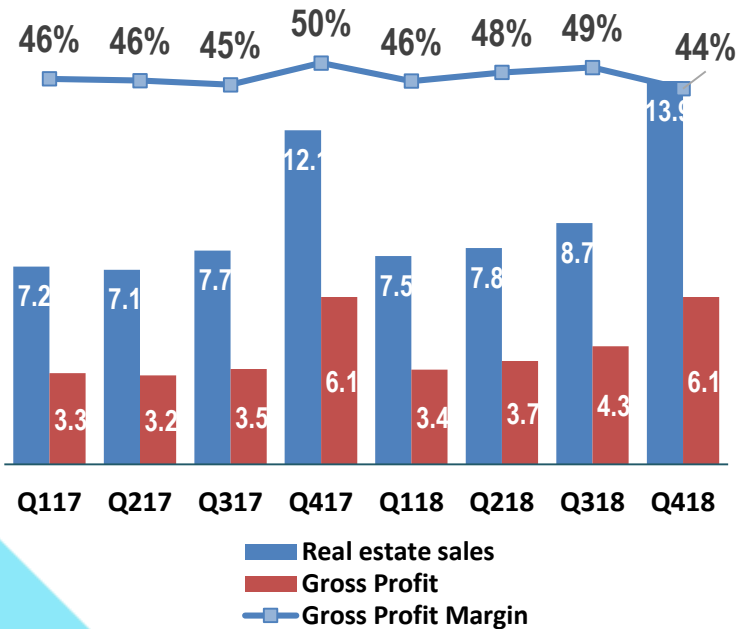
# MEG: Improving margins



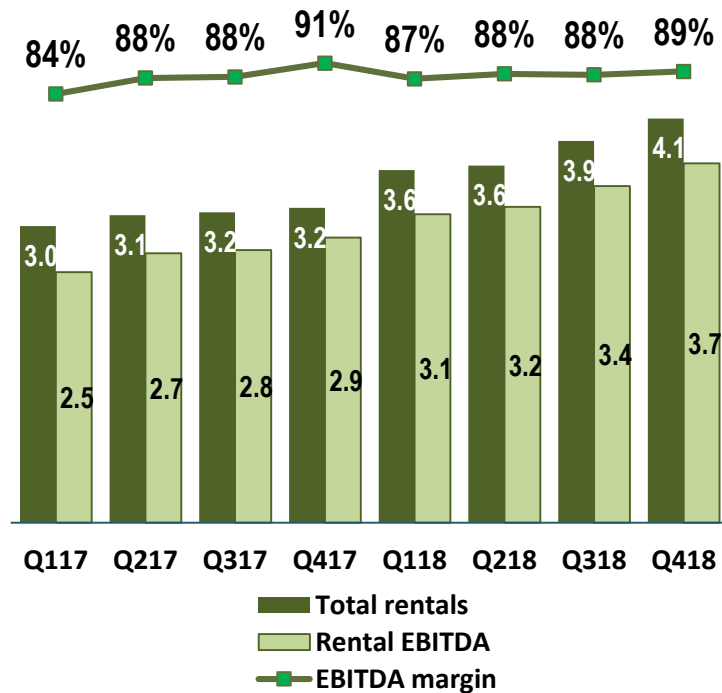
MEGAWORLD



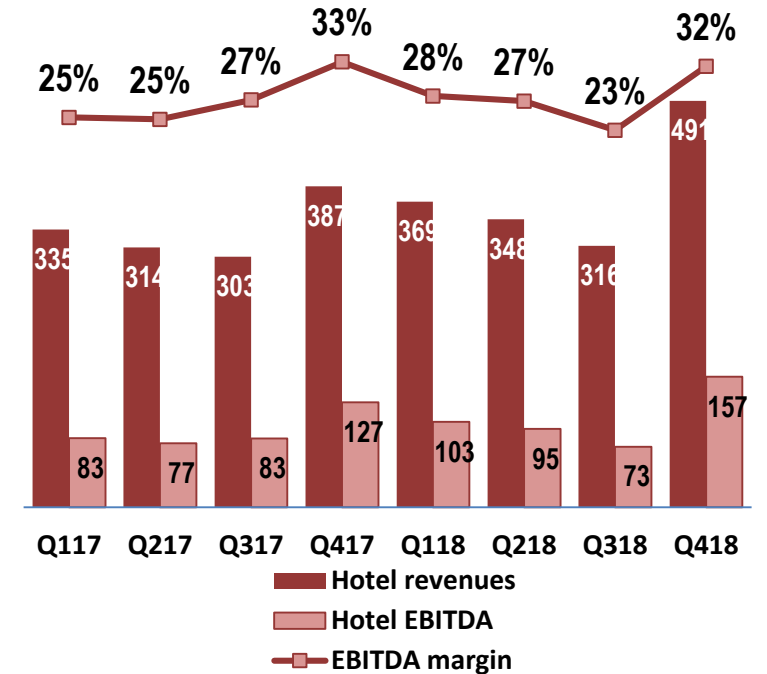
### REAL ESTATE SALES vs GROSS PROFIT



### RENTAL vs EBITDA

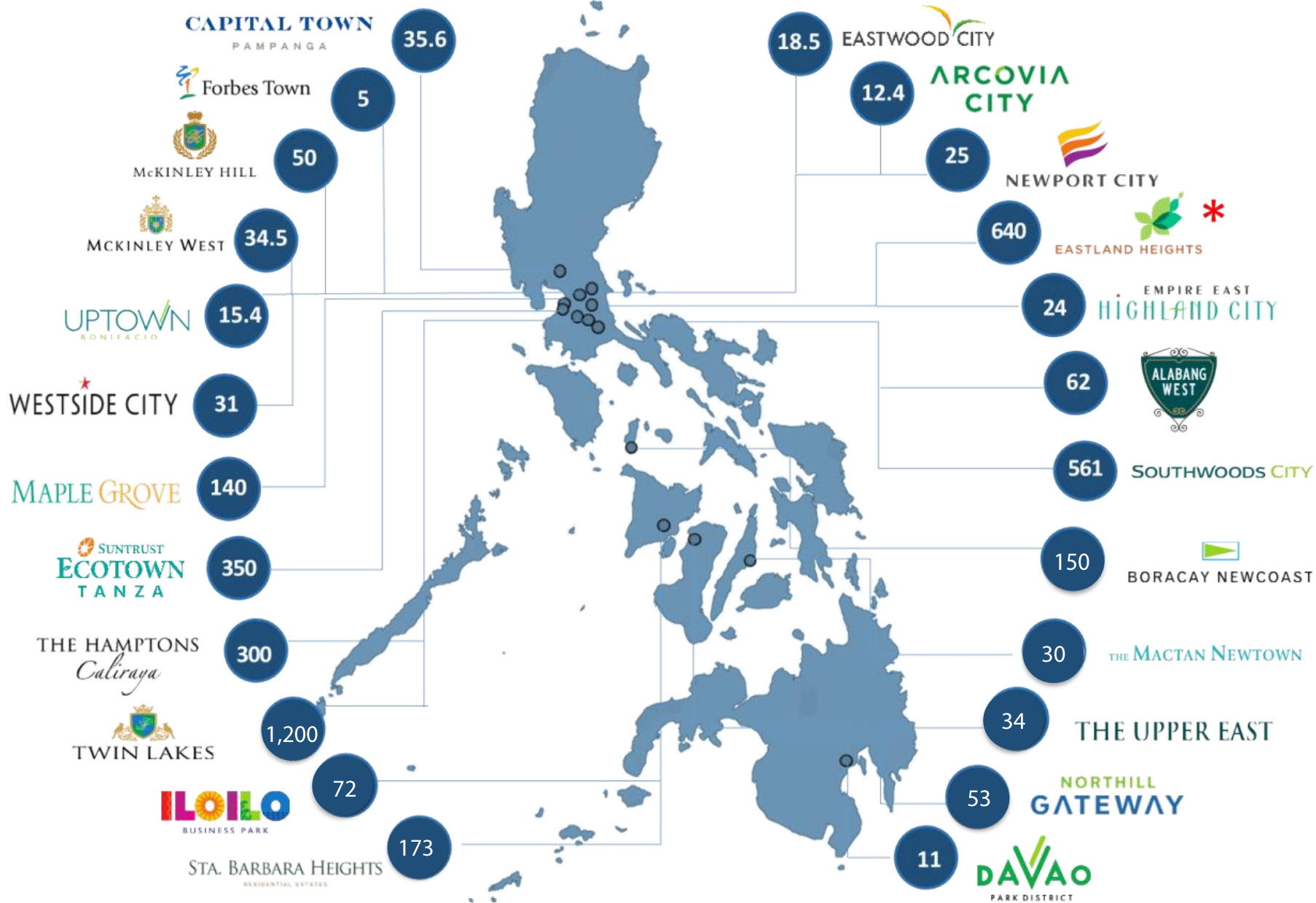


### HOTEL vs EBITDA



\*All items are in billion pesos except margin

# Initiative: Expanding townships



24

Townships

*\*2 Integrated Lifestyle Communities*

4,028

hectares

2019

EMPIRE EAST  
HIGHLAND CITY

24 has

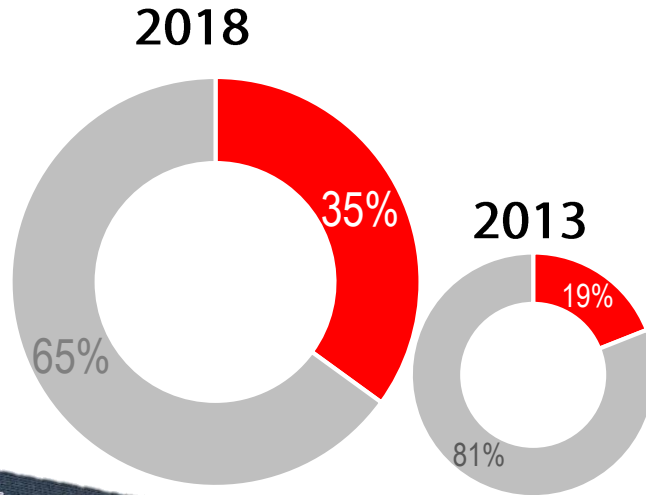


# Initiative: Geographic diversification



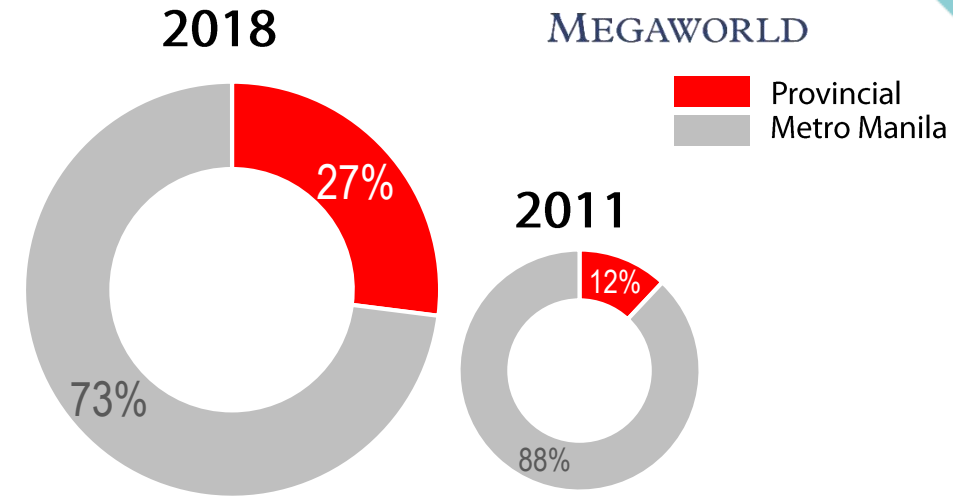
MEGAWORLD

RESIDENTIAL  
PROJECT  
LAUNCHES  
BY LOCATION  
BY NO OF PROJECTS

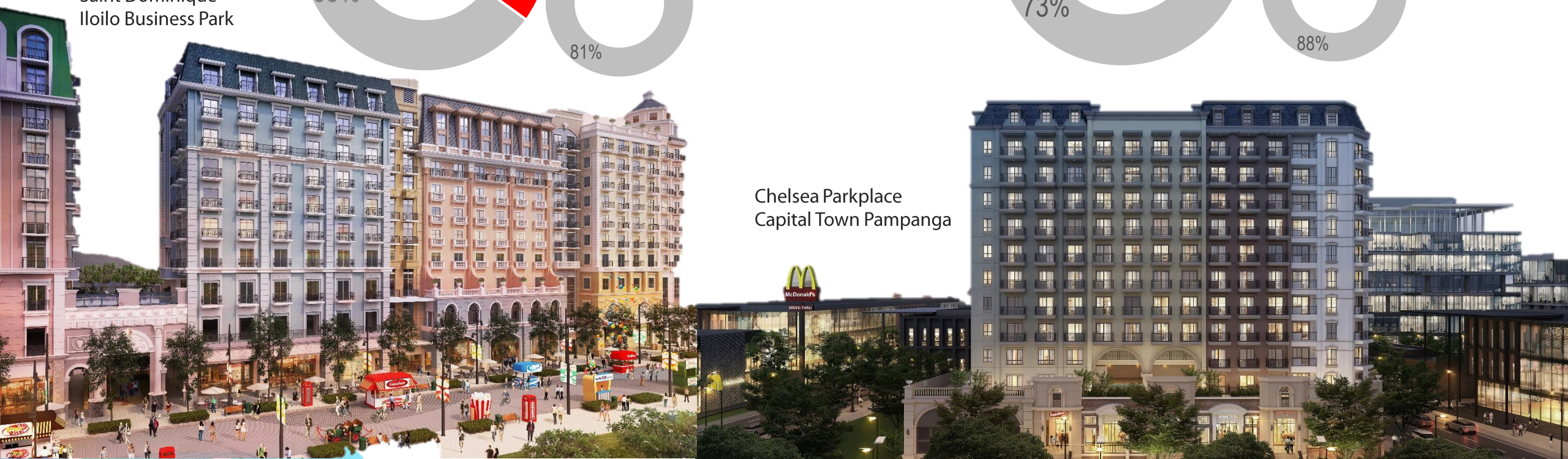


Saint Dominique  
Iloilo Business Park

REAL  
ESTATE  
SALES  
BY LOCATION



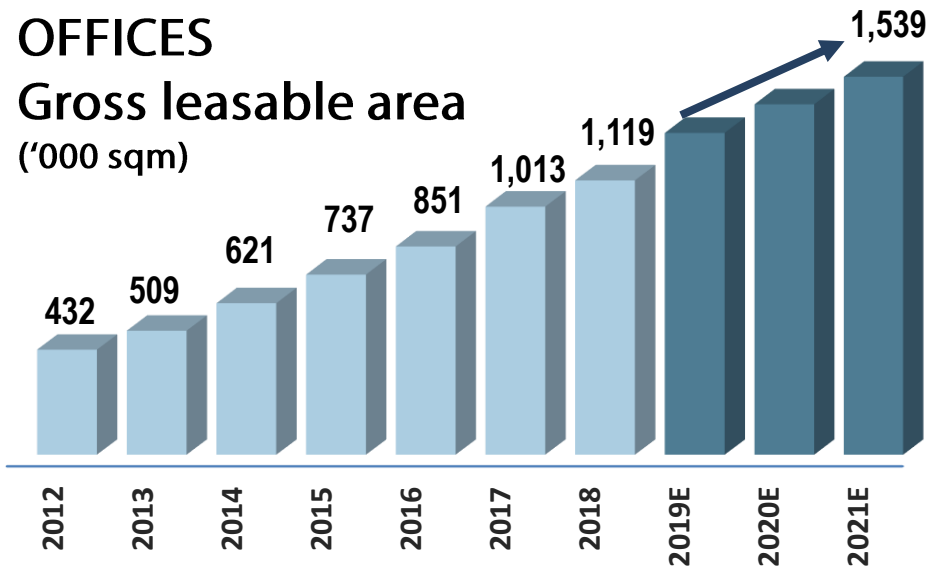
Chelsea Parkplace  
Capital Town Pampanga



# Initiative: Expansion of rental segment

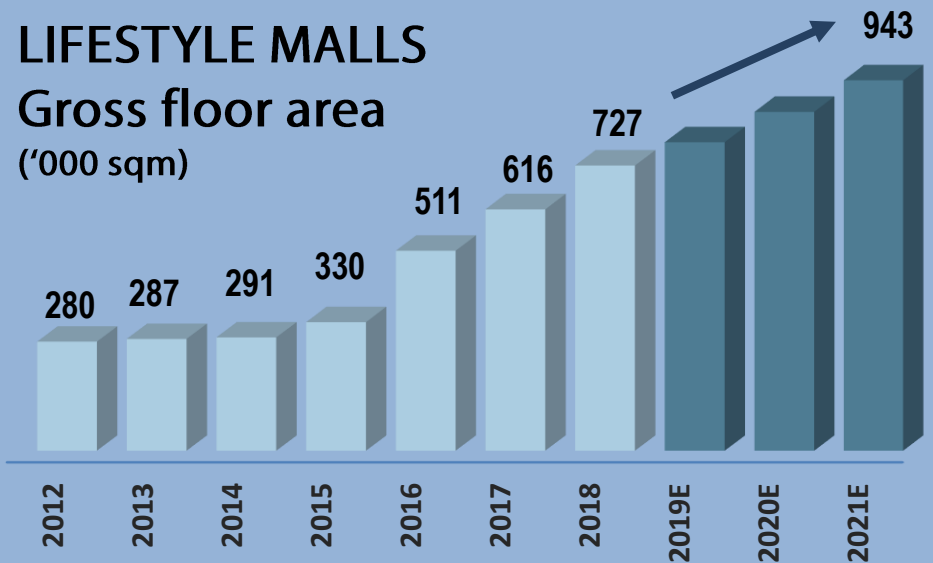
## OFFICES

Gross leasable area  
('000 sqm)



## LIFESTYLE MALLS

Gross floor area  
('000 sqm)



# Did you know?

## LA VICTORIA GLOBAL RESIDENCES

- ❖ Launched 500 years after Magellan was appointed captain of Galleon Victoria's expedition
- ❖ This tower will reflect the historical significance of Galleon Victoria, the ship that brought Ferdinand Magellan to Cebu Island in 1521, who eventually faced a fatal defeat from the forces of Filipino warriors led by Lapu-Lapu





**W** TRAVELLERS  
INTERNATIONAL  
MEGAWORLD



**TRAVELLERS INTERNATIONAL HOTEL GROUP, INC.**  
FY2018 PERFORMANCE HIGHLIGHTS

# RWM By the Numbers



2,528

Hotel  
rooms

79

Hotel  
occupancy  
(%)

273

Gaming  
tables

1,561

Slots

4,000

Marriott Grand  
Ballroom  
capacity

# RWM 2018 financial highlights

P&L (in Pbn)	2018	2017	%	
<b>Total revenue</b>	<b>24.7</b>	<b>21.1</b>	<b>17%</b>	
Gaming	20.0	17.1	17%	• Improvement in volume but lower hold rate
Mass	12.3	12.1	1%	• Mass drop +4%
VIP	7.8	5.0	55%	• Rolling volume +59%
Non-gaming	4.7	4.0	17%	• Hotel occupancy rates stable at 79%
<b>Gross profit</b>	<b>8.3</b>	<b>8.7</b>	<b>-4%</b>	• Increased promotional expenses
<b>EBITDA</b>	<b>3.9</b>	<b>3.0</b>	<b>27%</b>	• Higher opex due new facilities.
<b>Net profit</b>	<b>1.4</b>	<b>0.3</b>	<b>399%</b>	
<b>Gearing</b>	<b>2018</b>	<b>2017</b>		
Net debt (cash)	35.1	23.8		
Net debt/equity	0.77x	0.54x		

## Gross Profit Margin

34%  
2018

41%  
2017

## EBITDA Margin

16%  
2018

14%  
2017

## Net Income Margin

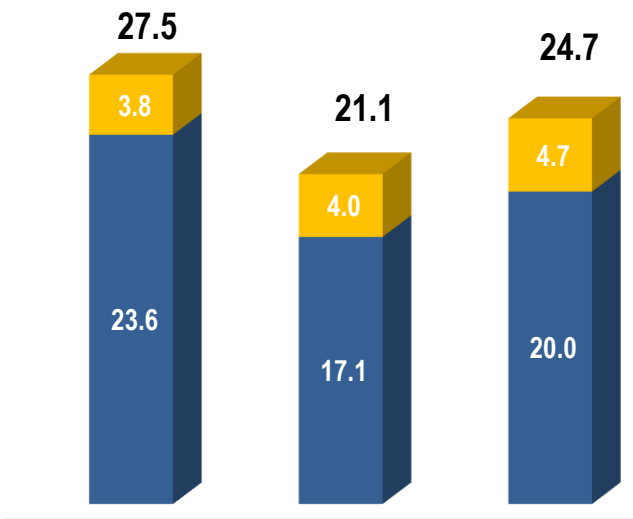
6%  
2018

1%  
2017

# RWM: Buoyed by continued VIP recovery



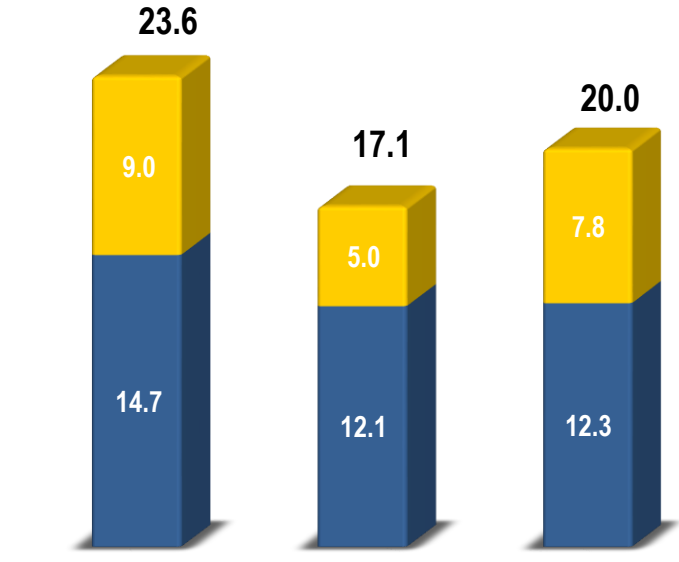
GROSS REVENUES



■ Gaming ■ Non-gaming



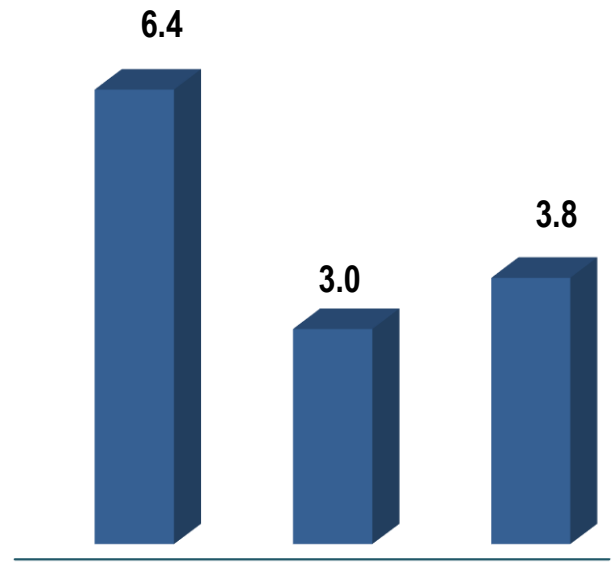
GGR: MASS VS VIP



■ Mass ■ VIP



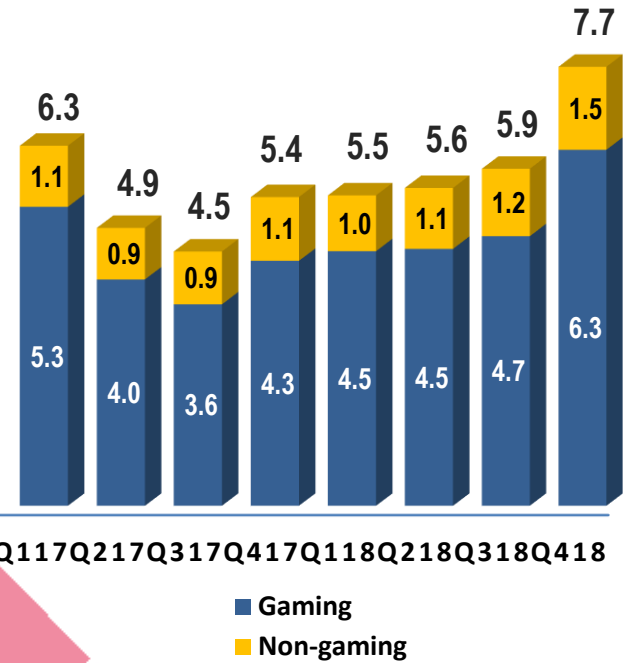
EBITDA



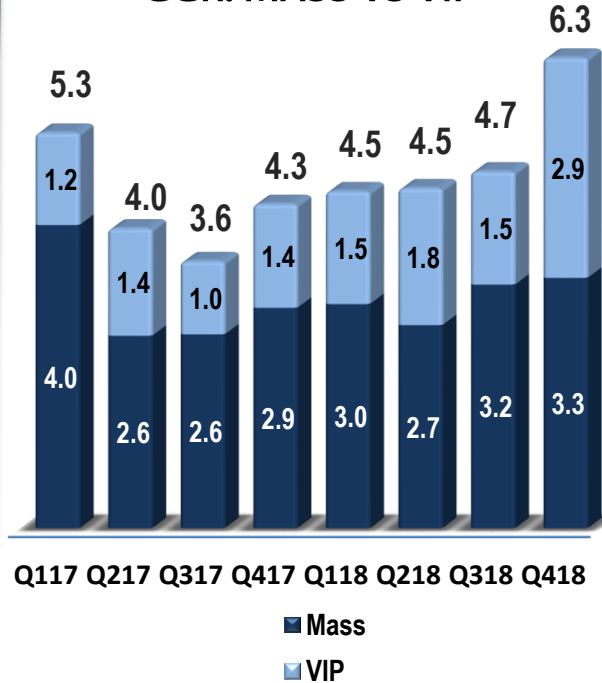
# RWM: Buoyed by continued VIP recovery



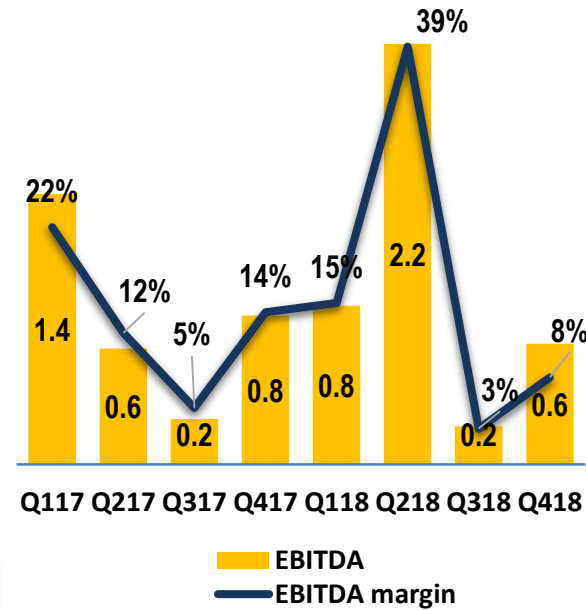
GROSS REVENUES



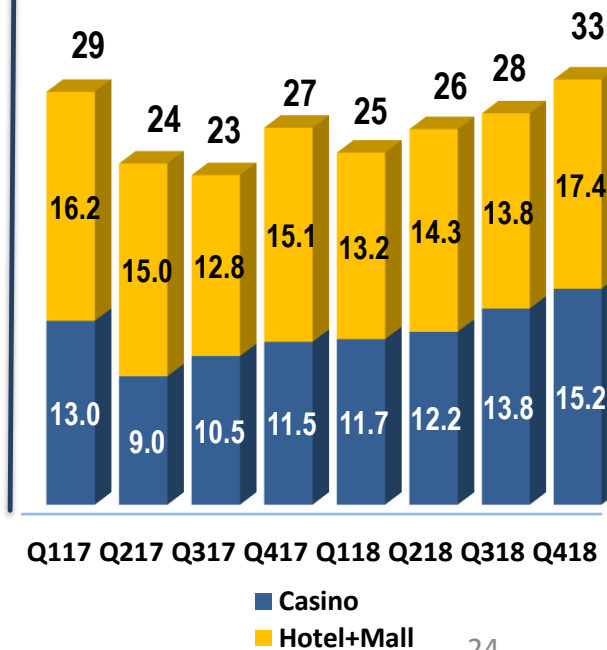
GGR: MASS VS VIP



EBITDA VS MARGIN



AVERAGE DAILY VISITORS



\*All items are in billion pesos except margin(%) and average daily visitors ('000)





# Did you know?

## SHERATON HOTEL MANILA

- ❖ It has a total of 390 Filipino-inspired guestrooms and suites
- ❖ It will feature loft rooms, the *first of its kind* in luxury hotel accommodation in Manila





## HOTEL SEGMENT



# Home-Grown Hotel Brands

under Megaworld

## 2,554 room keys

- ✓ Eastwood Richmond Hotel
- ✓ Richmond Hotel Ortigas
- ✓ Richmond Hotel Iloilo
- ✓ Fairways & Bluewater
- ✓ Belmont Hotel Manila
- ✓ Savoy Hotel Boracay
- ✓ Savoy Hotel Manila
- ✓ Twin Lakes Hotel
- ✓ Lucky Chinatown Hotel





# Well-known International Hotel Brands under Travellers

## 2,528 room keys

Existing brands:

- ✓ Marriott Hotel Manila
- ✓ Holiday Inn Express
- ✓ Marriott Courtyard
- ✓ Hilton Hotel Manila
- ✓ Sheraton Manila Hotel

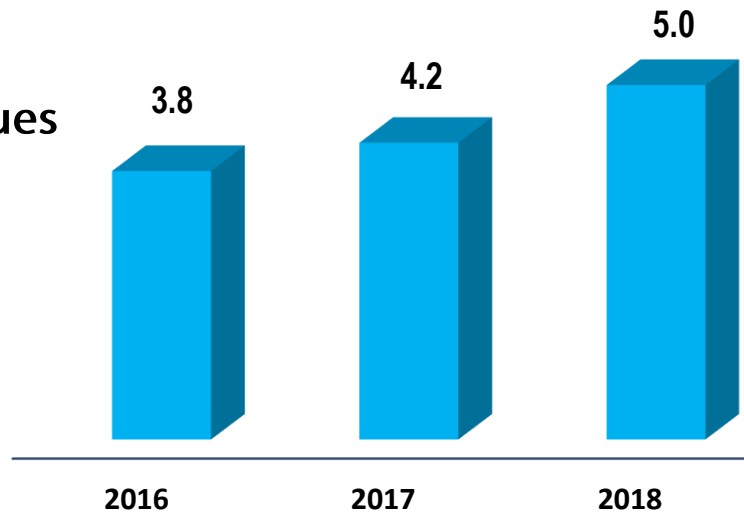
Upcoming brands:

- ✓ Hotel Okura
- ✓ Ritz Carlton Hotel



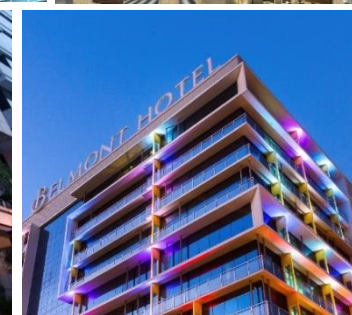
# AGI: The country's largest hotel developer

Hotel revenues (Pbn)



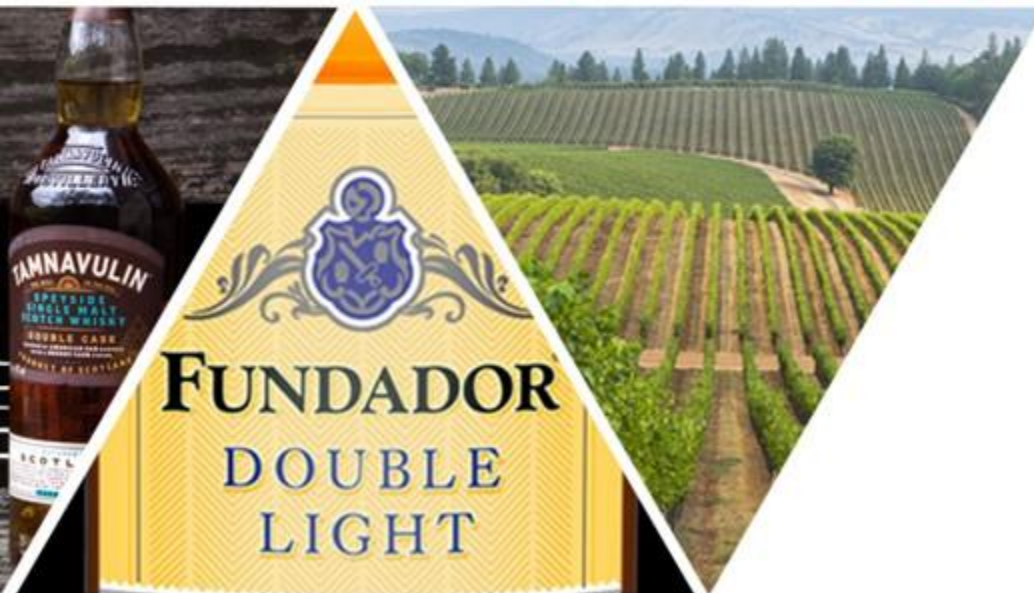
~5,100 room keys at present

Near-term target:  
**12,000** room keys throughout the Philippines





EMPERADOR INC.



**EMPERADOR INC.**  
FY2018 PERFORMANCE HIGHLIGHTS

# EMP By the Numbers



EMPERADOR INC.



102

Countries under the  
global distribution  
system



22

Domestic sales  
offices



1,513

Vineyards  
(hectares)



700

Whyte and Mackay  
trademarks  
worldwide



900

Bodegas Fundador  
trademarks  
worldwide

# EMP: FY2018 financial performance



EMPERADOR INC.

P&L (in Pbn)	2018	2017	%	
<b>Revenue*</b>	<b>47.1</b>	<b>42.7</b>	<b>10%</b>	
Whisky	<b>13.4</b>	12.3	9%	• Driven by The Dalmore sales
Brandy	<b>33.7</b>	30.4	11%	• Underpinned by Fundador sales
<b>Gross Profit</b>	<b>16.0</b>	<b>14.9</b>	<b>7%</b>	
Whisky	<b>5.3</b>	4.1	30%	• Slower growth in COGS
Brandy	<b>10.7</b>	10.9	-1%	• Increase in prices of brandy distillates in Q4
<b>EBITDA</b>	<b>10.3</b>	<b>9.6</b>	<b>8%</b>	• Higher A&P expenses
<b>Net profit</b>	<b>6.8</b>	<b>6.3</b>	<b>8%</b>	
<b>Attributable profit</b>	<b>6.7</b>	<b>6.3</b>	<b>5%</b>	
<b>Gearing</b>	<b>2018</b>	<b>2017</b>		
Net debt (cash)	<b>31.8</b>	28.0		
Net debt/equity	<b>0.52x</b>	0.48x		

\*NET OF INTERSEGMENT

## Gross Profit Margin

35%  
2018

35%  
2017

## EBITDA Margin

22%  
2018

23%  
2017

## Net Income Margin

14%  
2018

15%  
2017



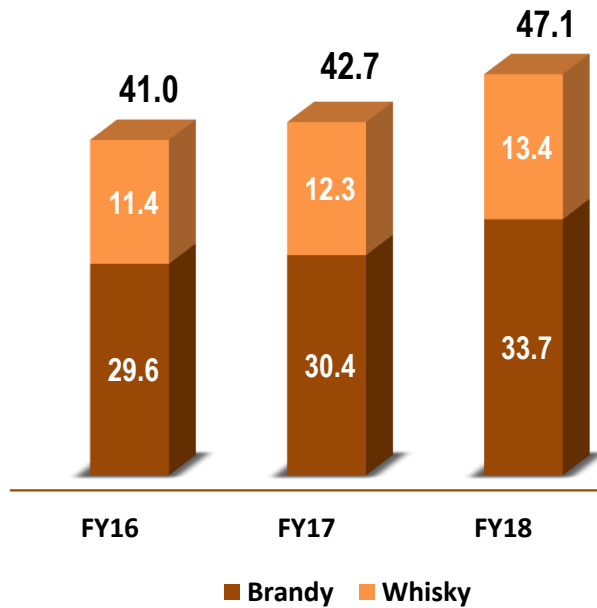
# EMP: Whisky segment delivers growth



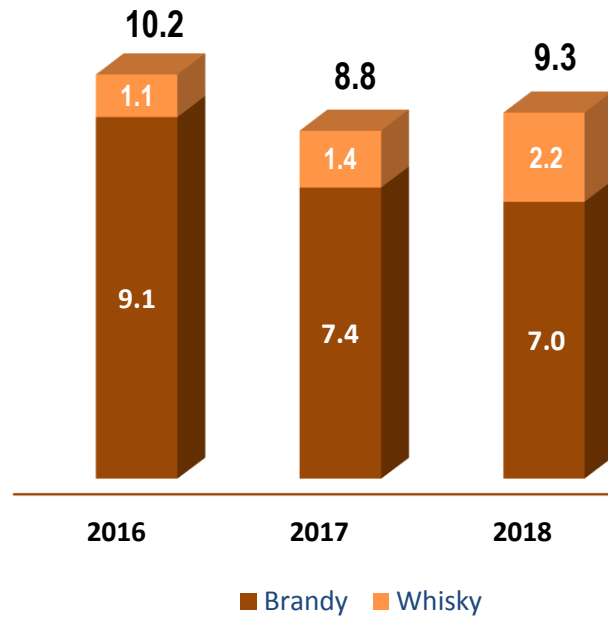
EMPERADOR INC.



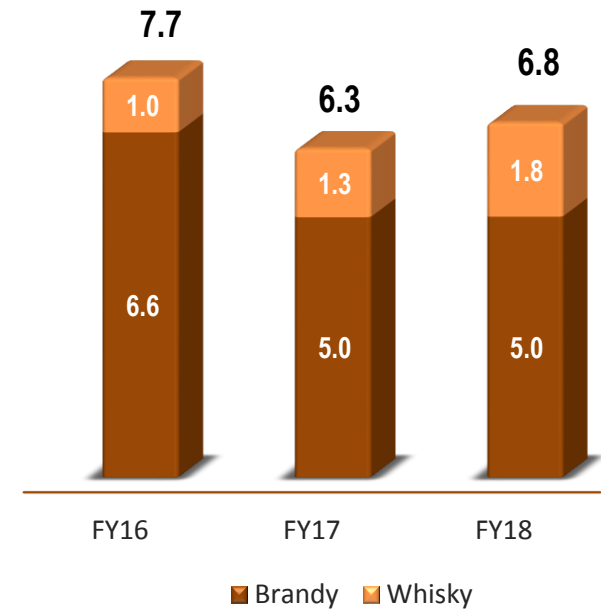
CONSOLIDATED REVENUES



EBIT



NET PROFIT



\*All items are in billion pesos except margin(%)

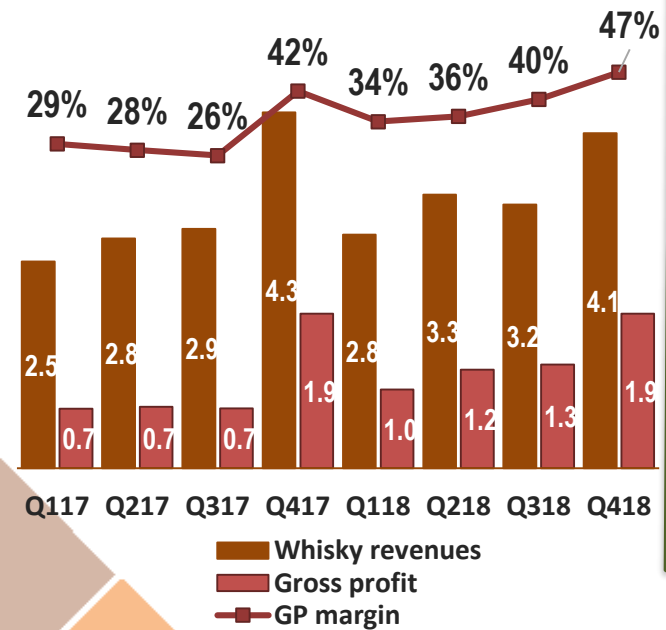
# EMP: Rising share of whisky



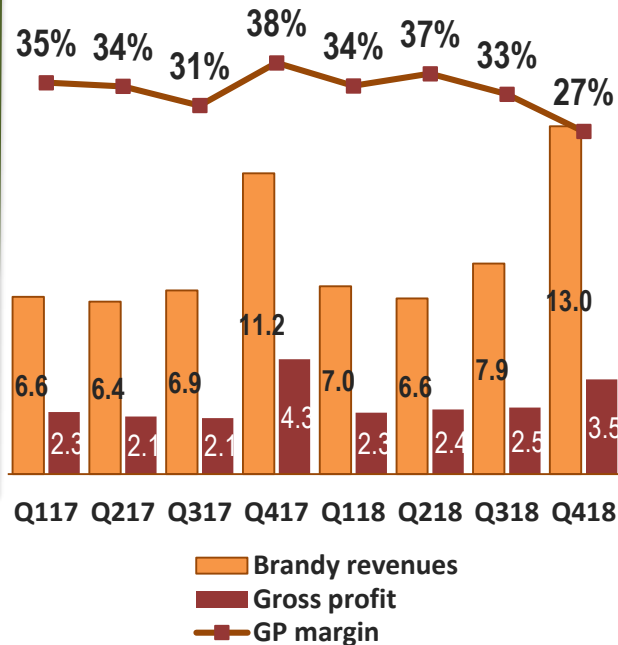
EMPERADOR INC.



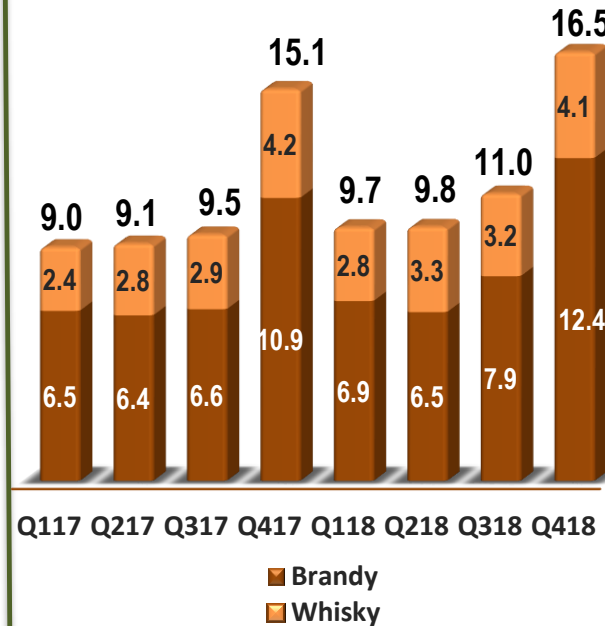
### WHISKY REVENUE vs GROSS PROFIT



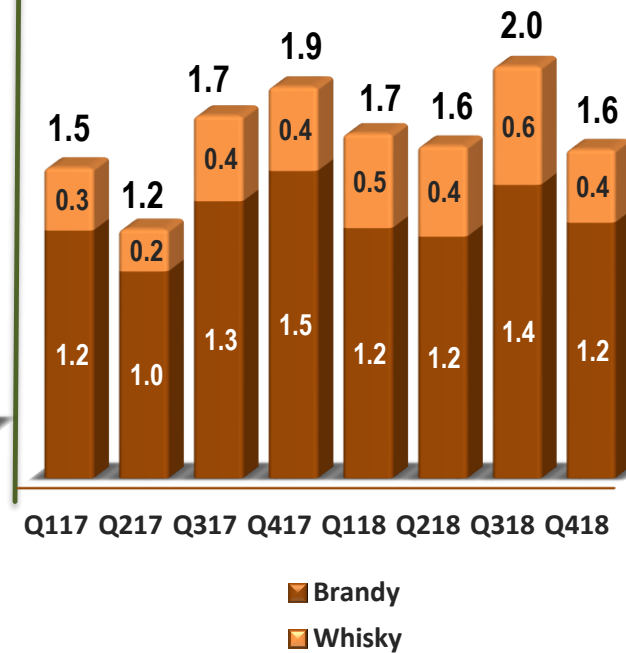
### BRANDY REVENUE vs GROSS PROFIT



### CONSOLIDATED REVENUE



### NET PROFIT



\*All items are in billion pesos except margin(%)  
\*2018 figures are unaudited

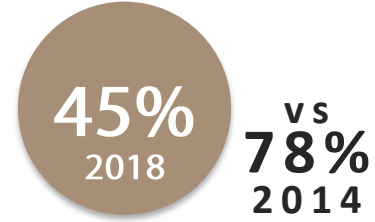
# Initiative: Improving market reach



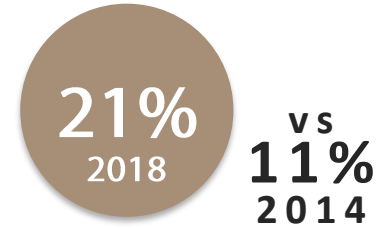
EMPERADOR INC.



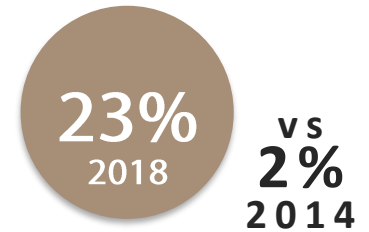
Americas



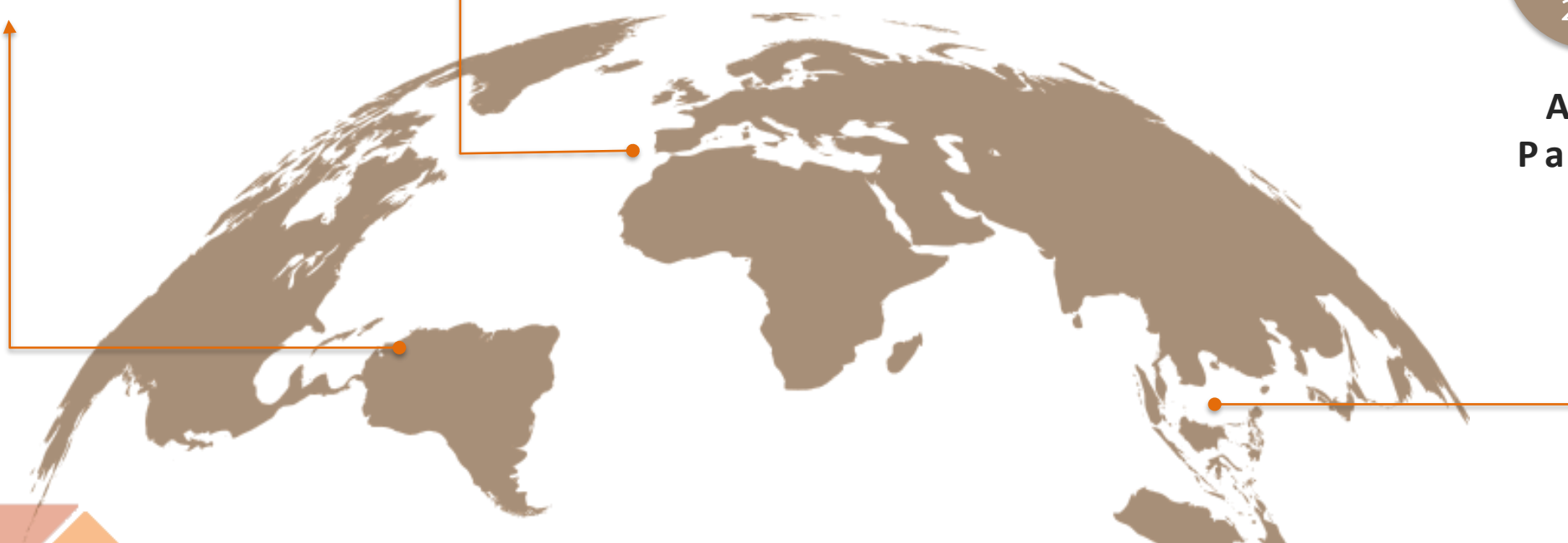
EMEA



Global  
Travel Retail



Asia  
Pacific



**HARVEYS  
BRISTOL CREAM  
CLASSIC**

The flagship  
of the brand



## Did you know?

The Brand HARVEYS is the only essential wine brand in the English Royal House and the favorite wine of the queen of England.

Bodegas Fundador is the official supplier and our wines are offered in the waiting room of Queen Elizabeth II



## GOLDEN ARCHES DEVELOPMENT CORPORATION FY2018 PERFORMANCE HIGHLIGHTS

# GADC By the Numbers



4.0

Systemwide same store sales growth (%)



620

Store count



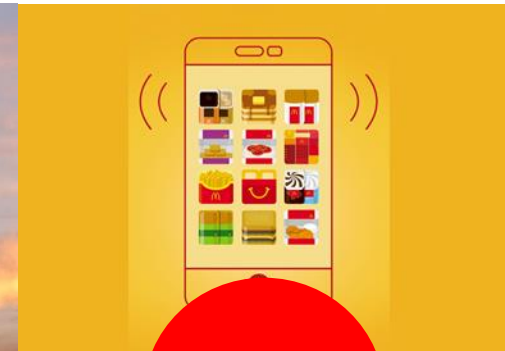
268

Dessert centers



268

Stores with drive-thru



356

McDelivery Hub

# GADC: 2018 financial performance

P&L (in Pbn)	2018	2017	%
<b>Systemwide sales</b>	<b>47.9</b>	<b>42.6</b>	<b>12.3%</b>
<b>Sales revenue</b>	<b>28.3</b>	<b>25.5</b>	<b>11%</b>
Sales by co. resto	<b>25.6</b>	23.1	11%
Rent, royalty & others	<b>2.7</b>	2.5	10%
<b>Gross profit</b>	<b>6.3</b>	<b>6.1</b>	<b>4%</b>
<b>EBITDA</b>	<b>3.8</b>	<b>3.7</b>	<b>1%</b>
<b>EBIT</b>	<b>2.6</b>	<b>2.6</b>	<b>1%</b>
<b>Net profit</b>	<b>1.6</b>	<b>1.6</b>	<b>1%</b>
<b>Gearing</b>	<b>2018</b>	<b>2017</b>	
Net debt (cash)	<b>(4.9)</b>	(3.8)	
Net debt/equity	<b>Net cash</b>	Net cash	

- Helped by store expansion program
- SSSG: 2018 up 4.0%; Q418 +4.4%
- Increase in number of franchised stores
- Higher RM, utilities and labor
- Increased advertising expenses



## Gross Profit Margin



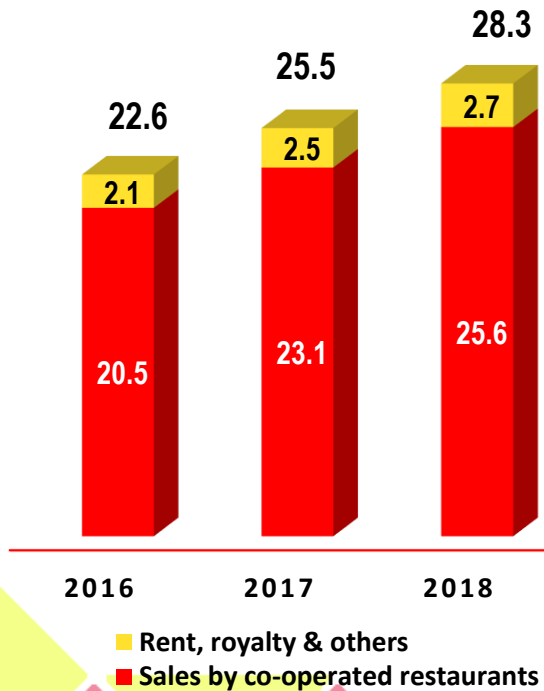
## Net Income Margin



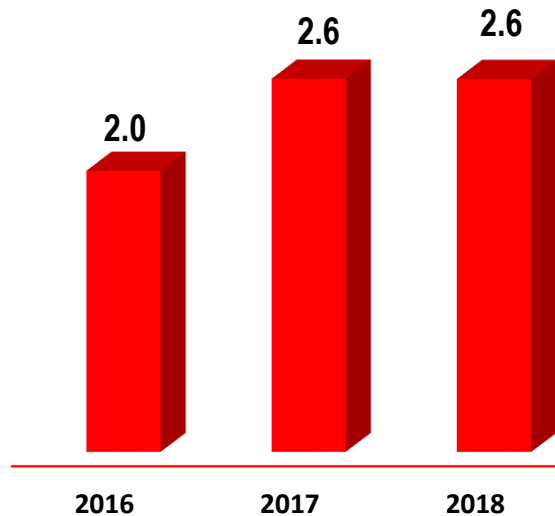
# GADC: Driven by store expansion



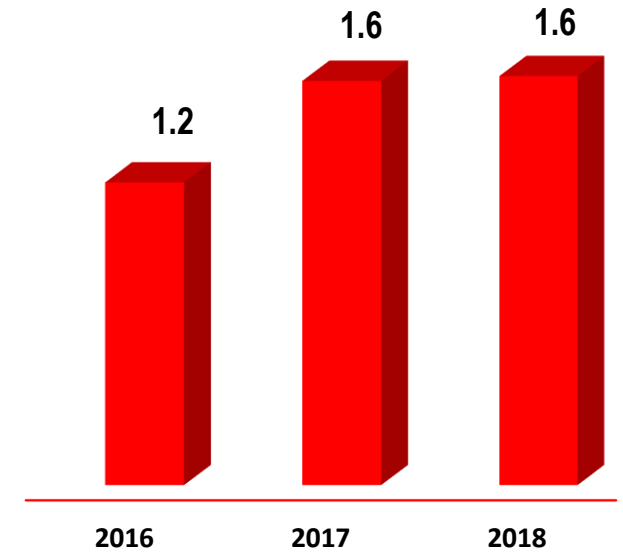
CONSOLIDATED REVENUES



EBIT



NET PROFIT



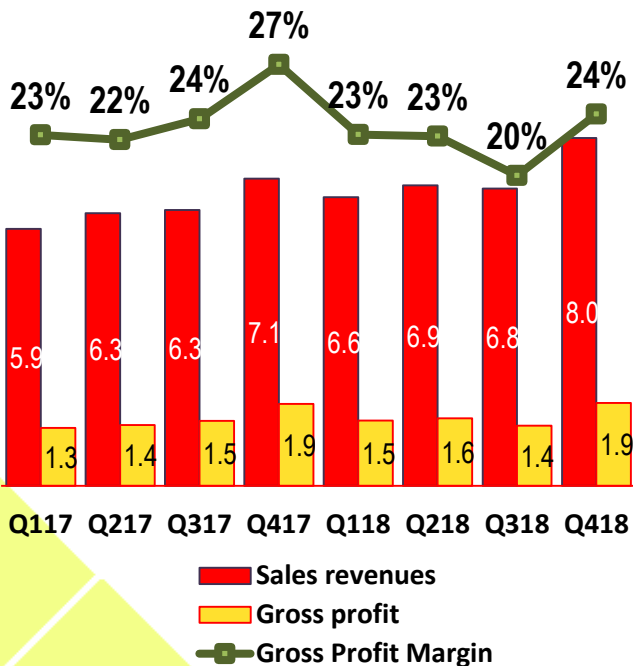
\*All items are in billion pesos except margin(%) and store geographic distribution



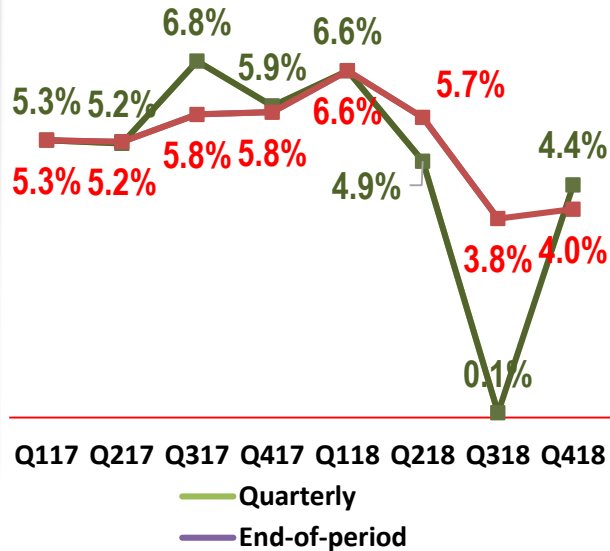
# GADC: SSSG recovers in Q418



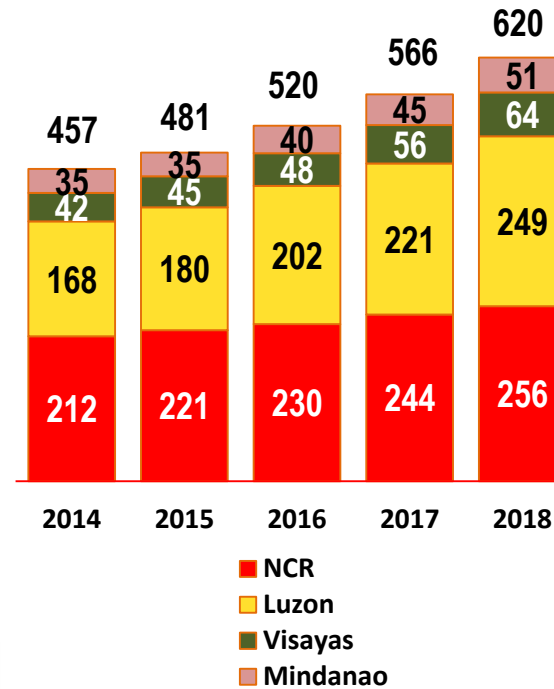
SALES VS GROSS PROFIT



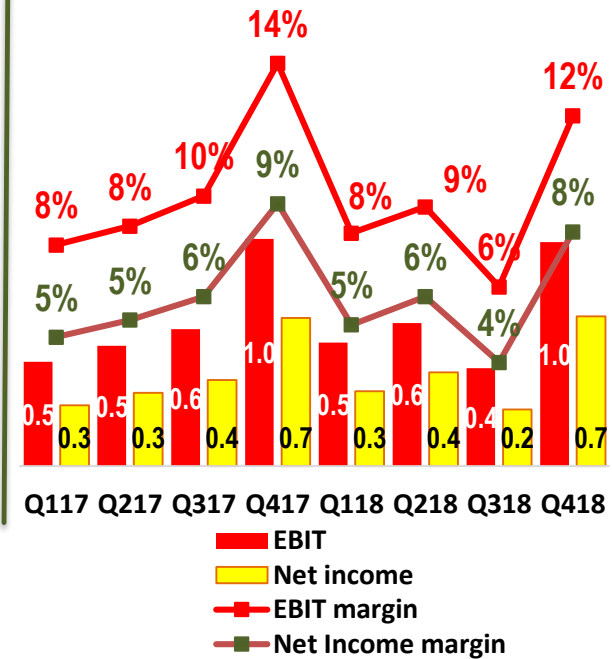
SYSTEMWIDE SAME-STORE SALES GROWTH



STORE GEOGRAPHIC DISTRIBUTION



EBIT vs NET INCOME



\*All items are in billion pesos except margin(%) and store geographic distribution

# Initiative: McDonald's world class experience



**nxtgen**

added  
**17**  
stores  
2018

→

to add  
over  
**60**  
stores  
2019

- ✓ Self-Ordering Kiosks
- ✓ Modernized menu boards
- ✓ Cashless mode of payment
- ✓ Split counter system
- ✓ Specially trained Guest Experience Leaders



# Initiative: Expanding delivery network



McDo PH partnered with other well-known delivery networks to provide more convenient options for its customers.





**KONNICHI-WOW!**  
**FLAVORS**  
**OF JAPAN**  
日本の味

Strawberry  
Sakura  
McFloat

Teriyaki  
Samurai  
Burger

Ebi Burger  
*contains shrimp*

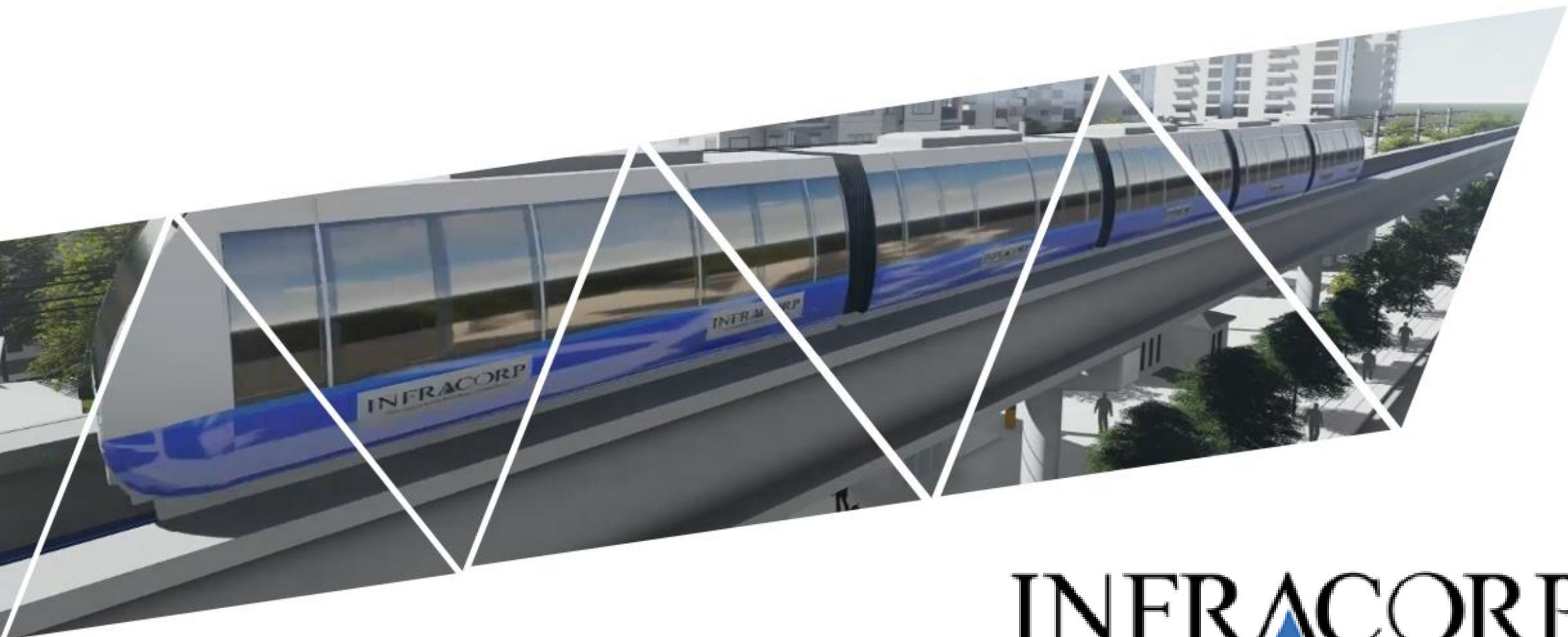
Nori  
Shake Shake  
Fries

**ONLY AT  
McDonald's!**

# Did you know?

Filipinos can now enjoy the same mouth-watering products with four new and exciting Japanese-inspired meals!

Flavors of Japan offerings include the new Ebi Burger (with actual shrimp!), Teriyaki Samurai Burger, Nori Shake Shake Fries, and Strawberry Sakura McFloat.

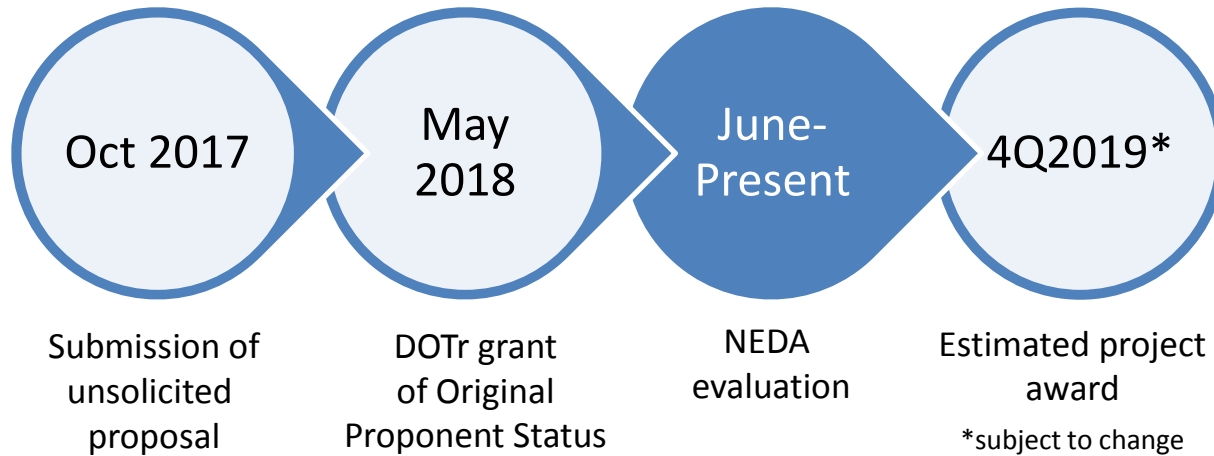


**INFRACORP**  
AN ALLIANCE GLOBAL COMPANY

# Fort Bonifacio - Makati Skytrain

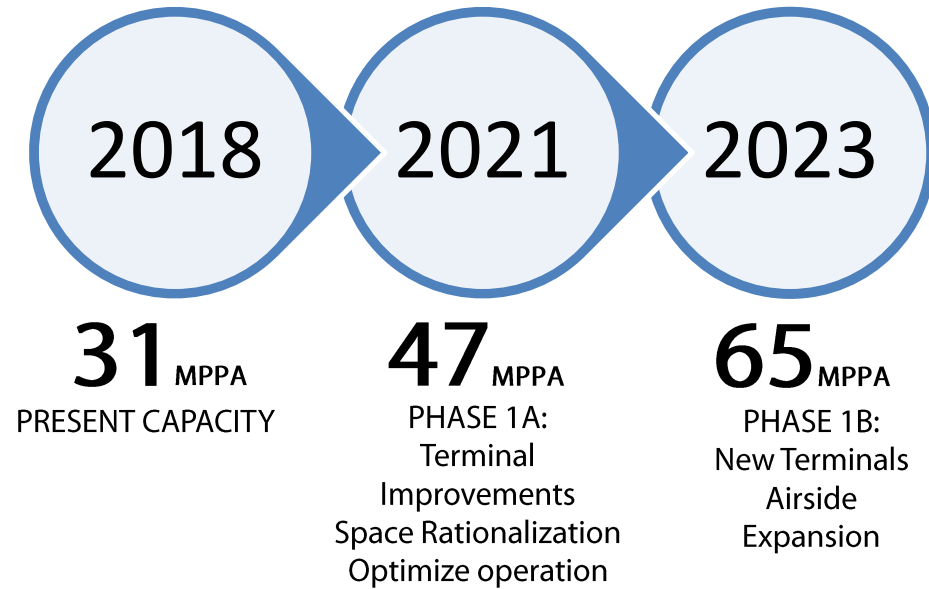
- 1.88 km Monorail Project
- Automated Cable-Propelled Monorail
- To connect MRT 3 Guadalupe Station to Uptown Bonifacio

## Project Timeline

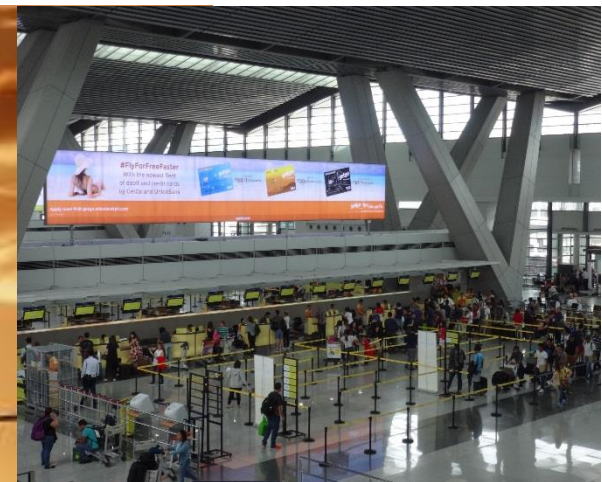
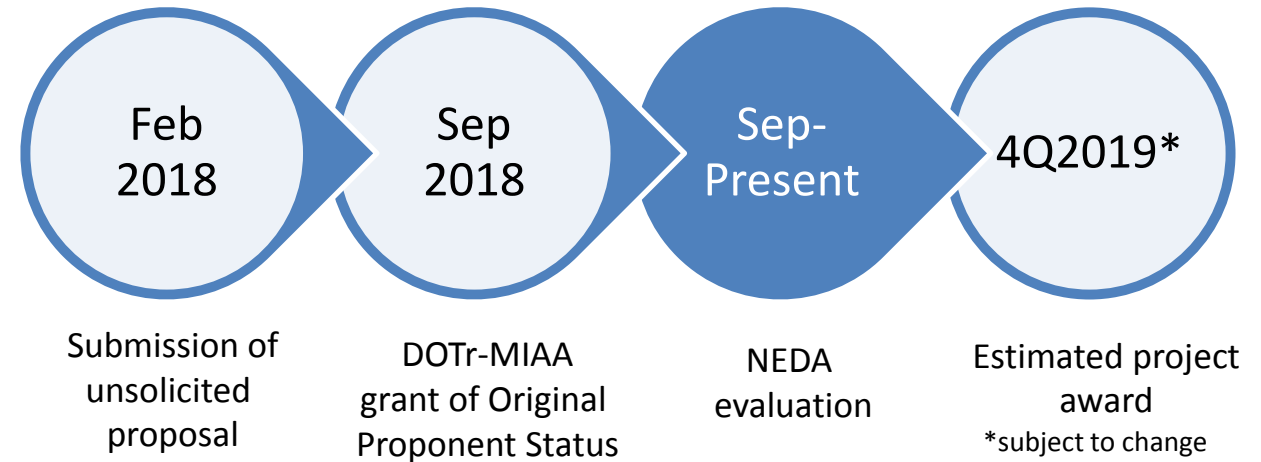


# NAIA consortium

## Gateway strategy



## Project timeline



 **ALLIANCE GLOBAL**  
**END OF PRESENTATION**

