

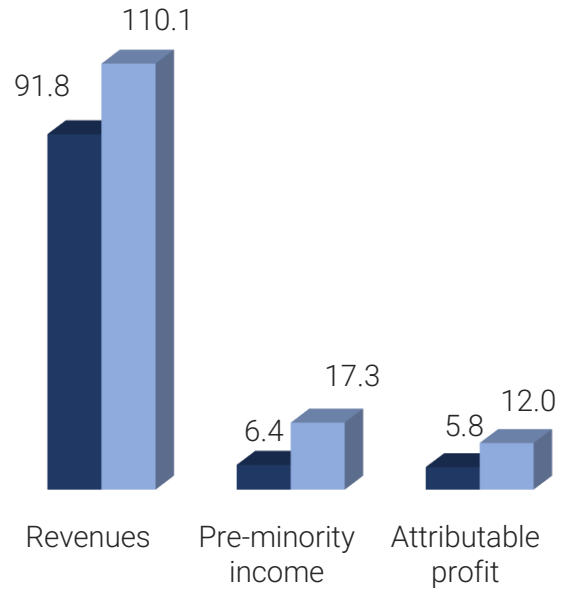


**9M2021 Analysts' Briefing**  
15 November 2021

# Performance highlights

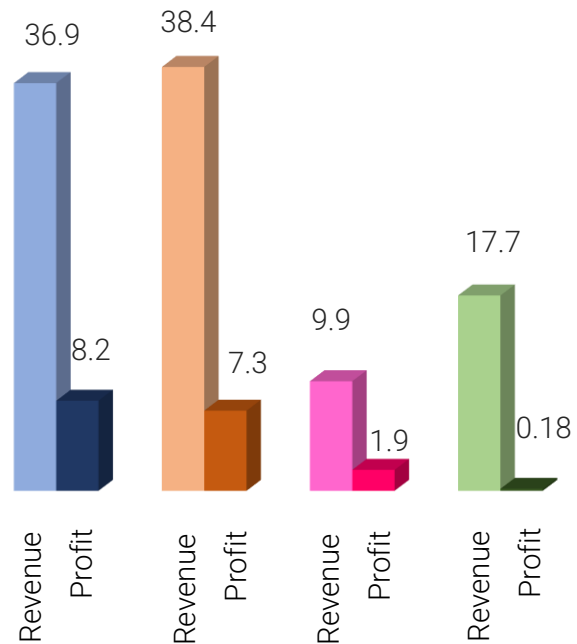
## P&L Highlights

■ 9M20 ■ 9M21



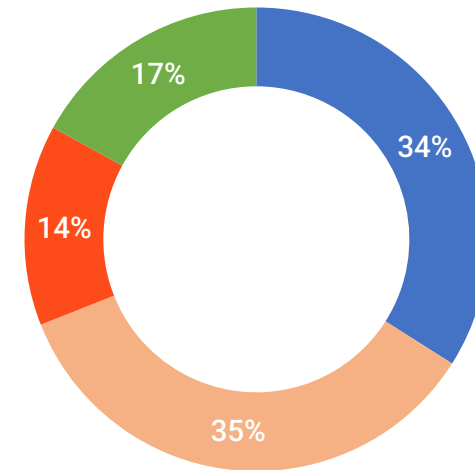
## P&L Highlights of subsidiaries

MEG EMP RWM GADC



## Revenue share

■ MEG ■ EMP ■ RWM ■ GADC



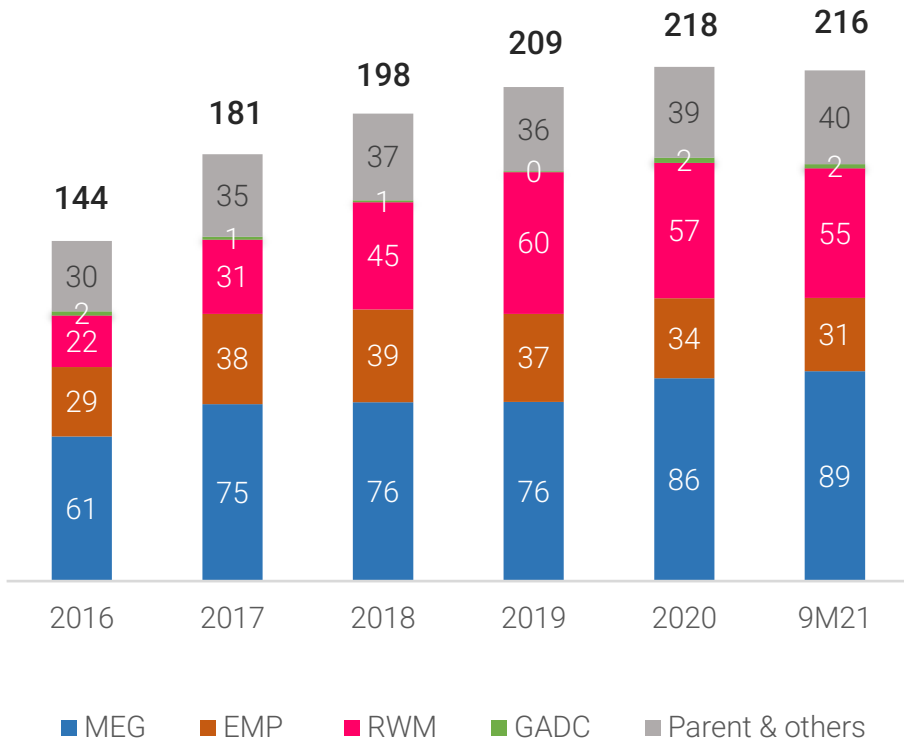
All items are in billion pesos except revenue share.

# 3Q21/9M21 financial performance

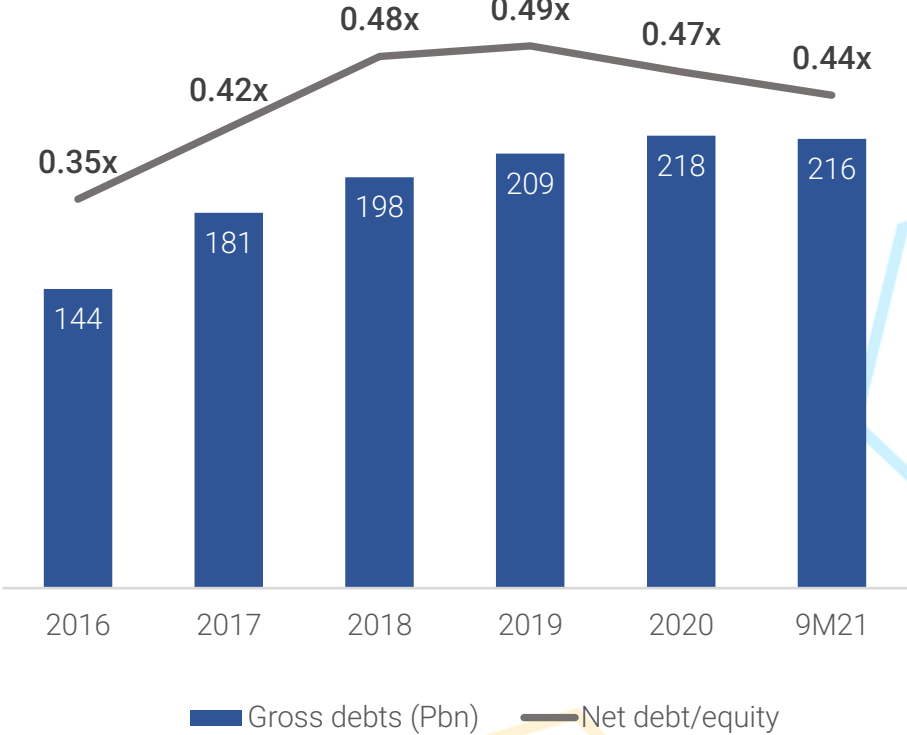
in Pbn	3Q21	2Q21	QoQ chg	3Q20	YoY chg	9M21	9M20	YoY chg	Comments
<b>Group revenues</b>	<b>38.9</b>	<b>39.3</b>	<b>-1%</b>	<b>30.4</b>	<b>28%</b>	<b>110.1</b>	<b>91.8</b>	<b>20%</b>	
Megaworld	14.6	11.9	23%	8.8	66%	36.6	32.4	13%	Higher project completion and hotel occupancy rates; stable office rentals
Emperador	12.6	13.3	-5%	13.0	-2%	37.9	34.3	10%	Driven by strong whisky and premium brandy sales
Travellers	3.8	8.0	-52%	2.5	51%	15.6	8.6	80%	Sustained improvement in GGR, includes one-time gains
GADC	6.3	6.1	3%	4.6	37%	18.2	14.3	27%	Sequential growth in systemwide sales, helped by upgraded online platform and drive-thru/delivery channels
Others	1.5	0.0	-	1.5	-	1.8	2.1	-14%	
<b>Group costs/expenses</b>	<b>(32.9)</b>	<b>(27.4)</b>	<b>20%</b>	<b>(27.0)</b>	<b>22%</b>	<b>(87.6)</b>	<b>(81.6)</b>	<b>7%</b>	
Megaworld	(10.6)	(8.5)	25%	(6.0)	78%	(26.1)	(21.8)	20%	Higher unrealized FX losses but core costs and expenses stable
Emperador	(9.9)	(8.9)	12%	(9.9)	0%	(28.3)	(27.4)	3%	Selling and distribution costs largely contained; increased WMG income taxes
Travellers	(4.5)	(3.9)	17%	(4.4)	3%	(13.3)	(14.1)	-6%	Ongoing cost efficiency measures
GADC	(6.1)	(5.8)	6%	(4.8)	27%	(17.2)	(15.2)	13%	Higher COGS, G&A expenses and interest charges
Others	(1.7)	(0.3)	389%	(1.9)	-9%	(2.7)	(3.1)	-13%	
<b>Attributable income</b>	<b>3.5</b>	<b>5.9</b>	<b>-41%</b>	<b>2.0</b>	<b>73%</b>	<b>12.0</b>	<b>5.8</b>	<b>106%</b>	
Megaworld	2.1	1.7	22%	1.4	56%	5.5	5.0	10%	
Emperador	1.9	2.6	-26%	2.2	-12%	6.3	5.0	25%	
Travellers	(0.3)	1.9	-118%	(1.0)	65%	1.0	(2.7)	138%	
GADC	0.1	0.0	453%	(0.1)	-	0.2	(0.4)	-	
Others	(0.3)	(0.3)	-17%	(0.4)	-31%	(1.0)	(1.0)	-5%	
<b>Net profit margin</b>	<b>9.0%</b>	<b>15.1%</b>	<b>-607bps</b>	<b>6.7%</b>	<b>237bps</b>	<b>10.9%</b>	<b>6.3%</b>	<b>458bps</b>	

# Group Borrowings

Gross debts, by key subsidiary



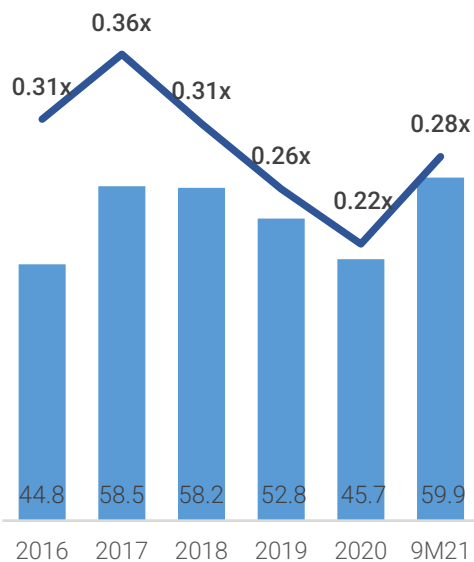
AGI gearing



All items are in billion pesos except net debt/equity.

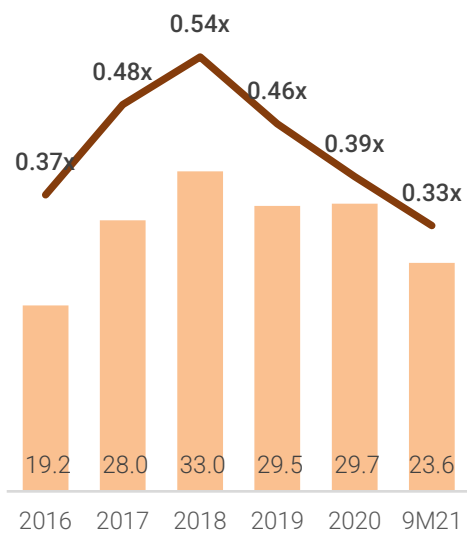
# Group Gearing

## MEG



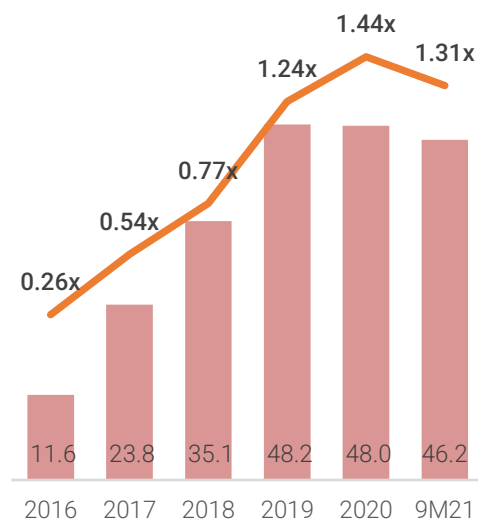
Net debt (cash)  
Net debt/equity

## EMP



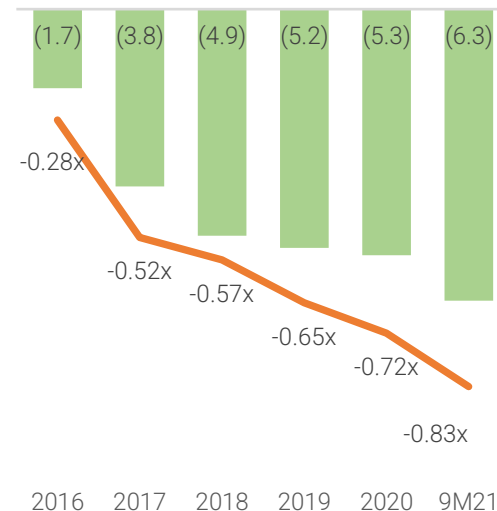
Net debt (cash)  
Net debt/equity

## RWM



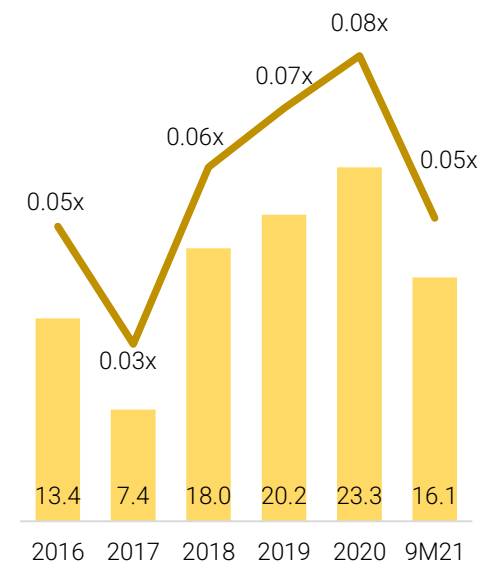
Net debt (cash)  
Net debt/equity

## GADC



Net debt (cash)  
Net debt/equity

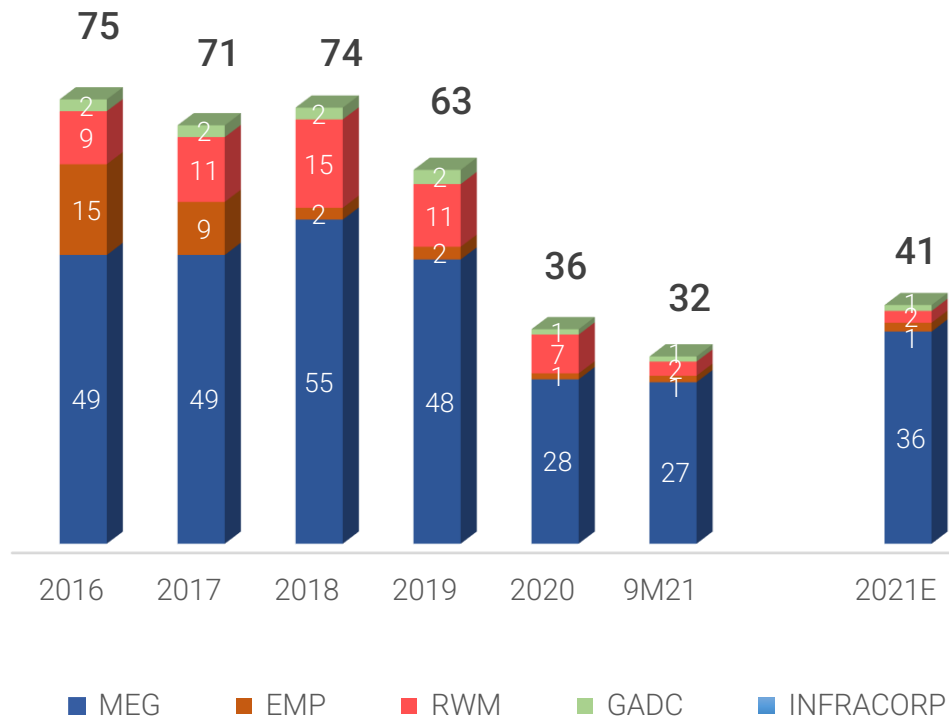
## PARENT



Net debt (cash)  
Net debt/equity

# Capital Expenditure

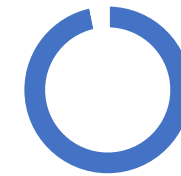
## AGI's capex by major subsidiary



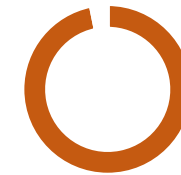
- 2021 target capex of P41bn
- 9M21 capex utilized: P32bn (79% of capex budget)



# AGImmUNITY



**98%**  
Megaworld Corporation



**99%**  
Emperador Inc.\*



**95%**  
Travellers International\*



**99%**  
Golden Arches \*

\* Percentage of vaccinated employees in head office only





# MEGAWORLD VACCINATION CENTERS

EASTWOOD CITY



McKINLEY HILL



NEWPORT CITY

UPTOWN  
BONIFACIO

ARCOVIA  
CITY



SOUTHWOODS CITY

paseo**center**

THE  
Village Square  
ALABANG

SanLorenzoPlace Mall



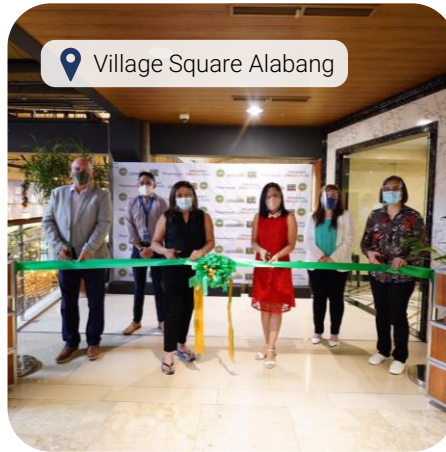
Eastwood City



McKinley Hill



Newport Mall



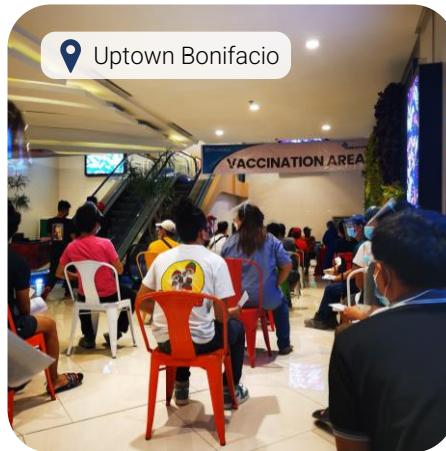
Village Square Alabang



Arcovia City



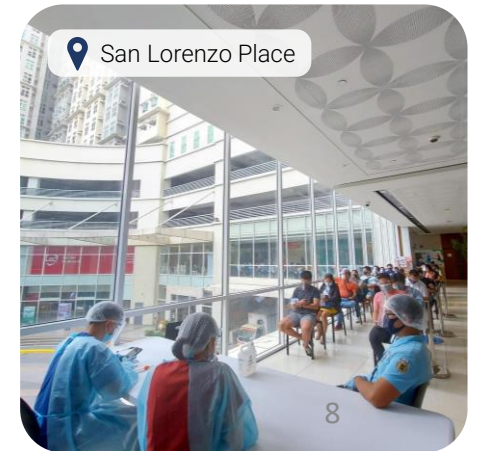
Lucky Chinatown



Uptown Bonifacio



Southwoods City



San Lorenzo Place



# Sustainability Initiatives



Zero Waste Lifestyle



Naturally created biogas



Occupancy sensors



Sustainable construction



LEED-certified buildings



Rainwater recovery system



Plastic neutrality & waste reduction



Ronald McDonald Bahay Bulilit Learning Center



Installation Of solar panels



Green Electricity



Sustainable sourcing

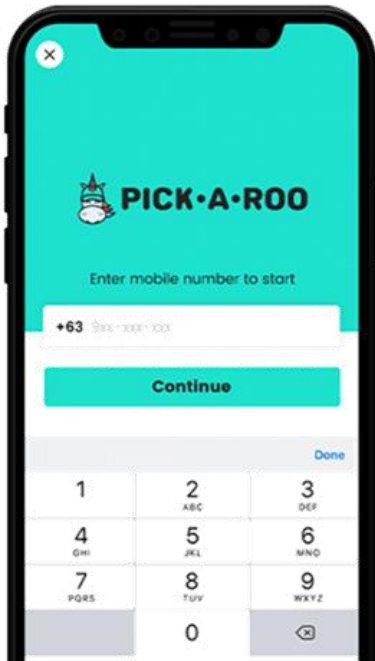


McDonald's Kindness Kitchen

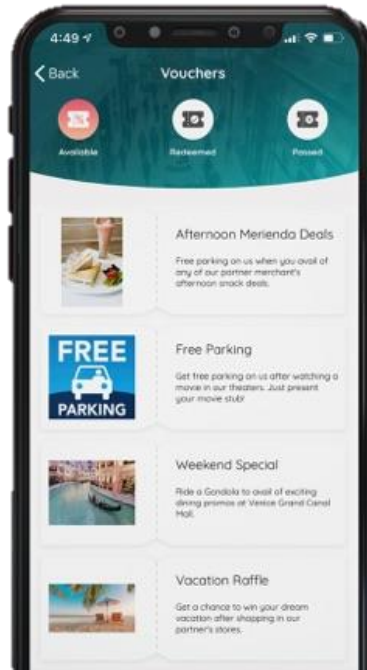
# Digitalization efforts



**PICK-A-ROO**  
GROCERY • FOOD • SHOPS

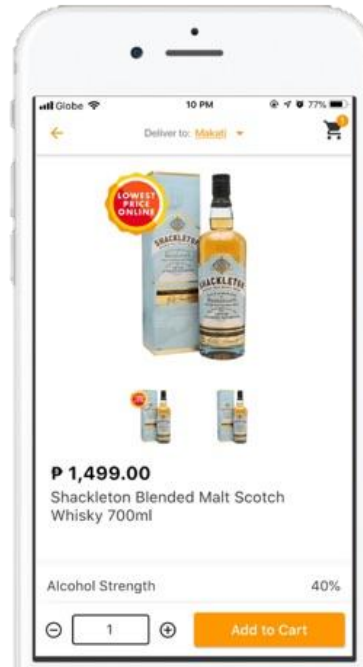


**iFAE**  
FOPM Automated Experience



#1 ONLINE LIQUOR STORE

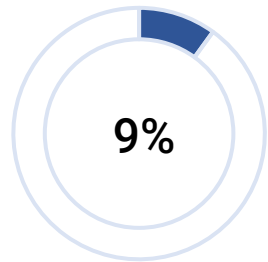
WWW.BOOZY.PH



**McDelivery**

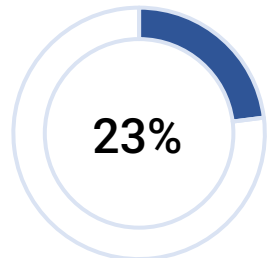


## Share buyback program



### AGI

- Buyback program size: P4.0bn
- Amount utilized: P378m (9%)
- 35.4m shares bought at an average price P10.68 per share.
- Implementation period: 30 months from October 2021 to April 2024



### MEG

- Buyback program size: P5.0bn
- Amount utilized: P1.1bn (23%)
- 378.6m shares bought at an average price P3.01 per share.
- Implementation period: 24 months from February 2020 to 2022

## Dividends

### EMP

- Dividend per share: P0.11
- Record date: Aug 13, 2021
- Payment Date: Sep 8, 2021

### MEG

- Dividend per share: P0.0425
- Record date: Nov 23, 2021
- Payment Date: Dec 10, 2021

### AGI

- To resume dividend payment alongside share buyback program





**9M2021  
Financial  
Performance**

**28**  
Townships &  
Integrated Lifestyle  
Communities

**5,000**  
Landbank  
(has)

**4,163**  
Hotel room  
keys

**1,398**  
Offices GLA  
(‘000 sqm)

**462**  
Lifestyle malls GLA  
(‘000 sqm)



## 3Q21/9M21 financial performance

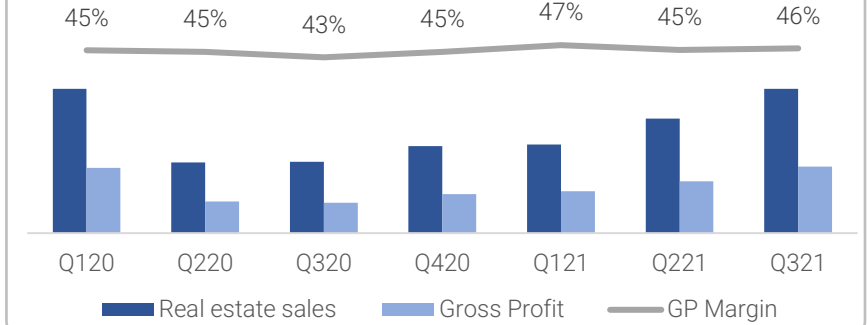
- Higher residential project completion
- Stable office occupancy rates driven by resurgence in BPO demand
- Revenge shopping, alfresco dining help maintain mall occupancy rates
- Steady performance by in-city hotels
- Effective ongoing cost management at core operating levels

P&L summary (Pbn)	3Q21	2Q21	QoQ%	3Q20	YoY%	9M21	9M20	YoY%
Revenue	14.5	12.1	18%	9.6	50%	36.9	33.3	10%
Residential	9.6	7.6	26%	4.7	102%	23.1	19.1	21%
Office	2.9	2.7	7%	3.0	-4%	8.1	8.6	-5%
Malls	0.5	0.5	-13%	0.4	16%	1.5	2.0	-25%
Hotel	0.6	0.4	42%	0.2	121%	1.3	1.2	9%
EBITDA	5.4	4.9	10%	4.0	36%	14.7	14.3	3%
EBIT	4.6	4.1	12%	3.2	41%	12.2	12.0	1%
Attributable profit	3.2	2.6	19%	2.0	57%	8.2	7.4	10%

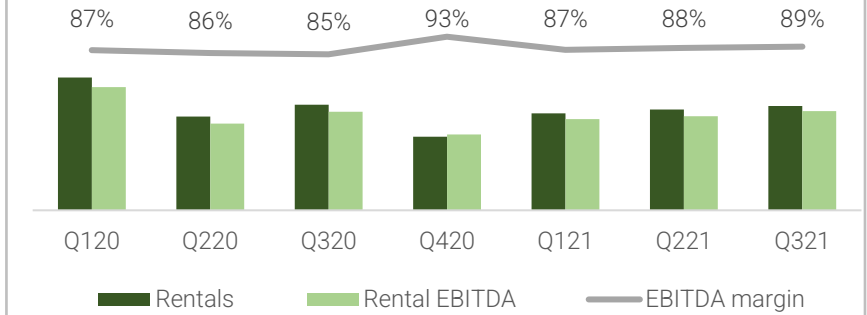
### Margins

Gross profit margin	46.0%	45.4%	Up	42.7%	Up	46.1%	44.5%	Up
EBITDA margin	37.2%	40.0%	Down	41.1%	Down	39.8%	42.7%	Down
EBIT margin	31.5%	33.2%	Down	33.6%	Down	33.0%	36.0%	Down
Attributable profit margin	21.8%	21.6%	Up	20.9%	Up	22.1%	22.2%	Down

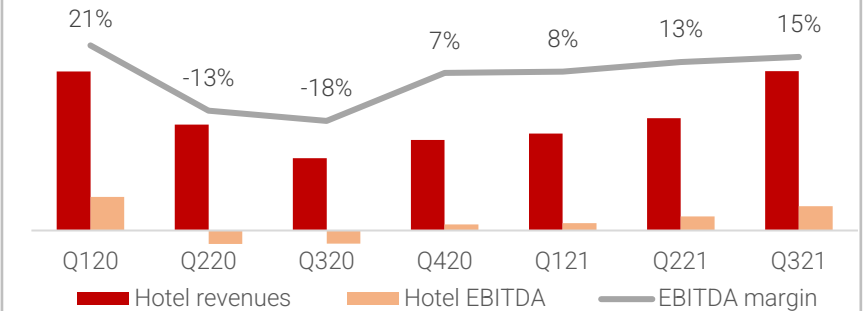
### RES vs Gross Profit



### Rental vs EBITDA margin

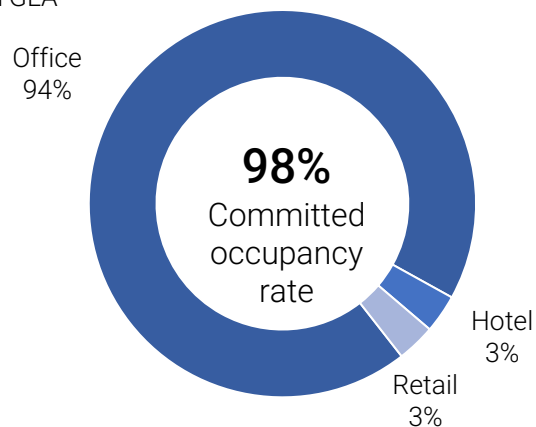


### Hotel Revenues vs EBITDA margin

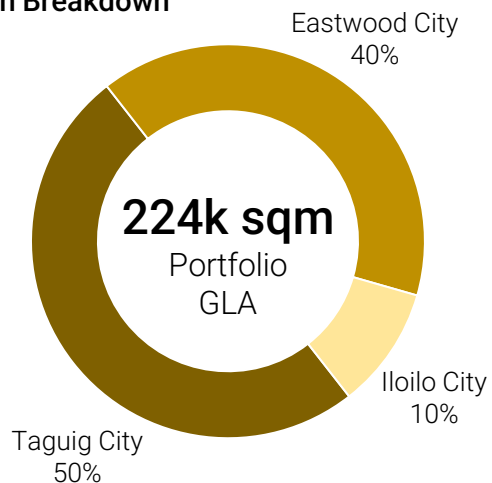


**Current Portfolio**

**Asset Class breakdown**  
in occupied GLA



**Location Breakdown**  
by GLA



**First Tranche Growth Assets**

Building	Township	GLA (sqm)	Timing of Infusion
Two Techno Place	Iloilo Business Park	10,800	Dec 2021
Three Techno Place	Iloilo Business Park	9,600	Dec 2021
One Global Center	Iloilo Business Park	10,300	Dec 2021
World Finance Plaza	McKinley Hill	25,000	Mar 2022
<b>TOTAL</b>		<b>55,700</b>	

- Including the First Tranche Pipeline, MREIT expects to add a total of **100,000 sqm GLA** before end of CY2022.

**Financial Highlights**



**P711m**  
Gross Revenues



**P584m**  
Rental Income



**P469m**  
Net Income



**P618m**  
Net Operating Income



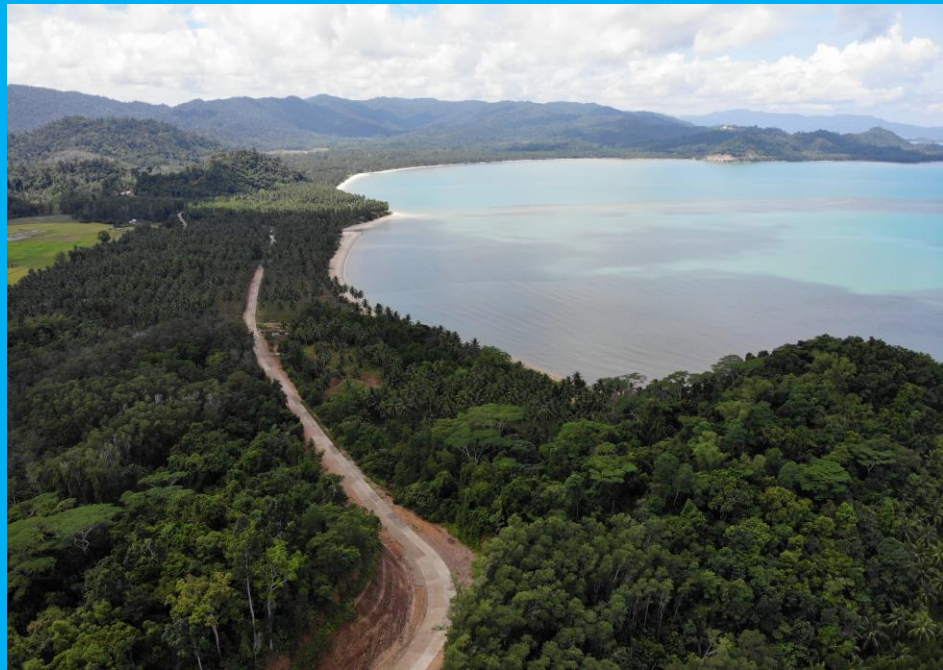
**87%**  
Net Operating Income Margin



**P0.24**  
Dividend per Share

# NEW TOWNSHIPS

**PARAGUA**  
COASTOWN  
SAN VICENTE, PALAWAN



**462**

Area (has)

**P40bn**

Capital Expenditure



San Vicente, Palawan



Eco tourism community



10 to 15 mins away from the San Vicente Airport

# NORTHWIN GLOBAL CITY



**85**

Area (has)

**P98bn**

Capital Expenditure



Located in Marilao-Bocaue, Bulacan



Positioned to be the Global Business District in Bulacan



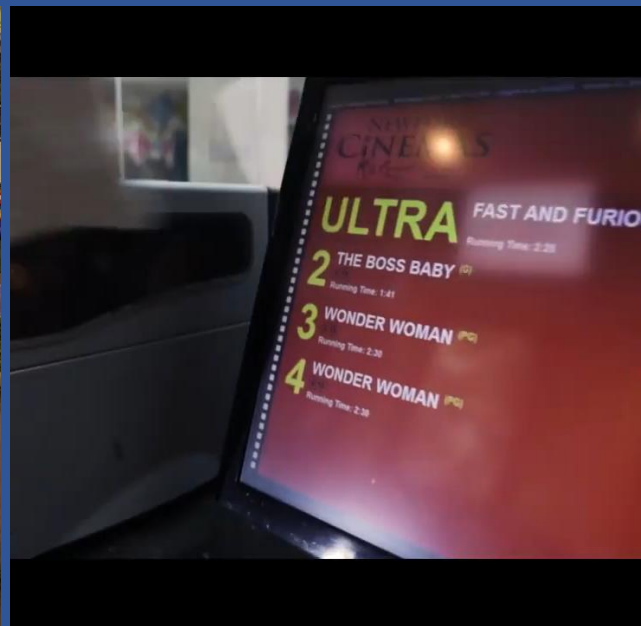
20 mins. from the proposed New Manila International Airport



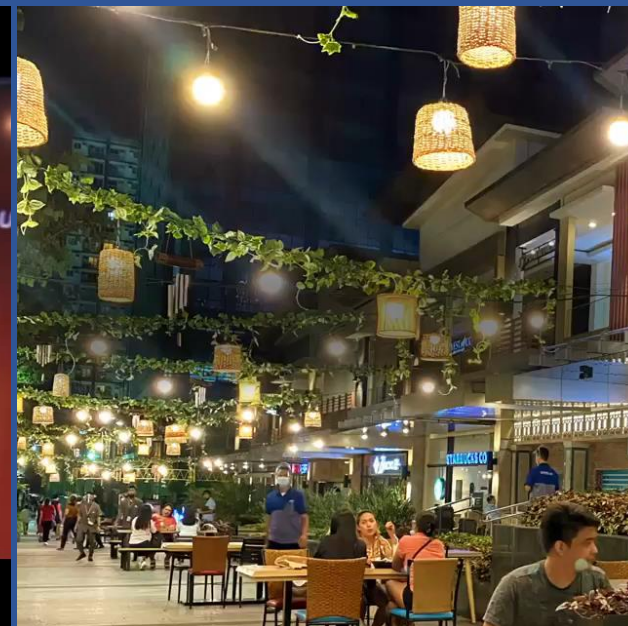
# REOPENING OF THE ECONOMY



Children are now allowed to go out



Cinemas and other MICE venues are now open



Indoor and outdoor restaurants may open at 50% and 70% of capacity



Reopening of tourist attractions





EMPERADOR INC.

9M2021  
Financial  
Performance

6

Vineyard estates  
in Spain

5

Distilleries in  
Scotland

102

Countries under  
global distribution  
system

25

Domestic  
sales offices



# 3Q21/9M21 financial performance

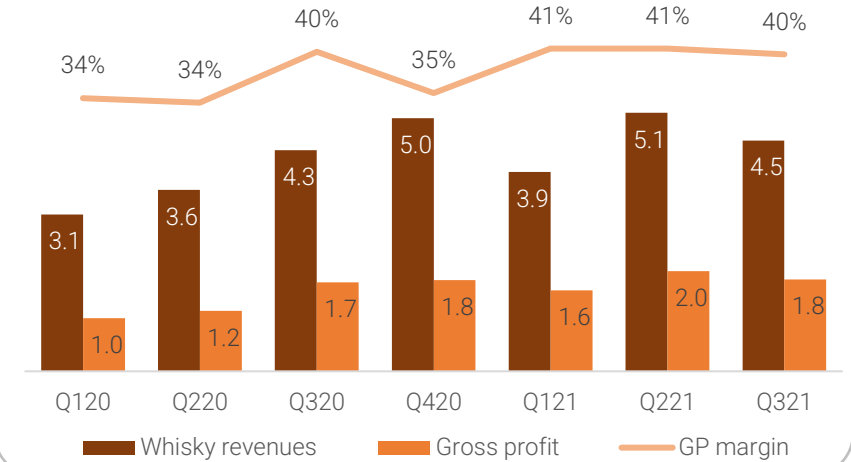
- Sustained growth in whisky and premium brandy products in the global market, largely unaffected by the pandemic.
- Cost pressures from raw materials, freight charges, selling expenses and depreciation.
- Higher income taxes for the whisky business capped WMG earnings.

P&L summary (Pbn)	3Q21	2Q21	QoQ %	3Q20	YoY %	9M21	9M20	YoY %
Revenue	13.0	13.3	-2%	12.9	1%	38.4	34.5	11%
Brandy	8.5	8.2	4%	8.6	-1%	24.9	23.5	6%
Whisky	4.5	5.1	-11%	4.3	4%	13.5	11.0	23%
Gross Profit	4.3	5.7	-24%	4.7	-9%	13.9	11.7	18%
Brandy	2.5	3.7	-32%	3.0	-16%	8.5	7.7	10%
Whisky	1.8	2.0	-8%	1.7	3%	5.4	4.0	35%
EBITDA	3.3	4.8	-32%	3.5	-6%	11.1	8.3	33%
EBIT	2.9	4.5	-35%	3.1	-7%	10.0	7.3	38%
Attributable profit	2.2	3.0	-27%	2.6	-14%	7.3	5.9	24%
Normalized profit	2.2	3.7	-39%	2.5	-14%	7.9	5.9	35%

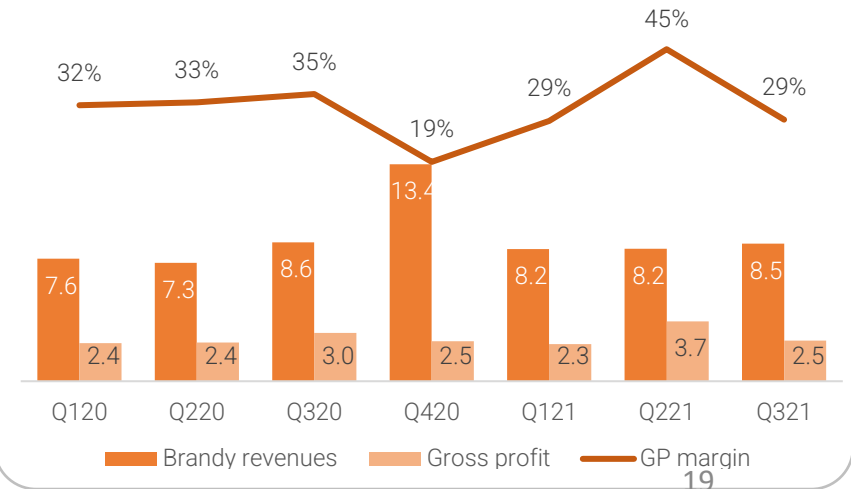
## Margins

Gross profit margin	33.6%	43.7%	Down	37.2%	Down	36.9%	34.7%	Up
Brandy	28.8%	44.7%	Down	34.5%	Down	33.9%	33.1%	Up
Whisky	40.0%	40.6%	Stable	40.3%	Stable	40.4%	36.6%	Up
EBITDA margin	25.2%	36.6%	Down	27.1%	Down	29.0%	24.2%	Up
EBIT margin	22.5%	33.9%	Down	24.3%	Down	26.2%	21.1%	Up
Attributable profit margin	16.7%	22.6%	Down	19.7%	Down	18.9%	17.0%	Up
Normalized profit margin	16.8%	27.6%	Down	19.7%	Down	20.7%	17.0%	Up

## WHISKY REVENUE, GROSS PROFIT, MARGIN



## BRANDY REVENUE, GROSS PROFIT, MARGIN





# EMPERADOR STRATEGY



## CONTEMPORIZE

- Excite customers with innovative new product launches
- Rebrand and reposition key brands
- Improve brand visibility amongst millennials and Gen Z



## PREMIUMIZE

- Leverage iconic portfolio of globally recognized marquee brands
- Focus on single malts



## INTERNATIONALIZE

- Global spirits multinational champion with an outreach to >100 countries
- Expand globally into key focus markets targeting >50% of sales and profits outside the Philippines by 2025



# REOPENING OF THE ECONOMY



Easier mobility of goods



Lifting of liquor ban in key cities



Increase in indoor capacity of pubs and bars





**9M2021  
Financial  
Performance**

**2,743**

Hotel  
room keys

**6**

International  
Hotel Brands

**79%**

Hotel  
Occupancy  
(3Q21)

**405**

VIP and mass  
gaming tables

**1,569**

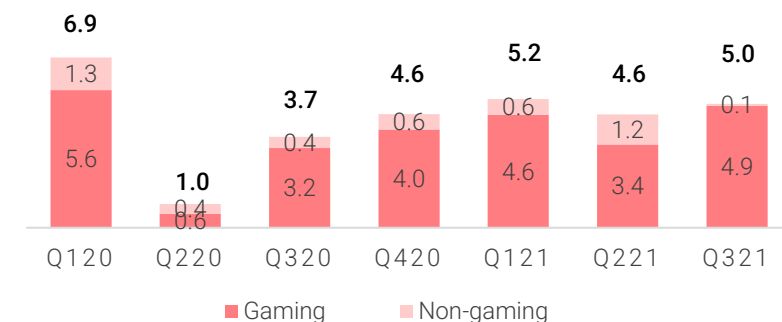
Slots

## 3Q21/9M21 financial performance

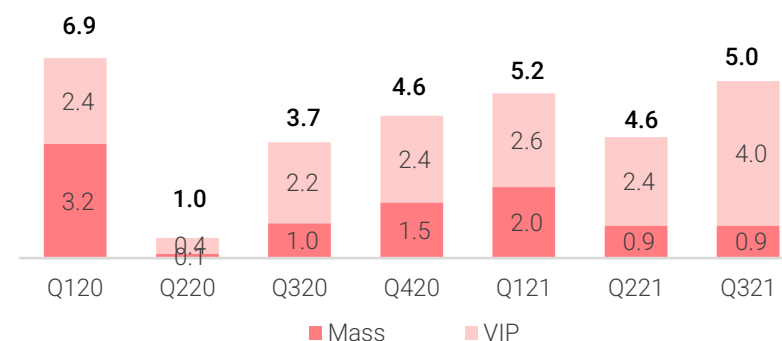
- Strong growth in GGR despite renewed lockdown measures
- Improving hotel occupancy rates with the resurgence in staycations
- Ongoing cost efficiency measures to mitigate rise in gaming-related expenses
- Earnings boosted by P5.6bn in exceptional gains.

P&L summary (Pbn)	3Q21	2Q21	QoQ %	3Q20	YoY %	9M21	9M20	YoY %
Gross gaming revenue	4.9	3.4	46%	3.2	53%	12.8	9.3	37%
Mass	0.9	0.9	2%	0.9	-6%	3.8	4.3	-11%
VIP	4.0	2.4	64%	2.4	78%	9.1	5.1	78%
Less: promotional allowance	(2.0)	(1.4)	47%	(1.4)	75%	(4.8)	(2.9)	66%
Net gaming revenue	2.9	2.0	46%	2.0	40%	8.0	6.4	24%
Non-gaming revenue	0.1	1.2	-93%	1.2	-82%	1.9	2.2	-11%
Net Revenue	3.0	3.2	-7%	3.2	18%	9.9	8.6	16%
EBITDA	0.6	5.3	-89%	5.3	-409%	6.2	(1.1)	-
EBIT	(0.3)	4.6	-	4.6	-	3.7	(3.6)	-
Attributable profit	(0.8)	3.7	-	(1.7)	-55%	1.9	(5.4)	-
Core profit	(1.6)	(1.1)	-54%	(1.1)	-6%	(3.8)	(5.4)	31%
<b>Margins</b>								
EBITDA margin	11.7%	166.8%	Down	116.5%	Down	42.0%	-9.2%	Up
EBIT margin	-5.7%	-6.9%	Up	99.9%	Down	25.0%	-31.6%	Up
Attributable profit margin	-37.6%	117.0%	Down	81.7%	Up	12.6%	-47.3%	Up
Core profit margin	-54.3%	-23.0%	Down	-23.0%	Down	-25.5%	-47.3%	Up

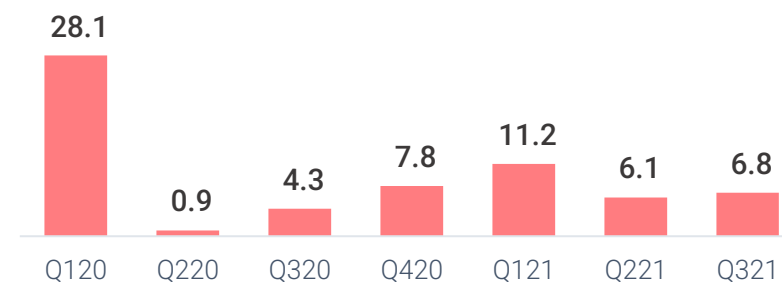
### Gross Revenues



### GGR: Mass vs VIP



### Average Daily Visitors





## Hinoki-yu Room Holiday Package

The room is decorated with subtle Japanese-inspired motifs such as the origami crane sculpture and the tsubo-niwa, a traditional Japanese pocket garden.

There's a custom-made aromatic Japanese cypress (hinoki) tub creates an authentically Japanese, relaxing retreat at the end of your day.



# REOPENING OF THE ECONOMY



All guests, including minors are welcome to shop



Open for dine in for vaccinated individuals, as well as minors



Our international hotels accepts leisure stays



MICE and entertainment venues are open to fully vaccinated guests



Our gaming areas are operating at 90% capacity



**9M2021  
Financial  
Performance**

**657**

Store  
count

**472**

McDelivery  
hubs

**346**

Stores with  
Drive-thru

**~250**

NXTGEN  
stores

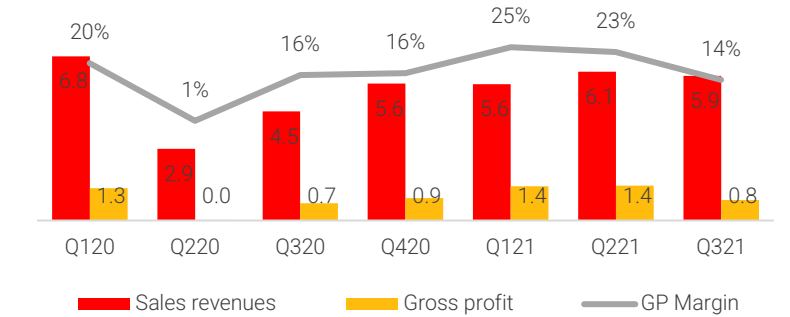


## 3Q21/9M21 financial performance

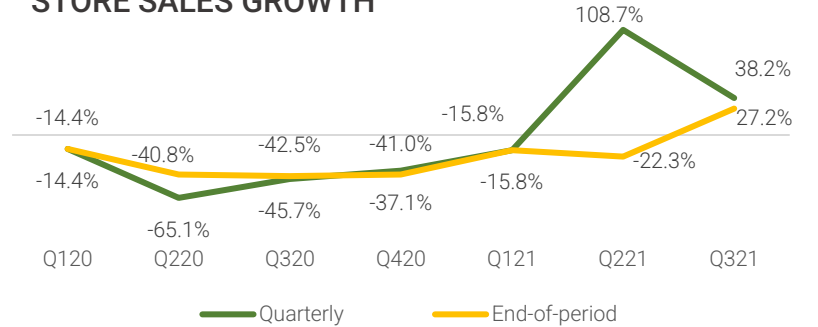
- Improving systemwide sales despite continued restrictions, supported by its upgraded online platform
- Increasing share of drive-thru and delivery services augment still weak dine-in sales
- Cost pressures mainly raw materials
- Higher financial charges.

P&L summary (Pbn)	3Q21	2Q21	QoQ %	3Q20	YoY %	9M21	9M20	YoY %
Systemwide Sales	10.54	10.80	-2%	7.43	42%	31.17	24.18	29%
Sales Revenues	5.95	6.11	-3%	4.49	33%	17.72	14.18	25%
Sales by co. restos	5.64	5.38	5%	4.11	37%	16.16	12.86	26%
Rent, royalty & others	0.31	0.73	-58%	0.37	-17%	1.56	1.33	18%
Gross Profit	0.84	1.43	-41%	0.71	19%	3.72	2.06	80%
EBITDA	1.10	1.25	-12%	0.65	70%	3.62	1.66	118%
EBIT	0.44	0.58	-24%	0.01	-	1.66	(0.25)	-
Attributable profit	0.13	(0.02)	-	(0.26)	-	0.18	(0.97)	-
<b>Margins</b>								
Gross profit margin	14.2%	23.4%	Down	15.8%	Down	21.0%	14.5%	Up
EBITDA margin	18.5%	20.5%	Down	14.4%	Up	20.4%	11.7%	Up
EBIT margin	7.3%	9.4%	Down	0.3%	Up	9.4%	-1.7%	Up
Attributable profit margin	2.3%	-0.4%	Up	-5.7%	Up	1.0%	-6.4%	Up

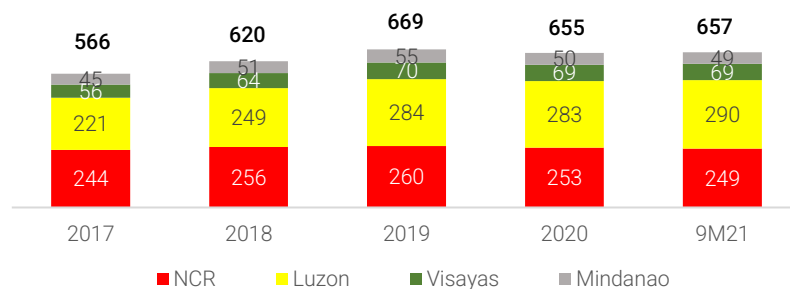
### SALES, GROSS PROFIT, MARGIN



### SYSTEMWIDE SAME-STORE SALES GROWTH



### STORE GEOGRAPHIC DISTRIBUTION





# RIDE THRU INITIATIVES

If there's a wheel,  
there's a way!



**DRIVE  
THRU**



**Mc RIDE THRU  
DUAL LANES**

Two lanes are better than one! Enjoy a faster way to your favorites with the Ride-Thru Dual Lanes



💡 Did you know?

# McDonald's CLASSROOM



Party rooms are now virtual learning classrooms for teachers, as well as for students 18 and up



Quiet, sanitized spaces for schoolwork or online class



With FREE snacks and more

**Make distance learning more fun  
and book a slot at the store nearest you!**



# KEY TAKEAWAYS

AGI is optimistic about its growth prospects with the further reopening of the economy.

- ➔ Diversification strategy will continue to drive the growth.
- ➔ We are ready to cater to a resurgence of demand.
- ➔ All our business segment have operating leverage.
- ➔ Our balance sheet is healthy to take on increased capex.





**9M2021 Analysts' Briefing**  
15 November 2021