



Opportunity day

Q3/2013 Results Presentation

21th November 2013

At Royal Paragon Hall

Presented by:

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- **Company Profile**
- **Industry Overview**
- **Financial Review**
- **Outlook and Direction**



Group Structure & Business

Thai Rung Union Car Plc.
"TRU"
-R&D, Auto Assembly
-Pressed Metal Parts, Plastic Parts, Car Seat

Subsidiary Companies

Thai Rung Tools and Dies Co. Ltd.
"TRT"
- Tooling (Dies/Jigs/CF)

94%

Thai Auto Pressparts Co. Ltd.
"TAP"
- Pressed Metal Parts

91%

Thai V.P. Auto Service Co. Ltd.
"TVS"
- After-sales Services & Spare Parts

94%

Thai Ultimate Car Co. Ltd.
"TUC"
- Automotive, consulting & admin. services

99.53%

Associated Companies

Thai Auto Conversion Co. Ltd.
"TAC" (JV. with Toyota group)
- Special Purpose Vehicles

20%

Delta Thairung Co. Ltd.
"DTC" (JV. with Delta Kogyo, Japan)
- Seats & Seat Components

30%

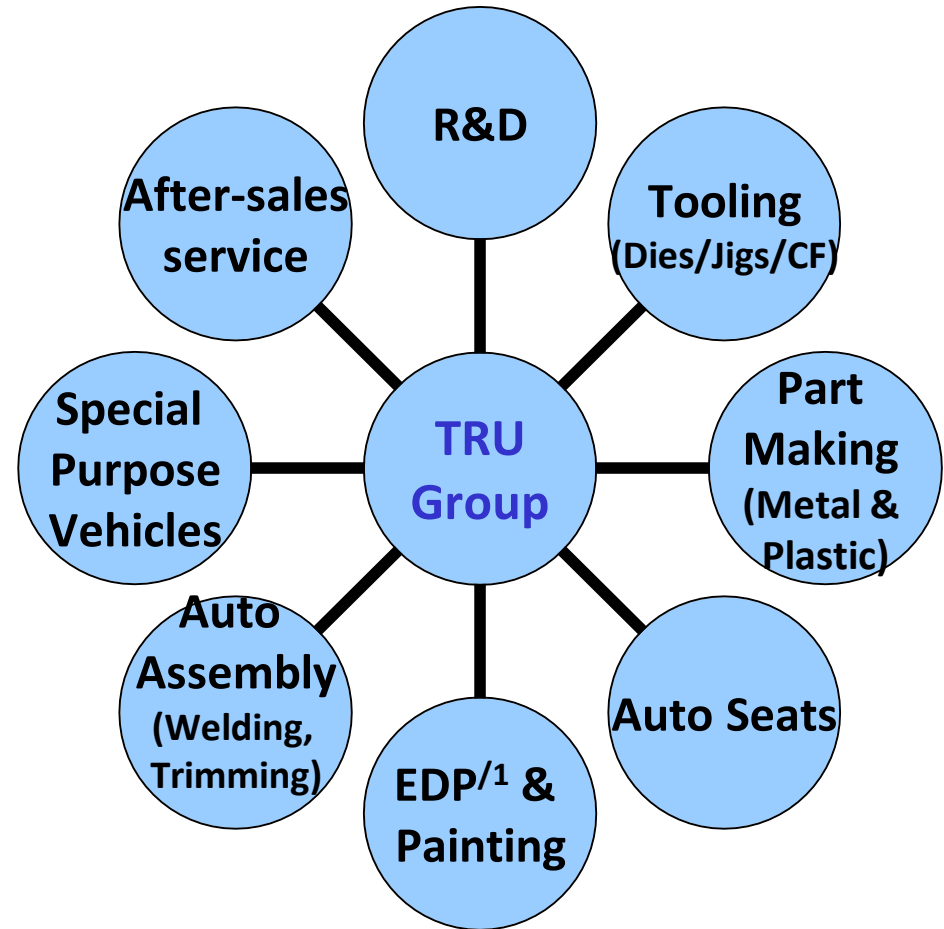
- Research & Development (R&D)
- Tooling (Dies/Jigs/CF¹)
- Pressed metal parts & plastic parts
- EDP² & Painting
- Auto Assembly
- Seats
- After-sales service & Spare parts



Note : 1. CF = Checking Fixture

2. EDP = Electro Deposit Primer

- Comprehensive and integrated scope of work: from R&D, tooling, parts stamping, auto seats, EDP/¹ & painting, through to production of various kinds of vehicles and after-sale service.



- Own EDP^{/1} & paint shop with top quality to meet latest global standards for export
- Flexible production line can quickly adapt to customers' needs
- Leading producer of “flat deck” cargo boxes for pick-ups
- Specialist producer of pick-up based special purpose vehicles



MUV4^{/2} & Transformer



Note : 1. EDP = Electro Deposit Primer

2. MUV4 = Military Utility Vehicle 4WD

Business Units



THAIRUNG

Total Revenues
as of Sep. 2013

59%

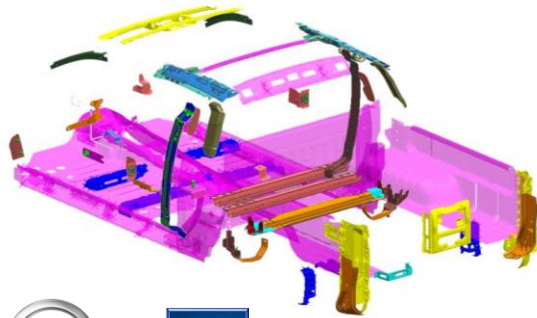
31%

3%

Tooling & OEM Parts

**Contract Assembly
& Painting**

**Special Purpose Vehicles
& Service centre**



ISUZU



ISUZU



TOYOTA

KOMATSU

KOBELCO



MAZDA



CATERPILLAR®



TATA

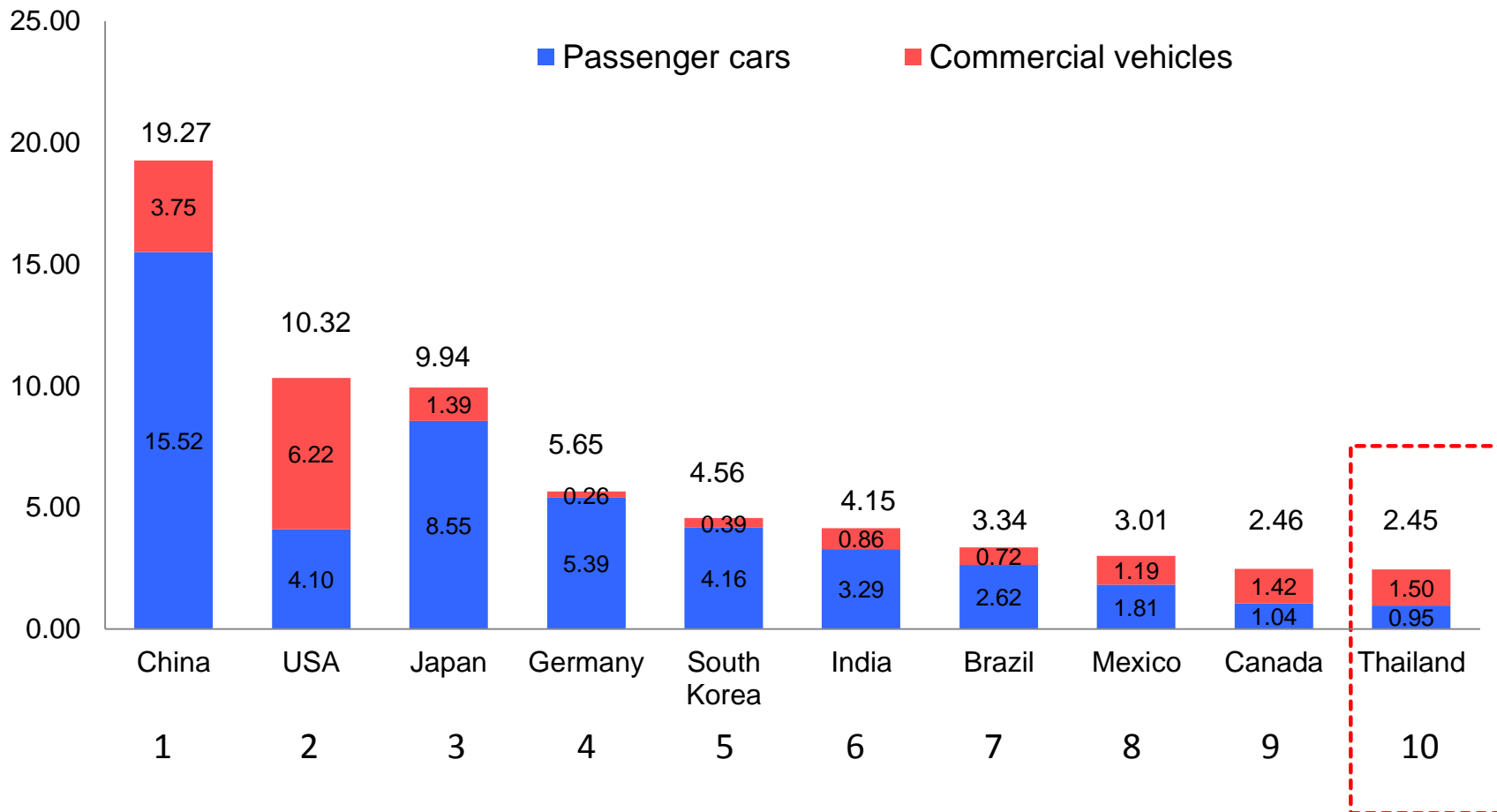
EMERSON

Kawasaki TRIUMPH

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Top 10 World Vehicle Production 2012

Million Units



Source : The International Organization of Motor Vehicle Manufacturers (OCIA)

Passenger cars : motor vehicles with at least four wheels, used for the transport of passenger and comprising no more than eight seats in addition to the driver's seat

Commercial vehicles include light commercial vehicles, heavy trucks, coaches and buses.

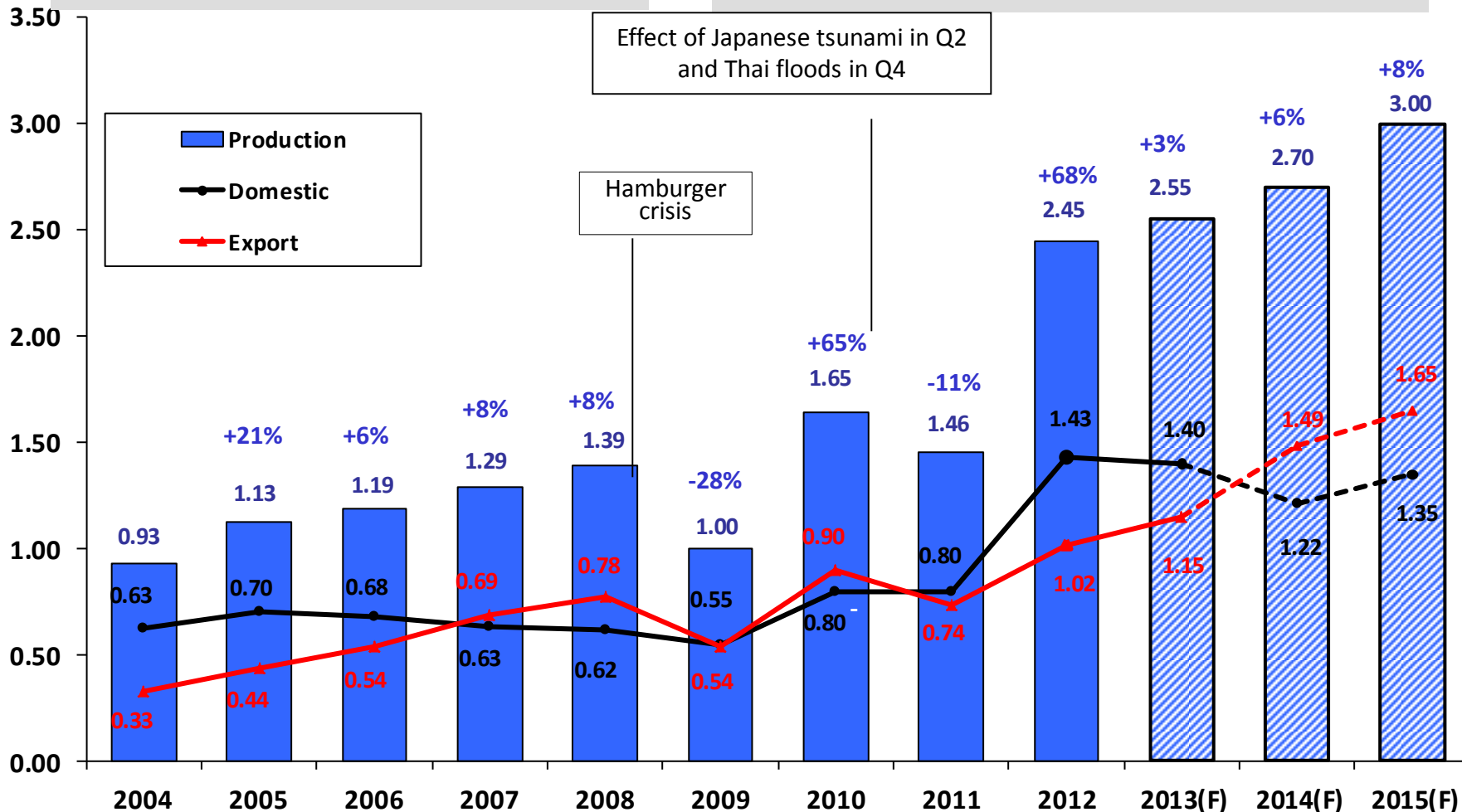


Thai Auto Industry 2004-2015F

CAGR (2004-2008)
Production 10%, Domestic NA., Export 25%

CAGR (2012-2015F)
Production 8%, Domestic NA., Export 8%
(From Eco car)

Mil. Units

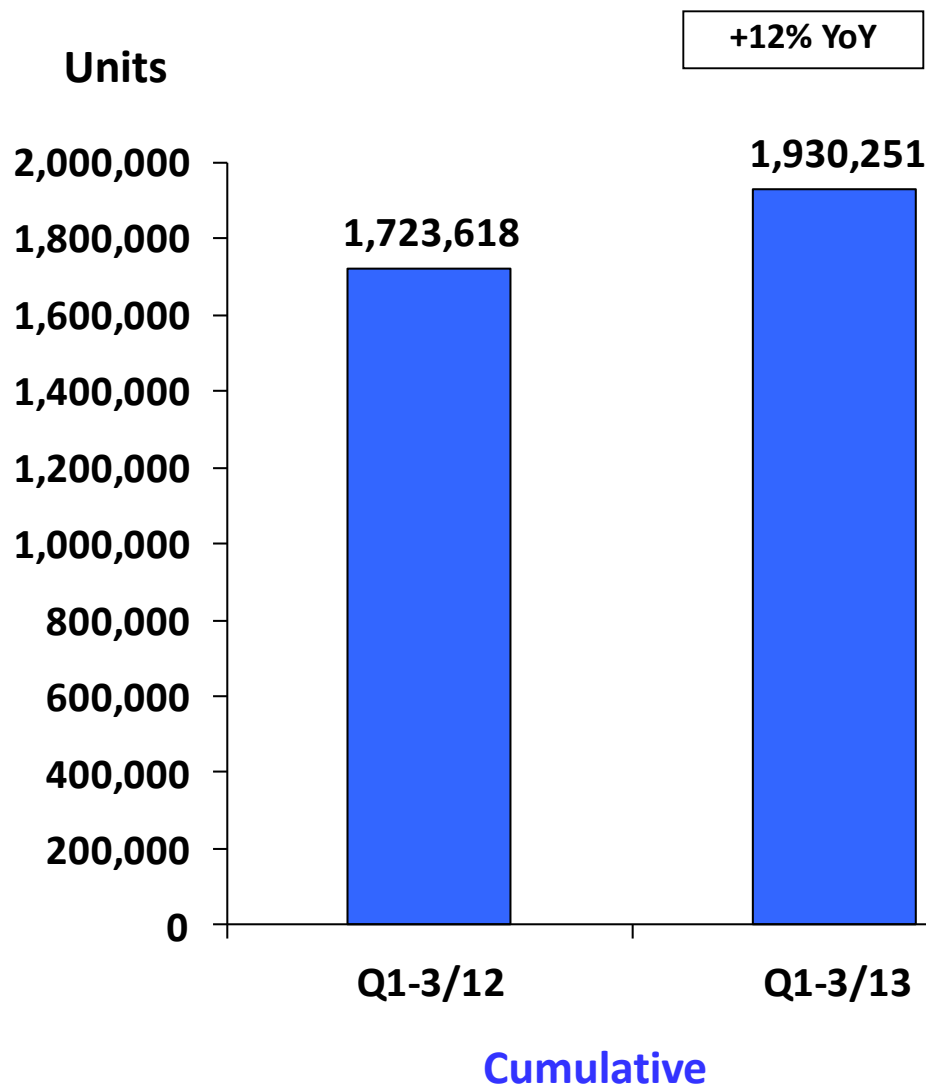
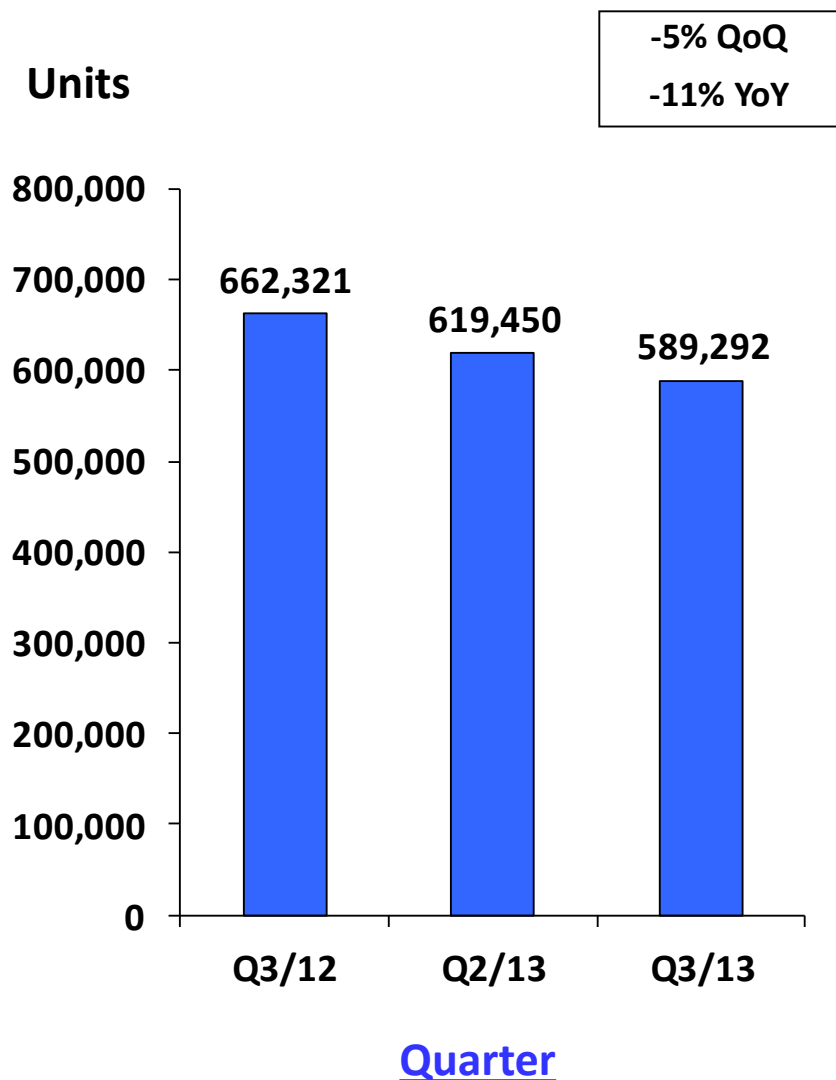


Source : - Year 2004-2013(F) The Federation of Thai Industries,

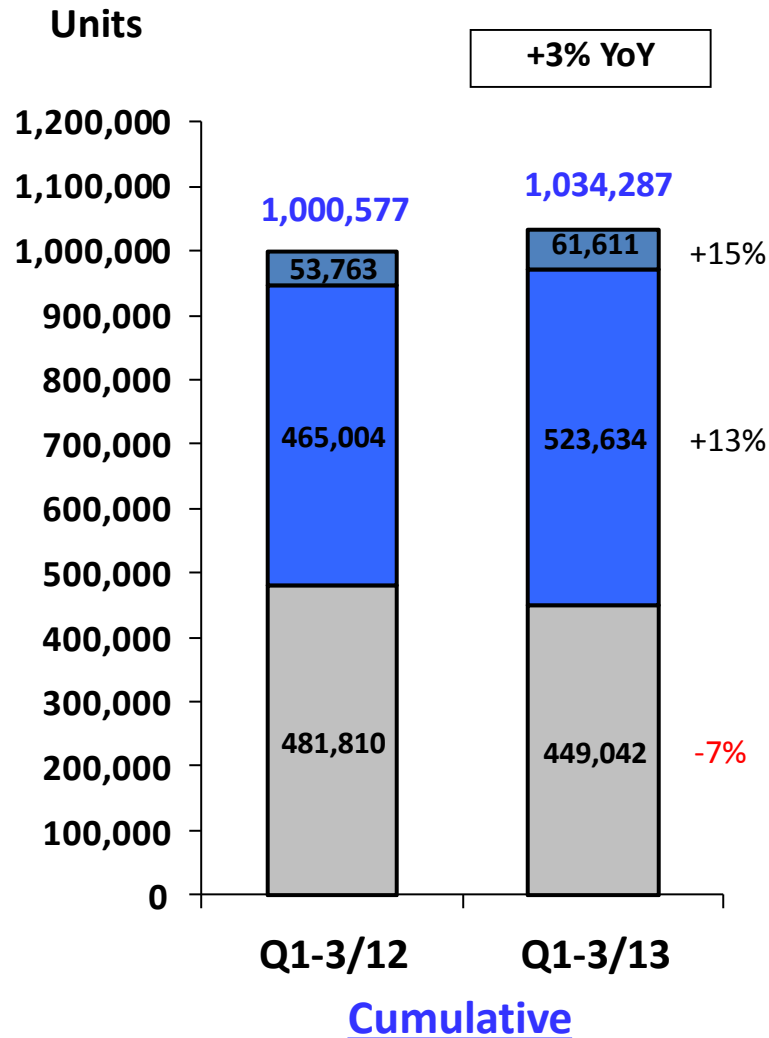
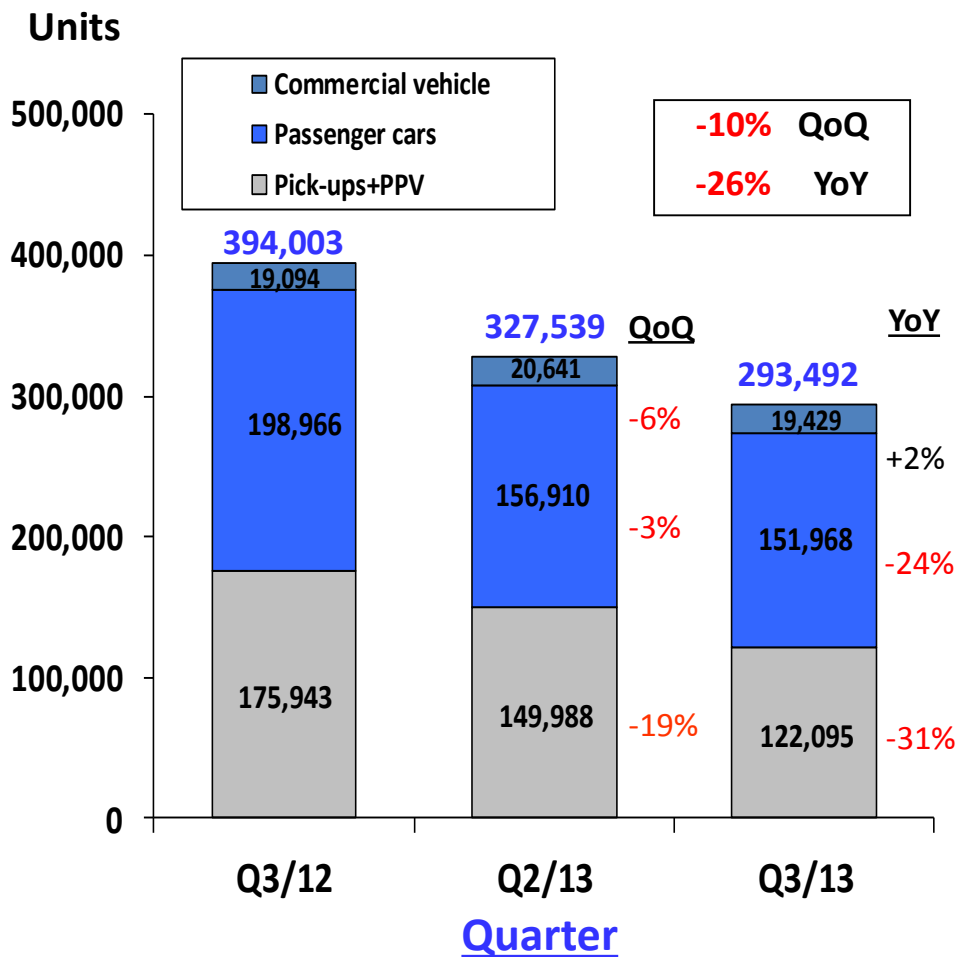
Note - Year 2014-2015 forecasted by TRU, Estimate Domestic 45%, Export 55%



Production Volumes in Thailand Q3/13



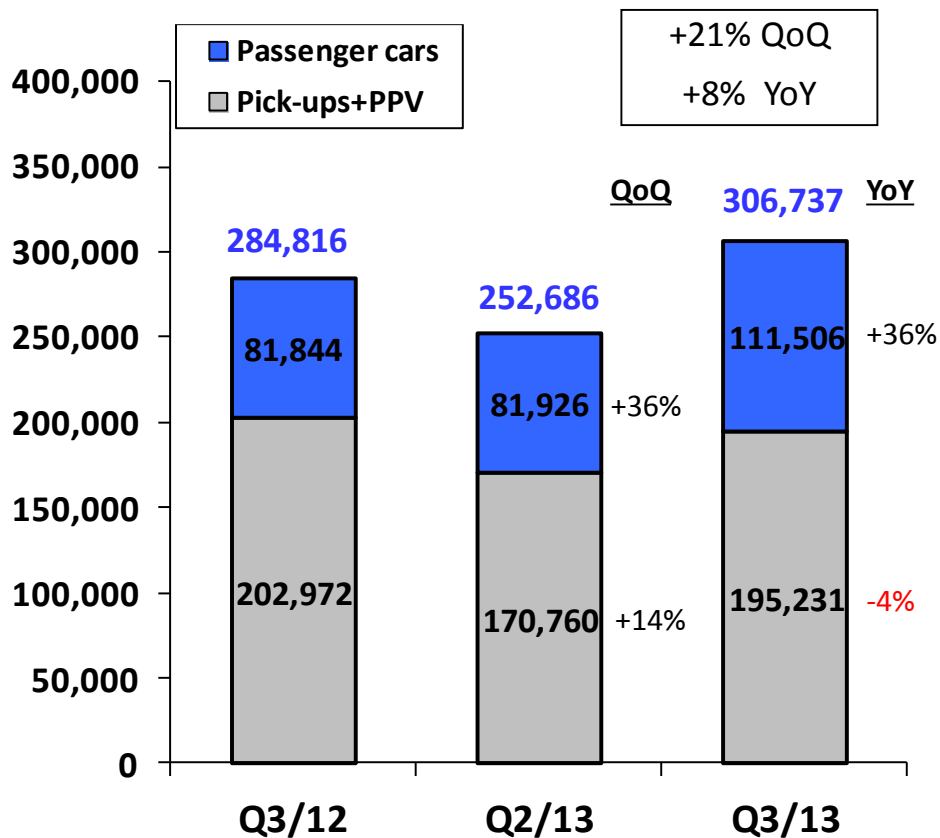
Domestic Sales in Thailand Q3/13



Source : - The Federation of Thai Industries
 Note : - PPV = Pickup truck-based Passenger Vehicles
 - Commercial vehicles = trucks, vans, buses

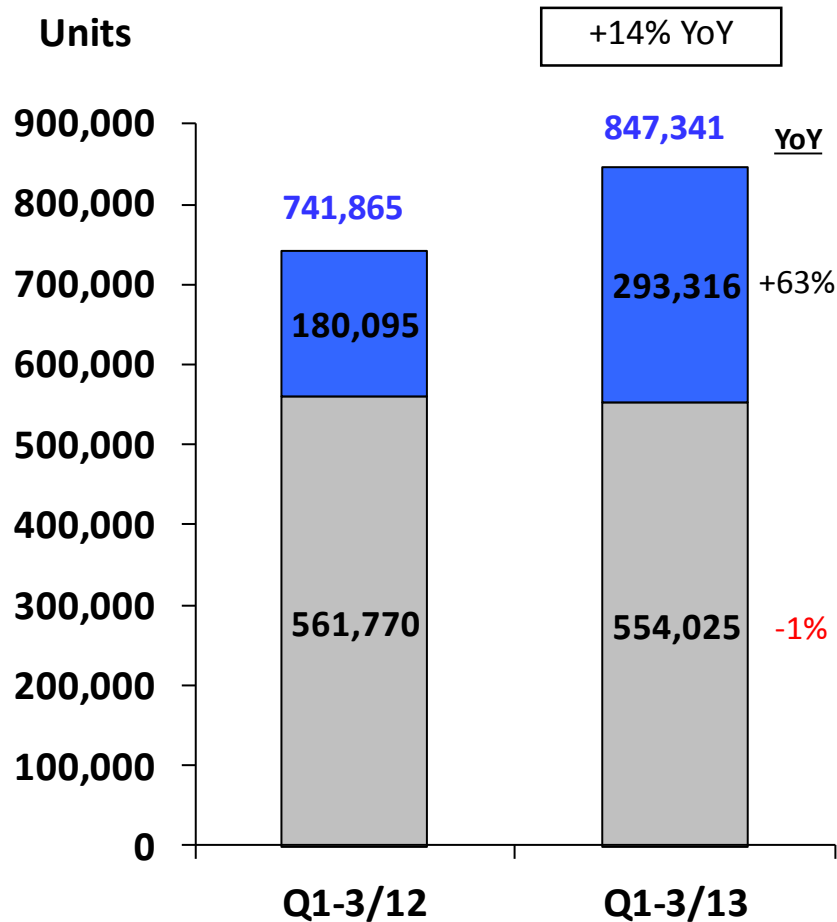
CBU Exports Q3/13

Units



Quarter

Units



Cumulative

Source : - The Federation of Thai Industries

Note : - CBU = Complete y Built Up

- PPV = Pickup truck-based Passenger Vehicles

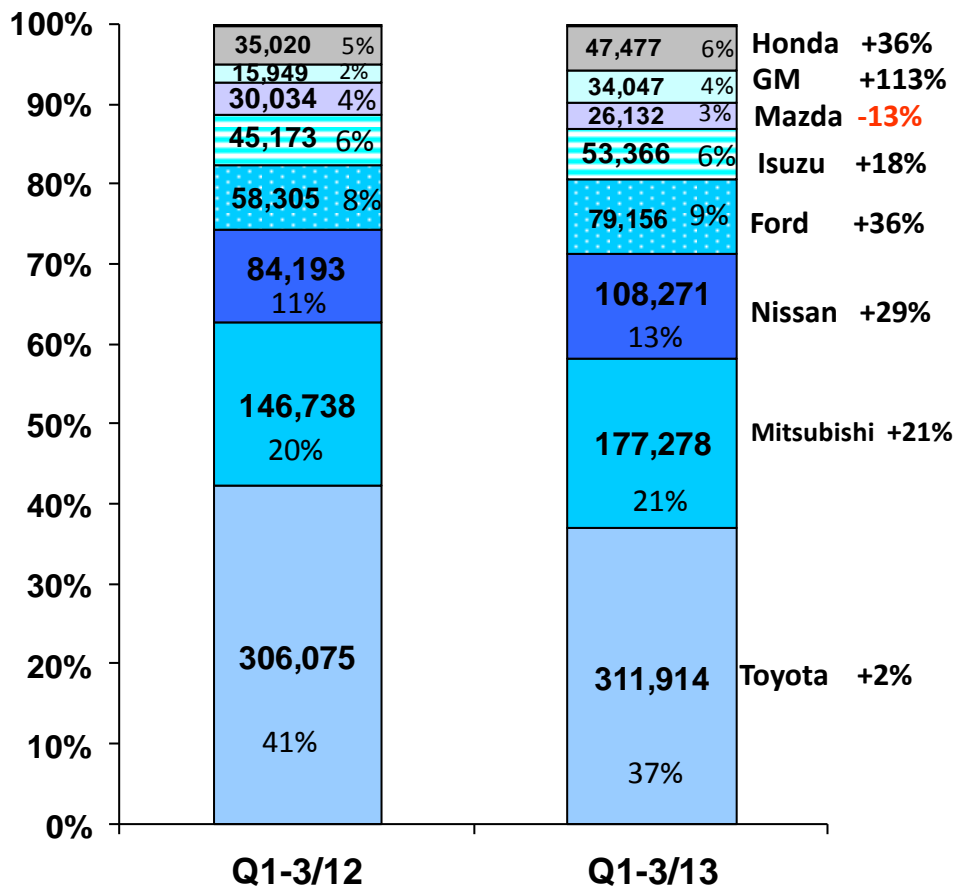


CBU Exports Q1-3/13

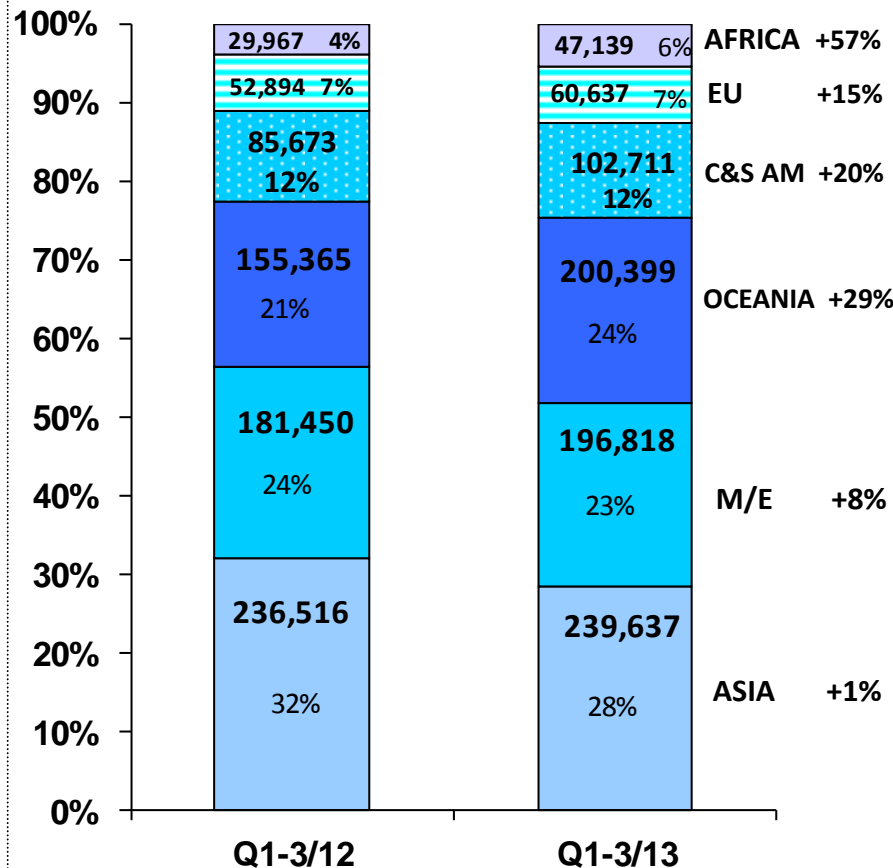
Q1-3/13 = 847,341 units, +14% YoY

Q1-3/12 = 741,865 units

By Brand



By Region



Source : - The Federation of Thai Industries

Note : - CBU = Complete y Built Up

Source : - The Federation of Thai Industries

Note : C&S AM = Central & South America

OCEANIA = Australia, New Zealand and Other

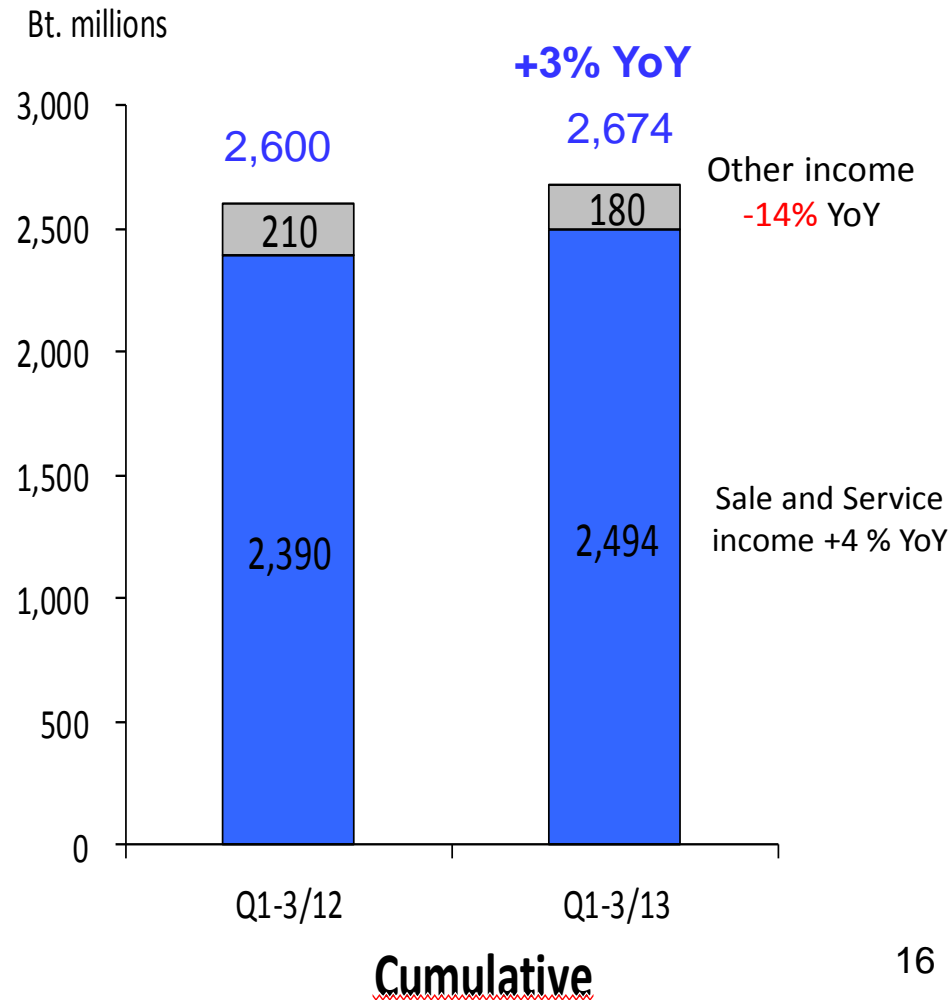
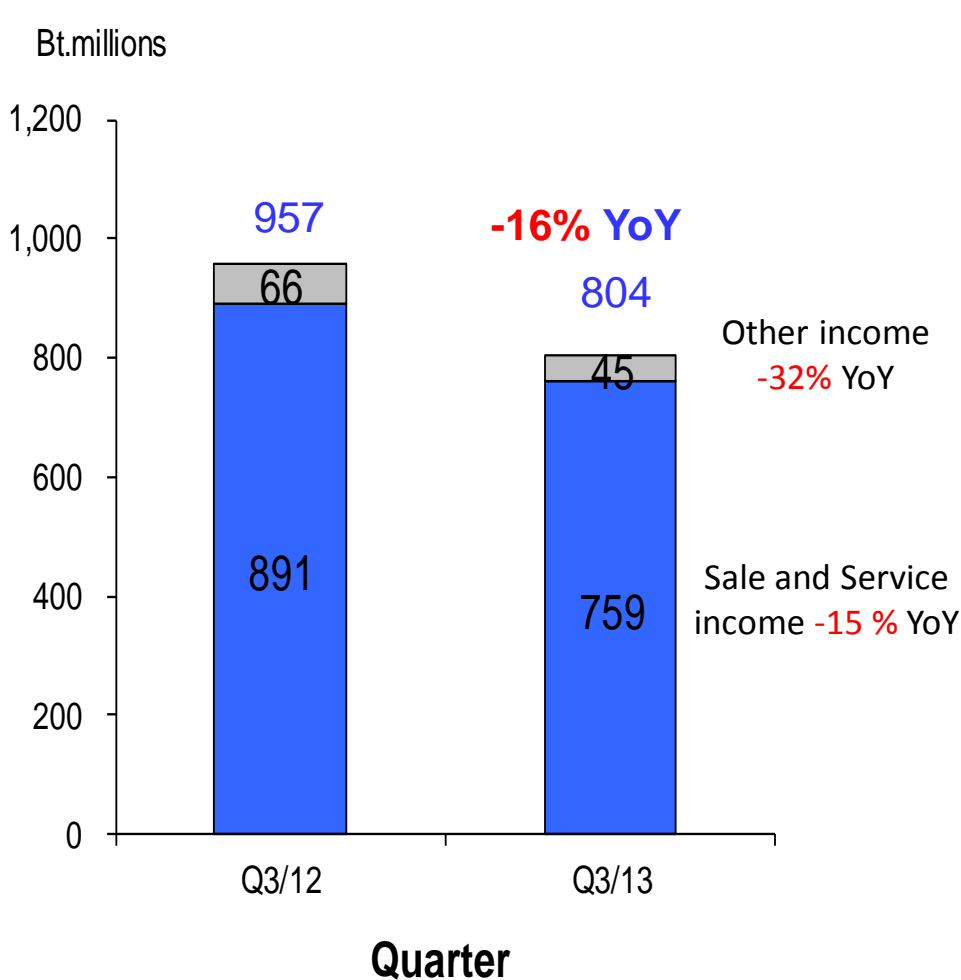
M/E = Middle East

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Total Revenues

Q1-3/2013 Production volume of automotive Industry as a whole up by 12%, while TRU's revenues grew by 3% YoY due to the fall in volume of contract assembly and painting work as a result of the end of the government's 'first car' excise tax rebate scheme.

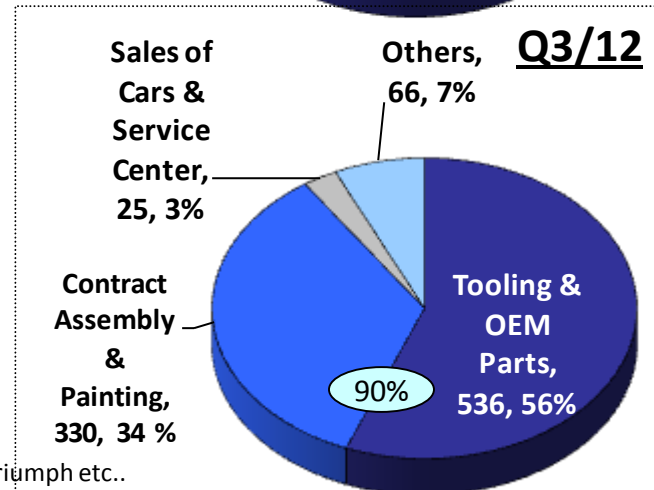
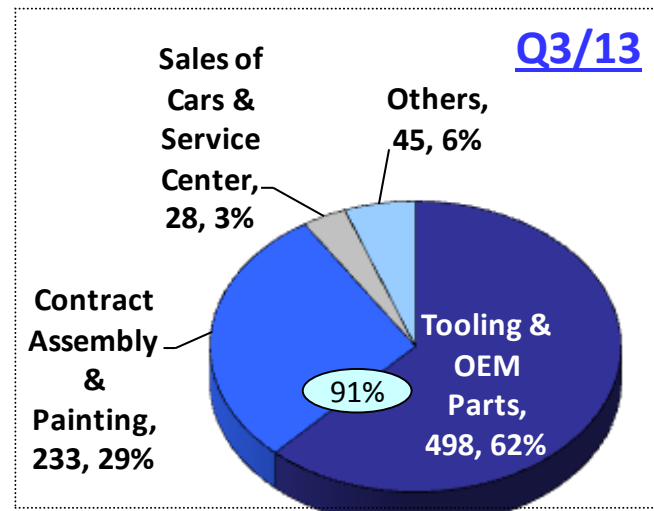
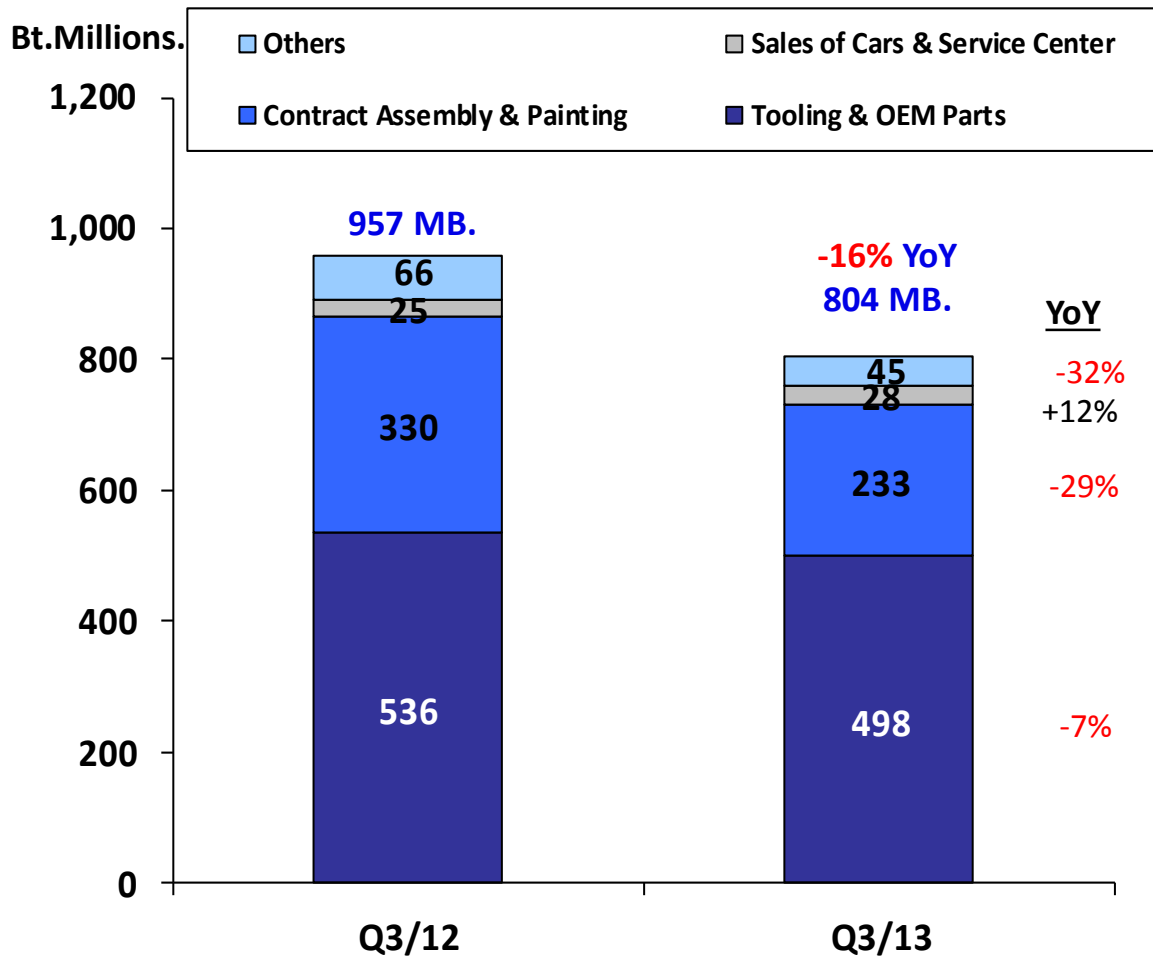




Revenue Breakdown by Quarter

Q3/2013 Total revenues Bt.804 million, -16% YoY, (Q3/2012 = Bt. 957 million.)

- Revenues from Tooling & OEM Parts decreased by 7% YoY, due to the automotive industry was slowed down in Q3/2013.
- Revenues from Contract Assembly & Painting decreased by 29% YoY, mainly from decreased volume of contract assembly and painting work.



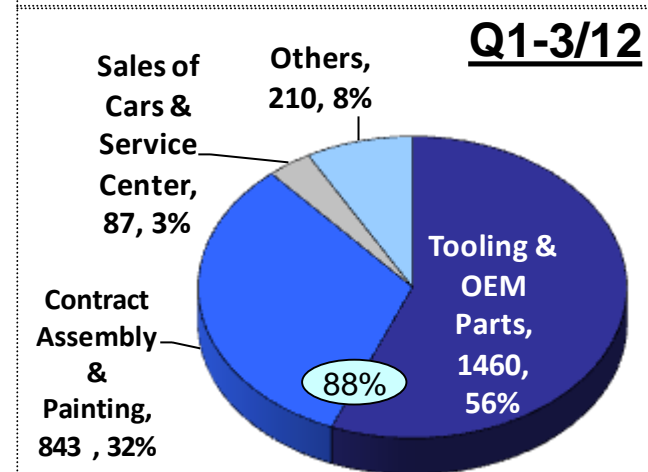
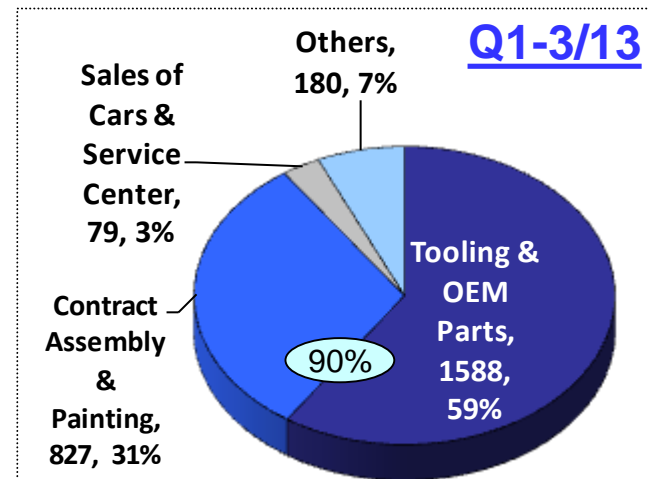
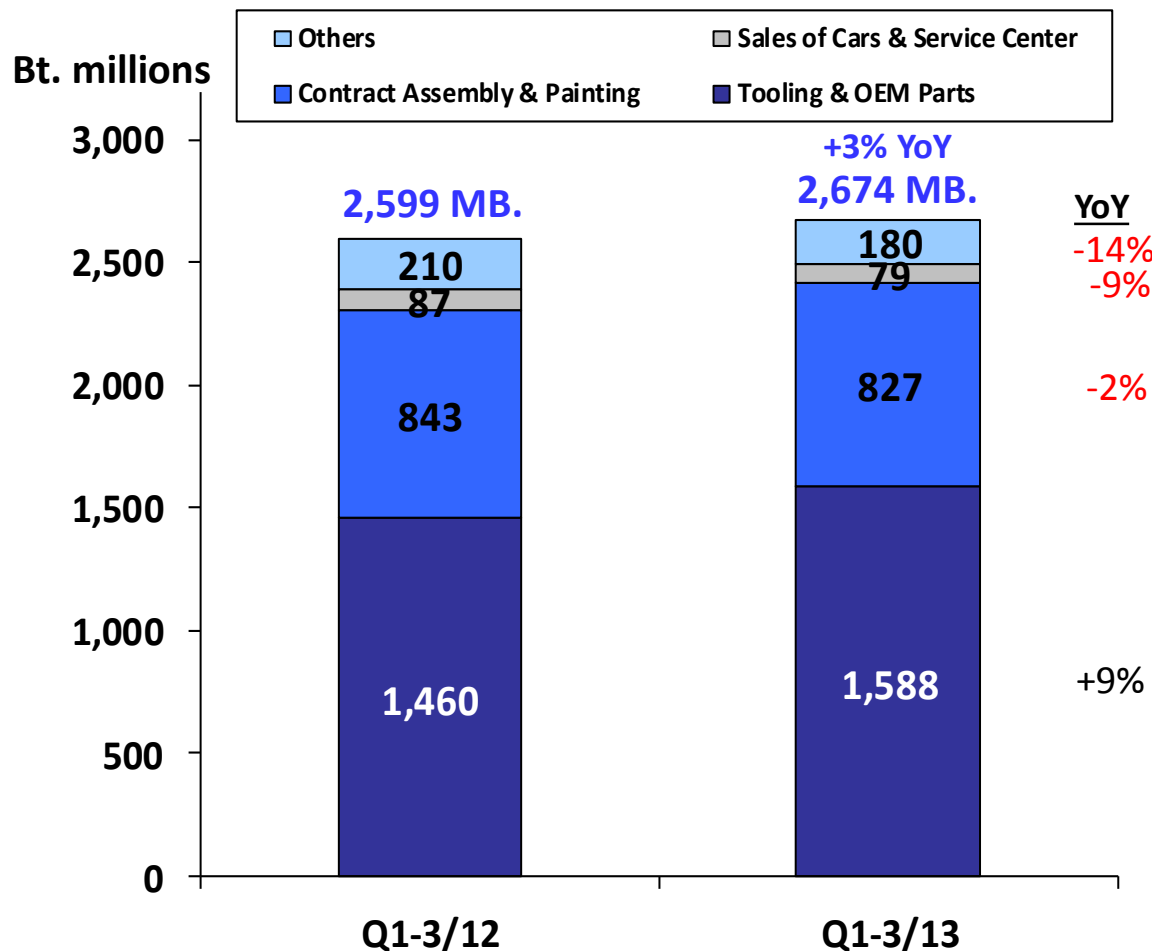
Note: 1. Tooling (Dies/Jigs/CF) & OEM Parts include GM, Nissan, Isuzu,, Mitsubishi, Komatsu, Yanmar, Kawasaki, Triumph etc..
 2. Contract Assembly & Painting includes Nissan, Isuzu truck, Flat deck, Komatsu, Kobelco, Yanmar, Vacuum ICL, etc..
 3. Other income includes interest, scrap sale, share of profit from investments in associated companies, etc.



Revenue Breakdown Q1-3/13

Q1-3/2013 Total revenues Bt.2,674 million, +3 % YoY, (2012 = Bt.2,599 million)

- Revenues from Tooling & OEM Parts increased by 9% YoY, bringing proportion from 56% to 59% of total revenues.
- Revenues from Contract Assembly & Painting decreased by 2% YoY, mainly from decreased volume of contract assembly and painting work.



Note: 1. Tooling (Dies/Jigs/CF) & OEM Parts include GM, Nissan, Isuzu, Mitsubishi, Komatsu, Yanmar, Kawasaki, Triumph etc..

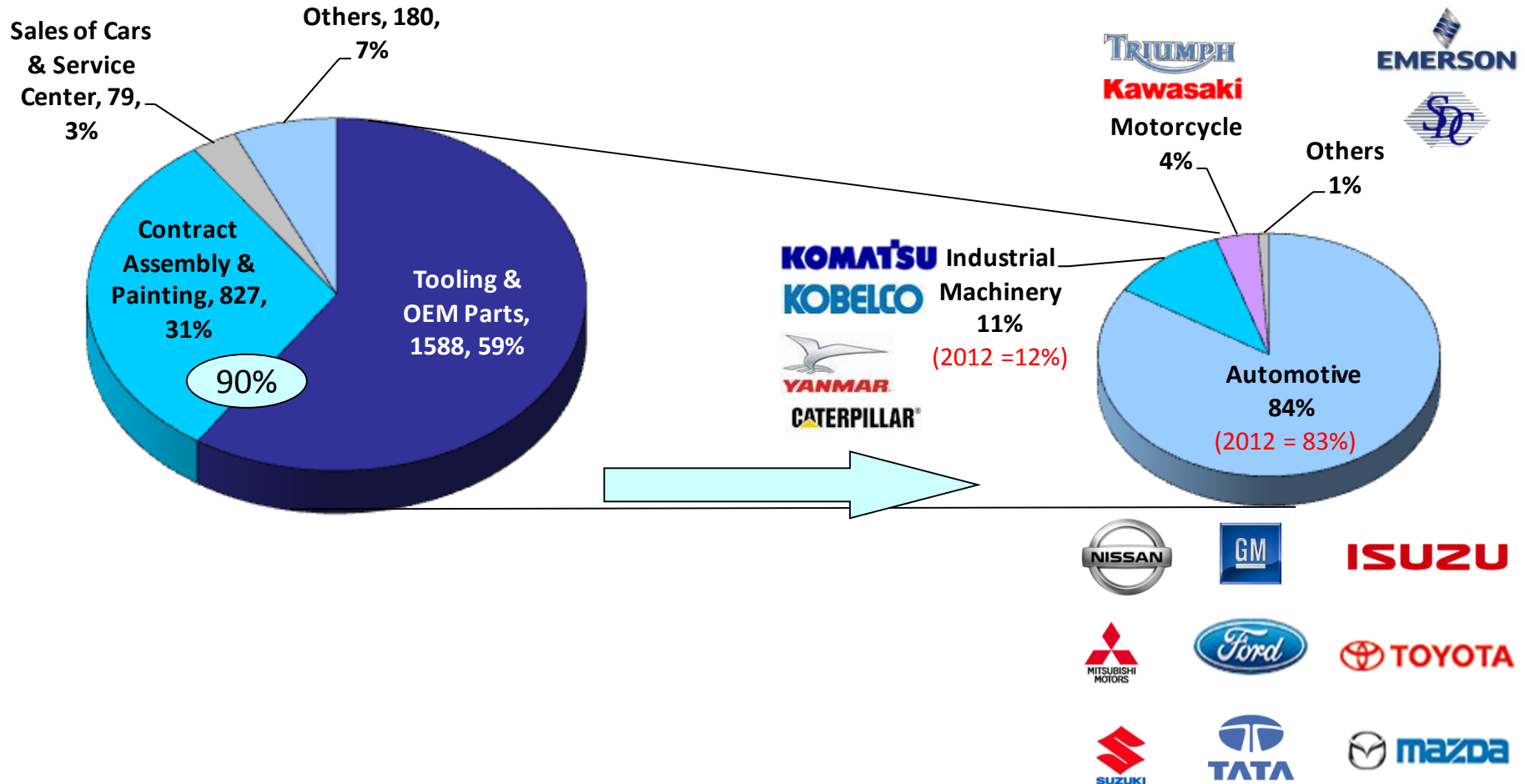
2. Contract Assembly & Painting includes Nissan, Isuzu truck, Flat deck, Komatsu, Kobelco, Yanmar, Vacuum ICL, etc..

3. Other income includes interest, scrap sale, share of profit from investments in associated companies, etc.

Revenues Portfolio Q1-3/13

Q1-3/2013 Total revenues Bt.2,674 million, up by 3% YoY as a result of customer diversification.

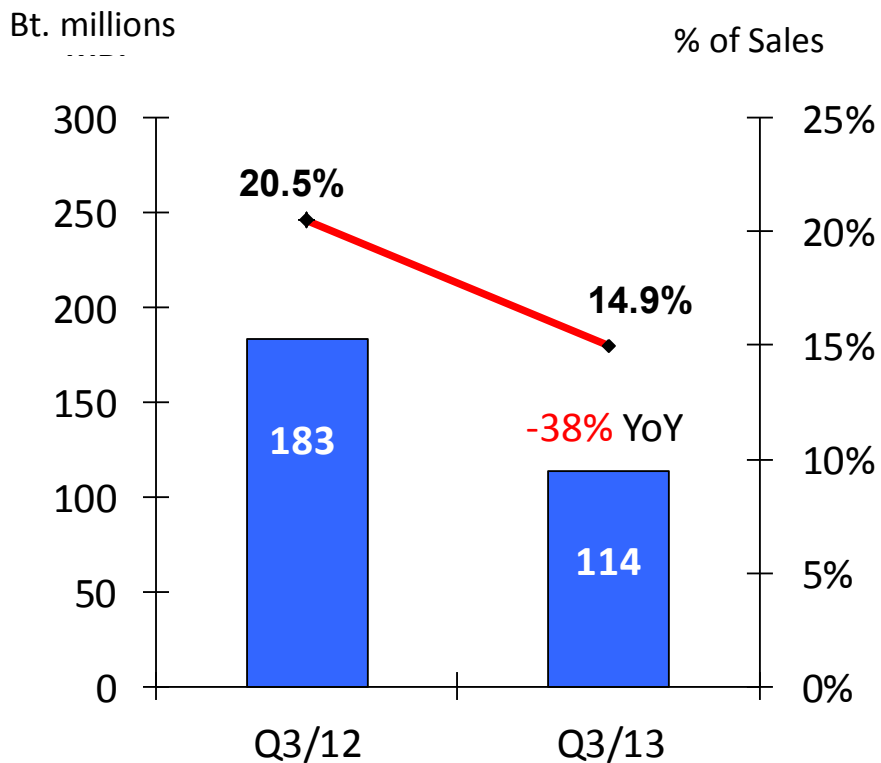
Breakdown of Tooling & OEM parts and Contract Assembly & Painting work by **customer sector**.



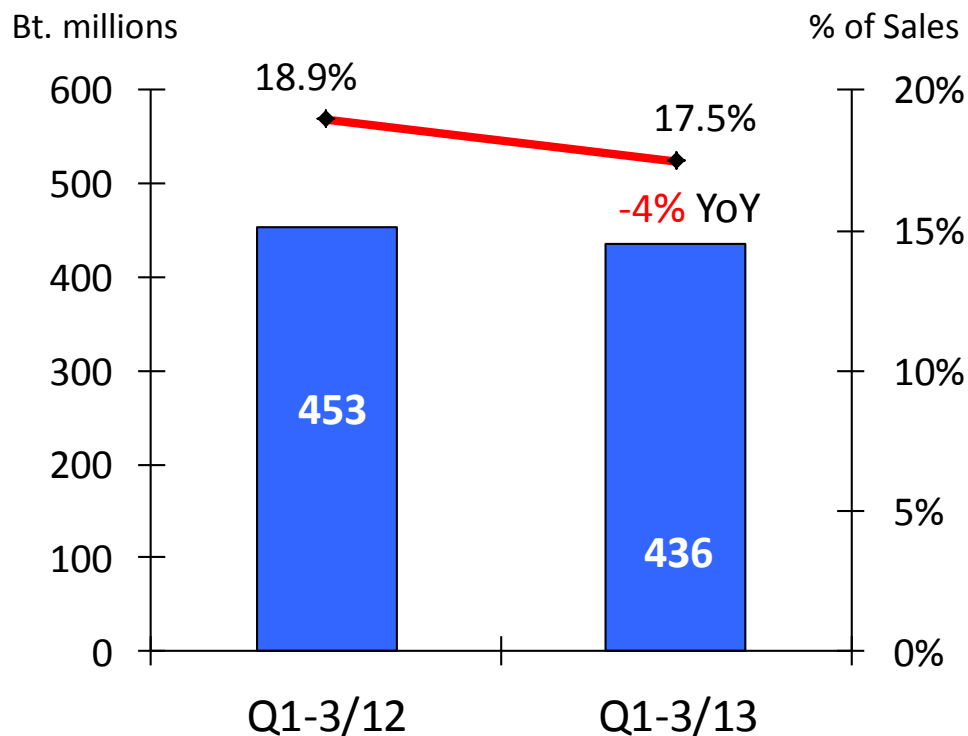


Gross Profit

Q1-3/2013 TRU's gross profit was down by 4%, as a result of decreasing from Contract assembly & Painting business and our product mixed.



Quarter



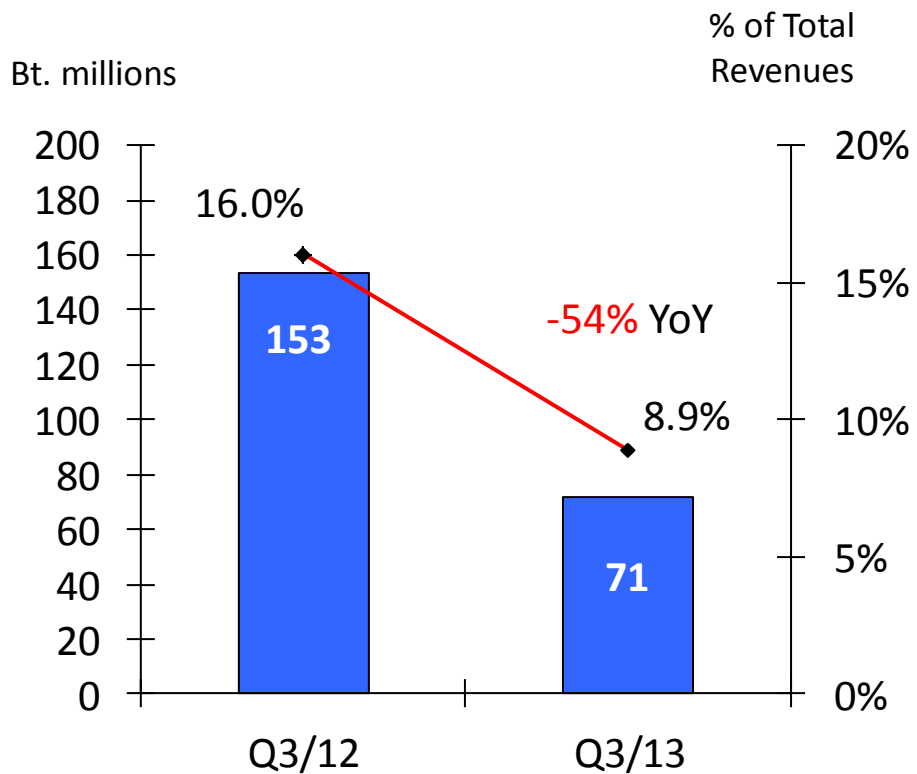
Cumulative

% Gross Profit = Gross profit / Sales and Service Income

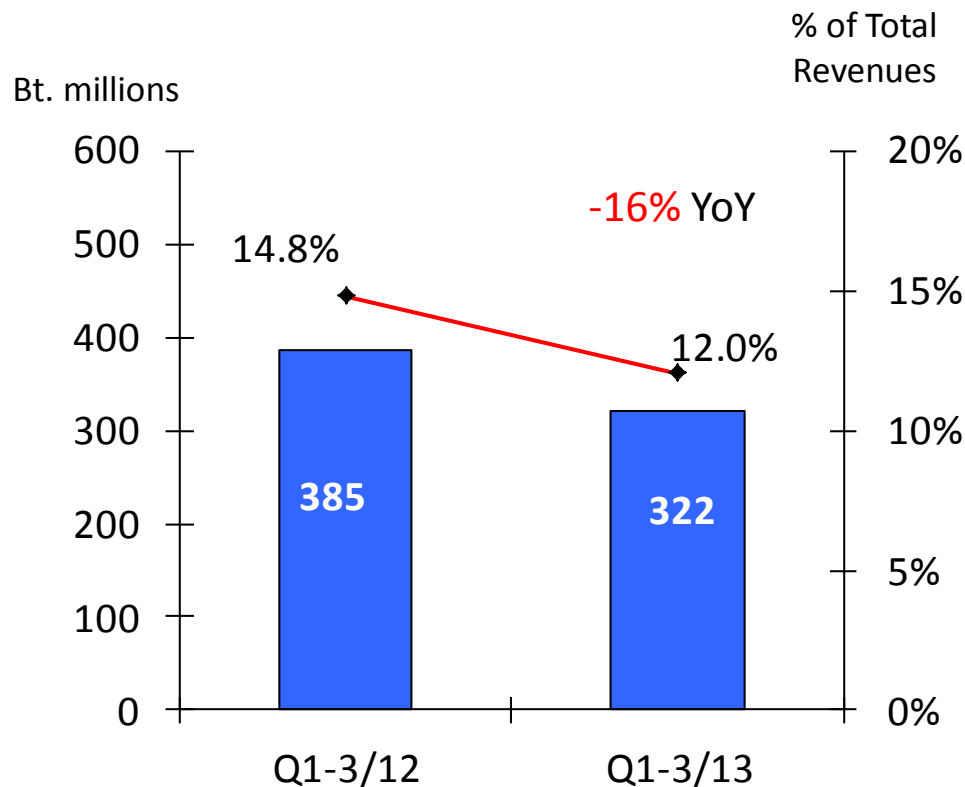


Net Profit

Q1-3/2013 TRU's Net profit decreased by 16% as a result of different margins on items of the changing product mix, plus increased fixed production costs, as well as higher selling and administrative expenses.



Quarter



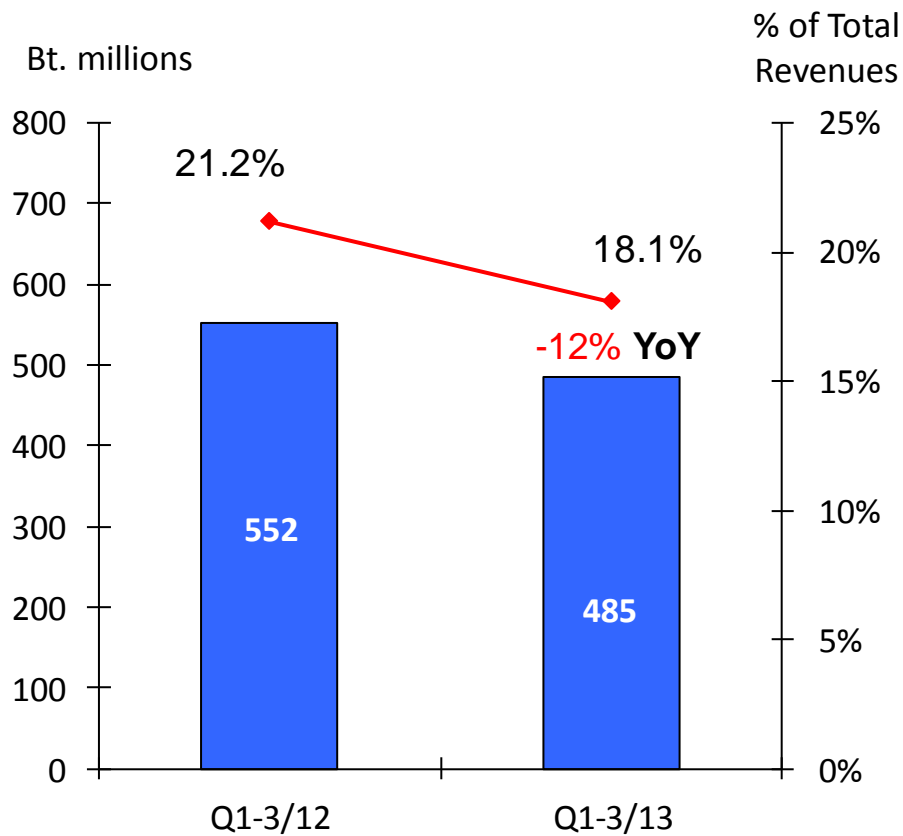
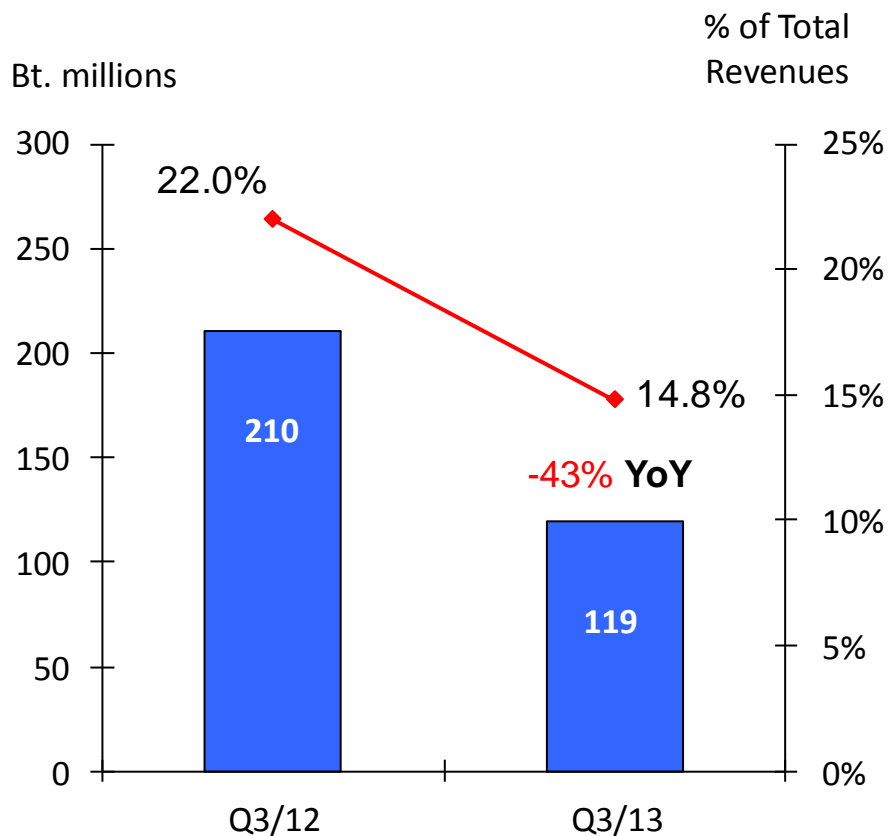
Cumulative

% Net Profit = Net profit attributable to equity holders of the company / Total Revenues



EBITDA

Mainly decreased from different margins on items of the changing product mix and depreciation of new expansion of plant & machinery.



Quarter

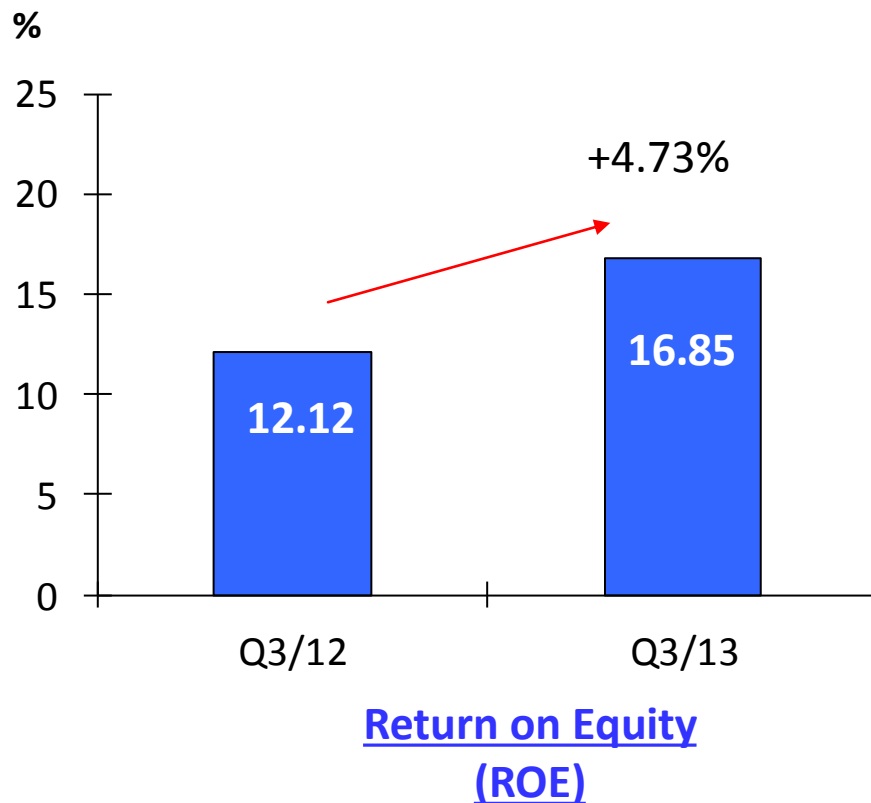
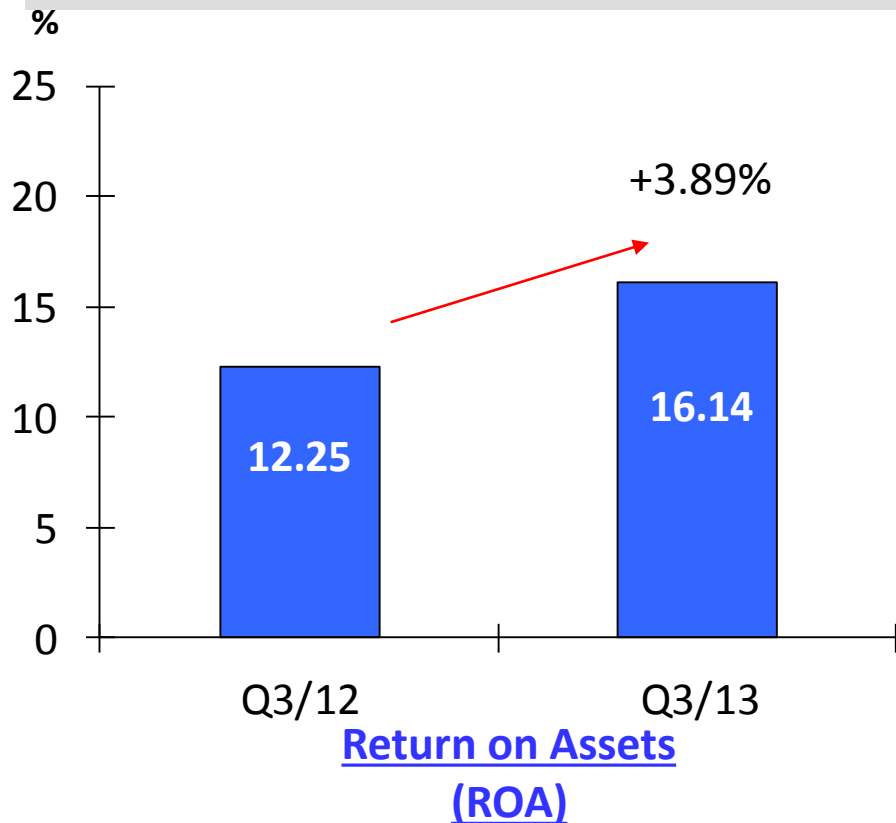
Cumulative

$\% \text{ EBITDA} = \text{EBITDA} / \text{Total Revenues}$



Profitability Ratio

As Sep 30 , 2013 total assets had increased by Bt.15.4 million from Dec 31,2012, mainly due to increase in property, plant and equipment due to capital expenditure on new machinery and factory improvements to boost production efficiency.



% ROA = EBIT / Average total assets

% ROE = Net profit attributable to equity holders of the company / Average major shareholders' equity.

ROA and ROE based on annualized net profit & loss which used current quarter plus the last 3 quarters.

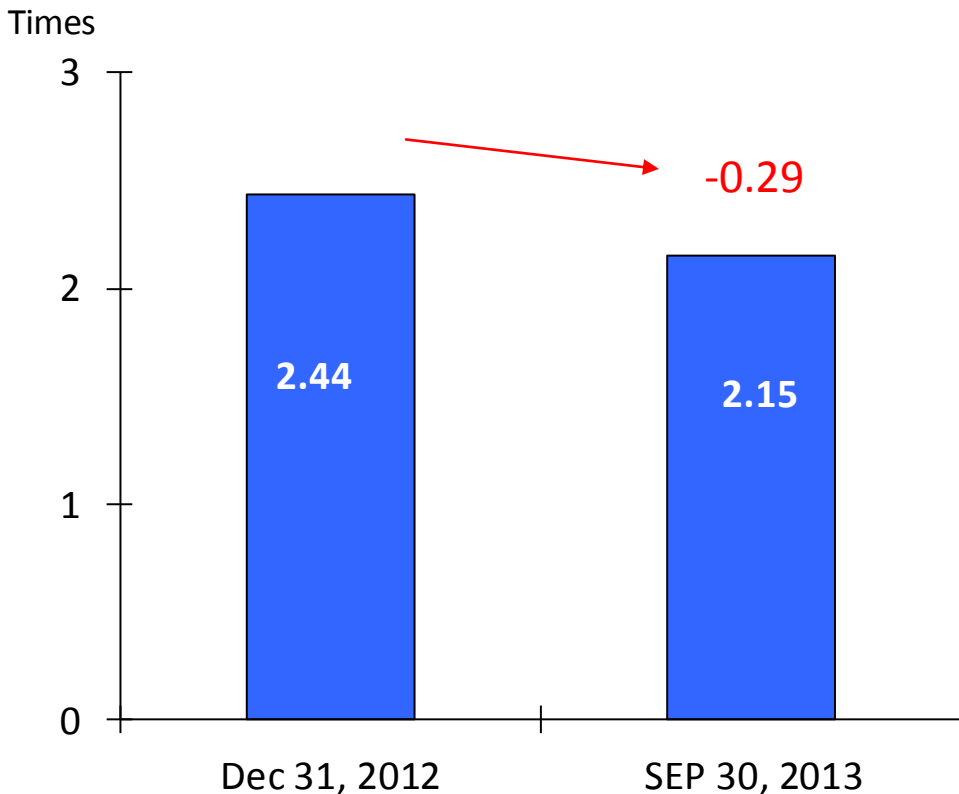
as of Q3/13, we used data from Q4/12-Q3/13

as of Q3/12, we used data from Q4/11-Q3/12 (Q4/11 TRU have net loss Baht 55 million effect from Thai flood)

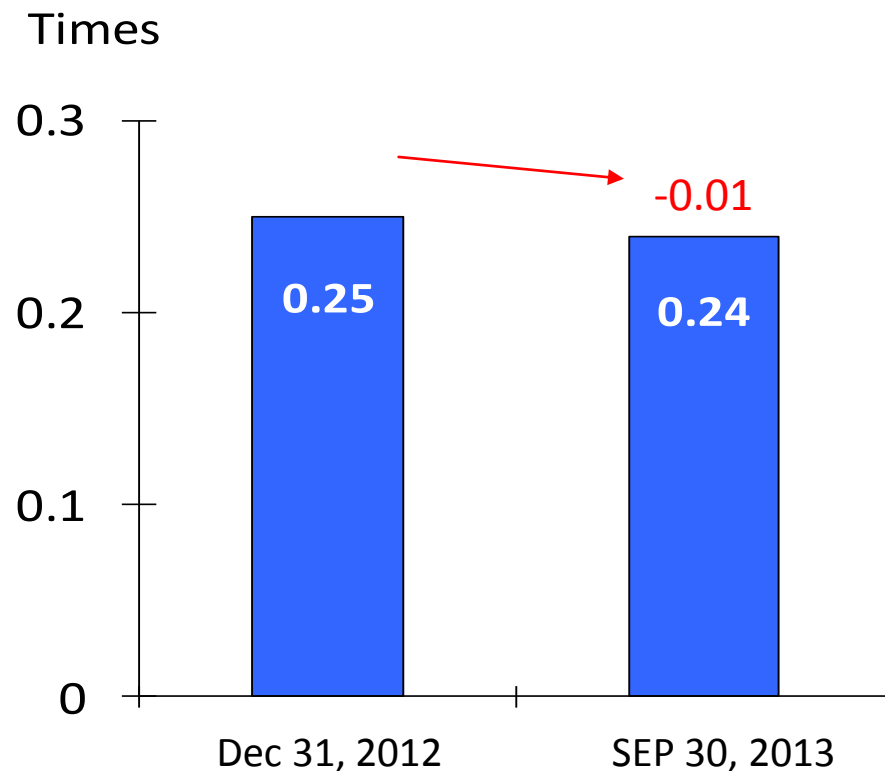


Financial Ratios

As of Sep 30, 2013. The current ratio had tiny decreased from the accounts receivable .



Current Ratio



Debt to Equity (D/E)

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Tooling

- Boost level of die and jig design and production for turn-key projects through alliance with foreign partner so as to be able to enter more overseas tenders.
- Build up a network of business alliances in Thailand to cater to the volume of new projects coming on stream, increase production capacity and be able to take on turn-key projects overseas.
- Invest in new machinery to increase capacity and boost level of technology, which will attract increased parts production work for the Company.

OEM Parts

- Expand both metal and plastic parts making business to cater to increasing volumes of orders from automotive and other customers moving their production bases to Thailand.
- Focus on high added value parts such as those requiring large (2,000 tons) press machines and/or sub-assembly
- Boost parts production capacity to meet increasing customer demand, the new parts factory in Rayong province is under installation of new additional press machines.



Outlook and Direction – Contract Assembly & Painting

- Top-level expert contract assembler for both semi and complete components, fully integrated painting and contract assembly of complete vehicles for various brands for export.
- Upgrade painting facility and equipment to increase production capacity, and developing vehicle assembly system to meet latest global standards to support customer demand
- Leading designer and fully integrated producer of pick-up “flat deck” cargo box for all brands of pick-up, for export worldwide.
- Expand business in industrial machinery as one stops service from part component, to complete cabin assembly.
- Search for strategic partners in order to expand product range especially in commercial car segment i.e. trucks.



Outlook and Direction – Special Purpose Vehicles

- To develop special purpose vehicles based on pick-up trucks. Focus on niche market segment where automakers do not produce e.g. military vehicles for sale in the domestic market and with the aim of exporting to ASEAN and developing countries
- Use our experience in R&D, body design and engineering to take on design work for various types of vehicles, building prototypes, making dies and jigs for auto makers and other business partners.
- Seek business alliances to develop various kinds of vehicles jointly, for export in both CBU and SKD form, particularly to ASEAN in view of advantageous AFTA duty regime.

Questions & Answers