



# **Opportunity day**

## **2015 Results Presentation**

**2<sup>nd</sup> March 2016**

**At Stock Exchange of Thailand**

Presented by:

Sompong Phaoenchoke, MD.

Naiyana Prachotrattanakul, IR Mgr.

- **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%

99.53%

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

## 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%

**Kyowa Thairung Co. Ltd.**  
"KTR" (JV. with Kyowa Sangyo, Japan)  
- Parts & Cabin of Industrial Machinery and etc.

49%

**Trex Thairung Co. Ltd.**  
"TTR" (JV. with Trex group, Japan)  
- Truck body, dump truck, mixer truck and etc.

40%

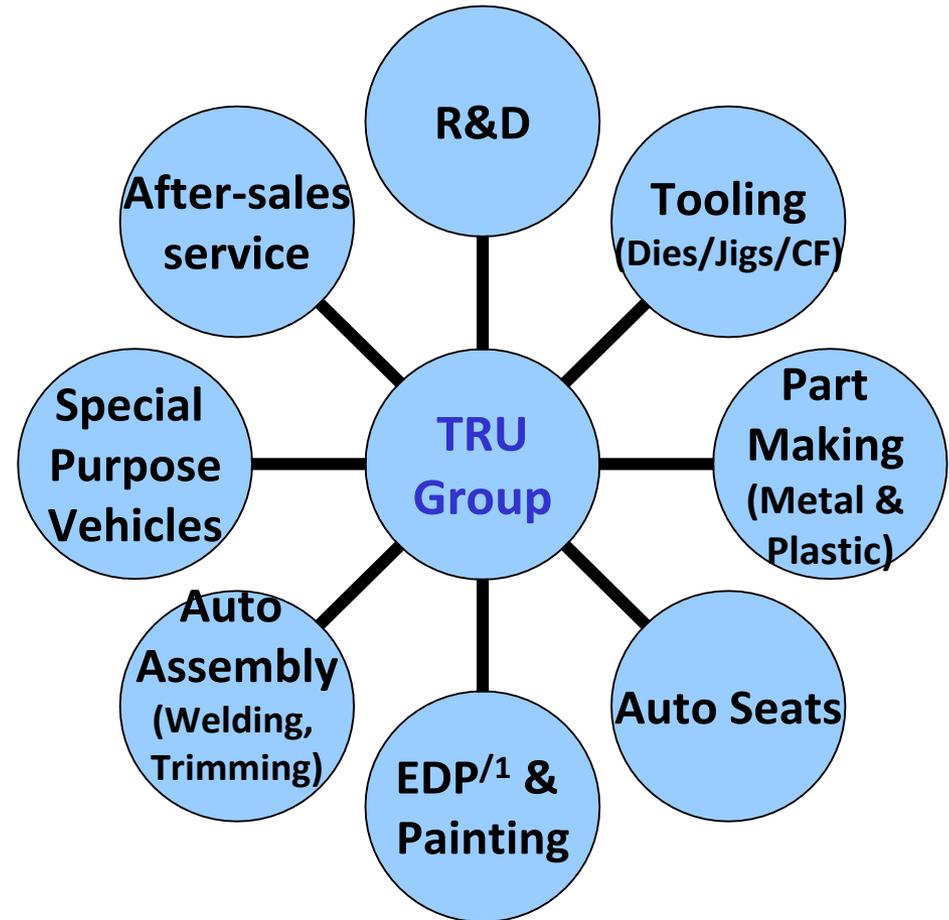
- Research & Development (R&D)
- Tooling (Dies/Jigs/CF<sup>1</sup>)
- Pressed metal parts & plastic parts
- Auto Seats
- EDP<sup>2</sup> & Painting
- Auto Assembly
- Special Purpose Vehicles
- After-sales service & Spare parts



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/<sup>1</sup> & painting, through to production of various kinds of vehicles and after-sale service.



- Own EDP<sup>1</sup> & 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<sup>2</sup> & Transformer



Note : 1. EDP = Electro Deposit Primer

2. MUV4 = Military Utility Vehicle 4WD



**THAIRUNG**

Total Revenues  
as of 2015

55%

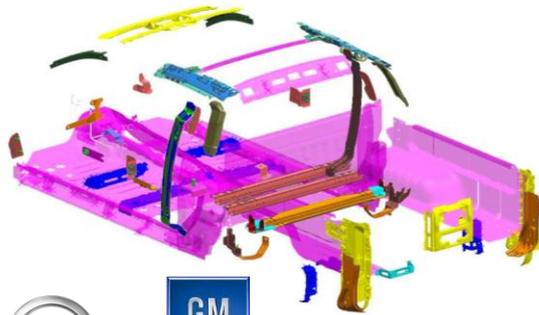
27%

9%

**Tooling & OEM Parts**

**Contract Assembly  
& Painting**

**Special Purpose Vehicles  
& Service centre**



**ISUZU**



**TOYOTA**



**MAZDA**



**VOLVO TRUCKS EMERSON**



**Kawasaki TRIUMPH**



**ISUZU**

**KOMATSU**

**KOBELCO**



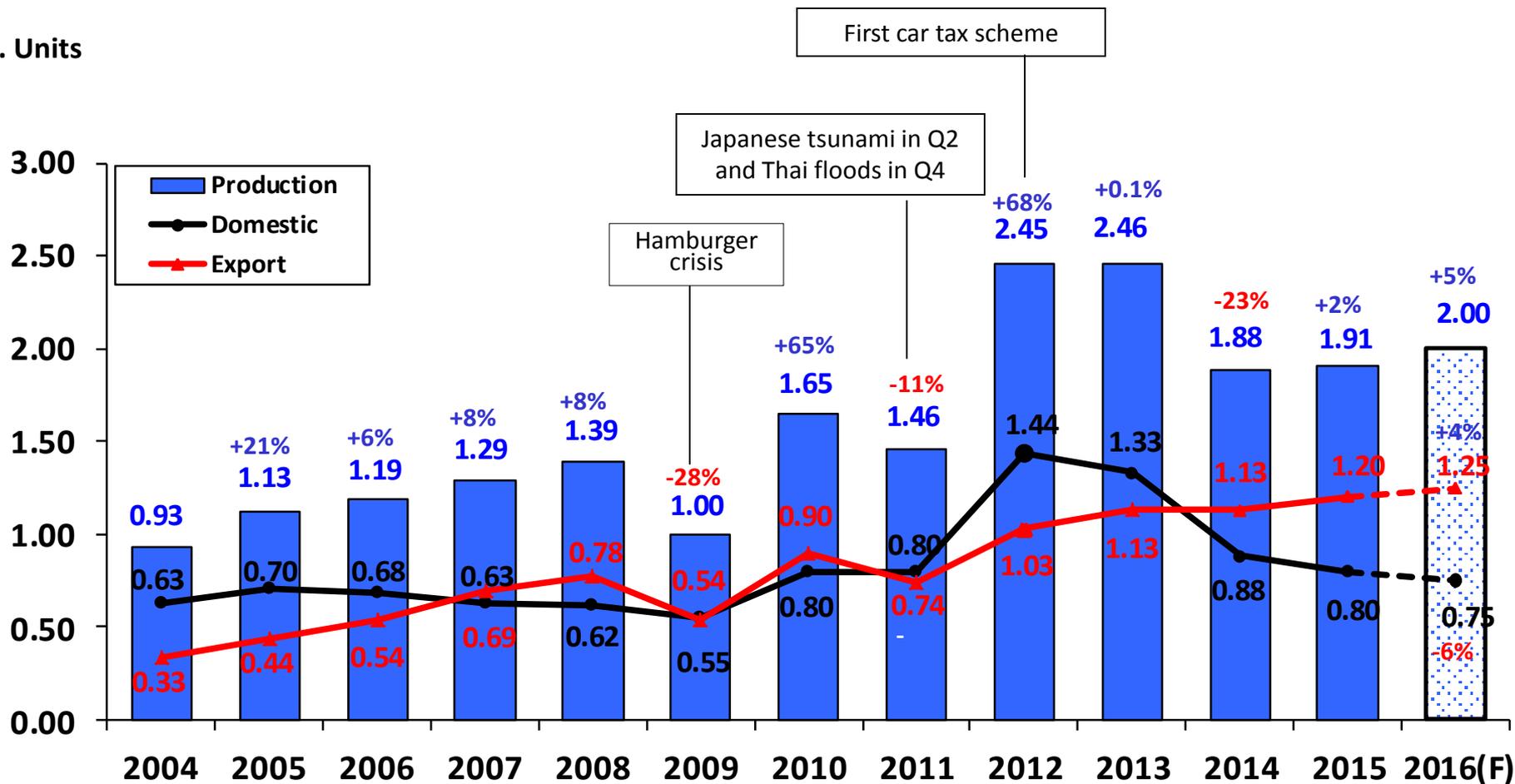
**CATERPILLAR®**

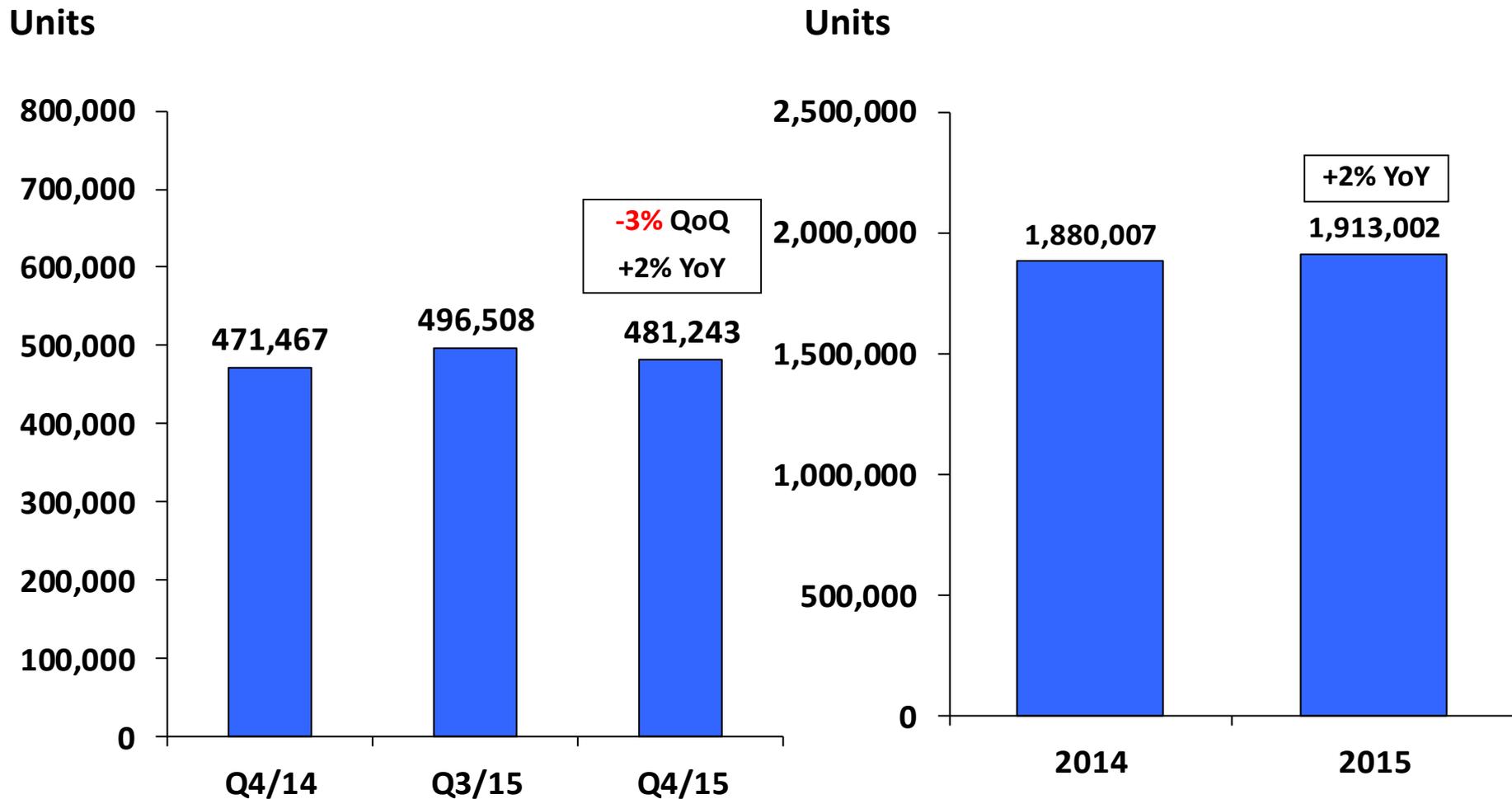


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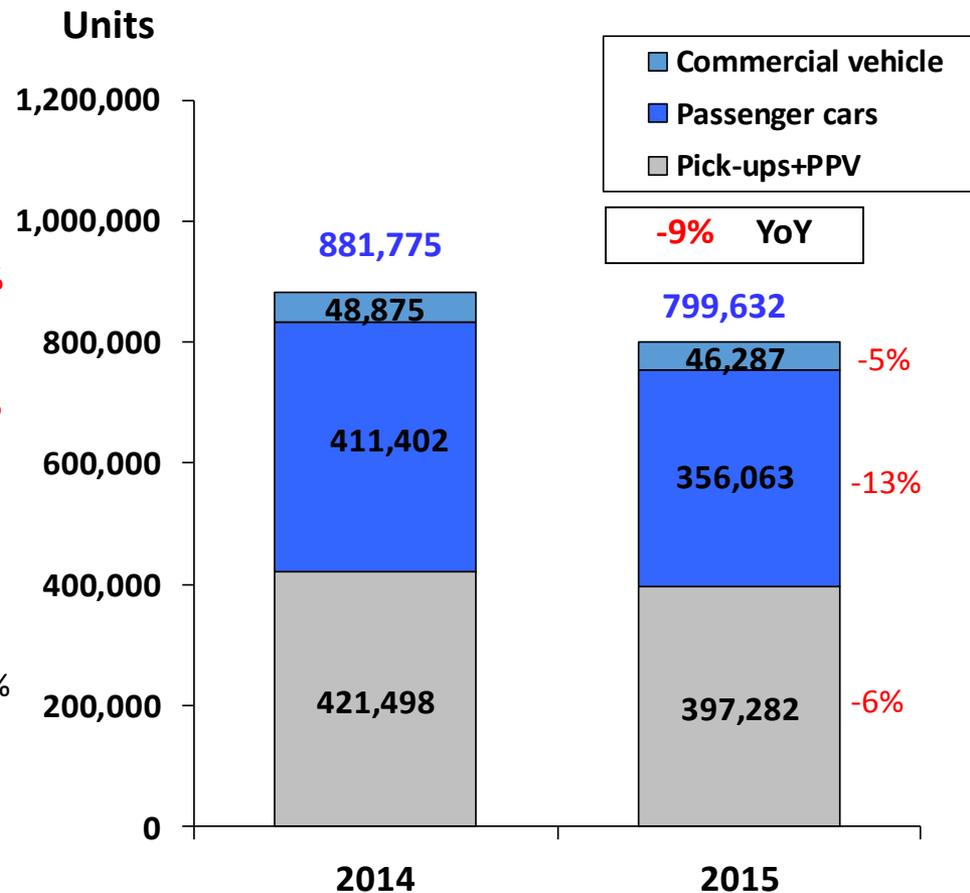
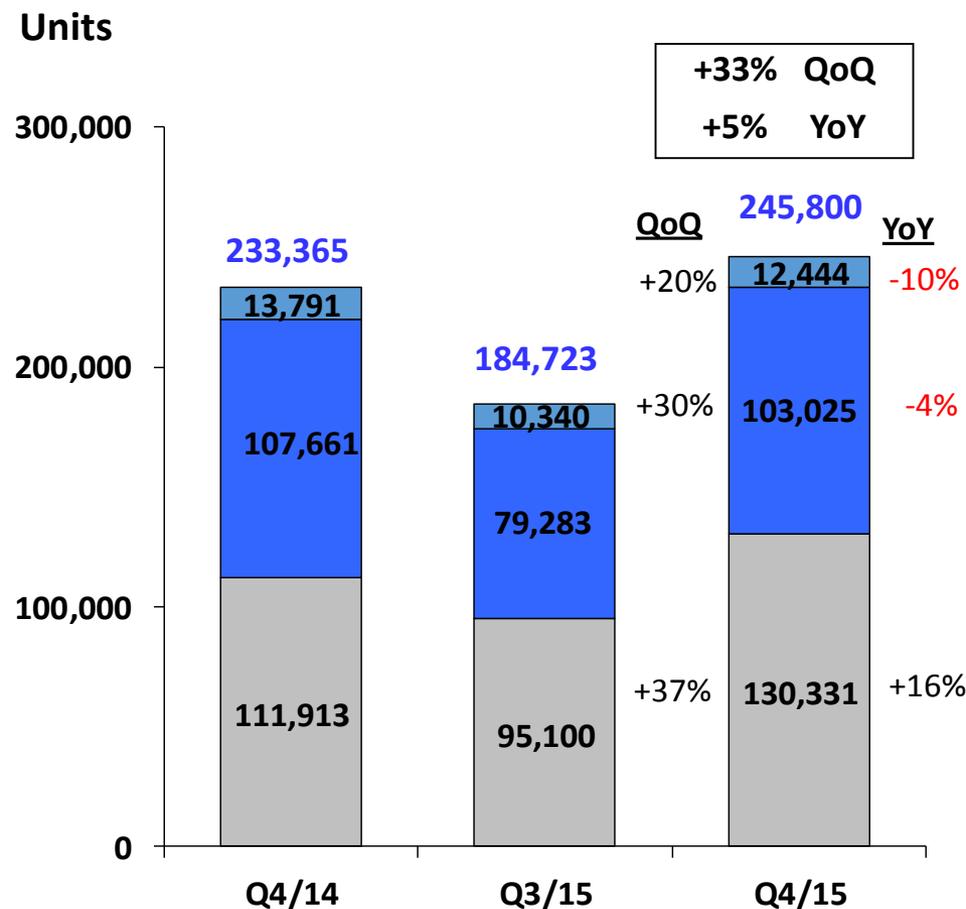
# Thai Auto Industry 2004-2016F

Mil. Units





# Domestic Sales in Thailand 2015

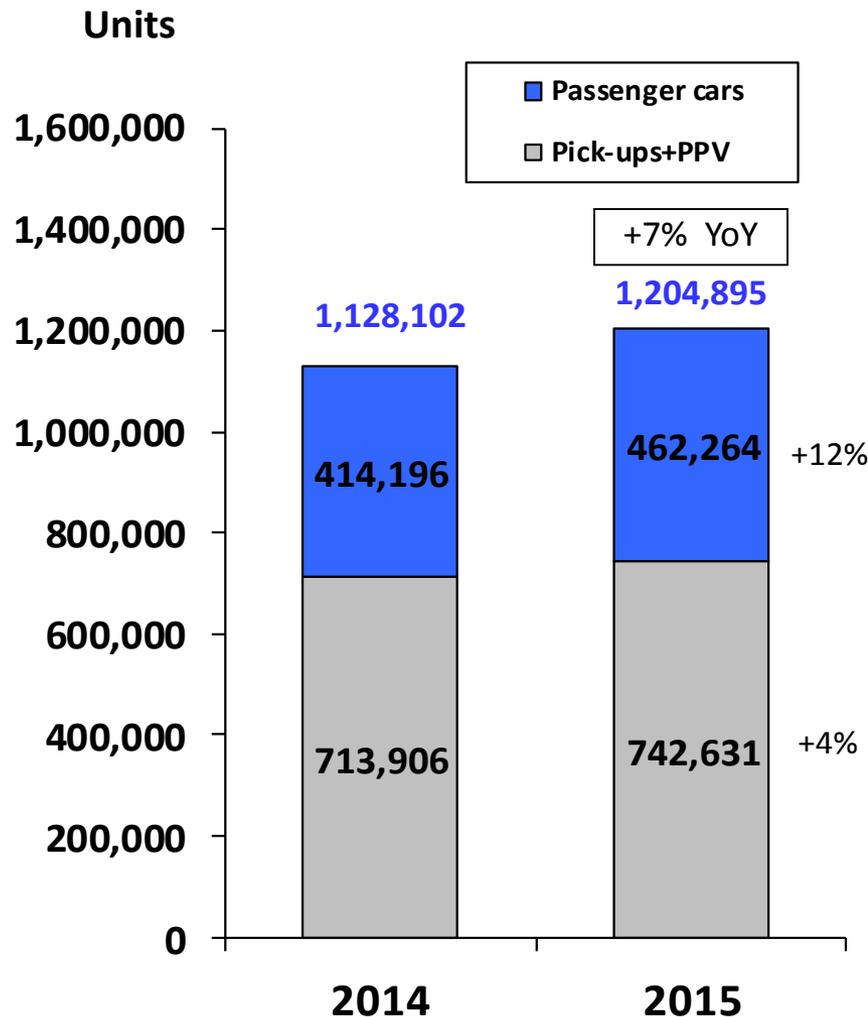
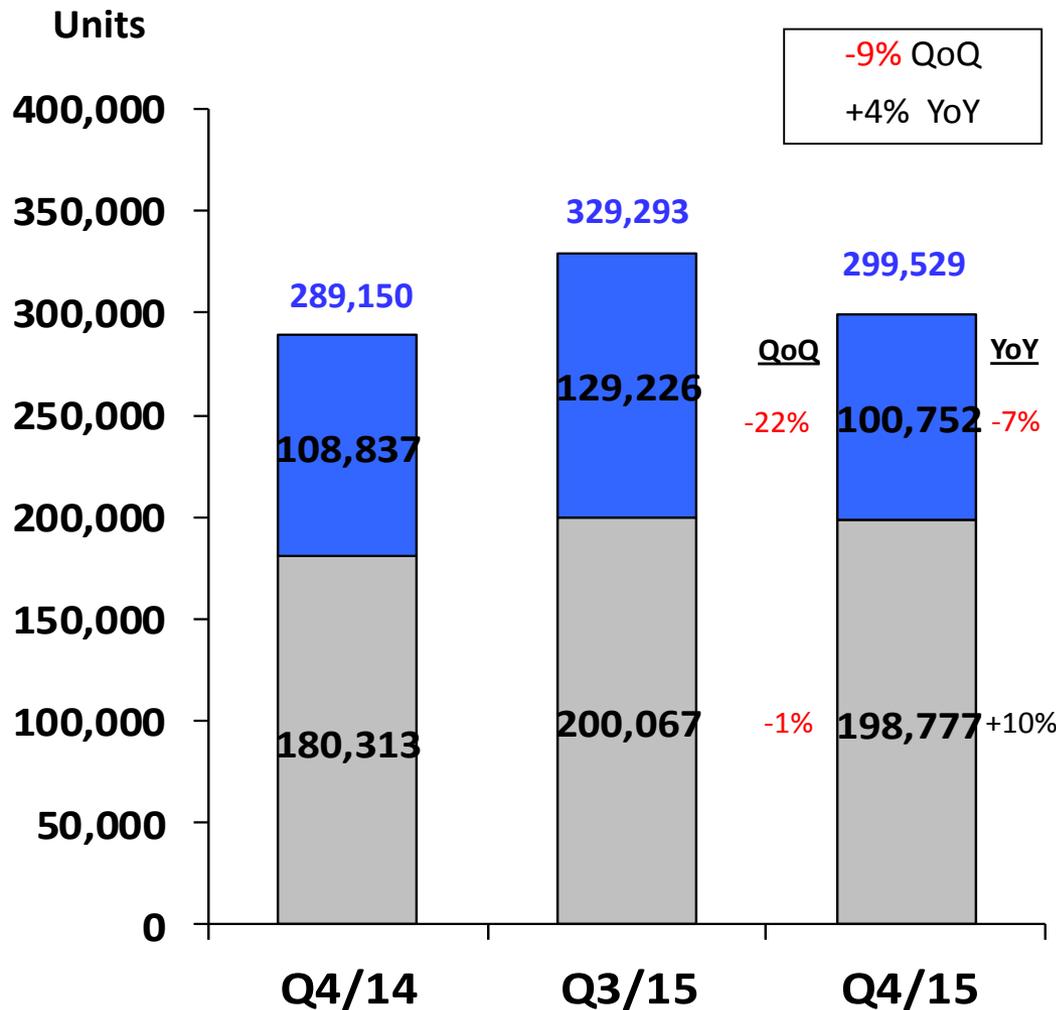


Source : - The Federation of Thai Industries

Note : - PPV = Pickup truck-based Passenger Vehicles

- Commercial vehicles = trucks, vans, buses

# CBU Exports 2015



Source : - The Federation of Thai Industries

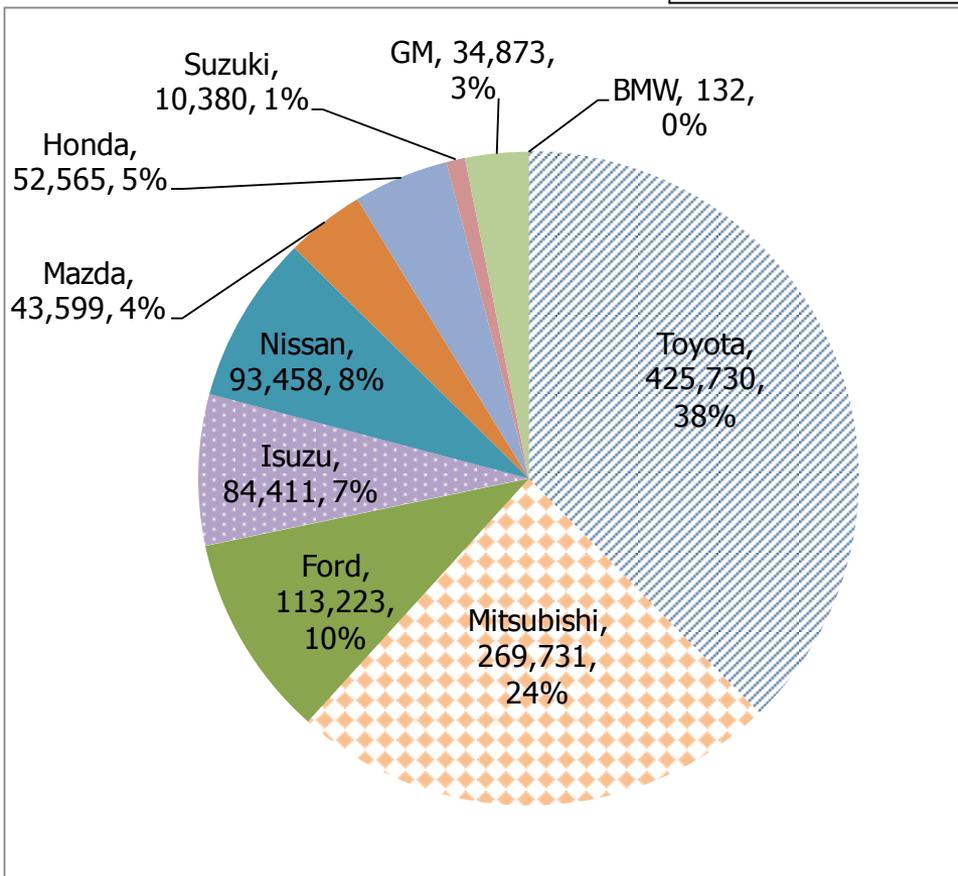
Note : - CBU = Complete y Built Up

- PPV = Pickup truck-based Passenger Vehicles

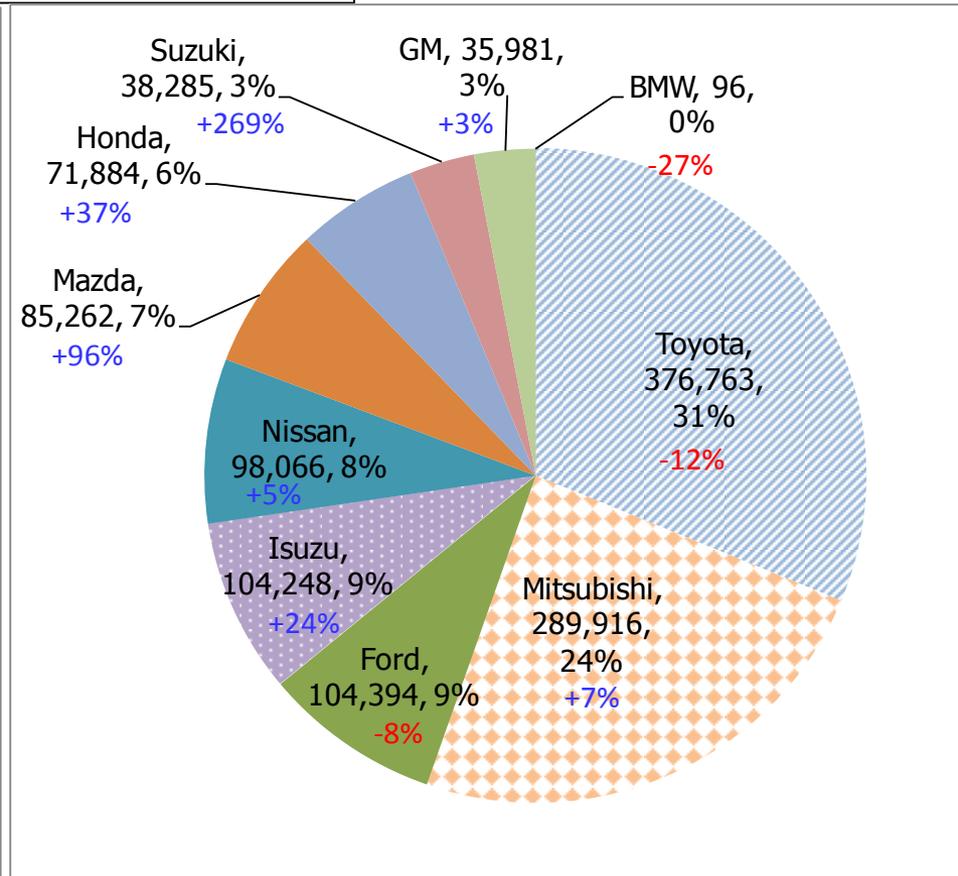
# CBU Exports by Brand 2015

2015 = 1,204,895 units (+7%)

2014 = 1,128,102 units



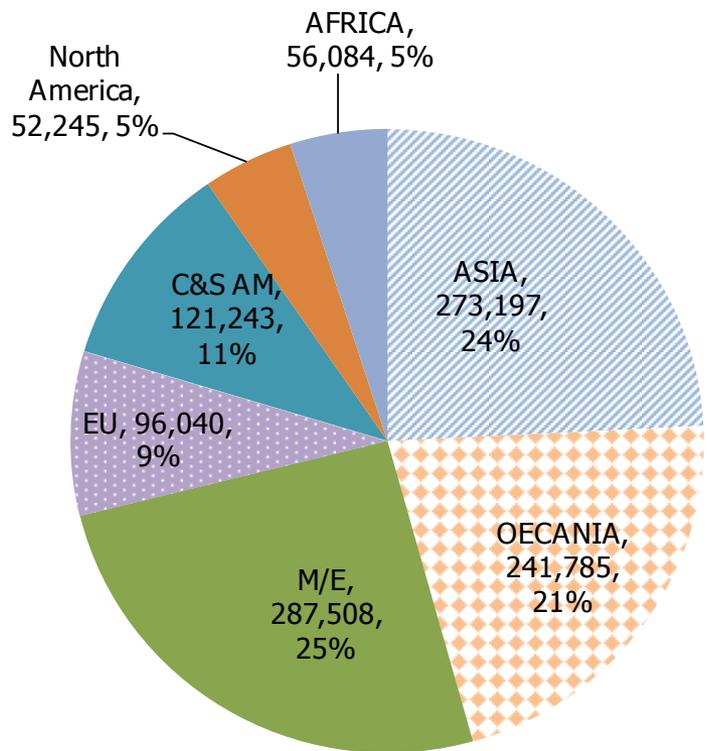
**2014**



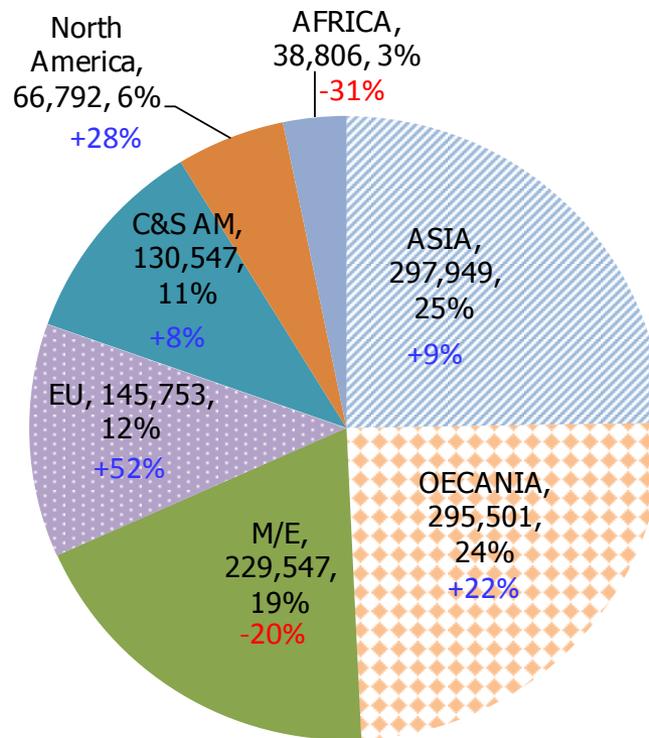
**2015**

# CBU Exports by Region 2015

2015 = 1,204,895 units (+7%)  
 2014 = 1,128,102 units



**2014**



**2015**

Note : C&S AM = Central & South America  
 OCEANIA = Australia, New Zealand and Other  
 M/E = Middle East

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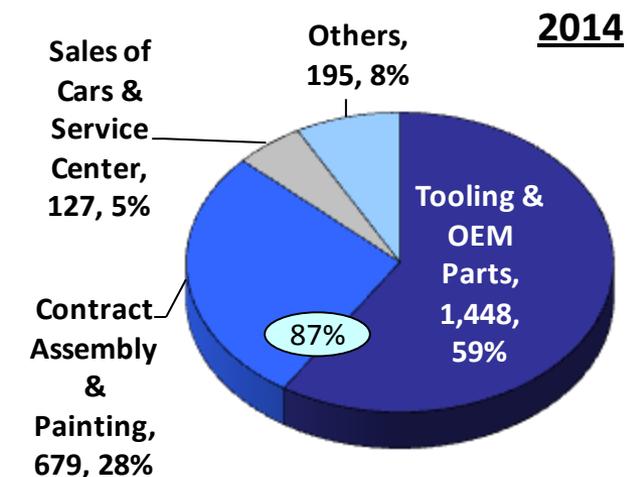
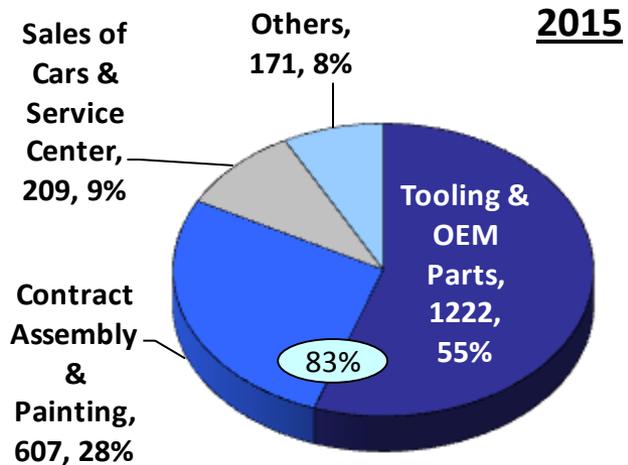
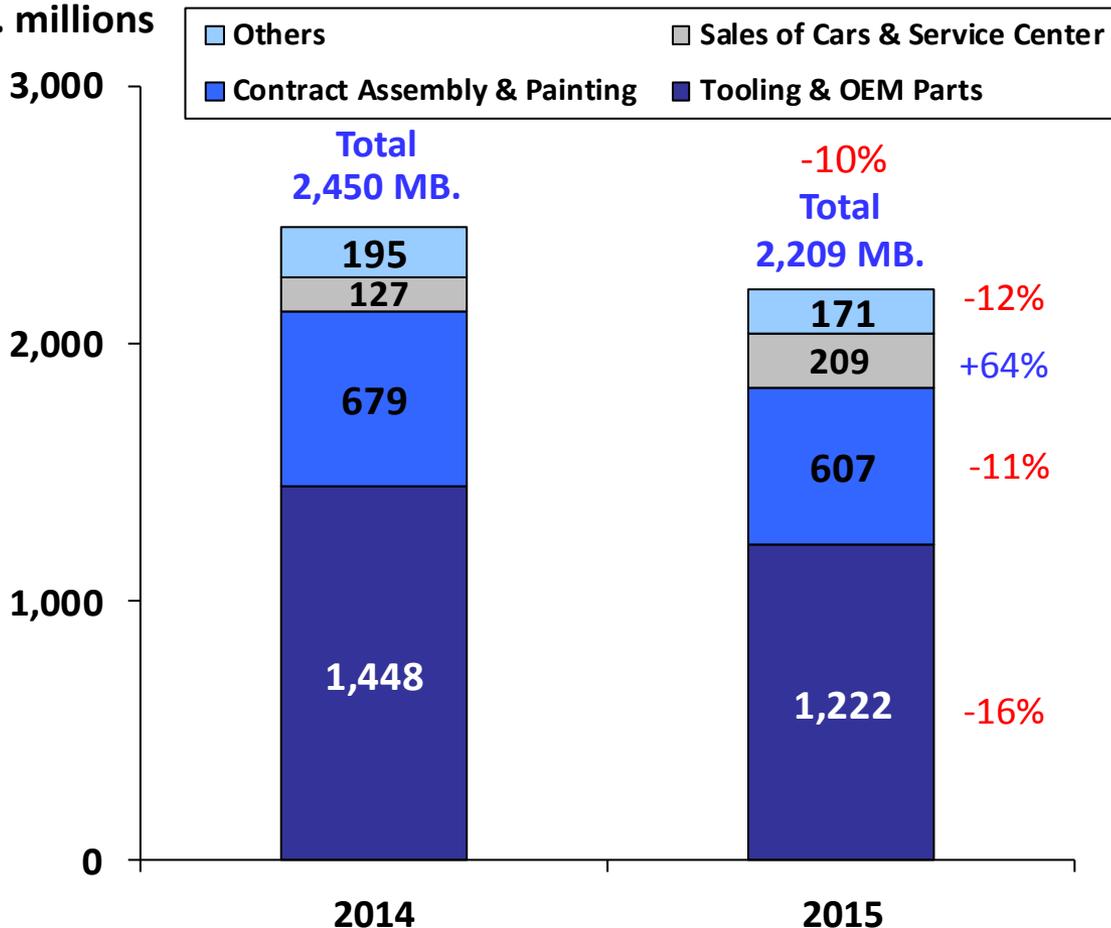


# Revenue Breakdown 2015

2015 Total revenues Bt.2,209 million, -10% YoY.

- Revenues from Tooling & OEM Parts decreased by 16% YoY, mainly from Nissan & GM parts were drop.
- Revenues from Contract Assembly & painting decreased by 11% YoY, mainly from industrial machinery market were drop.
- Sales of BU Cars increased by 64%.

Bt. millions



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

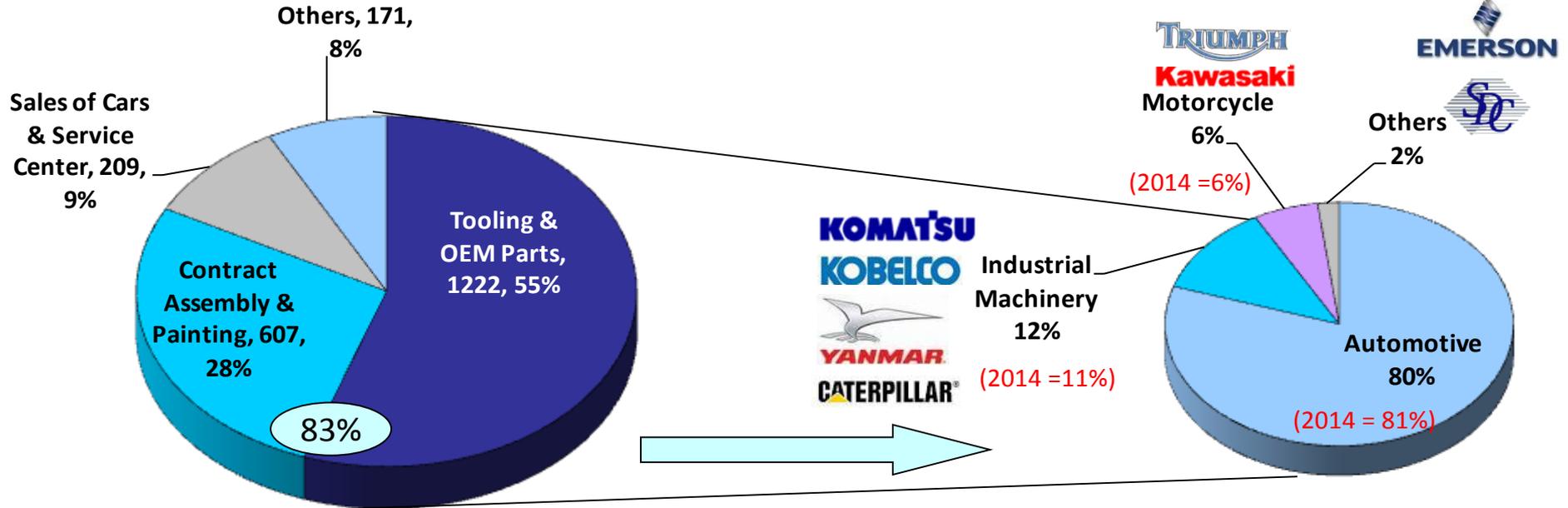
2. Contract Assembly & Painting includes Flat deck, Komatsu, Kobelco, Yanmar, Vacuum, etc..

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

# Revenues Portfolio 2015

**2015** Total revenues Bt.2,209 million, decreased by 10% YoY from BU Tooling & OEM Parts, and Contract Assembly & Painting.

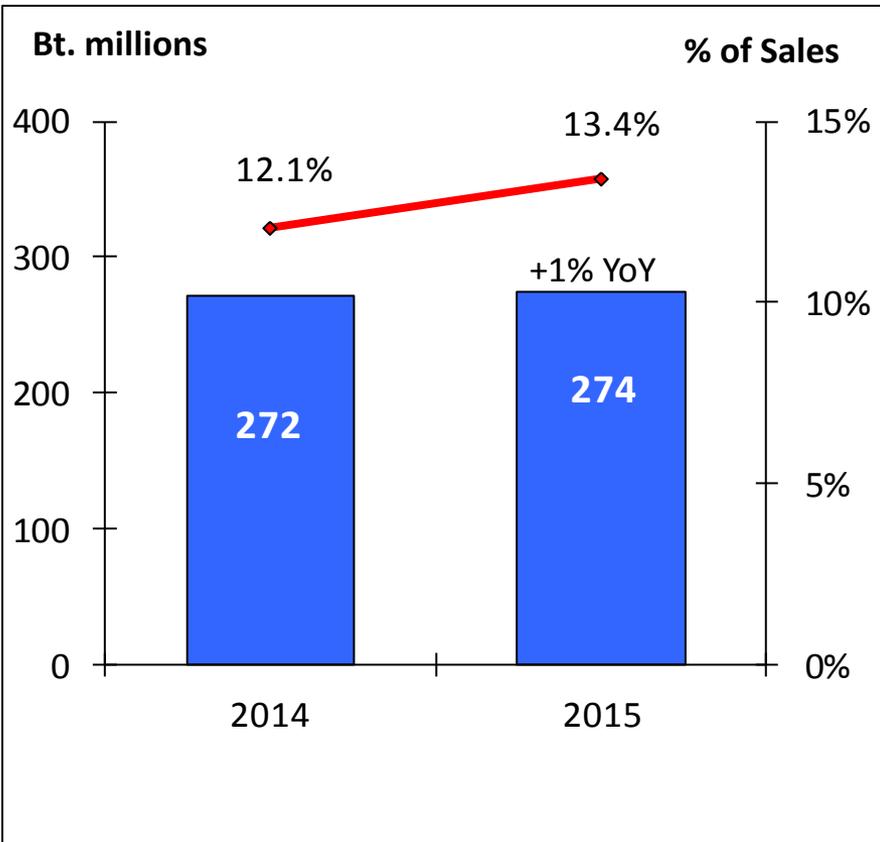
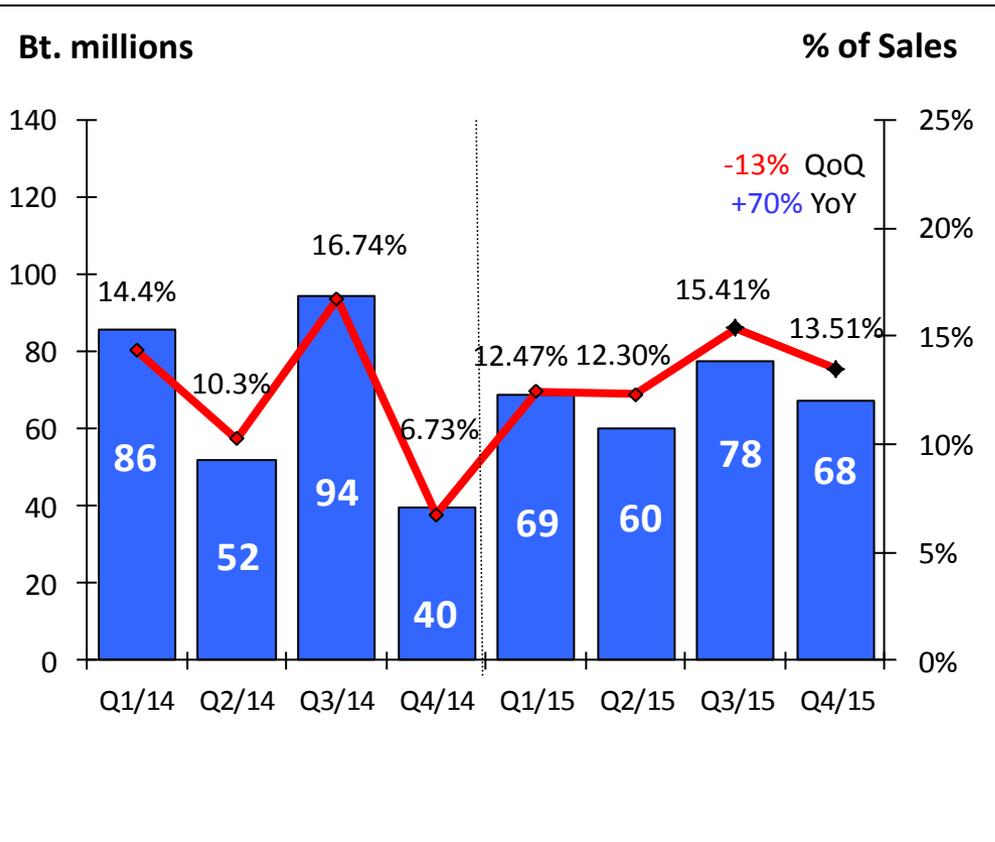
Breakdown of Tooling & OEM parts and Contract Assembly & Painting by customer sector.





# Gross Profit

2015 gross profit +1% YoY due to product mix changes.

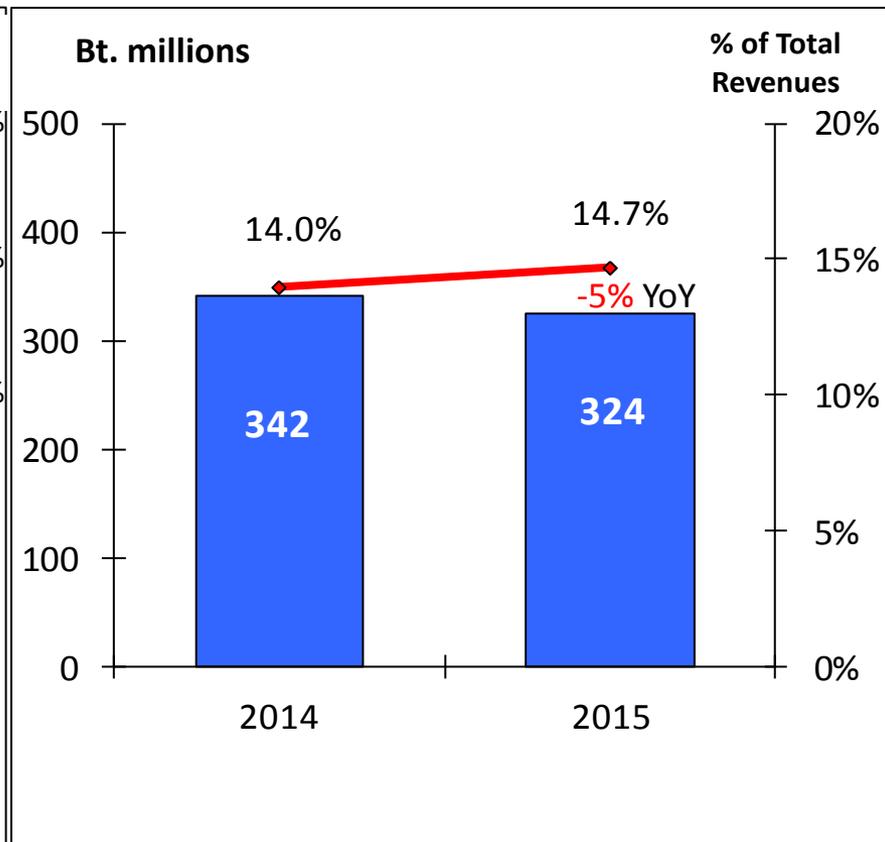
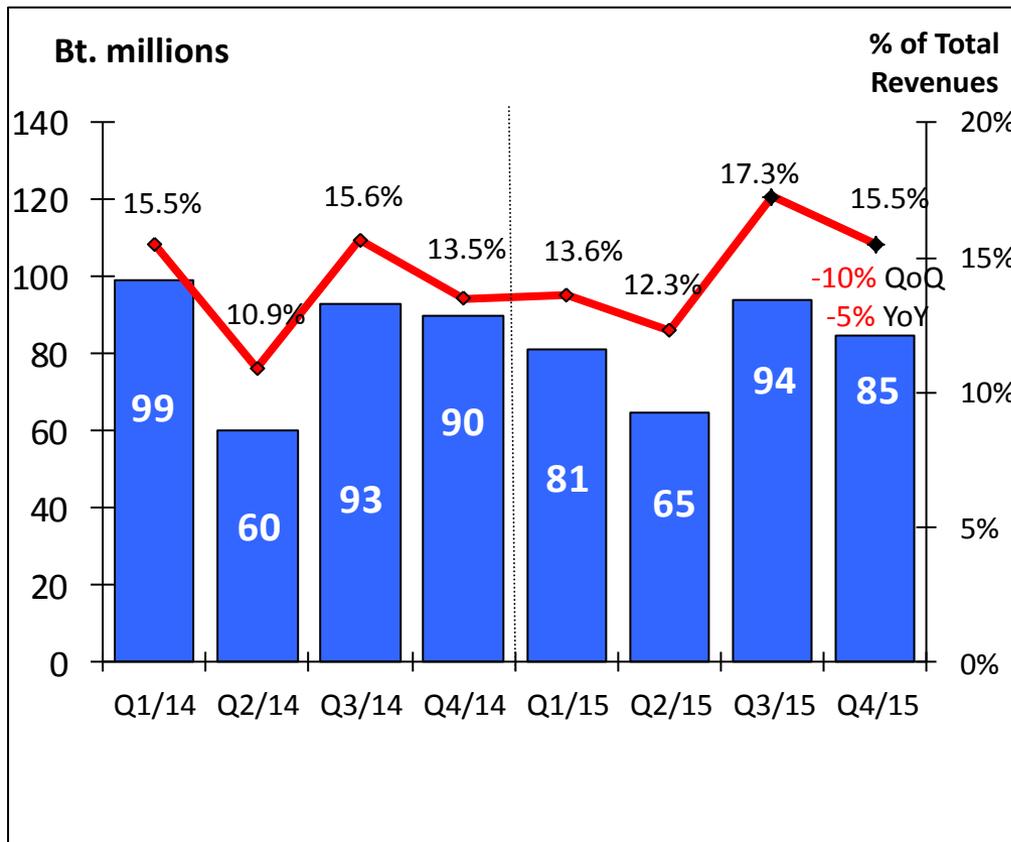


% Gross Profit = Gross profit / Sales and Service Income



# EBITDA

2015 EBITDA was decreased 5% YoY mainly from other income decreased and depreciation increased.



EBITDA = Earning Before Interest, Tax, Depreciation & Amortization.  
 % EBITDA = EBITDA / Total Revenues

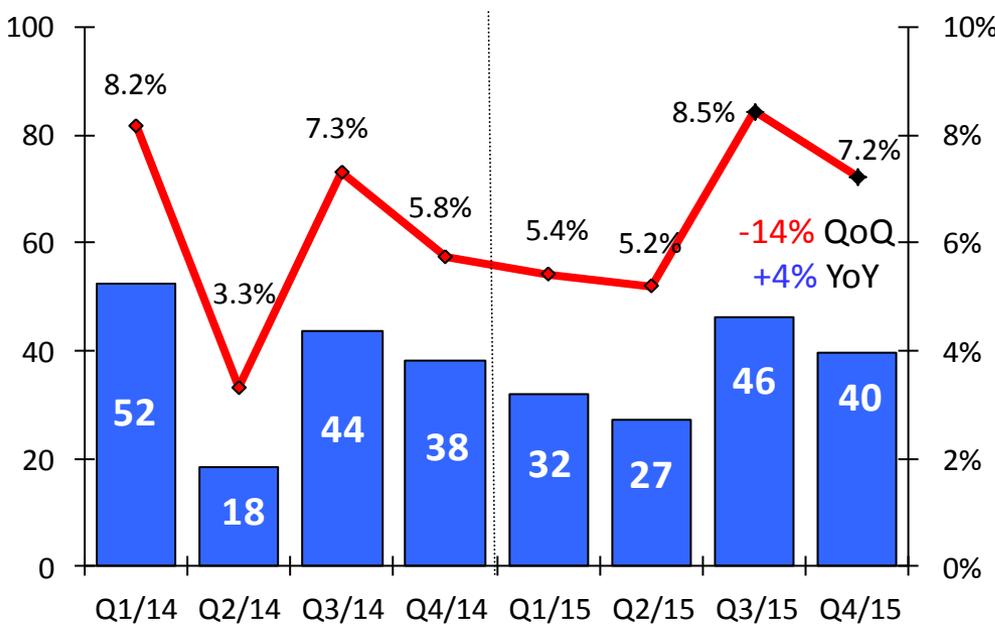


# Net Profit

2015 net profit -5% YoY mainly from total revenues was drop.

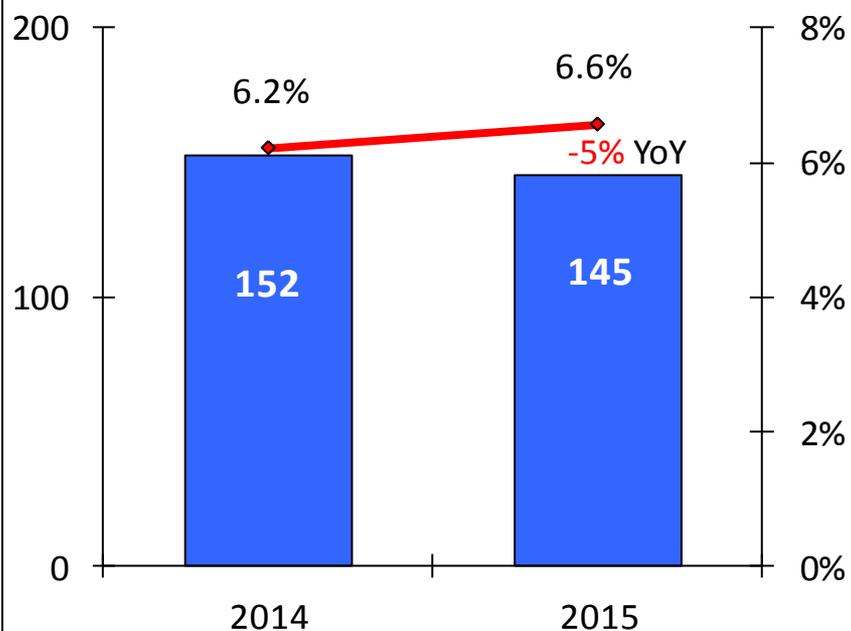
Bt. millions

% of Total Revenues



Bt. millions

% of Total Revenues

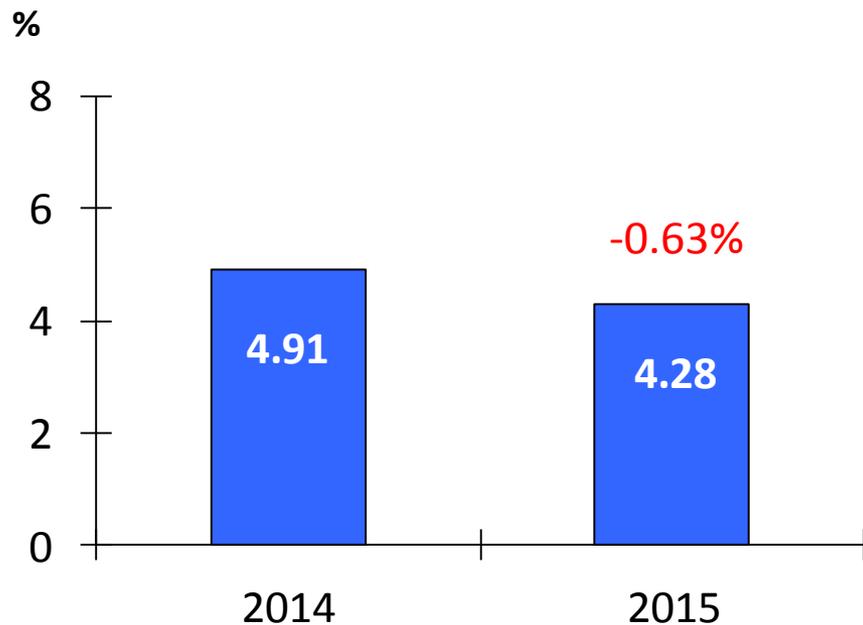




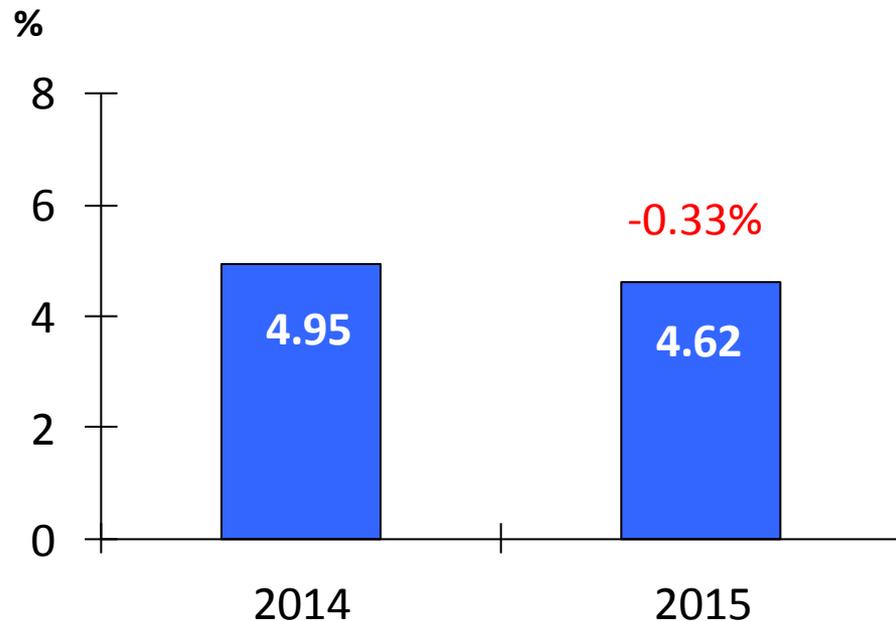
# Profitability Ratio

2015 EBIT decreased by 22 MB or 13%, while average total assets slightly increased by 6 MB or 0.2%.

2015 Net profit decreased by 7 MB or 5%, while average major shareholders' equity increased by 58 MB or 2%.



Return on Assets  
(ROA)



Return on Equity  
(ROE)

% ROA = EBIT / Average total assets

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

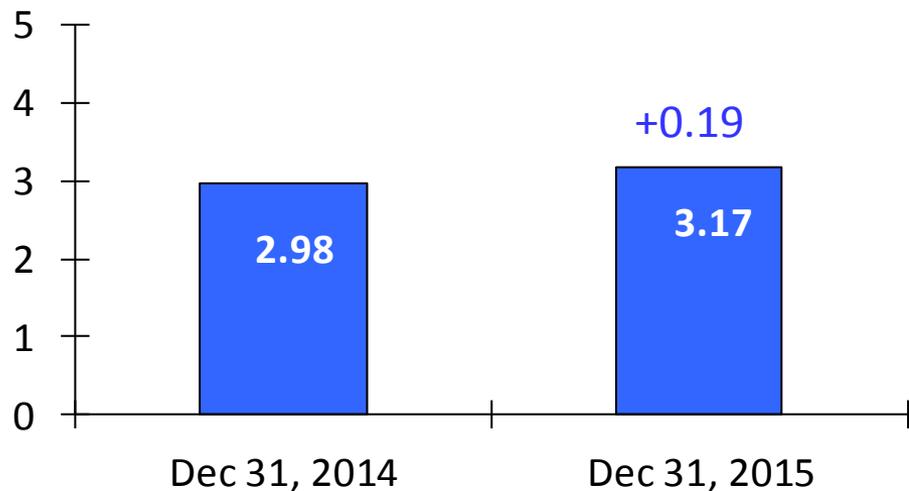


# Financial Ratios

As of Dec 31, 2015 Current assets decreased by 82 MB or 8% mainly from Cash, Account receivable and Inventory, while Current liability decreased by 47 MB or 13% mainly from Account payable.

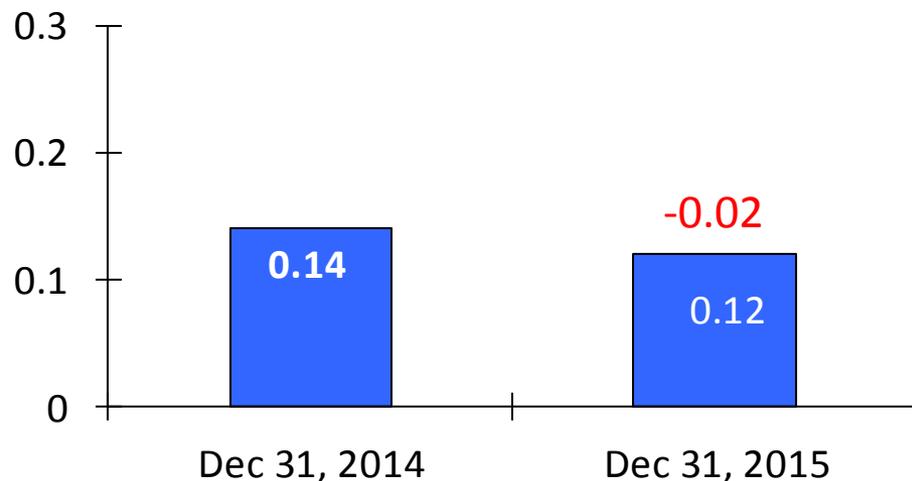
As of Dec 31, 2015 Total debt decreased by 48 MB or 11% mainly from Account payable, while Major shareholder's equity increased by 62 MB or 2%.

Times



Current Ratio

Times



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.
- Completed installation new machinery to increase capacity and boost level of technology, which will attract increased parts production work for the Company.
- Seeking for the new customers such as Volvo truck, UD truck, Mahindra (India).

## 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.
- The new parts factory in Rayong province already installed new press machines and automation system to increase the productivity.



# 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. As we successful to established a new company “KYOWA THAIRUNG Co., Ltd.” (KTR), JV with Kyowa Sangyo Co., Ltd. (Japan) on April 2014.
  - Production at TRU
  - Got order from Komatsu and will expand customer base both domestic and export.



- May 2014, established a new company “Trex THAIRUNG Co., Ltd.” (TTR), JV with Kyokuto, Trex and Mitsiam, in order to expand product range especially in commercial vehicle trucks such as truck body, dump truck and dump full trailer, concrete mixer truck, refrigerator truck, bulk trailer and etc.
  - Locate at Amata City IE, Rayong, total area 53 Rais.
  - 4 September 2014 got approval from BOI.
  - January 2015 increase the company register capital from 300 MB. to 550 MB.
  - 21 October 2015, grand opening ceremony TTR factory.





# 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
- To expand the market for the TR transformer and have appointed ten new dealers throughout Thailand in the North, Northeast and in the South. And expand own showrooms at Phetkasem, Vibhavadi ang Bangna.
- Launching the new product “All New Transformer” 7-11 seats vehicles, in Bangkok International Motor Show in March 2016.
- 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