



Sime Darby Berhad Investor Presentation

Invest Malaysia 2017

Kuala Lumpur

25 & 26 July 2017



Developing
Sustainable Futures

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A Sime Darby's Financial Highlights

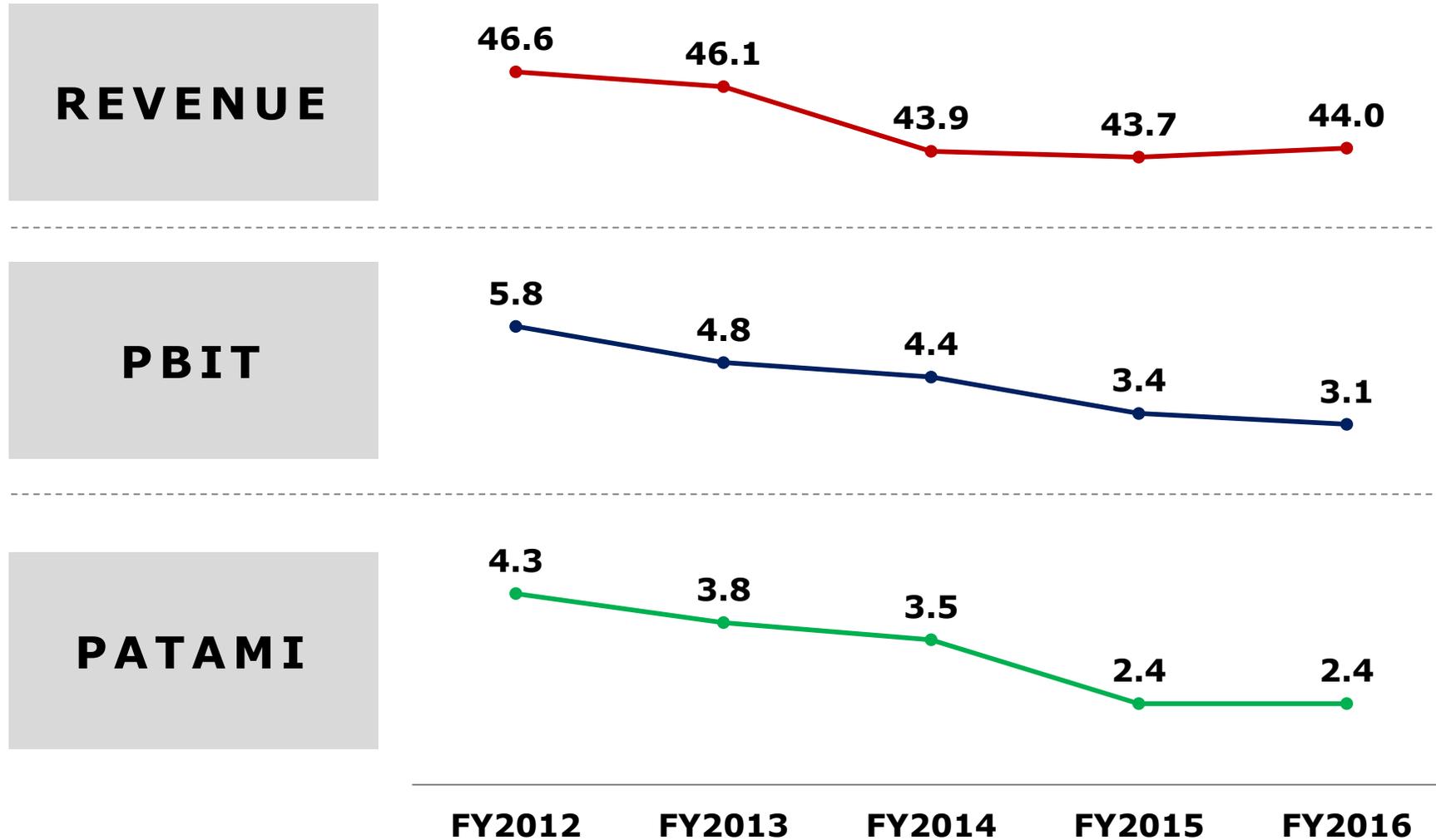
B Key Divisional Highlights

C Sime Darby's Pure Play Strategy

5-Year Financial Summary

Revenue, PBIT and PATAMI

In RM billion



A

Nine Months ended 31 March 2017

RISE

YoY Comparison (vs. 9MFY2016)

In RM million

	YOY%	9MFY2017	9MFY2016
REVENUE	↑ 8%	34,884	32,235
PBIT	↑ 30%	2,622	2,015
PBT	↑ 48%	2,557	1,727
PATAMI	↑ 40%	1,786	1,272
BASIC EPS (sen)	↑ 33%	27.1	20.4

YoY Comparison (vs. 9MFY2016)

	9MFY2017 ¹	Commentary												
PLANTATION	RM1,573mn +184% YoY 9MFY16: RM553mn	<table border="1"> <thead> <tr> <th></th> <th>3QFY17</th> <th>9MFY17</th> </tr> </thead> <tbody> <tr> <td>FFB Production</td> <td>2.46mn MT (+18% YoY)</td> <td>7.33mn MT (-2% YoY)</td> </tr> <tr> <td>Average CPO Price Realised</td> <td>RM3,088/MT (+40% YoY)</td> <td>RM2,861/MT (+35% YoY)</td> </tr> <tr> <td>Midstream & Downstream</td> <td>RM39mn (-36% YoY)</td> <td>RM160mn (-2% YoY)</td> </tr> </tbody> </table>		3QFY17	9MFY17	FFB Production	2.46mn MT (+18% YoY)	7.33mn MT (-2% YoY)	Average CPO Price Realised	RM3,088/MT (+40% YoY)	RM2,861/MT (+35% YoY)	Midstream & Downstream	RM39mn (-36% YoY)	RM160mn (-2% YoY)
			3QFY17	9MFY17										
		FFB Production	2.46mn MT (+18% YoY)	7.33mn MT (-2% YoY)										
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Midstream & Downstream	RM39mn (-36% YoY)	RM160mn (-2% YoY)												
PROPERTY	RM376mn -51% YoY 9MFY16: RM771mn	<ul style="list-style-type: none"> • Lower profit in 3QFY17 due to: <ul style="list-style-type: none"> • Gain on disposal of SD Property (Dunearn) and SD Property (Kilang) of RM406mn registered in 3QFY16 • Gain on disposal of 403 acres of land in Glengowrie Estate of RM202mn • Provision for unsold stocks and the abortive cost on the proposed acquisition of Japan Residential Assets Manager Limited and new units in Saizen Real Estate Investment Trust, totalling RM118mn • 9MFY17's profit included a share of profit from the Battersea Power Station Project of RM87mn, the gain on partial disposal of the Group's interest in E&O Berhad of RM35mn 												

SD = Sime Darby
E&O = Eastern & Oriental

¹ Excludes corporate expenses

YoY Comparison (vs. 9MFY2016)

	9MFY2017 ¹	Commentary
MOTORS	RM392mn +29% YoY 9MFY16: RM305mn	<ul style="list-style-type: none"> Higher contributions from Malaysia, China/HK, Australia/NZ despite weaker profit from SE Asia ex. Malaysia
INDUSTRIAL	RM188mn -11% YoY 9MFY16: RM211mn	<ul style="list-style-type: none"> Higher contributions from Australasia, China and Malaysia in 3QFY17 Lower engine deliveries to the oil & gas and marine sectors in Singapore
LOGISTICS	RM36mn -48% YoY 9MFY16: RM69mn	<ul style="list-style-type: none"> Higher water consumption & higher throughput in Weifang Port offset by lower throughput at Jining ports due to tighter environmental control by Jining authority 9MFY16's profit included the recognition of RM19mn government grant
OTHERS	RM38mn +192% YoY 9MFY16: RM13mn	<ul style="list-style-type: none"> Higher contribution from the Healthcare business following the increase in both inpatient and outpatient visits <ul style="list-style-type: none"> RM10mn in 3QFY17 (+25% YoY) In 9MFY16, the Group recognised a share of losses in Tesco of RM19mn

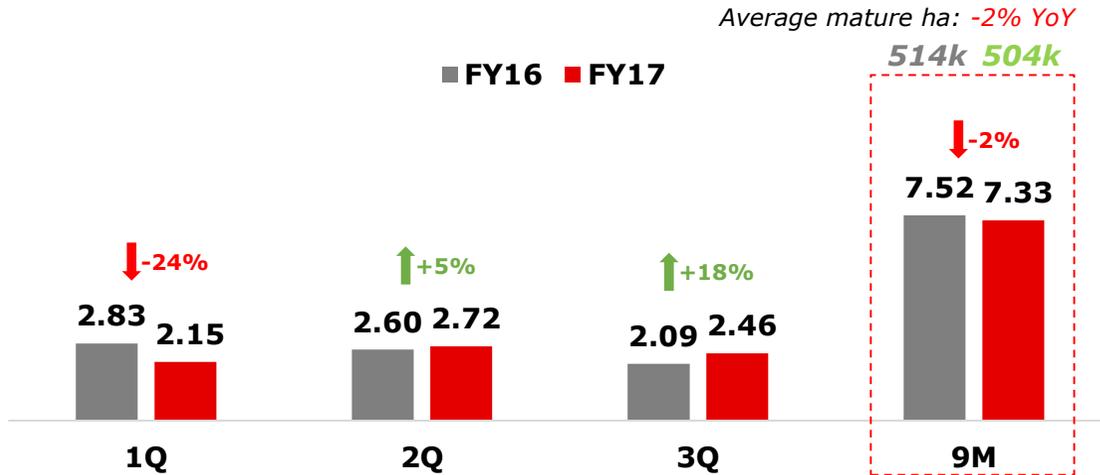
¹ Excludes corporate expenses

FY2016

9MFY2017

External Revenue	RM11,877mn, +16% YoY FY2015: RM10,269mn	RM10,771mn (+23% YoY) 9MFY16: RM8,779mn												
PBIT	RM1,052mn, -19% YoY FY2015: RM1,291mn	RM1,573mn (+184% YoY) 9MFY16: RM553mn												
Upstream & Others	RM811mn, -30% YoY (FY2015: RM1,201mn)	RM1,413mn, +263% YoY (9MFY16: RM389mn)												
	<table border="0"> <tr> <td>FFB production</td> <td>9.62mn MT, -0.2% YoY (FY2015: 9.64mn MT)</td> <td>FFB production</td> <td>7.33mn MT, -2% YoY (9MFY16: 7.52mn MT)</td> </tr> <tr> <td>OER</td> <td>21.89%, +0.18% YoY (FY2015: 21.71%)</td> <td>OER</td> <td>21.3%, -0.7% points YoY (9MFY16: 22.0%)</td> </tr> <tr> <td>Average CPO price realised</td> <td>RM2,242/MT, +2% YoY (FY2015: RM2,193/MT)</td> <td>Average CPO price realised</td> <td>RM2,861/MT, +35% YoY (9MFY16: RM2,113/MT)</td> </tr> </table>	FFB production	9.62mn MT, -0.2% YoY (FY2015: 9.64mn MT)	FFB production	7.33mn MT, -2% YoY (9MFY16: 7.52mn MT)	OER	21.89%, +0.18% YoY (FY2015: 21.71%)	OER	21.3%, -0.7% points YoY (9MFY16: 22.0%)	Average CPO price realised	RM2,242/MT, +2% YoY (FY2015: RM2,193/MT)	Average CPO price realised	RM2,861/MT, +35% YoY (9MFY16: RM2,113/MT)	
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OER	21.89%, +0.18% YoY (FY2015: 21.71%)	OER	21.3%, -0.7% points YoY (9MFY16: 22.0%)											
Average CPO price realised	RM2,242/MT, +2% YoY (FY2015: RM2,193/MT)	Average CPO price realised	RM2,861/MT, +35% YoY (9MFY16: RM2,113/MT)											
Midstream & Downstream	RM242mn, >+100% YoY (FY2015: RM90mn)	RM160mn, -2% YoY (9MFY16: RM164mn)												

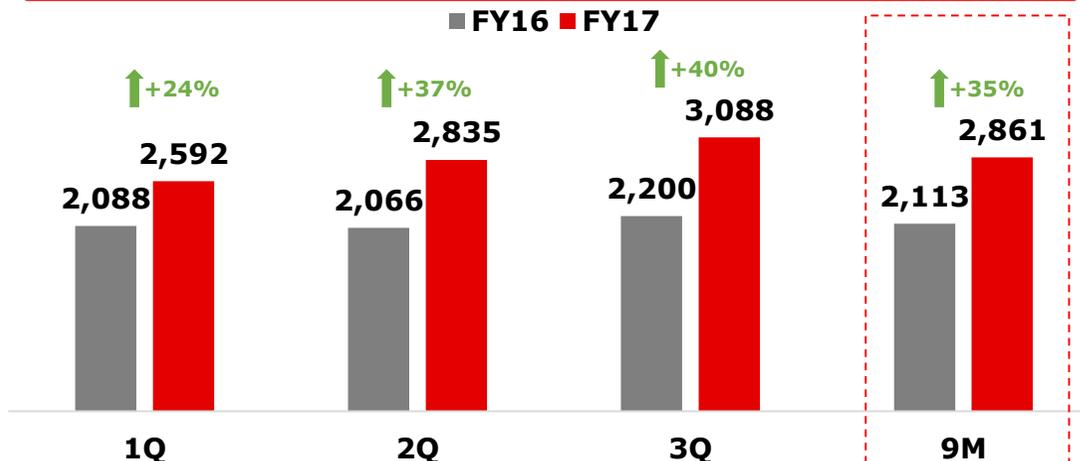
FFB Production (mn MT)



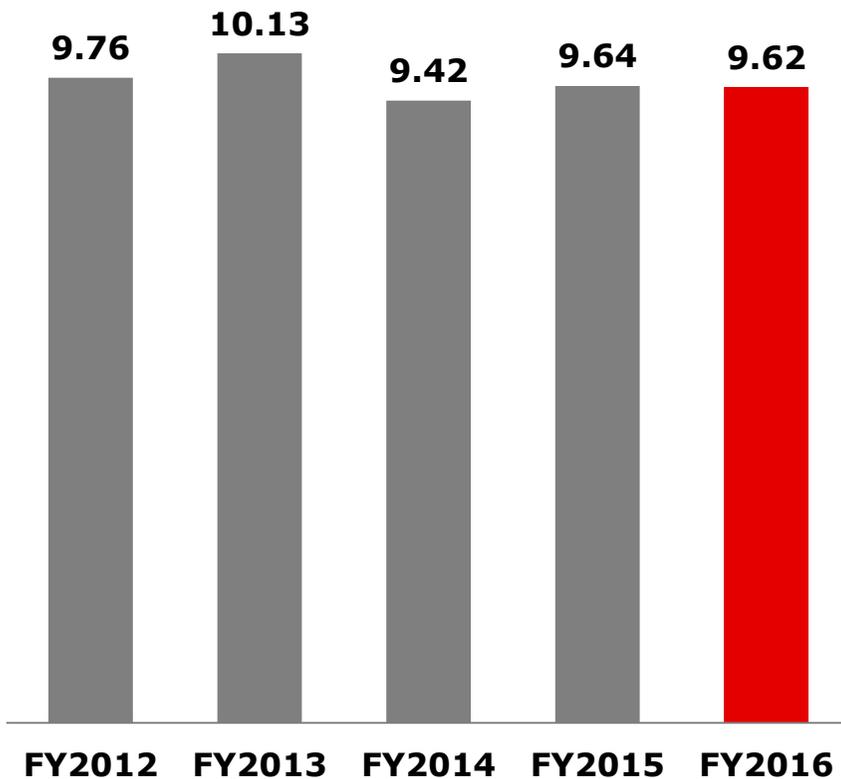
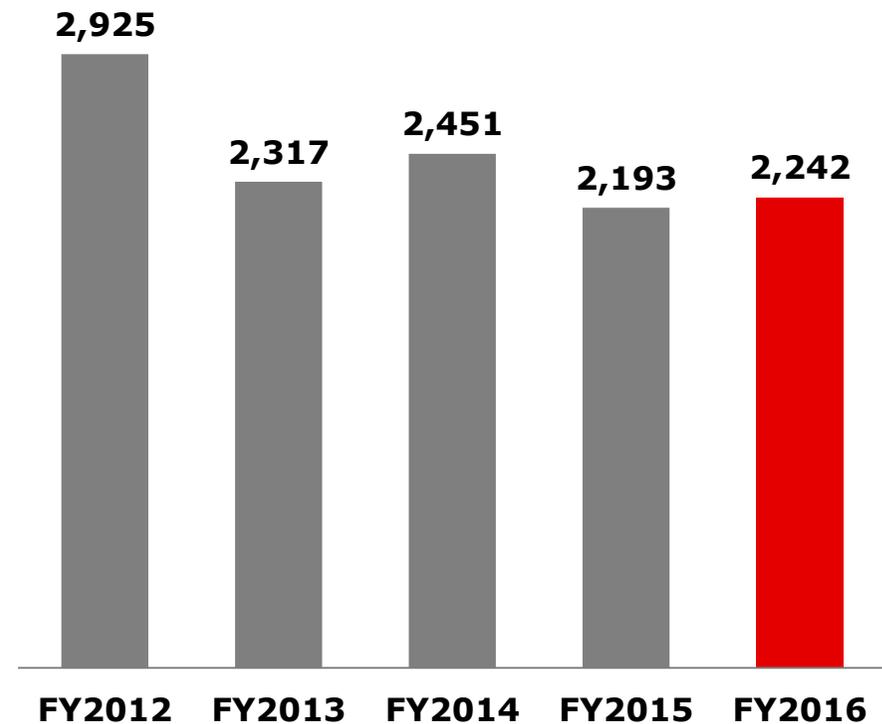
- More young areas have come into maturity (FY2017 cumulative mature area from replanting: ~68,000 ha*)
 - Boost our production and age profile in coming quarters
- NBPOL's 9MFY17 FFB production improved significantly (+10% YoY), outperforming its achievement over the past 2 years
 - The counter-cyclical crop trend in PNG & Solomon Islands complements the peaks and lows experienced in Indonesia and Malaysia

*for replanting done since FY2010

Average CPO Price Realised (RM/MT)



- Supported by strong improvement in average CPO price realised in 9MFY17
- CPO prices expected to trend lower on the back of rising CPO stocks and FFB production

**5-Year Historical FFB Production
(mn MT)****5-Year Historical Average CPO Price
Realised (RM/MT)**

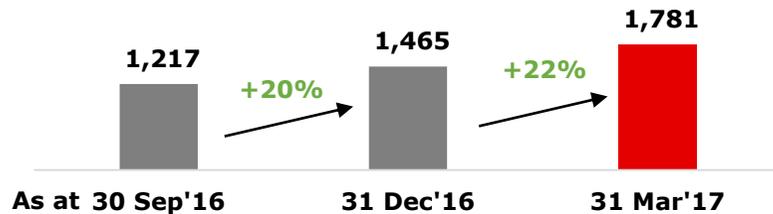
FY2016

9MFY2017

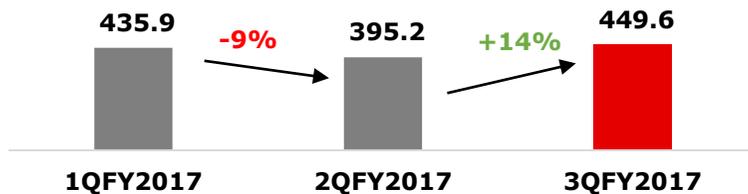
	FY2016	9MFY2017
External Revenue	RM2,865mn, -17% YoY FY2015: RM3,455mn	RM1,443mn (-24% YoY) 9MFY16: RM1,894mn
PBIT	RM1,065mn, +20% YoY FY2015: RM889mn	RM376mn (-51% YoY) 9MFY16: RM771mn
Property Development	RM598mn, -28% YoY (FY2015: RM831mn)	RM282mn, -25% YoY (9MFY16: RM374mn)
Property Investment	RM467mn, >+100% YoY (FY2015: RM58mn)	RM94mn, -76% YoY (9MFY16: RM397mn)

Key Operational Highlights

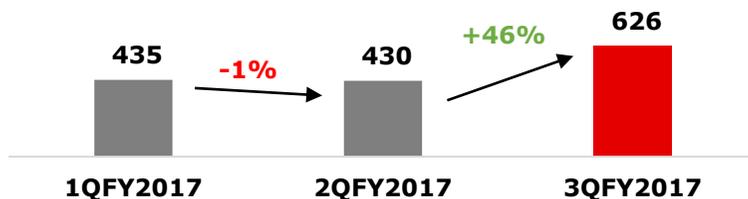
Unbilled Sales (RM'mn)



Gross Sales Value (RM'mn)



Units Sold



Upcoming Launches in 4QFY2017

Casira 1 and 2,
Bandar Bukit Raja

193 units of linked houses
Est. GDV of RM141mn

Phase G3A,
Elmina East

14 units of 2 & 3 storey shop offices
Est. GDV of RM27mn

Take-up Rate of 64%

as at 31 Mar'17 vs 61% as at 31 Mar'16

FY2016

9MFY2017

	FY2016	9MFY2017
External Revenue	RM18,924mn, +1% YoY FY2015: RM18,646mn	RM15,162mn (+8% YoY) 9MFY16: RM14,083mn
PBIT	RM503mn, +6% YoY FY2015: RM474mn	RM392mn (+29% YoY) 9MFY16: RM305mn
Malaysia	RM87mn, -57% YoY (FY2015: RM204mn)	RM70mn, +150% YoY (9MFY16: RM28mn)
SE Asia ex M'sia	RM192mn, >+100% YoY (FY2015: RM28mn)	RM100mn, -28% YoY (9MFY16: RM139mn)
China/HK	RM134mn, +8% YoY (FY2015: RM124mn)	RM155mn, +74% YoY (9MFY16: RM89mn)
Australia/ NZ	RM90mn, -24% YoY (FY2015: RM118mn)	RM67mn, +37% YoY (9MFY16: RM49mn)

New Models Launched in 3QFY2017

Ford Ranger Black WildTrak
March 2017, Malaysia



BMW 1-Series
March 2017
China



All New BMW 5-Series

Enhanced dynamics, unmatched connectivity and an innovative operating system

March 2017
China, Malaysia & Singapore

Key Highlights

- Sold 62,984 units of vehicles, +3% YoY in 9MFY17
- Proposed disposal of the Citroen & Peugeot businesses in Australia and New Zealand to focus on the expansion of its retail car and commercial truck footprints in both countries
 - Expected completion on 1st Jun'17
- Opening of new BMW 4S Centre of Shenzhen Bow Chuang Nanshan Branch in Qianhai (March 2017)

FY2016

9MFY2017

	FY2016	9MFY2017
External Revenue	RM9,618mn, -9% YoY FY2015: RM10,558mn	RM7,245mn (+0.4% YoY) 9MFY16: RM7,217mn
PBIT	RM326mn, -37% YoY FY2015: RM521mn	RM188mn (-11% YoY) 9MFY16: RM211mn
Malaysia	RM53mn, -40% YoY (FY2015: RM88mn)	RM51mn, +65% YoY (9MFY16: RM31mn)
SE Asia ex M'sia	RM99mn, -24% YoY (FY2015: RM130mn)	RM6mn, -93% YoY (9MFY16: RM82mn)
China/HK	RM102mn, -9% YoY (FY2015: RM112mn)	RM63mn, -6% YoY (9MFY16: RM67mn)
Australasia	RM73mn, -62% YoY (FY2015: RM192mn)	RM68mn, +119% YoY (9MFY16: RM31mn)

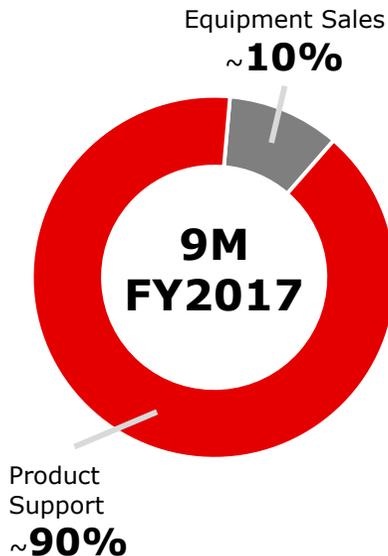
**RM1.25
billion**

Order book as at
31 Mar'17

MALAYSIA

- Improvement in **equipment deliveries & product support sales**, driven by the **construction sector**
- Potential new job opportunities from **mega-infrastructure projects** in Malaysia (e.g. *LRT, MRT, WCE, HSR, Pan Borneo HW*)

DIVISION'S PADE BREAKDOWN



AUSTRALASIA

- Better performance from the **Product Support business segment for 3QFY17** (+17% YoY for Parts, +111% YoY for Services) as mining industry sentiment improved following the **stabilisation of coal prices**
- However the **Adani project in Galilee Basin**, Queensland is **further delayed** pending the decision by the local government on royalty regime to mining companies

CHINA

- **Buoyant construction industry** – stronger demand for HEX machines but lower engines delivery to the marine sector
- HEX sales in Feb & Mar 2017 - all time high in CEL history

	FY2016	9MFY2017
External Revenue	RM629mn, -14% YoY FY2015: RM730mn	RM222mn (+2% YoY) 9MFY16: RM217mn
PBIT	RM106mn, -16% YoY FY2015: RM126mn	RM36mn (-48% YoY) 9MFY16: RM69mn
Weifang and Jining Ports	RM98mn, +27% YoY (FY2015: RM77mn)	RM20mn, -66% YoY (9MFY16: RM58mn)
Weifang Water Management	RM8mn, -84% YoY (FY2015: RM49mn)	RM16mn, +46% YoY (9MFY16: RM11mn)

FY2016

9MFY2017

	FY2016	9MFY2017
External Revenue	RM50mn, -29% YoY FY2015: RM71mn	RM34mn (-13% YoY) 9MFY16: RM39mn
PBIT	RM23mn, >+100% YoY FY2015: RM-36mn	RM38mn (+192% YoY) 9MFY16: RM13mn
Ramsay Sime Darby Health Care	RM27mn, +80% YoY (FY2015: RM15mn)	RM28mn, +33% YoY (9MFY16: RM21mn)
Tesco M'sia Sdn Bhd	RM-20mn, +73% YoY (FY2015: RM-74mn)	RM0mn, >+100% YoY (9MFY16: RM-19mn)
Insurance Broking	RM13mn, -41% YoY (FY2015: RM22mn)	RM10mn, -17% YoY (9MFY16: RM12mn)

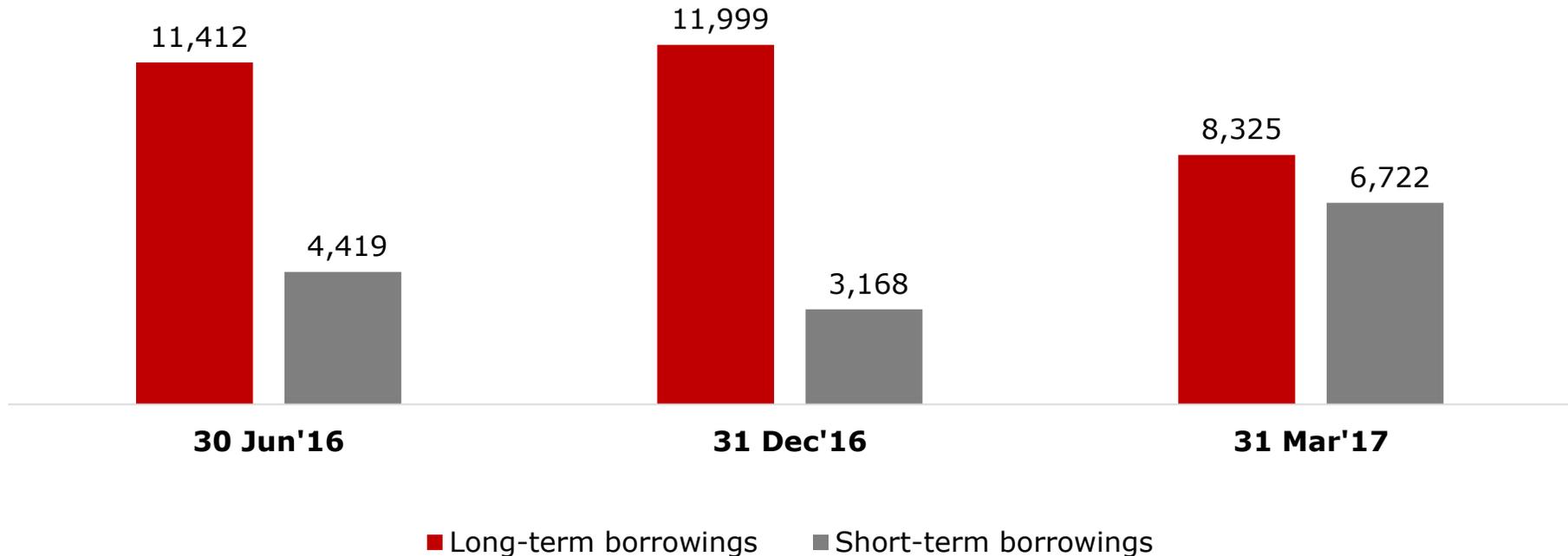
Breakdown of long-term borrowings and short-term borrowings

Total Borrowings: RM15.8bn
D/E Ratio: 44%

Total Borrowings: RM15.2bn
D/E Ratio: 38%

Total Borrowings: RM15.0bn
D/E Ratio: 37%

In RM million



Sime Darby Berhad

**Baa1, Negative**

As at 26 May'17

**BBB+, Stable**

*Currently under Rating Watch Negative

As at 11 Oct'16

**AA_{IS}, Negative**PERPETUAL
SUKUK

As at 8 Feb'17

**MARC-1_{DD} / AAA_{ID},
Negative**

ICP/IMTN

As at 8 Feb'17

Sime Darby Plantation

**Baa1, Stable**

As at 26 May'17

**BBB+, Stable**

As at 18 Apr'17

**AA_{IS}, Stable**PERPETUAL
SUKUK

As at 23 Jun'17

RM2.2bn

NET EARNINGS TARGET

6.4%

**RETURN ON AVERAGE
SHAREHOLDERS' EQUITY
TARGET**

Key Parameters

- ❑ Average CPO price of RM2,650/MT
- ❑ Subdued demand for engines from the oil & gas, marine and shipyard sectors
- ❑ Weaker Ringgit Malaysia resulting in higher cost of imported inputs
- ❑ Strict lending policies and cautious consumer sentiment

1

**The Sime Darby
journey**

2

**Our strengths
& aspirations**

3

**Rationale for
Pure Play
strategy**

4

**The way
forward**

5

**Transaction
structure**

6

**Proposed Internal
Restructuring &
Timeline**

Journey to date

A long and proud heritage

Humble beginnings

1800 - 1900s

- Pioneering British entrepreneurs and planters established trading businesses in Singapore and rubber plantations in Malaya



Proudly driving Malaysia's growth

1900s - 2007

- Growth through **international expansion**
- Acquired **Caterpillar** dealership in 1929
- Partnered with **BMW** in 1987
- Diversified into property development in the 1980s



Synergy Drive

- 2007
- Merger of Kumpulan Sime Darby Berhad, Kumpulan Guthrie Berhad and Golden Hope Berhad
 - Became the **world's largest listed oil palm plantation player**



Strengthening global footprint and focusing on core businesses

2010 - 2016

- Industry leading Plantation brand** and world's largest producer of Certified Sustainable Palm Oil
 - RSPO certified in nearly 100% of strategic operating units
- Global footprint** across 25 countries and 4 territories
- Strategic investments** such as Battersea Power Station in 2012, New Britain Palm Oil Limited in 2015, Genome Select planting materials and the expansion of Sime Darby Weifang Port
- Strategic partnerships** with Ramsay Health Care and Eastern & Oriental Berhad
- A **major contributor** towards the Malaysian economy

Journey to date

A long and proud heritage

**A leading
multinational
corporation**

Industry leaders

Present in

25

countries and 4
territories across
the world

#1-2

in all our key sectors
and geographies in
Plantation, Property,
Motors, Industrial
and Logistics



Note:

Sime Darby Plantation is the world's largest producer of Certified Sustainable Palm Oil

Sime Darby Industrial is one of the largest Caterpillar dealers in the world

Sime Darby Motors is No.2 BMW dealer globally

Sime Darby Property is Malaysia's largest property developer by land bank

Sime Darby Logistics is the largest multi-purpose port in Yellow Delta River in the Shandong Province

Our strengths & aspirations

Over the years, Sime Darby has developed key strengths in core business sectors



PLANTATION

#1

World's largest listed oil palm plantation company by planted area

#1

Global producer of Certified Sustainable Palm Oil (CSPO)¹

#1

First company in the world to fully sequence, assemble and annotate the Oil Palm Genome

¹ RSPO certified in nearly 100% of strategic operating units

Our strengths & aspirations

Over the years, Sime Darby has developed key strengths in core business sectors

PROPERTY

#1

Malaysia's largest property developer by land bank

Strategic land bank within and around the Malaysia Vision Valley and the Kuala Lumpur-Singapore High Speed Rail

Strategic joint ventures and partnerships
e.g. Battersea Power Station with SP Setia and EPF

Our strengths & aspirations

Over the years, Sime Darby has developed key strengths in core business sectors

Motors, Industrial, Logistics & other businesses

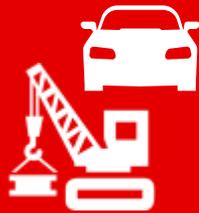
Longstanding partnerships with world-leading brands

Distinctive distribution capabilities

#3 Caterpillar dealer globally

#2 BMW dealer globally

Strong partnerships and foothold across the region in Logistics and Healthcare businesses



Today, we stand at the beginning of Sime Darby's future

Our Vision

To create
3 pure plays
bearing the
Sime Darby
brand



Sime Darby Plantation

"The next 100 years"

- Plantation company of the future with **operational excellence, innovation and sustainability**
- **Leading in agricultural R&D and innovative technology**
- Strong growth through **expansion across the value chain**



Sime Darby Property

"Unlocking full potential of Malaysia's largest Property pure play"

- **Award winning** integrated property developer
- **Strengths through strategic partnerships and alliances**
- **Drive for operational excellence** and enhance capabilities



Sime Darby Berhad

"The global champion in motors, industrial, logistics and healthcare sectors"

- **Preferred partner of leading brands** such as BMW and Caterpillar
- Growth through strong and longstanding partnerships
- **Unlock value** in all investments

“ Each business will **bear the Sime Darby brand name** and will **continue the rich heritage of the 106-year-old Malaysian icon** to develop and nurture **industry champions** which are capable of competing on the global stage...

– Tan Sri Dato' Seri Mohd Bakke Salleh, *PGCE*”

Rationale - Pure Play strategy to unlock value



1

Focus and agility to pursue distinct aspirations and strategies

- **Sime Darby Plantation** as fully-integrated world-leading player in sustainable palm oil
- **Sime Darby Property** as Malaysia's largest premier community and property developer
- **Sime Darby Berhad** as *champion in motors, industrial and logistics and healthcare sectors*



2

Unlock value for all shareholders

- Achieve **full potential of businesses** to maximise shareholder value
- **Enhance business profiles** as 3 global champions



3

Accelerate growth through governance and equity market benefits

- Enhance **organisational focus, discipline and transparency**
- **Enhance funding flexibility**
- Provide opportunity to undertake **tailored capital management initiatives**



4

Human resources development

- Develop **talent with specific skill sets and expertise for each business**
- **Improve execution capacity**

The way forward

3 international and regional champions

Strategy for each Pure Play:



Strengthen leading position in upstream

- Achieve **operational excellence**, maximise yield and cost efficiency
- Mobilise **market-leading technology** for strategic operational benefits and growth

Ride on growth momentum of “integrated play”

- Expand presence in **high-margin products and attractive mid and downstream markets**
- Leverage sustainability and expand **strategic partnerships**



Unlock full potential as leading Malaysian property developer

- Leverage core strengths in **township development** to deliver distinctive successful communities
- Realise value of land bank along the **High Speed Rail** and **Malaysia Vision Valley**

Explore long-term strategic shifts to unlock value

- Explore **new segments, partnerships** and expand **business portfolio**
- Implement best in class **operational excellence** and **cost optimisation initiatives**



Leverage distinctive capabilities to optimise businesses

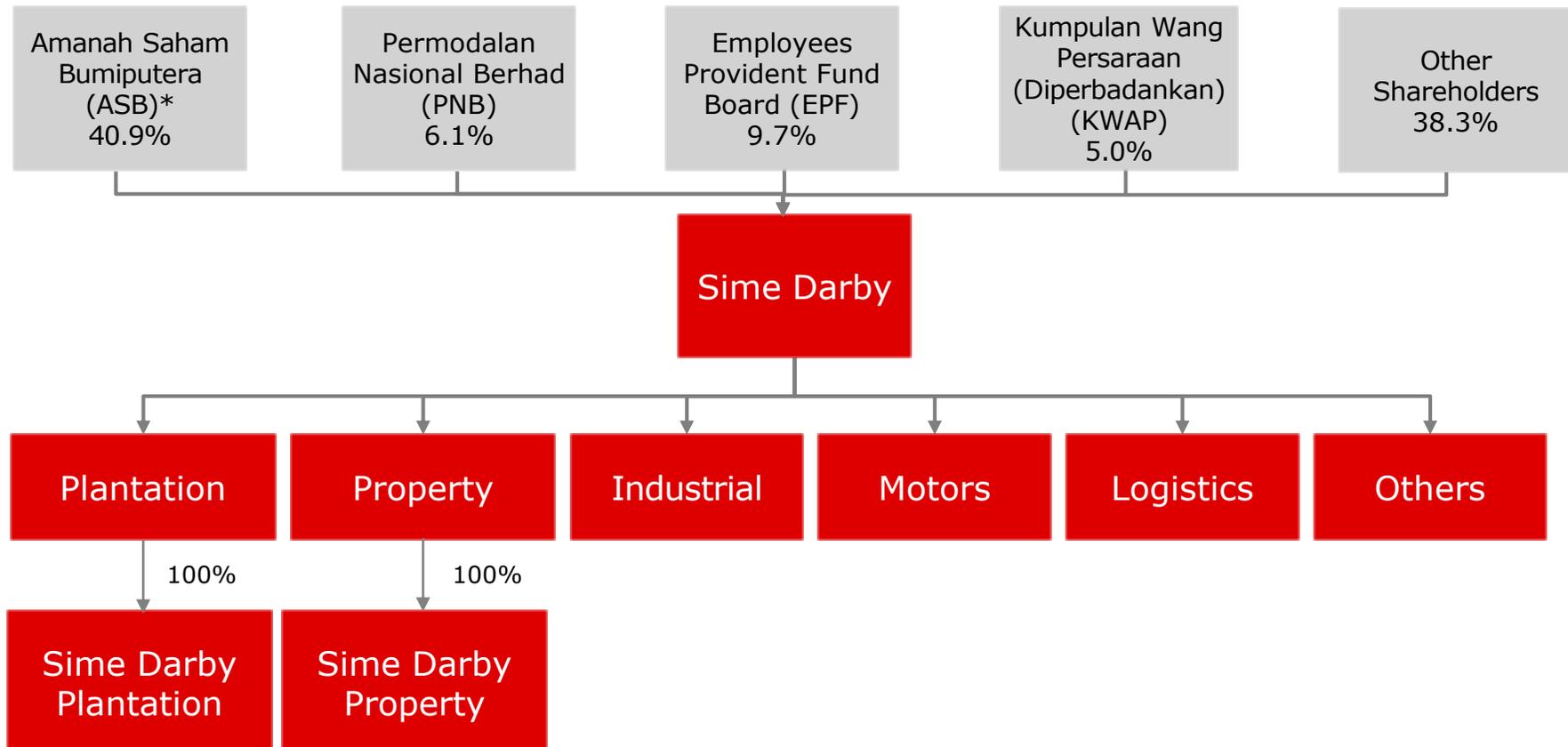
- Enhance operational performance through position as trusted partner of **world-leading brands** with distinctive **distribution and logistics capabilities**

Turbocharge market presence to deliver growth

- Explore new opportunities across the **value chain** and **new geographies**
- Explore **new strategic growth opportunities**

Transaction structure – dividend in specie

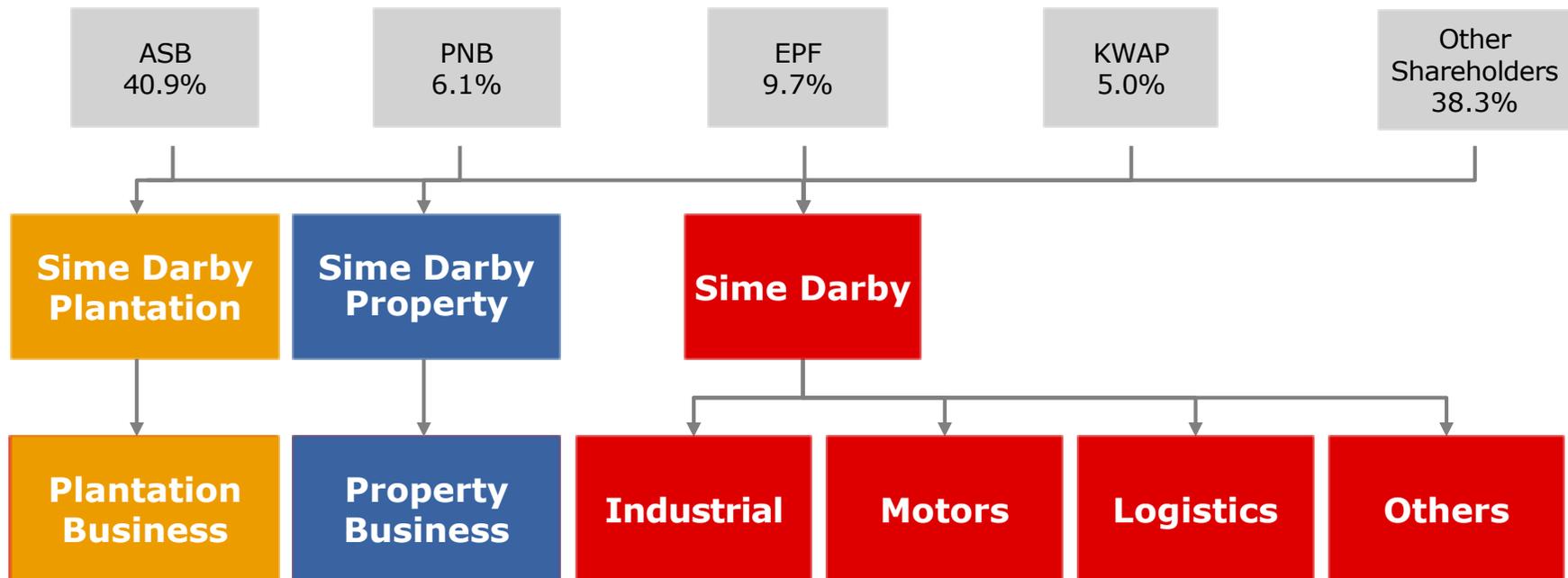
CURRENT STRUCTURE



* AmanahRaya Trustees Berhad - Amanah Saham Bumiputera (ASB)

Transaction structure – dividend in specie

STRUCTURE POST PURE PLAY STRATEGY



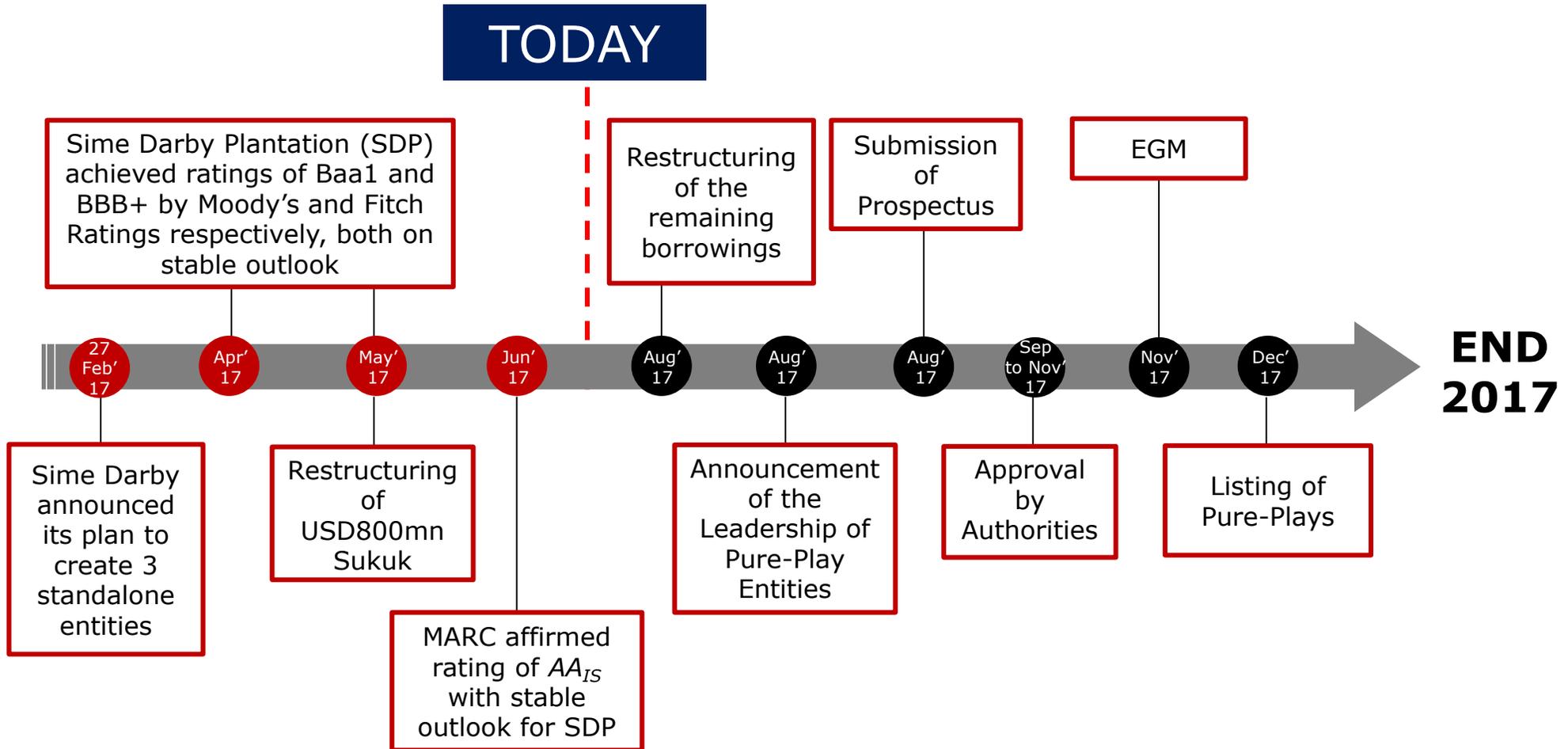
- Transaction will be done through a dividend in specie
- Shareholding structure of 3 entities will remain the same as current structure of Berhad
- The proposed listing of Sime Darby Plantation and Sime Darby Property maybe implemented together or at different times

Key areas to ensure optimal capital structure for Pure Play entities

Sime Darby is undertaking **an internal restructuring** of the Group and its subsidiaries involving the following to **ensure that an optimal capital structure** is achieved for the listed pure-play entities.

Status

A)	<u>Status</u>
Restructuring of the Group's borrowings	
<ul style="list-style-type: none"> • USD800mn Multi-Currency Sukuk 	Completed on 23 rd May'17 <ul style="list-style-type: none"> • Settlement of USD631.3mn • Novation to SDP of USD168.7mn
<ul style="list-style-type: none"> • RM2.2bn Perpetual Sukuk 	Completed – Novation to SDP
<ul style="list-style-type: none"> • RM700mn IMTN 	Ongoing
B)	
Transfer of certain assets within the Group	Ongoing
C)	
Capitalisation of inter-company loans	Ongoing

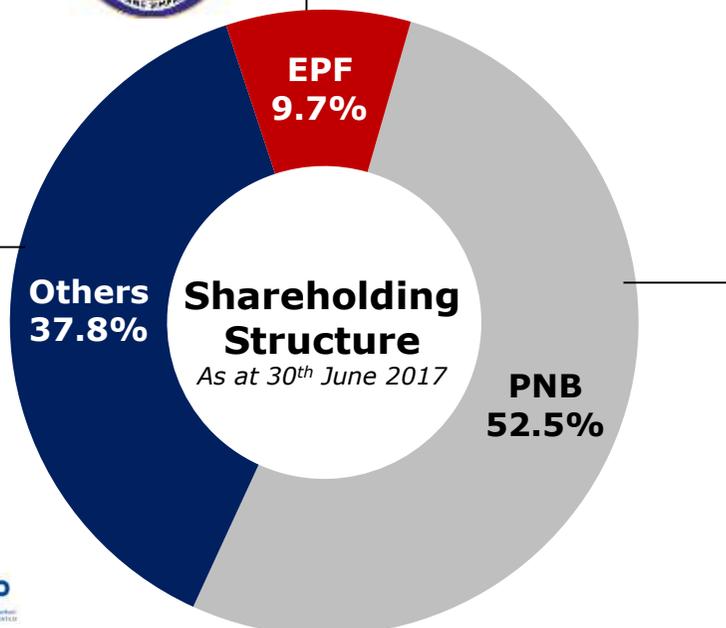


APPENDICES

- 1. Group**
- 2. Plantation**
- 3. Property**
- 4. Motors**
- 5. Industrial**
- 6. Logistics**

Broad Mix of Strong & Reputable Shareholders

Employees Provident Fund
Malaysia's largest pension fund



RM9.54

Share Price

As at 21st July 2017

RM64.9 billion

Market Capitalisation

As at 21st July 2017

15.3%

Foreign Shareholding

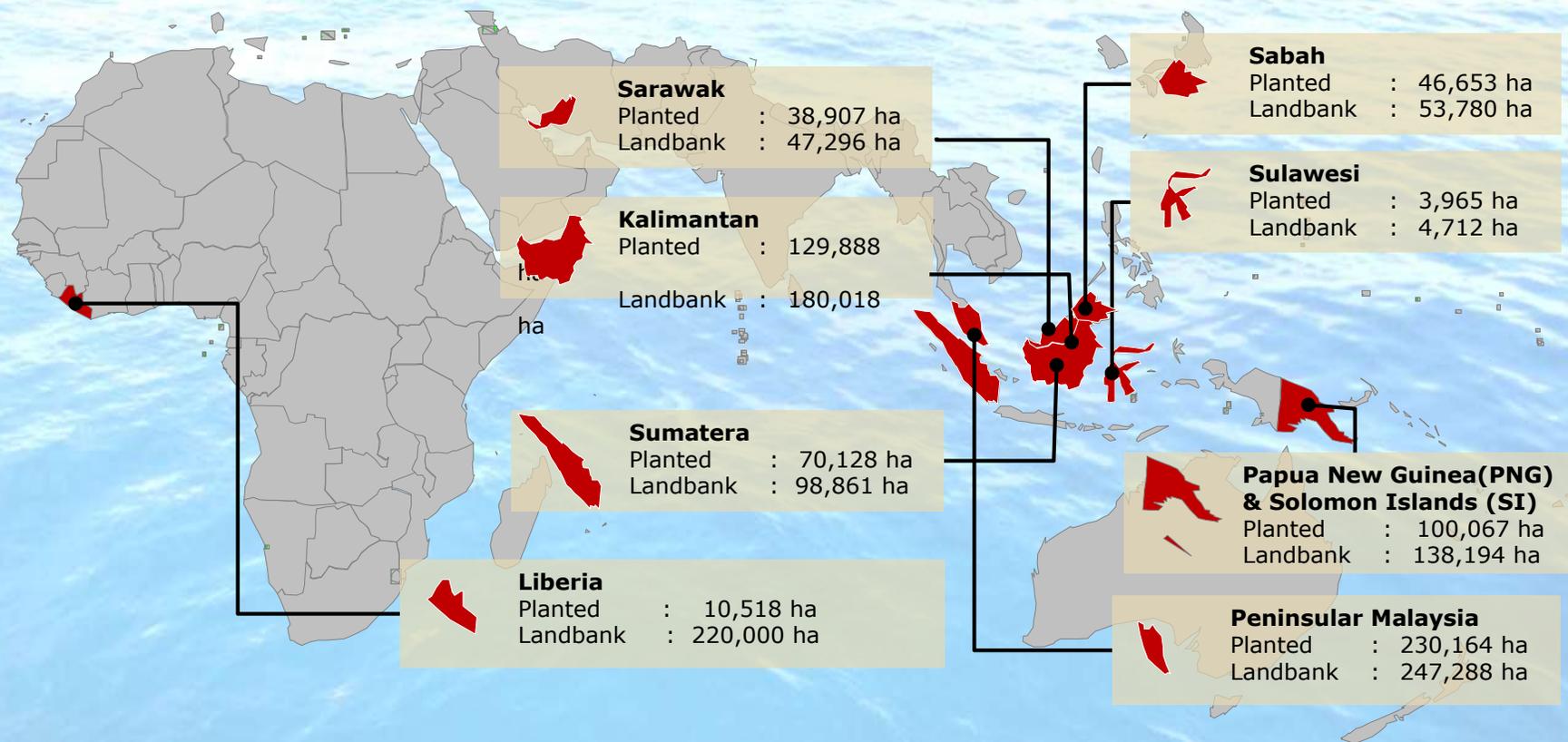
As at 30th June 2017



Permodalan Nasional Berhad

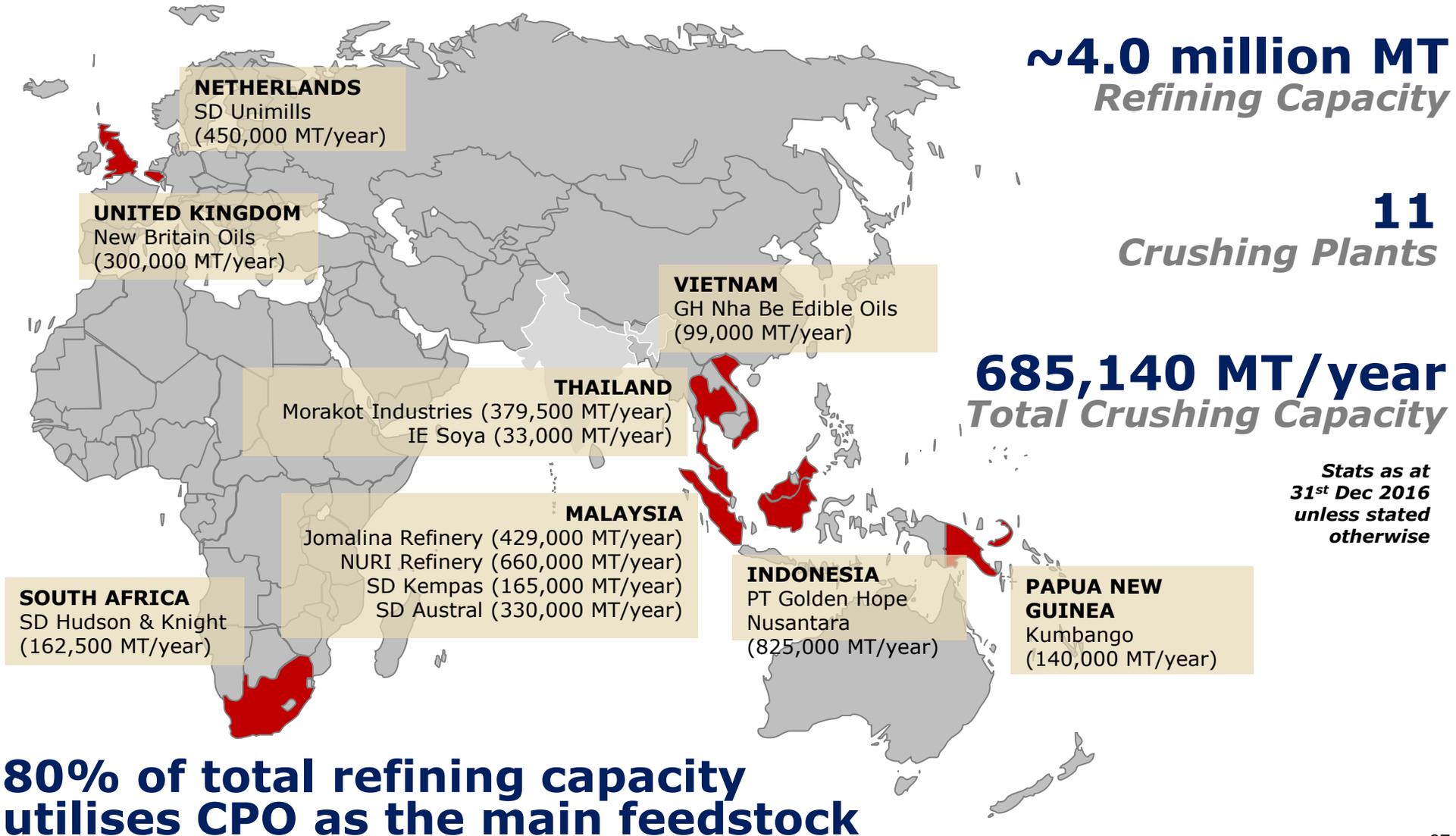
Malaysia's biggest fund management company

Plantation - Upstream Geographical Coverage



As at 31 Mar'17	Malaysia	Indonesia	Liberia	PNG	Solomon Islands	Group
Total Land bank (ha)	348,252	283,385	220,000	129,935	8,304	989,876
Total Oil Palm Planted Area (ha)	303,104	202,696	10,482	79,134	6,765	602,181
Total Rubber Planted Area (ha)	11,627	1,432	107	-	-	13,166
Other Planted Area (ha)	263	-	-	14,828	-	15,091

Plantation – Strategically Located Downstream Assets



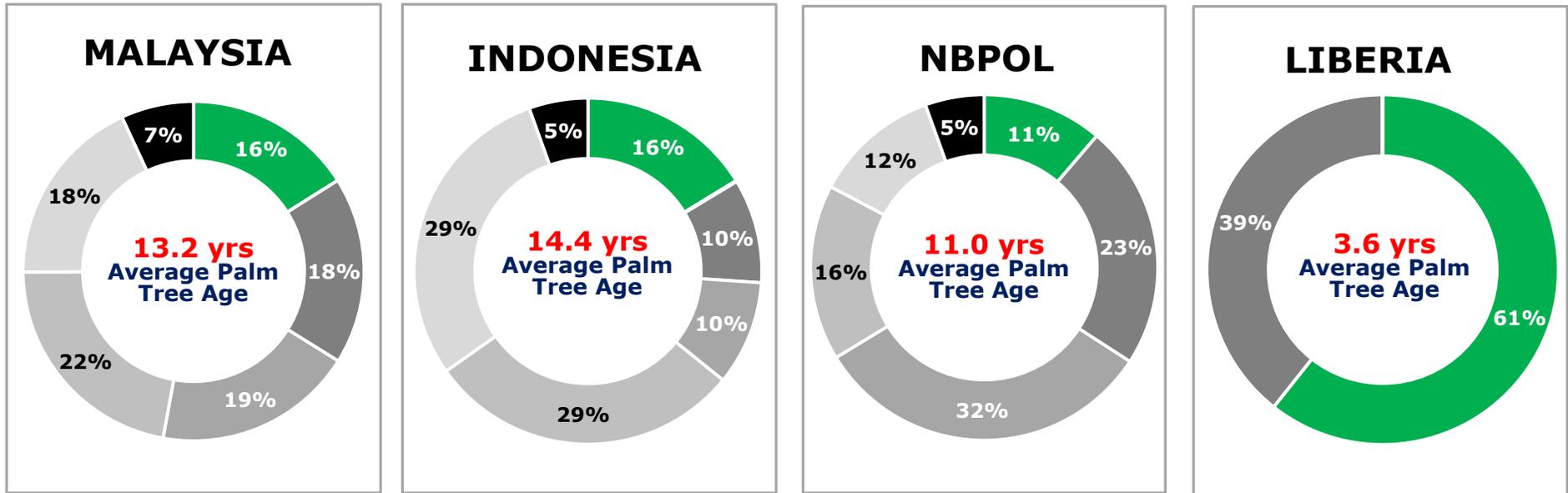
Plantation - Operational Statistics as at 31 Mar'17



	MALAYSIA		INDONESIA		PNG	LIBERIA	TOTAL	
	9MFY17	9MFY16	9MFY17	9MFY16	9MFY17	9MFY17	9MFY17	9MFY16
FFB Production (mn MT)	3.89	4.06	2.15	2.29	1.28	11,940 ¹	7.33	7.52
FFB yield per mature ha (MT/ha)	15.25	15.59	12.81	12.80	17.06	2.03	14.55	14.63
CPO Production (mn MT)	0.87	0.92	0.58	0.65	0.39	2,654 ¹	1.84	1.91
PK Production (mn MT)	0.21	0.22	0.13	0.14	0.10	-	0.43	0.44
CPO Extraction Rate (%)	20.64	21.39	21.33	22.63	23.08	18.17	21.33	22.01
PK Extraction Rate (%)	4.90	5.05	4.69	4.79	5.72	-	4.99	5.10
Average CPO selling price (RM/MT)	2,825	2,209	2,777	1,915	3,123	2,508	2,861	2,113
Average PK selling price (RM/MT)	2,805	1,548	2,384	1,144	-	-	2,697	1,434

¹ in MT

Plantation – Oil Palm Age Profile



13.1 yrs Group's Weighted Average Palm Tree Age

■ Immature
 ■ 4-8 Years
 ■ 9 - 14 Years
 ■ 15 - 18 Years
 ■ 19 - 22 Years
 ■ Above 22 Years

Sime Darby has 602,806 ha of oil palm planted area of which 84% is mature and 16% is immature

Plantation – Key Sustainability Achievements

RSPO Certification Status

Status (as at 31 Mar'17)	Malaysia	Indonesia	PNG & SI	Liberia	Total
Certified	34/34	23 /24	12/12	0/1	69/71
% of completion	100%	96%	100%	-	97%

Constituent of Environmental, Social & Corporate Governance (ESG) Indices

Since 2015 :

S&P Dow Jones Indices

Dow Jones Sustainability Emerging Markets Index (DJSEMUP)



FTSE4GOOD Bursa Malaysia (F4GBM) Index

In 2016 :



FTSE4Good Emerging Index (Newly launched in Dec'16)

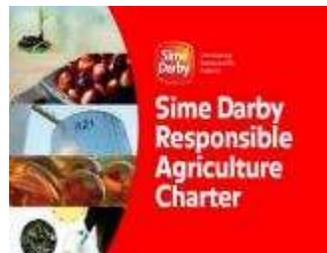
High Carbon Stock (HCS) Commitment

As a signatory to the Sustainable Palm Oil Manifesto, Sime Darby Plantation **is carrying out findings from its landmark HCS study in its Liberian operations**

Responsible Agriculture Charter (RAC)

Launched in Sep'16 with Sime Darby's focused commitments on:

- **Human rights & social development**
- **The environment,** and
- **Corporate integrity**



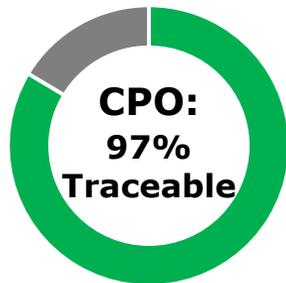
Plantation – Pioneering Good Agricultural Practices

Open Palm Traceability



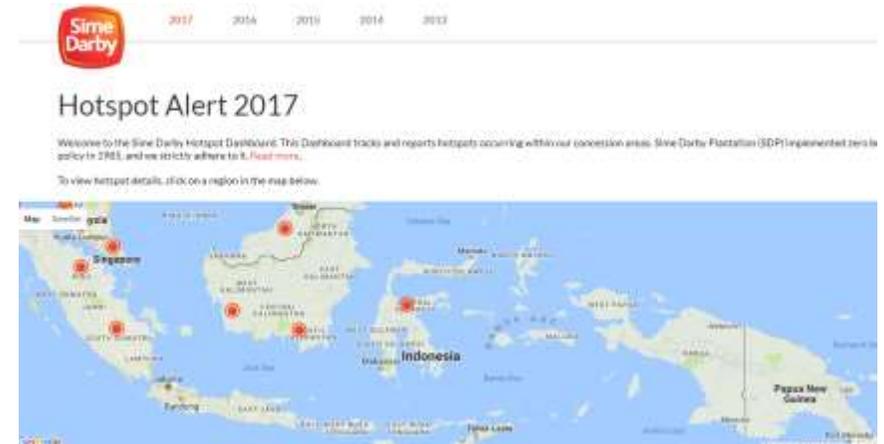
Open Palm online dashboard provides SDP customers with **access to key data on the origin of all palm products that go through SDP refineries** from its various oil palm mills, plantations and third party plantations

Percentage of oils traceable to mills:



CPO – Crude Palm Oil
PKO – Palm Kernel Oil

Hotspot Management



The Sime Darby Hotspot Dashboard **tracks and reports hotspots occurring within our concession areas** where we **respond immediately** to contain and put out the fire

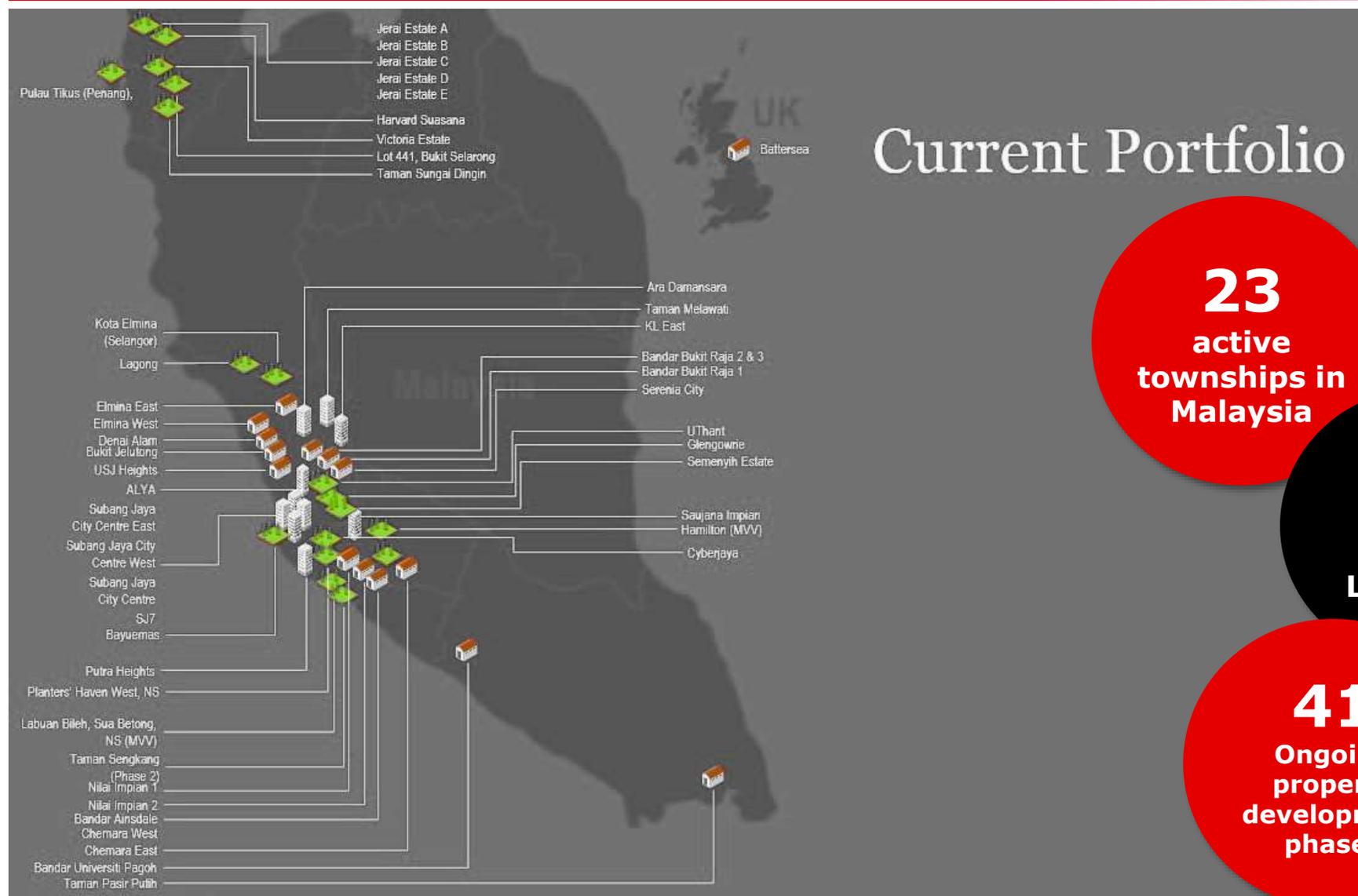
Plantation – Improving Yields with Genome Select Materials

Excellent replanting standards with Premium Materials

- Sime Darby Plantation commenced **its first large scale planting of Genome Select high yielding oil palms** on 25th of April '16
- The planting of **100 ha of Genome Select Seeds** was carried out at two sites in the coastal and inland areas
- Beginning 2017, the **Genome Select seeds** will be **used for replanting** gradually across the Group
- These selected palms have the **potential to produce at least 15% more oil** than Sime Darby Plantation's current best Calix 600 planting materials



Property – 40 years of Building Sustainable Communities



23
active townships in Malaysia

Over 25,000
acres Landbank

41
Ongoing property development phases

Property – Battersea Power Station Project Development



Battersea Power Station (BPS) :
Established in Jul'12

JOINT VENTURE **40:40:20**
SD Property: SP Setia : EPF

10-15 Years to project completion

Site Area **42 acres**

Estimated GDV **~£8bn**

Vauxhall Nine Elms Battersea Opportunity Area
Strong capital growth expected, as it will be part of the largest urban redevelopment area in central London

June 2017 Full completion of handover of keys for Phase 1's residential units

The **sustainable mixed development** comprising residential and commercial units at Battersea Power Station was **well received** since its **inaugural launch in Sep'14**



Phase 1

The take-up rate of **99% with 862 units sold**, locked in sales of £771mn, where the remaining 5 units unsold are penthouses

Phase 2

The take-up rate is at **91% with 231 units sold** which represents locked in sales of £573mn

Phase 3

The take-up rate is currently at **61% with 343 units sold**, which is equivalent to values of units exchanged of £519mn

Motors – Marques by Region

MALAYSIA	SINGAPORE	THAILAND	CHINA	HONG KONG	MACAU	AUSTRALIA	NEW ZEALAND	VIETNAM
Distributor & Dealer	Distributor & Dealer	Dealer	Dealer	Distributor & Dealer	Distributor & Dealer	Dealer	Distributor & Dealer	Distributor & Dealer
Assembly (INOKOM)	Rental					Rental		
Rental							Dealer	
								TAIWAN
								Distributor & Dealer / Assembly

Motors – Strategic Developments in Key Geographical Footprints



Key highlights over the years

FY2014

Acquisition of KIA distributorship in Taiwan and the acquisition of BMW & MINI distributorships in Brisbane, Australia and Vietnam

FY2015

Acquisition of a new Ferrari dealership in Brisbane, Australia and the establishment of five new facilities in China (*Nanjing and Chongqing*), Australia (*Brisbane*) and Taiwan (*two in Taipei*)

FY2016

Establishment of an enlarged Porsche Sydney showroom

FY2017

Strategic divestment of the Peugeot and Citroen distribution rights in Australia and the establishment of new BMW 4S centre in China (*Shenzhen*)



* As at 31 Mar'17

AUSTRALASIA



- PINS leadership of 50%* in the mining sector (Queensland & Northern Territory, Australia)
- Mining, general construction and government sectors

CHINA/HONG KONG



- Ranked top 3 among China CAT dealers
- PINS leadership of 12%* in China/HK
- HEX PINS of 13.2%*
- Construction sector & power systems

MALAYSIA



- PINS leadership of 26%* in Malaysia
- Forestry and construction sectors & power systems

SINGAPORE



- Construction, oil & gas, shipping and marine sectors & power systems
- One of the first Cat Propulsion dealers in the world

Industrial – The Mine Energy Solutions (MES) Project



MES is a 50:50 JV between Sime Darby Industrial and IntelliGas.

- IntelliGas is a gas technology specialist which developed and patented high-density compressed natural gas (HDCNG™) supply solutions for mobile mining equipment.

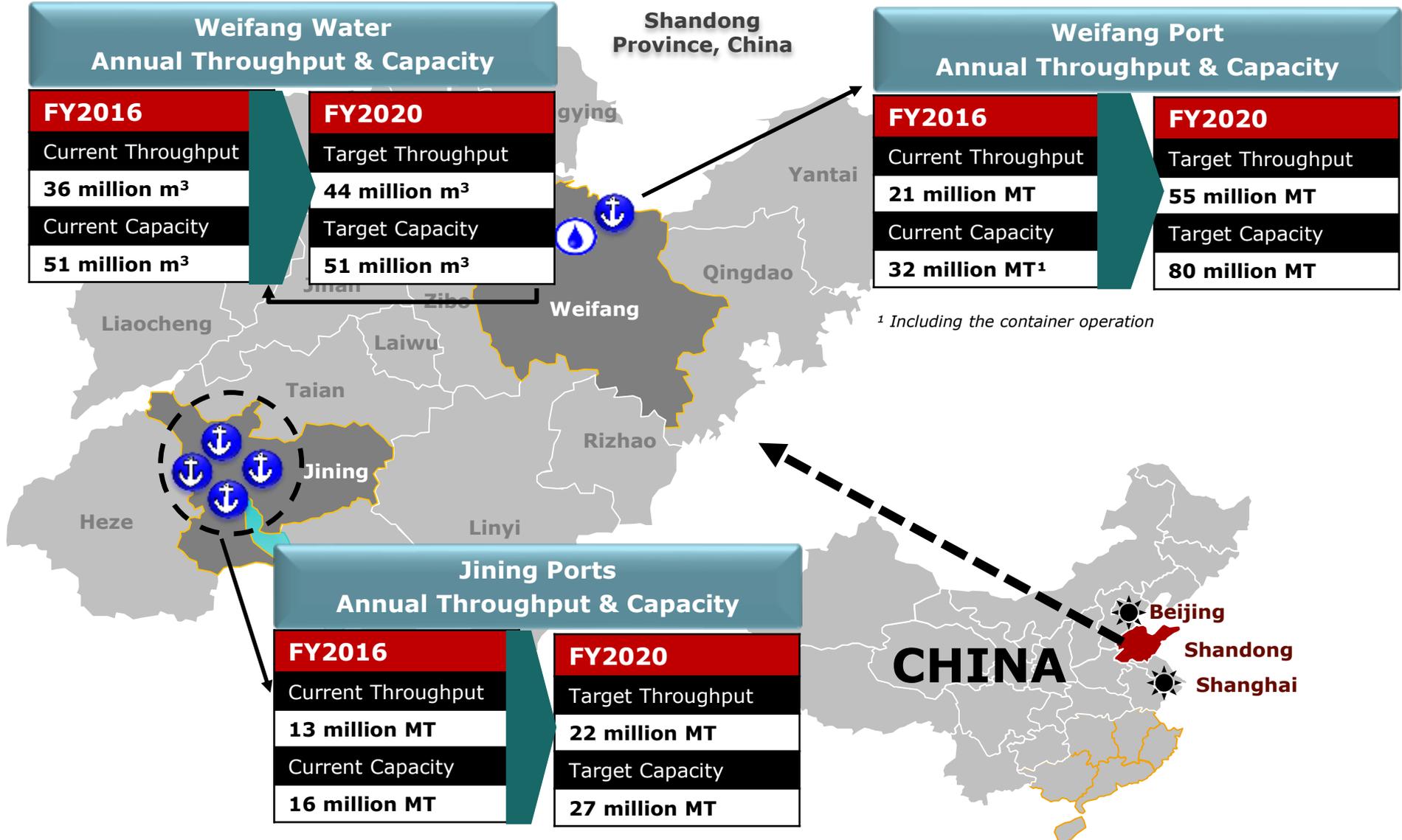
Potential Benefits:

Potentially substitute a significant amount of diesel with gas and deliver cost savings while reducing GHG emissions.

Highlights:

Collaboration between Hastings Deering and MES to fit a CAT 789 mine truck with dual fuel HDCNG™ engine with refueling facility commissioning in final stages.

Logistics - Overview



As at 30 June 2016

Weifang Port

- Total capacity of **32 million MT per annum**
- Has **23 berths** with a total berth length of **4,085 metres**
- Cargoes such as raw salt, soda, grain, aluminum ore, coal, bauxite, petroleum, liquid products and container handling

Jining Ports

- Total capacity of **16 million MT per annum**
- Comprise of **3 ports** namely Jining North, Jining South and Jining Taiping ports
- Cargoes such as sand, coal, porcelain clay and other general cargo

TOTAL COMBINED CAPACITY

48 MILLION MT PER ANNUM

Expected the full completion of Weifang Port's 5-Year Expansion Plan by FY2020



Multipurpose Zone

- 3 x 30,000DWT dry bulk terminal (Completed in Nov 2016)
- 3 x 30,000DWT general cargo terminal

CAPACITY
26.3 million MT



Container Zone

- 2 x 30,000DWT container
- 2 x 20,000DWT container

CAPACITY
0.7 million TEU



Liquid Zone

- 4 x 50,000DWT liquid terminal
- 500,000m³ tank storage area

CAPACITY
11.2 million MT

Target full completion by mid-2019

TOTAL COMBINED CAPACITY

~100 MILLION MT PER ANNUM

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Sustainable Futures