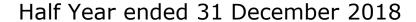


Analyst Briefing: Half Year ended 31 December 2018 21 February 2019





Sime Darby Berhad Group Results





In RM Million	1H FY2019	1H FY2018	YoY %
Revenue	18,268	16,959	7.7
PBIT	674	495	36.2
Finance income	27	80*	
Finance costs	(62)	(61)	
Profit before tax	639	514	24.3
Taxation	(64)	(154)	
Profit from continuing operations	575	360	59.7
Non-controlling interests	(33)	(40)	
Net profit from continuing operations	542	320	69.4
Net profit from discontinued operations	-	1,301	(100.0)
Net profit attributable to owners of the Company	542	1,621	(66.6)

^{*}Includes finance income from discontinued operations of RM48m.



Core Profit of Continuing Operations: Half year ended 31 December 2018

In RM Million	1H FY2019	1H FY2018	YoY %
Reported PBIT	674	495	36.2
Adjustments			
Motors Vietnam	(15)	184	
Gain on disposals	(96) ¹	$(215)^2$	
Impairment of equity interest in E&O	66	-	
ONGC recovery	(20)	-	
Net corporate forex gain & YSD	(3)	61	
Core PBIT	606	525	15.4
Net finance costs	(35)	(26)	
Taxation	$(178)^3$	(150)	
Non controlling interests	(33)	(28)	
Core Net Profit	360	321	12.1

Note:

- 1. Gain on disposal of Weifang Water business (RM78m) and Industrial Malaysia property (RM18m)
- 2. Gain on property disposal in Industrial Australia (RM156m), Industrial Malaysia (RM9m), Motors China (RM41m), Motors Malaysia (RM9m)
- 3. Excludes tax on disposal of Weifang Water (RM13m) and deferred tax credit arising from change in RPGT rate (RM129m)



Segmental PBIT: Half year ended 31 December 2018

T. DM		1H FY2019			1H FY2018		Reported Core	
In RM Million	Reported PBIT	Adjustments I - Adjustments		Core PBIT	PBIT YoY %	PBIT YoY %		
Industrial	366	$(18)^1$	348	393	(165) ⁵	228	(6.9)	52.6
Motors	240	$(15)^2$	225	145	134 ⁶	269	77.8	(16.4)
Logistics	104	$(78)^3$	26	43	-	43	141.9	(39.5)
Healthcare	30	-	30	25	-	25	20.0	20.0
Others	(36)	46 ⁴	10	10	-	10	(460.0)	-
Corporate	(33)	-	(33)	(50)	-	(50)	34.0	34.0
Forex	3	(3)	-	24	(24)	-	(87.5)	-
YSD	-	-	-	(85)	85	-	100.0	-
PBIT	674	(68)	606	495	30	525	36.2	15.4

Adjustments:

- 1. Gain on disposal of property (RM18m)
- 2. Motors Vietnam tax refund (RM15m)
- 3. Gain on disposal of Weifang Water (RM78m)
- 4. Impairment of equity interest in E&O (RM66m), ONGC recovery (RM20m)
- 5. Gain on disposal of properties
- 6. Gain on disposal of properties (RM50m) and Vietnam losses (RM184m)



Quarter ended 31 December 2018

In RM Million	2Q FY2019	2Q FY2018	YoY %
Revenue	9,423	8,815	6.9
PBIT	327	139	135.3
Finance income	13	30*	
Finance costs	(32)	(31)	
Profit before tax	308	138	123.2
Taxation	29	(53)	
Profit from continuing operations	337	85	296.5
Non-controlling interests	(20)	(13)	
Net profit from continuing operations	317	72	340.3
Net profit from discontinued operations	-	233	(100.0)
Net profit attributable to owners of the Company	317	305	3.9

^{*}Includes finance income from discontinued operations of RM11m.



Core Profit of Continuing Operations: Quarter ended 31 December 2018

In RM Million	2Q FY2019	2Q FY2018	YoY %
Reported PBIT	327	139	135.3
Adjustments			
Motors Vietnam	(15)	109	
Gain on disposals	$(18)^1$	-	
Impairment of equity interest in E&O	31	-	
ONGC Recovery	(20)	-	
Net corporate forex gain & YSD	-	68	
Core PBIT	305	316	(3.5)
Net finance costs	(19)	(11)	
Taxation	(98) ²	(71)	
Non controlling interests	(20)	(13)	
Core Net Profit	168	221	(24.0)

- 1. Gain on disposal of Industrial Malaysia property
- 2. Excludes deferred tax credit arising from change in RPGT rate (RM129m)



Segmental PBIT: Quarter ended 31 December 2018

To DM		2Q FY2019			2Q FY2018		Reported Core	
In RM Million	Reported PBIT	Adjustments	Core PBIT	Reported PBIT	Adjustments	Core PBIT	PBIT YoY %	PBIT YoY %
Industrial	187	$(18)^1$	169	146	-	146	28.1	15.8
Motors	135	$(15)^2$	120	23	109 ⁴	132	487.0	(9.1)
Logistics	15	-	15	25	-	25	(40.0)	(40.0)
Healthcare	15	-	15	13	-	13	15.4	15.4
Others	(6)	11 ³	5	10	-	10	(160.0)	(50.0)
Corporate	(19)	-	(19)	(10)	-	(10)	(90.0)	(90.0)
Forex	-	-	-	(3)	3	-	100.0	-
YSD	-	-	-	(65)	65	-	100.0	-
PBIT	327	(22)	305	139	177	316	135.3	(3.5)

Adjustments:

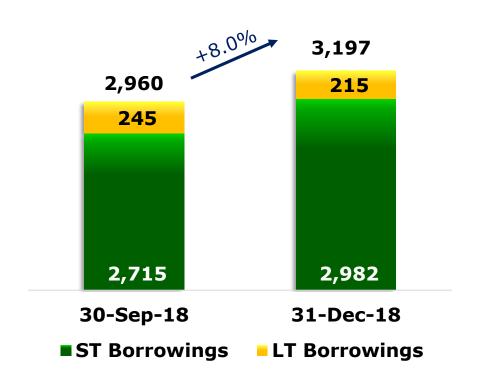
- 1. Gain on disposal of Malaysia property (RM18m)
- 2. Motors Vietnam, including tax refund (RM15m)
- 3. Impairment of equity interest in E&O (RM31m), ONGC recovery (RM20m)
- 4. Vietnam losses (RM109m)



Snapshot of borrowings position as at 31 December 2018



Total Borrowings





RM3.20bn

As at 31 December 2018

RM14.8bn Total Equity

21.6% Debt/Equity Ratio

RM1.5bn
Bank balances, deposits
and cash

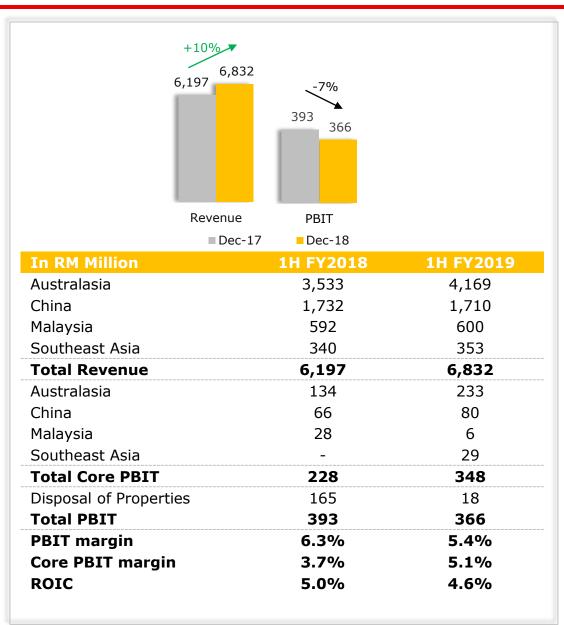


Segmental Results



Sime Darby

Rising sales and profits in Australasia



Australasia

- Higher equipment deliveries to the mining and construction sectors
- Higher margins from equipment and parts
- Results partly offset by the weakening of AUD/MYR by 9% from 3.28 to 2.99 and fair value loss on financial assets of RM60 million

China

- Lower equipment deliveries to construction sector amid trade war
- Higher margins compensated for the weaker RMB by 5% from 0.634 to 0.603
- Higher engines and product support contribution and CAT subsidy claim

Malaysia

- Lower CAT equipment deliveries to the construction sector compensated by higher contribution from Allied equipment deliveries to the plantation sector, higher billings in the petroleum operations and recognition of sales from milestone cogeneration project
- Improved contribution from parts
- Includes restructuring cost of RM15m and YSD donation of RM5m

South East Asia

- Lower equipment deliveries to the construction sector compensated by higher product support sales in Singapore
- RM16m share of losses from associate in 1H FY2018

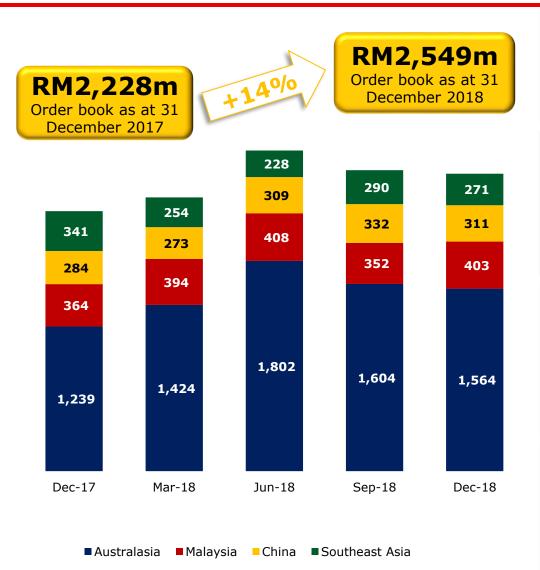
Property Disposals

- RM18m gain on disposal of a property in Malaysia in 1H FY2019
- RM156m in Australia and RM9m in Malaysia in 1H FY2018











AUSTRALASIA

- Increasing demand for coal in Asia will drive miners to increase capital expenditures for both equipment replacement cycles and expansions.
- Higher machine utilisation levels support strong parts and services sales revenue growth.



MALAYSIA

- On-going projects such as West Coast Expressway and Pan Borneo Highway supporting the construction sector.
- However, review of public infrastructure projects expected to weigh down construction sector.
- Government continues to provide more affordable housing to the low to middle income groups.



CHINA

- Government stimulus continues to drive growth in infrastructure spending.
- Nevertheless, more cautious investment approach due to the risk of escalating trade war.
- Shift in equipment model mix towards smaller models which includes rental due to customers' preference to maintain lower operating cost.



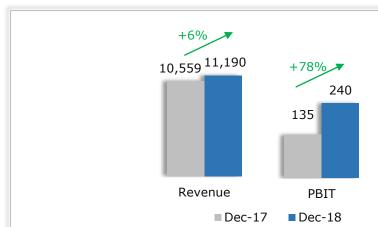
SOUTH EAST ASIA

- Public sector construction demand in Singapore supported by infrastructure projects such as the Cross Island MRT Line and Changi Airport T5.
- Product support business have recovered slightly with maintenance works in marine offshore and construction sector.
- Electric power segment set to be positive as standby generator sets demand increase to support data centers.



Increasing competition in major markets





In RM Million	1H FY2018	1H FY2019
China, HK, Macau & Taiwan	4,465	5,219
Singapore & Thailand	2,774	2,493
Malaysia	1,805	2,100
Australia & NZ	1,464	1,378
Vietnam	51	-
Total Revenue	10,559	11,190
China, HK, Macau & Taiwan	118	73
Singapore & Thailand	56	35
Malaysia	42	70
Australia & NZ	53	47
Total Core PBIT	269	225
Vietnam Property disposal/compensation	(184) 50	15 -
Total PBIT	135	240
PBIT margin	1.3%	2.1%
Core PBIT margin	2.6%	2.0%
ROIC	2.4%	3.9%

China, HK, Macau, Taiwan

- · Higher units of BMW and Super Luxury vehicles sold in China
- Lower units sold and lower margins from BMW and after-sales in HK due to competition
- Taiwan recorded LBIT (RM11m) in 1HFY2019 vs (RM17m) in 1HFY2018 - Improved margins and lower marketing expenses

Singapore, Thailand

- Lower sales and margins in Singapore due to competitive market
- Lower units of Mazda and Ford vehicles sold in Thailand

Malaysia

- Higher sales volume due to zero rated GST in July and August 2018 (1H FY2019: 9,066 units vs 1H FY2018: 8,378 units)
- Increased contribution from car rental and engine assembly, partly offset by YSD donation of RM5m in 1H FY2019 (1H FY2018 – Nil)

Australia, NZ

- Lower profit in Australia from BMW Brisbane due to lower units sold
- NZ Lower margins despite higher units sold from commercial vehicles, lower units sold from retail

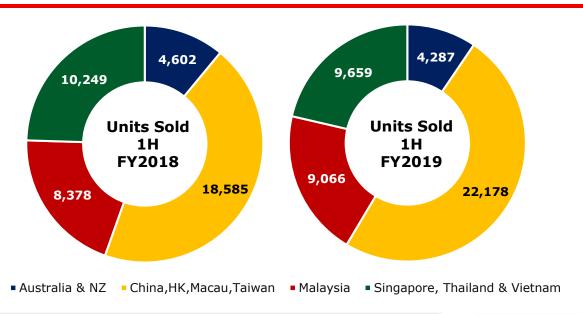
Vietnam

- Includes tax and duties refund in 1H FY2019
- Impairment of distribution rights (RM61m) and writedown of inventories (RM89m) in 1H FY2018

Motors Outlook



New models in premium segment to spur growth despite difficult market environment



45,190Units Sold
(1H FY2018: 41,814)

19,496 Units Assembled(1H FY2018: 11,917)



AUSTRALIA, NZ

- Government investment in infrastructure and ecommerce boom to support commercial vehicle sales in Australia.
- Growing household debts and upcoming elections will dampen passenger car sales in Australia.
- Solid demand from freight transport and construction sector to increase sales of commercial vehicles in NZ.



MALAYSIA

 Global trade tensions affecting sentiment and stringent hire purchase lending rules weighing on vehicle purchases.



SINGAPORE, THAILAND

- Singapore government's intensified push for public transport and tough personal vehicle stance will affect growth of vehicle sales.
- Low inflation and attractive borrowing costs to bolster growth in vehicle sales in Thailand.



CHINA, HK, MACAU, TAIWAN

- Cooling economic growth, weakening yuan and trade tensions will weigh on consumer confidence and spending on vehicles in China.
- Rising interest rates, softer housing market will dampen consumer spending in Hong Kong.
- New models in premium segment to spur growth.

Motors Outlook







Porsche Panamera GTS February 2019



Porsche Macan February 2019



BMW 8 Series March 2019

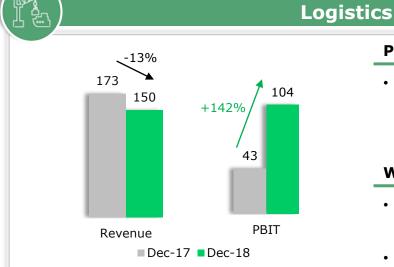


4th Generation Hyundai Santa Fe 2019

Logistics and Healthcare



Higher profit from disposal of Weifang Water; higher profit from Healthcare



In RM Million	1H FY2018	1H FY2019
Ports	140	131
Water	33	19
Total Revenue	173	150
Ports	24	23
Water	13	9
Forex	6	(6)
Total Core PBIT	43	26
Gain on disposal	-	78
Total PBIT	43	104
Core PBIT margin	24.9%	17.3%
ROIC	1.8%	5.0%

Ports

 Weaker performance due to lower throughput at ports caused by severe weather conditions.

Water

- Recorded 3 months contribution prior to disposal in September 2018.
- Gain on disposal of RM 78m.

Forex

 Mainly from translation of RMB loans given to JVs to HKD

14.7 million MT

General cargo throughput (1H FY2018: 17 million MT)

148,024 TEU
Container throughput

Container throughput (1H FY2018: 116,155 TEU)

Healthcare



In RM Million	1H FY2018	1H FY2019
Healthcare PBIT	25	30
Healthcare ROIC	3.6%	3.9%

 Higher revenue from Malaysia and Indonesia operations

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Appendices

1H FY2019 Results Announcement ended 31 December 2018



2Q FY2019 External Revenue by Region

In RM Million	2Q FY2019	2Q FY2018	YoY %
Industrial			
Malaysia	297	307	(3.3)
SE Asia ex Malaysia	196	184	6.5
China/HK	941	957	(1.7)
Australasia	2,182	1,801	21.2
	3,616	3,249	11.3
Motors			
Malaysia	912	923	(1.2)
SE Asia ex Malaysia	1,237	1,444	(14.3)
China/HK/Macau/Taiwan	2,870	2,375	20.8
Australia/NZ	655	687	(4.7)
Vietnam ¹	-	24	(100.0)
	5,674	5,453	4.1
Logistics			
Ports	70	74	(5.4)
Water	-	16	(100.0)
	70	90	(22.2)
Others	63	23	173.9
TOTAL	9,423	8,815	6.9

Note:

1. The Group has exited BMW operations in Vietnam

1H FY2019 Results Announcement ended 31 December 2018



2Q FY2019 PBIT by Region

In RM Million	2Q FY2019	2Q FY2018	YoY %
Industrial			
Malaysia	10	16	(37.5)
SE Asia ex Malaysia	16	6	166.7
China/HK	45	41	9.8
Australasia	98	83	18.1
Disposal of Properties	18	-	
	187	146	28.1
Motors			
Malaysia	31	14	121.4
Singapore/Thailand	23	23	0.0
China/HK/Macau/Taiwan	46	72	(36.1)
Australia/NZ	20	23	(13.0)
Vietnam	15	(109)	113.8
Disposal of Properties	-	-	
	135	23	487.0
Logistics			
Ports	14	16	(12.5)
Water	-	6	(100.0)
Forex	1	3	(66.7)
Gain on disposal	-	-	
	15	25	(40.0)
Healthcare	15	13	15.4
Others	(25)	(68)	63.2
TOTAL	327	139	135.3

Note:

^{1.} The Group has exited BMW operations in Vietnam



Thank you