



SIME DARBY BERHAD

Investor Presentation

January 2020



Delivering
Sustainable Futures



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Company overview

Sime Darby Berhad



Leading trading company in Asia Pacific with strong partnerships with premium brands

18 Countries & Territories⁽¹⁾

19,909 Employees⁽²⁾



One of the **largest BMW** dealers in the world



One of the **largest CAT** dealers globally



6 hospitals in Malaysia & Indonesia



4 ports in China

Logistics

FY19 Financials



Revenue
RM36.2bn



PATAMI
RM948mn

PBIT
RM1,383mn



Shareholder's
Funds
RM14.7bn



● Industrial ● Motors ● Logistics ● Healthcare

(1) Geographical footprint defined as locations in which Sime Darby Berhad has assets or employees, and includes JV's operations (i.e. Ramsay Sime Darby Health Care operates in Indonesia); (2) As at 30 June 2019. Includes Group Head Office, Industrial, Motors, Logistics and other businesses. Excludes employees of Ramsay Sime Darby Health Care.



Our Core characteristics

High volume, low margin business with significant footprint across Asia; world class partners

Exposure to megatrends

Business is a proxy to:

- **Commodity price cycle** for Industrials
- **Growing Asian affluence** for Motors & Healthcare



Vast network across Asia Pacific

- **Established network** and strong “know how” in the **Asia Pacific region**
- Diversified operational footprint with **exposure to emerging markets & developed economies**

High volume, slim margin business

Characterized by high unit sales & good trading margins, & good cash flow



Long-standing partnership with premium brands

Partner of choice for world leading brands who wish to expand in Asia



Low gearing, debt capacity for expansion

Ample debt headroom for strategic expansion & M&As

37%

Debt to equity ratio
As at 30 Sep 2019



Healthcare a hidden gem

- **Premium hospitals** in Indonesia & Malaysia
- Significant **expansion opportunities in other Asian markets**, leveraging on brand

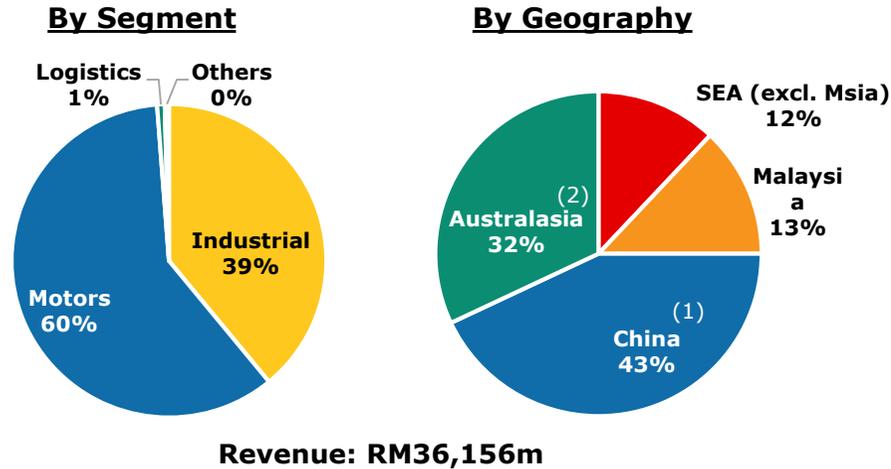


Segmental Information

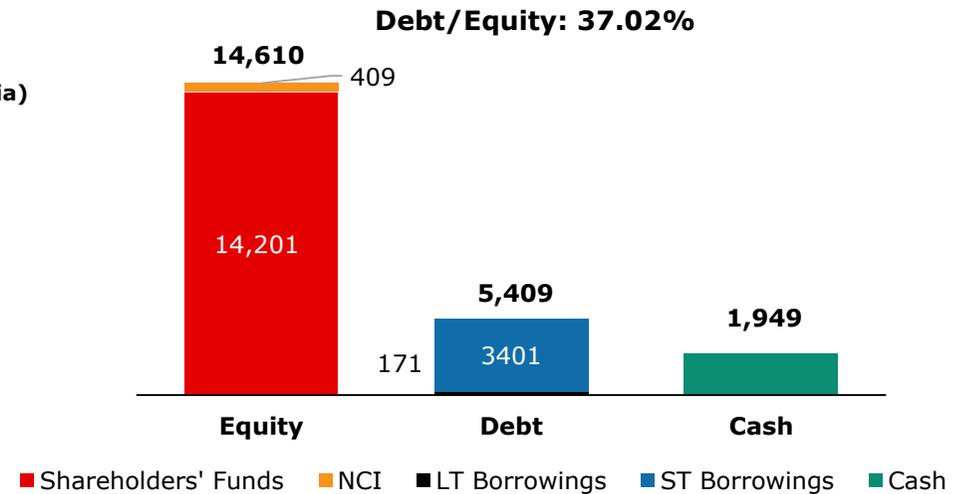
Diversified exposure across segments and geographies, low gearing for expansion

(Financial Year Ended 30 June 2019; RM million)

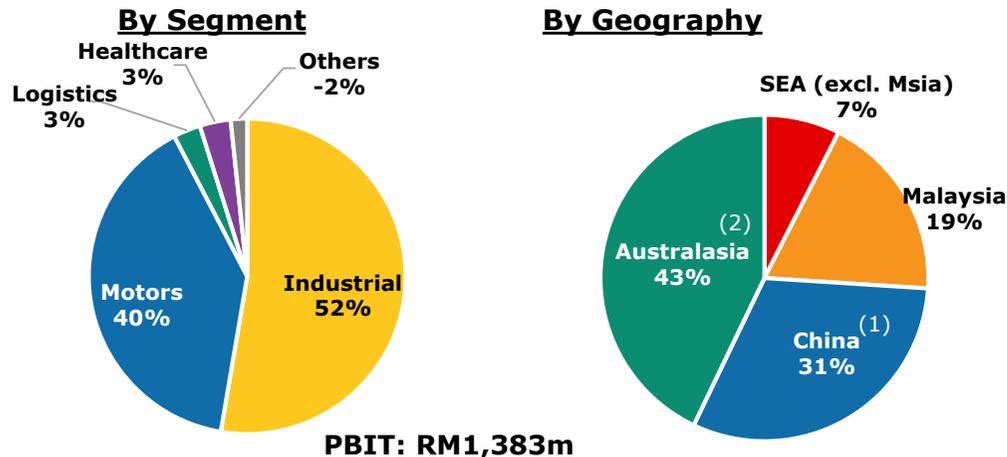
Total Revenue (FY2019)



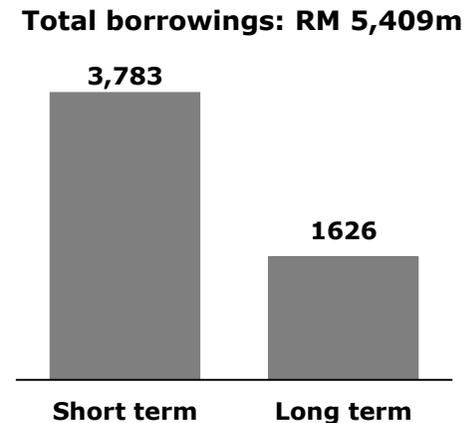
Capital Structure



Total PBIT (FY2019)



Total Borrowings (By maturity)



(1) China consists of China, Hong Kong, Macau & Taiwan; (2) Australasia consists of Australia, New Caledonia, New Zealand, Papua New Guinea & Solomon Islands

All figures are based on management accounts (unaudited results)



FY2020 Financial Results

Reported Profit: Quarter ended 30 September 2019

In RM Million	Q1 FY2020	Q1 FY2019	YoY %
Revenue	9,476	8,845	7.1
PBIT	380	352	8.0
Finance income	11	9	
Finance costs	(39)	(30)	
Profit before tax	352	331	6.3
Taxation	(93)	(93)	
Profit after tax	259	238	8.8
Non-controlling interests	(13)	(13)	
Net profit attributable to owners of the Company	246	225	9.3



FY2020 Financial Results

Core Profit: Quarter ended 30 September 2019

In RM Million	Q1 FY2020	Q1 FY2019	YoY %
Reported PBIT	380	352	8.0
Adjustments			
• Fair value loss/(gain) on financial assets (MES)	4	(3)	
• Impairment of equity interest in E&O	16	35	
• Gain on disposal of Weifang Water	-	(78)	
• Net corporate forex loss/(gain)	4	(3)	
Core PBIT	404	303	33.3
Net finance costs	(28)	(21)	
Taxation	(93)	(80)	
Non controlling interests	(13)	(13)	
Core Net Profit	270	189	42.9

5-Year Value Creation Plan

Blueprint intact; Enhanced focus on Mobility & Healthcare; To continue operating Logistics

To be the leading Motors & Industrial multi-national in Asia Pacific

	Revenue enhancement	Cost optimisation	Monetisation of non core assets	Synergistic M&A	Organic Business expansion	Expand Healthcare
Industrial 	<ul style="list-style-type: none"> Leverage on mining recovery Focus on digital 	<ul style="list-style-type: none"> Operational excellence 		<ul style="list-style-type: none"> Expansion into other geographies Integrating Gough 	<ul style="list-style-type: none"> Adjacent businesses (Asset management, Rental) 	
Motors 	<ul style="list-style-type: none"> New models Used cars Aftersales 	<ul style="list-style-type: none"> Turnaround of under-performing marques 	<ul style="list-style-type: none"> Continuous asset rationalisation 	<ul style="list-style-type: none"> Expansion of dealerships in key markets Integrating recent acquisitions Mobility initiatives (Omnichannel sales, EV Distributorships, Fleet Management, Used car platform) 	<ul style="list-style-type: none"> Assembly for new marques 	
Logistics 	<ul style="list-style-type: none"> Grow throughput Build relationship with govt 	<ul style="list-style-type: none"> Continue ops, minimal capex Fix legacy issues 				
Healthcare 	<ul style="list-style-type: none"> Increase total patient days 	<ul style="list-style-type: none"> Continuous process improvement 				<ul style="list-style-type: none"> Expansion of healthcare with Ramsay
GHO 			<ul style="list-style-type: none"> Continuous portfolio rationalisation 	<ul style="list-style-type: none"> Strategic transactions 		



Key enablers:

- Governance:** Compliance, JV management, Safety
- People:** Talent, Leadership, Succession planning

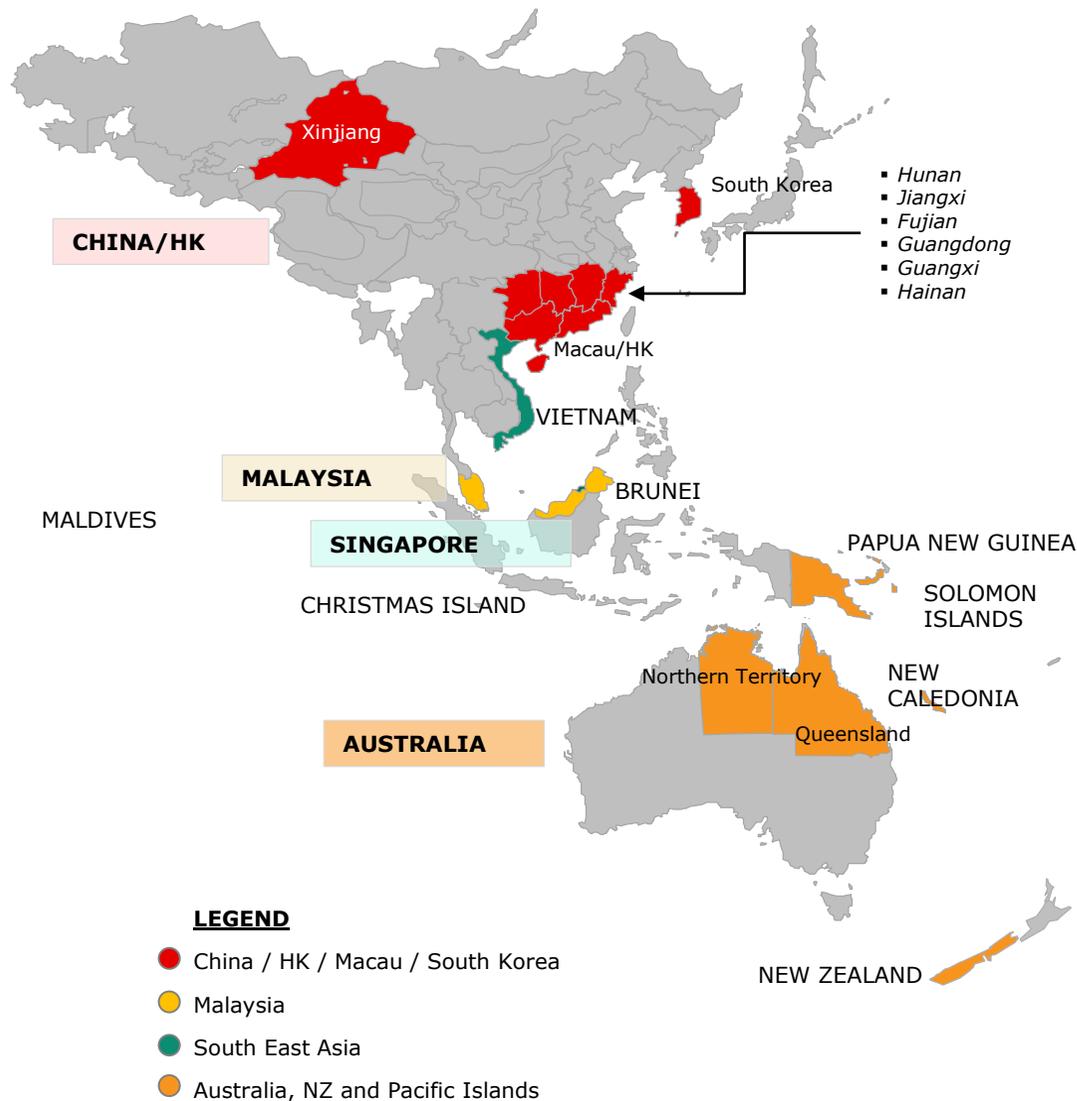
Revenue enhancement, cost management & business expansion are key drivers



Industrial Division

Sime Darby Industrial

Regional Presence Across 18 Countries and Territories, Supported by a Network of Branches



- Principal activities
 - Sale, rental and used equipment of Caterpillar equipment and engine
 - Sale of parts, service maintenance, equipment monitoring system and technology equipment's
- Regional presence: **18 countries & territories**⁽¹⁾
- No. of branches: **139**⁽²⁾
- Orderbook: **RM2.5 bn** (as at 30 Sep 2019)
- Total no. of employees: **8,111** (as at 30 June 2019)

Regional industry presence	No. of branches ⁽¹⁾	Construction	Forestry	Mining	Quarry	Power Systems
China & HK, Macau	70	✓		✓	✓	✓
South East Asia	23 (4 depot & 7 CAT rental stores)	✓	✓			✓
Australasia	23	✓		✓		
New Zealand	23	✓	✓	✓		

Note: (1) Regional presence defined as locations in which Sime Darby Industrial has assets or employees; (2) Refers to Caterpillar branches only



Sime Darby Industrial

Strong brands and comprehensive market reach across APAC



Industrial

CAT Dealer Operations

	Malaysia, Brunei
	Singapore, Maldives, Christmas Island
	Hong Kong, Macau
	Southeast China (Province of Guangdong, Guangxi, Hainan, Fujian, Hunan, Jiangxi) and Xinjiang
	Australia (Queensland & Northern Territory), PNG & SI
	New Caledonia
	New Zealand

Allied Brands Group

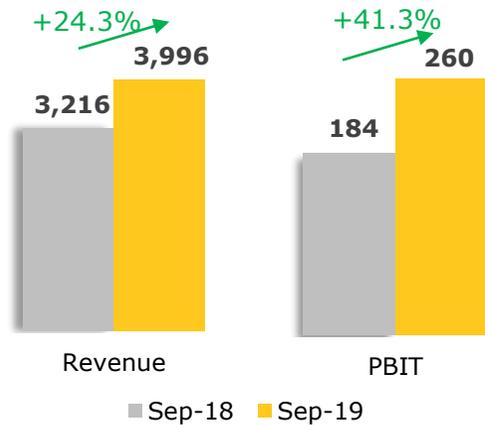
	Malaysia (via JV with Kubota Corp)		HK& Macau, China
	Asia Pacific region (JV with Terberg Benschop)		Hong Kong & Macau
	Malaysia, Christmas Island (Indian Ocean), SG		China
	Malaysia		
	Malaysia, HK, Macau, China, South Korea		Australia, China & Malaysia
	Singapore		
	Australia, Malaysia & SG		Christmas Island (Indian Ocean), SG, Maldives

Energy Solutions Group

Mecomb Group: Singapore, Malaysia and Thailand	
Engineering & Technical Services: Malaysia	



Sales and profits increased in Australasia and China



In RM Million	Q1 FY2019	Q1 FY2020
Australasia	1,987	2,448
China	769	1,084
Malaysia	303	264
Southeast Asia	157	200
Total Revenue	3,216	3,996
Australasia	137	192
China	35	42
Malaysia	(4)	12
Southeast Asia	13	18
Total Core PBIT	181	264
FV Loss on Financial Asset	3	(4)
Total PBIT	184	260
PBIT margin	5.7%	6.5%
Core PBIT margin	5.6%	6.6%
ROIC	2.3%	2.8%

Australasia

- Higher equipment deliveries to both mining and construction sectors.
- Contribution from Hardchrome Sep 2019 – RM7m.
- Results partly offset by the weakening of AUD/MYR by 4% from 2.99 to 2.86.
- Fair value loss on financial assets of RM4 million (Q1 FY2019 – gain of RM3m).

China

- Higher equipment sales.
- Margins were lower due to strong competition.

Malaysia

- Lower equipment deliveries and parts sales.
- Restructuring cost of RM15m in Q1 FY2019.

Southeast Asia

- Higher product support and non-CAT sales.

Industrial Outlook



Outlook remains positive

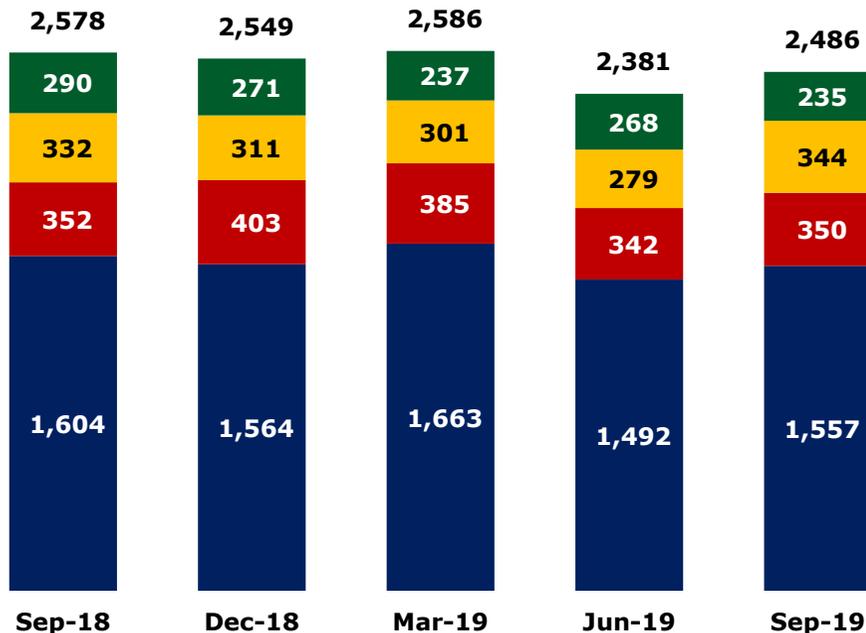
RM2,381m

Order book as at
30 June 2019

+4%

RM2,486m

Order book as at
30 September 2019



■ Australasia ■ Malaysia ■ China ■ Asia



AUSTRALASIA

- Growth in mining industry in Asia Pacific region propelling demand for both mining equipment replacement cycles and expansions.
- Higher machine utilisation levels to spur parts and services sales revenue growth.



MALAYSIA

- On-going projects such as Pan Borneo Highway supporting the construction sector.
- Revival of ECRL and continuation of infrastructure projects such as MRT 2 and LRT 3 to boost construction sector.
- Government continues to focus on affordable housing to the low to middle income groups.



CHINA

- Government stimulus through infrastructure spending to stabilise economy growth.
- Nevertheless, more cautious investment approach due to the ongoing trade tension.
- Increase trend towards rental and used equipment as customers spend lower capital expenditure for mining and construction activities owing to capital constraints.



SOUTHEAST ASIA

- Large pipeline of mega-projects such as Changi Airport Terminal 5 and North-South Corridor Expressway to support the construction sector.
- Product support business have recovered slightly with maintenance works in marine offshore.
- Electric power segment set to be positive as standby generator sets demand increase to support data centers.



Acquisition of Gough Group

Rare opportunity to expand CAT franchise into NZ

CAT



- **Caterpillar** distributor in **New Zealand and Pacific Islands** since **1932**
- **23 locations** and **455 employees** across New Zealand

Provides **comprehensive range of CAT products** and services




- Forestry**
- Building Construction**
- General Construction**

TMH



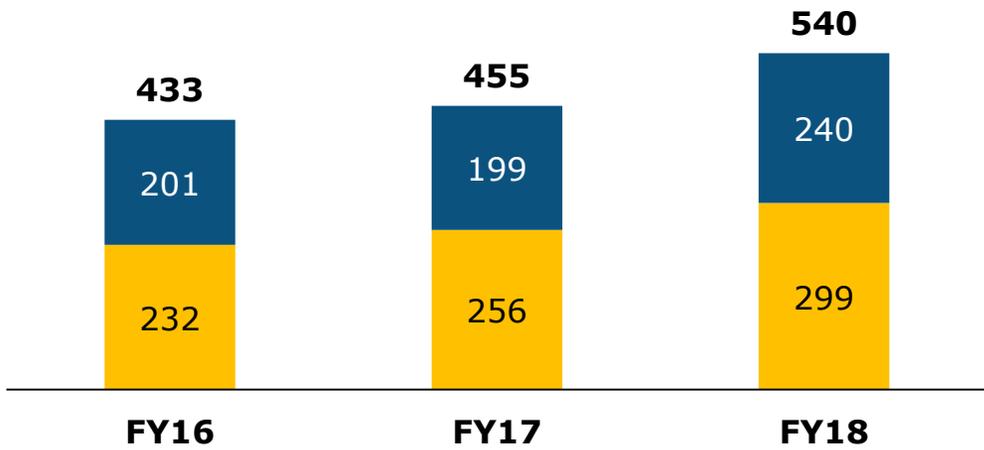
- Established in **1929**, provides **parts and equipment solutions**
- **42 locations** and **420 employees** across Aus & NZ

Distributes a range of **premium brands** to the **heavy commercial vehicle market**

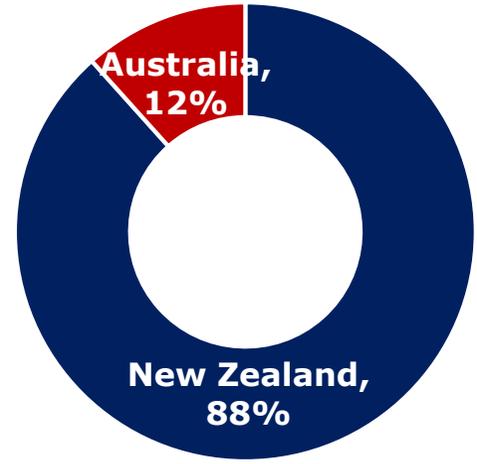



- Construction**
- Transport**
- Infrastructure**
- Material Handling**

Revenue (NZ\$ m)



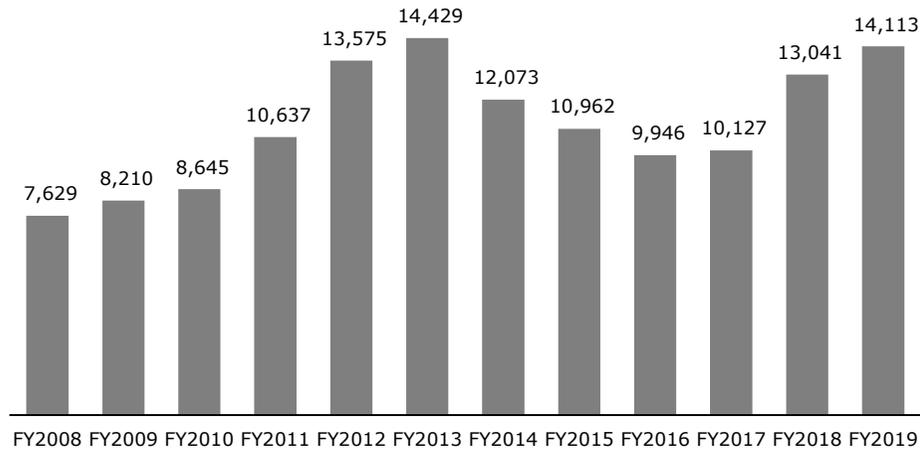
FY18 revenue by geography



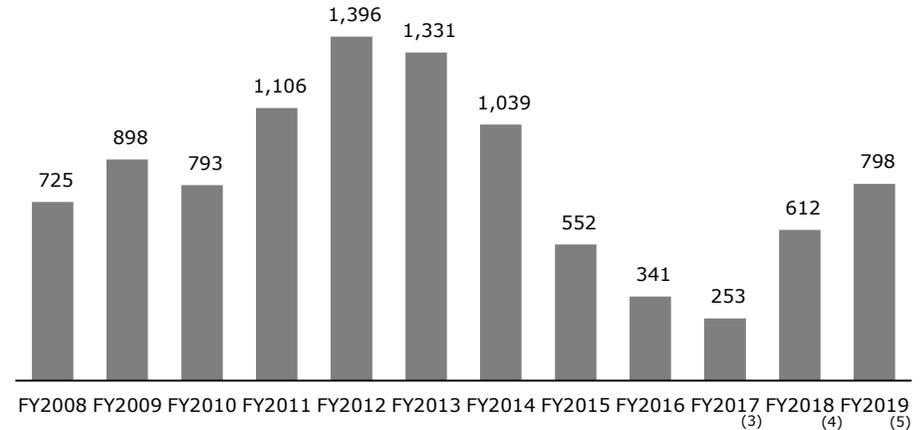
Sime Darby Industrial

Key Financial Highlights

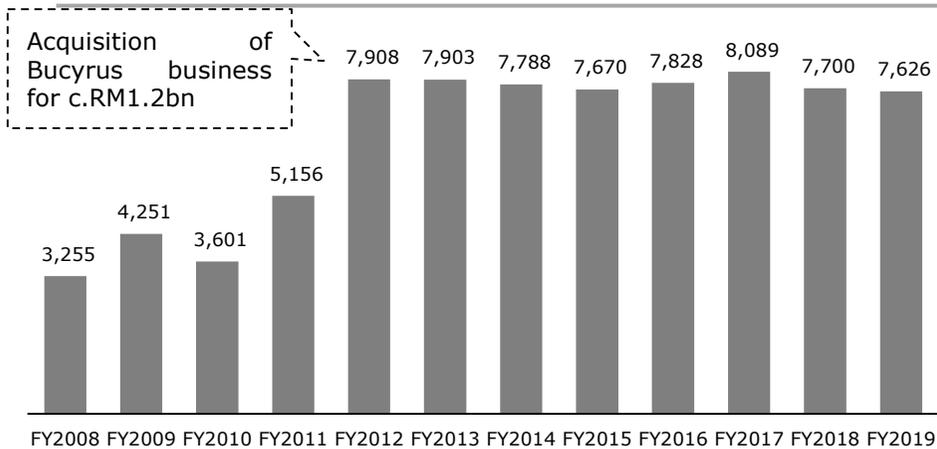
Revenue (RM million)



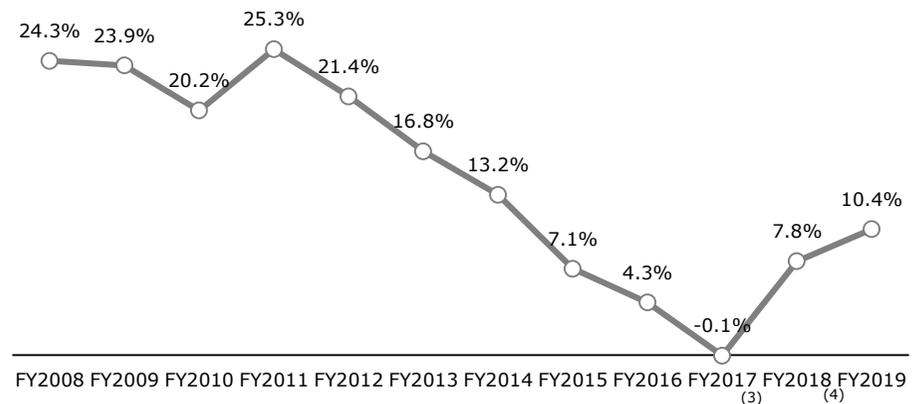
PBIT (RM million)



Invested Capital⁽¹⁾ (RM million)



ROAIC⁽²⁾ (%)



Note:

- (1) Invested capital is calculated as total assets (excluding tax assets and intercompany balances) less operating liabilities (i.e. all liabilities except borrowings, intercompany balances, leases and tax liabilities)
- (2) ROAIC is calculated as PBIT divided by invested capital
- (3) Excludes impairments and provisions of RM257m related to Bucyrus
- (4) Includes RM178m gain on property disposal
- (5) Includes RM18m gain on property disposal and Sime Kubota (RM10m) and fair value loss on financial asset (RM47m)

Sime Darby Industrial

Revenue & PBIT by Region (1/2)

Malaysia

FY19 Sales Contribution & YoY Orderbook

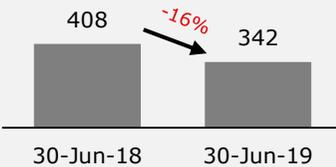
FY19 Sales Contribution



Malaysia, 8%

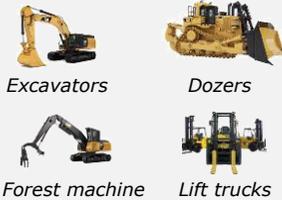


Orderbook



Products / Services

CAT New Equipment & Engines



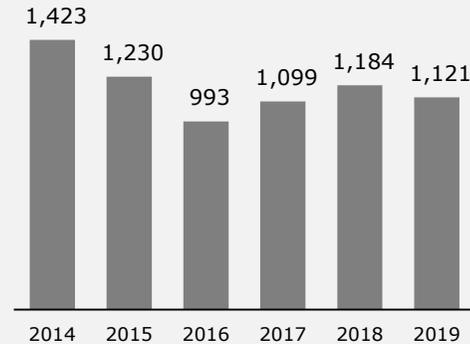
Rental & Used Equipment

Parts & Services

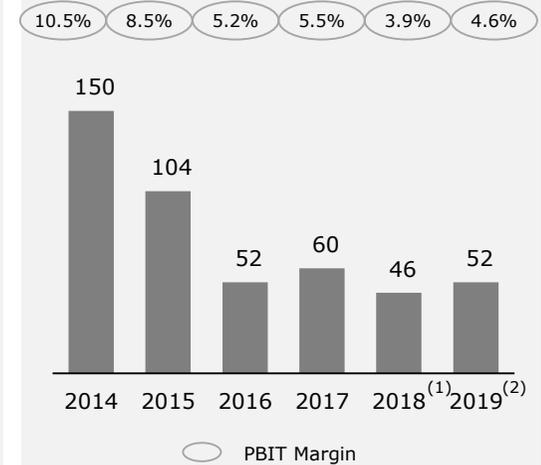
Allied Solutions

Energy Solutions

Revenue (RM million)



PBIT (RM million)



SEA (excl. Malaysia)

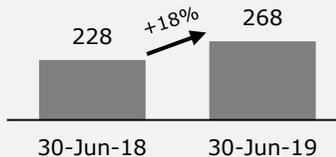
FY19 Sales Contribution



SEA (excl. M'sia), 5%



Orderbook



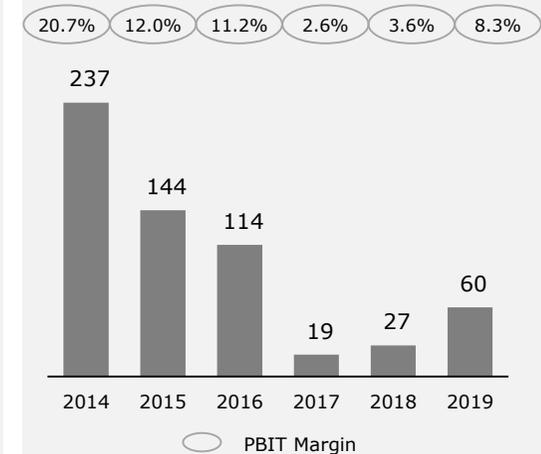
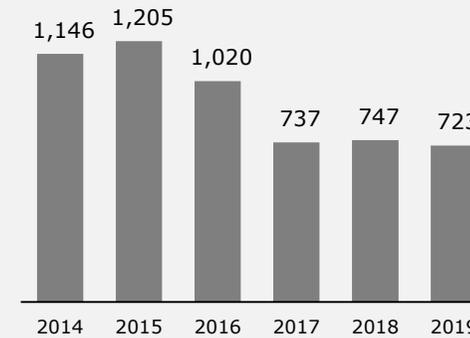
CAT New Equipment & Engines



Rental & Used Equipment

Parts & Services

Revenue (RM million)



Note:

(1) Includes gain on property disposal of RM9m

(2) Includes gain on property disposal of RM18m and gain on disposal on Sime Kubota stake (RM10m)

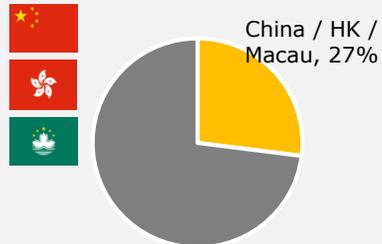
Sime Darby Industrial

Revenue & PBIT by Region (2/2)

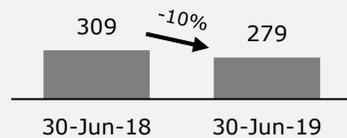
East Asia

FY19 Sales Contribution & YoY Orderbook

FY19 Sales Contribution



Orderbook



Products / Services

CAT New Equipment & Engines



Excavators

Dozers



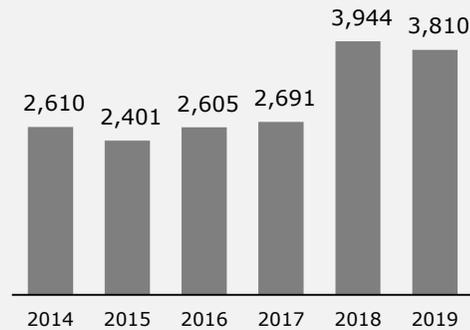
Wheel loaders

Marine engines

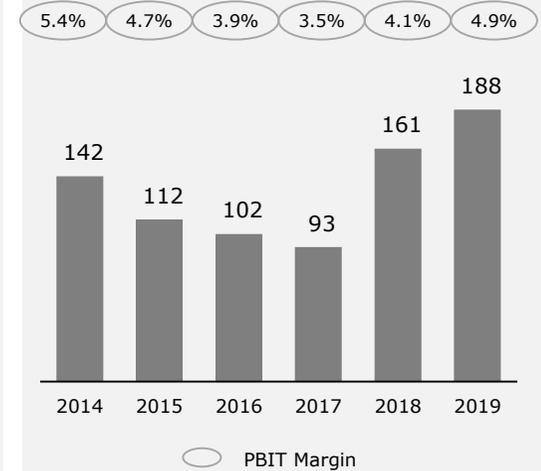
Rental & Used Equipment

Parts & Services

Revenue (RM million)

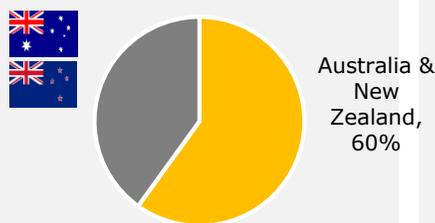


Core PBIT (RM million)

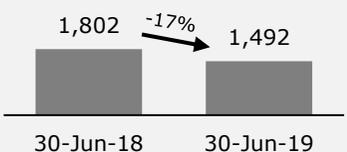


Australia & Pacific Islands

FY19 Sales Contribution



Orderbook



CAT New Equipment & Engines



Large mining trucks

Underground mining loaders

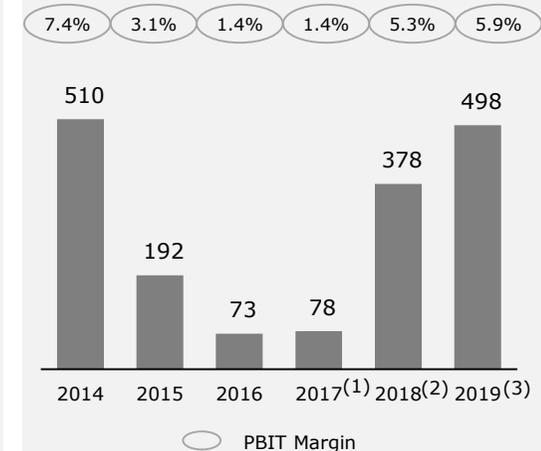
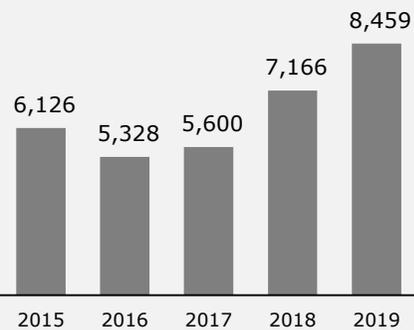


Hydraulic mining shovels

Dozers

Rental & Used Equipment

Parts & Services



Note:

- (1) Excludes impairments and provisions of RM257m related to Bucyrus
- (2) Includes gain on property disposal of RM169m
- (3) Includes Fair Value loss on Financial Asset of RM47m



Motors Division

Sime Darby Motors

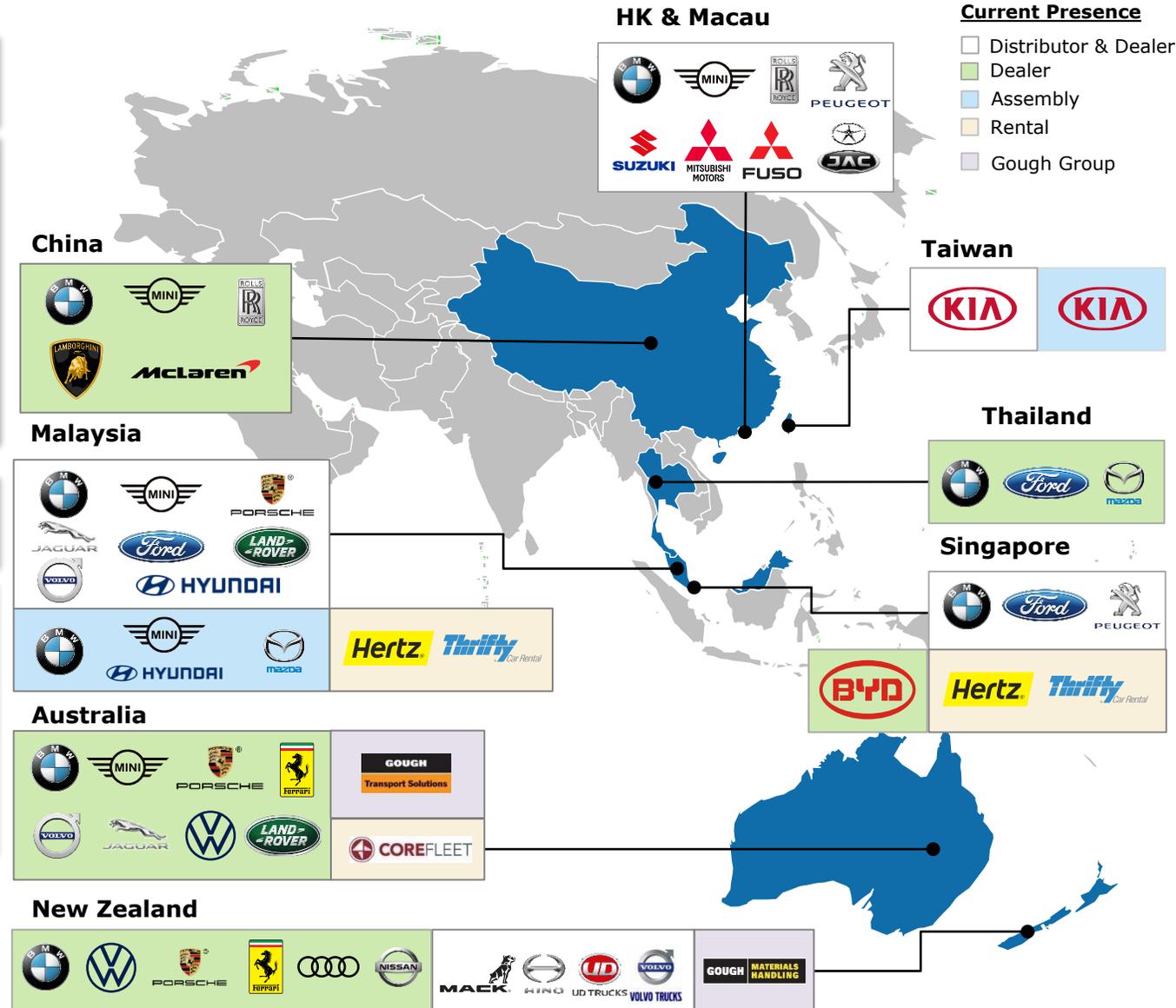
Focused on Expansion in Asia Pacific

Countries & Achievements

- One of the **largest** BMW dealer globally
- One of **Top** Rolls Royce dealers in Asia Pacific
- A **leading** Distribution group in Malaysia
- A **leading** Commercial Vehicle Distributor in NZ

Key Strategic Partners

- BMW (44 years) – Seven markets
- Ford (37 years) – Singapore, Thailand and Malaysia
- Porsche (30 years) – Malaysia, Australia and New Zealand
- Hyundai (14 years) – Malaysia





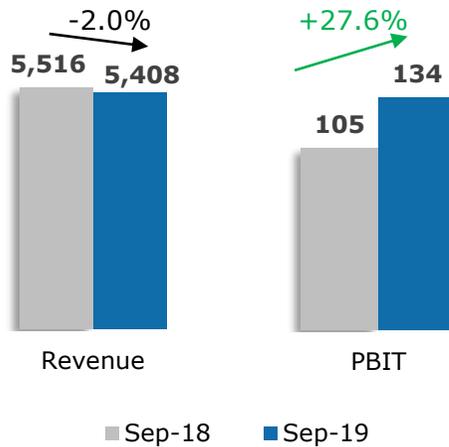
Sime Darby Motors

We represent strong luxury and mass market brands across APAC

 Malaysia	 Singapore	 Thailand	 Australia	 New Zealand	 Hong Kong	 Macau	 China	 Taiwan
Distributor & Dealer         Assembly (Inokom)    	Distributor & Dealer    Dealer 	Dealer   	Dealer        	Distributor & Dealer     Dealer      	Distributor & Dealer         	Distributor & Dealer         	Dealer     	Distributor & Dealer  Assembly 
Rental  	Rental  		Rental  	GOUGH MATERIALS HANDLING				



Higher margins in China as a result of lower discounting



In RM Million	Q1 FY2019	Q1 FY2020
China, HK, Macau & Taiwan	2,349	2,525
Southeast Asia	1,256	1,313
Malaysia	1,188	860
Australasia	723	710
Total Revenue	5,516	5,408
China, HK, Macau & Taiwan	27	73
Southeast Asia	12	1
Malaysia	39	31
Australasia	27	29
Total PBIT	105	134
PBIT margin	1.9%	2.5%
ROIC	1.8%	1.7%

China, HK, Macau, Taiwan

- Higher units of vehicles sold mainly from BMW China.
- Overall margin improved as a result of lower discounting, higher margin contributions from new vehicles sales and after-sales operations.
- Higher revenue and margins in HK/Macau.

Southeast Asia

- Higher sales but lower margin in Singapore due to the competitive market.
- Lower sales in Thailand partly due to stringent loan approval and higher down payment requirements for mass market brands.

Malaysia

- Lower sales volume from BMW operations as previous corresponding quarter benefitted from higher sales due to zero rating of GST in July and August 2018.
- Increased contribution from car rental due to extended lease for Pengerang project.

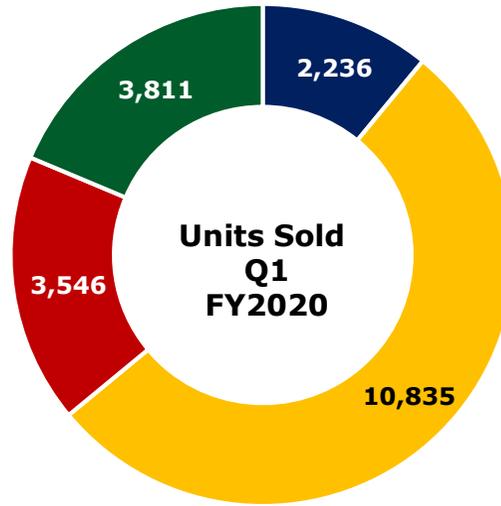
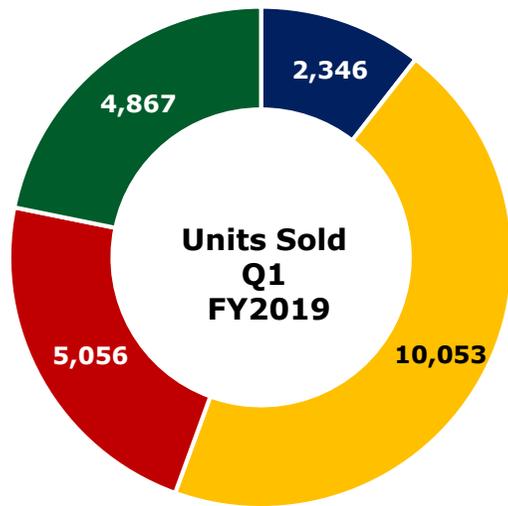
Australasia

- Higher new vehicle and parts sales in Australia.
- Lower commercial vehicle sales in New Zealand.

Motors Outlook

Sime Darby

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



20,428
Units Sold
(Q1 FY2019: 22,322)

4,063
Units Assembled
(Q1 FY2019: 10,251)

■ Australasia

■ China

■ Malaysia

■ SE Asia



MALAYSIA

- TIV growth expected to be muted due to slowing economy amidst trade tensions, compounded by the high level of indebtedness in the household sector.



CHINA

- Slowing economic growth and uncertainties in trade tensions weighing on consumer spending in China.
- However, China's growing middle class and new models continue to drive growth in the premium segment.
- Ongoing mass unrest and trade tensions dampening consumer spending in Hong Kong.



SE ASIA

- The 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.



AUSTRALASIA

- Tight financial lending and increasing luxury car tax.
- However commercial vehicle sales expected to be boosted by agribusiness, mining and infrastructure growth.
- Steady market expected in NZ for commercial vehicles with demand from agriculture and freight transport sector and low domestic interest rate environment.

Acquisition of 3 Trivett dealerships in Sydney

Expansion of luxury car dealership footprint in Australia

Trivett

Sime Darby



Purchase price consideration of **AUS\$112 million**
(RM321 million)



Strategic Rationale:

1. Expansion in Australian retail luxury and super-luxury segments
2. Strengthen SDM presence and brand visibility in Paramatta



Marques represented:

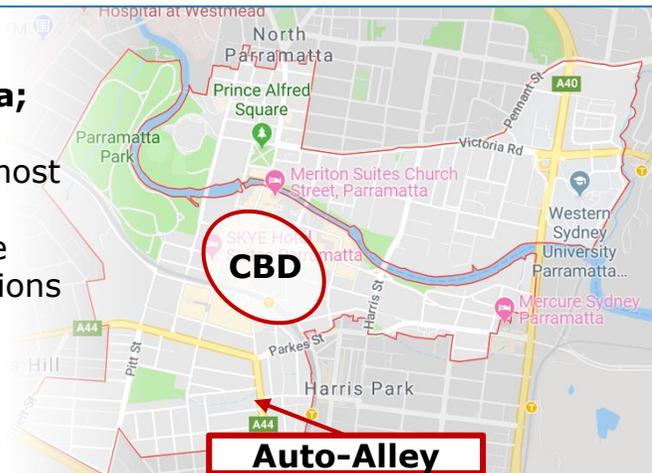


**New additions to SDM AUS marques*

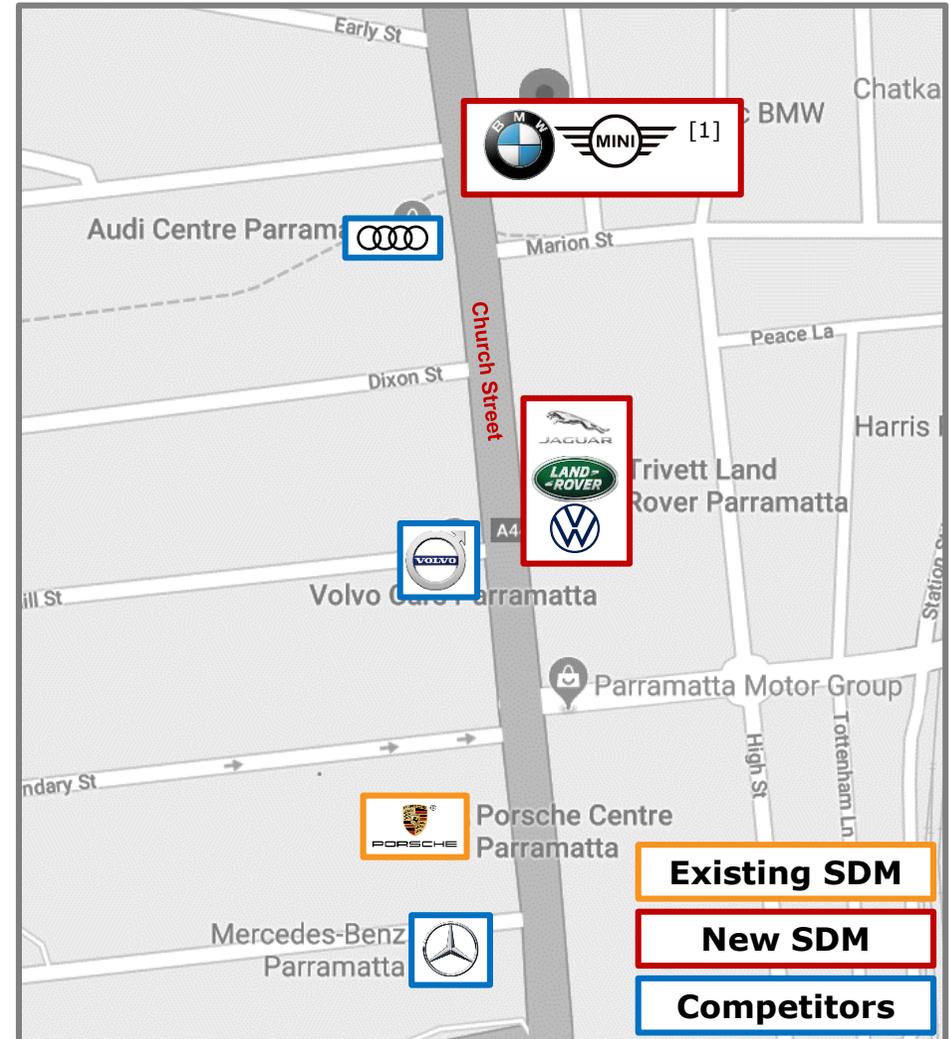


Location:

Paramatta;
One of
Sydney's most
recognized
automotive
retail locations



Branch Locations in Paramatta Auto-Alley



[1] The BMW & MINI location consists of:

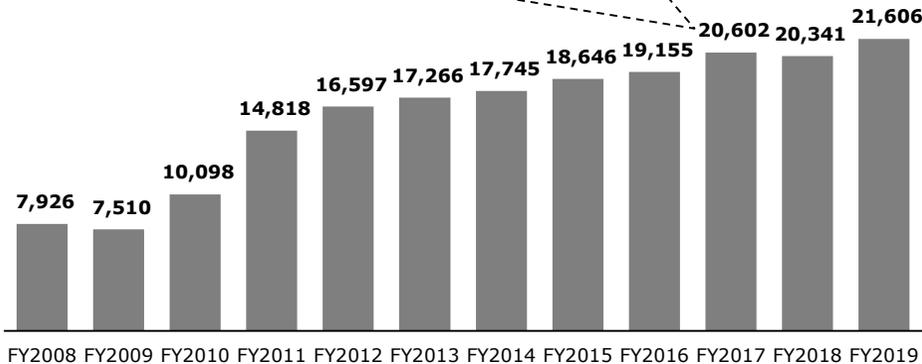
- 1 Sales dealership
- 1 Service dealership

Sime Darby Motors

Key Financial Highlights

Revenue (RM million)

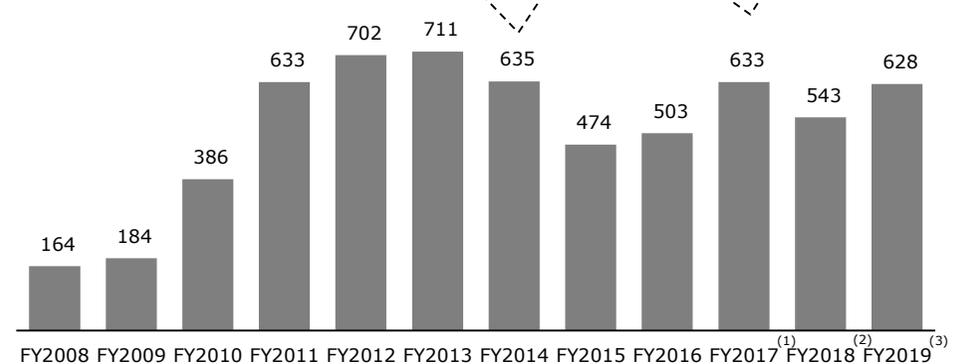
Record sales of the trucking business across all brands in NZ, higher sales volume in China and increased COE quota & timely launches of new BMW models in Singapore



PBIT (RM million)

Impacted by GST in Malaysia and government policy in China

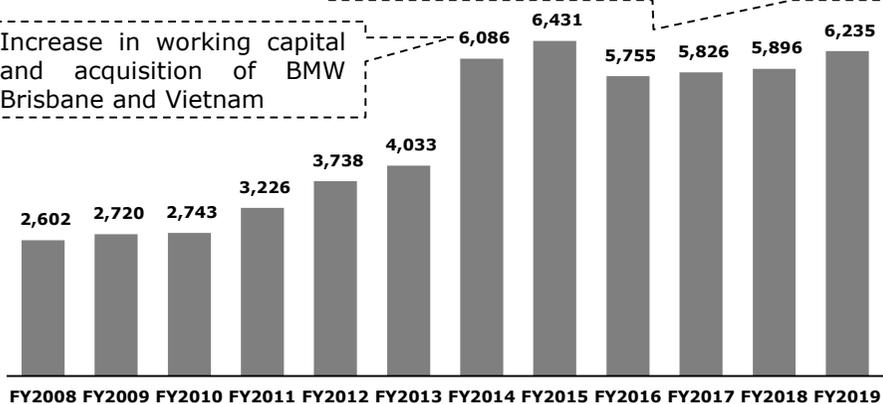
Stronger contributions from Malaysia and China operations



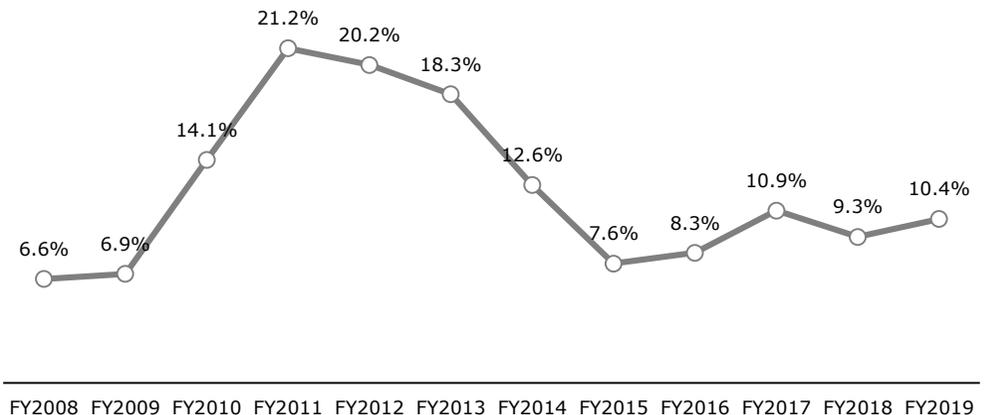
Invested Capital⁽⁴⁾ (RM million)

Reduction in working capital - inventories, receivables and cash balances

Increase in working capital and acquisition of BMW Brisbane and Vietnam



ROAIC⁽⁵⁾ (%)



(1) Includes losses on Vietnam operations (RM66m) and gains on property disposals (RM30m)

(2) Includes impairments of RM199m relating to Vietnam and gains on property disposal of RM50m

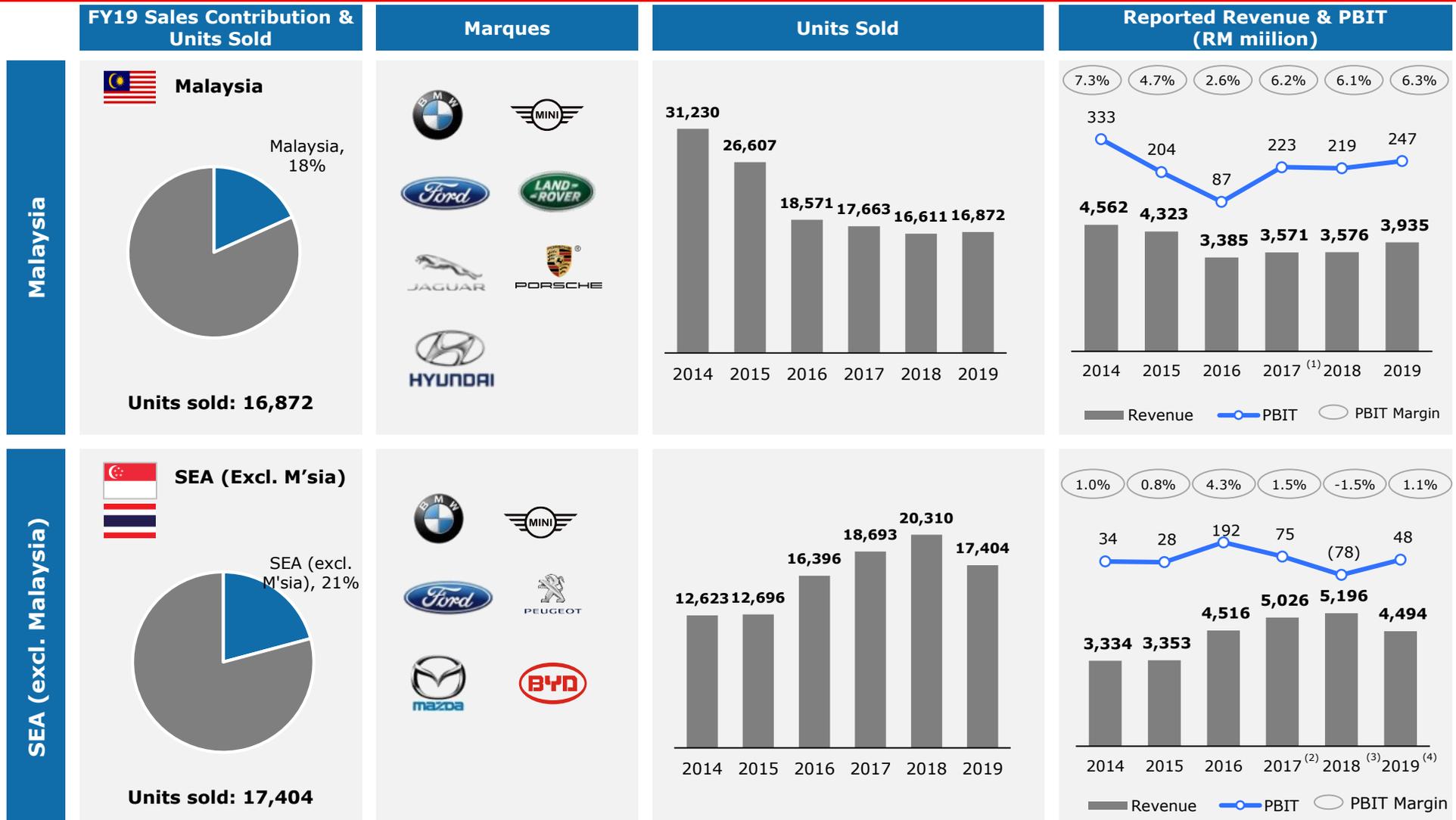
(3) Includes tax and duties refund in Vietnam (RM12m)

(4) Invested capital is calculated as total assets (excluding tax assets and intercompany balances) less operating liabilities (i.e. all liabilities except borrowings, intercompany balances, leases and tax liabilities)

(5) ROAIC is calculated as PBIT divided by average invested capital

Sime Darby Motors

Units Sold, Revenue & PBIT by Region (1/2)



(1) Includes land compensation of RM9m

(2) Includes a goodwill impairment of RM19m and provision on inventories of RM18m in Vietnam

(3) Includes impairment of distribution rights or RM61m and writedown of inventories amounting RM89m in Vietnam

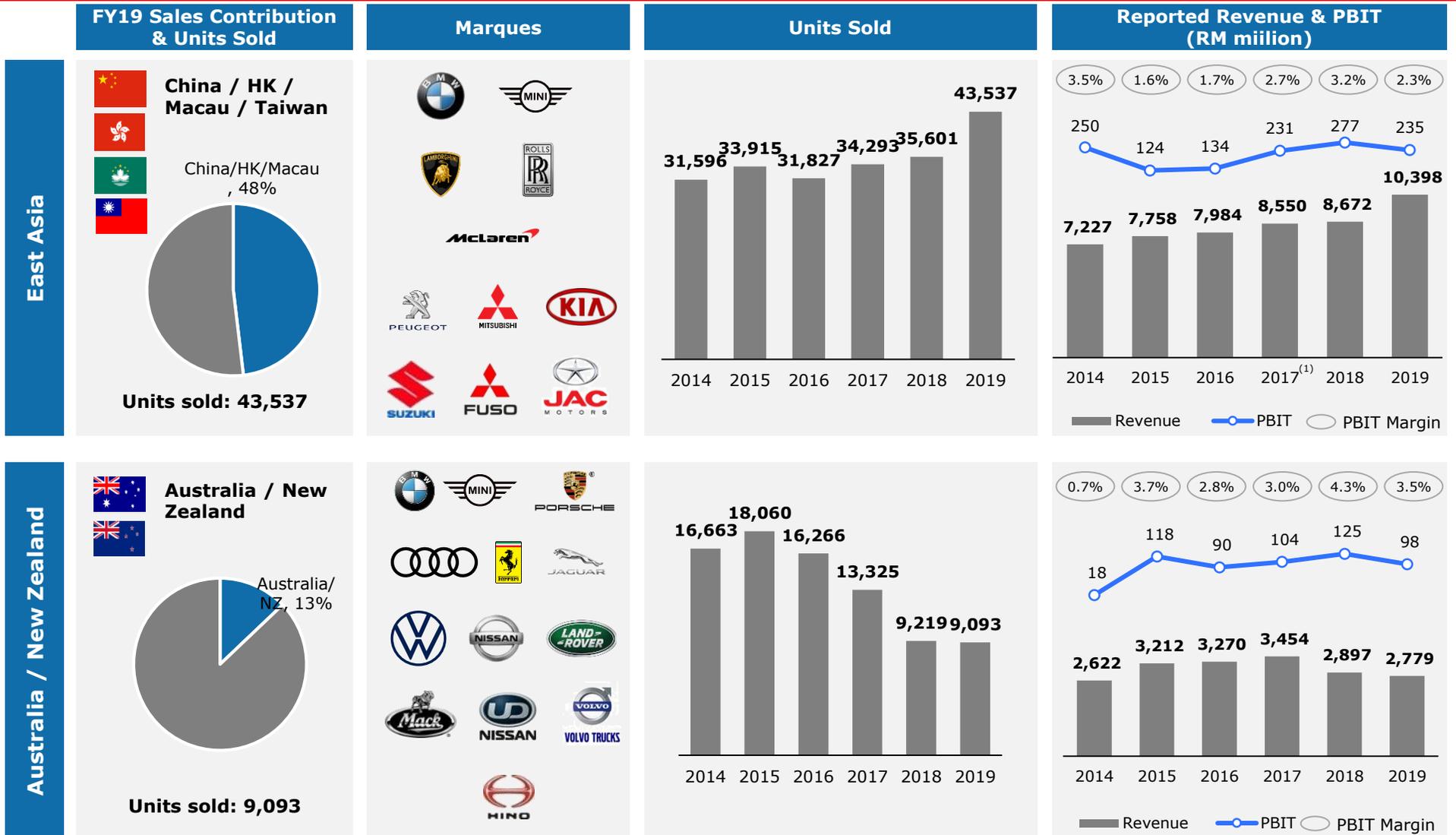
(4) Includes tax and duties refund for Vietnam (RM12m)

Source: Audited accounts, Corporate presentation



Sime Darby Motors

Units Sold, Revenue & PBIT by Region (2/2)



(1) Includes land compensation of RM41m
 Source: Audited accounts, Corporate presentation



Logistics Division

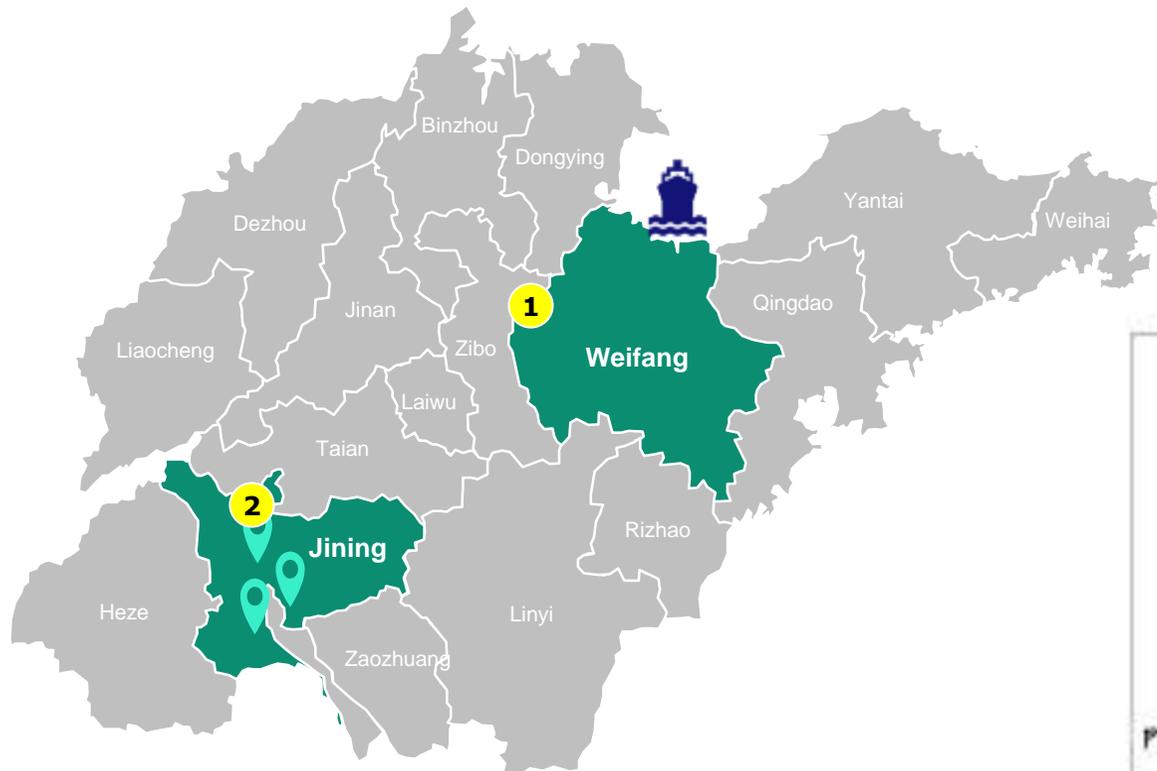
Business Overview

Well-connected major multipurpose port in the Yellow Delta River

- Sime Darby Logistics is the primary operator of Weifang Port, of which operations cover dry bulk, break bulk, liquid bulk, general cargo and container handling services.
- The Division also operates three river ports located in Jining, Shandong Province. The Jining Ports provide basic port related services such as stevedoring and storage services primarily for coal and coal-related products
- In September 2018, successfully disposed of Weifang Water for RM270m, locking in an RM70m profit.

Annual Throughput & Capacity

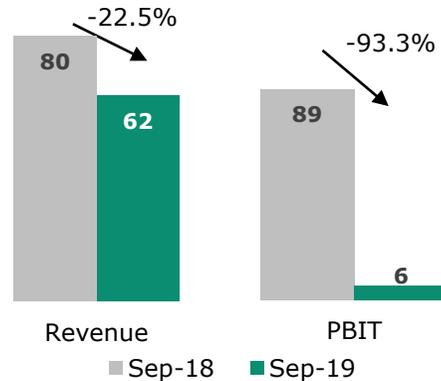
Ports	Capacity FY 2019 m MT	Throughput FY 2019 m MT
Weifang Ports	48.6	26.4
Jining Ports	16.4	9.4
Total	65.0	35.8



Sime Darby Logistics



Excluding Weifang Water, Logistics recorded higher profit from higher bulk throughput



Ports

- Higher bulk cargo throughput at Weifang Port
- Offset by higher share of loss from associates and JVs of RM6m (Q1 FY2019 profit of RM1m)

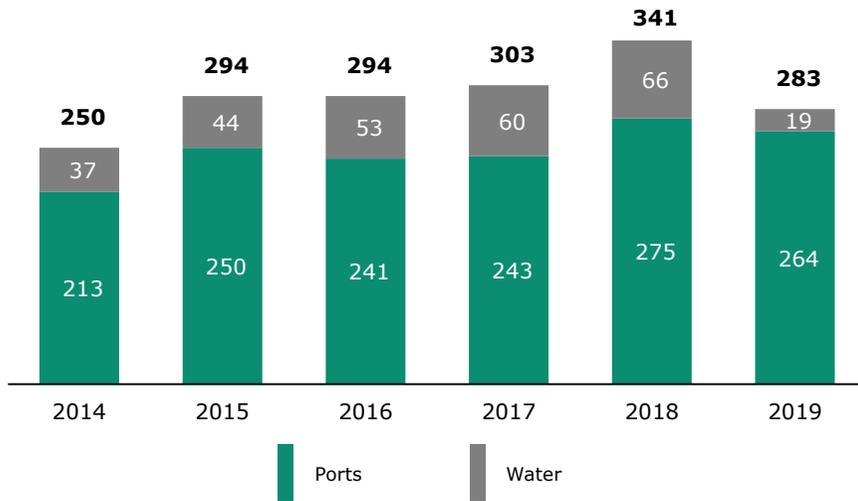
In RM Million	Q1 FY2019	Q1 FY2020
Ports	61	62
Water	19	-
Total Revenue	80	62
Ports	8	15
Ports - JVs	1	(6)
Water	9	-
Forex	(7)	(3)
Total Core PBIT	11	6
Gain on disposal	78	-
Total PBIT	89	6
Core PBIT margin	13.8%	9.7%
ROIC	3.8%	0.3%

7.29 mn MT
General cargo throughput
(Q1 FY2019: 6.98 mn MT)

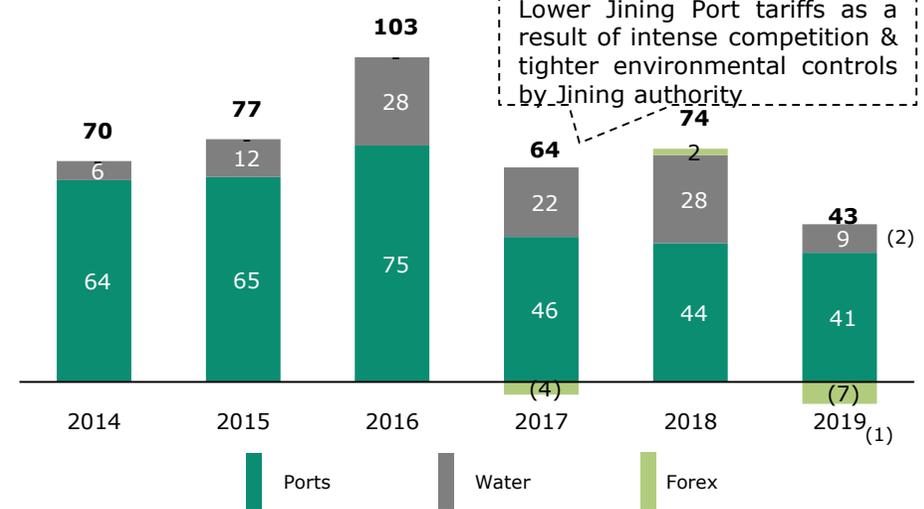
55,675 TEU
Container throughput
(Q1 FY2019: 75,037 TEU)

Key Financial and Operational Highlights

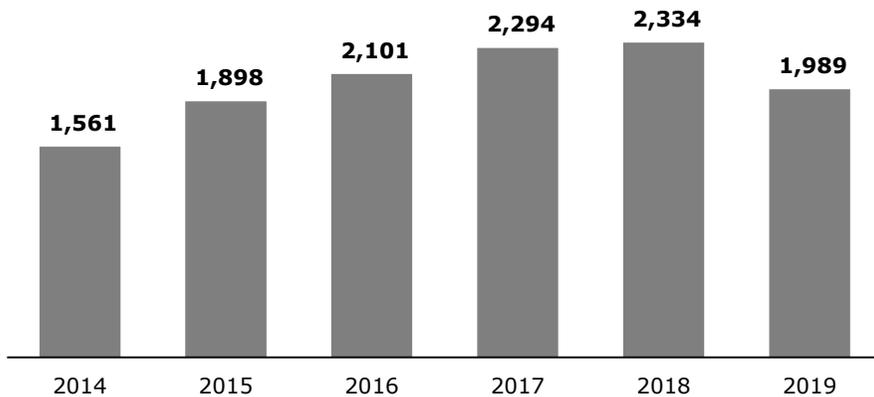
Revenue (RM million)



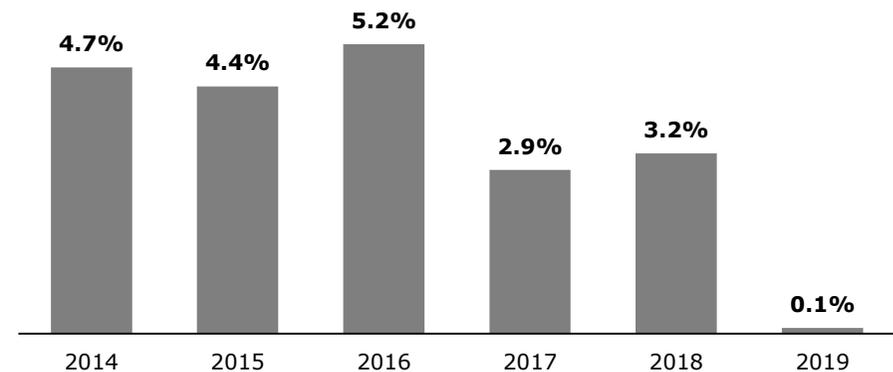
PBIT (RM million)



Invested Capital⁽³⁾ (RM million)



ROAIC⁽⁴⁾ (%)



Notes:

(1) Excludes gain on disposal of Weifang Water of RM78m and share of loss of WPS of RM119m

(2) Recorded only 3 months of contribution

(3) Invested capital is calculated as total assets (excluding tax assets and intercompany balances) less operating liabilities (i.e. all liabilities except borrowings, intercompany balances, leases and tax liabilities)

(4) ROAIC is calculated as PBIT divided by average invested capital

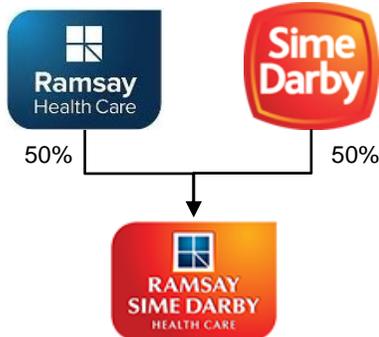


Healthcare Division

Ramsay Sime Darby Health Care

Premium hospitals in Malaysia and Indonesia ranging from primary to quaternary care

Joint Venture with Ramsay



- Joint venture with Ramsay Health Care since FY2014
- Asia-focused portfolio
- 1,577 capacity beds
- 1,249 active beds

Subang Jaya Medical Centre



- Opening date: 1985
- Bed capacity: 395
- Accreditation MSQH, ISO 15189
- COEs: Cancer, Blood Diseases and Digestive & Liver Health

Ara Damansara Medical Centre



- Opening date: 2012
- Bed capacity: 220
- Accreditation MSQH
- COEs: Brain, Heart and Spine & Joints

Park City Medical Centre



- Opening date: 2012
- Bed capacity: 300
- Accreditation MSQH
- COEs: Children, Women and Elderly health

RS Premier Jatinegara



- Opening date: 1989
- Bed capacity: 280
- Accreditation: JCI
- COEs: Cardiac, Digestive Centre, Stroke Unit and Urology Centre

RS Premier Bintaro



- Opening date: 1998
- Bed capacity: 205
- Accreditation: JCI
- COEs: Orthopaedic (Spine, Hand, Arthroplasty, Sport Clinic) and Vascular

RS Premier Surabaya



- Opening date: 1998
- Bed capacity: 177
- Accreditation: JCI
- COEs: Cardiac, Stroke Unit, Brain Tumor Clinic and Orthopaedic

Other Assets

Malaysia

- Mediplex Wellness Centre (Subang Jaya)
- RSDH College

Hong Kong

- The Central Surgery (day surgery)

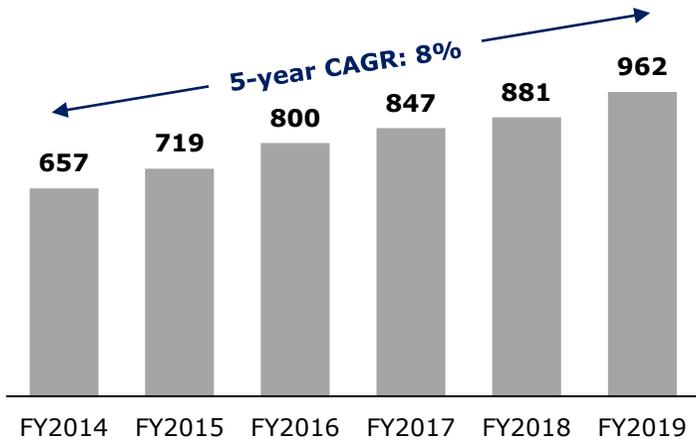
Ramsay Sime Darby Health Care



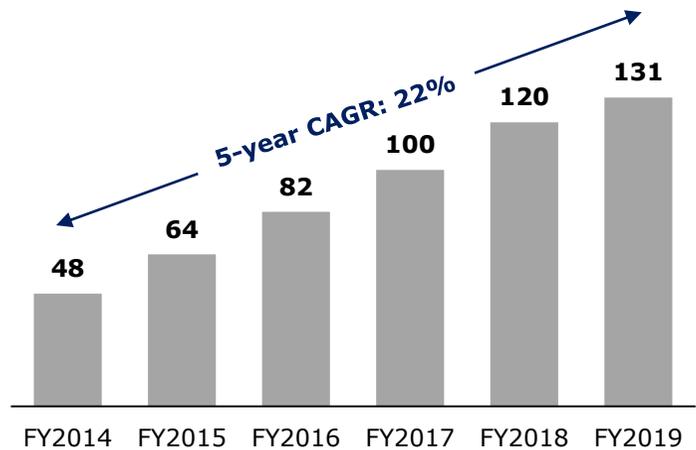
Significant earnings growth since inception of JV; strong growth in Asia expected to continue

RSDH Financials

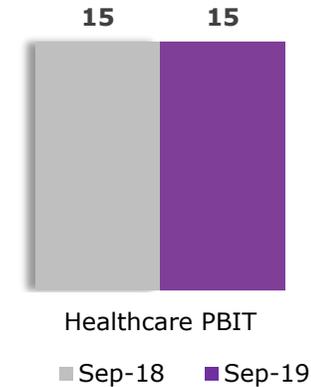
Revenue (RM million)



PBIT (RM million)



SDB Share of RSDH JV



In RM Million

Q1 FY2019

Q1 FY2020

Healthcare PBIT

15

15

Healthcare ROIC

2.0%

1.9%

- Share of profits were at similar levels vs previous year



Appendices

Executive Leadership

Qualified & Experienced Management Team



**DATO' JEFFRI SALIM
DAVIDSON**
Group Chief Executive
Officer



MUSTAMIR MOHAMAD
Group Chief Financial
Officer



DATUK THOMAS LEONG
Group Chief Strategy
Officer



ROSELAINI FAIZ
Group Chief Human Resource
Officer



NOOR ZITA HASSAN
Group Secretary



SCOTT CAMERON
Managing Director,
Industrial Division



ANDREW BASHAM
Managing Director,
Motors Division



TIMOTHY LEE CHI TIM
Managing Director,
Logistics Division



PETER HONG
Managing Director,
Healthcare Division



PEOW GOH
Group Chief Information & Digital
Officer



GLENN SHEAHAN
Group Chief Safety & Sustainability
Officer

Malaysia Vision Valley Land

~8,800 acres of land – Option to sell to SD Property

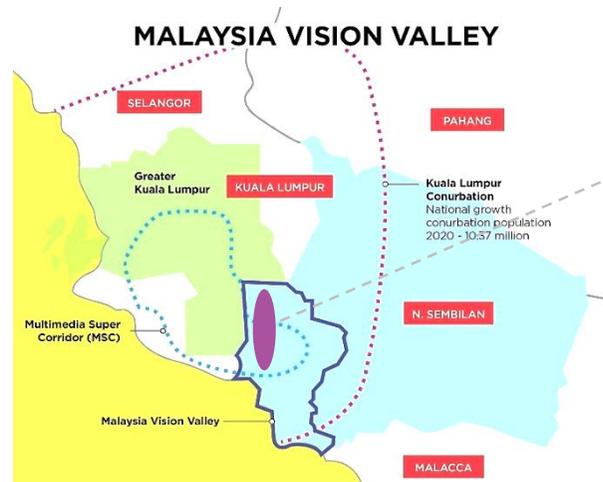
Highlights of MVV

MVV is a large scale project announced by the Malaysian Prime Minister during his 2016 Budget speech, and is a component of the Government's 11th Malaysia Plan and the National Transformation Plan.

Tenure of development
30-year project

Total development area
379,000 acres

Coverage area
Seremban and Port Dickson in Negeri Sembilan



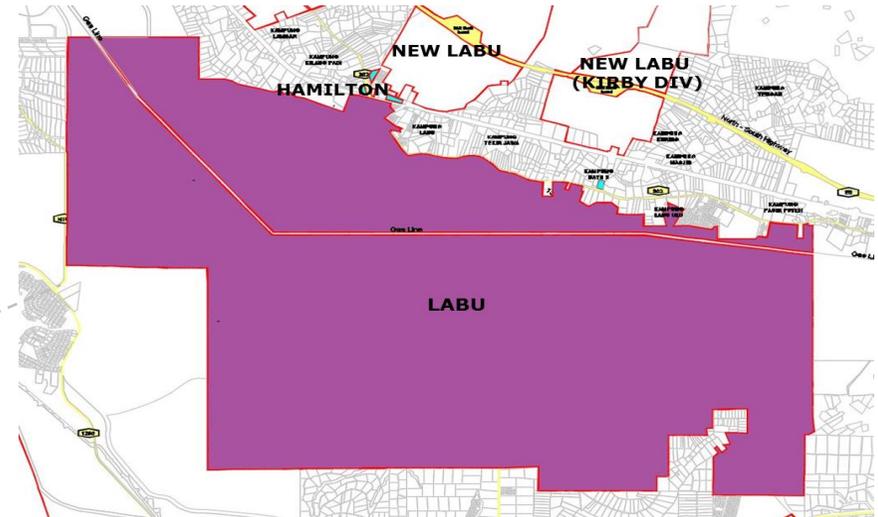
The area is intended to focus on **4 key development drivers**:

- High-technology manufacturing
- Tourism
- Skill-based education and research
- Specialised services

MVV development is expected to:

- ✓ **Attract investments of RM290bn by 2045**
- ✓ **Create 1.38 million new job opportunities**

Option to sell ~8,800 acres



- Sime Darby Berhad holds c.**8,800** acres of land in MVV area, acquired for **RM2.5 bn** in FY17
- Signed **29 option agreements** with SD Property for the potential sale of 29 parcels
- The options are valid for a **5-year period** (plus 3 years extension option)
- The timing of exercise of the option by Property will be dependent on the MVV development plan which is currently being developed
- Transfer value will be based on market price at the point of exercise



Thank You
