



# SIME DARBY BERHAD

Investor Presentation

June 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<sup>(1)</sup>**  
**19,909 Employees<sup>(2)</sup>**



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

## 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

**38.5%**

**Debt to equity ratio**

*As at 30 Dec 2019*



## Healthcare a hidden gem

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



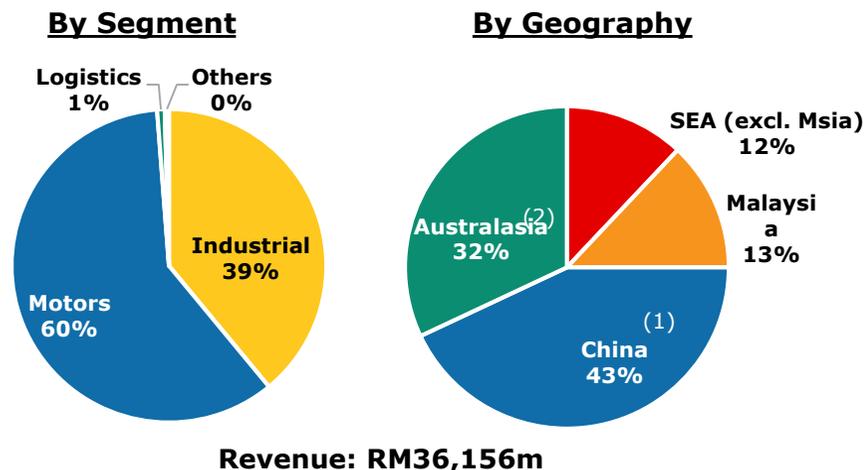


# Segmental Information

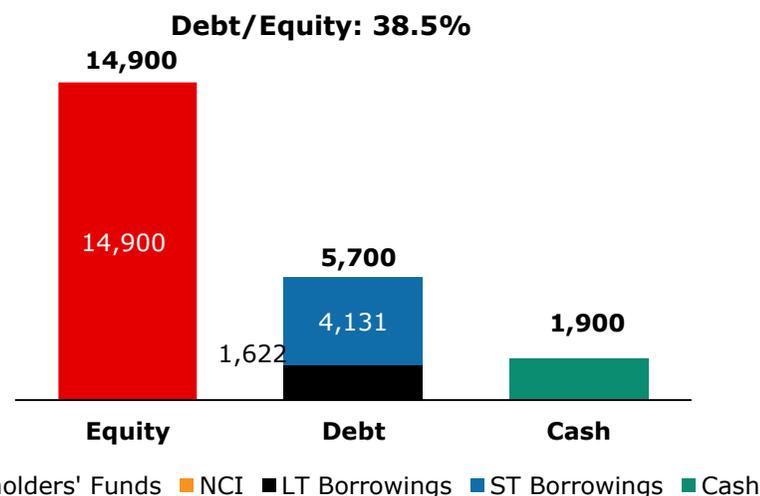
Diversified exposure across segments and geographies, low gearing for expansion

(Financial Year Ended 30 June 2019; RM million)

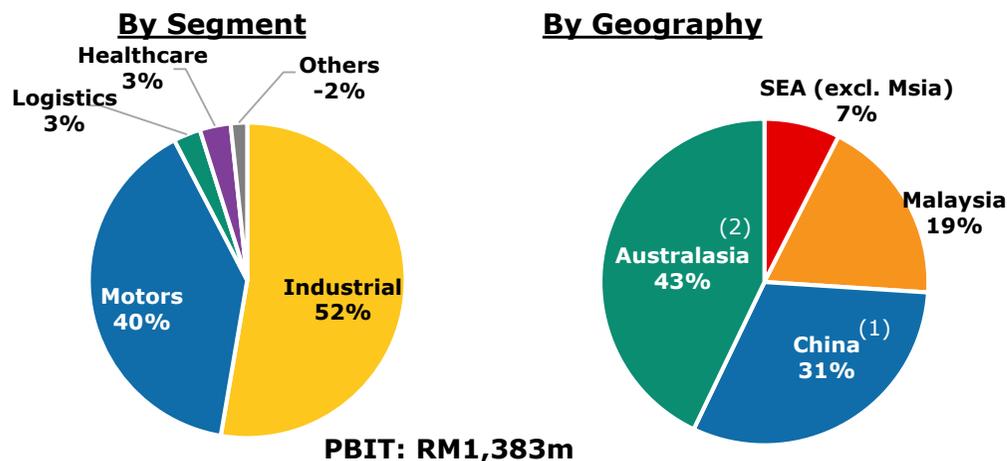
## Total Revenue (FY2019)



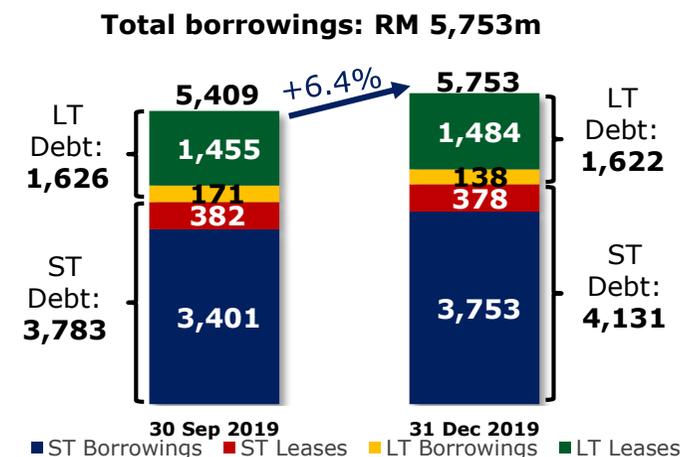
## Capital Structure (1HFY20)



## Total PBIT (FY2019)



## Total Borrowings (By maturity) (1HFY20)



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



# FY2020 Financial Results

Reported Profit: 6 months ended 31 December 2019

In RM Million	1H FY2020	1H FY2019	YoY %
<b>Revenue</b>	<b>19,685</b>	<b>18,268</b>	7.8
<b>PBIT</b>	<b>827</b>	<b>684</b>	20.9
Finance income	23	17	
Finance costs	(85)	(62)	
<b>Profit before tax</b>	<b>765</b>	<b>639</b>	19.7
Taxation	(209)	(64)	
<b>Profit after tax</b>	<b>556</b>	<b>575</b>	(3.3)
Non-controlling interests	(28)	(33)	
<b>Net profit attributable to owners of the Company</b>	<b>528</b>	<b>542</b>	(2.6)



# FY2020 Financial Results

Core Profit: 6 months ended 31 December 2019

In RM Million	1H FY2020	1H FY2019	YoY %
<b>Reported PBIT</b>	<b>827</b>	<b>684</b>	20.9
<b>Adjustments</b>			
• Motors Vietnam	-	(15)	
• Gain on disposals	-	(96) <sup>1</sup>	
• Fair value loss on financial assets (MES)	9	50	
• Impairment of equity interest in E&O	22	66	
• ONGC recovery	-	(20)	
• Net corporate forex loss/(gain)	1	(3)	
<b>Core PBIT</b>	<b>859</b>	<b>666</b>	29.0
Net finance costs	(62)	(45)	
Taxation	(209)	(178) <sup>2</sup>	
Non controlling interests	(28)	(33)	
<b>Core Net Profit</b>	<b>560</b>	<b>410</b>	36.6

1. Gain on disposal of Weifang Water business (RM78m) and Industrial Malaysia property (RM18m)

2. Excludes tax on disposal of Weifang Water (RM13m) and deferred tax credit arising from change in RPT rate (RM129m)

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



## Key enablers:

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

Revenue enhancement, cost management & business expansion are key drivers

# Tesco Disposal

Expected to result in a Net Gain on Disposal of RM270 million



## Description of the Deal



- On 22 April 2020, Sime Darby entered into conditional agreements with C.P. Retail Development Company Limited, Tesco Holdings B.V. and Tesco PLC to **divest our 30% stake** in Tesco Stores (Malaysia) Sdn Bhd for a **total consideration of RM300m**
- The disposal is part of a larger deal between Tesco PLC and C. P. Group, for Tesco PLC to **sell its Thai and Malaysian businesses to CP Group**
- The disposal is also aligned to Sime Darby's **non-core asset rationalisation** program



## Purchase Consideration



- The RM300m offer represents an **Enterprise Value of RM3.69bn** implying an **EV/FY20 EBITDA of 9.1x** (pre-IFRS 16) and **EV/FY20 Sales of 0.8x**
- The offer is: (i) **within the valuation range of precedent retail/hypermarket transactions** in the region and is also (ii) **broadly in-line with the independent valuation** undertaken by our financial adviser



## Gain on Disposal



- Expected to result in a **Net Gain on Disposal of RM270m** for the Group.

## Condition Precedent



- The broader transaction is conditional upon receiving approval from (i) **Thailand Trade Competition Commission**, (ii) **Malaysian Ministry of Domestic Trade and Consumer Affairs**, and (iii) **Tesco PLC's shareholders**



## Charoen Pokphand Group of Thailand



- Thailand's **largest conglomerate**
- Mr **Dhanin Chearavanont**, the senior chairman is Thailand's wealthiest man (net worth US\$17bn)

## Deal Process

22 Apr 2020

Signed **SPA** between **SDAP, CP & Tesco Plc**



2H 2020

Approvals from **MDTCA** for Malaysia, **OTCC** in Thailand and **Tesco PLC's** shareholders



2H 2020

Estimated **Completion Date**



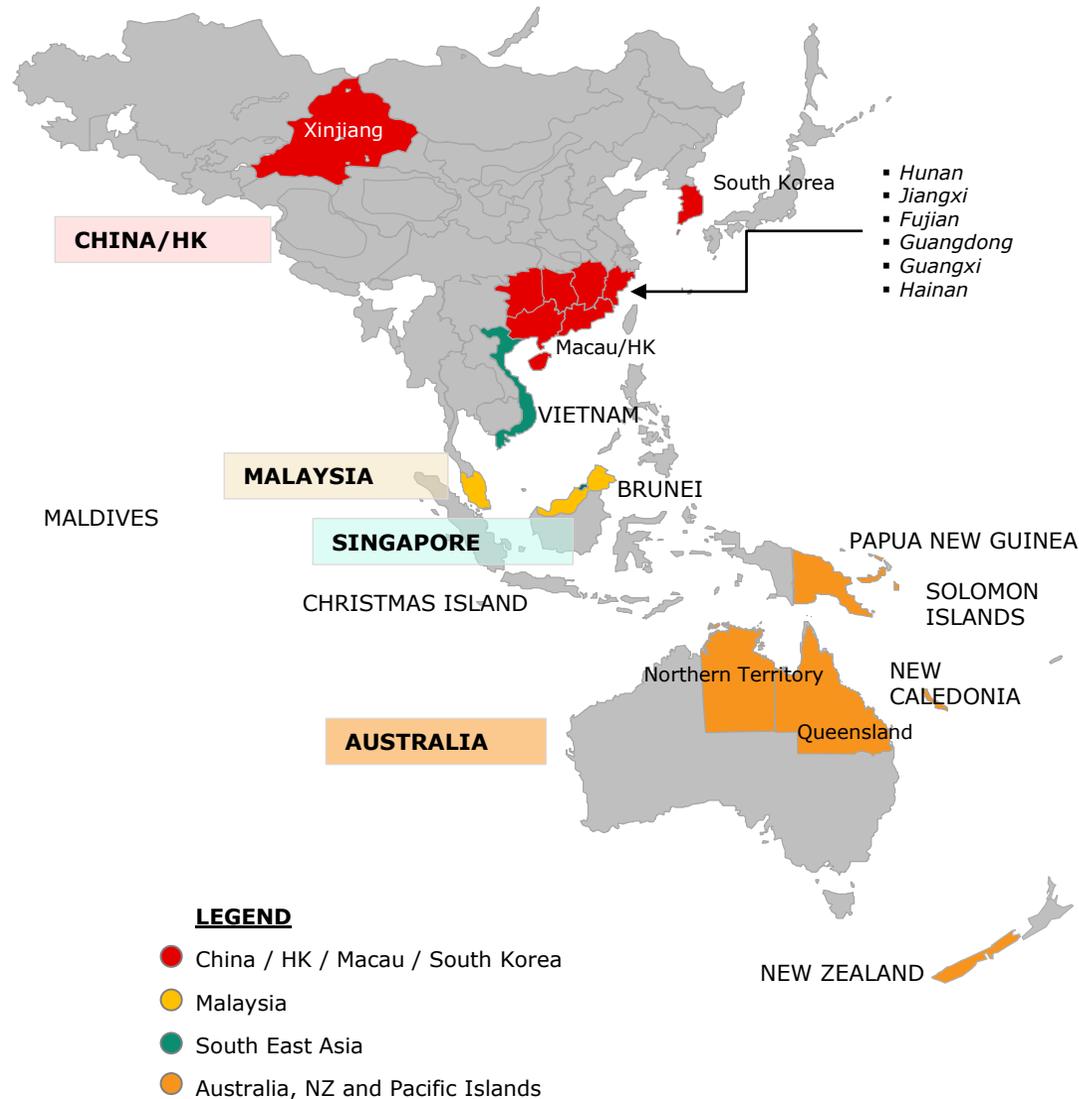


# Industrial Division

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# Sime Darby Industrial

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



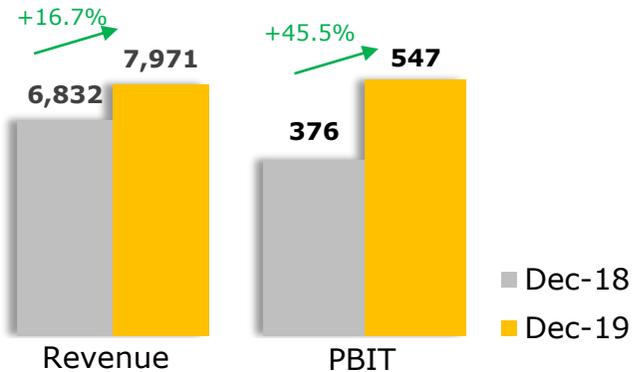
- Principal activities
  - Sale, rental and used equipment of Caterpillar equipment and engine
  - Sale of parts, service maintenance, equipment monitoring system and technology equipment's
- Regional presence: **18 countries & territories**<sup>(1)</sup>
- No. of branches: **139**<sup>(2)</sup>
- Orderbook: **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 <sup>(1)</sup>	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



## Margin improvement in all regions with strongest result from Australasia



In RM Million	1H FY2019	1H FY2020
Australasia	4,169	4,954
China	1,710	2,099
Malaysia	600	523
Asia	353	395
<b>Total Revenue</b>	<b>6,832</b>	<b>7,971</b>
Australasia	293	389
China	80	112
Malaysia	6	21
Asia	29	34
<b>Total Core PBIT</b>	<b>408</b>	<b>556</b>
FV Loss on Financial Asset	(50)	(9)
Disposal of properties	18	-
<b>Total PBIT</b>	<b>376</b>	<b>547</b>
<b>PBIT margin</b>	<b>5.5%</b>	<b>6.9%</b>
<b>Core PBIT margin</b>	<b>6.0%</b>	<b>7.0%</b>
<b>ROIC</b>	<b>4.7%</b>	<b>6.2%</b>

### Australasia

- Higher equipment deliveries to both mining and construction sectors.
- Profit contribution from Hardchrome Dec 2019 – RM12.5m vs Q2 FY2019 – RM2m (acquired in Dec 2018).
- Profit contribution from Terra Cat (Gough acquisition) of RM1.7m for Q2.
- Results partly offset by the weakening of AUD/MYR by 4.6% from 2.99 to 2.85.
- Fair value loss on financial assets of RM9 million (Q2 FY2019 – loss of RM50m).

### China

- Higher equipment sales and product support as trade war impact softening.
- Higher margins partly due to reversal of provisions and accruals.
- Higher margin compensated for the weaker RMB/MYR by 1.6% from 0.60 to 0.59.

### Malaysia

- Lower equipment deliveries and parts sales.
- Restructuring cost of RM2m in 1H FY2020 (1H FY2019 – RM15m).

### Asia

- Higher product support and non CAT (Caterpillar) sales.
- Includes reversal of impairment of associate of RM2m.

# Industrial Outlook



Order book increased 15.4% from Sept 2019

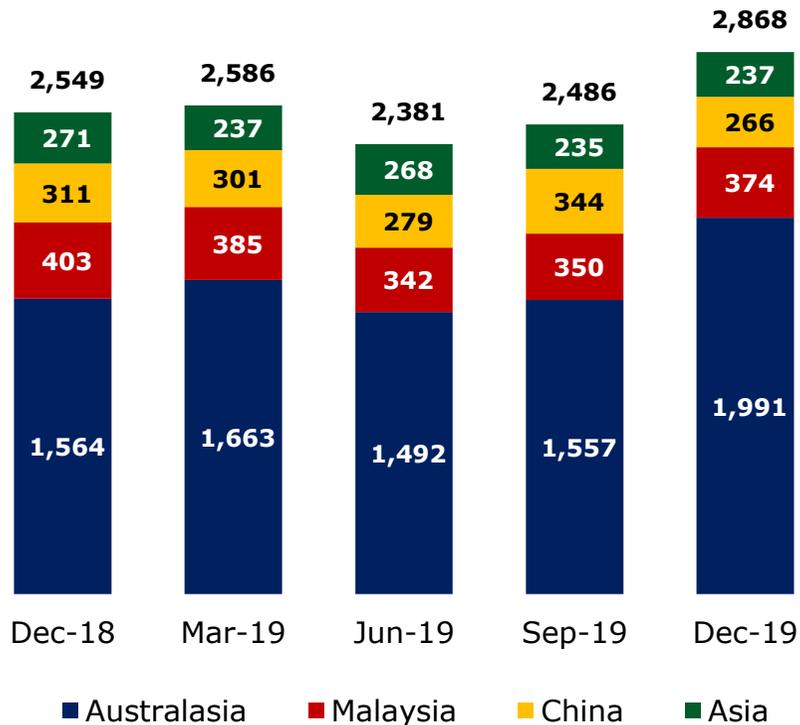
**RM2,486m**

Order book as at  
30 September 2019

**+15.4%**

**RM2,868m**

Order book as at  
31 December 2019



## 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.

## CHINA



- Coronavirus outbreak expected to have an impact on sales.
- Estimated impact cannot be accurately estimated, depending on when the outbreak is contained.
- Government stimulus measures to boost spending on infrastructure expected to be implemented once the virus spread is better controlled.

## ASIA



- Construction sector expected to slow down due to possible supply chain disruptions.
- Large pipeline of mega-projects such as Changi Airport Terminal 5 and North-South Corridor Expressway to support the construction sector.

## 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.
- Coronavirus outbreak expected to impact the supply of certain construction equipment and parts. Impact can't be accurately quantified at the moment.



# 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



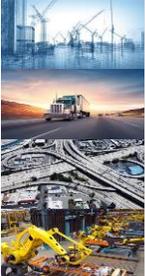

- Forestry**
- Building Construction**
- General Construction**

TMH



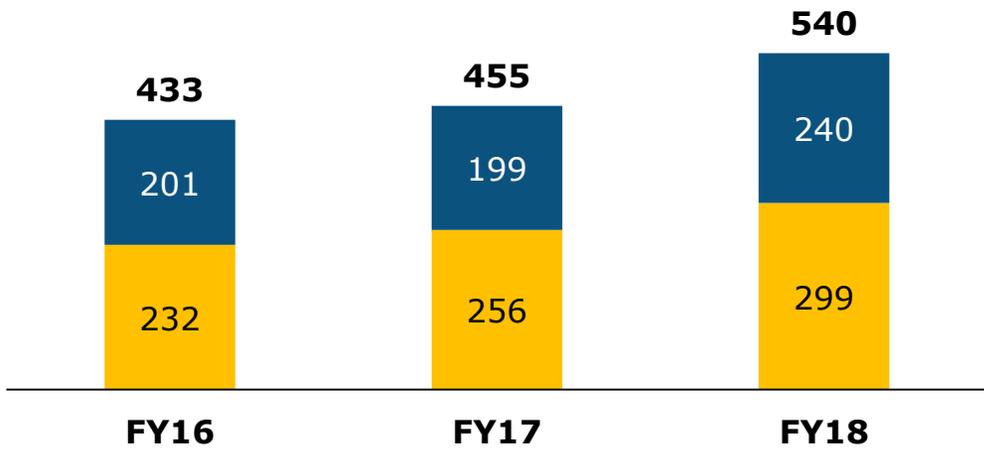
- Established in **1929**, provides **parts and equipment solutions**
- **42 locations** and **420 employees** across Aus & NZ

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

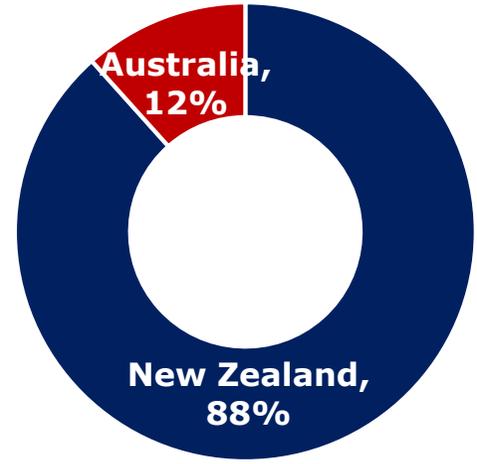



- Construction**
- Transport**
- Infrastructure**
- Material Handling**

Revenue (NZ\$ m)



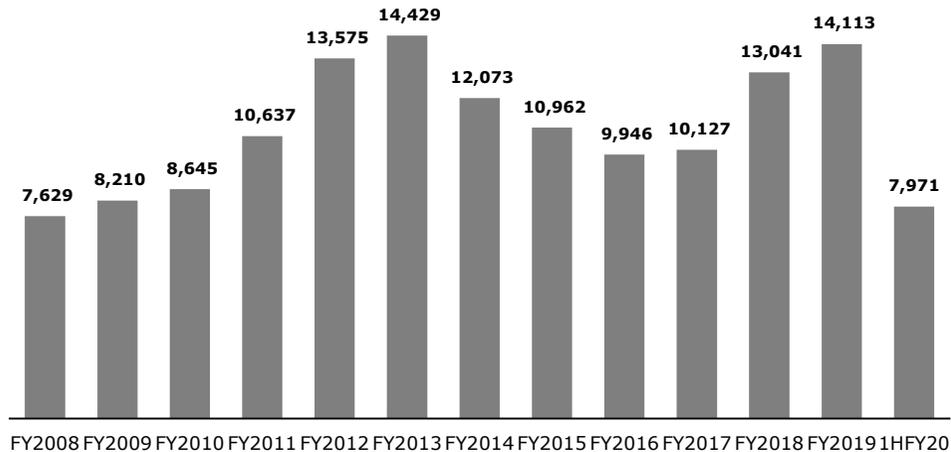
FY18 revenue by geography



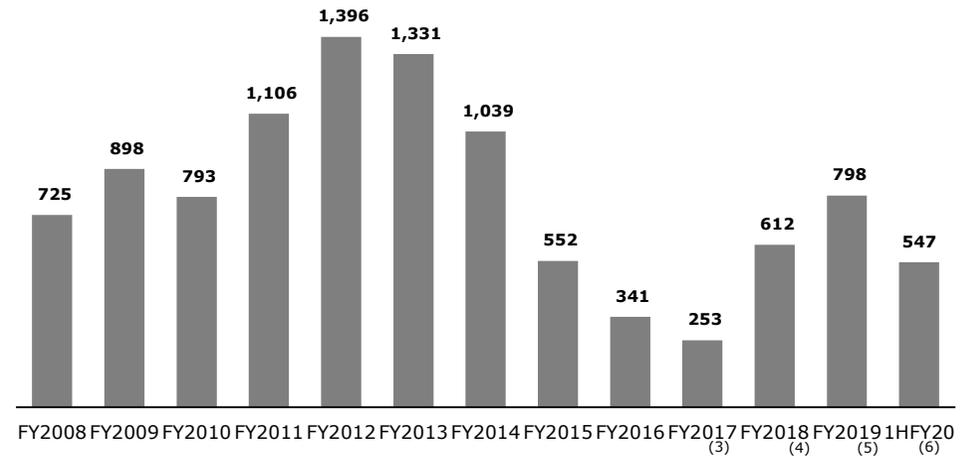
# Sime Darby Industrial

## Key Financial Highlights

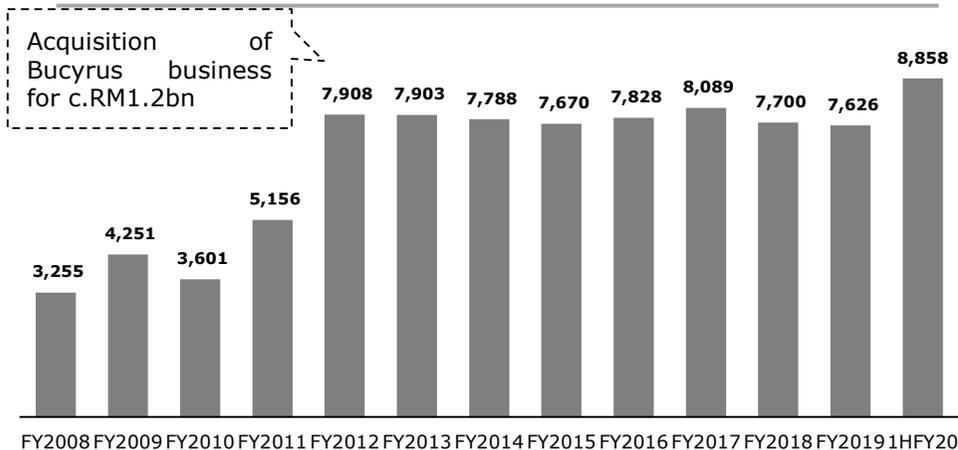
### Revenue (RM million)



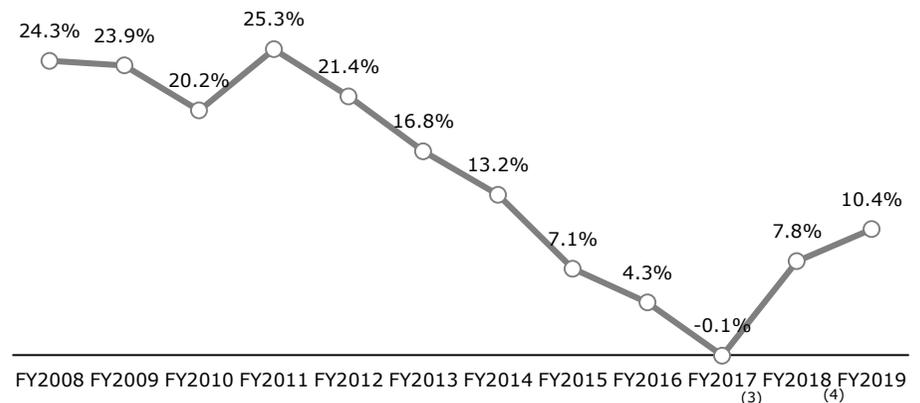
### PBIT (RM million)



### Invested Capital<sup>(1)</sup> (RM million)



### ROAIC<sup>(2)</sup> (%)



#### 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)
- (6) Includes fair value loss on financial assets (RM9m)

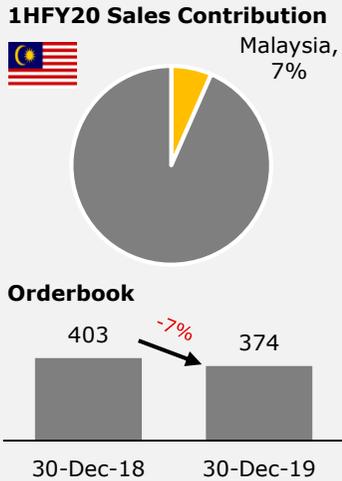


# Sime Darby Industrial

## Revenue & PBIT by Region (1/2)

Malaysia

### 1HFY20 Sales Contribution & YoY Orderbook



### Products / Services

#### CAT New Equipment & Engines



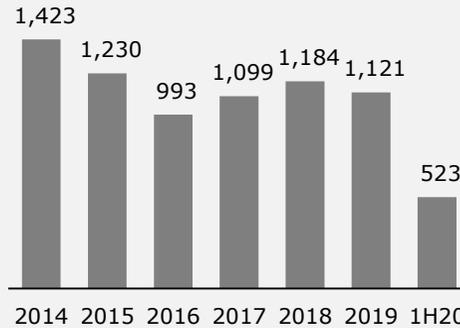
#### Rental & Used Equipment

#### Parts & Services

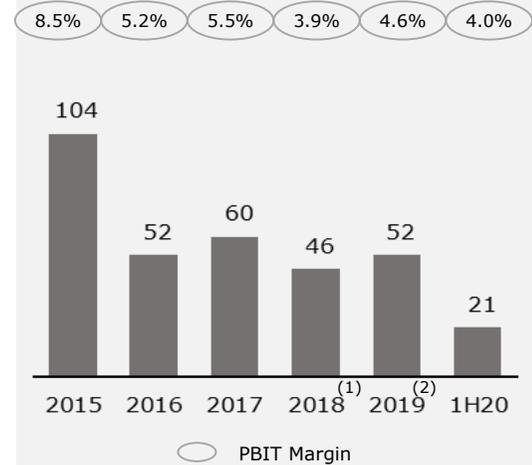
#### Allied Solutions

#### Energy Solutions

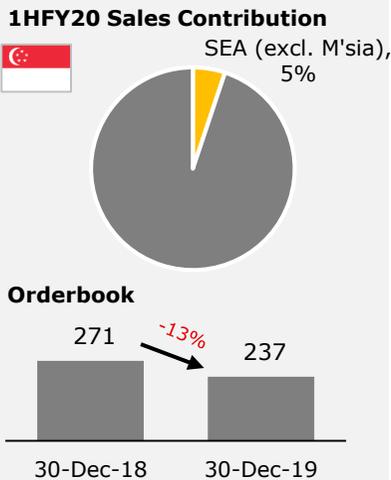
### Revenue (RM million)



### PBIT (RM million)



SEA (excl. Malaysia)

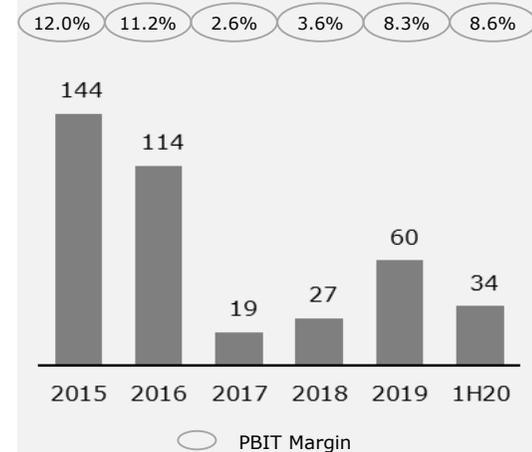
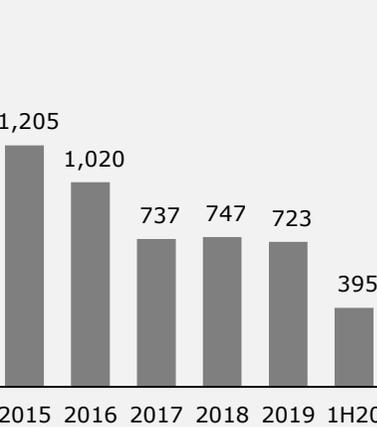


#### CAT New Equipment & Engines



#### Rental & Used Equipment

#### Parts & Services



**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)

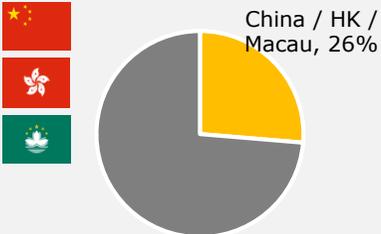
# Sime Darby Industrial

## Revenue & PBIT by Region (2/2)

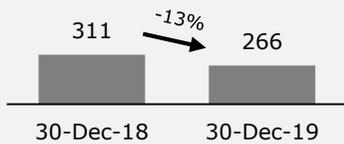
East Asia

### 1HFY20 Sales Contribution & YoY Orderbook

#### 1HFY20 Sales Contribution



#### Orderbook



### Products / Services

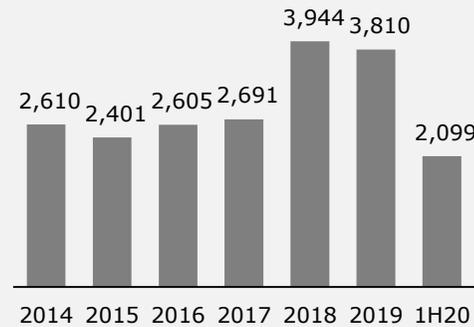
#### CAT New Equipment & Engines



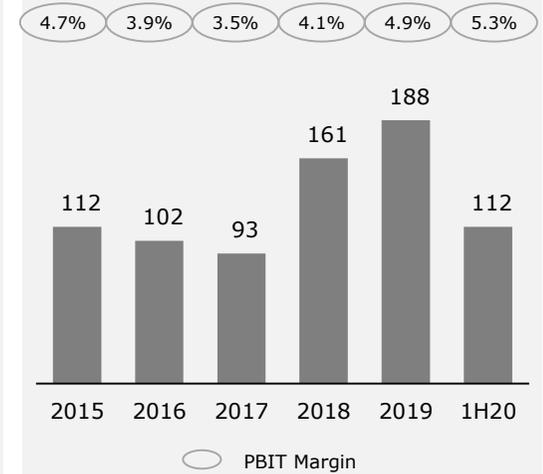
#### Rental & Used Equipment

#### Parts & Services

### Revenue (RM million)

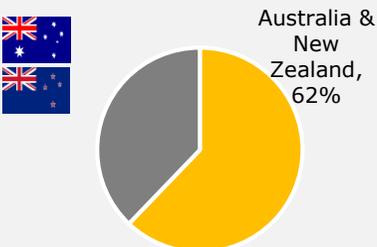


### Core PBIT (RM million)

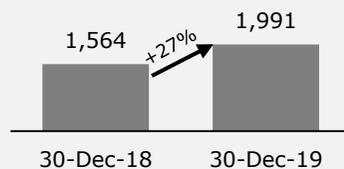


Australia & Pacific Islands

### 1HFY20 Sales Contribution



#### Orderbook

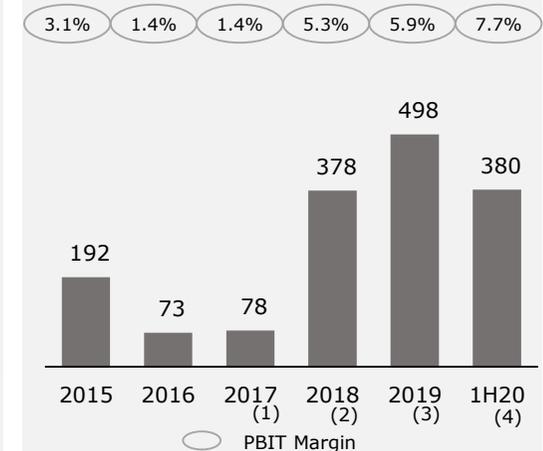
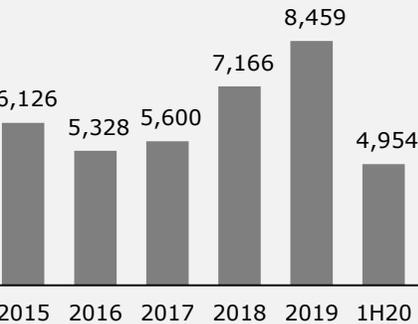


#### CAT New Equipment & Engines



#### 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
- (4) Includes Fair Value loss on Financial Asset of RM9m



# Motors Division

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# Sime Darby Motors

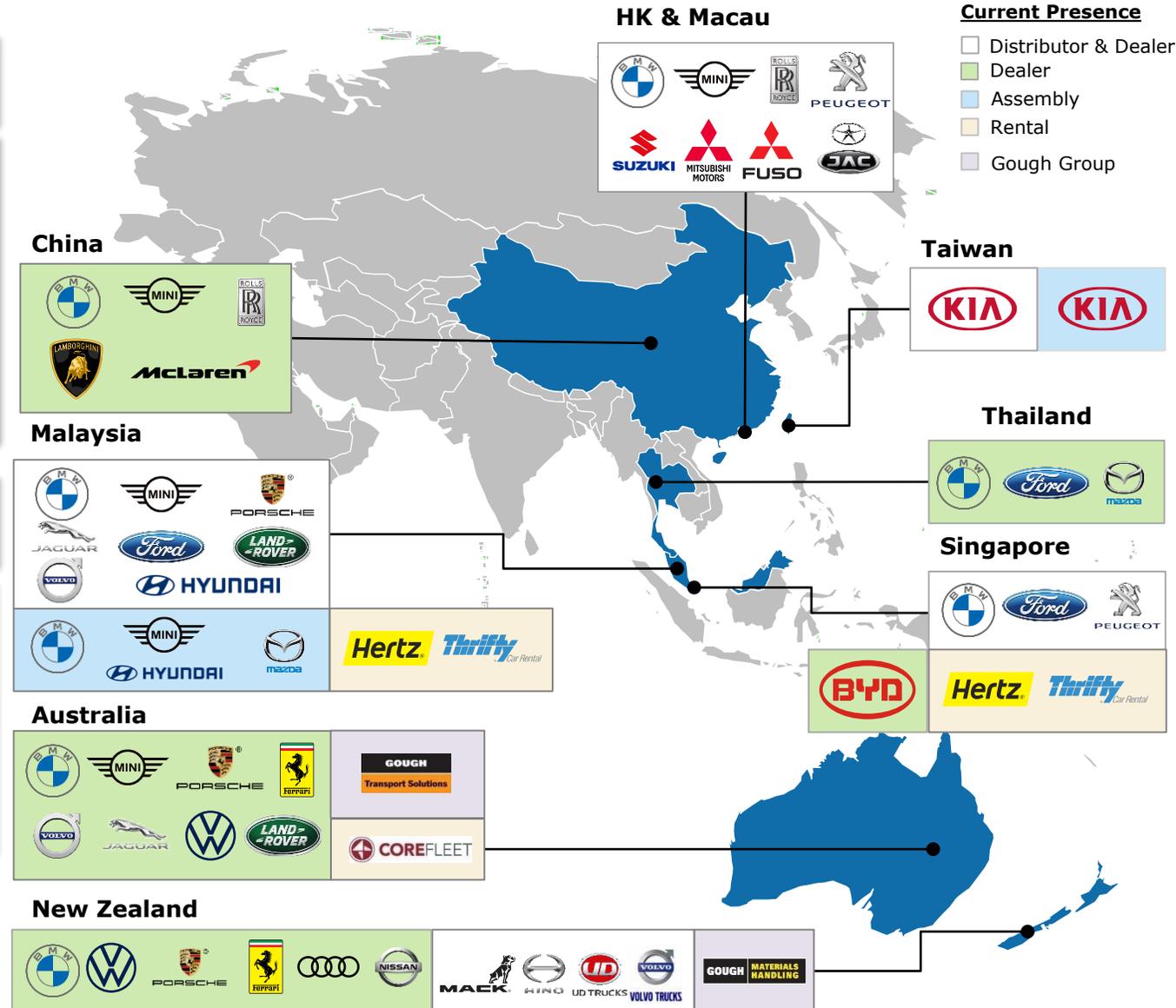
Focused on Expansion in Asia Pacific

## 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



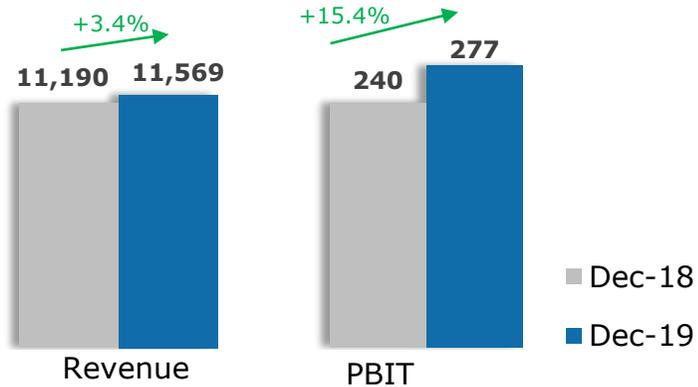


# Sime Darby Motors

We represent strong luxury and mass market brands across APAC

 Malaysia	 Singapore	 Thailand	 Australia	 New Zealand	 Hong Kong	 Macau	 China	 Taiwan
<b>Distributor &amp; Dealer</b>         <b>Assembly (Inokom)</b>    	<b>Distributor &amp; Dealer</b>    <b>Dealer</b> 	<b>Dealer</b>   	<b>Dealer</b>        	<b>Distributor &amp; Dealer</b>     <b>Dealer</b>      	<b>Distributor &amp; Dealer</b>          	<b>Distributor &amp; Dealer</b>          	<b>Dealer</b>     	<b>Distributor &amp; Dealer</b>  <b>Assembly</b> 
<b>Rental</b>  	<b>Rental</b>  		<b>Rental</b>  	<b>Gough Materials Handling</b> 				

## Increase in revenue and profits in the Greater China region



In RM Million	1H FY2019	1H FY2020
China, HK, Macau & Taiwan	5,219	5,559
Southeast Asia	2,493	2,561
Malaysia	2,100	1,856
Australasia	1,378	1,593
<b>Total Revenue</b>	<b>11,190</b>	<b>11,569</b>
China, HK, Macau & Taiwan	73	163
Southeast Asia	35	(1)
Malaysia	70	66
Australasia	47	49
<b>Total Core PBIT</b>	<b>225</b>	<b>277</b>
Vietnam	15	-
<b>Total PBIT</b>	<b>240</b>	<b>277</b>
<b>PBIT margin</b>	<b>2.1%</b>	<b>2.4%</b>
<b>Core PBIT margin</b>	<b>2.0%</b>	<b>2.4%</b>
<b>ROIC</b>	<b>3.8%</b>	<b>3.3%</b>

### China, HK, Macau & Taiwan

- Higher revenue and improved margin at BMW China operations.
- HK Rolls Royce and Suzuki recorded higher unit sales
- Taiwan recorded LBIT (RM7m) in 1H FY2020 vs (RM11m) in 1H FY2019.

### Southeast Asia

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

### Malaysia

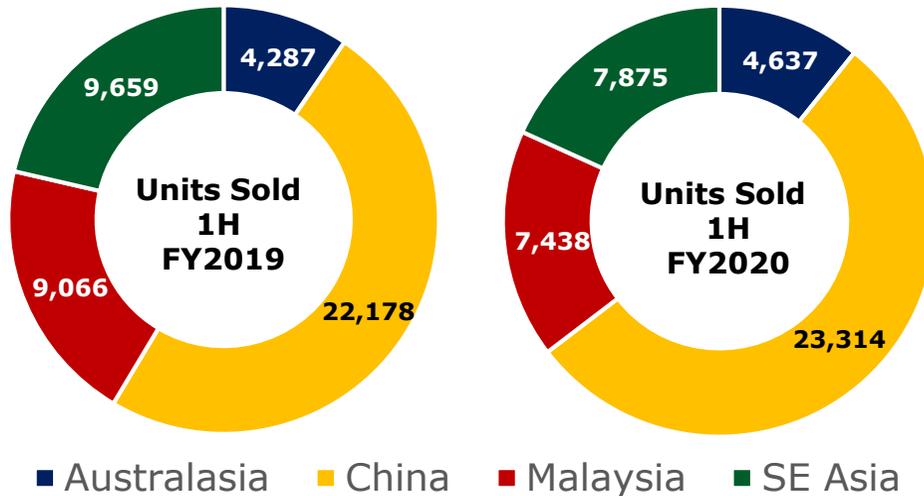
- Lower BMW units sold and unit assembled by Inokom as previous half-year ended benefitted from higher sales due to zero rating of GST in July and August 2018.
- Increased profit contribution from the car rental business.

### Australasia

- Higher revenue mainly due to revenue from newly acquired businesses (RM201m).
- The New Zealand passenger vehicle operations improved due to higher margin despite lower units sold.
- The commercial vehicle operations recorded lower unit sales due to the slowdown in the New Zealand economy.

# Motors Outlook

Sales in China expected to be significantly affected by the coronavirus outbreak



**43,264**  
Units Sold  
(1H FY2019: 45,190)

**12,394**  
Units Assembled  
(1H FY2019: 19,496)



## MALAYSIA

- TIV growth expected to be muted due to subdued economy growth, compounded by the high level of indebtedness in the household sector.
- NAP 2020 expected to contribute to growth in local production volume as more opportunities arise from the development of Industrial Revolution 4.0 and Mobility as a Service.



## CHINA

- Coronavirus outbreak is expected to impact car sales while economic contraction in Hong Kong will dampen consumer spending.
- In the longer term, luxury segment expected to continue growing on the back of increasing higher-income population.



## SE ASIA

- Tightening COE quota will continue to affect growth of vehicle sales in Singapore.
- Thailand is expected to see flat growth due to tightening loan conditions and lower consumer confidence.



## AUSTRALASIA

- Weak consumption affecting vehicle sales growth.
- Steady market expected in New Zealand for commercial vehicles with anticipated demand from agriculture and freight transport sector and low domestic interest rate environment.

# Motors Outlook



Upcoming model launches expected to boost sales in 2QFY2020



**BMW 530Le**  
China - Q3FY2020



**BMW X1**  
Malaysia - Jan 2020



**Porsche Macan GTS**  
Aus/NZ - Feb 2020



**MINI BEV**  
Malaysia - Mar 2020

# Acquisition of 3 Trivett dealerships in Sydney

Expansion of luxury car dealership footprint in Australia



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:

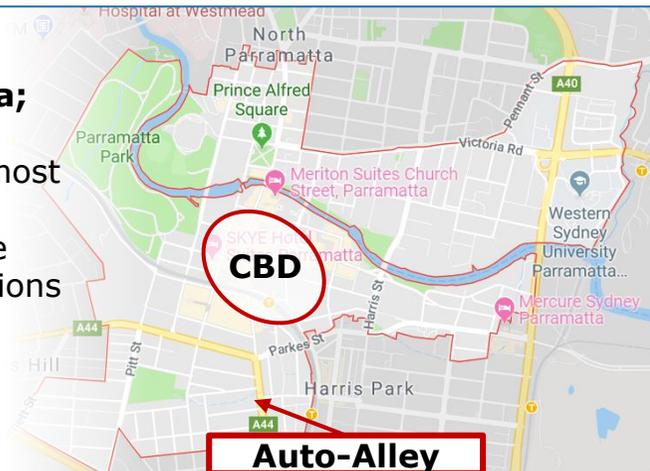


*\*New additions to SDM AUS marques*

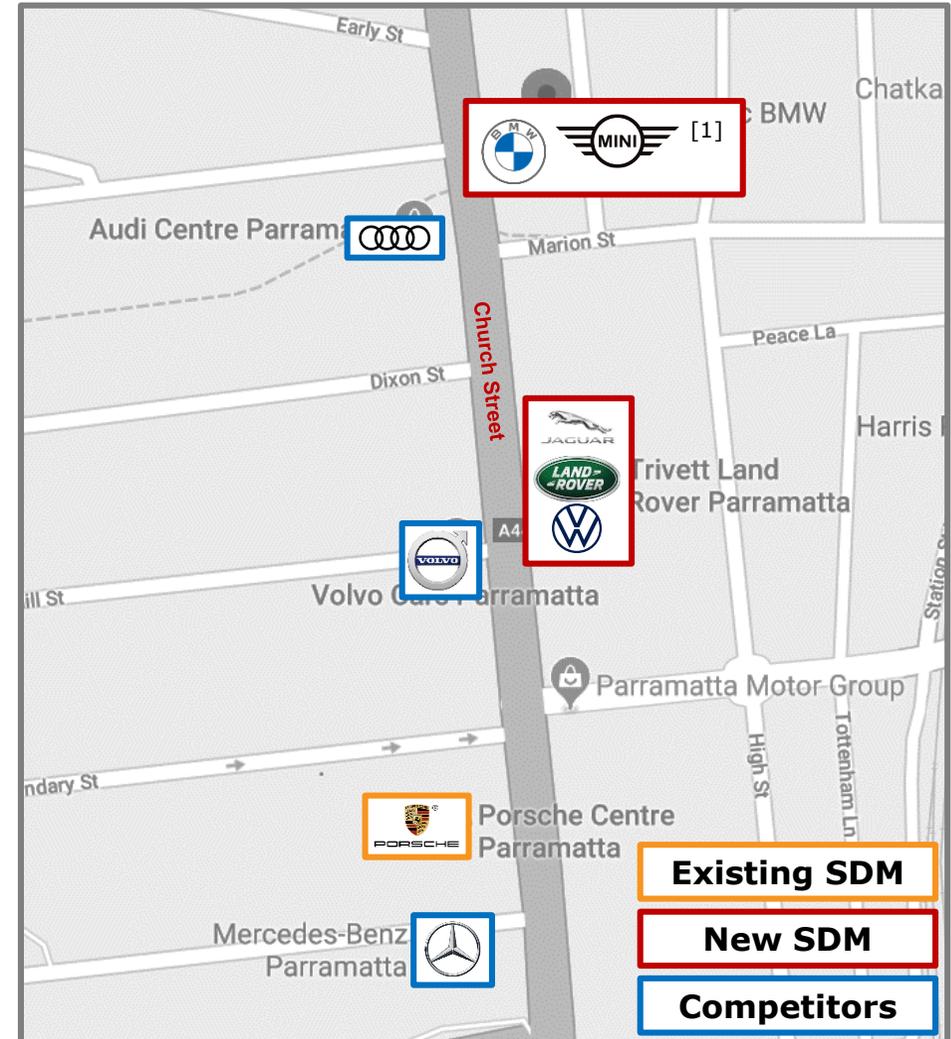


## Location:

**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

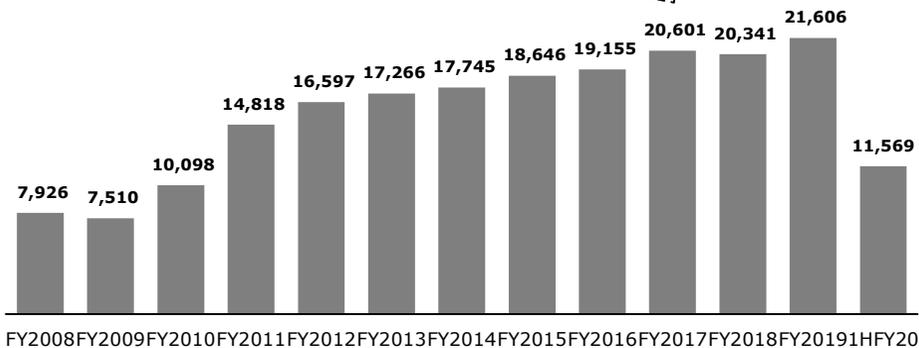


# Sime Darby Motors

## Key Financial Highlights

### Revenue (RM million)

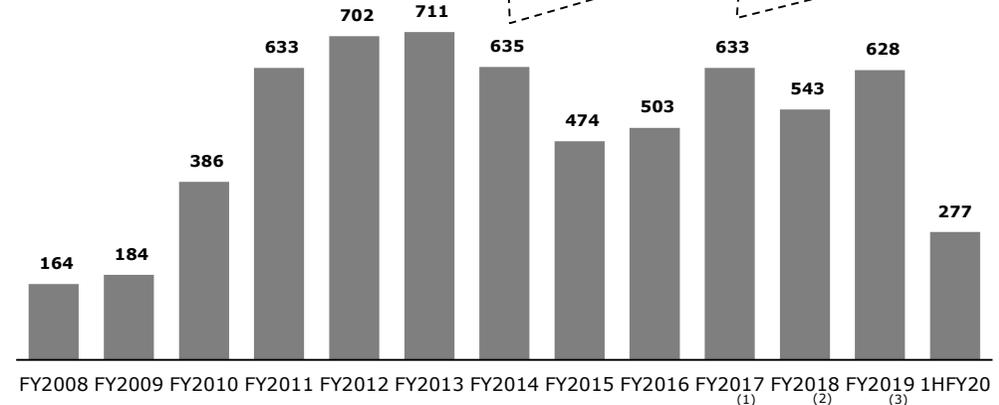
Record sales of the trucking business across all brands in NZ, higher sales volume in China and increased COE quota & timely launches of new BMW models in Singapore



### PBIT (RM million)

Impacted by GST in Malaysia and government policy in China

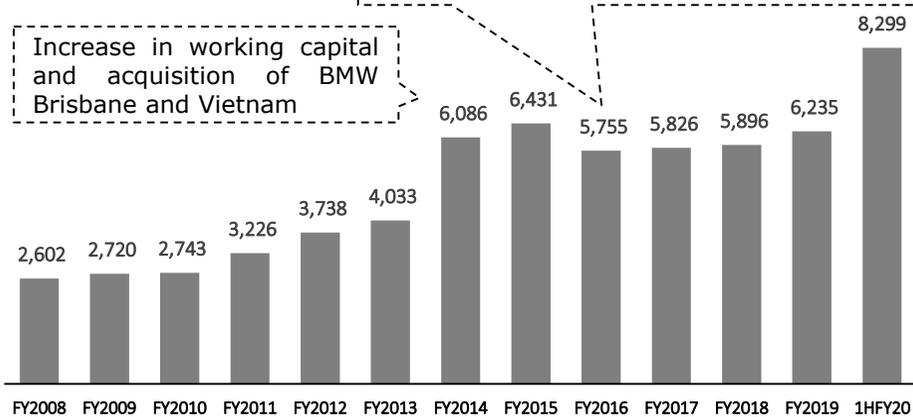
Stronger contributions from Malaysia and China operations



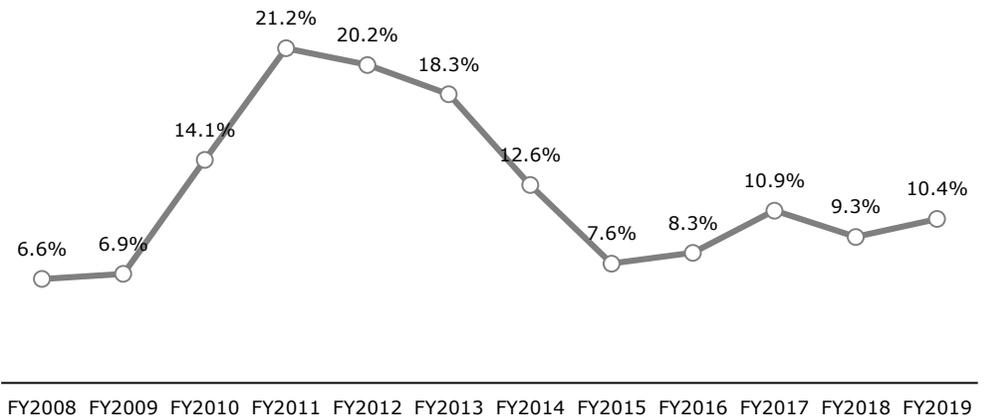
### Invested Capital<sup>(4)</sup> (RM million)

Increase in working capital and acquisition of BMW Brisbane and Vietnam

Reduction in working capital - inventories, receivables and cash balances



### ROAIC<sup>(5)</sup> (%)



(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

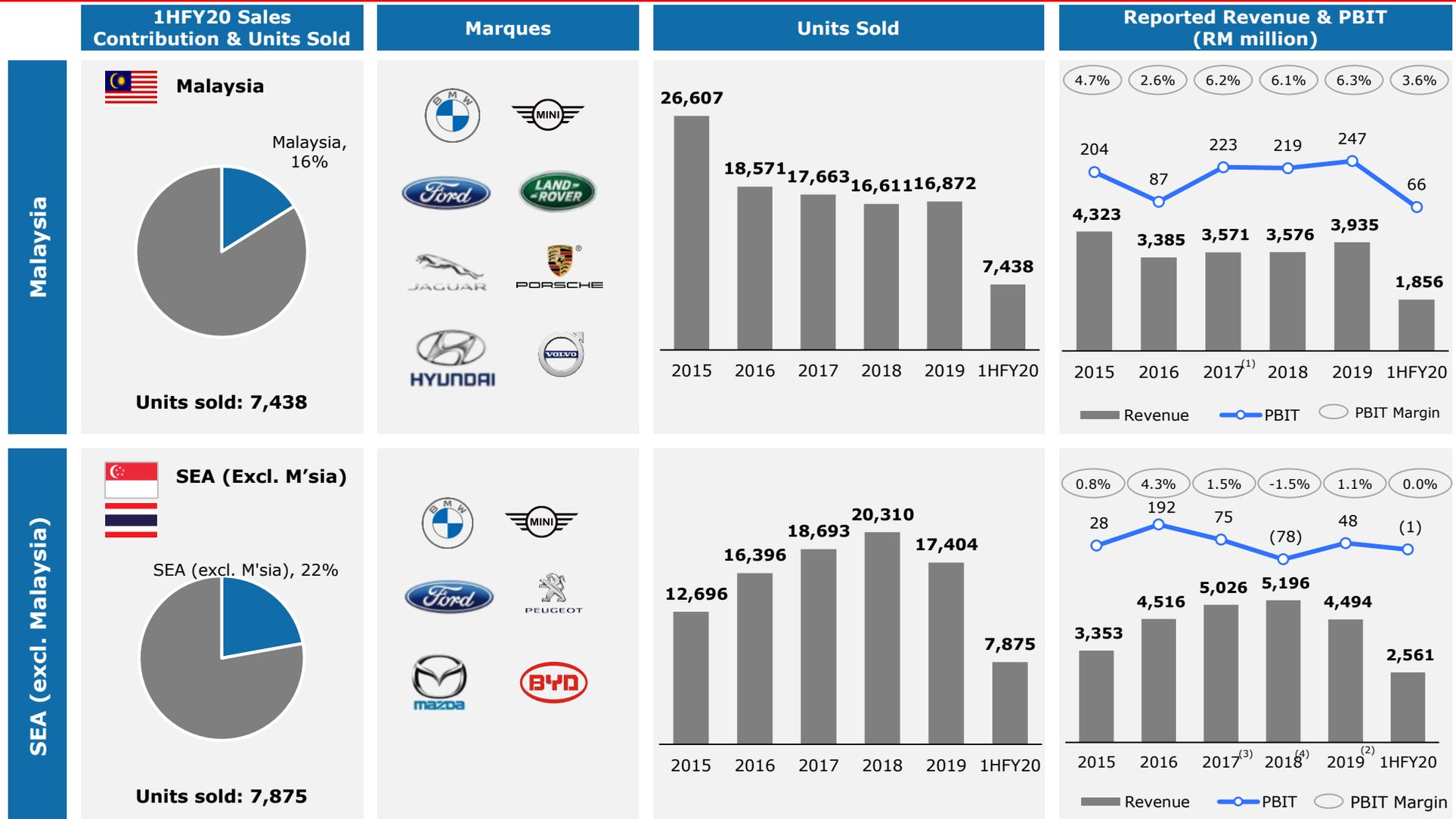
(3) Includes tax and duties refund in Vietnam (RM12m)

(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

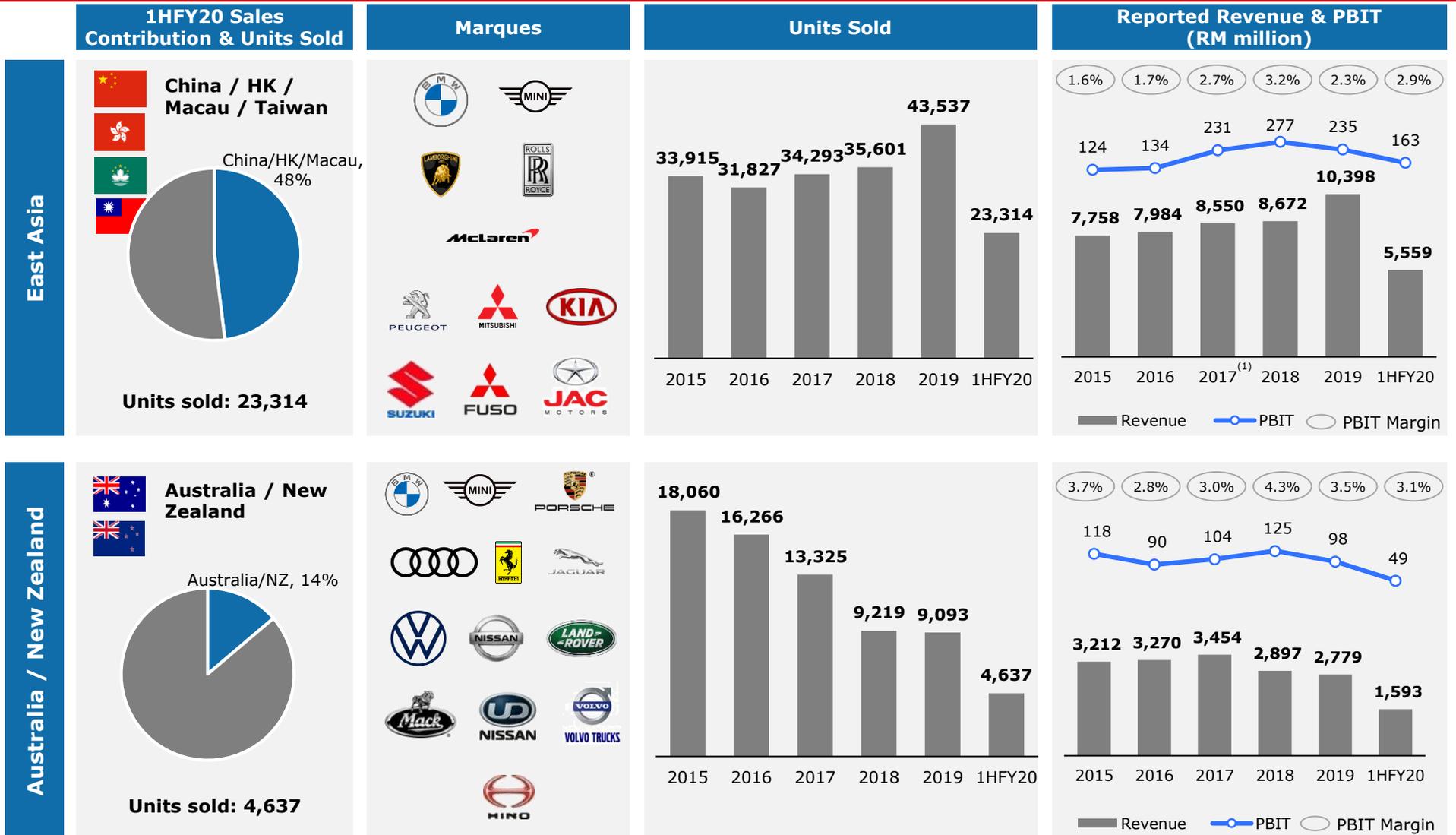
(4) Includes tax and duties refund for Vietnam (RM12m)

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

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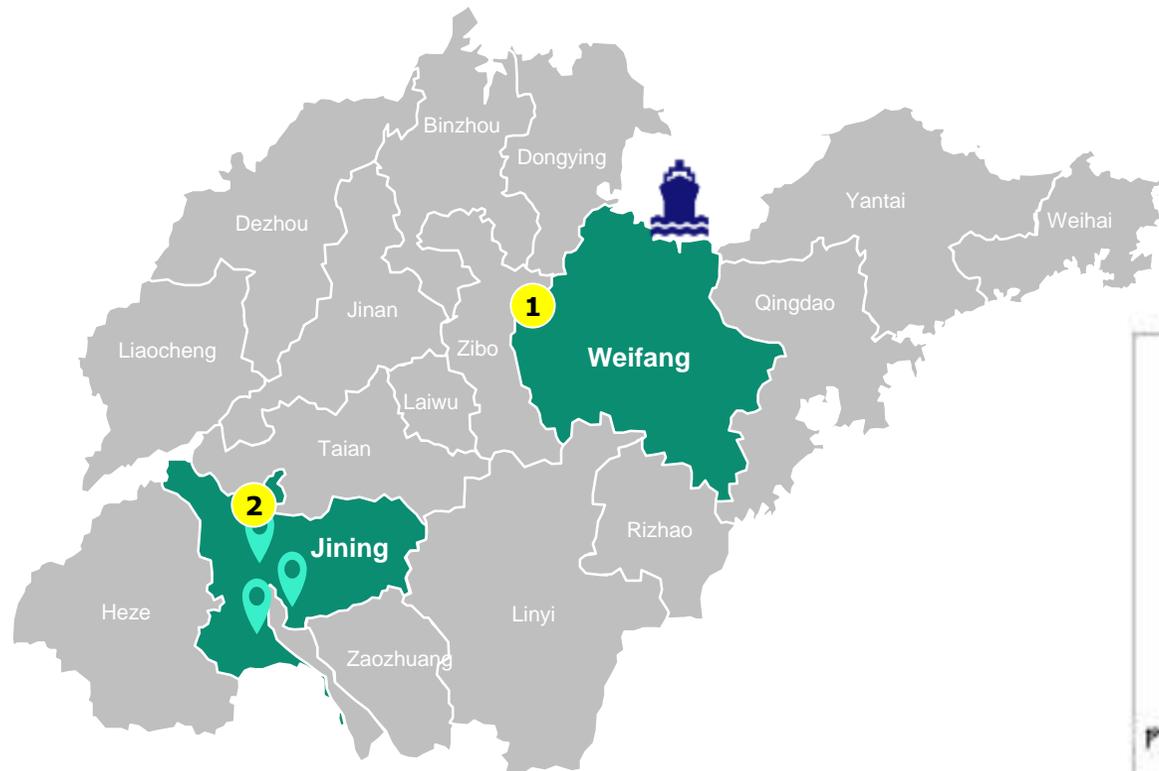
# Business Overview

## 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
<b>Total</b>	<b>65.0</b>	<b>35.8</b>

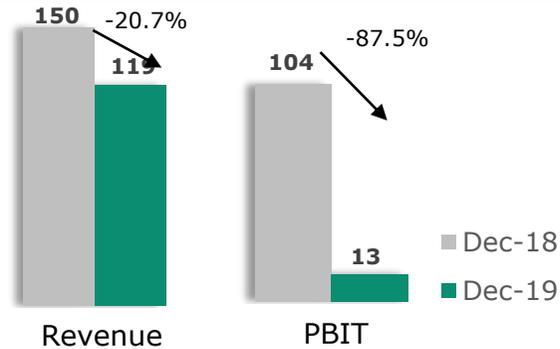


# Sime Darby Logistics

Logistics recorded lower profit mainly due to share of loss from joint ventures



## Logistics



## Ports

- Lower cargo throughput at Weifang Port due to adverse weather conditions and competition.
- Despite the lower throughput, profit of subsidiaries were higher mainly due to lower overheads and reversal of accruals

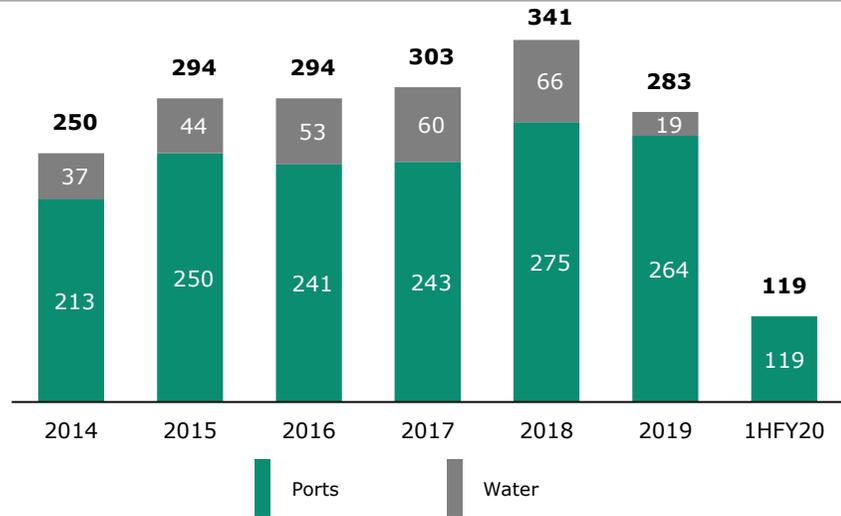
**13.6 million MT**  
General cargo  
throughput  
(1H FY2019: 14.7 million  
MT)

**105,935 TEU**  
Container throughput  
(1H FY2019: 148,024  
TEU)

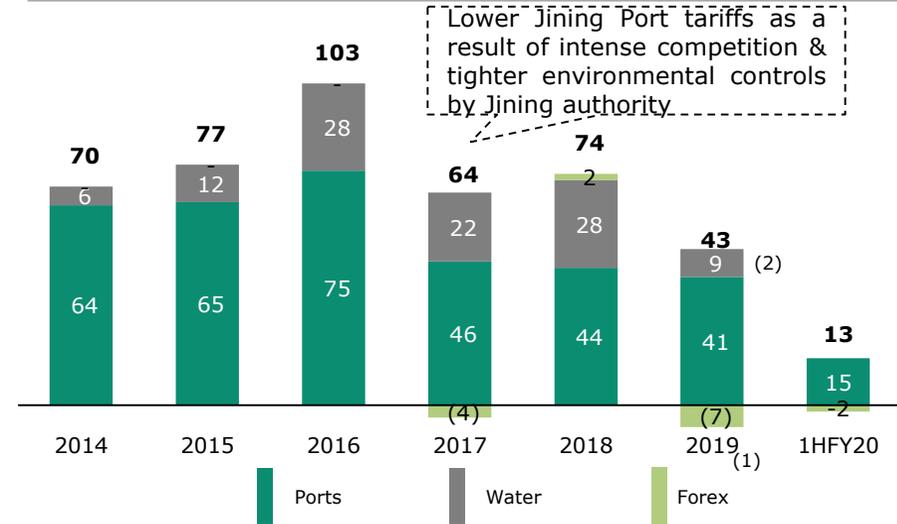
In RM Million	1H FY2019	1H FY2020
Ports	131	119
Water	19	-
<b>Total Revenue</b>	<b>150</b>	<b>119</b>
Ports - Subsidiaries	23	27
Ports - Assoc & JVs	-	(12)
Water	9	-
Forex	(6)	(2)
<b>Total Core PBIT</b>	<b>26</b>	<b>13</b>
Gain on disposal	78	-
<b>Total PBIT</b>	<b>104</b>	<b>13</b>
<b>PBIT margin</b>	<b>69.3%</b>	<b>10.9%</b>
<b>Core PBIT margin</b>	<b>17.3%</b>	<b>10.9%</b>
<b>ROIC</b>	<b>5.0%</b>	<b>0.7%</b>

# Key Financial and Operational Highlights

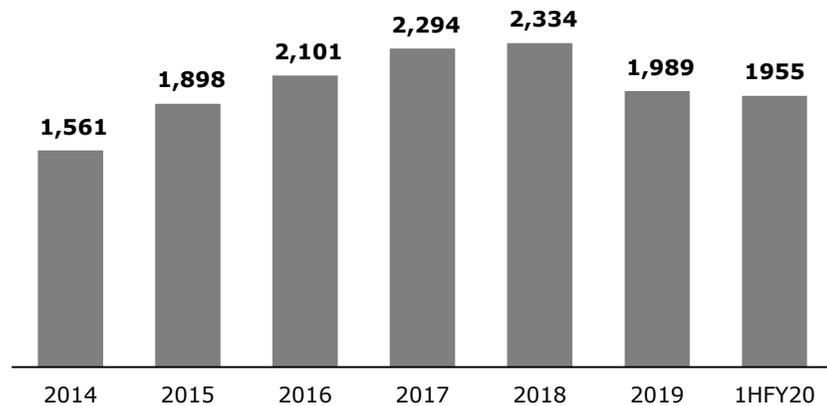
## Revenue (RM million)



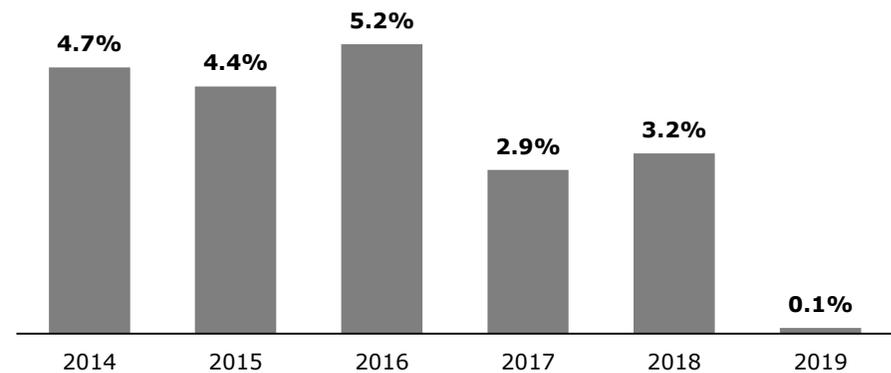
## PBIT (RM million)



## Invested Capital<sup>(3)</sup> (RM million)



## ROAIC<sup>(4)</sup> (%)



### 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



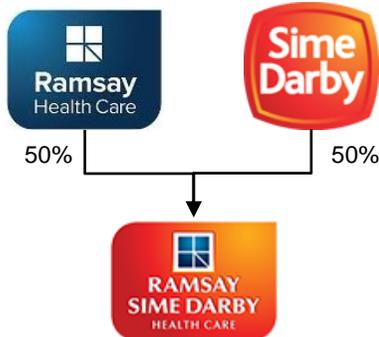
# Healthcare Division

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# 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)

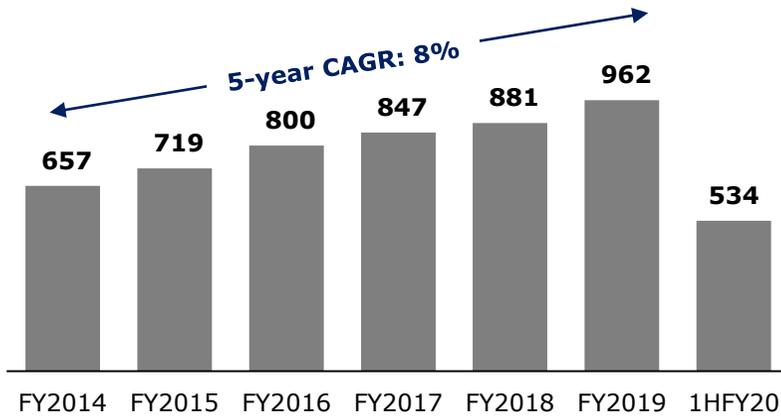
# Ramsay Sime Darby Health Care

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

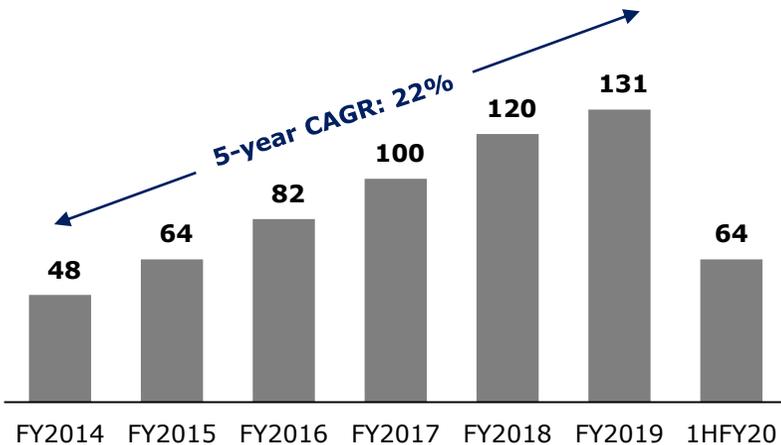


## RSDH Financials

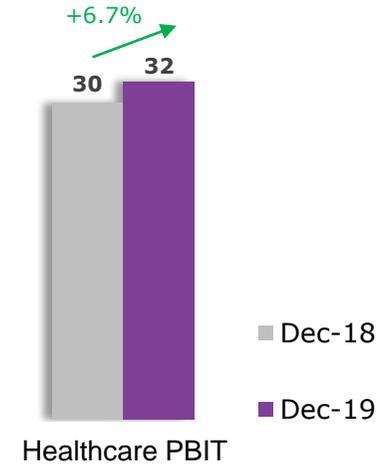
### Revenue (RM million)



### PBIT (RM million)



## SDB Share of RSDH JV



### In RM Million

### 1H FY2019

### 1H FY2020

### Healthcare PBIT

30

32

### Healthcare ROIC

3.9%

5.0%

- Higher revenue from Indonesia and Malaysia operations.



# Appendices

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# 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



**DEAN MEHMET**  
Managing Director,  
Industrial Division,  
Australasia



**SHIU CHI YAN**  
Managing Director,  
Industrial Division,  
Asia



**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

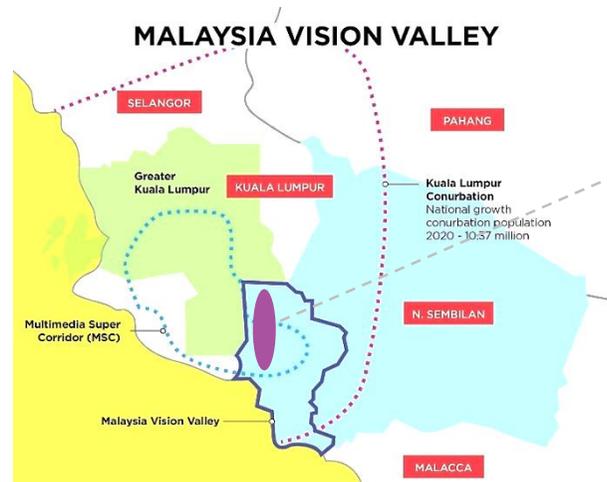
## Highlights of MVV

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**



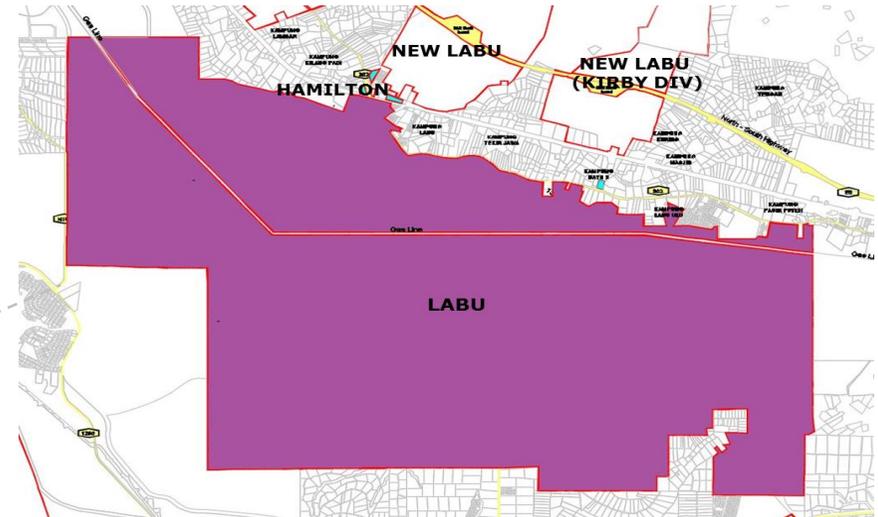
The area is intended to focus on **4 key development drivers**:

- 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



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# Thank You

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