



Delivering
Sustainable Futures

SIME DARBY BERHAD 17TH ANNUAL GENERAL MEETING

16 November 2023



SIME DARBY GROUP OVERVIEW



Leading trading company in Asia Pacific with strong partnerships with Premium Brands

Total Employees
24,335

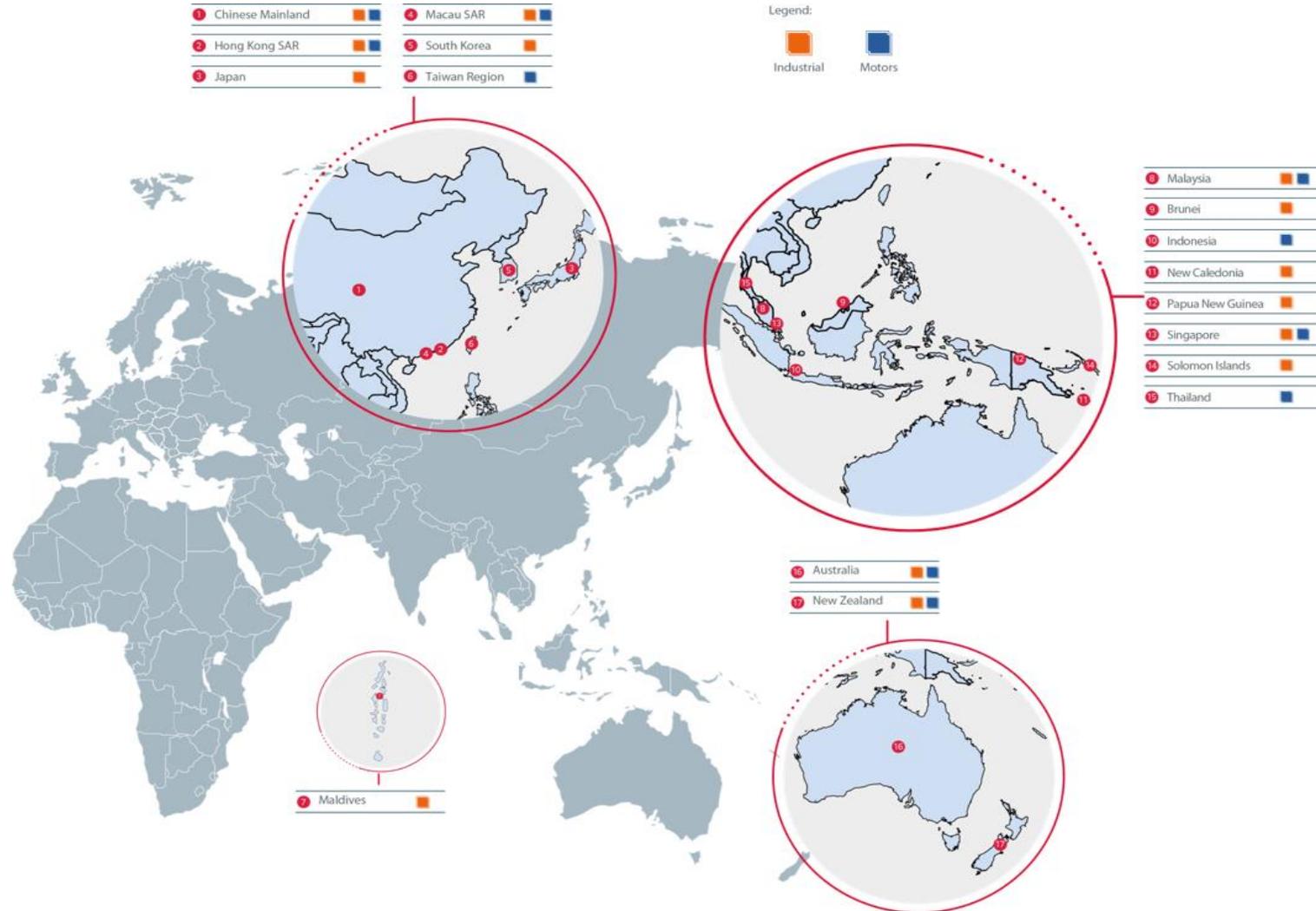
Sime Darby Industrial
10,177
Staff Strength

Sime Darby Motors
13,900
Staff Strength

Others Businesses
(Excluding RSDH)
96
Staff Strength

Group Head Office
162
Staff Strength

Countries & Territories
17



Leading BMW & Rolls-Royce dealer in the world



Leading CAT dealer globally

FY2023 Financials



Revenue
RM 48.3bn

*Figures exclude discontinued ops



PATAMI
RM 1.46bn



PBIT
RM 2.14bn

*Figures exclude discontinued ops



Shareholder's Funds
RM 16.9bn

OUR BRAND UNIVERSE

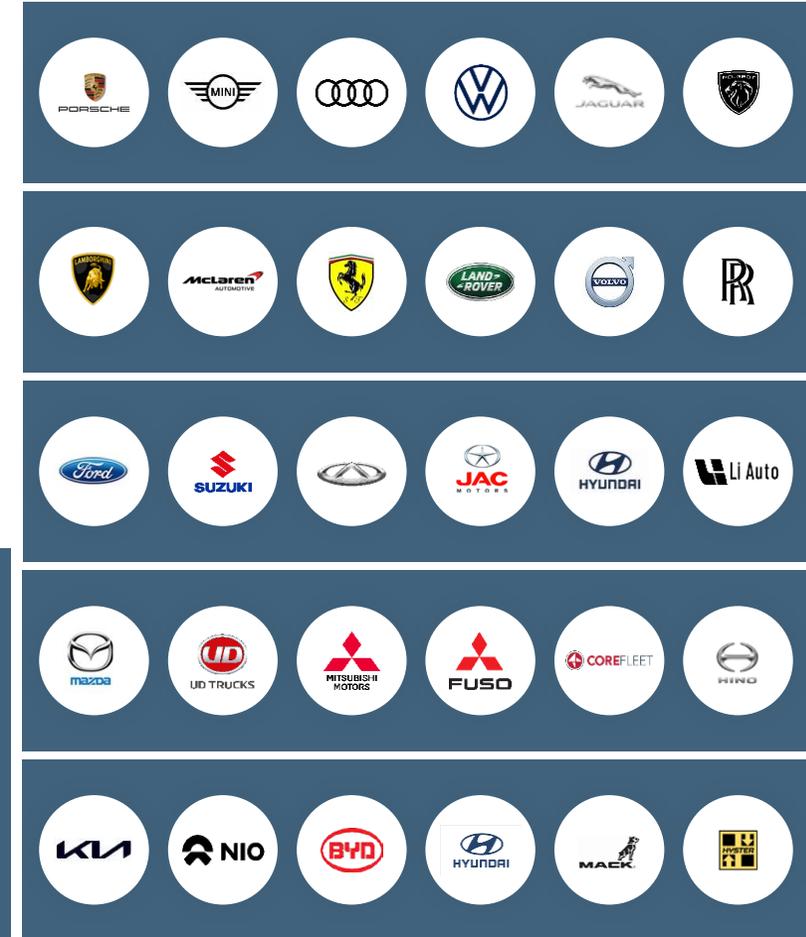
“Partner of Choice” for many of the World’s Leading Brands



Industrial Powerhouse



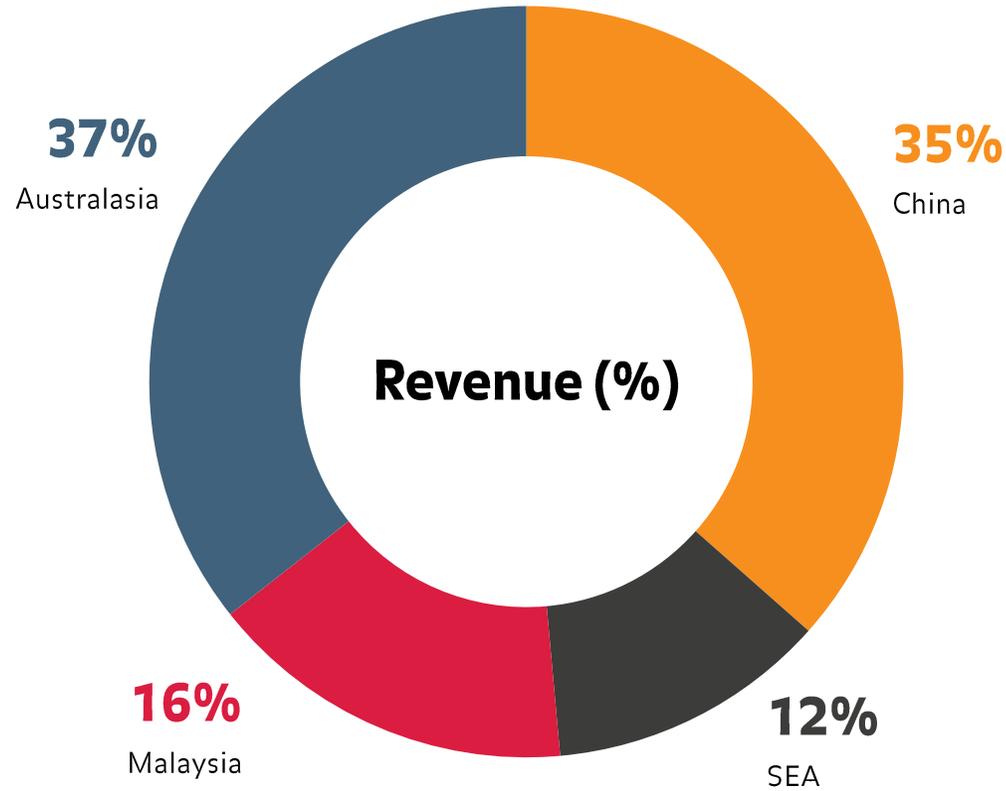
Automotive Specialist



Note: Brands shown are non-exhaustive

SIME DARBY: REVENUE BY GEOGRAPHY

>80% of Revenue generated outside Malaysia; China & Australasia are Key Markets



Notes:

1. Based on FY2023 Revenue
2. China consists of Chinese Mainland, Hong Kong SAR, Macau SAR & Taiwan Region
3. Australasia consists of Australia, New Zealand, Papua New Guinea & Solomon Islands
4. SEA consists of Singapore, Thailand, Indonesia

Sime Darby Berhad is a **multinational company** whereby

~84%

of revenue comes from **outside Malaysia**



Australia is one of the largest markets we operate in, contributing **37%** of our revenue, largely from the **mining** industry



Another large region we operate in is **China**, which contributes **35%** of our revenue

SIME DARBY: OPERATIONS OVERVIEW

Retail & Aftersales for Motors & Industrial equipment, valuable Healthcare business



Motors

Retail, distribution, rental & assembly

10 markets with over **200 branches**

More than 30 brands from luxury to mass market

One of the **largest BMW** dealers globally

50 years experience



Industrial

Equipment & after-sales services

191 branches across 16 countries & territories

Supply to **mining & construction sectors**, among others

One of the **largest CAT** dealers globally

Over 90 years experience with CAT



Others



Owns **-8,800 acres** of land in the MVV region



Owns **60%** of Sime Darby Lockton Insurance Brokers Sdn Bhd



People caring for people

7 internationally accredited hospitals in **Malaysia and Indonesia**

In the process of divestment

SIME DARBY: OUR PURPOSE

Partnering with the Best Brands to Enable the Region to Grow



“We bring the **best products & solutions** to enable Asia Pacific to Move and Develop”

FY2023 OPERATIONAL PERFORMANCE



Slowdown in China, bolstered by strong commodity prices and robust auto sales in Malaysia

China's Slowing Economy

In 2023, China experienced an **economic slowdown** of 3% -- the lowest growth rate in nearly 50 years. This was further exacerbated by a **price war** in the Chinese automotive industry



Inflation & Rising interest rates

Globally, there is **high inflation** prompting Central Banks worldwide to aggressively increase interest rates. High inflation may lead to lower **consumer sentiment** for our products.



Bullish Commodity Prices

High commodity prices result in **stronger demand** for our Industrial equipment. Seeing demand for **new minerals** for the Energy Transition.



Strong Automotive demand in Malaysia

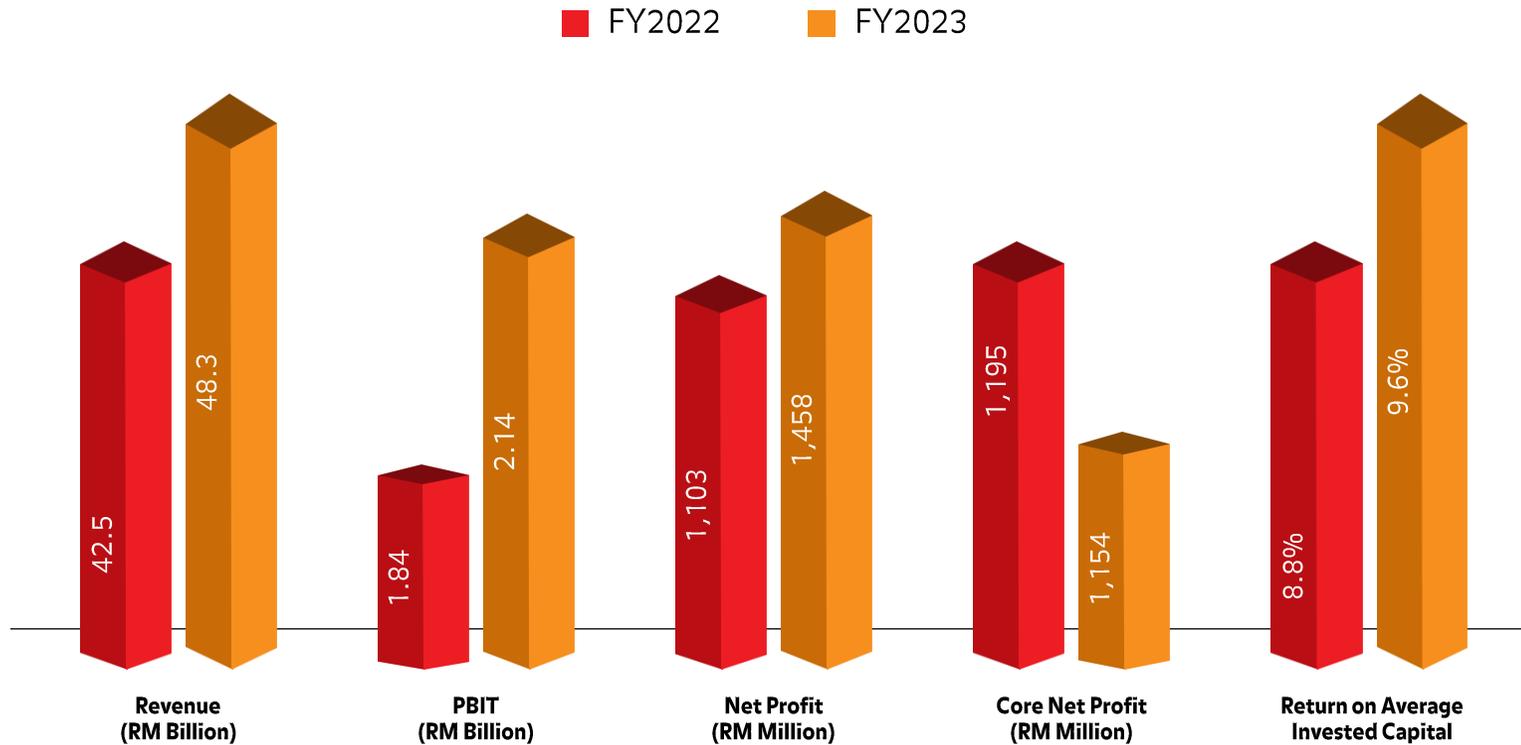
Our Motors division in Malaysia has benefited from backlog of **orders** from SST exemption and **strong EV demand** (fueled by the Government's push towards EVs).



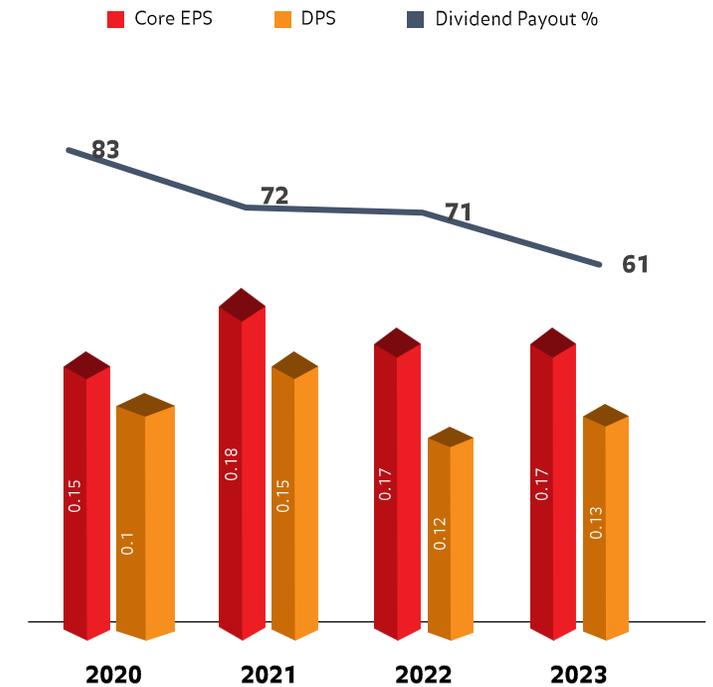
Notwithstanding economic challenges, the Group generated RM1.46 billion in Net Profits

DIVERSIFIED OPERATIONS AND STRONG FUNDAMENTALS ENABLED THE GROUP TO FACE ECONOMIC HEADWINDS

Net profit of RM1.46 billion, strong performance despite challenging landscape



Healthy dividend payouts



Debt/Equity Ratio = 0.49x Basic Earnings Per Share = 21 sen
 Dividend Per Share = 13 sen (61% of net profit)

TRANSFORMATION TO CREATE VALUE FOR SHAREHOLDERS



Successful achievement of VCP for FY2019-2023

Vision: To be the leading Motors & Industrial player in Asia Pacific

Operational Excellence

- Implement initiatives to enhance operational productivity, optimize cost and improve working capital management.
- Focus on achieving higher revenue through unit sales volume and stronger market share.
- Improved profit margins by focusing on higher margin segments (e.g. used cars and after-sales)

Growth & Business Expansion

- Acquisitions to build capabilities in new markets, brands or segments.
- Developed more distribution channels and access new customer bases to increase revenue streams and build recurring income.
- Expanded our range of products, solutions and services to broaden offerings and new geographical markets.

Non-Core Asset Rationalisation

- Evaluate and divest our non-core assets to create a more efficient and streamlined business portfolio.

Unlock Value in Healthcare

- Improve the quality of products and services and increase in-patient volume.

Strong performance due to resilient Motors Malaysia and Australasia operations

FY2019	Indicators	FY2023
35,873	Revenue	48,288
RM1,381mn	PBIT	RM2,141mn
6.5%	ROE	8.9%
86,906	No of Cars sold	116,768
RM59mn	Industrial Rental Profit After Direct Expenses (PADE)	RM154mn

5 YEAR ACHIEVEMENTS

INDUSTRIAL

- Acquired Gough Group in 2019, which marked our entry into New Zealand.
- Acquired Salmon Earthmoving, Onsite Rental Group and Cavpower Group to expand our geographical presence and capitalise on opportunities along the mining value chain.



MOTORS

- Greenfield expansion across China through BMW (Dali, Chongqing, Changsha) and KIA (Beijing, Shenzhen).
- Acquired three dealerships in Sydney.
- Entered Indonesia in 2023.
- BYD Malaysia: Secured exclusive BYD distributorship in Malaysia.
- Assembly: Secured assembly of Porsche and Chery vehicles in Inokom.



DIVESTMENT OF NON-CORE ASSETS

- Exit from Logistics business with the sale of Weifang Port companies for RMB1.92 billion.
- Divested 30% stake in Tesco Malaysia stake for RM300 million
- Disposed stake in Eastern & Oriental for RM93.5 million
- Disposal of 4 properties in Hong Kong, resulting in a gain on disposal of RM179.1 million.
- Divested 2,663 acres of land in Malaysia Vision Valley to NS Corporation.



- Acquired Manipal Hospital in 2021.
- Signed SPA on 10th November to dispose 100% equity stake in Ramsay Sime Darby Health Care Sdn Bhd, marking a RM2 billion gain on disposal.

SIME DARBY GROUP: STRATEGY MASTERPLAN (FY2024 TO FY2028)



Developed the Blueprint for the Sime Darby of Tomorrow



RECENT UPDATES

Active in the M&A space to grow our business



PROPOSED DISPOSAL OF HEALTHCARE DIVISION

Proposed divestment of 100% equity stake in Ramsay Sime Darby Health Care Sdn Bhd – which is a 50:50 joint venture between Sime Darby and Ramsay Health Care Ltd.

SPA signed November 2023



ONSITE RENTAL

The Onsite acquisition facilitates a multi-diversification strategy in terms of:

- (i) geography (allows expansion into Western Australia)
- (ii) industry segment (into rental adjacency) and
- (iii) product-wise (Onsite has a large & diverse fleet of over 60,000 assets)

Completed in April 2023



CAVPOWER GROUP

The Cavpower Group acquisition presents a rare opportunity to acquire a leading cornerstone CAT dealership in the APAC region; whilst expanding our footprint into South Australia

Completed in November 2023



UMW HOLDINGS BHD

The UMW acquisition introduces two high volume mass-market brands to complement Sime Darby's existing automotive portfolio; whilst strengthening our Malaysian footprint

SPA signed August 2023

TOTAL SHAREHOLDER RETURNS (TSR) & SHARE PRICE MOVEMENT



Share price performance has improved with Transaction

Index/Company	Total Returns
FBM KLCI 	1.3%
SIME DARBY BERHAD 	2.3%

Source: Bloomberg Professional Total Return Analysis; for FY23 ended 30 June 2023

1 	2 	3 
5 	7 	18 
20 	24 	28 

In terms of TSR, Sime Darby Berhad is ranked in the middle of Top 30 KLCI companies

SIME DARBY'S SHARE PRICE (from 1 July 2022 to 10 November 2023)



EXECUTIVE LEADERSHIP

Qualified & Experienced Management Team



DATO' JEFFRI
SALIM DAVIDSON
Group Chief
Executive Officer



MUSTAMIR
MOHAMAD
Group Chief
Financial Officer



DATUK THOMAS
LEONG YEOW HONG
Group Chief Strategy
Officer



DEAN MEHMET
Managing Director,
Industrial Division



ANDREW BASHAM
Managing Director,
Motors Division



DELIVERING
OUR STRATEGY,
DRIVING
PERFORMANCE

ROSELAINI FAIZ
Group Chief Human
Resources Officer



NOOR ZITA HASSAN
Group Secretary



GLENN SHEAHAN
Group Chief Safety &
Sustainability Officer



DENY RAHARDJO
Group Chief
Information
& Digital Officer





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QUESTIONS RAISED BY MINORITY SHAREHOLDER WATCH GROUP (MSWG)





QUESTIONS FROM MSWG

1. The Group's Electric Vehicles ("EVs") sales increased to 17.8% (FY2022: 4.5%) (page 12 of AR2023). In Malaysia, the Group have partnered with Build Your Dreams ("BYD") to distribute its EVs in the local Malaysian market. (pages 28&29 of AR2023)
 - a) Of the 17.8% EVs sales, how much were from China and Malaysia? How many units of the Group's EVs were sold in Malaysia for FY2023 and to-date?

For FY23, EVs comprised 17.8% of new vehicles sold by the Group as compared to 4.5% in FY22.

Out of this, Malaysian operations contributed 24.6% of the EV sales mainly from BMW and BYD models, while China, Hong Kong & Macau operations contributed 53.1% with the bulk coming from BMW models.



- b) How will the Group's electric vehicle models compete against the likes of Neta V or Chery? What are the competitive advantages of the Group's EVs?

The EV models offered by Sime Darby are mainly in the premium & luxury segments, which are in a different segment from Neta V and Chery. Our cheapest EV is the BYD Dolphin (approx. RM100,000) that is a reliable EV and able to compete at this price point.

Overall, Sime Darby offers our EV customers a unique value proposition as follows:

1. We provide a broad spectrum of products in respect of pricing, models, brands etc., ranging from premium & luxury (BMW, Porsche) to mass market (BYD, Hyundai) catering to all segments of the market; and
2. We offer a complete suite of solutions to our customers, extending beyond retail & distribution, into aftersales, maintenance, parts, body & paint and EV charging solutions to support their needs. While sales is a one-time experience, aftersales and charging solutions allow us to maintain a long-term relationship with our customers, which is crucial given EVs are a relatively new product in the market.

QUESTIONS FROM MSWG



- c) With Malaysia Government's announcement on several incentives for EVs, to what extent will there be a significant pick up for the Group's EVs, going forward?

With the Malaysia Government incentives, we have already seen a great pick-up in EVs in Malaysia. From selling almost zero EVs two years ago, EVs now make up about 30% of total vehicles sold in Malaysia, year to date.

We believe that demand for EVs will continue to rise, so long as charging infrastructure can catch up, to relieve range anxiety. In addition, the introduction of more models in the mass market segment will broaden the offering to cater to all consumer needs.

QUESTIONS FROM MSWG



2. The Group made its foray into the Indonesian automotive market through a joint venture company, PT Performance Motors Indonesia (page 13 AR2023) which was established with the Galeon Group to operate two BMW dealerships in Jakarta & Medan (page 112 AR2023).

What was PT Performance Motors Indonesia contribution to the Group's FY2023 results? What is the Group's target sales for the Indonesian market? To what extent does the Group expect PT Performance Motors Indonesia to contribute to FY24 results?

QUESTIONS FROM MSWG

In April 2023, Sime Darby entered the Indonesian market via a partnership with Galeon Group for BMW dealerships in Jakarta and Medan. PT Performance Motors Indonesia's contribution to the Group's FY23 results was not significant as we just took over the business; however, we are positive that earnings will grow along with the market.

Indonesia is projected to be the world's fourth largest economy by 2030, boasting the biggest and fastest-growing automotive market in Southeast Asia. The passenger vehicle market is expected to grow at 6% p.a. while the luxury segment is expected to grow 8% p.a. from 2022 to 2030 as Indonesia has a rapidly growing middle and upper middle class, reminiscent of China.

We believe that Sime Darby will greatly benefit from this Indonesian partnership due to the potential of the Indonesian market as well as our partner's extensive experience and local knowledge.



THANK YOU



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AGENDA ITEM NO. 1



AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023



RESOLUTIONS OF THE 17TH ANNUAL GENERAL MEETING



RESOLUTION 1

To approve the payment of fees to the Non-Executive Directors up to an amount of RM4.6m from the 17th AGM until the next AGM of the Company.

RESOLUTION 2

To approve the payment of benefits to the Non-Executive Directors up to an amount of RM1.5m from the 17th AGM until the next AGM of the Company.



RESOLUTION 3

To elect Scott William Cameron who retires in accordance with Rule 82.2 of the Constitution of the Company.

SCOTT WILLIAM CAMERON

Independent Non-Executive Director Australian, Age 65

Date of Appointment: 1 Jan 2023

Areas of Expertise: Finance, mining and infrastructure, resources, marine, and power generation

Relevant Experience:

Began his career with Price Waterhouse in Brisbane, Sydney and New York before joining Hastings Deering (Australia) Limited as the Finance Director in June 1992. Has over 27 years of experience working in various sectors such as mining and infrastructure, resources, marine, power generation, training, heavy industry machine maintenance and repair and has held various senior management positions in the industries including as the Managing Director of the Industrial Division of Sime Darby Berhad prior to his retirement on 31 December 2019.



RESOLUTION 4

To re-elect Tengku Dato' Sri Azmil Zahrudin Raja Abdul Aziz retires in accordance with Rule 82.2 of the Constitution of the Company.

TENGGU DATO' SRI AZMIL ZAHRUDDIN

RAJA ABDUL AZIZ

Independent Non-Executive Director
Malaysian, Age 53

Date of Appointment: 1 August 2023

Areas of Expertise: Business, financial, risk management, human capital, telecommunications, healthcare, financial services, technology & innovation, infrastructure and aviation

Relevant Experience:

Began his career with PricewaterhouseCoopers in London and Hong Kong. Currently the Chairman of the Board of CelcomDigi Berhad. Former Chief Investment Officer at Khazanah Nasional Berhad (Khazanah) responsible for Khazanah's investment portfolio. Served Khazanah in various senior positions such as Deputy Managing Director and Executive Director of Investments since 2011. Former Chairman of UEM Group Berhad and Themed Attractions Resorts & Hotels Sdn Bhd and has held directorships in Axiata Group Berhad and IHH Healthcare Berhad.



RESOLUTION 5

To re-elect Dato' Jeffri Salim Davidson who retires in accordance with Rule 103 of the Constitution of the Company.

DATO' JEFFRI SALIM DAVIDSON

Non Independent Executive Director
Malaysian, Age 59

Date of Appointment: 1 December 2017

Areas of Expertise: Accounting, Finance and Business Administration

Relevant Experience:

Began his career with Coopers & Lybrand, London in 1986 before joining the Sime Darby Group in 1992. Has held various senior management positions in the Group in China, Singapore and Malaysia before being appointed as the Group Chief Executive Officer of Sime Darby Berhad in 2017.



RESOLUTION 6

To re-elect Dato' Dr Nirmala Menon who retires in accordance with Rule 103 of the Constitution of the Company.

DATO' DR NIRMALA MENON

Independent Non-Executive Director
Malaysian, Age 63

Date of Appointment: 15 November 2019

Areas of Expertise: Insurance, Medical and Healthcare

Relevant Experience:

Has vast experience in the insurance and health sectors. Held various leadership positions within the Asian life and health insurance industry and had served as a Medical Officer at Hospital Kuala Lumpur for 7 years before commencing her career in the insurance industry. Was the first female CEO in the life insurance industry in Malaysia when she was appointed the President and Chief Executive Officer of ING Malaysia Berhad, and thereafter as the Head of South Asia at ING Asia Pacific Ltd. Former Director of Khazanah Nasional Berhad, AXA Affin General Insurance Berhad and Nestle (Malaysia) Berhad.



RESOLUTION 7

To re-elect Tan Sri Ahmad Badri Mohd Zahir who retires in accordance with Rule 103 of the Constitution of the Company.

TAN SRI AHMAD BADRI MOHD ZAHIR

Non-Independent Non-Executive Director
Malaysian, Age 63

Date of Appointment: 1 December 2017

Areas of Expertise: Strategic Investment, Loan Management, Financial **Market, and Actuarial Science**

Relevant Experience:

Has vast experience in the insurance and health sectors. Held various leadership positions within the Asian life and health insurance industry and had served as a Medical Officer at Hospital Kuala Lumpur for 7 years before commencing her career in the insurance industry. Was the first female CEO in the life insurance industry in Malaysia when she was appointed the President and Chief Executive Officer of ING Malaysia Berhad, and thereafter as the Head of South Asia at ING Asia Pacific Ltd. Former Director of Khazanah Nasional Berhad, AXA Affin General Insurance Berhad and Nestle (Malaysia) Berhad.



RESOLUTION 8

To re-appoint Messrs PricewaterhouseCoopers PLT as Auditors of the Company and to authorise the Directors to determine their remuneration.

RESOLUTION 9

To approve Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Related Parties Involving Interest of AmanahRaya Trustees Berhad – Amanah Saham Bumiputera.

RESOLUTION 10

To approve the Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Related Parties Involving Interest of Bermaz Auto Berhad

Q&A SESSION



QUESTION 1



Any door gifts for shareholders?

QUESTION 2



EV is the future of motor industry, and it also is featured heavily in the Annual Report. What are the opportunities and threats to Sime Darby? Considering that charging points are still quite lacking and Sime Darby portfolio of brands are predominantly ICE offerings.

QUESTION 3



Sime Darby has quite a big presence in China. However, the recent property market crisis and issues at some large property companies showed that the economy is slowing down. Does Sime Darby see any impact in term of car sales or issues for car buyers to obtain financing for their vehicle purchase?

QUESTION 4



What kind of challenges that the company is expected to face with the shift to agency model? As of now, which market has adopted this model

QUESTION 5



The company has gone on a shopping spree in Australasia acquiring companies in FY2023, however one main risk could be "the end of resources boom in Australia" from 1 government survey released in July 2023. Is the company worried about this?

QUESTION 6



When will the company start having physical
AGM?

QUESTION 7



Why is the market price of the company declining?

What steps are taken to improve the market price of the company?

QUESTION 8



Last weekend edge reported that Proton Holdings and its vendors are in a dispute and the article indicate a unit of Sime Darby is also involved in this. Can the management further clarify and enlighten shareholder about this dispute and the financial impact to the company?



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BOARD OF DIRECTORS

As at 30 September 2023



Tan Sri Samsudin Osman
Non-Independent
Non-Executive Chairman

Malaysian	Age 76	Male
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Thayaparan Sangarapillai
Senior Independent
Non-Executive Director

Malaysian	Age 68	Male
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Tan Sri Ahmad Badri Mohd Zahir
Non-Independent
Non-Executive Director

Malaysian	Age 63	Male
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Tan Sri Muhammad Shahrul Ikram Yaakob
Independent
Non-Executive Director

Malaysian	Age 62	Male
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Nomination & Remuneration Committee



Governance & Audit Committee



Risk Management Committee



Investment Committee

● Chairman ● Member

BOARD OF DIRECTORS

As at 30 September 2023



Scott William Cameron

Independent
Non-Executive Director



Australian	Age 65	Male
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Moy Pui Yee

Independent
Non-Executive Director



Malaysian	Age 56	Female
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Dato' Lee Cheow Hock Lawrence

Non-Independent
Non-Executive Director



Singaporean	Age 69	Male
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Dato' Jeffri Salim Davidson

Executive Director/
Group Chief Executive Officer

Malaysian	Age 59	Male
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Nomination & Remuneration Committee



Governance & Audit Committee



Risk Management Committee



Investment Committee

● Chairman ● Member

BOARD OF DIRECTORS

As at 30 September 2023



Mohamad Idros Mosin
Non-Independent
Non-Executive Chairman



Malaysian	Age 51	Male
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Edree Ahmad
Alternate Director to Encik
Mohamad Idros Mosin

Malaysian	Age 41	Male
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Dato' Dr Nirmala Menon
Independent
Non-Executive Director



Malaysian	Age 63	Female
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**Tengku Dato' Sri Azmil Zahrudin
Raja Abdul Aziz**
Independent
Non-Executive Director



Malaysian	Age 67	Male
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NRC Nomination & Remuneration Committee

GAC Governance & Audit Committee

RMC Risk Management Committee

IC Investment Committee

● Chairman ● Member

EXECUTIVE LEADERSHIP



Dato' Jeffri Salim Davidson
Executive Director/
Group Chief Executive Officer

Malaysian	Age 59	Male
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Overall responsibility for the execution of the Group's strategies in line with the Board's direction and oversees the operations of the Group's businesses



Mustamir Mohamad
Group Chief Financial Officer

Malaysian	Age 51	Male
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Current responsibilities include finance, treasury, tax, legal, compliance and risk management



Datuk Thomas Leong Yew Hong
Group Chief Strategy Officer

Malaysian	Age 51	Male
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Responsible for the Group's overall strategy, M&As, business development, corporate finance, investor relations, communications and technology functions

EXECUTIVE LEADERSHIP



Dean Mehmet
Managing Director, Industrial Division

Australian	Age 59	Male
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Leads and oversees the Industrial Division portfolio, the second largest CAT dealer globally, with presence in 17 countries and territories



Andrew Basham
Managing Director, Motors Division

Australian	Age 57	Male
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Leads and oversees the Motors Division, one of the world's leading BMW dealers, with presence in nine countries



Deny Rahardjo
Group Chief Information & Digital Officer

Indonesian	Age 53	Male
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Leads and oversees the Digital and IT functions across the Group

EXECUTIVE LEADERSHIP



Glenn Sheahan
Group Chief Safety &
Sustainability Officer

Australian	Age 54	Male
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Leads and oversees the safety and sustainability practices across the Group



Noor Zita Hassan
Group Secretary

Malaysian	Age 57	Female
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Responsible and accountable to the Board for the secretarial function and advises the Board on regulatory compliance matters



Roselaini Faiz
Group Chief Human Resources Officer

Malaysian	Age 58	Female
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Oversees all aspects of HR management, policies, practices and operations for Sime Darby Berhad

FY 2023 DIRECTORS FEE STRUCTURE

	Salary & Other Remuneration (RM'000)	Directors' Fees		Benefits (RM'000)	PBESS® (RM'000)	Total (RM'000)
		Company (RM'000)	Subsidiary (RM'000)			
Present Directors						
Executive Director						
Dato' Jeffri Salim Davidson ¹	6,223	–	–	20	83	6,326
Non-Executive Directors						
Tan Sri Samsudin Osman		560	–	233		793
Dato' Dr. Nirmala Menon		447	100	1		548
Dato' Lee Cheow Hock Lawrence		442	17	63		522
Mr Thayaparan Sangarapillai		370	–	33		403
Datuk Wan Selamah Wan Sulaiman ⁴ (Demised)	N/A ¹	325	–	2	N/A ¹	327
Tan Sri Muhammad Shahrul Ikram Yaakob		320	–	1		321
Tan Sri Ahmad Badri Mohd Zahir		320	–	– [*]		320
Mr Scott William Cameron ²		227	79	– [*]		306
Ms Moy Pui Yee		290	–	10		300
Encik Mohamad Idros Mosin		296 [^]	–	2		298
Total for Non-Executive Directors		3,597	196	345		4,138
Former Directors						
Non-Executive Directors						
Dato' Sri Abdul Hamidy Abdul Hafiz ³		131	–	23		154
Dato' Ahmad Pardas Senin ³	N/A ¹	122	–	8	N/A ¹	130
Total for Non-Executive Directors		253	–	31		284
Grand Total for Non-Executive Directors		3,850	196	376		4,422

¹ N/A - Not Applicable

² Appointed on 1 January 2023

³ Retired on 15 November 2022

⁴ Demised on 24 July 2023

® Long Term Performance-Based Employee Share Scheme

[^] Paid by the Sime Darby Group

[^] Fees paid to Permodalan Nasional Berhad

^{*} Less than RM1,000



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