



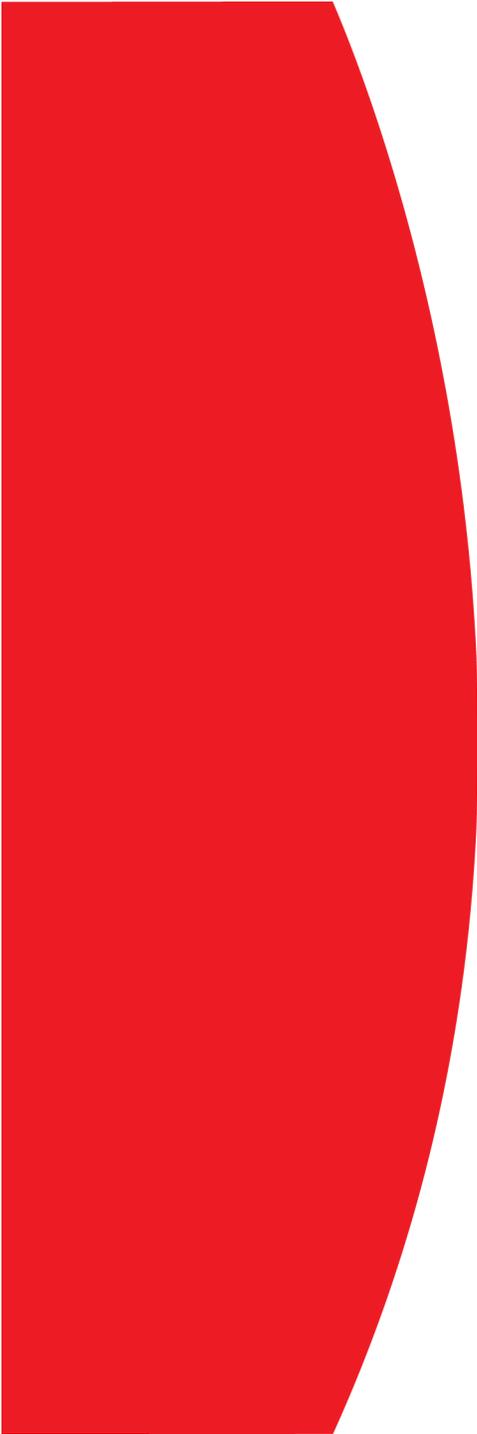
ANNUAL GENERAL MEETING

Presentation to Shareholders

2nd November 2016



*Developing
Sustainable Futures*

A large, solid red shape on the left side of the slide, which is a vertical rectangle with a curved right edge.

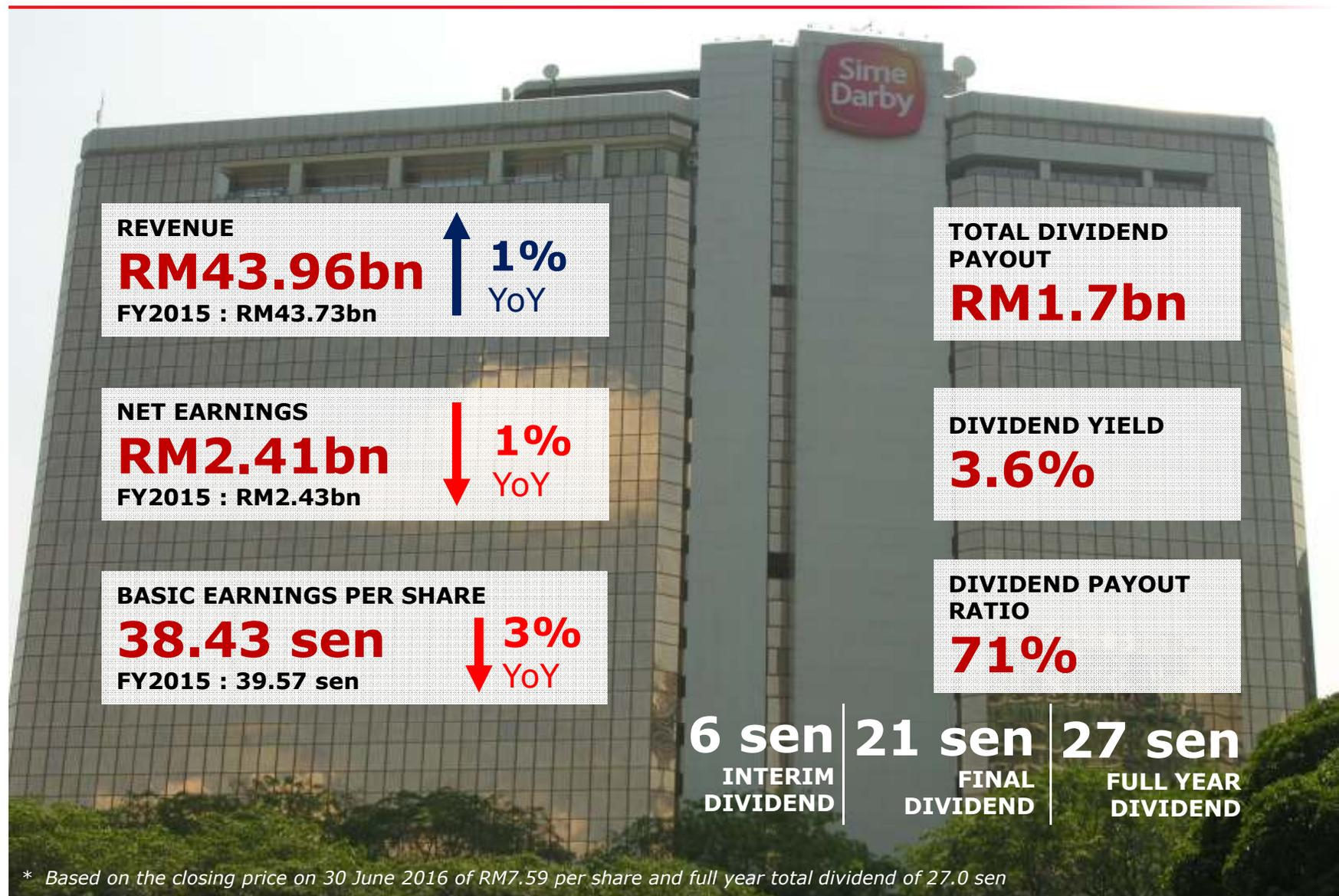
FY2016 FINANCIAL HIGHLIGHTS

PROSPECTS / OUTLOOK

MOVING AHEAD

FY2016 at a Glance

RISE



REVENUE
RM43.96bn ↑ 1% YoY
FY2015 : RM43.73bn

NET EARNINGS
RM2.41bn ↓ 1% YoY
FY2015 : RM2.43bn

BASIC EARNINGS PER SHARE
38.43 sen ↓ 3% YoY
FY2015 : 39.57 sen

TOTAL DIVIDEND PAYOUT
RM1.7bn

DIVIDEND YIELD
3.6%

DIVIDEND PAYOUT RATIO
71%

6 sen | **21 sen** | **27 sen**
INTERIM DIVIDEND | FINAL DIVIDEND | FULL YEAR DIVIDEND

* Based on the closing price on 30 June 2016 of RM7.59 per share and full year total dividend of 27.0 sen

Key Challenges Throughout the Year



01 Volatile commodity prices

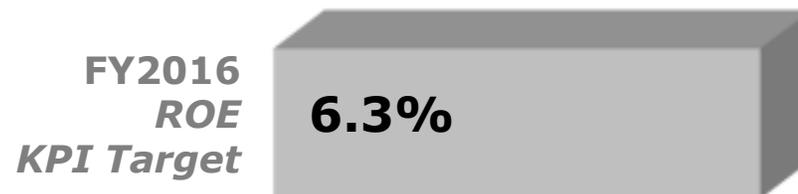
02 Unpredictable weather pattern

03 Weak consumer sentiment

04 Consolidation in the Australian mining sector

05 Tighter regulation

Actual Results vs KPI Targets



A Journey of Active Deleveraging



	June 2015	March 2016	June 2016	Dec 2016
D/E RATIO	57%	48%	44%	<u>TARGET</u> < 38%
BORROWINGS	RM18.1 bn	RM16.6 bn	RM15.8 bn	

Stabilisation in Credit Rating

RISE



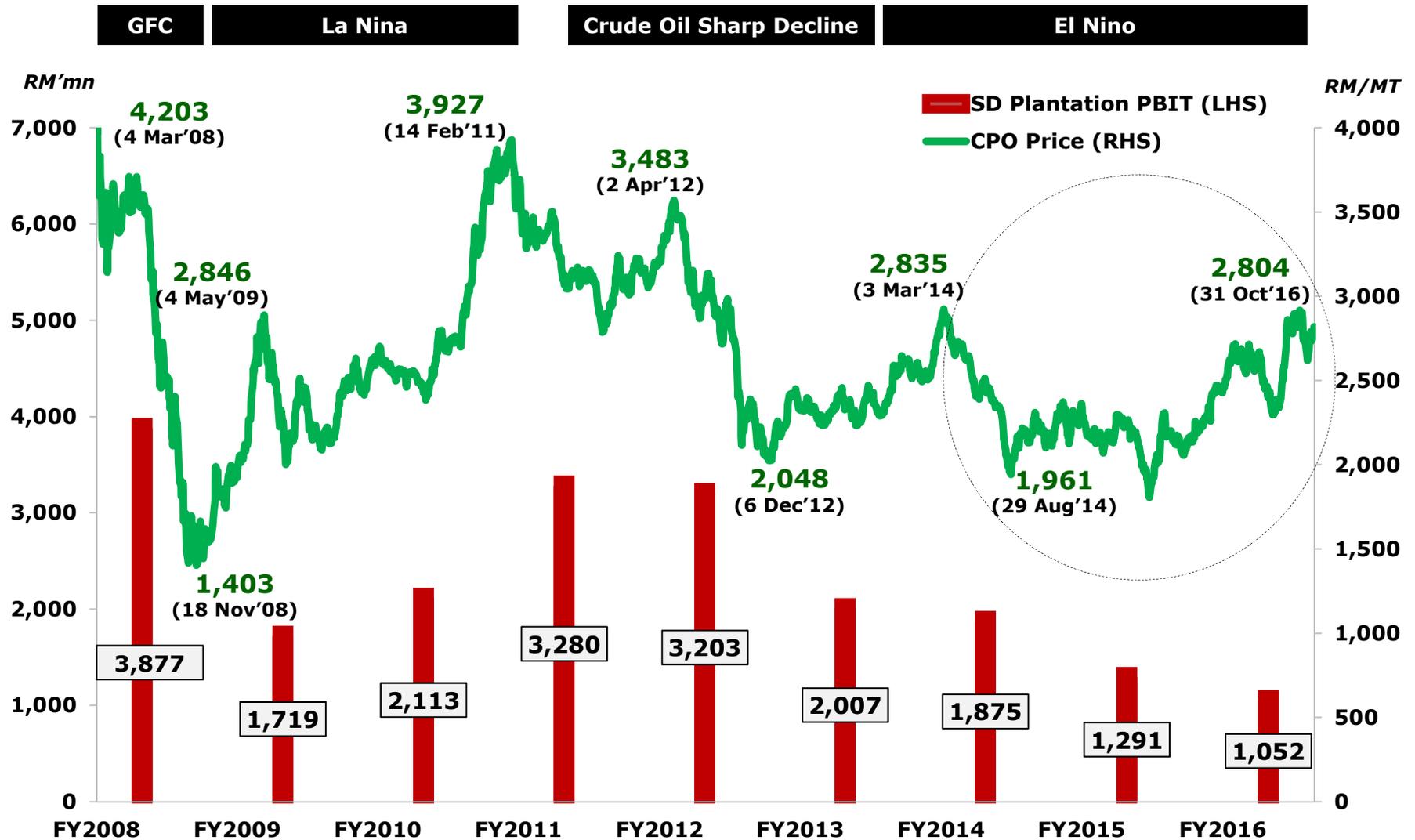
Fitch Ratings

Rating: BBB+

Outlook: Stable

As at 11 Oct'16

Plantation PBIT since the Merger

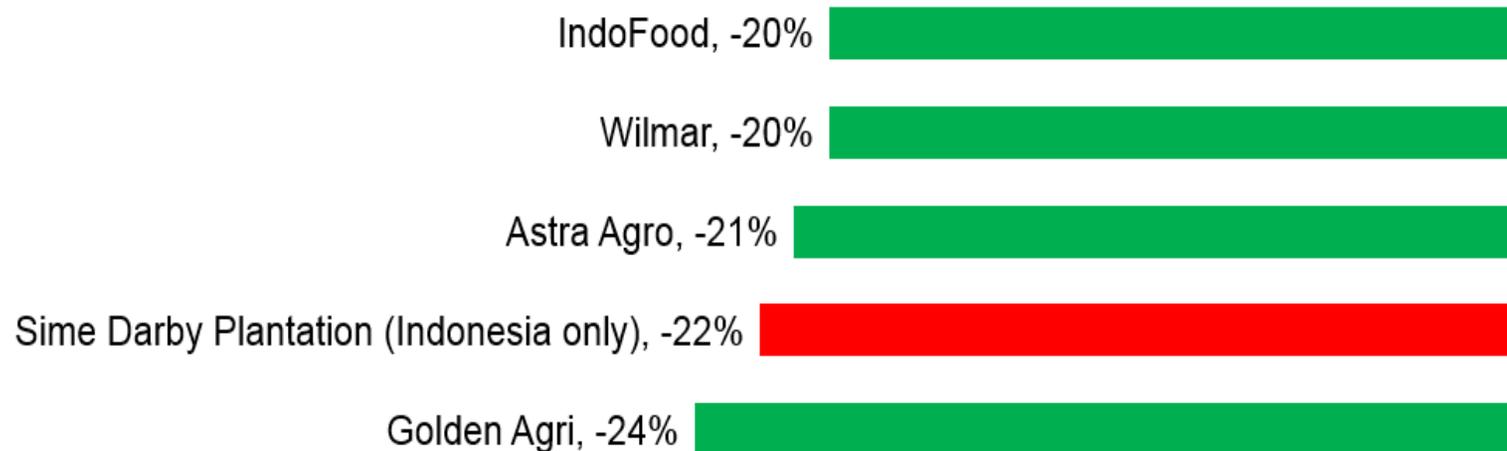


Plantation Division

Industry-wide decline in FFB production



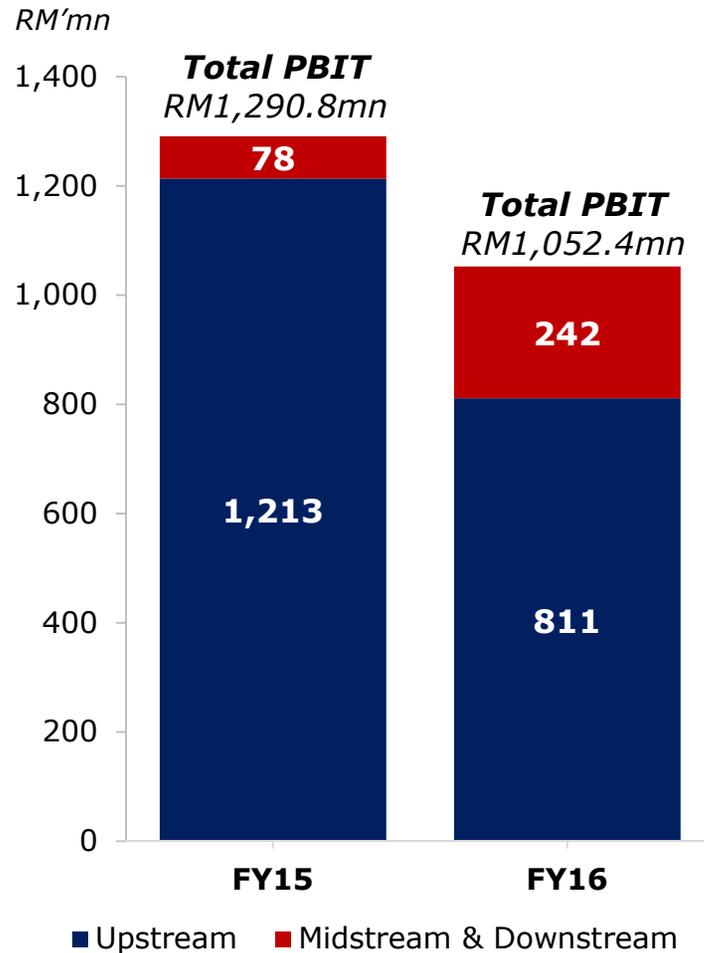
Sime Darby Plantation's FFB production in Indonesia vs Peers January 2016 to June 2016 (YoY)



- Sime Darby Plantation's FFB production in Indonesia between Jan and June declined by -22% YoY due to the lag effect from the Super El Nino phenomenon
 - Most affected areas – South Kalimantan and Riau Selatan
- The Division continues to focus on water management and moisture conservation to mitigate the impact.

Plantation Division

FY2016 PBIT at a glance



FY2016 VS FY2015 Plantation Division's PBIT

-19%

Upstream

-33%

Downstream

> +100%

NBPOL's Contribution to Reinforce SDP's capabilities



01

Upstream operational excellence

- Dami seeds for SD Indonesia
- 1.6mn MT of crop; average age of 11 years

02

- Optimisation of feedstock supply between refineries
- Range and volume of High Value Added products

03

Market Share

- ~70% of UK CSPO & 40% of UK palm products

04

Impeccable Sustainability credentials

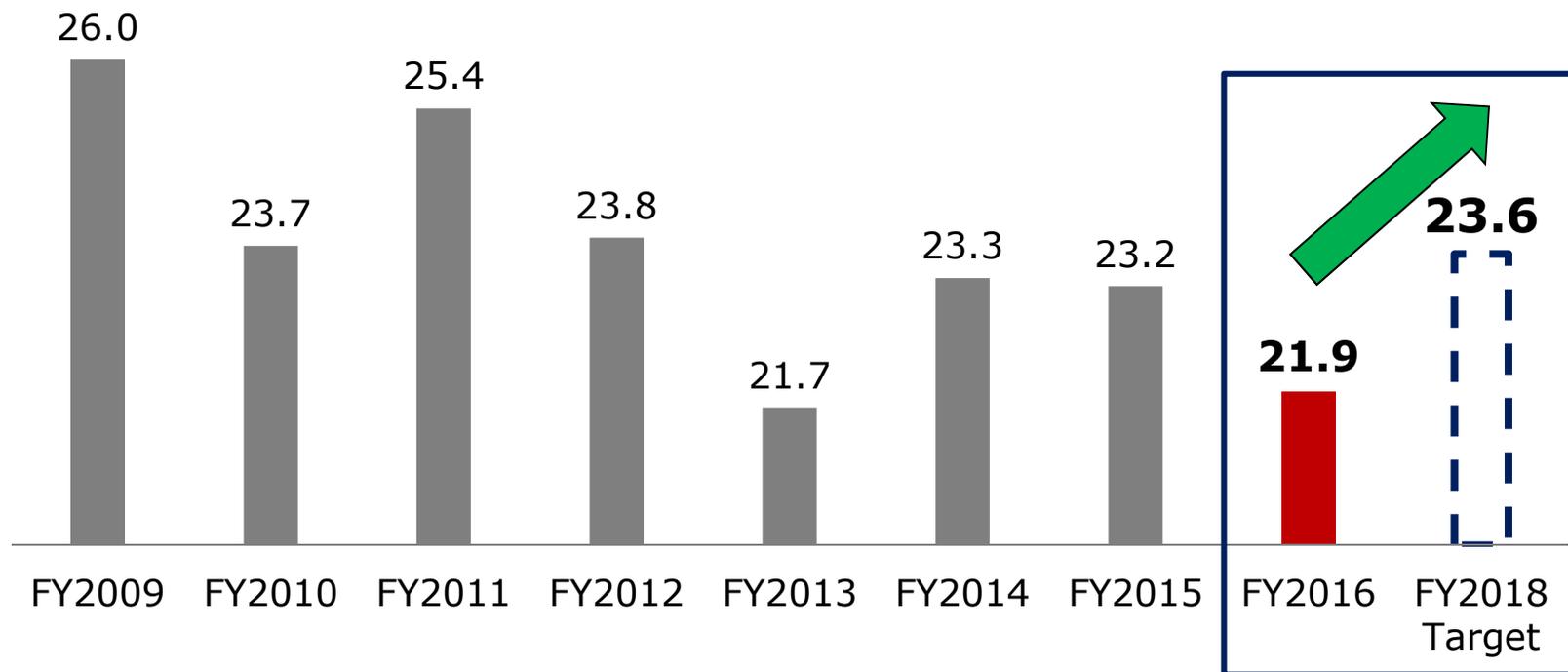
05

Financial Savings from Economies of Scale in Procurement

06

World class expertise in tissue culture complimenting SDP's genetic capabilities

NBPOL's Historical FFB Yield (MT/ha) since FY2009



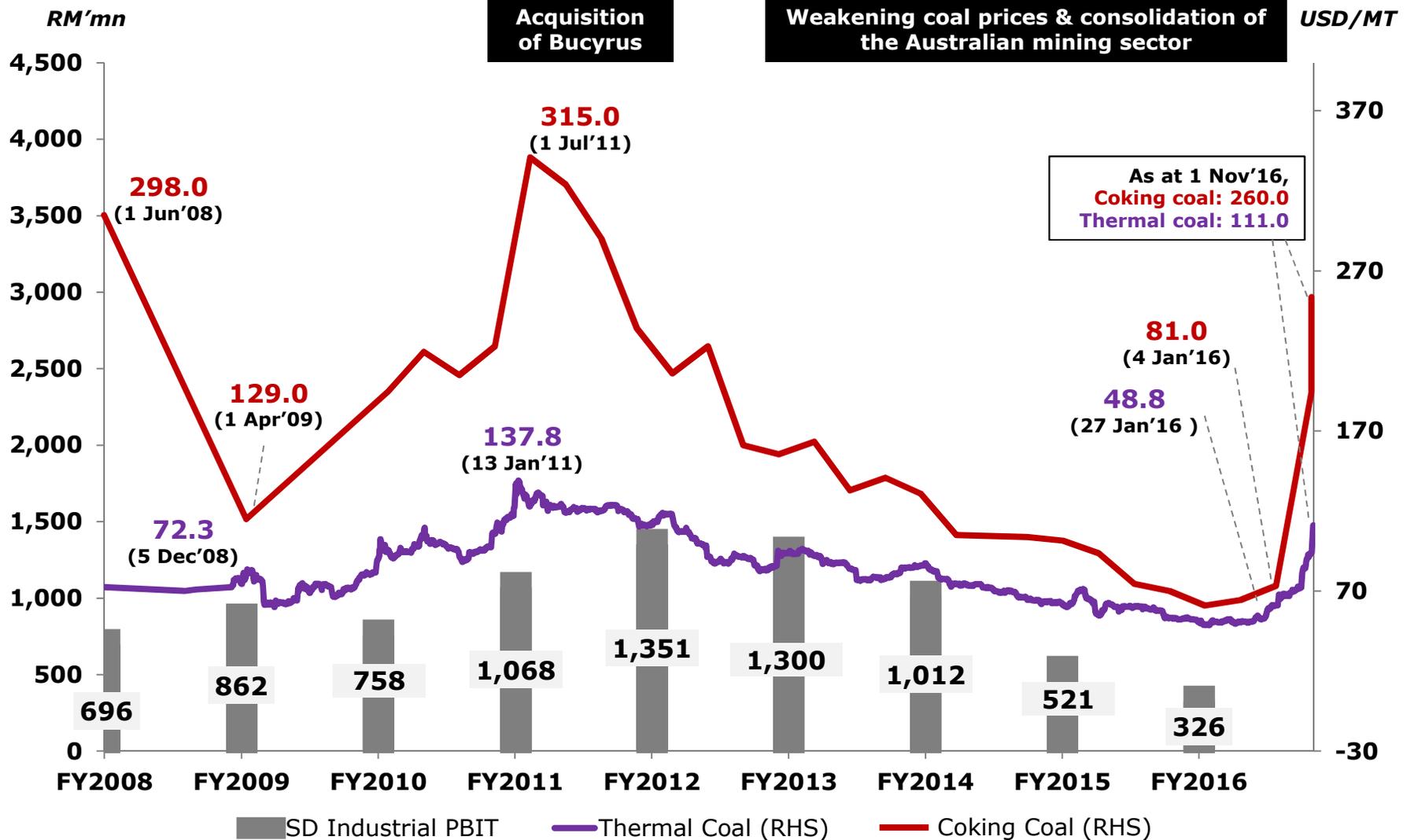
Target to increase its FFB Yield to 23.6MT/ha in FY2018

RM'mn	FY2015 (Mar - Jun 15)	FY2016 (Jul 15 - Jun 16)
Revenue at NBPOL level	723	1,749
PBIT at NBPOL level	109	193
Amortisation of bearer plants	(36)	(130)
Amortisation of fair value uplifts	(44)	(138)
NBPOL PBIT at Group Level	29	(75)

KEY FACTORS IMPACTING PERFORMANCE

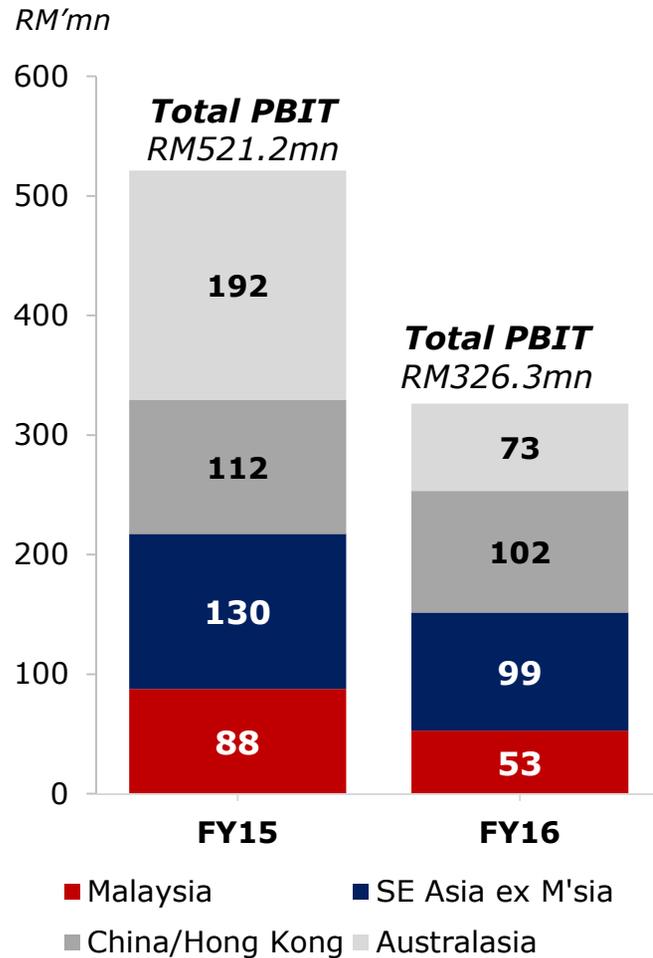
- 1. NBPOL adopted IAS 41 previously**
- 2. Harmonisation of accounting policy for bearer plants**
- 3. Amortisation of fair value on acquisition**

Industrial PBIT since the Merger



Industrial Division

FY2016 PBIT at a glance



FY2016 VS FY2015 Industrial Division's PBIT

-37%

Australasia
-62%

Malaysia
-40%

China/HK
-9%

SE Asia (Others)
-24%

Industry Leadership

Machine PINS versus Peers

RISE



Australia (mining)

58%

Industrial Division

15%

KUBOTA

14%

BOBCAT

China/HK

13%

Industrial Division

16%

SANY HEAVY

9%

KOMATSU

Malaysia

22%

Industrial Division

18%

HITACHI

14%

KOMATSU

Singapore

19%

Industrial Division

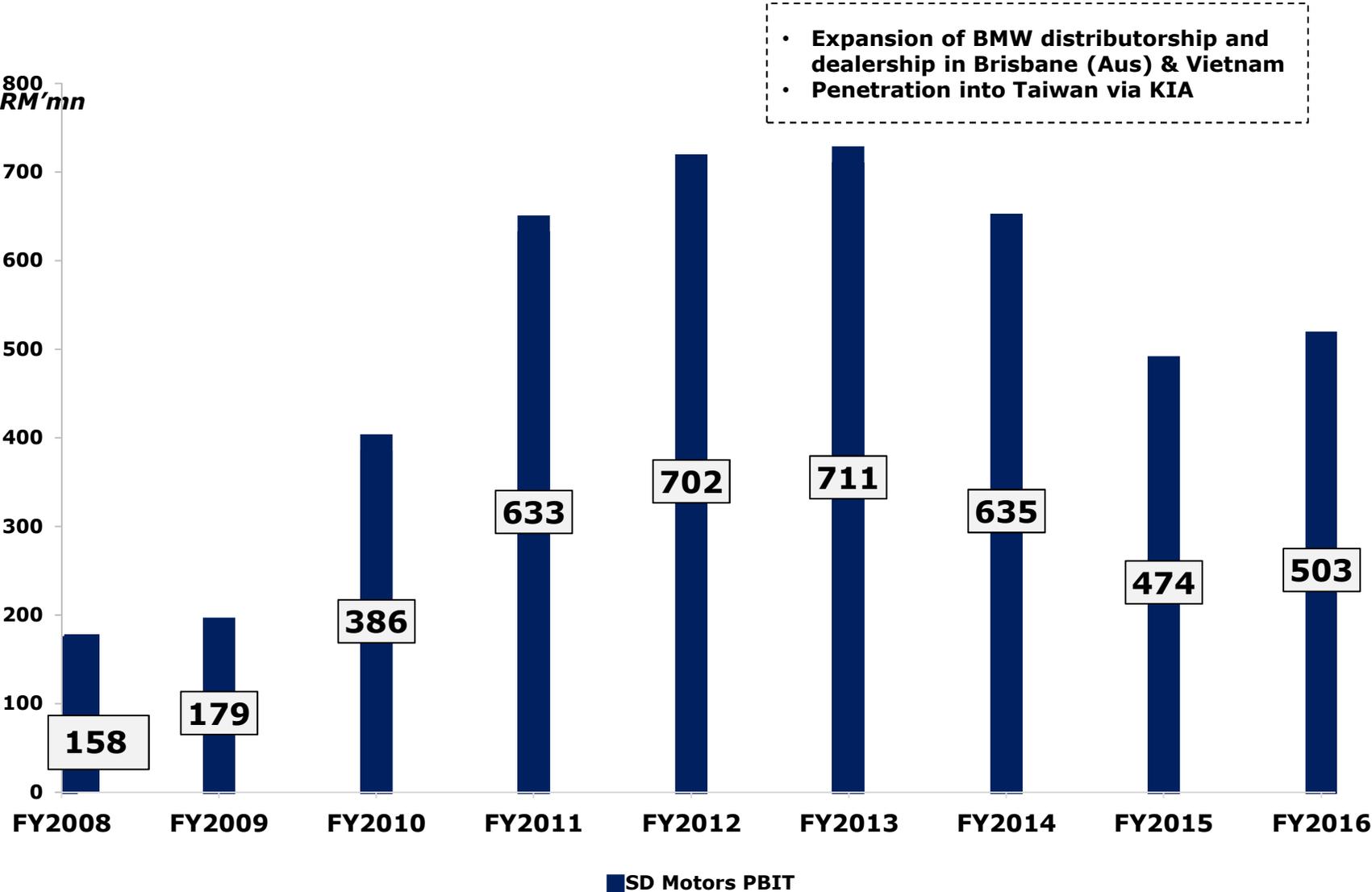
23%

KOBELCO

18%

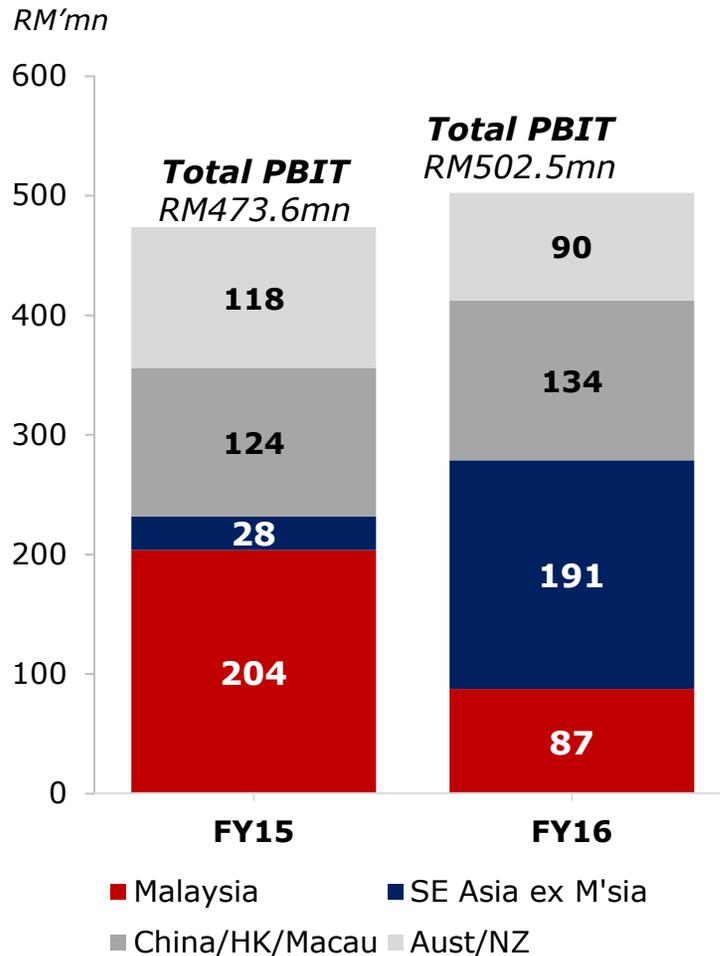
HITACHI

Motors PBIT since the Merger



Motors Division

FY2016 PBIT at a glance



FY2016 VS FY2015
Motors Division's PBIT

+6%

Malaysia -57%	China/HK/Macau +8%
SE Asia (Others) >+100%	Aus/NZ -24%

Growth in the Motors Division



GROWTH FACTORS



**BMW Malaysia's
EEV policy**



**Increase in
COE quota**



**Increased
contribution
from After-
Sales
business**

STRATEGIC INITIATIVES



**Consolidation of
showrooms**

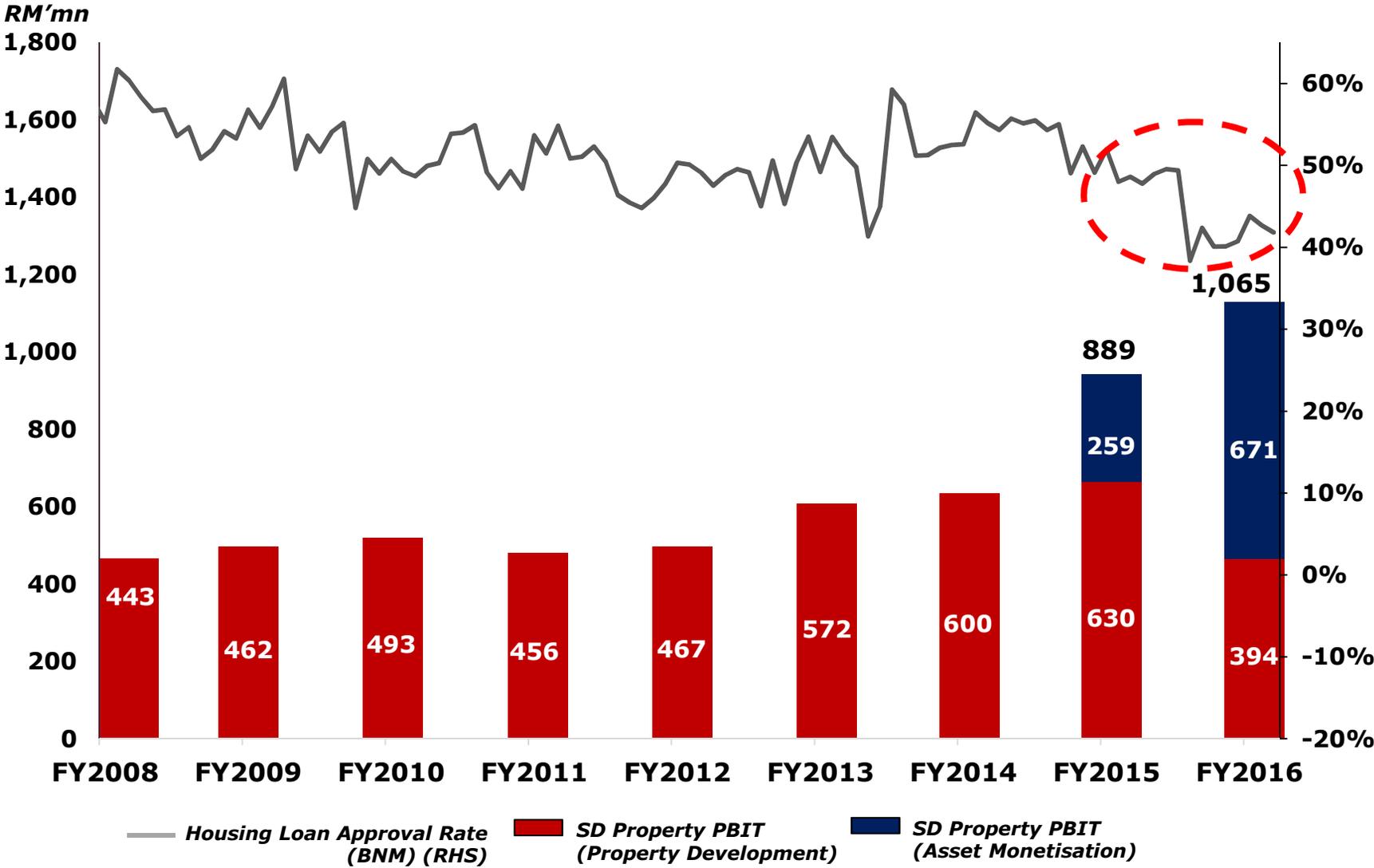


**New Ferrari
dealership in
Brisbane**



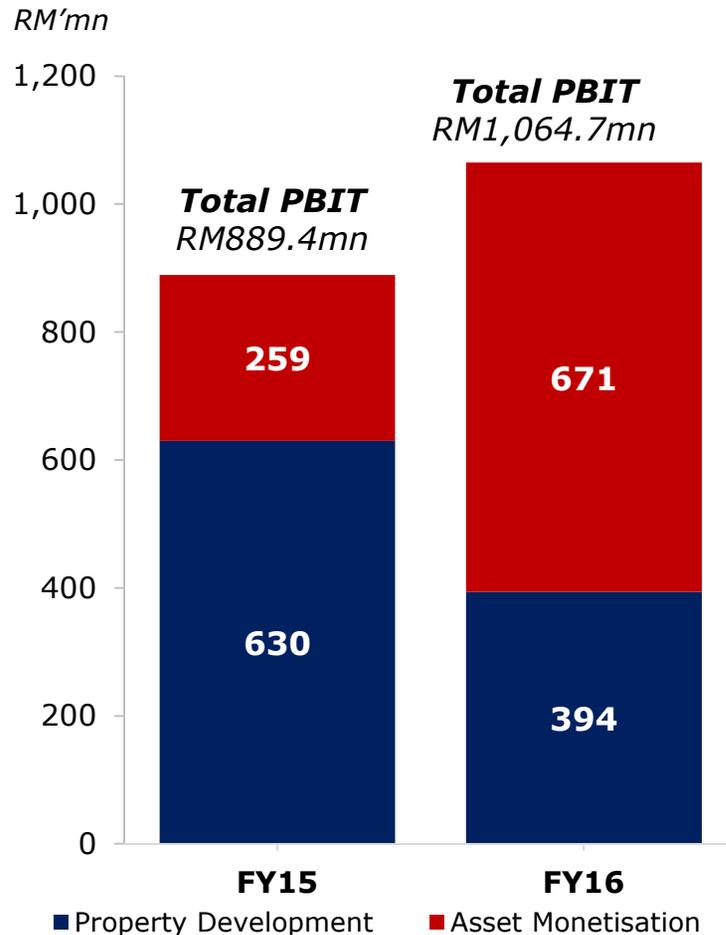
**Additional BMW Body
& Paint facility in
Ho Chi Minh City**

Property PBIT since the Merger



Property Division

FY2016 PBIT at a glance



FY2016 VS FY2015
Property Division's PBIT

+20%

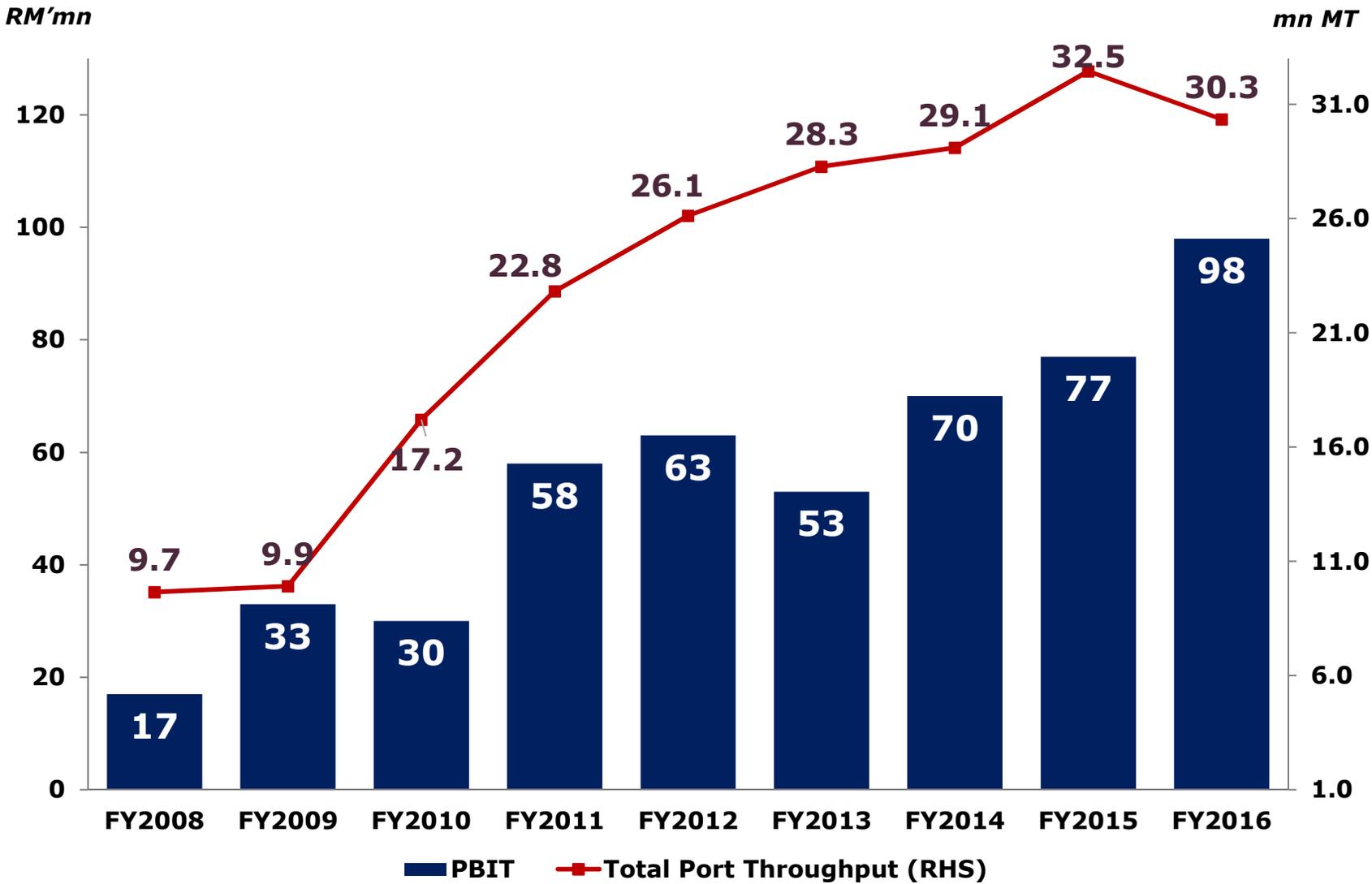
Property Development

-38%

Property Investment

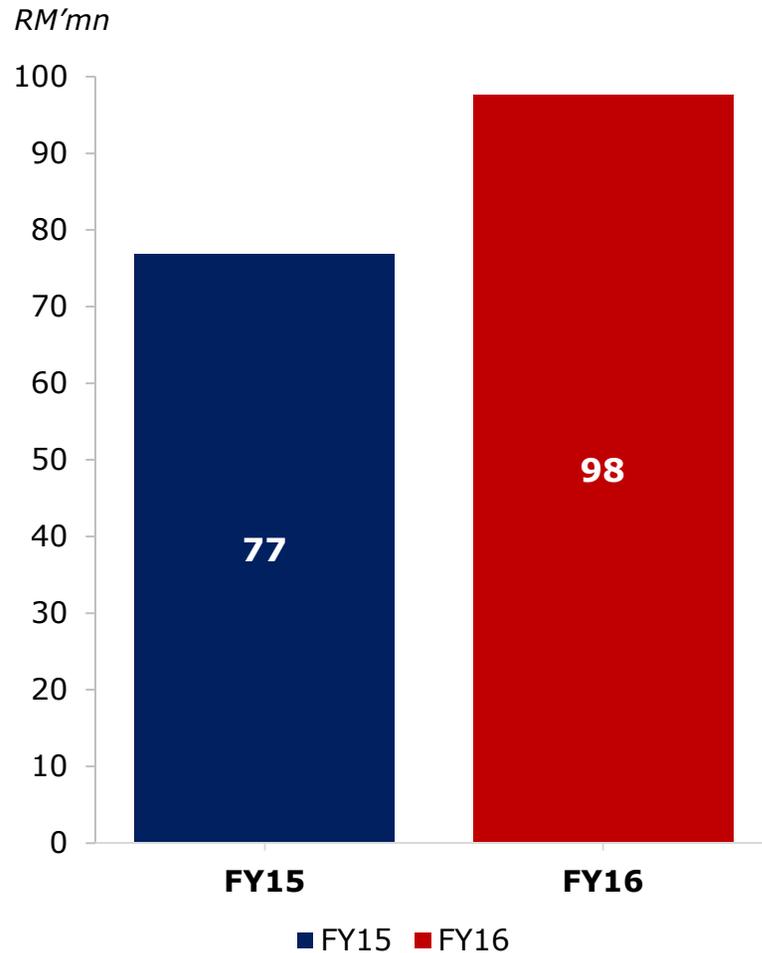
>+100%

Logistics PBIT since the Merger



Logistics Division

FY2016 PBIT at a glance



FY2016 VS FY2015
Logistics Division's PBIT

+27%

FY2016 FINANCIAL HIGHLIGHTS

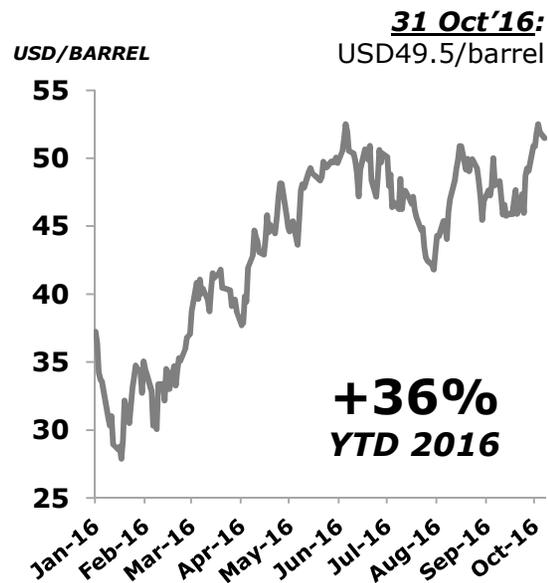
PROSPECTS / OUTLOOK

MOVING AHEAD

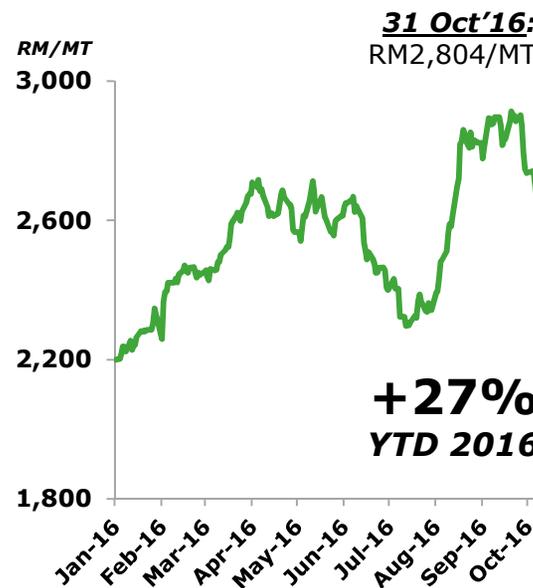
Positive Uptrend in Commodity Prices



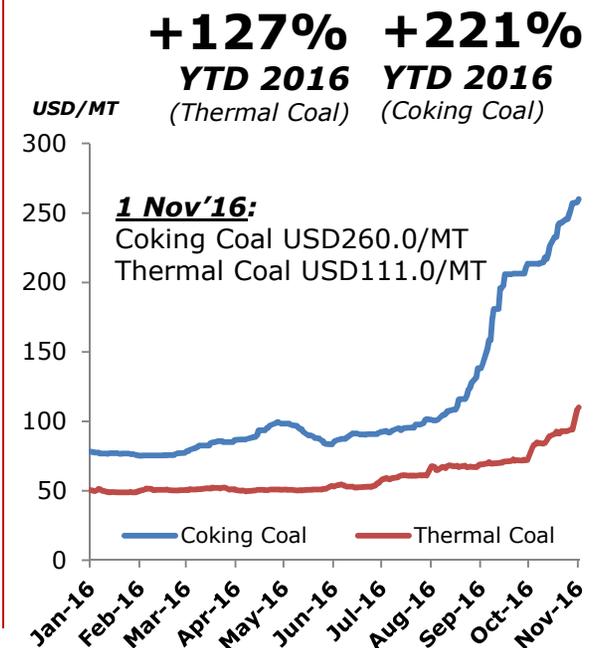
MOVEMENT OF BRENT CRUDE OIL PRICES



MOVEMENT OF CPO PRICES



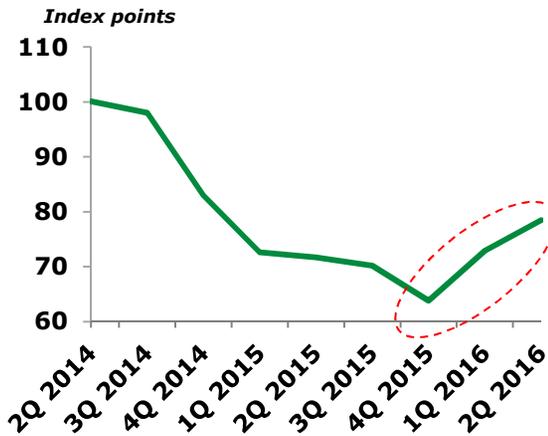
MOVEMENT OF COAL PRICES



Improving Consumer Sentiment

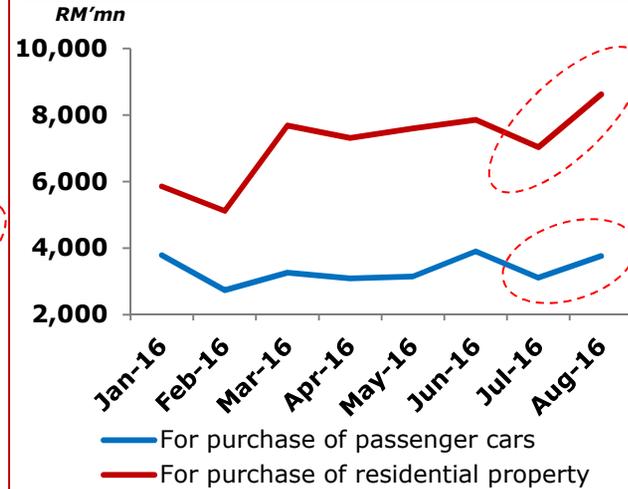


CONSUMER SENTIMENT INDEX (MALAYSIA)



Source : Malaysian Institute of Economic Research (MIER)

TOTAL LOANS APPROVED BY M'SIAN BANKS (MONTHLY) IN 2016



KEY CATALYSTS IN VEHICLE SALES

Launch of New Models

Energy Efficient Vehicles Incentives

Fiscal/Monetary Measures



PRELIM RELEASE
SENADA
RESIDENCES
at
ALYA
PRELIM OFFER



RECENT TAKE UP RATES

50% Senada Residences

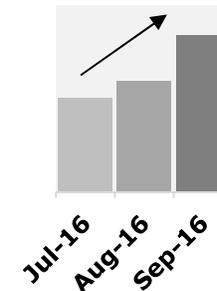
89% Elmina Valley 2

90% Elmina Valley 3



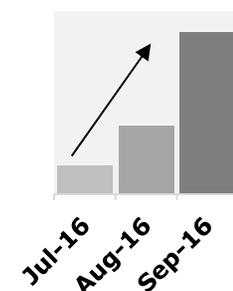
LUXURY

+9%
MoM in Sep'16



SUPER LUXURY

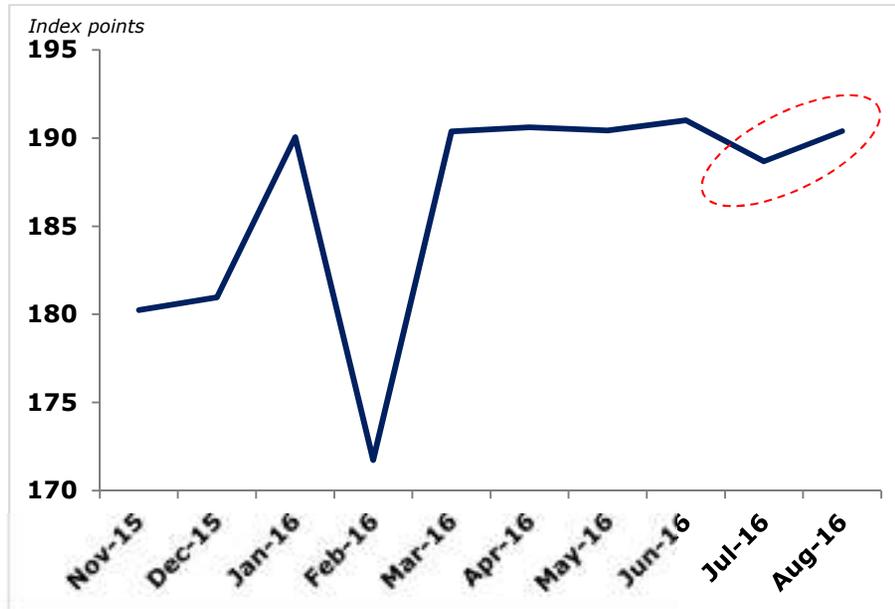
+59%
MoM in Sep'16



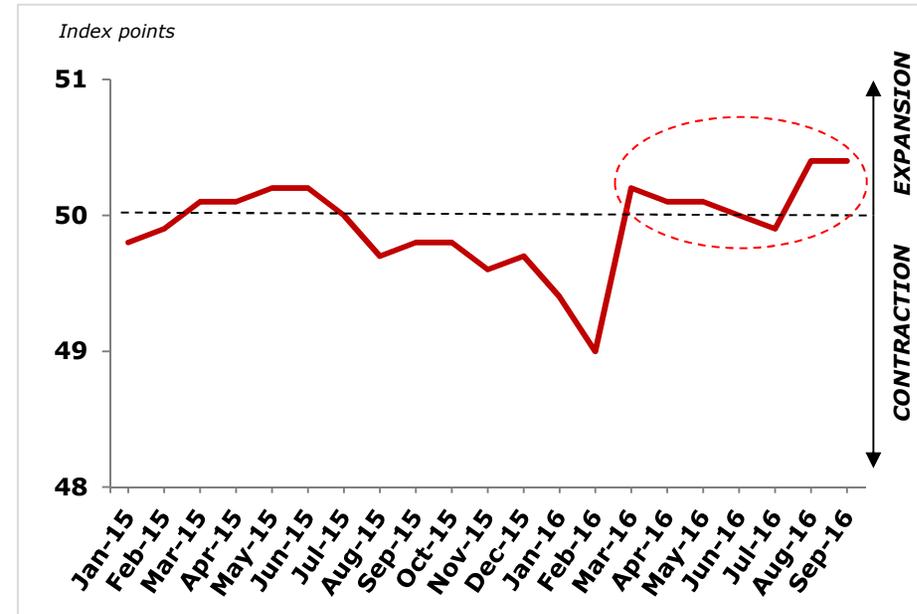
Recovering Trade Activity in China



PORT CLIMATE INDEX : BOHAI RIM (CHINA)



CHINA'S PURCHASING MANAGER INDEX (PMI)



- **Signs of potential trade recovery**

- Increase in port operator business in Bohai Bay

- **Expansion in China's factory activity**

- Pick up in domestic and export orders
- Higher demand will boost port throughput and increase capacity utilisation

FY2016 FINANCIAL HIGHLIGHTS

PROSPECTS / OUTLOOK

MOVING AHEAD

FY2011 – FY2015

STRATEGIC POSITIONING FOR FUTURE GROWTH

ACQUISITIONS/EXPANSIONS



PORT EXPANSION



HEALTHCARE JOINT VENTURE



Sime Darby Today

Strong Leadership Position



629,000 hectares
World's Largest Listed Oil Palm Plantation Company
(in terms of planted area)

23%
(of global CSPO output)
World's Largest Producer of CSPO

99%
Fully RSPO-certified
(70 out of 71 mills)

110 branches
Third Largest CAT Dealer in the World

Market leader
in the regions we operate in



28,000 acres of landbank
Leading Township Developer in Malaysia

23 Townships in the Last 40 Years



Leading Automotive Player in the Asia Pacific region

30 brands



43mn MT/p.a.
(capacity)
Leading Multi-purpose Feeder Ports in Shandong Province, China



The Journey Ahead

Plantation Division



SOLID FOUNDATION

~629,000 ha
World's Largest Listed Oil Palm Plantation Company
(in terms of planted area)



EXECUTION

NBPOL INTEGRATION

- Increased FFB production
- Downstream expansion
- Combined R&D capabilities

FIRST GENOME PLANTING

- High yielding planting materials

ACCELERATED REPLANTING

Up to **7%** of total planted hectareage annually

PRODUCTIVITY IMPROVEMENT

- Mechanisation
- Integrated mills
- Water management

DOWNSTREAM INNOVATION

- High-value differentiated products

VALUE CREATION

Strengthening SDP

- 99% RSPO certified
- Differentiated/ premium CSPO Products
- Capacity throughout the Value Chain
- Talent pool

TARGET 23:23

23 MT/ha FFB yield
 23% OER by 2017/18

11 MT/HA

Potential oil yields from
 Genome Planting

DIFFERENTIATED CSPO PRODUCTS

Higher margins from premium downstream products₃₁

The Journey Ahead

Accelerated Replanting with High-Yielding Materials

RISE



Group

5%

Malaysia

4-5%

Indonesia

7-6-5%
Staggered

- To improve yields to >25 MT/Ha by FY2021
- To improve average age profile from 13 years to 10 years by FY2021
- To-date, we have replanted 120,000 ha and targets to replant additional 130,000 ha by 2021

Note: Staggered replanting - 7% replanting for the first five years, followed by 6% for the next five years, and 5% thereafter

The Journey Ahead

Industrial Division



SOLID FOUNDATION

110 branches
Third Largest CAT Dealer in
The World



58%
Mining PINS in Australia
(Queensland &
Northern Territory)

EXECUTION

STRATEGIC INNOVATION



MARKET LEADERSHIP

PINS & POPS-C
Grow/sustain market
leadership in sales, Spare
Parts & Service solutions

OPERATIONAL EXCELLENCE

- Business Transformation Project (BTP)
- Caterpillar Production System (CPS)

VALUE CREATION

DIVERSIFIED PRESENCE

Broadened global footprint
and range of products

TOP 2 IN PINS & POPS-C

Maintain overall top
position in all territories

COST SAVINGS

Accumulated BTP & CPS
Cost Savings



The Journey Ahead

Motors Division



SOLID FOUNDATION

~130 outlets
in 10 countries/territories
across Asia Pacific



30 brands
Leading Automotive
Player in the Asia Pacific
region

EXECUTION

PENETRATION INTO NEW MARKETS & MARQUES

- Outlet expansion
- Launch of new models

EXPANSION OF INOKOM ASSEMBLY PLANT

- To cater for the domestic and ASEAN markets

ORGANIC GROWTH

- Turnaround of underperforming businesses
- Improving After-Sales operations

INNOVATION PROJECTS

- App that shows latest offers, enables test drive booking, service appointment etc.

VALUE CREATION

INCREASE
in global footprint

HIGHER EARNINGS / CAPEX

COST SAVINGS
Consolidation of front-end and back-end facilities to drive synergies



BRAND CONNECT
Staying connected to customers

The Journey Ahead

Property Division



SOLID FOUNDATION

28,000 acres of landbank
Leading township developer in Malaysia

23 townships in the last 40 years



EXECUTION

RIGHT PRODUCT AND PRICING TO MARKET

- Focus on landed residential affordable properties
- Improve quality and timely delivery of product offerings

AFFORDABLE HOMES



Affordable housing based on modular construction

PROPERTY INVESTMENT

- Establishment of a REIT platform

INTERNATIONAL EXPANSION - BATTERSEA

- Successful completion of the launched phases
- Apple to be the largest tenant at Battersea

STRATEGIC PARTNERSHIP



VALUE CREATION

HIGHER TAKE-UP RATES

Product-specific strategies

RECURRING INCOME

Asset monetisation

FUTURE PROFIT FROM BATTERSEA

Delivery of completed units

ENHANCED BRANDING

Solidify Sime Darby Property's market presence

The Journey Ahead

Logistics Division



SOLID FOUNDATION



43mn MT/p.a.
(capacity)
**Leading Multi-purpose
Feeder Ports in Shandong
Province, China**

EXECUTION

CAPACITY EXPANSION

- Completion of Weifang Port & Jining Port expansion
- Logistics park expansion – Focus on Halal Park

ENHANCEMENT OF OPERATIONAL EFFICIENCY

- Improvement in navigation capacity and channel depth

STRATEGIC COLLABORATION

- Comprehensive logistics solutions with strategic partners

VALUE CREATION

HIGHER HANDLING CAPABILITY

Diversified cargo base

BETTER VALUE PROPOSITION

One-stop logistics provider

INCREASE IN CONTAINER VOLUME

Higher throughput from new cargo sources

STRENGTHEN MARKET SHARE

Diversify customer base

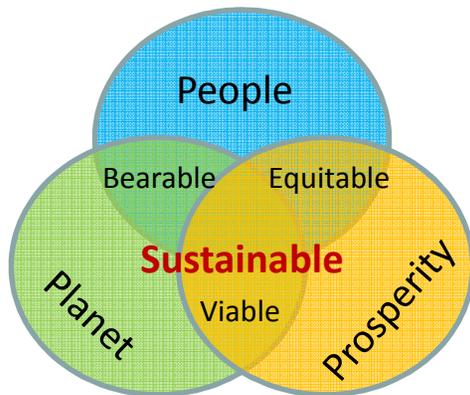


THE SUSTAINABILITY JOURNEY

High Carbon Stock (HCS) Study



Sustainability Purpose



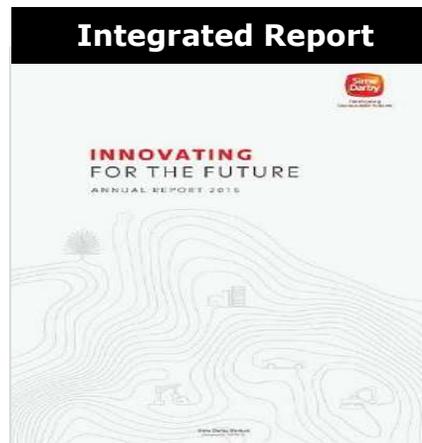
Hotspot Dashboard

Hotspot Alert 2016

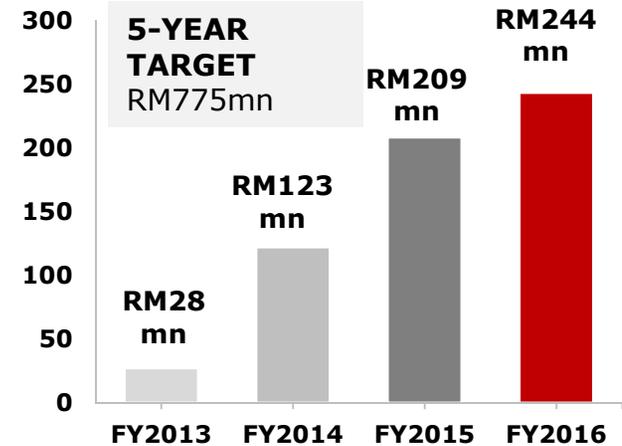
Welcome to the Sime Darby Hotspot Dashboard. This Dashboard tracks and reports hotspots occur policy in 1485, and we actively address to it. **Find more.**
To view hotspot details, click on a region in the map below.



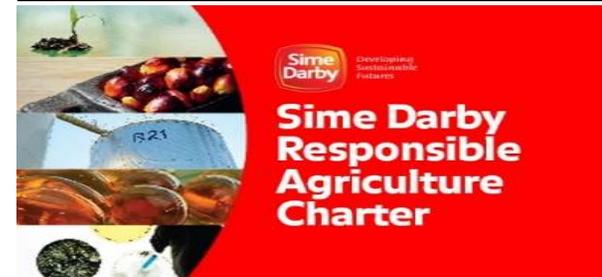
Integrated Report



Lean 6-Sigma Benefits



Responsible Agriculture Charter



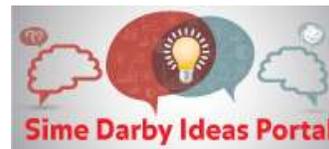
PERFORMANCE TRANSFORMATION

RISE Transformation Initiative

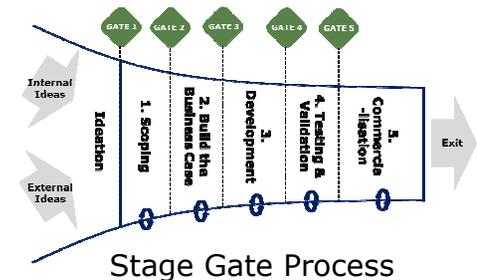


Innovating For The Future

Ideation Platforms



Idea Commercialisation Mechanism



Effective Training Programmes



- Talent Exchange Programme (TEP)
- Accelerated Leaders Programme (ALP)
- Innovation Training

Driving Performance

- Capable & Engaged Leaders**
- Operational Excellence**
- High Performance**

Thank You



*Developing
Sustainable Futures*