



Delivering  
Sustainable Futures

# FUTURE FOCUSED

12th Annual General Meeting  
15th November 2018



# SIME DARBY BERHAD: A NEW BEGINNING

## Before **Pure-Play**

Shareholders

100%



**Sime Darby Berhad**



Plantation Property Industrial Motors Logistics Other Businesses

## After **Pure-Play**

Shareholders

100%



**Sime Darby Berhad**

Shareholders

100%



Sime Darby  
Plantation  
Berhad

Shareholders

100%



Sime Darby  
Property  
Berhad



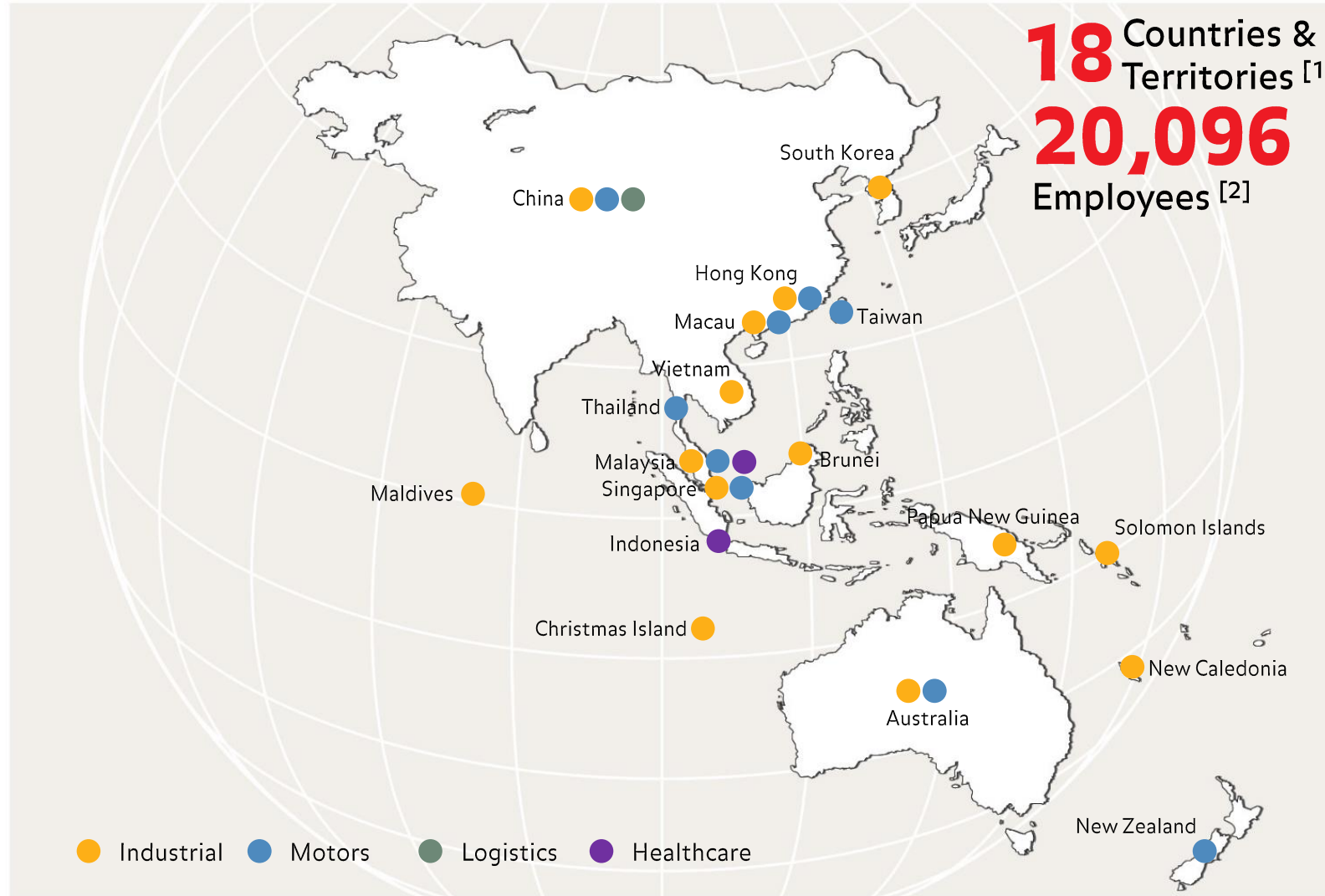
**Industrial Motors Logistics Healthcare Other Businesses**

Following the pure-play exercise, Sime Darby Berhad is now a **trading** company focused on **Industrial** and **Motors** with ambitions to grow **Healthcare**



# SIME DARBY BERHAD: OVERVIEW

“Leading trading company in APAC with strong partnerships with premium brands”



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



One of the **largest** CAT dealers globally



Logistics

**4** ports in China



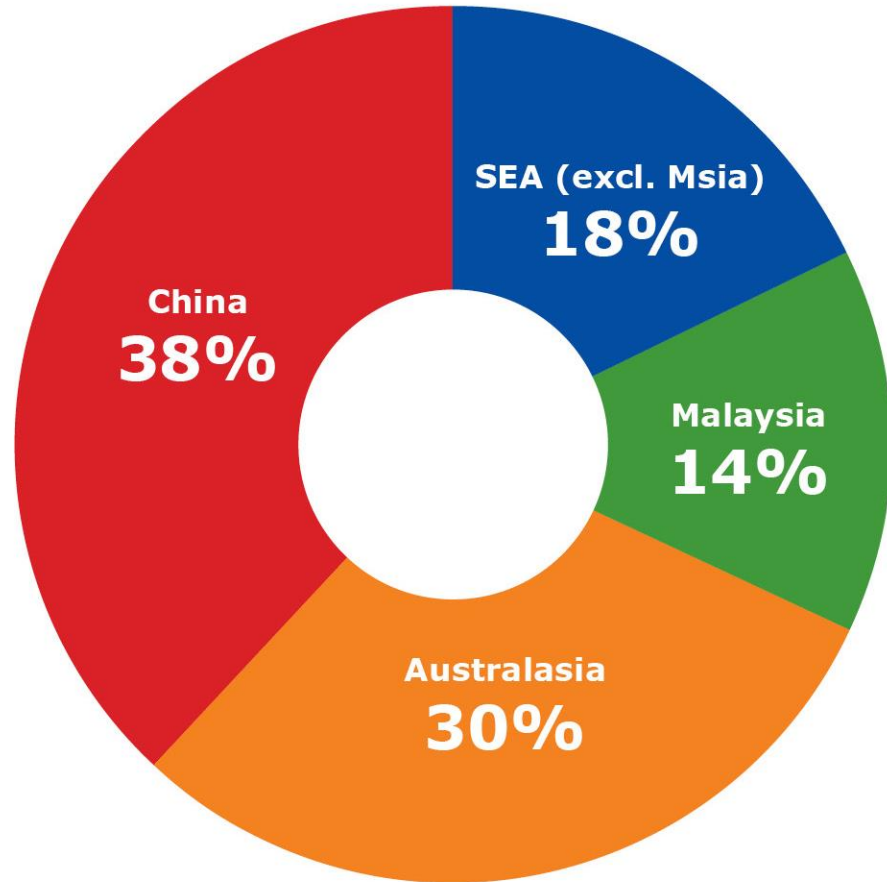
RAMSAY  
SIME DARBY  
HEALTH CARE

**6** hospitals in Malaysia & Indonesia

Notes:

- (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 September 2018. Excludes employees of Ramsay Sime Darby Healthcare;

# SIME DARBY BERHAD: OVERVIEW



**Sime Darby Berhad is a multinational company whereby 86% of revenue comes from outside Malaysia**



**China** is the **largest** region, contributing **~40%** of our revenue



The **second largest** region is **Australia**, contributing **~30%** of our revenue, largely from the **mining** industry

*Notes:*

*(1) China consists of China, Hong Kong, Macau & Taiwan*

*(2) Australasia consists of Australia, New Caledonia, New Zealand, Papua New Guinea & Solomon Islands*

# BUSINESS OVERVIEW

## Motors

Retail, distribution,  
rental & assembly

9 markets

31 brands from luxury to  
mass market

One of the largest BMW  
dealers globally

40+ years  
experience

## Industrial

Equipment &  
after-sales services

131 branches across 15  
countries & territories

Operations in mining &  
construction sectors,  
among others

One of the largest CAT  
dealers globally

Nearly 90 years  
experience

## Healthcare

50:50 JV with  
Ramsay Healthcare

6 internationally  
accredited hospitals in  
Malaysia and Indonesia

## Logistics

Ports in Shandong  
province, eastern China

## Others



12% stake in E&O



30% stake in Tesco Malaysia

MALAYSIA VISION VALLEY

Owns ~8,800 acres of land in  
the MVV region

# VALUE CREATION PLAN

**TO BE THE LEADING MOTORS & INDUSTRIAL PLAYER IN ASIA PACIFIC**  
“One of the largest BMW & CAT dealers globally”

REVENUE ENHANCEMENT	COST OPTIMISATION	BUSINESS EXPANSION	PORTFOLIO RATIONALISATION	EXPAND HEALTHCARE	SYNERGISTIC M&A
<p>Enhanced sales from <b>mining &amp; infrastructure spend and new model launches</b></p> <p><b>Digitalisation</b> to grow market share</p> <p>Focus on <b>after-sales</b></p>	<p><b>Operational excellence</b> to strengthen resilience</p> <p><b>Turnaround</b> underperforming businesses</p>	<p>Expansion into <b>adjacencies</b></p> <p><b>Assembly</b> for existing partners and introduce new marques to assemble</p>	<p>Disposal of <b>non-core businesses</b> to streamline portfolio</p>	<p>Expansion of <b>healthcare</b> via operational excellence, asset maximisation and M&amp;A</p>	<p>Explore <b>new markets</b> to represent new or existing marques</p>

**REVENUE ENHANCEMENT, COST MANAGEMENT, BUSINESS EXPANSION & PORTFOLIO RATIONALISATION ARE KEY DRIVERS**

# EXECUTIVE LEADERSHIP



**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 Resources Officer



**SCOTT W. CAMERON**  
Managing Director, Sime Darby Industrial



**ANDREW BASHAM**  
Managing Director, Sime Darby Motors



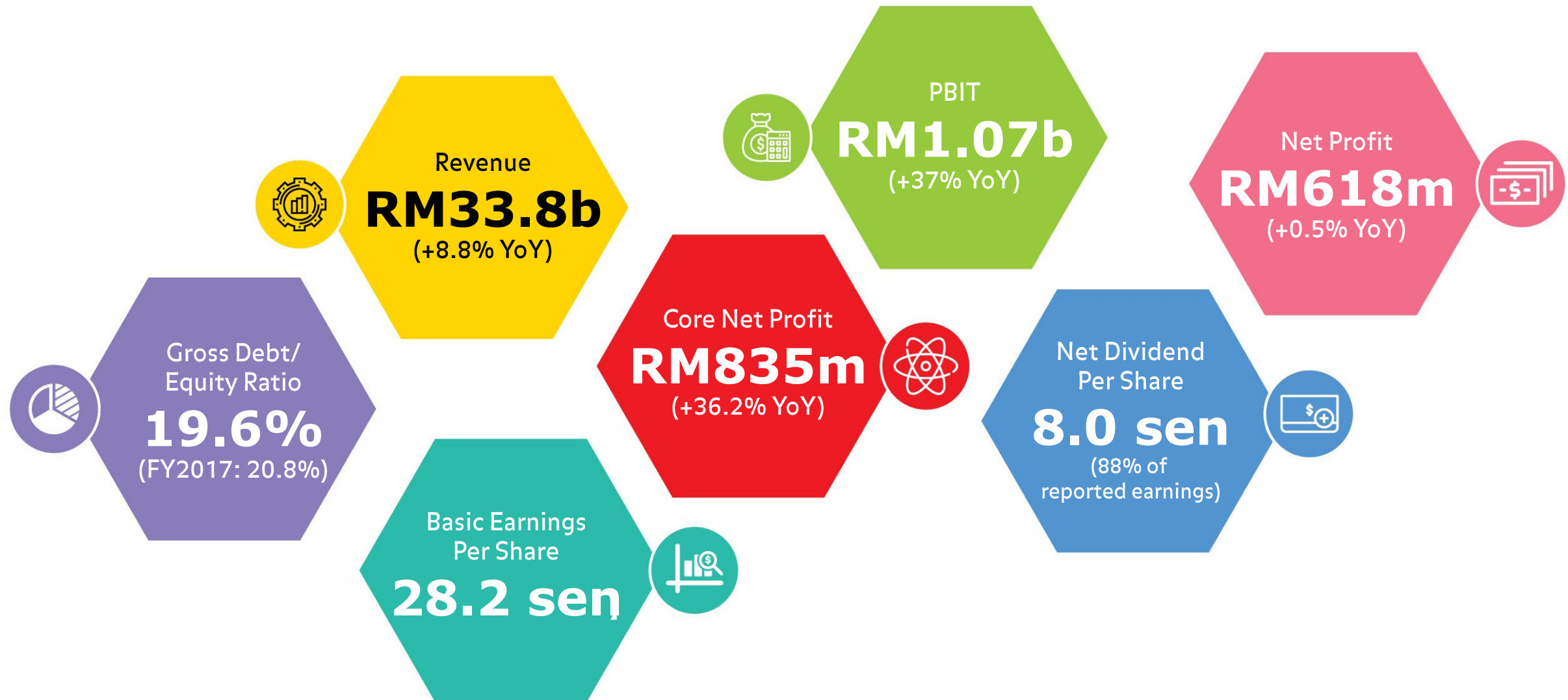
**TIMOTHY LEE CHI TIM**  
Managing Director, Sime Darby Logistics



**NOORZITA HASSAN**  
Group Secretary



# FY2018 FINANCIAL RESULTS



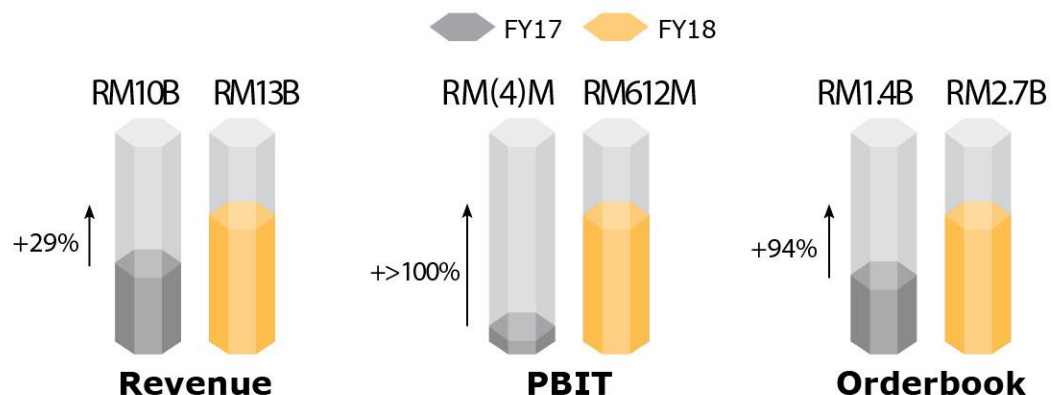


# FY2018 KEY HIGHLIGHTS



## INDUSTRIAL HIGHLIGHTS

Significant growth in Industrial from mining recovery



### Acquisition of Hardchrome Engineering (Australia)

Successful bid for Australia's Hardchrome of AUD57m



## RATIONALISATION OF NON-CORE ASSETS

Disposal of Weifang Water for RM270m



## MOTORS HIGHLIGHTS



### Launch of BMW Engine Assembly Facility

- In May 2018
- Capacity: 20k engines/year
- Cost competitive pricing
- (increased local content)

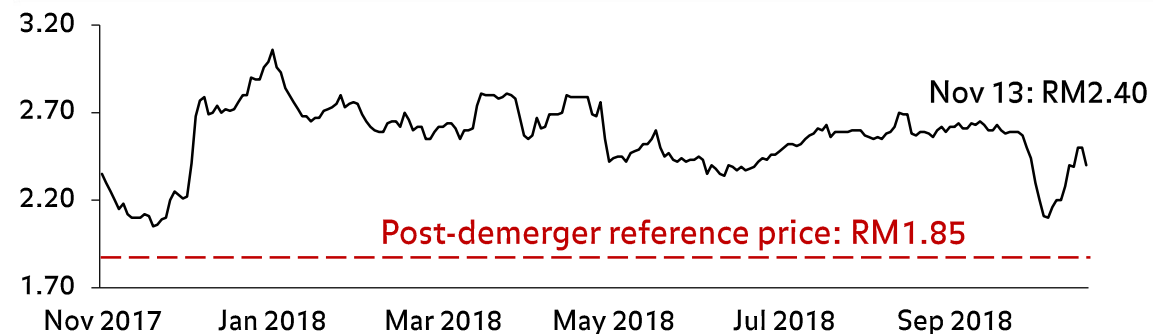


### Business expansion

- New BMW Kunming showroom – Jan 2018
- Acquisition of Volvo Brisbane – June 2018



## COMMENDABLE SHARE PERFORMANCE



~30% increase from reference price

# MOVING FORWARD



## NEW MODEL LAUNCHES TO DRIVE EARNINGS

New models entering the Malaysian market:



BMW 3 Series



Range Rover Velar



Hyundai Santa Fe



Hyundai Tucson



Ford Ranger Wildtrak

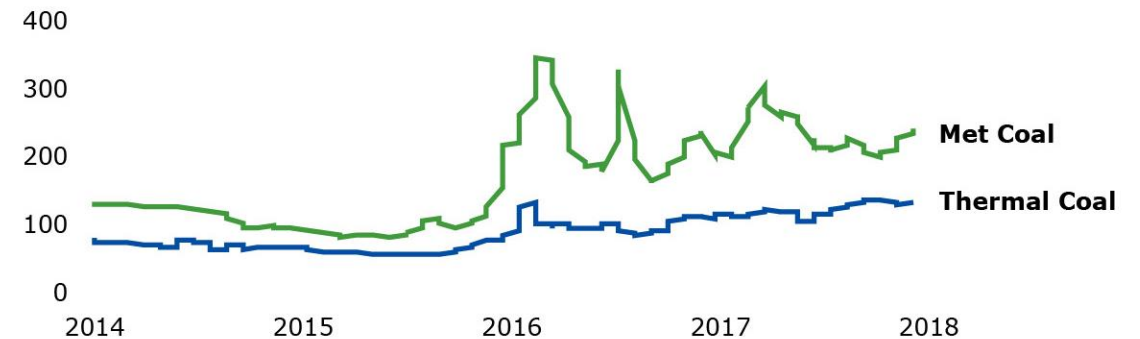


Ford Ranger XLT



## MINING MOMENTUM TO CONTINUE

Stabilization of **commodity prices** and increased **capital injection** into mines in Australia are set to **boost heavy equipment sales**



## HEALTH M&A PIPELINE; RATIONALISING NON-CORE ASSETS

Opportunities for further **M&A** within the core businesses; while rationalising non-core assets





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# THANK YOU

