CORPORATE PRESENTATION
March 2017
UMW AT A GLANCE

Number 1 in Malaysia’s automotive industry with 47% market share in 2016

Toyota forklift has 50% market share in Malaysia; Top 5 distributors in the world

First Malaysian company to become a Tier 1 supplier to Rolls-Royce Plc

Malaysia’s only owner-operator of jack-up drilling rigs
ENHANCING CAPABILITIES
Laying Building Blocks for Excellence

35 years with Toyota
24 years with Daihatsu

Tier 1 supplier to Rolls-Royce

Founded in 1917

BICYCLE REPAIR SHOP

AUTOMOTIVE ASSEMBLY

FAN CASE MANUFACTURER
UMW MILESTONES

1917
Chia Yee Soh founded a small family business in Singapore

1965 - Komatsu heavy equipment distributorship
1965 - Toyota Forklift franchise

1960s

1970
United Motor Works (Malaysia) Holdings Berhad listed on stock exchange

1970
1980s
1982 - Toyota vehicle franchise
1987 - PNB became major shareholder

1990s
1993 - Largest shareholder in Perodua, with Daihatsu Motor Co. Ltd. as the technology provider

2000s
2002 - Oil & Gas Division established as UMW’s 4th core business
2006 - UMW is the official Lexus distributor
2008 – UMW Rebranding

2010s
2013 - UMW Oil & Gas Corporation Berhad listed on Bursa Malaysia
2015 - UMW was selected as Rolls-Royce’s only Malaysian partner for a 25+5 year contract to manufacture fan case

UMW Holdings Berhad
INTERNATIONAL PRESENCE – 13 Countries

- **2016 Revenue**
  - RM10.97 billion

- **2016 PBT**
  - RM2.15 billion

- **Employees**
  - 11,429

- **Credit Rating**
  - RAM: AA2

- **Countries Present**
  - China
  - Malaysia
  - Thailand
  - Indonesia
  - Singapore
  - Turkmenistan
  - Vietnam
  - Taiwan
  - Oman
  - India
  - Papua New Guinea
  - Australia
  - Myanmar

**Sector Details**
- Automotive
- Equipment
- Manufacturing & Engineering
- Oil & Gas
2016 REVENUE & PBT BREAKDOWN

Revenue

- Automotive: 77%
- Equipment: 13%
- M&E: 5%
- Oil & Gas: 5%

Profit Before Taxation

- Automotive: 74%
- Equipment: 22%
- M&E: 4%
Key Performance Indicators

ANNUAL DIVIDEND PAYOUT

Payout Ratio (%)

Gross Dividend Per Share Of RM0.50 Each (sen)

March 08 Share Split from RM1.00 to RM0.50 each
Key Performance Indicators
RETURN ON SHAREHOLDERS’ FUNDS

2006: 12.5%
2007: 16.5%
2008: 17.0%
2009: 10.5%
2010: 13.5%
2011: 11.7%
2012: 21.9%
2013: 11.7%
2014: 10.1%
2015: -0.6%
2016: -29.9%

UMW Holdings Berhad
OUR SHAREHOLDERS - (As at 31/03/2017)

- Permodalan Nasional Berhad (PNB)/PNB Managed Unit Trust Funds, **58.19%**
- Foreign Shareholders, **11.24%**
- Employees Provident Fund Board, **13.75%**
- Other Local Shareholders, **16.82%**

**Market Capitalisation**
(31/03/2017)
RM7.0 billion

*PNB and EPF shareholdings are based on direct interest and deemed interest*
NEW STRATEGY - ANNOUNCED ON 19 JANUARY 2017

CORE BUSINESSES

Automotive
- Manufacture
- Assembly
- Distribution
- Sales & Service

Equipment
- Distribution
- Trading
- After-sales service

M&E
- Blending & Distribution of lubricants
- Manufacture of automotive components
- Manufacture of fan case

Planned strategic exit from O&G sector

O&G (Listed)
- Drilling operations
- Oilfield services

Non-listed O&G Assets (Value Group)
- Manufacturing
- Land Rigs
- Trading

Demerge via distribution in specie to the shareholders of UMWH

Progressive exit
AUTOMOTIVE Segment
• Lower sales in 2016 were mainly due to weak consumer sentiment and stringent lending guidelines imposed by the financial institutions.

• Target for 2017 is 590,000 units (+1.7% growth)
Vios was the top selling model in 2016 with 38% of total Toyota sales. Hilux was second with 28%.

The all-new Toyota Innova and face-lift Toyota Vios, Toyota Camry and Toyota Corolla Altis were launched in 4Q16.

Importation of CBU cars and CKD components are transacted in US Dollar.

Target for 2017 is 70,000 units.
TOYOTA MANUFACTURING PLANT

**CURRENT**

- Started operations in **1968**.
- Land area - **129,500m²**.
- Build up area - 94,600m².
- Located in Shah Alam, Selangor.
- It currently assembles Vios, Camry, Hilux, Fortuner, Innova and Hiace.
- Annual capacity (No OT @ 242 days/year) - **75,700 units**.

**NEW**

- Expected to start operations in early **2019**.
- Plant & land size - **670,000 m²**.
- Location - Bukit Raja Industrial Estate, Klang.
- Total Investment - RM2 billion
- High Automation
- Annual Capacity - **50,000 units**. (Initial)
# AUTOMOTIVE SEGMENT

## Toyota models in Malaysia

<table>
<thead>
<tr>
<th>Model</th>
<th>Variant</th>
<th>Price Range</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vios (CKD)</strong></td>
<td>6</td>
<td>RM77k – RM96k</td>
<td>Top selling model in 2016 with 38% of total Toyota sales.</td>
</tr>
<tr>
<td><strong>Corolla Altis (CBU Thailand)</strong></td>
<td>3</td>
<td>RM121k – RM139k</td>
<td></td>
</tr>
<tr>
<td><strong>Camry (CKD)</strong></td>
<td>2 + 2 hybrid</td>
<td>RM153k – RM175k</td>
<td></td>
</tr>
<tr>
<td><strong>Alphard (CBU Japan)</strong></td>
<td>2</td>
<td>RM408k – RM506k</td>
<td></td>
</tr>
<tr>
<td><strong>Vellfire (CBU Japan)</strong></td>
<td>1</td>
<td>RM345k</td>
<td></td>
</tr>
<tr>
<td><strong>Sienta (CBU Indonesia)</strong></td>
<td>2</td>
<td>RM93k – RM100k</td>
<td></td>
</tr>
<tr>
<td><strong>Avanza (CBU Indonesia)</strong></td>
<td>4</td>
<td>RM72k – RM83k</td>
<td></td>
</tr>
<tr>
<td><strong>Innova (CKD)</strong></td>
<td>3</td>
<td>RM109k – RM126k</td>
<td></td>
</tr>
<tr>
<td><strong>Hilux (CKD)</strong></td>
<td>8</td>
<td>RM90k – RM134k</td>
<td>2nd top selling model in 2016 with 28% of total Toyota sales.</td>
</tr>
<tr>
<td><strong>Fortuner (CKD)</strong></td>
<td>2</td>
<td>RM175k – RM184k</td>
<td></td>
</tr>
<tr>
<td><strong>Rush (CBU Indonesia)</strong></td>
<td>2</td>
<td>RM104k – RM109k</td>
<td></td>
</tr>
<tr>
<td><strong>Hiace (CKD)</strong></td>
<td>3</td>
<td>RM95k – RM109k</td>
<td></td>
</tr>
</tbody>
</table>
AUTOMOTIVE SEGMENT
Lexus models in Malaysia – CBU from Japan

**IS**
- Variant: 4
- Price Range: RM298k – RM452k

**ES**
- Variant: 3
- Price Range: RM275k – RM371k
- 2nd top selling model in 2016 with 24% of total Lexus sales

**GS**
- Variant: 7
- Price Range: RM439k – RM1,070k

**LS**
- Variant: 4
- Price Range: RM864k – RM1,419k

**NX**
- Variant: 5
- Price Range: RM310k – RM398k

**RX**
- Variant: 6
- Price Range: RM389k – RM520k
- Top selling model in 2016 with 52% of total Lexus sales.

**LX**
- Variant: 1
- Price Range: RM924k

**RC**
- Variant: 2
- Price Range: RM529k – RM787k
• Perodua maintained the No. 1 position in overall market share since 2006
• Currently exporting to six countries, namely, Indonesia, Singapore, Mauritius, Fiji, Sri Lanka and Brunei.
• Perodua’s first sedan, Bezza, was launched on 21 July 2016.
• Target for 2017 is 202,000 units.
**AUTOMOTIVE SEGMENT**  
Perodua models in Malaysia - CKD

<table>
<thead>
<tr>
<th>Model</th>
<th>Variant</th>
<th>Price Range</th>
<th>Launched</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bezza</td>
<td>5</td>
<td>RM37k – RM51k</td>
<td>21 July 2016</td>
<td>7,600 units per month in 2016</td>
</tr>
<tr>
<td>Alza</td>
<td>5</td>
<td>RM52k – RM65k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Axia</td>
<td>6</td>
<td>RM24k – RM42k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myvi</td>
<td>5</td>
<td>RM41k – RM58k</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
UMW GROUP’ S MARKET SHARE
Units & Market Share (%)

<table>
<thead>
<tr>
<th>Brand</th>
<th>2016 Units</th>
<th>Market Share %</th>
<th>2015 Units</th>
<th>Market Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honda</td>
<td>91,830</td>
<td>15.8</td>
<td>94,902</td>
<td>14.2</td>
</tr>
<tr>
<td>Proton</td>
<td>72,290</td>
<td>12.5</td>
<td>102,174</td>
<td>15.3</td>
</tr>
<tr>
<td>Nissan</td>
<td>40,706</td>
<td>7.0</td>
<td>47,235</td>
<td>7.1</td>
</tr>
<tr>
<td>Mazda</td>
<td>12,493</td>
<td>2.2</td>
<td>14,325</td>
<td>2.1</td>
</tr>
<tr>
<td>Hyundai, Kia</td>
<td>9,470</td>
<td>1.6</td>
<td>10,960</td>
<td>1.6</td>
</tr>
<tr>
<td>Others</td>
<td>81,115</td>
<td>14.0</td>
<td>87,910</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>580,124</td>
<td>100.0</td>
<td>666,674</td>
<td>100.0</td>
</tr>
</tbody>
</table>

- **Perodua**
  - 2015: 213,307 (32.0%)
  - 2016: 207,110 (35.7%)

- **UMW Toyota**
  - 2015: 95,861 (14.4%)
  - 2016: 65,110 (11.2%)

- **Others**
  - 2015: 357,506 (53.6%)
  - 2016: 307,904 (53.1%)

- UMW companies sold 272,220 units in 2016 with a market share of **47%**.
EQUIPMENT
Segment
UMW represents all of the above principals for some of the world’s most recognised products in:-

- Agriculture
- Construction
- Forestry
- Mining
- Industrial and manufacturing
- Industrial cleaning – food and beverage, material handling and logistics
- Industrial and marine power solutions
• Komatsu franchise in Malaysia, Singapore, Myanmar and Papua New Guinea
  • Has strong presence in Myanmar, supplying equipment to the jade mining and resource mining sectors.
INDUSTRIAL EQUIPMENT
TOYOTA FORKLIFT FRANCHISE

Strong market leadership position

- No. 1 position in Malaysia since 1972. Toyota forklift maintained its 50% market share in Malaysia’s material handling equipment business.
- Toyota Forklifts – UMW is one of the Top 5 Distributors in the world.
- Globally, UMW is the only Diamond member (the highest elite tier) in the Premier Club Recognition Programme, awarded by Toyota Material Handling International (TMHI).
- Also awarded the Undisputed Performance Award by Toyota Material Handling International for outstanding performance.
- Have ventured into leasing of Toyota forklifts.
CompAir Air Compressor

Mitsubishi Marine Engines

Mitsubishi Gen-sets

Honda Power Products

Ingersoll Rand Centrifugal Compressor

GE Reciprocating Compressor
MANUFACTURING & ENGINEERING Segment
KEY PRODUCTS

AEROSPACE COMPONENT

Fan Case

Rolls-Royce

LUBRICANTS

Lubricants & Fluids

Lubricants & Fluids (China)

Fluids & Chemicals

LubriTech

AUTO COMPONENTS

Shock Absorbers & Power Steering

Automotive Components

UMW Advantech

UMW Holdings Berhad
MANUFACTURE OF AERO ENGINE FAN CASES
UMW AEROSPACE SDN BHD

UMW is the 1st Malaysian Tier 1 Supplier to Rolls-Royce

• The project is for the manufacture of fan cases for the Trent 1000 aero engines for 25+5 years (Trent 7000 engines-later) for Rolls-Royce’s (“RR”) supply chain.

• Both Trent engines are the most advanced in aero engine technology, with increased fuel efficiency and noise reduction.

• UMW will be the only supplier (‘single-source supplier’) for fan cases for both the engines.

• The manufacturing plant is located in Serendah, Selangor.

• The first delivery is targeted for late 2017.
LUBETECH SDN BHD (MALAYSIA)
UMW LUBRICANT INTERNATIONAL SDN BHD (MALAYSIA)
LUBRITECH LIMITED (CHINA)

Manufacturing and distribution in Selangor

- In-house brand
- Spain’s largest integrated oil & gas company
- American oil company

* Full capability at TBA

UMW ADVANTECH SDN BHD

Manufacturing of automotive components in Selangor

KYB-UMW MALAYSIA SDN BHD
KYB-UMW STEERING MALAYSIA SDN BHD

Manufacturing and distribution in Guangdong

- * Full capability at 50 mil/liters p.a.
OIL & GAS Segment
UMW OIL & GAS CORPORATION BERHAD
Listed On Bursa Malaysia (55.73% subsidiary)

A Malaysian-based multinational oil & gas (“O&G”) player focused on providing drilling and oilfield services for the upstream sector of the O&G industry.

**Drilling Services**
- 8 Offshore Rigs
  - 1 Semi-submersible – NAGA 1
  - 7 Jack-ups – UMW NAGA 2, UMW NAGA 3, UMW NAGA 4, UMW NAGA 5, UMW NAGA 6, UMW NAGA 7, UMW NAGA 8

**Oilfield Services**
- 5 Hydraulic Workover Units
  - UMW GAIT I, UMW GAIT II, UMW GAIT III, UMW GAIT V, UMW GAIT VI
- 6 Plants
  - 1 West Plant & 1 East Plant in Labuan, Malaysia
  - 1 Sattahip & 1 Songkhla, Thailand
  - 1 Tianjin, China
  - 1 Turkmenbash, Turkmenistan

**Segmental revenue breakdown for FY2016**
- Drilling services 95%
- Oilfield services 5%
NON-LISTED OIL & GAS SEGMENT
- companies that are not part of the listed entity.

**INDIA**
- Onshore Drilling Services
  - Jaybee Drilling Pvt. Ltd.
  - 3 onshore drilling rigs
- Manufacture of OCTG and line pipes
  - United Seamless Tubular Pvt. Ltd.
  - Seamless steel pipes

**OMAN**
- Onshore Drilling Services
  - Arabian Drilling Services LLC
  - 7 onshore drilling rigs

**MALAYSIA**
- Oilfield Services
    - Total power solutions provider
- Supply of Oilfield Products
  - UMW Oilfield International (L) Ltd.
  - Trading

**CHINA**
- Manufacture of OCTG and line pipes
  - Shanghai BSW Petro-Pipe Co. Ltd.
  - Zhongyou BSS (Qinhuangdao) Petropipe Co. Ltd.
  - Sichuan Haihua Petroleum Steel Pipe Ltd.
  - SSAW line pipes
  - LSAW and SSAW line pipes
  - Electric Resistance Welded pipes

**Australia**
- Supply of Oilfield Products
  - PFP Holdings Pty. Ltd. (offices in Malaysia, China, Singapore, Taiwan, China)
  - Trading
THANK YOU

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