



# MULTIPLYING



## FOR PEOPLE, BUSINESSES, ECONOMIES AND THE PLANET



## 50th Annual General Meeting

### Corporate Presentation

24 May 2023 | Virtual from KLGCC



# MULTIPLYING VALUE

FOR PEOPLE, BUSINESSES, ECONOMIES AND THE PLANET



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## 2022 at a Glance



# FY2022 Key Highlights

Robust revenue and PBT growth of 24% and 64% respectively recorded in FY2022; Highest operating profit since de-merger; Declared a second single tier dividend of 1 sen per share in Q4 FY2022 amounting to a total dividend declared of 2.0 sen per share



## ● Financial

Revenue ▲ 24%

**RM2,742.1 million**

(FY2021: RM2,216.6 million)

Operating Profit ▲ 54%

**RM487.8 million**

(FY2021: RM317.7 million)

Profit Before Tax ▲ 64%

**RM458.9 million**

(FY2021: RM280.5 million)

PATAMI ▲ >100%

**RM315.8 million**

(FY2021: RM146.9 million)

Cash Position ▲ 8.3%

**RM985.3 million**

(As at 31 Dec 2021: RM909.7 million)

Net Gearing Ratio

**21.8%**

(As at 31 Dec 2021: 31.3%)

Dividend Declared

**RM136.0 million**

2.0 sen per share; 43.1% payout ratio  
(FY2021: 1.0 sen per share; 46.3% payout ratio)

## ● Operational

Highest Sales Achieved since Demerger

**RM3.7 billion**

exceeded sales target of RM2.6 billion

Units sold

**3,332 units**

Units Delivered

**1,855 units**

GDV Launches

**RM2.6 billion**

GDV from 2,045 units

Unbilled Sales

**RM3.6 billion**



# Key Milestones (1/2)

Remarkable milestone in Industrial & Logistics business with the groundbreaking of IDF's maiden assets, E-Metro Logistics Park in Bandar Bukit Raja; Official launch of the iconic Battersea Power Station



## ● Groundbreaking of E-Metro Logistics Park as IDF's maiden assets



- **Groundbreaking of its maiden assets, E-Metro Logistics Park** in Bandar Bukit Raja, Klang
  - First phase – Metrohub 1 and 2 totalling ~2mil sq.ft. of GLA expected to be completed for prospective tenants from H2 2023 onwards
- **Secured another 20% in capital commitment in FY2022 to a total of 70%** for a fund size up to US\$250mil; Anchored by PNB and KWAP as First Close investors; To close remaining 30% of the fund in FY2023

## ● SDPMIT JV's Third Project Commenced in Bandar Bukit Raja Industrial Gateway



- **Groundbreaking of a multi-tenanted Ready-Built Warehouse**
- Secured pre-committed tenancy by **CEVA Logistics** and **SL Ng** – which will occupy the **two-storey warehouse with ~487,000 sq. ft. GFA**

## ● Battersea Power Station Official Launch



- **His Majesty The Yang di-Pertuan Agong officiated the opening ceremony** ahead of its public launch on 14 October 2022.
- **Welcomed more than a quarter of a million visitors during its opening weekend**

## ● KLGCC Brand Launch Graced by Raja Permaisuri Agong



**The Kuala Lumpur Golf & Country Club brand has returned** as the Crown Jewel of the KLGCC Resort

# Key Milestones (2/2)

Celebrated our Golden Jubilee in 2022 with a brand new PVMV statement to set our direction to be a value multiplier for people, businesses, economies and the planet



● New Purpose, Vision Mission and Values Statement (“PVMV”)

PURPOSE

To be a Value Multiplier for people, businesses, economies and the planet

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VISION

Advancing real estate as a force for collective progress, in harmony with the planet’s resources

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MISSION

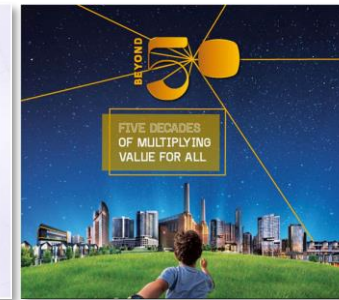
To develop, own and manage a thriving asset portfolio that creates value for all stakeholders

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VALUES

**T** - Together we do what’s right  
**E** - We lead with Excellence  
**A** - We embrace new Approaches  
**M** - We Make things happen

● Sime Darby Property’s Golden Jubilee – “Beyond 50” Campaign



- “Beyond 50” Campaign garnered RM1.25bil sales booking
- The campaign’s grand prize winner won a unit of The Serenade at The Glades, Putra Heights worth over RM1 million

● Other Corporate Milestones



Officiation of Flyover on Jalan Meru in Bandar Bukit Raja



Partnership with Ambank to Launch Digital Initiative and Green Financing Solution for Homebuyers



Public opening of KL East Park



Launched Malaysia’s First Inclusive Playground in collaboration with UNICEF



# Awards & Accolades

Multiple awards and recognitions from the industry as a credentials for our operational, corporate and sustainability excellence



Top 10 Property Developer in Malaysia at The Edge Malaysia Top Property



BCI Asia Top 10 Developers (Malaysia)



10 Awards at the StarProperty Awards 2022



Top-of-the Chart Awards – Top 10 for Market Cap of RM1 billion and above



Outstanding ESG Awards



Putra Brand Awards – Platinum Award & Putra Malaysia Marketer Award



2 Awards at Malaysia Institute of Planners Planning Excellence Awards 2022

Note: List is not exhaustive





## **FY2022 Financial & Operational Highlights**

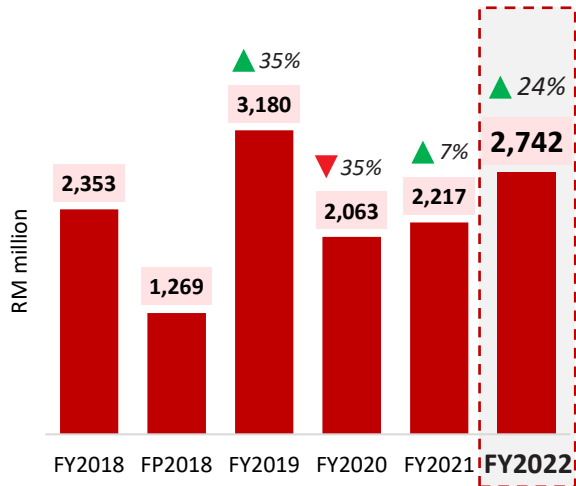


# 5-Year Financial Performance

Financial position continue to strengthen post-pandemic with the Group registered its highest operating profit and highest sales achievement since de-merger

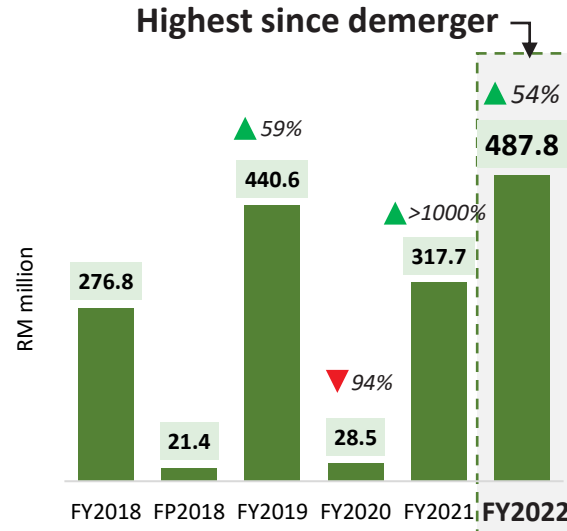


## Revenue



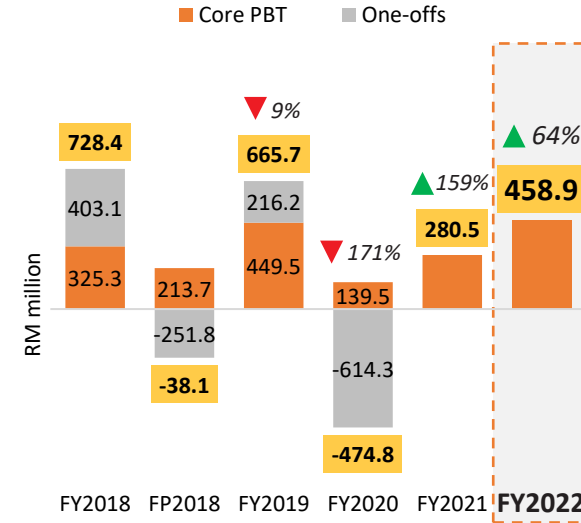
**FY2022 Revenue**  
**RM2,742.1 million**  
 (+24% YoY)

## Operating Profit



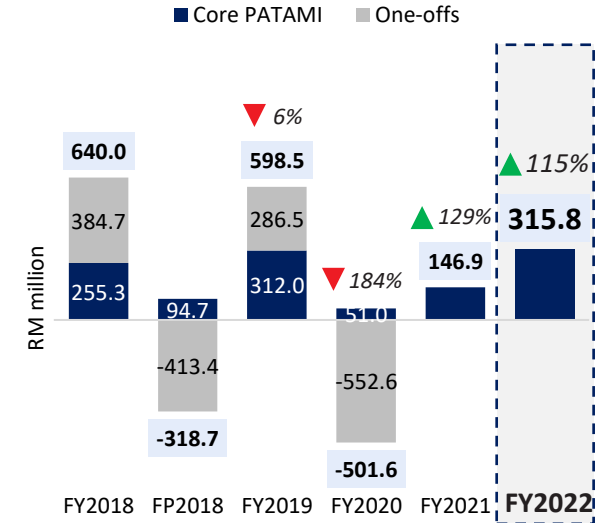
**FY2022 Operating Profit**  
**RM487.8 million**  
 (+54% YoY)

## Profit Before Tax



**FY2022 PBT**  
**RM458.9 million**  
 (+64% YoY)

## PATAMI



**FY2022 PATAMI**  
**RM315.8 million**  
 (+>100% YoY)

### FY2022 Revenue & PBT growth was driven by:

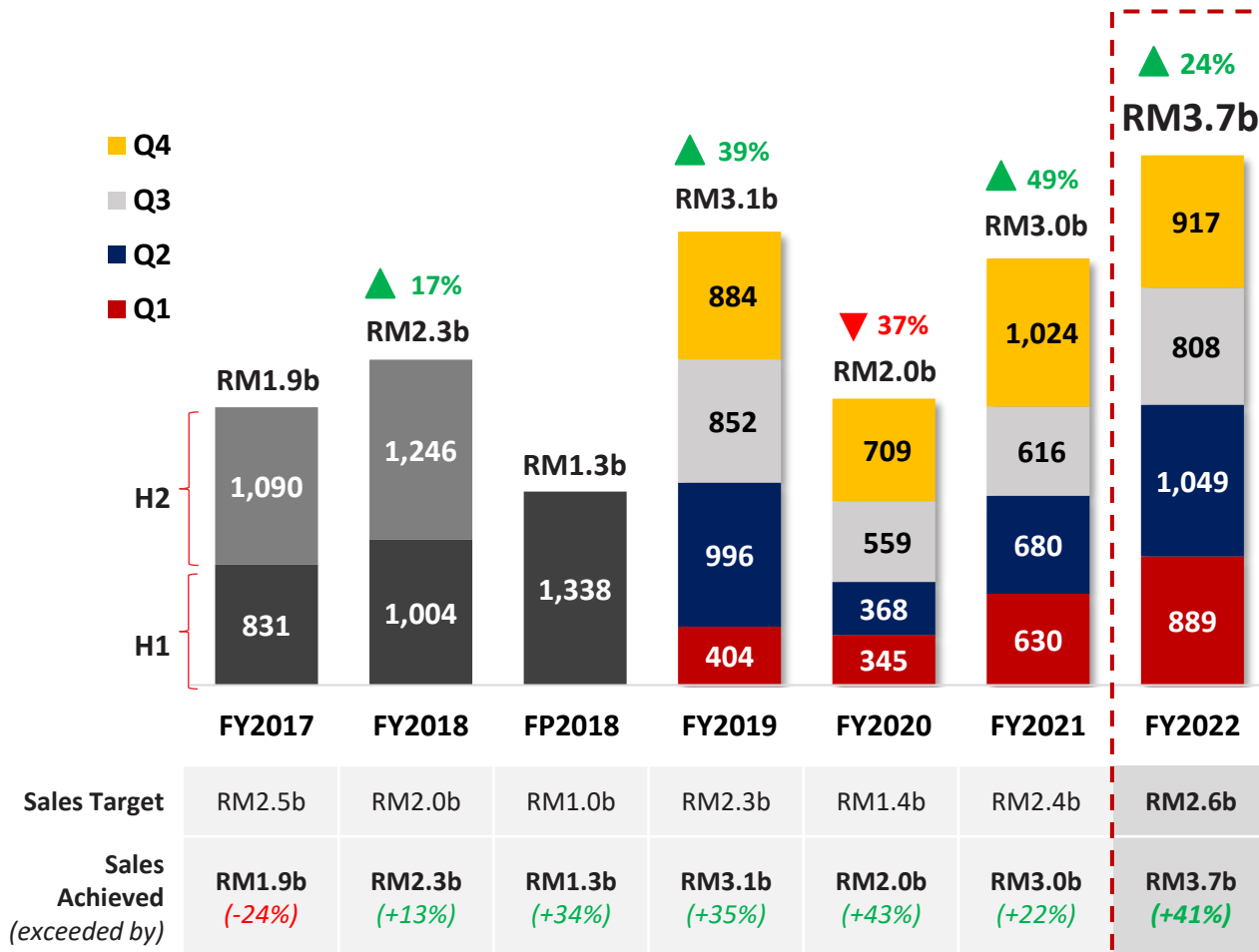
- Strong sales performance of industrial and residential products
- Improved financial performance of all 3 business segments

# 5-Year Sales Performance

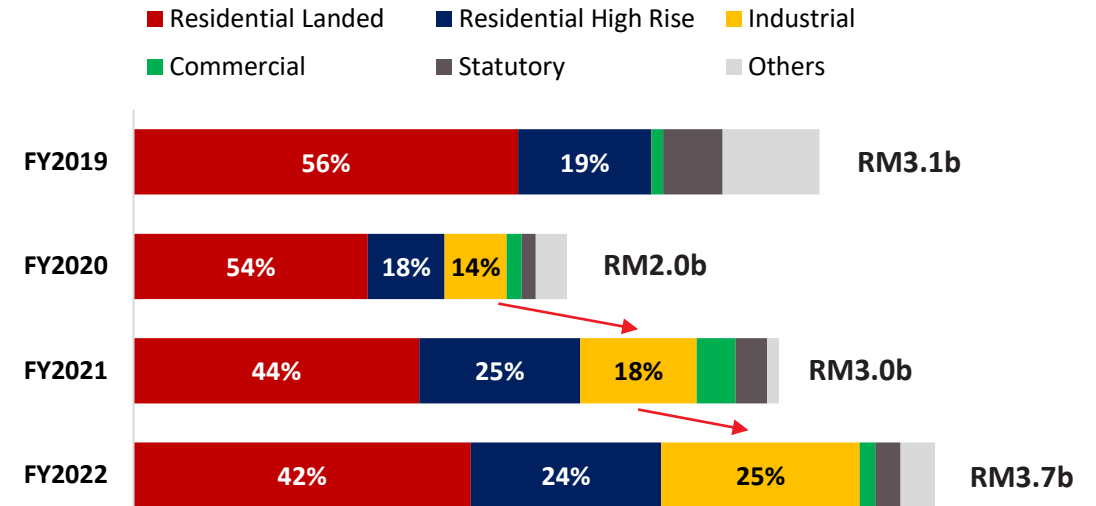
- Exceptional sales performance in FY2022 of RM3.7b (+24% YoY) – outperforming historical peak in FY2019 by 17%;
- Industrial ranked as 2<sup>nd</sup> highest sales contributor (~25%) in FY2022, mainly from Bandar Bukit Raja & Hamilton Nilai City



**FY2022 Sales Achieved  
RM3,663.3m**



## Sales Achieved By Product Type



**Increasing sales contribution and strong demand from industrial segment with increasingly diversified product mix**

## Average Take-Up Rates and Bookings as at 31 March 2023

- **Average Take-up Rates (FY2022 New Launches)**  
**All Products: 85%**  
**Residential Landed: 90%**  
**Industrial: 81%**
- **Total Bookings**  
**RM1.8 billion**

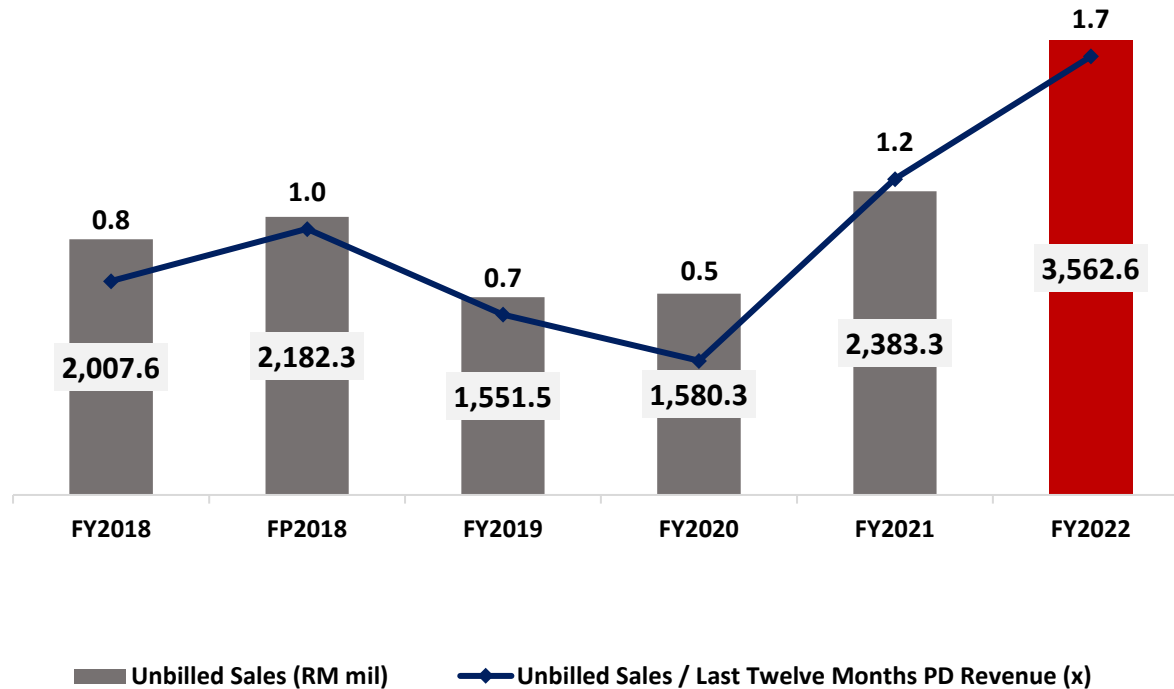


# 5-Year Unbilled Sales Performance

- Unbilled sales recorded at RM3.6b or 1.7x cover ratio on the back of strong sales momentum in FY2022;
- Secured earnings visibility across the next three financial years



**RM3,562.6m as at 31 December 2022**



## By Property Development Type

<b>Township Development</b> RM2,395.0m (67.2%) <i>FY2021: RM1,767.3m (74.2%)</i>	<b>Integrated Development</b> RM1,167.6m (32.8%) <i>FY2021: RM615.8m (25.8%)</i>
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## By Location

<b>Other Areas in Klang Valley</b> RM1,457.6m (40.9%)	<b>Guthrie Corridor</b> RM911.2m (25.6%)
<b>Klang</b> RM668.0m (18.8%)	<b>Negeri Sembilan</b> RM515.3m (14.5%)
<b>Johor</b> RM10.6m (0.3%)	

- Unbilled sales registered at RM3.6b as at 31 December 2022 (+49.5% YoY) (*FY2021: RM2,383.3m*)
- Current unbilled sales cover ratio of 1.7x has improved by 0.5x since December 2021 and will continue to provide future earnings visibility, supported by contribution from Integrated Development (ID) which has increased significantly to RM1.2b (*FY2021 ID: RM615.8m*)
- ~55% of the unbilled sales will be recognised in FY2023, bulk of the balance is expected to be recognised across the next three financial years (FY2024 – FY2026)

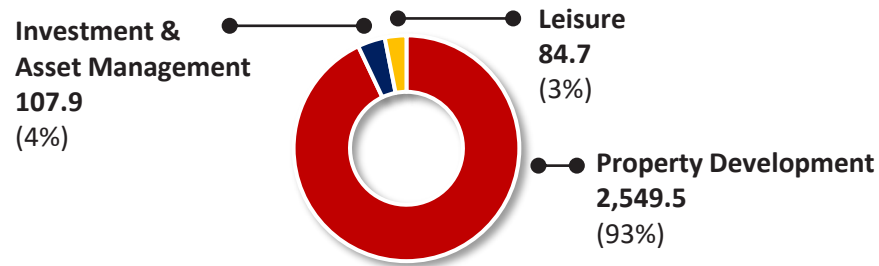
# Segmental Revenue and PBT Analysis for FY2022



- Property Development segment remained as the key revenue and profit contributor in FY2022;
- IAM segment recorded marginal PBT due to fair value loss adjustment;
- Leisure segment has returned to profitability in FY2022

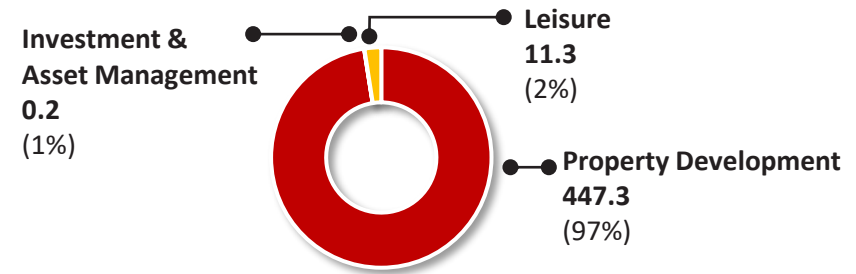
## Revenue

**RM2,742.1 million**



## PBT

**RM458.9 million**



### Property Development

Revenue	RM2,549.5m	FY2021: RM2,069.7m	▲ 23.2%
PBT	RM447.3m	FY2021: RM268.9m	▲ 66.4%

- Contributed **93%** to Group's revenue
- **Profitability growth** underpinned by:
  - Higher sales achieved
  - Positive overall site progress
  - Higher revenue from activation of new phases
  - Progress from active land bank management & monetisation

### Investment & Asset Management

Revenue	RM107.9m	FY2021: RM91.3m	▲ 18.2%
PBT	RM0.2m	FY2021: RM25.7m	▼ 99.1%

- **Higher contribution and increased avg. footfall** of KL East Mall & Melawati Mall
- Affected by **fair value loss and adjustments on investment properties**
- Excluding it, PBT stood at RM63.7m

### Leisure

Revenue	RM84.7m	FY2021: RM55.5m	▲ 52.5%
PBT/(LBT)	RM11.3m	FY2021: (RM14.0m)	▲ >100%

- **Returned to profitability**, with increasing revenue contribution, supported by economic recovery

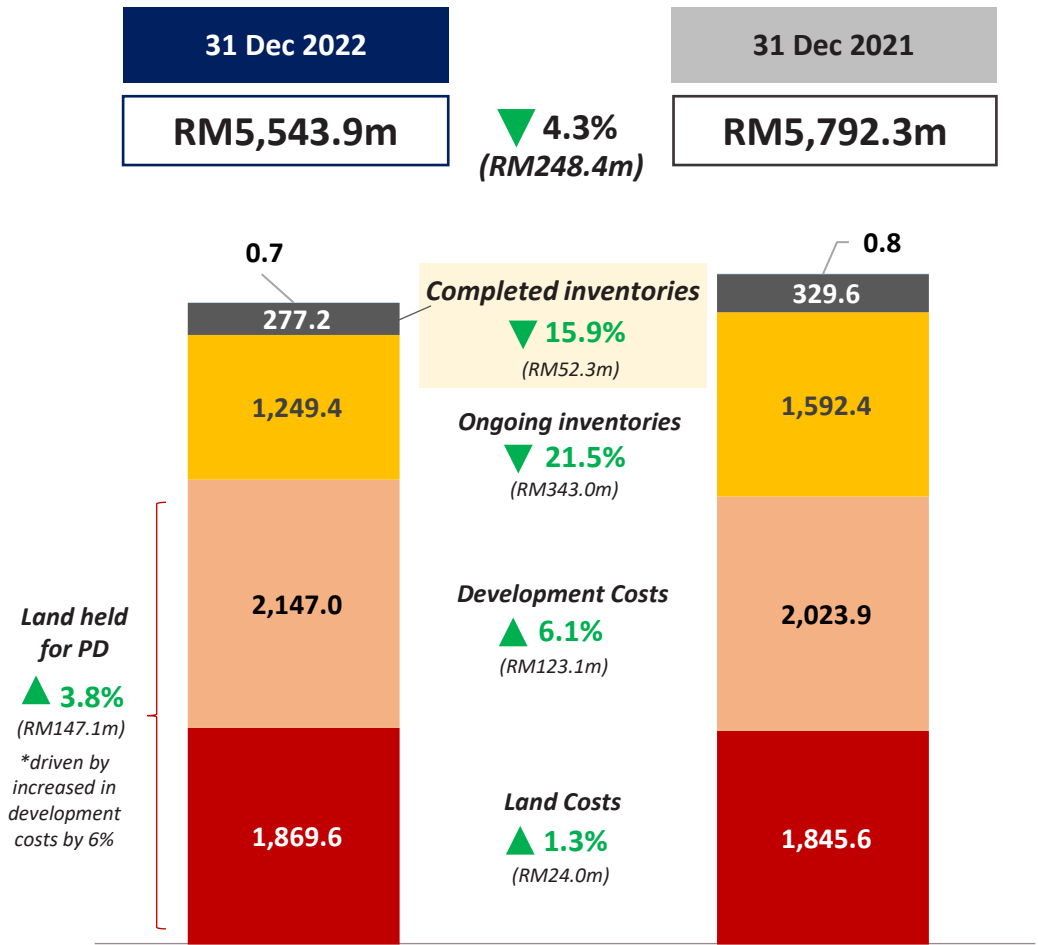


# Property Development Inventories as at 31 December 2022

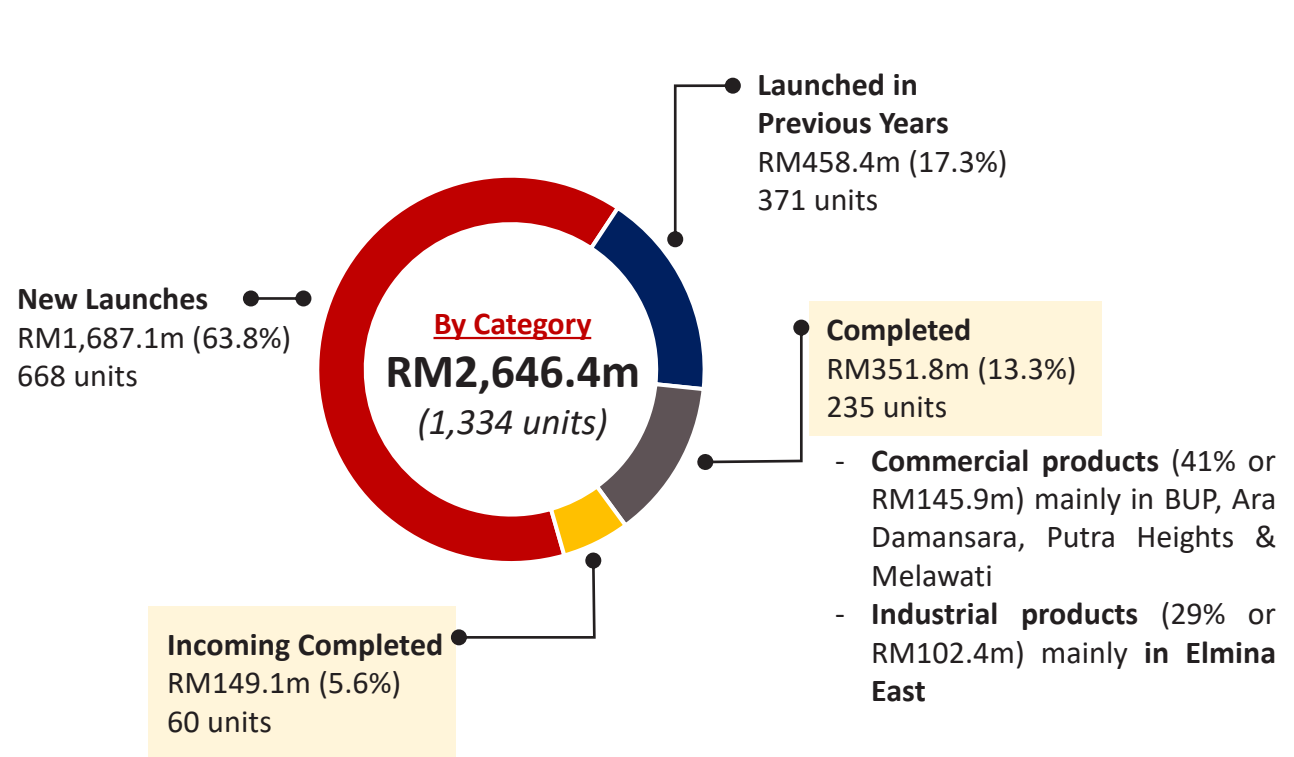


- Completed inventories (in carrying value) decreased by 16% in FY2022 to RM277.2m
- In terms of GDV, completed and incoming completed inventories only comprised of ~19% of total inventories of RM2.6b

## Inventories in Carrying Value



## Stocks in GDV & Units



### Definitions:

- Completed – Projects **completed as at 1 Jan 2022**
- Incoming Completed – Projects **to be completed in FY2022**
- Launched in Previous Years – Projects **launched prior FY2022 & target completion after FY2022**
- New Launches – Projects **launched in FY2022**

# Land Bank Management Update

Pace of land activation continue to accelerate as at FY2022 in-tandem with our growth aspirations to unlock greater value



## ● Land Activation

<i>In acres</i>	FY2019	FY2020	FY2021	FY2022
PD Land development & monetisation	~300	~250	~730	~640
Non-Core Disposals	-	-	~70	~610
Total (acres)	~300	~250	~800	~1,250

- Land activation in FY2022 (>1,000 ac) surpassed 3 years' average (FY2019 – FY2021)
- Increased by >50% YoY vs ~800 acres last year following the progress of non-core land disposals

## ● Industrial Townships Activation

	FY2022 Launched GDV (RM mil)	Remaining Acreage*	Remaining GDV (RM bil)*
<b>BBR3</b> <i>First launched in June 2022</i>	~620	~350	2.2
<b>Hamilton Nilai City</b> <i>First launched in June 2021</i>	~200	~90	0.4
<b>Other townships</b>	~400	~2,600	14.6
<b>Total</b>	~1,220	~3,040	17.2

\*As at 31 March 2023

- Activated a total of **RM1.2b** industrial GDV in FY2022
- For **FY23-FY25**, the Group targets to further expand its industrial segment through yearly GDV activation of **~RM1.2b to RM1.7b**

## ● Land Acquisitions

27 October 2021

29 August 2022

1 December 2022

24 May 2023

- Acquired **760 acres of Labu, Negeri Sembilan** land for RM280m
- Earmarked for **industrial development**
- Exercised call option for **949 acres of land in Sungai Kapar, Klang** for RM618m
- Earmarked for **industrial development**
- Entered into **conditional SPA** for the proposed acquisition of Sungai Kapar land
- **Extraordinary General Meeting (EGM)** for the proposed acquisition of 949 acres Sungai Kapar land

**Moving forward, the Group will continue to explore potential opportunistic acquisitions of strategic landbank**



# FY2022 Residential Launches

- Residential landed products of RM1.1b in GDV were launched & contributed 41% of the total GDV launched of RM2.6b
- Residential high-rise products of RM324m in GDV were launched



**Dayana 2 Phase 2, Nilai Impian** **100%**  
78 units | RM37.5m | Mar 2022 **take-up**



**Anggun 2, Bandar Ainsdale** **100%**  
86 units | RM40.2m | Apr 2022 **take-up**



**East 57, KL East** **100%**  
57 units | RM110.3m | June 2022 **take-up**



**Ilham Residence 2, Elmina East** **99%**  
277 units | RM201m | Mar 2022 **take-up**



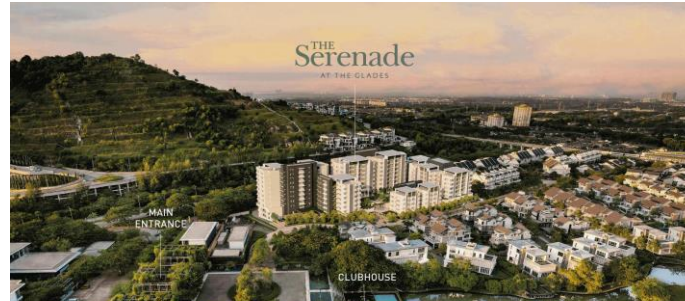
**Elmina Green 6 Ph. 1 & 2, City of Elmina** **98%**  
255 units | RM224.0m | Jun & Aug 2022 **Avg. take-up**



**Nadira 1 & 2, Bandar Bukit Raja** **98%**  
242 units | RM179.2m | May 2022 **Avg. take-up**



**Serenia Anira 1, 2, 3, Serenia City** **90%**  
296 units | RM213.6m | Jun, July, Oct 2022 **Avg. take-up**



**Serenade, Putra Heights** **64%**  
122 units | RM155.6m | Nov 2022 **take-up**



**Park One, Melawati** **58%**  
235 units | RM169.2m | Nov 2022 **take-up**

Note: List is not exhaustive Take-up rates listed as at 31 March 2023



# FY2022 Industrial Launches

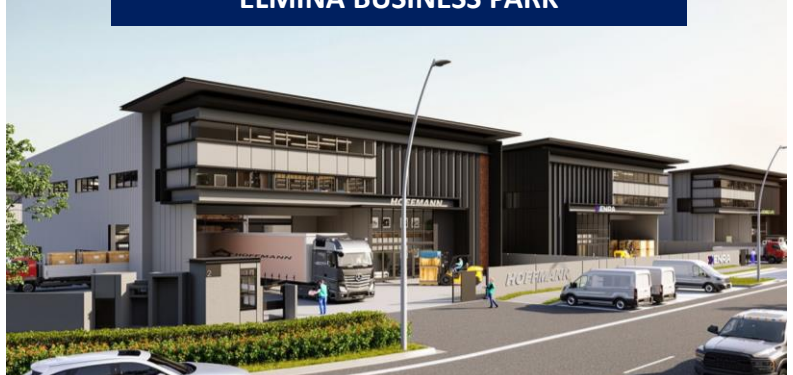
Industrial products was the highest GDV contributor (46% or RM1.2b GDV) of total GDV launch of RM2.6b

## XME BUSINESS PARK, NILAI IMPIAN 2



**XME Phase 2B**  
27 units | RM76.2m | Mar 2022  
**100% take-up**

## ELMINA BUSINESS PARK



**Twin Factories 3**  
24 units | RM133.7m | Sept 2022  
**100% take-up**

## SERENIA INDUSTRIAL PARK



**CU-1 (Industrial Lots)**  
8 lots | RM41.2m | Oct 2022  
**75% take-up**

## BANDAR BUKIT RAJA 3

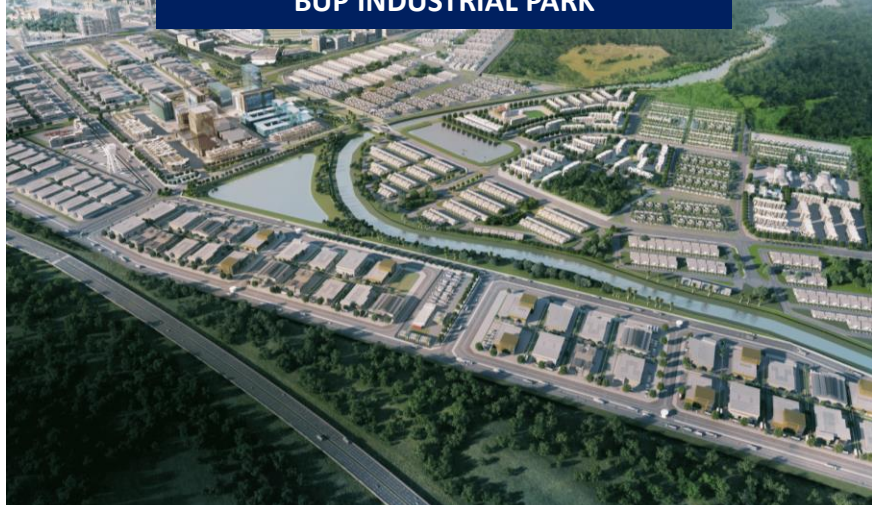


**I2, I6 & I10 (Industrial Lots)**  
39 lots | RM619.7m | Jun 2022  
**95% Avg. take-up**



**Detached Factories 1**  
4 units | RM22.3m | Sept 2022  
**100% take-up**

## BUP INDUSTRIAL PARK



**B9, B10, B13 & B14 (Industrial Lots)**  
36 lots | RM47.5m | Sept & Dec 2022  
**72% Avg. take-up\***

## HAMILTON INDUSTRIAL PARK 2



**Plot 4A & 4B (Industrial Lots)**  
47 lots | RM199.3m | Aug 2022  
**96% Avg. take-up**

**I5 & I10 (Industrial Lots)**  
10 Lots | RM75.4m | Feb 2022  
**100% Avg. take-up**



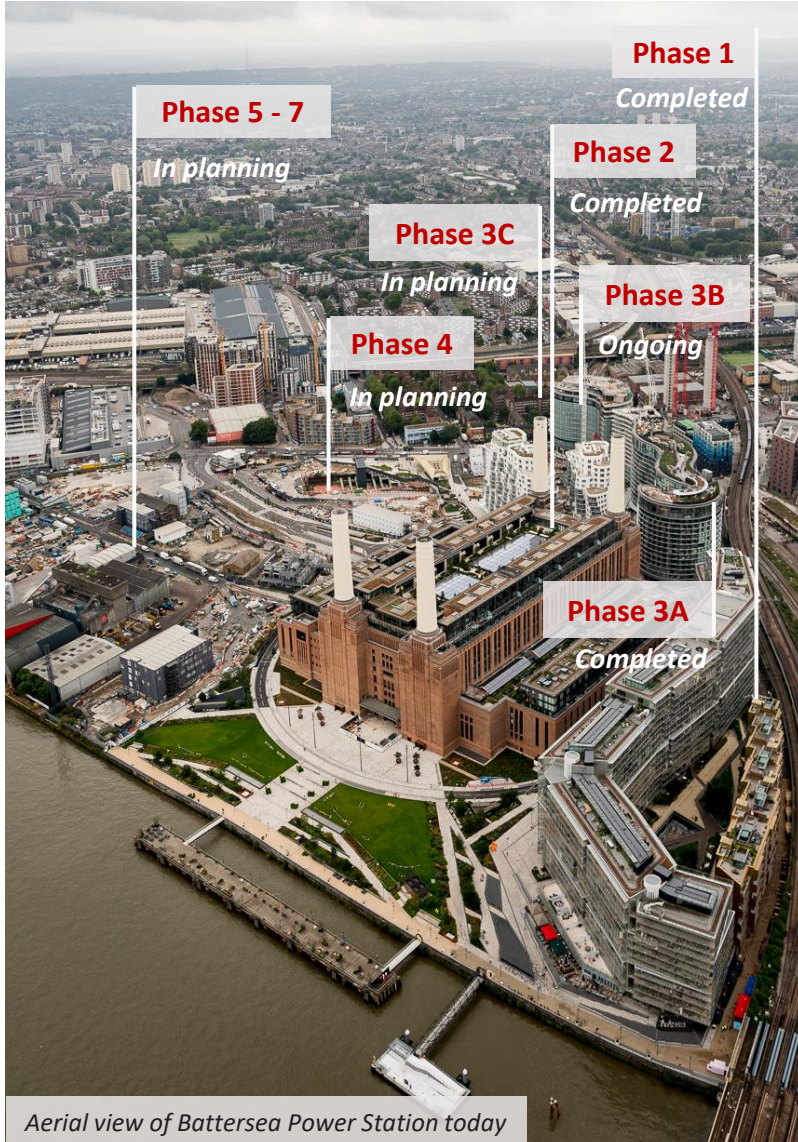


## Battersea Power Station



# Battersea Power Station

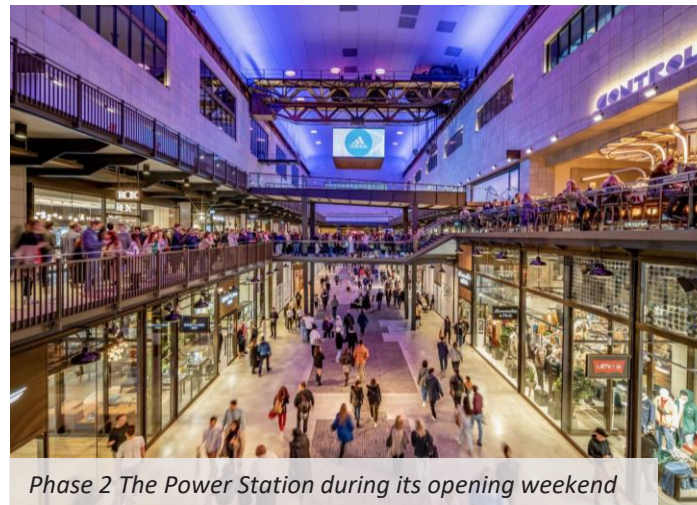
- Completed and handed over >600 units of apartments in Phase 2 & 3A worth £1.1 billion
- Repatriation of funds from the BPS project of £90.0m (RM485.8 million)



Aerial view of Battersea Power Station today

## Corporate Achievements in 2022

- 1 Successful redevelopment after 10-year restoration & officially opened to public in 2022**
  - Official launch of the Battersea Power Station in October 2022 with > 5 million people visiting since its launch
  - Ahead of its public launch, the opening ceremony was officiated by The Yang di-Pertuan Agong
- 2 Strong take-up rates and achieved commendable residential sales**
  - Handed over >600 units of apartments in Phase 2 & 3A
  - Phase 2 residential components take-up rates at 90% & Phase 3A at 93%
  - Leasing status for commercial units – Phase 2 (90%) while Phase 3A (84%)
  - Launched KOA in mid-Oct 2022, with 101 out 204 units have been exchanged (80 units) and reserved (21 units) as of 9 May 2023 (~50% taken up)
- 3 Repatriation of fund in December 2022**
  - Repatriation of funds from the BPS project of £90.0m (RM485.8m) in Q4FY2022



Phase 2 The Power Station during its opening weekend



204 units of apartment in Phase 3 named KOA





## Sustainability



# Sustainability Highlights

Strengthening our sustainability commitment in Urban Biodiversity and continuously building sustainable townships and communities



## ● Elmina Rainforest Knowledge Centre (“ERKC”) – a hub to promote forestry research, conservation, education & recreation

- Officially launched in May 2022 (commenced operation since 2020)
- Located next to the 2,700-acre Bukit Cherakah Forest Reserve at the City of Elmina (COE)

- Aims to connect humans and nature, with engaging community programmes & a tree nursery facility, Elmina Living Collection Nursery (“ELCN”) that can produce up to 100,000 Endangered, Rare and Threatened (ERT) trees.
- Target to plant a total of 210,000 trees throughout City of Elmina by 2040

**Introducing the “Friends of ERKC”**  
the community-centric group to engage with residents, schools, NGOs & the public within the township and beyond



Educational nursery tour conducted by Tropical Rainforest Conservation and Research Centre (“TRCRC”) during a welcome event for the Friends of ERKC community in August 2022



ERKC Bird Watching and Botanical Guided Walks



ERKC School Programme with SK Bukit Subang



Friends of ERKC’s Beyond 50 Tree Planting

## ● KL East Park – a naturally regenerating secondary rainforest and home to rare, endemic species & beautiful geological formations



- Part of the **Bukit Tabur and the Klang Gates Quartz Ridge**, renowned as the world’s longest quartz formation – which also located **within our KL East township**
- Opened to public in February 2023

**52 acres of biodiverse park**  
*\*17 acres opened in Phase 1*

**2 km Hiking Trail**

**316 Trees Species**





# Corporate Social Responsibility

Delivering our CSR commitments through Yayasan Sime Darby to create social impact that benefits deserving recipients



YAYASAN

- Yayasan Sime Darby (YSD) is the philanthropic arm of Sime Darby Property along with Sime Darby Plantation and Sime Darby Berhad
- The Foundation's activities and commitments revolve around **five CSR pillars** of *Education, Community & Health, Environment, Sports and Arts & Culture*
- In **FY2022** (ended 30 June 2022), **RM71.72 million** was spent on CSR activities (RM878 million spent since 1982).

YSD spent in  
FY2022



EDUCATION

RM33,541,589

Education Development:

RM13,686,038

Education Scholarship:

RM19,855,551



ENVIRONMENT

RM10,027,785



COMMUNITY  
& HEALTH

RM25,711,366



SPORTS

RM884,134



ARTS & CULTURE

RM1,564,144



Education Assistance

**RM19.9 million** was channeled towards **Education Scholarship** for 382 scholars in FY2022

**RM13.7 million** was committed for **Education Development** which includes initiatives such as Access to Basic Education, Education Transformation Programme and Research and Empowerment



Reforestation Efforts

Concerted dedication towards environmental and biodiversity conservation which aim to contribute towards creating healthy ecosystems and the fight against climate change.

**RM2.9 million** committed to fund scientific research, preserve and enhance biodiversity in Lahad Datu, Sabah

**RM2.0 million** committed to Universiti Malaysia Sabah to restore, rehabilitate and research in Sandakan, Sabah



Flood Relief Efforts

**RM6.2 million** was channeled towards flood and post-flood aid.

**72 programmes** were executed in collaboration with the 3 Sime Darby companies

**96,032 total individuals** assisted in 7 locations



COVID-19 Relief Programmes

**RM9.3 million** was channeled towards individuals and communities impacted by COVID-19 which includes:

- **RM3.2 million** committed to MOH's Greater Klang Valley Special Task Force for the provision of 20 vehicles, oxygen tanks and oxygen concentrators, 150 computers, and daily allowances for 70 trained IMAM Response & Relief Team volunteers at public hospitals and 15 COVID-19 Assessment Centres.
- 25 units of ventilators were donated to 5 public hospitals in the Greater Klang Valley, worth **RM2.5 million**





## Market & Sector Outlook

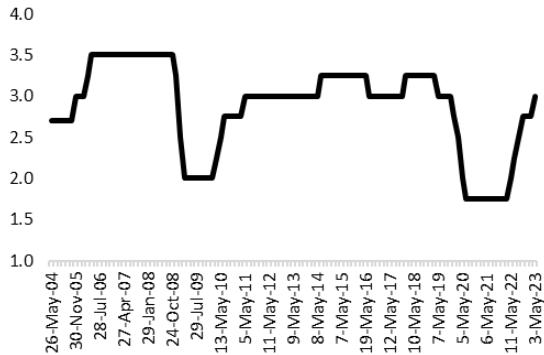


# Malaysian Economy & Sector Outlook



- Q1 2023's GDP grew by 5.6%; full year GDP to moderate to 4% - 5% in 2023 driven by domestic growth;
- Property sector to remain steady in 2023 with growth expected to moderate in-line with the economy; Industrial property market is set to expand further

## Overnight Policy Rate, OPR – expected to normalised to pre-pandemic range of 3-3.25%



**OPR increased to 3.0%** (+0.25bps)

at the recent MPC meeting on 3 May 2023

- First hike in 2023 after remaining unchanged in January & March 2023

**Economists forecasting interest rate to stabilise at 3.0% - 3.25% level for 2023**

## Headline & Core Inflation expected to range between 2.8% to 3.8% in 2023

- **Headline inflation improved to 3.4% in March** (Feb: 3.7%)
- **Core inflation improved slightly to 3.8% in March** (Feb: 3.9%)
- **Headline inflation to ease** on moderating cost factors
- **However, core inflation expected to remain elevated**

## Malaysia's economy to moderate to 4 - 5% in 2023; Q1 2023's GDP grew by 5.6%

**Domestic financial conditions remains conducive,** supporting consumption & investment activities

**Growth in 2023 will be driven by domestic demand:**

- Resilient household spending;
- Improving labour market conditions;
- Recovery in tourism

### 2023 FX Forecast

USD:MYR | 4.36

GBP:MYR | 5.41

### As at 14 May 2023

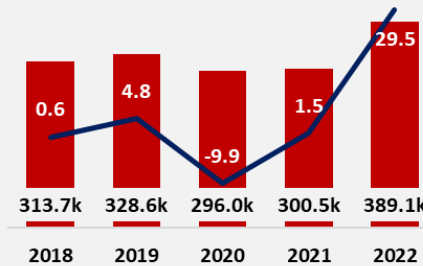
USD:MYR | 4.48

GBP:MYR | 5.58

MYR forecasted to strengthen to RM4.36 against USD and RM5.41 against GBP by end of 2023

## Property Sector – growth to moderate in 2023

Transaction Volume Trend 2018 - 2022



**Property market posted strong growth in 2022**

- **Transaction increased 29.5% YoY in volume and 23.6% YoY in value – led by residential sector**

**Property market to remain steady in 2023 albeit growth expected to moderate in-line with the economy**

Supported by continuous gov. support & improving loan approval rate

## Industrial Property Segment – demand to grow further going into 2023

**Rebound of approved manufacturing investments in 2022**

- **Industries adopting nearshoring strategy** to mitigate against future supply disruption risks
- Klang Valley is an ideal destination** to tap into the Southeast Asia economic bloc with the right balance of cost, efficiency and quality

**Industrial property market expected to grow in 2023 & beyond** driven by better logistics infrastructure, increasing freight volumes & e-commerce growth



## Our Strategy Moving Forward

# Total Shareholder Return & Share Price Performance



- SD Prop's 1-Year TSR (3 Jan 2022 – 30 Dec 2022) of -27.0% impacted by economic and market uncertainties
- Average share price in FY2022 stood at RM0.511 with average median volume traded amounted to 2.62 mil shares

## 1-Year Total Shareholder Returns (3 Jan 2022 – 30 December 2022)

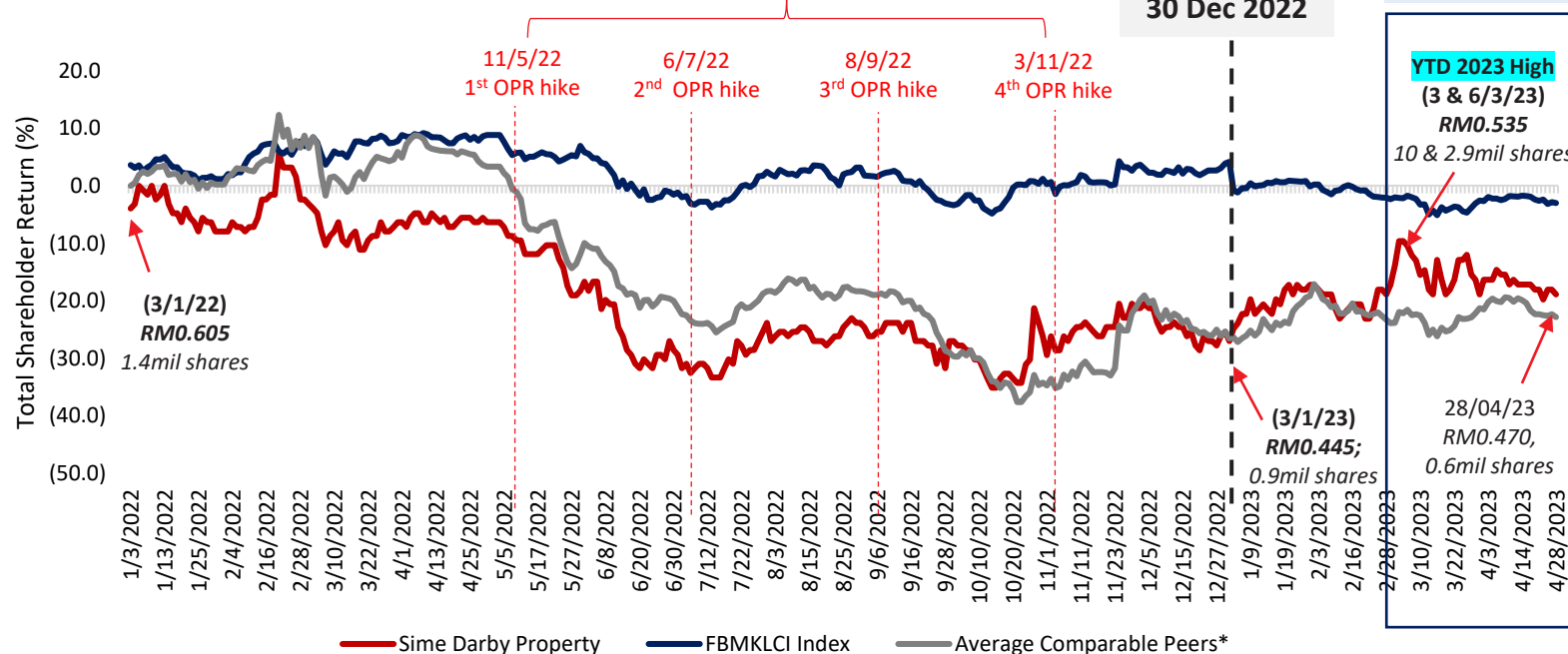
Sime Darby Property TSR (03.01.2022-30.12.2022)	↓ -27.0% YoY	FBM KLCI	↑ 4.2% YoY	Average Comparable Peers*	↓ -26.6% YoY
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As at  
31 Dec 2022

SD Prop:  
RM0.450

FBMKLCI:  
1,495.49 pts

Property sector sentiment further dampened by the labour issue, rising material prices, paired with macroeconomics headwinds i.e., rising interest rate and inflation locally & globally



— Sime Darby Property — FBMKLCI Index — Average Comparable Peers\*

\*consists of 6 comparable pure-play property developers with more than RM1b market cap

## SD Prop Share Price & Volume (3 Jan 2022 – 30 Dec 2022)

Avg. Share Price (RM)	0.511
Share Price Performance (vs 3 Jan)	-26%
Full Year Average Median Volume	2.62 mil shares
H1 FY22 Avg. Median Volume	3.85 mil shares
H2 FY22 Avg. Median Volume	1.39 mil shares

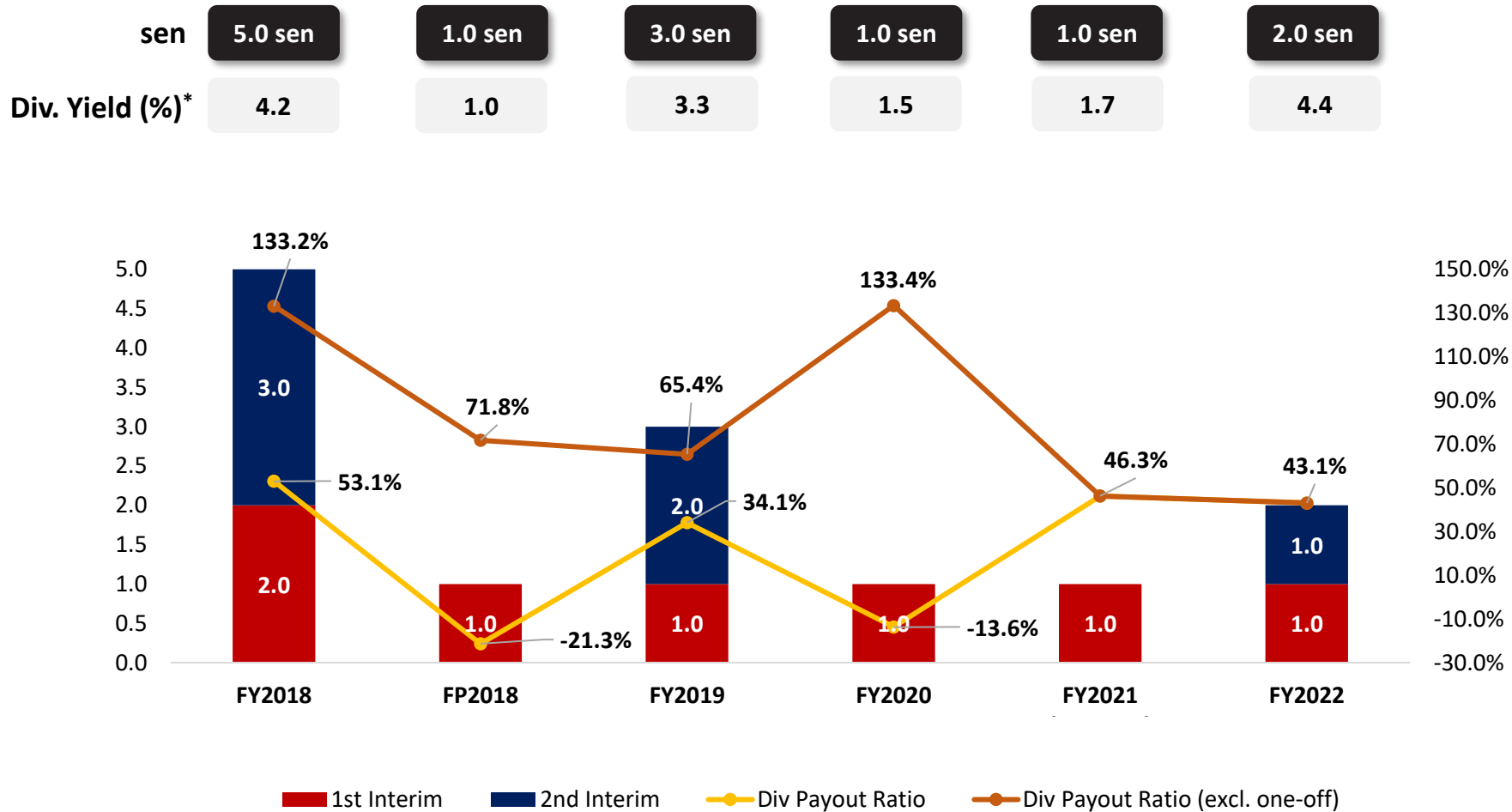
- SD Prop's average daily share price for FY2022 stood at RM0.511
- Average median volume traded (Jan – Dec 2022) amounted to 2.62mil shares
  - However, share liquidity lower in H2 FY2022 (Jul – Dec 2022) with median volume traded averaged at only 1.39mil shares due to economic uncertainties & market sentiment. This is lower than the ~1.8m of median trading volume threshold requirement of the FTSE annual review and FBM Mid 70 & Emas Indices re-inclusion.
- Post Q4FY2022 result announcement on 28 Feb 2023, share price closed at YTD high of RM0.535 on 3 & 6 March 2023
- Volume traded also improved in March and April 2023 with median volume traded of 2.8mil and 2.4mil shares traded, respectively



# Dividend Payout Trend

Declared total dividend of 2 sen per share for FY2022, translating to dividend yield of 4.4% and payout ratio of 43.1%

## Historical Dividend Payment & Payout Ratio



### FY2022:

Declared total dividend of **2.0sen per share**, amounting **RM136.0m** for FYE 31 Dec 2022

### Moving Forward:

The Group is committed towards **maximising shareholders' returns vis-à-vis considering funding requirements for growth and transformation.**

\*Note: Share price as at last trading day of the financial year

# Our Transformation Journey: SHIFT25

Strategy remains intact; focus on execution of our plans towards becoming a Real Estate Company



## SHIFT 25



Pure-Play Property Developer

Real Estate Company

Master Developer • Community Builder • Investment & Asset Manager

Malaysia's Leading and Most Admired Real Estate Company

Sustainable & Future-driven Fit-for-purpose 21st Century Designed Company

Strong & Resilient International Presence To Maximise Shareholder Value



ENGINES OF GROWTH STRATEGY

ENGINE 1

70%

Core Business

Maximising the Core's Potential

ENGINE 2

25%

Business Reinvention

Business Model Expansion & Growth Adjacencies

ENGINE 3

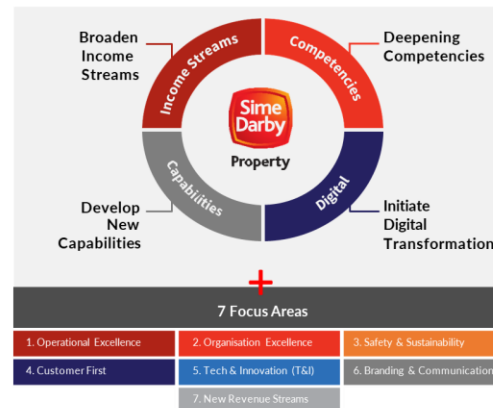
5%

Experimental Bets

Disruptive Opportunities



TACTICAL PLANS (EXECUTION DISCIPLINE)



ENGINES OF GROWTH STRATEGY

ENGINE 1

Core Business

- ❖ **Business as usual** – current source of revenues, profit, cash
- ❖ **Maximising Core's potential** via growth in township and integrated developments, expanding Industrial & Logistics, and placemaking elements

ENGINE 2

Business Reinvention

- ❖ **New business model** to better serve customers or new **closely related business with growth potential**
- ❖ Enhance our **recurring income portfolio**, especially industrial assets
- ❖ **Geographical expansion**

ENGINE 3

Experimental Bets

- ❖ **Opportunity for experimental bets** on new innovation / business segments i.e., affordable landed homes

# Guidance for FY2023

The Group aims to sustain its strong momentum forward into FY2023 while navigating market headwinds to progress towards our aspirations and deliver greater returns for shareholders



**RM3.0b**

**Diversified Launch  
GDV Pipeline**

*38% High-rise residential;  
30% Landed residential;  
26% Industrial*

**RM2.3b**

**Sales Target**

*Moderated to reflect  
current operating  
environment*

**20% - 25%**

**Gross Profit Margin**

*Maintained target  
considering potential  
fluctuations in  
material prices*

**≤ 10%**

**Completed Stocks**

*Maintained target to  
ensure optimal asset  
turnover*

**Maintaining Strong  
Financial Discipline**

**≤ 0.5x Net D/E Ratio**

*Balancing active working  
capital and investments for  
future growth*

## Unlocking Value & Diversification

### Land Bank Management

**Acceleration of land activation and expansion of recurring income strategy**

*High GDV products launches – residential high-rise & industrial;  
Industrial developments as key catalyst of recurring income strategy*

### Fund Management Platform

**Industrial Development Fund**

*To close remaining 30% of the fund;  
Completion of the first phase of its development  
assets, Metrohub 1 & 2 in H2 2023*





# MULTIPLYING



## FOR PEOPLE, BUSINESSES, ECONOMIES AND THE PLANET



# Thank You

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