CORPORATE PRESENTATION

April, 2016
## UMW MILESTONES

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>Chia Yee Soh founded a small family business in Singapore</td>
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<td></td>
<td>Awarded Komatsu heavy equipment distributorship in '65</td>
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<tr>
<td></td>
<td>Secured the Toyota Forklift franchise in '67</td>
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<tr>
<td></td>
<td>United Motor Works (Malaysia) Holdings Berhad listed on stock exchange</td>
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<tr>
<td></td>
<td>Awarded Toyota vehicle franchise in '82</td>
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<tr>
<td></td>
<td>Permodalan Nasional Berhad became major shareholder in '87</td>
<td></td>
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<tr>
<td></td>
<td>Largest shareholder in the 2nd national car project, Perodua, with Daihatsu Motor Co. Ltd. as the technology provider in '93</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Oil &amp; Gas Division established as UMW’s 4th core business in ‘02; UMW is the official Lexus distributor in ‘06</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Rebranding of UMW in ‘08</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>UMW Oil &amp; Gas Corporation Berhad listed on Bursa Malaysia in ‘13</td>
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</tr>
</tbody>
</table>

**UMW Holdings Berhad**
ENHANCING CAPABILITIES
Laying Building Blocks for Excellence

33 years partner with Toyota
22 years partner with Daihatsu

BICYCLE REPAIR SHOP

33 years partner with Toyota
22 years partner with Daihatsu

Tier-1 supplier to Rolls-Royce

AUTOMOTIVE ASSEMBLY

FAN CASE MANUFACTURER

Founded in 1917

UMW Holdings Berhad
UMW AT A GLANCE

Key Business Facts

Headquarters: Shah Alam, Malaysia
Number of Employees (April 2016): 12,395
Revenue (2015): RM14.4 billion
PBT (2015): RM269.7 million
Market Capitalisation (30/04/2016): RM7.7 billion
Total Number of Shares Outstanding: 1,168,293,932
Component of:

- Bursa Malaysia Listing Sector: FTSE Bursa Malaysia KLCI (FBMKLCI)
- Corporate Credit Rating by RAM Rating Services Berhad (RAM): AAA

Shareholding Structure
(As of 30/04/2016)

- Permodalan Nasional Berhad (PNB)/PNB Managed Unit Trust Funds, 56.09%
- Foreign Shareholders, 12.73%
- Other Local Shareholders, 13.47%
- Employees Provident Fund Board, 17.71%

* PNB and EPF shareholdings are based on direct interest and deemed interest

UMW Holdings Berhad
BUSINESS STRUCTURE

**Automotive**
- UMW TOYOTA MOTOR
  - Lexus
  - Toyota
- PERUSAHAAN OTOMOBIL KEDUA
  - Perodua

**Equipment**
- HEAVY EQUIPMENT
  - Komatsu
  - Bomag
  - Rosenbauer
  - LS
- INDUSTRIAL EQUIPMENT
  - Toyota
  - Raymond
  - Aichi
  - Tokai
  - Tennant
  - GS Yuasa
  - BT
  - Trelleborg
- MARINE & POWER EQUIPMENT
  - CompAir
  - Honda
  - Mitsubishi
  - Cameron
  - Desmi

**Oil & Gas (Listed Company)**
- OFFSHORE DRILLING OPERATIONS
  - Semi-Submersible Rig
  - Jack-Up Rigs
  - Workover Rigs
- OILFIELD SERVICES
  - Pipe Inspection, Repair & Threading
- Others – O&G Related Assets
- MANUFACTURE OF PIPES
  - Seamless OCTG
  - SSAW Line Pipes
  - LSAW Line Pipes
- ONSHORE RIGS
- FABRICATION OF OIL & GAS AND OTHER STRUCTURES
- SUPPLY OF OILFIELD PRODUCTS

**Manufacturing & Engineering**
- AEROSPACE COMPONENT
  - Fan case
- LUBRICANTS & FLUIDS
  - Pennzoil
  - Repsol
  - Grantt
  - GEP Fluids & Coolants
- SHOCK ABSORBERS/HYDRAULIC POWER STEERING PUMPS & SYSTEMS
  - KYB
- AUTO COMPONENTS
  - Filtration Products
  - Plastic Injection
  - Metal Stamping
  - DENSO Spark Plugs & Wiper Blades
  - GEP Filters & Brake Pads
# DOMESTIC & INTERNATIONAL PRESENCE

## Extensive Network – 13 countries

<table>
<thead>
<tr>
<th>Malaysia</th>
<th>Branches</th>
<th>Dealerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMW Toyota Motor Sdn. Bhd.</td>
<td>39</td>
<td>66</td>
</tr>
<tr>
<td>Topmark (Division of UMW Toyota)</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>Perusahaan Otomobil Kedua Sdn. Bhd. (Associate)</td>
<td>40</td>
<td>141</td>
</tr>
<tr>
<td>UMW Industries (1985) Sdn. Bhd.</td>
<td>16</td>
<td>-</td>
</tr>
<tr>
<td>UMW Industrial Power Sdn. Bhd.</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>UMW (East Malaysia) Sdn. Bhd. (Sabah &amp; Sarawak)</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>UMW Equipment Sdn. Bhd.</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>Toyota Capital Malaysia Sdn. Bhd. (Associate)</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>128</td>
<td>207</td>
</tr>
</tbody>
</table>
AUTOMOTIVE Operations
UMW AUTOMOTIVE DIVISION

UMW Toyota Motor Sdn. Bhd.

Toyota Motor Corporation

Toyota Tsusho Corporation

Daihatsu Motor Co., Ltd

MBM Resources Bhd

PNB Equity Resource Corporation Sdn Bhd

Mitsui & Co., Ltd

Daihatsu (Malaysia) Sdn Bhd

Mitsui & Co., (Asia Pacific) Pte Ltd

Perusahaan Otomobil Kedua Sdn. Bhd.

UMW Holdings Berhad
## UMW AUTOMOTIVE DIVISION

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Boshoku UMW Sdn. Bhd.</td>
<td>Manufacturer of car seats</td>
</tr>
<tr>
<td>UMW Toyotsu Motors Sdn. Bhd.</td>
<td>Sales and service of Toyota and Lexus vehicles and parts</td>
</tr>
<tr>
<td>Assembly Services Sdn. Bhd.</td>
<td>Assembler of vehicles</td>
</tr>
<tr>
<td>Automotive Industries Sdn. Bhd.</td>
<td>Manufacturer and supplier of exhaust systems</td>
</tr>
<tr>
<td>Perodua Sales Sdn. Bhd.</td>
<td>Marketing and distribution of motor vehicles, related spare parts and other related activities</td>
</tr>
<tr>
<td>Perodua Manufacturing Sdn. Bhd.</td>
<td>Manufacturer and assembler of motor vehicles</td>
</tr>
<tr>
<td>Ingress Technologies Sdn. Bhd.</td>
<td>Manufacture complete door assemblies and press parts</td>
</tr>
<tr>
<td>Perodua Engine Manufacturing Sdn. Bhd.</td>
<td>Manufacturer and dealer in component parts including engines, couplings and transmission components</td>
</tr>
</tbody>
</table>

UMW Holdings Berhad
• Target for 2016 is 650,000 units (-2.5% growth) due to low consumer sentiment.

• Lower sales in 2011 was due to the supply-chain disruption caused by the earthquake and tsunami in Japan and the floods in Thailand.
LEXUS & TOYOTA

- Vios was our top selling model in 2015 with 36% of total Toyota sales. Hilux was second with 30%.
- The new Camry and Camry Hybrid was launched on 2 April 2015.
- Lexus achieved a new record in 2015 with 2,101 units sold.
- Target for 2016 was 87,000 units. It was revised to 80,000 units on 12 May 2016.
Perodua maintained the No. 1 position in overall market share since 2006.

Currently exporting to six countries, namely, Indonesia, Singapore, Mauritius, Fiji and Sri Lanka.

Malaysia’s first energy-efficient vehicle, Perodua Axia, was launched on 15 September 2014. It was Perodua’s top-selling model in 2015.

Target for 2016 is 216,000 units.
UMW GROUP’ S MARKET SHARE
Units & Market Share (%) In 2015

- UMW companies sold 309,168 units in 2015 with a market share of 46%.
AUTOMOTIVE DIVISION
Models and Price Range

UMW Holdings Berhad
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 beverages, material handling and logistics
HEAVY EQUIPMENT

- **Komatsu franchise in Malaysia, Singapore, Myanmar and Papua New Guinea**
  - Market share range from 20% to 43%.
  - 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.
MARINE AND POWER EQUIPMENT

CompAir Gas Compressor

Honda Power Products

Mitsubishi & GE Marine Engines

Cameron Centrifugal Compressor

Cameron Reciprocating Compressor
OIL & GAS Operations
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 FY2015**
- Drilling services 96%
- Oilfield services 4%
DRILLING SERVICES – SEMI-SUBMERSIBLE DRILLING RIG

Asset
• UMW co-owns a semi-submersible drilling rig, NAGA 1, on 50:50 venture with Japan Drilling Company; since 2005.
• Drilling depth of 30,000 feet
• Operating water depth of 985 feet

Customer

Status
• The current contract duration is for five (5) years ending in August 2016.
• PETRONAS Carigali has awarded a contract extension for a further period of two (2) years commencing August 2016.
DRILLING SERVICES – JACK-UP DRILLING RIGS
- Malaysia’s only owner-operator of premium jack-up drilling rigs.

<table>
<thead>
<tr>
<th>JACK-UP DRILLING RIG</th>
<th>CUSTOMER</th>
<th>CONTRACT DURATION</th>
<th>CONTRACT AWARDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMW NAGA 2</td>
<td>Bidding for contracts</td>
<td></td>
<td></td>
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<tr>
<td>UMW NAGA 3</td>
<td>Bidding for contracts</td>
<td></td>
<td></td>
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<tr>
<td>UMW NAGA 4</td>
<td>Bidding for contracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UMW NAGA 5</td>
<td>Bidding for contracts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UMW NAGA 6</td>
<td>PETRONAS Carigali Sdn. Bhd.</td>
<td>2 years</td>
<td>31 May 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1-year option for renewal</td>
<td></td>
</tr>
<tr>
<td>UMW NAGA 7</td>
<td>PETRONAS Carigali Sdn. Bhd.</td>
<td>7 firm wells; 1+1 option well for renewal</td>
<td>15 October 2015</td>
</tr>
<tr>
<td>UMW NAGA 8</td>
<td>SapuraKencana Petroleum Bhd.</td>
<td>18 firm wells; 3 option wells for renewal</td>
<td>28 September 2015</td>
</tr>
</tbody>
</table>
DRILLING SERVICES – HYDRAULIC WORKOVER UNIT

UMW-OG offers a range of workover operations include maintenance and services for existing wells in connection with:
- Restoring and reworking a well to increase production and prolonging a well’s productive life
- Stimulating a well to achieve planned and enhanced productivity
- Repairing a well’s mechanical problems to restore and sustain production
- Plugging and abandonment of a depleted well

✓ Our HWUs are modular, lightweight, mobile and configurable

<table>
<thead>
<tr>
<th>UMW GAIT I</th>
<th>UMW GAIT II</th>
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</thead>
<tbody>
<tr>
<td>Maximum pulling capacity</td>
<td>340,000 lbs</td>
</tr>
<tr>
<td>Maximum snubbing capacity</td>
<td>150,000 lbs</td>
</tr>
<tr>
<td></td>
<td>Maximum pulling capacity</td>
</tr>
<tr>
<td></td>
<td>Maximum snubbing capacity</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>UMW GAIT III</th>
<th>UMW GAIT V</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum pulling capacity</td>
<td>460,000 lbs</td>
</tr>
<tr>
<td>Maximum snubbing capacity</td>
<td>225,000 lbs</td>
</tr>
<tr>
<td></td>
<td>Maximum pulling capacity</td>
</tr>
<tr>
<td></td>
<td>Maximum snubbing capacity</td>
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</tbody>
</table>

Owner and operator of HWUs and a PETRONAS-licensed provider of HWU services
UMW-OG’s operations are pan-Asian, with high quality assets characterised by high precision and accuracy capabilities.
MANUFACTURING & ENGINEERING
Operations
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 Holdings Berhad
MANUFACTURE OF AERO ENGINE FAN CASES
UMW M&E SDN BHD

*UMW as 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 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 will be located in Serendah, Selangor.

- The first delivery is targeted for October 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

**Manufacturing and distribution in Guangdong**

- * Full capability at 50 mil/liters p.a.

UMW ADVANTECH SDN BHD

Manufacturing of automotive components in Selangor

- Air Filter
- Air Cleaner Assy
- Cylinder Head Cover
- Integrated A/C + CH Cover
- Air Intake Manifold
- Brake Reservoir
- Oil Filter
- ATF Filter
- Carbon Canister
- Fuel Filter
- Cabin Filter

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

**Manufacturing of Automotive shock absorbers in Selangor**

- Shock Absorbers for 2-wheelers
- Shock Absorbers for 4-wheelers

Power Steering Pump
Power Steering System
FINANCIAL HIGHLIGHTS
10-YEAR GROUP FINANCIAL HIGHLIGHTS

AUTOMOTIVE

EQUIPMENT

M & E

OIL & GAS

Revenue (RM million)

Profit Before Taxation (RM million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Profit Before Taxation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>9,950</td>
<td>754</td>
</tr>
<tr>
<td>2007</td>
<td>9,976</td>
<td>856</td>
</tr>
<tr>
<td>2008</td>
<td>12,770</td>
<td>1,277</td>
</tr>
<tr>
<td>2009</td>
<td>10,721</td>
<td>1,313</td>
</tr>
<tr>
<td>2010</td>
<td>12,820</td>
<td>1,365</td>
</tr>
<tr>
<td>2011</td>
<td>13,536</td>
<td>2,020</td>
</tr>
<tr>
<td>2012</td>
<td>13,952</td>
<td>14,933</td>
</tr>
<tr>
<td>2013</td>
<td>15,817</td>
<td>14,442</td>
</tr>
<tr>
<td>2014</td>
<td>14,933</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>14,442</td>
<td></td>
</tr>
</tbody>
</table>
10-YEAR GROUP FINANCIAL HIGHLIGHTS

UMW Holdings Berhad
Key Performance Indicators – Dividend Policy

ANNUAL DIVIDEND PAYOUT, 50% OF PROFIT NET OF UNREALISED GAINS

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

2005 12.7% 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%

UMW Holdings Berhad
THANK YOU

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