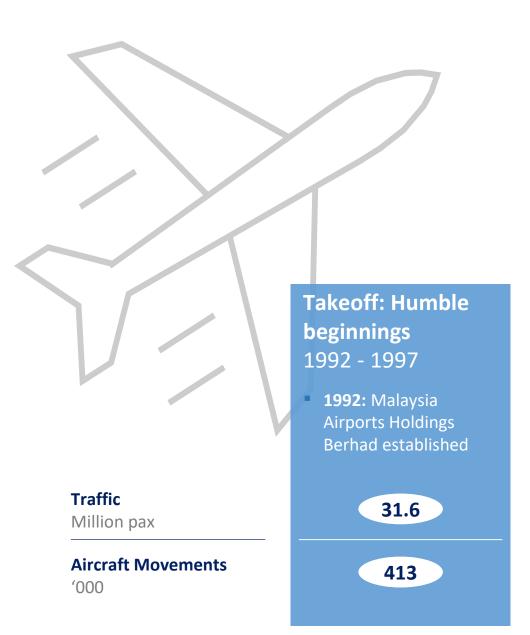


Malaysia Airports Holdings Berhad

Corporate Presentation

CREATING HAPPY GUESTS
BECOMING CARING HOSTS

Malaysia Airports has come a long way since its inception



A leading Southeast Asian airport operator 1998 - 2007

- 1998: Concession agreement signed
- **1998:** KLIA opened
- **1999:** Listed on KLSE
- 2001: Skytrax #2 airport worldwide

45.1

496

Turbulence, tailwinds, and headwinds 2008 - 2015

- 2008: New OA signed2008: ISG acquired
- **2010:** klia2 funded
- **2010**: 1st RtS
- 2014: KLIA #13th World Busiest Airport by Int'l Pax

112.1

1,021

Reinventing Malaysia Airports 2016 - Present

- **2016:** RtS2020
- 2017: In-principle agreement to extend OA
- 2018: KLIA #12th
 World Busiest Airport
 by Int'l Pax
- 2018: ISG and Langkawi expanded

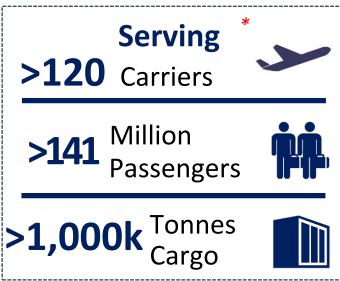
140.6

1,123

Malaysia Airports Today

One of the world's largest airports group, operating 39 airports in Malaysia and several abroad









1stairport operator in Asia to be listed

RM12.5 billion

Market capitalisation as at 31 December 2019

Kuala Lumpur International Airport (KLIA)





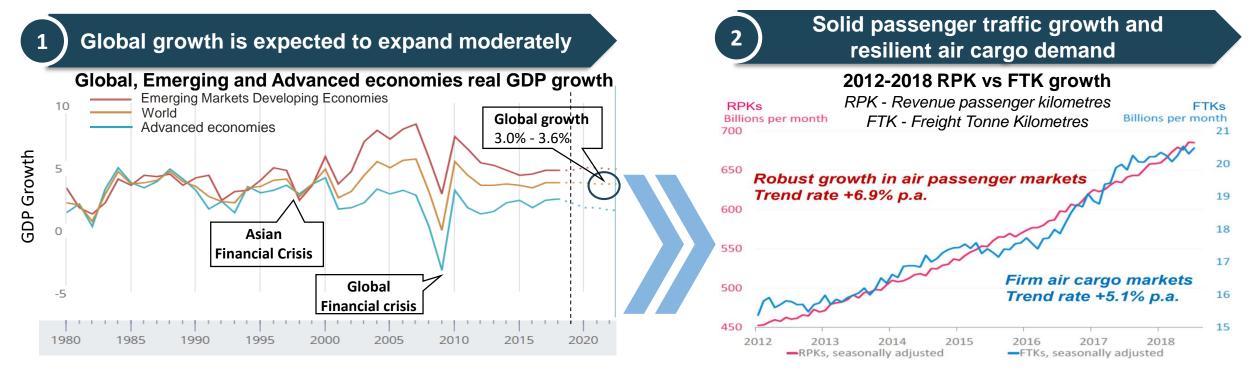


^{*}Combined operations in Malaysia and Turkey as at FY19

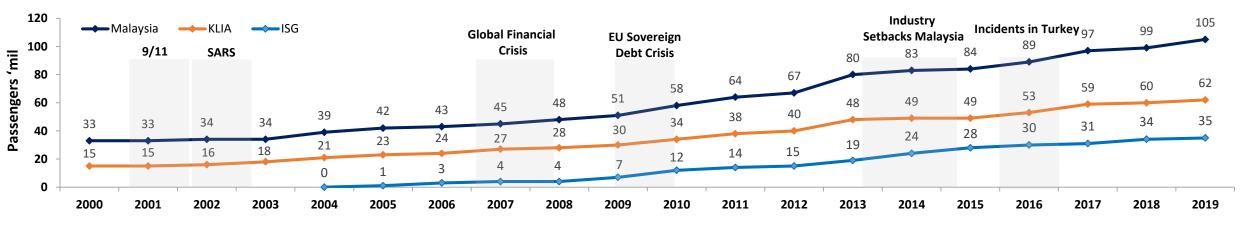
^{* *}Based on Airports Council International (ACI) as at FY19

Air Travel Demand

Global economic growth is positive while air travel market expecting to remain robust

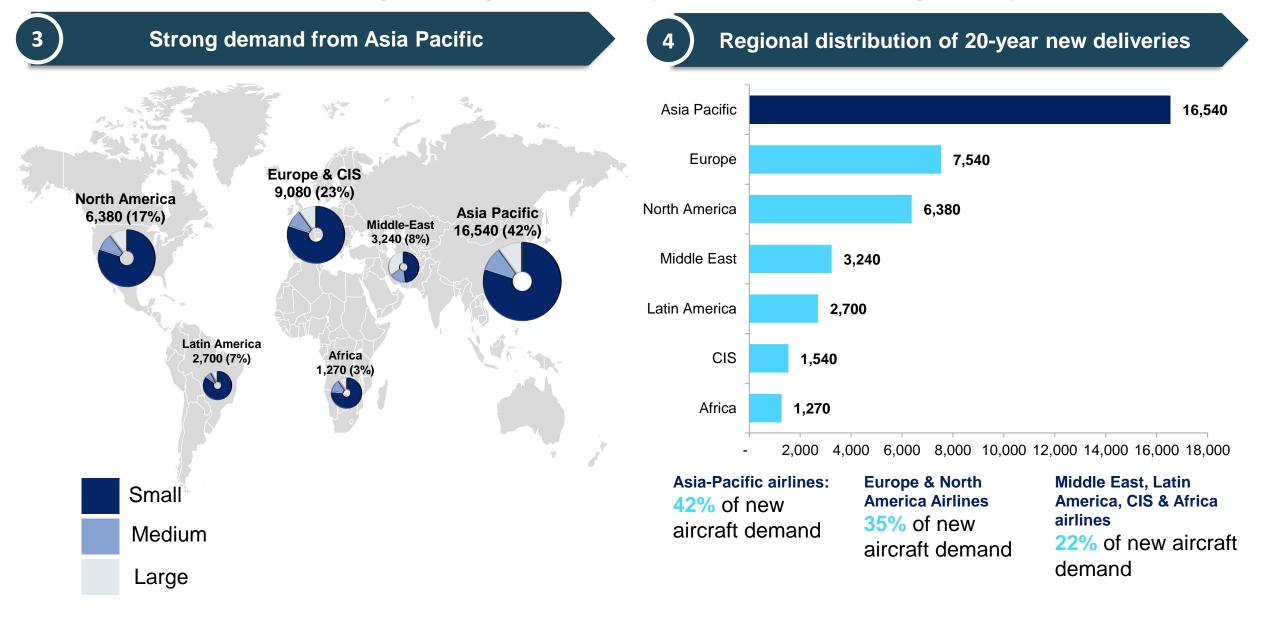


Malaysia Airports has seen resilient passenger traffic growth, enduring even the most extreme shocks



Air Travel Demand

Global demand for new passenger & freighter aircraft by 2038 with Asia leading the way



Source: Airbus Global Market Forecast 2019

Air Travel Demand

Capitalising latent & future demand opportunity by working with airlines & marketing support programmes

2019 KUL Passenger Movements by Sector 2019 KUL Top 10 Country Movements* Composition **Top 3 Countries Passenger Movement Passenger Movement** Sector Growth Growth _9% 1. Indonesia 6. Australia South East 18% 48% Asia **10% 8.3mil** 6.2% **2.6mil** 0.5% **ASIA 85% 4%** 2. China 7. Vietnam North East 25% 11% Asia **5.1mil** 6.4% **2.1mil** 7.3% Central & 2% 12% 3. Thailand 8. Hong Kong South Asia **2** 18% 4.2mil (-0.2%)**1.5mil** (-6.1%) **Africa** 0.2% 9. Japan 4. Singapore **Middle East OTHERS 15%** (*** 7% **4.2mil** 3.9% **1.4mil** 4.8% Asia 85% **Europe** 2% 5. India 10. South Korea Australia & **New Zealand 3.3mil** 11.4% (-2.3%)**1.0mil** 6%

*ranked by no. of passenger movements

Malaysia Airports Incentive and Marketing Support Programs

Economic catalyst, driving traffic and tourism growth

Airlines direct incentives

Promotional

& marketing

funds

Airline Incentive Programme III (AIP III)

Validity period: 1 Jan 2018 – 31 Dec 2020

Special Incentive Programme for Langkawi, Melaka & Labuan

Validity period

LGK: 2015 – 2020

MKZ: 2017 – 2021

■ LBU: 2017 – 2021







- Collaboration between Malaysia Airports and Tourism Malaysia
- Joint contribution from Malaysia Airports (RM10 mil) and Tourism Malaysia (RM10 mil)
- Renewal of commitment on annual basis

Langkawi International Tourism Promotional Fund (LITPF)

- Collaboration with LADA and Tourism Malaysia
- Malaysia Airports contributing RM5 mil for the promotional fund
- Validity period: 2019-2021









FY19 Snapshot

Strong FY19 financial performance supported by robust fundamentals

Passenger Movements

Total Passengers 140.6 million **+5.6%** (FY18: 133.2 mil) International 21.4 mil -4.4% vs FY18 53.3 Mil +3.0% vs FY18 International 22.4 14.1 mil +20.6% vs FY18 51.7 11.7 FY18 Domestic 51.9 mil +9.5% vs FY18 FY19 Notes:

1.Excluding Construction Revenue and Cost in relation to IC interpretation 12: Service Concession Arrangement (IC12) of RM nil (FY18:RM65.6 mil) in Turkey

- 2.Actual excluding Non-Core Items (NCI) in FY18. NCI in FY18 represents the unrealised gain on fair value of investment in GMR Hyderabad International Airport Limited (GHIAL-RM258.4 mil) and gain on disposal of investment in GMR Malé International Airport (GMIAL-RM28.2 mil)
- 3.Included in Cash Balances are cash, cash equivalent asset held for sale and bonds
- 4.FY19 DPS of 15 sen consists of an interim DPS of 5 sen and final dividend (subject to shareholders' approval) of 10 sen

Revenue



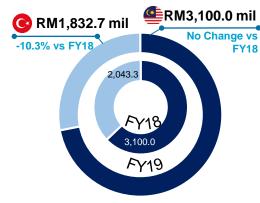
EBITDA and Profit After Tax

Total EBITDA² Profit After Tax² RM2,292.0 mil RM537.0 mil +9.3% +21.9% (FY18: RM2,097.0 mil) (FY18: RM440.7 mil)

Borrowings



-4.1% (FY18: 5,143.3 mil)



Cash Balances

Cash and cash equivalents³ RM3,230.8 mil

+15.7% (FY18: RM2,792.9 mil)

DPS & EPS

Dividend Per Share (DPS) ⁴
15 sen

+7.1% (FY18: 14 sen)

Earnings Per Share (EPS)²
32 sen

+21.9% (FY18: 27 sen)

8

KLIA as a Global Hub

Malaysia Airports is focusing on improving connectivity and total airport experience for customers

Growth at KLIA Main is mainly driven by strong international connections.

klia2 meanwhile has seen more growth in the ASEAN region, with predominantly higher mix of Malaysian outbound passengers.



Passenger Movements

5-year CAGR

Primary hub

29.2 mil

(2015: 22.6 mil) Intl: 23.4 mil Dom: 5.8 mil

5.2%

33.1 mil

Intl: 21.5 mil

Dom: 11.6 mil

4.7%

13

>120

IndiGo Scebu pacific

(2015: 26.3 mil)



>1,000

ANA

Airline connections



connections



Airlines served















2019

Digital panels refresh across pax journey



Interactive kiosks for wayfinding



Vertical gardens in line with airport in forest concept



Washroom refresh



e-Hailing pick up locations to reduce congestion



Self bag drop for faster check in



Full body scanners expediting security clearance



Runway 3 upgrade





End-to-end baggage systems upgrade



New tracks as well as purchasing of new aerotrains



Optimisation of assets and for safety initiatives



Single token initiative Driven by facial recognition



KULKidzania Interactive learning edutainment theme park

CAPEX

MASB Airports Development

Continued development of other 38 airports under our portfolio

Kota Bharu, Lahad Datu & Kuantan

New screening machines, including new X-Ray Machines at Kota Bharu, Lahad Datu and **Baggage Screening Machines at Kuantan**

Alor Setar, Kota Bharu & Kota Kinabalu



Washroom upgrades at several domestic airports

Penang, Subang & Kuching



Car park upgrade at several domestic airports

Langkawi



Commercial reset initiative to boost non-aeronautical revenue

Penang



Expansion terminal building, infra works and apron

Langkawi



Embarking master on planning in view of terminal building expansion

Pre-planning stage

Subang



Embarking master on planning for Subang Regeneration

Tawau



Optimization Plan include refresh outlook reconfiguration of terminal building and apron



Connecting Cities

Kota Kinabalu, Kuching & Sibu



Embarking on master planning, concept and detailed design and asset optimization

Next Busiest International

Airport

Tourism Paradise

Pre-planning stage

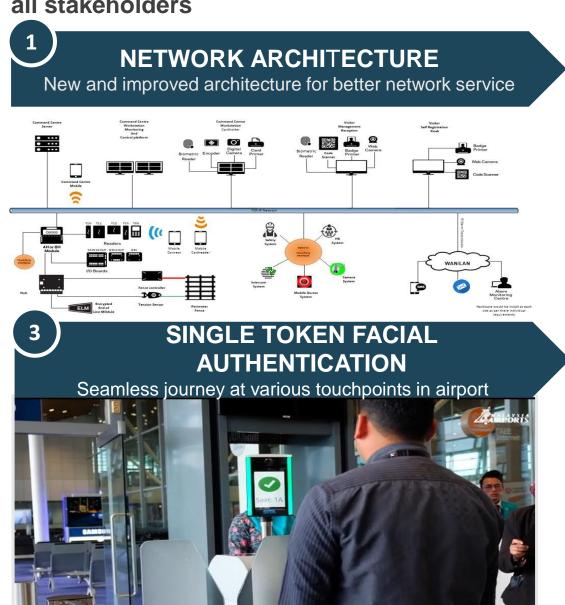
Airport City & MRO Hub

Pre-planning stage

Gateway to Borneo

Digitisation of Our Airports

Airports 4.0: Establishing a Unified Digital Platform for a comprehensive and seamless digitalization across all stakeholders





Digitisation of Our Airports

System upgrading in ensuring passengers safety and security

VIDEO ANALYTICS

New Digital CCTV with Al-powered video analytics for efficient surveillance



CCTV UPGRADE

HD cameras with improved surveillance coverage for enhanced security



A-CDM
Integrated system for information sharing among stakeholders

ARLINES

AIR TRAFFIC CONTROL

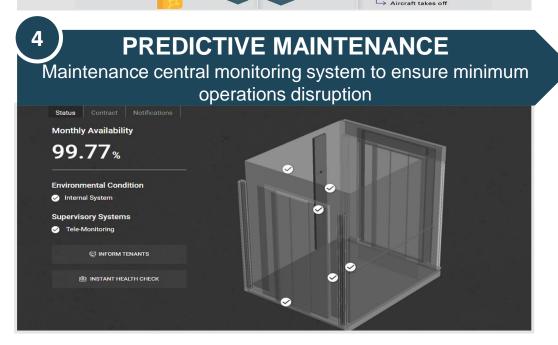
AOC SYSTEM

Airlines/GHAs
provide TOST

Control tower calculates TSAT
based on
Estimated TOBT

Partners work
together to ensure aircraft is peached
air TOBT

Aircraft is push back at TSAT



Commercial Reset at KLIA to Further Grow Our Non Aero Business

Improving our retail offering by revitalizing our commercial spaces



Increase and enhance retail space

- Converting the jungle area into a commercial space with luxury retail pods
- Upgrade KLIA satellite building infrastructure



Optimise retail mix and footprint

- Right size and balance retail and F&B by zone
- Increase
 composition of
 high yield
 product
 categories
 based on airport
 benchmarking



Improve brand positioning

- Place retailers
 with
 complementary
 brands next to
 each other
- Use sales correlation analysis to exploit adjacencies



Increase Real Estate value

- Increase real estate value through better passenger flow
- Move crew centres & offices to nonpremium locations



Develop lease strategy

- Attract
 financially
 robust, flexible
 players with
 reinvestment
 capabilities
- Create overall package to maximize space and sales potential

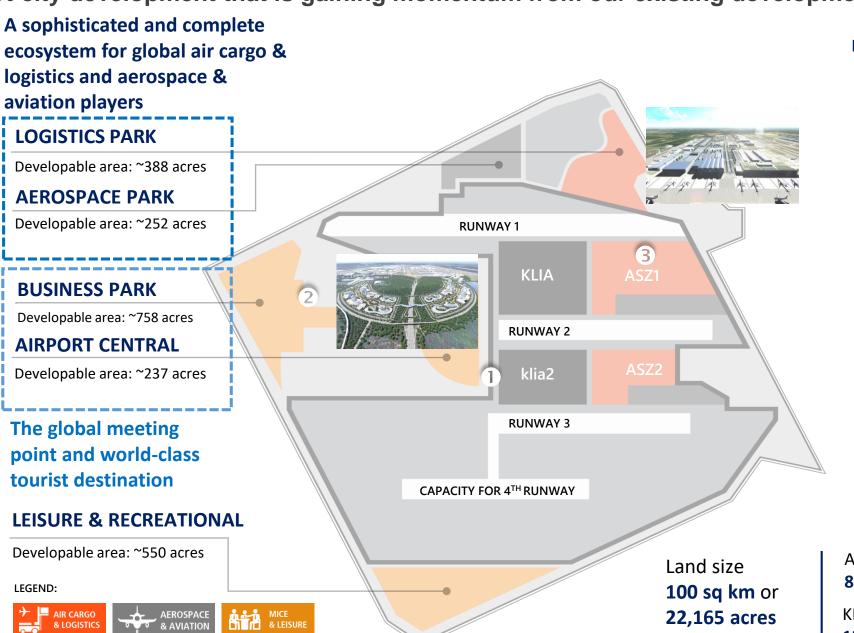


Introduce e-commerce plan

Develop an
 e-Commerce
 platform to
 address sales
 leakages and
 capture future
 growth of
 Southeast Asian
 internet market

KLIA Aeropolis to Diversify Our Revenue Stream

Airport city development that is gaining momentum from our existing development



Malaysia Airports' Strategic Investments:



Gateway to the World's Largest Terminal for LCCs

JV WCT Holdings & Malaysia Airports



ASEAN's Largest Outlet Mall

JV Mitsui Fudosan & Malaysia Airports



Regional
E-Commerce &
Logistics Hub
JV Cainiao

& Malaysia Airports

Aeropolis Land **8,548 acres**

KLIA Land **13,617 acres**

KLIA Aeropolis Securing Anchor Tenant to Attract Further FDIs

Malaysia as Asia Pacific's hub for e-Commerce Logistics & MRO

- 1 Malaysia as Asia Pacific's hub for e-Commerce logistics
 - 1st overseas eWTP pilot hub¹
 Anchored by Southeast Asia's e-Commerce unicorn, Lazada
 - 1 of 6 Alibaba's Global Logistics Hub²
 Powered by Cainiao's smart logistics network





- Double air cargo volume at KLIA by 2029
- 50% transshipment volume

 ... across Southeast Asia, Australasia and
 China
- GDP of RM11.8 bil cumulative from operations 2018-2029
- **129,700 job-year**³ by 2029

Cemented by KLIA and Subang Airport as the leading centres & uplift Malaysia's MRO revenue

Malaysia as regional maintenance, repair & overhaul (MRO) hub

Presence of Sepang Aircraft Engineering at KLIA, The only Airbus' wholly-owned MRO in the world, being 1 of 5 Airbus customer service centres in the world.



- RM2.2 bil opportunity from expansion to support widebody maintenance, repair and overhaul demand
- KLIA & Subang make up ~20% of Malaysia's current aerospace ecosystem

- (1) eWTP: Electronic World Trade Platform, with 4 Priorities i.e. Trade, Tourism, Training, Technology
- (2) The 6 Global Hubs: Kuala Lumpur, Hangzhou, Hong Kong, Dubai, Liege and Moscow
- (3) (3) Job-year is one-full time employment within the year

International Business Complements Domestic Operations

Existing overseas presence as a launching pad into Middle East and Europe





- World's busiest single runway & terminal
- 2nd busiest airport in Turkey
- Opportunity to further increase terminal capacity to cater for the increased airside capacity
- Runway 2 on track for completion with dual runway operations by 2021

Grow ISG

Turnaround achieved in FY19
Poised for organic growth in the future,
continue to extract value from ISG



- Airport-wide IT Systems and Facility Management services at Middle East's Airport of the Year (2015 – 2019)
- Multiple contracts since 2013 and valued at more than RM1.3 bil secured to date
- New projects are being identified for consultancy and maintenance services leading up to the 2022 World Cup in Qatar

Export Expertise

Leverage capabilities in operations and maintenance



Hyderabad International Airport, India Investment in a major airport in India

- 11% stake in Hyderabad International, India's 6th busiest airport
- Previously held 10% in India's largest airport, Delhi International

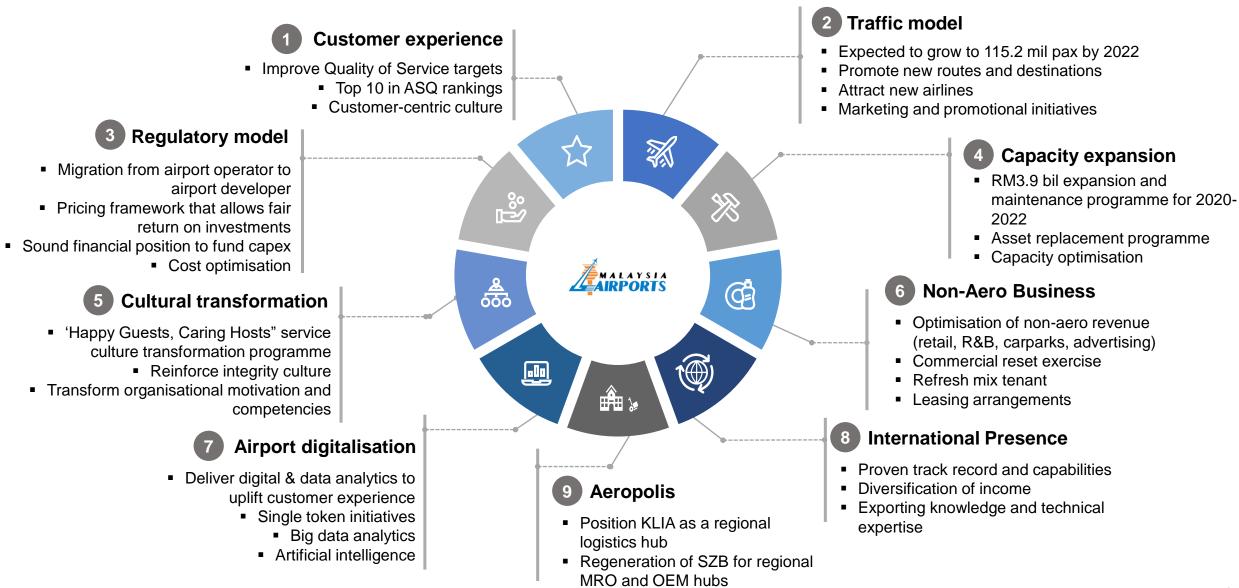
Airport operator cum

Enhance Presence in Strategic Assets

Participating in greenfield and brownfield on opportunistic basis

Malaysia Airports Strategic Priorities

9 key strategic priorities to further strengthen Malaysia Airports over the next 1-3 years





FY19 Business Updates

9 key strategic priorities to further strengthen Malaysia Airports over the next 1-3 years

Focus Area

AERONAUTICAL



- **12** new airlines for Malaysia
- **33** new services
- >105 mil passengers for Malaysia
- **3** new cargo freighters
- 28 QoS elements implemented
- Single-Token Journey (Airports 4.0 Initiative)







COMMERCIAL



- Increase and enhance retail space
- Optimise retail mix and footprint
- Improve brand positioning
- Introduce e-commerce plan
 - Develop lease strategy









2020 initiatives: Sense of Malaysia retail spaces and KUL Warden



- 6 new airlines for Turkey
- 9 new services
- > 35 mil passengers for Turkey
- **20.6% International** passenger growth for FY19
 - "Airport of the Year" award by **CAPA**







AEROPOLIS

OVERSEAS

VENTURES



Digital free trade zone development with Cainiao HK is on track to commence operation by 3Q20



Developments



Value Accretion

HOSPITALITY



Asset enhancement initiative for public facilities (Ballroom, Meeting Rooms and Café) at Sama - Sama Hotel, KLIA

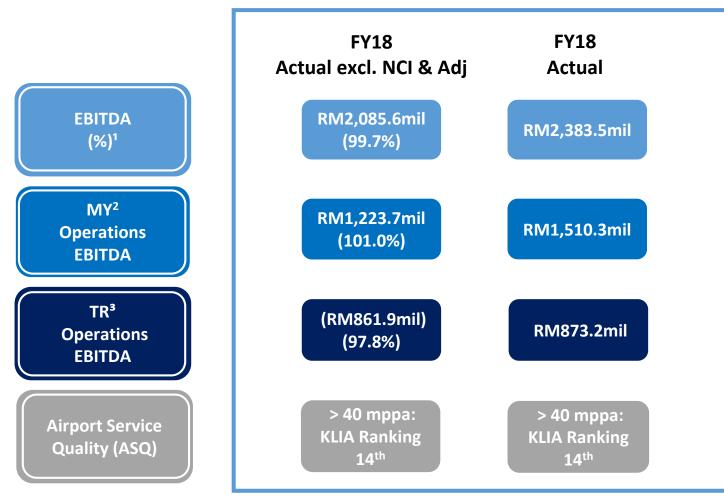


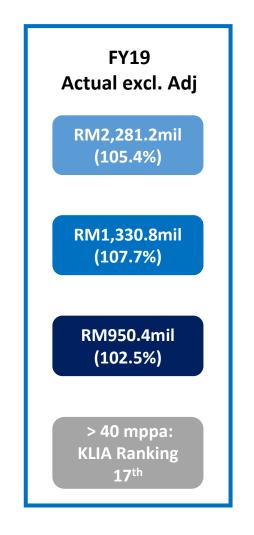
Higher Yield

NON **AIRPORT**

Headline Key Performance Indicator (KPI)

Exceeded EBITDA KPIs for both Malaysia and Turkey operations in FY19







Non-Core Items (NCI) in FY18 represents the unrealised gain on fair value of investment in GMR Hyderabad International Airport Limited (GHIAL-RM258.4mil), gain on disposal of investment in GMR Malé International Airport (GMIAL-RM28.2mil)

¹% represents percentage of KPI achieved for the financial year

² MY represents results from the Malaysian operation and overseas project and repair maintenance segment in Qatar

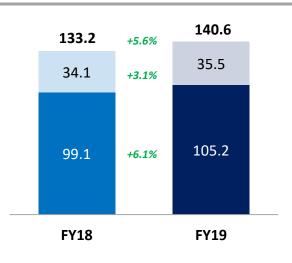
³ TR represents consolidated results from ISG & LGM in Turkey

FY19 Key Highlights

Group EBITDA up by 9.3% on the back of 5.6% increase in passenger movements

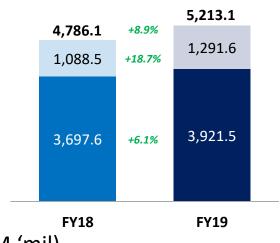


Aeronautical revenue per passenger increased by 4.5% and 21.9% to RM18.96 and RM21.74 respectively for Malaysia and Turkey operations



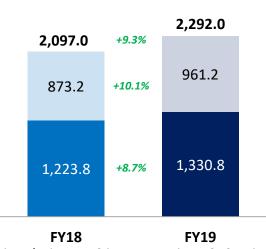
Revenue (RM 'mil)

Group revenue surpassed RM5.0 bil for the first time, driven by strong growth in passenger and aircraft movements by 5.6% and 3.1% respectively



EBITDA (RM 'mil)

In tandem with solid revenue growth for both operations in Malaysia and Turkey, further supported by flat growth in Malaysia operating cost



Profit After Tax and Zakat (RM 'mil)

Group PAT grew by 21.9% losses narrowed from the operations in Turkey. Slight reduction in Malaysia PAT by 3.8% in line with higher deferred tax allowances recognised in FY18



Notes:

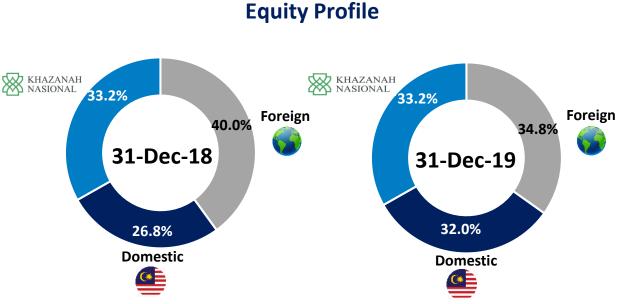
- 1. Excluding Construction Revenue and Cost in relation to IC interpretation 12: Service Concession Arrangement (IC12) of RM nil (FY18:RM65.6 million) in Turkey
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FY18 FY19

Legend: (C

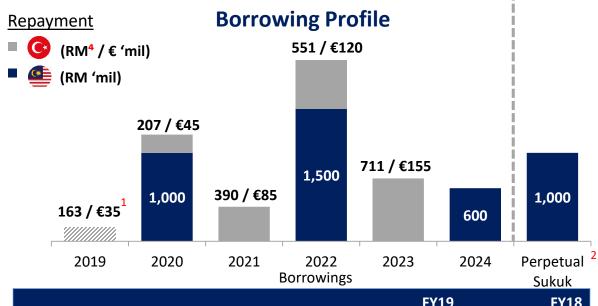
Equity & Borrowing Profile

DPS up to 15 sen, while credit rating status maintained despite challenging operating environment



Financial Year		dend nent Plan tion Rate		dend Payı r Share (s		Tota	l Amount (RM' mil)	Dividend Payout Ratio*		
	Interim	Final	Interim	Final	Total	Interim	Final Total		Total	
2012	46.2%	85.0%	6.00	7.63	13.63	72.60	92.86	165.46	50%	
2013	88.4%	87.6%	6.00	5.78	11.78	73.95	78.87	152.82	50%	
2014	53.4%	74.1%	2.00	3.60	5.60	27.48	59.47	86.95	61%	
2015	N/A	N/A	4.00	4.50	8.50	66.37	74.66	141.03	58%	
2016	N/A	N/A	4.00	6.00	10.00	66.37	99.55	165.92	56%	
2017	N/A	N/A	5.00	8.00	13.00	82.96	132.74	215.69	55%	
2018	N/A	N/A	5.00	9.00	14.00	82.96	149.33	232.29	52%	
2019	N/A	N/A	5.00	10.00 <mark>1</mark>	15.00	82.96	165.92	248.88	52%	

¹ The final dividend payout is subject to shareholders' approval



	FY19	FY18
Net debt (RM 'mil) ³	1,701.9	2,350.3
Weighted average maturity (years)	3.43	4.45
Weighted average cost	4.11%	4.06%
Gross gearing ratio (times) ⁵	0.53x	0.56x
Net gearing ratio (times)	0.18x	0.26x

Credit Rating / Outlook	
RAM (Reaffirmed on (27 Dec 19)	AAA / Stable
Moody's (Reaffirmed on (15 Jan 20)	A3 / Stable

¹€35m was paid in FY19

^{*}The dividend payout ratio is based on the adjusted net core profit of the Group

²Non-call 10 year, fixed initial periodic distribution rate of 5.75% recognised in equity

³Net Debt = Borrowings – Cash and Funds

⁴Recalculated at actual rate of repayment and RM 4.59/EUR for future payments

⁵Gross gearing ratio including contingence liability is 0.60x (FY2018: 0.63x)

FY19 EBITDA and PBT Reconciliation

ISG continues to show improvement in EBITDA and PAT

			FY19			FY18		Variance (%)			
(RM	'mil)		C*	Airports		C*	Airports		C*	Air Ports	
	EBITDA excluding Non-core items (NCI) & Adjustments (Adj)	1,330.8	950.4	2,281.2	1,223.7	861.9	2,085.6	8.7%	10.3%	9.3%	
NCI	+ Other Income - Gain on disposal of GMIAL	-	-	-	28.2	-	28.2				
NCI	+ Other Income - FV gain on investment in GHIAL	-	-	-	258.4	-	258.4				
Adj*	+ Other Income - ISG PPA interest income	-	10.8	10.8	-	11.3	11.3				
	EBITDA including NCI & Adj		961.2	2,292.0	1,510.3	873.2	2,383.5	(11.9%)	10.1%	(3.8%)	
	- Depreciation and Amortisation	(416.0)	(325.1)	(741.2)	(377.6)	(313.0)	(693.3)				
Adj*	- Amortisation - ISG&LGM PPA concession rights fair value	-	(200.4)	(200.4)	-	(196.9)	(196.9)				
	- Finance Costs - interest on borrowing and misc.	(174.2)	(86.2)	(296.1)	(173.4)	(120.5)	(293.9)				
	- Finance Costs - present value of SIC circuit repayment	(35.7)	-	(35.7)	-	-	-				
	- Finance Costs - ISG utilization fee expense	-	(398.9)	(398.9)	-	(420.4)	(420.4)				
Adj*	- Finance Costs - ISG&LGM PPA interest expense	-	(30.9)	(30.9)	-	(31.3)	(31.3)				
	+ Share of Assoc. & JV Profit	34.7	-	34.7	30.1	-	30.1				
	Profit before Tax & Zakat including NCI &Adj		(80.4)	659.2	989.5	(211.6)	777.9	(25.3%)	62.0%	(15.3%)	
	- Taxation and Zakat	(150.5)	28.3	(122.1)	(90.5)	37.7	(52.7)				
	Profit After Tax and Zakat including NCI & Adj		(52.0)	537.0	899.0	(173.9)	725.1	(34.5%)	70.1%	(25.9%)	

^{1.} Included within current period retained earnings is a distribution to the perpetual sukuk holders amounting to RM57.5mil (FY18: RM57.5mil)

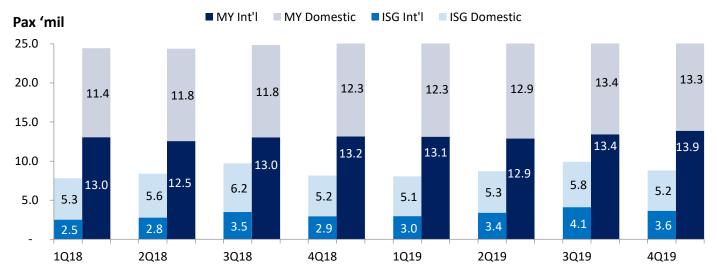
23

^{2.} Adj* relates to the Purchase Price Allocation(PPA) non-cash adjustments are in respect of the MFRS3: Business Combinations fair valuation on ISG&LGM (Cumulative FY19: RM220.6mil; FY18: RM216.7mil)

^{3.} Finance costs – ISG utilization fee expense relates to interest expense on utilization fee liability for the year. Actual utilization fee payments amounted in FY19 amounted to RM539.4mil / EUR114.8mil (FY18: RM452.4mil / EUR95.6mil)

Passenger movements

ISG international passenger mix improved from 34.4% to 39.5%



- ★ Total network of airports registered 5.6% growth
- There has been an increase in domestic passenger movements by 9.5% in Malaysia. Furthermore, there has also been an increase in direct international services to MASB airports which has reduced some movements through KLIA
- ↑ Positive developments in Turkey continued, with a 4.1% increase total passenger for FY19, contributed by international passenger traffic growth of 20.6%

	KLIA Main		klia2			KLIA (KUL)		MASB Airports*			MY Airports			ISG (SAW)			MAHB Group		ıb		
	FY19	FY18	Var %	FY19	FY18	Var %	FY19	FY18	Var %	FY19	FY18	Var %	FY19	FY18	Var %	FY19	FY18	Var %	FY19	FY18	Var %
International	23.4	22.9	2.4	21.5	20.7	3.8	44.9	43.6	3.0	8.3	8.1	2 .9	53.3	51.7	3.0	14.1	11.7	2 0.6	67.3	63.4	6.2
ASEAN	9.1	8.9	2.4	12.4	11.8	5.0	21.5	20.7	3 .9	5.0	4.8	3.3	26.5	25.5	3.8						
Non-ASEAN	14.3	14.0	2.4	9.1	8.9	2.2	23.4	22.9	2.3	3.4	3.3	2.4	26.8	26.2	2.3						
Domestic	5.8	5.3	1 0.4	11.6	11.1	4.2	17.4	16.4	6.2	34.5	31.0	11.3	51.9	47.4	9.5	21.4	22.4	(4.4)	73.3	69.8	5.0
Total	29.2	28.1	3.9	33.1	31.9	3 .9	62.3	60.0	4 3.9	42.8	39.1	4 9.5	105.2	99.1	6 .1	35.5	34.1	4 .1	140.6	133.2	5 .6

New destinations for home-based carriers in FY19

Malaysia Airlines/Firefly	<u>AirAsia/AirAsiaX</u>		Malindo Air		<u>Pegasus</u>	
KUL-Kochi KUL-Solo KUL-Pekanbaru KUL-SAW (Charter) KBR-Johor Bahru SZB-Seletar	KUL-Taipei-Osaka KUL-Fukuoka KUL-Can Tho KUL-Quanzhou KUL-Lanzhou KUL-Narita	KUL-Da Lat BKI-BTU BKI-SBW BKI-Bandar Seri Begawan MKZ-PEN	KUL-Denpasar-Adelaide KUL-Taipei-Hokkaido KUL-Zhengzhou KUL-Chengdu KUL- Denpasar-Sydney KUL-Da Nang	KUL-Varanasi LGK-Phuket BKI-SDK MKZ-LGK MKZ-KBR	SAW-Riyadh SAW-Basra SAW-Eindhoven SAW-Manchester SAW-Venice	SAW-Casablanca SAW-Ras al-Khaimah

^{*}MASB Airports refers to the 38 Malaysian airports other than KLIA/KUL operated by Malaysia Airports Sdn Bhd

Aircraft movements

Foreign carriers continue to add new services and routes



^{*}MASB Airports refers to the 38 Malaysian airports other than KLIA/KUL operated by Malaysia Airports Sdn Bhd

Notes

Notes

MALAYSIA AIRPORTS HOLDINGS BERHAD

MALAYSIA AIRPORTS CORPORATE OFFICE
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