



Bridging
Opportunities

Sime Darby Berhad 19th Annual General Meeting

13 November 2025

OUR PRESENCE

Sime is a leading multinational company in Asia Pacific, built on strong partnerships with top automotive and industrial brands



TOTAL EMPLOYEES
30,000
18 COUNTRIES & TERRITORIES

Australia
Brunei
Chinese Mainland
Hong Kong SAR
Indonesia
Japan
Macau SAR
Malaysia
Maldives
New Caledonia
New Zealand
Papua New Guinea
Singapore
Solomon Islands
South Korea
Taiwan Region
Thailand
Vietnam

FY2025 RESULTS

| REVENUE* | PATAMI | PBIT* | SHAREHOLDER'S EQUITY |
|----------------|---------------|---------------|----------------------|
| RM70.1 billion | RM2.1 billion | RM3.6 billion | RM19.2 billion |

** From continuing operations*

With operations across Asia Pacific, we continue to grow & deliver sustainable value to our stakeholders



Leading CAT dealer globally



Large BMW dealer worldwide



Leading auto players in Malaysia



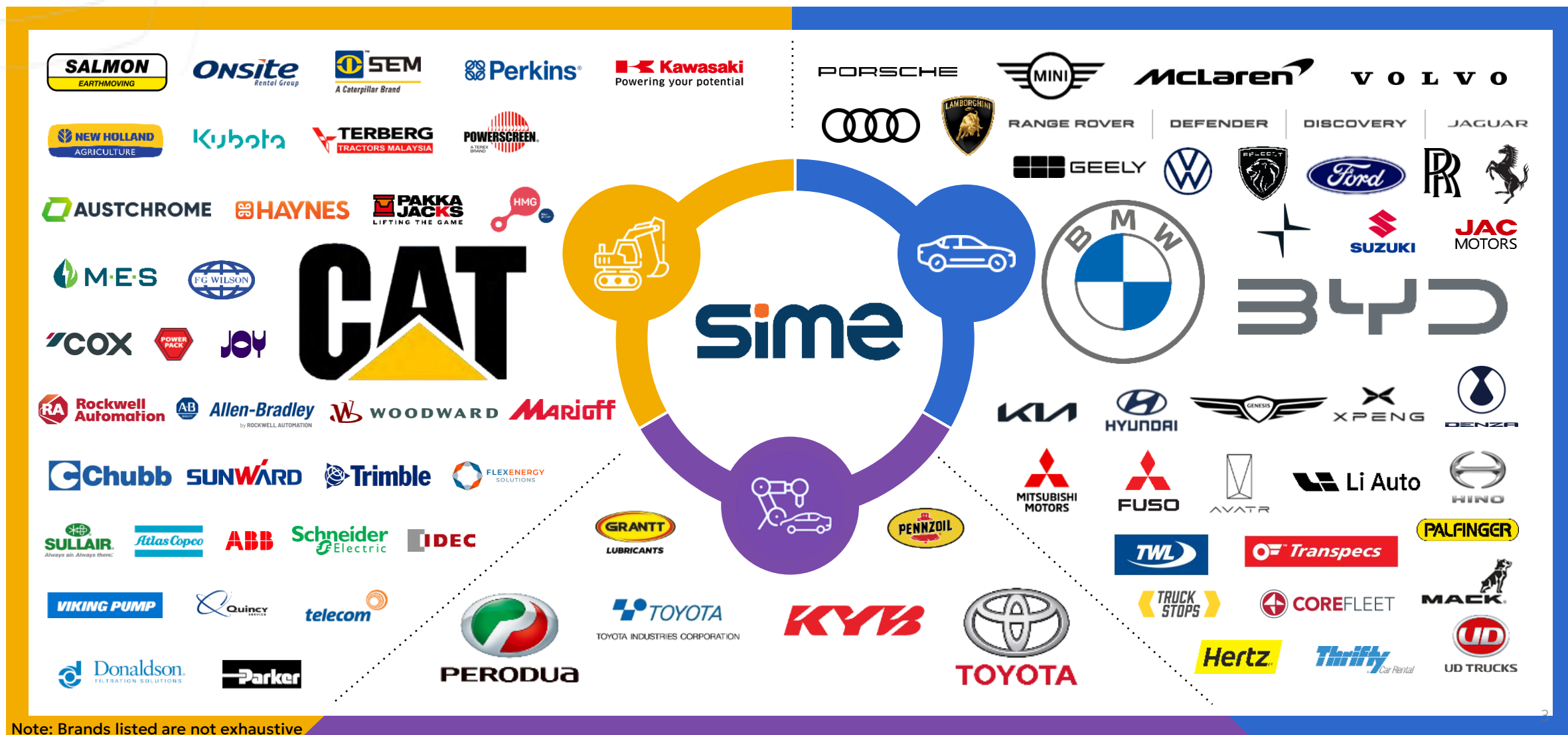
Distributor of the World's Leading EV in Malaysia & Singapore



60% market share in the Malaysian automotive industry

OUR UNIVERSE OF BRANDS

We are the partner of choice for many of the world's leading brands



Note: Brands listed are not exhaustive

OPERATIONS OVERVIEW

Our business is in retail & aftersales for industrial equipment & motors; acquired new capabilities with UMW acquisition

sime
INDUSTRIAL



One of the **largest** CAT dealers globally

Equipment sales & after-sales services



96 years

sime
MOTORS



One of the **largest** BMW dealers globally

More than 30 brands from mass-market to luxury



57 years

PORSCHE

26 years

sime
UMW



Perodua is the **market leader** in Malaysia with its entry-level, mass-market models

Toyota is the **No 1 non-National** automotive brand in Malaysia

Malaysian automotive market share of **>56%**



PERODUA



TOYOTA

SIME IS A PROXY FOR GROWTH IN ASIA PACIFIC

Our businesses have exposure to high-value segments across Asia Pacific



Operating in Asia Pacific, a dynamic growth region

Asia is the **fastest growing** and most dynamic region in the world, with a growth forecast of 4.4% in 2025.



Leading Malaysia's automotive sector

With UMW, we now have **about 60% market share** in Malaysia's automotive industry.

Malaysia is now the **2nd biggest** automotive market in ASEAN.



Exposure to strong demand for commodities

Australia is a **major resource basin** to a growing Asia Pacific

It has the **highest quality minerals** and is also the **lowest cost producer**.



Luxury Market Growth driving demand for luxury vehicles

A massive **intergenerational wealth transfer** is expected to further drive luxury spending.

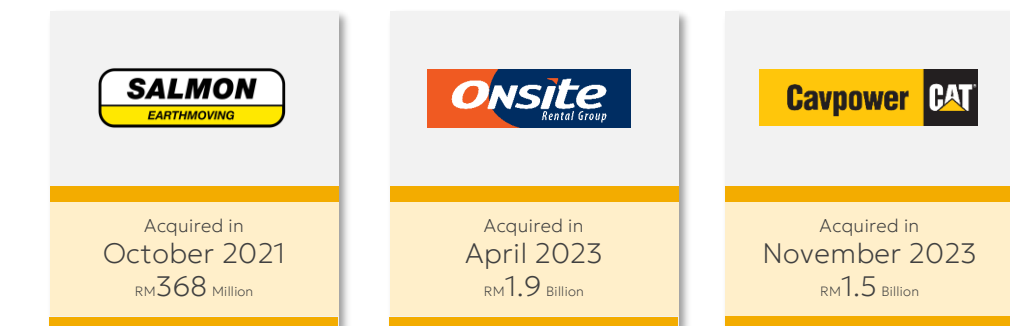
WHAT IS NEXT FOR SIME

Having completed the execution of Phase 1 of our masterplan, we are geared for the Next Phase

PHASE 1 COMPLETED

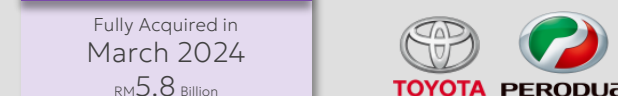
A Grow the core

Expanded Industrial business to capitalise on mining and infrastructure boom.



C New Strategic Partners

Secured Toyota and Perodua via UMW.
Also deepened government relations as the leading auto player in Malaysia.



Malaysia is now our biggest revenue contributor, followed by Australia and China.

B Divested non-core assets

D Geographically rebalanced

PHASE 2

What Is Next for Sime?

Strong focus on enhancing ROE through Operational Excellence

We have a disciplined programme to improve our ROE to meet the target of 11% by 2030

FY2025 OPERATIONS REVIEW

Strong commodity demand in Australia, continuing challenges in China, resilient auto sales in Malaysia

1

Robust commodity demand



Strong commodity demand.

Australasia operations were impacted by one-off parts price reduction.

Weaker currency translation arising from strengthening MYR against AUD.

2

Challenging automotive business



Ongoing heavy discounting and intense competition in China.

Influx of Chinese brands into Asia Pacific.

Higher sales in Singapore due to COE quotas and EV demand.

3

Resilient Automotive Sales in Malaysia



Strong consumer demand, supported by a stable socio-political environment and favourable government incentives.

Fuel subsidy rationalisation will continue to drive demand in affordable segment.

Perodua's market share increased to 44.5% in the first half of 2025.

FY2025 KEY FINANCIAL HIGHLIGHTS

Strong growth in revenue and earnings despite challenging business environment

REVENUE*

RM70.1 billion
FY2024: RM67.1 billion
↑ 4.4% YoY



PBIT*

RM3.6 billion
FY2024: RM2.8 billion
↑ 30.2% YoY

NET PROFIT*

RM2.1 billion
FY2024: RM1.3 billion
↑ 63.3% YoY



CORE NET PROFIT

RM1.2 billion
FY2024: RM1.3 billion
↓ 11.3% YoY

ROE

11.0%
FY2024: 18.1%
↓ 39.2% YoY

CORE ROE

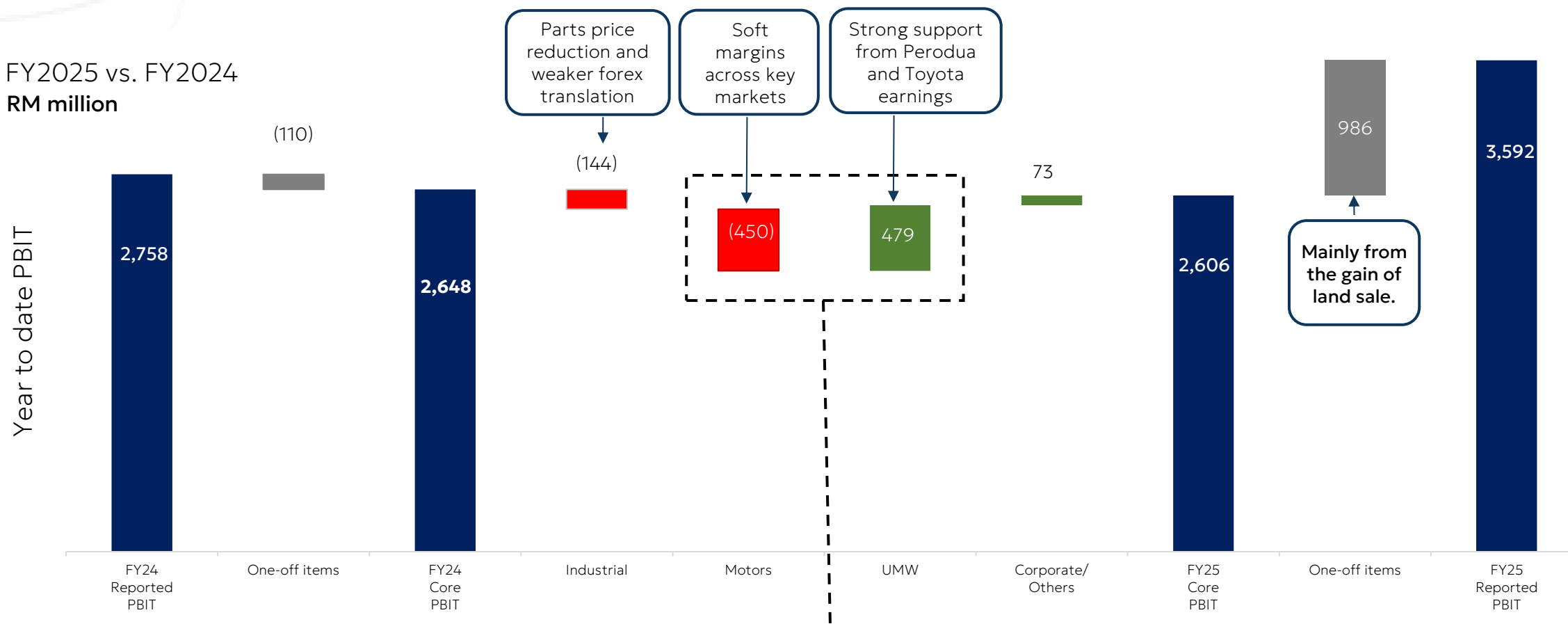
6.2%
FY2024: 7.2%
↓ 13.9% YoY

**From continuing operations*

PBIT FROM CONTINUING OPERATIONS: COMPARISON YEAR-ON-YEAR

Segmental PBIT: Financial year ended 30 June 2025

FY2025 vs. FY2024
RM million



Weakening Motors earnings, supported by strong UMW profits – highlighting resilience in diversification.

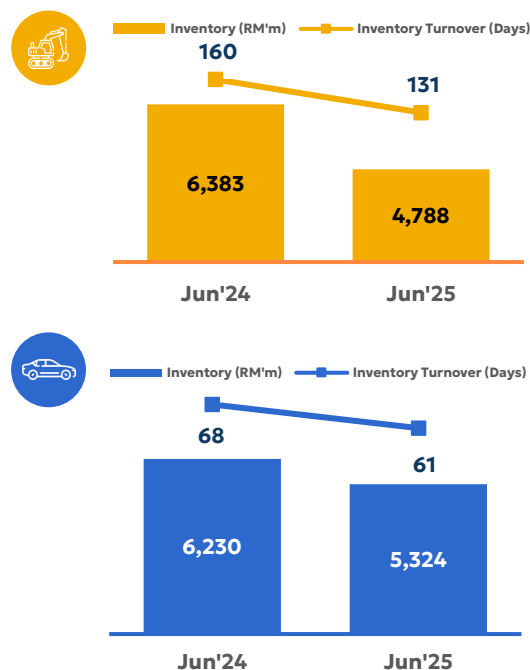
OPERATIONAL EXCELLENCE INITIATIVES

Key initiatives to reduce costs and streamline operations

1 Inventory Optimisation

Working Capital Improvements

Improved inventory turnover days from FY2024.



2 Manpower Rationalisation

Overhead reduction

Brought down our manpower count from 31,498 (Oct 24) to 29,239 (Oct 25), saving about RM218m on manpower costs since FY2024.

Industrial Division

RM96m



Motors Division

RM105m



UMW Division

RM17m



3 Network optimisation

Branch rationalisation

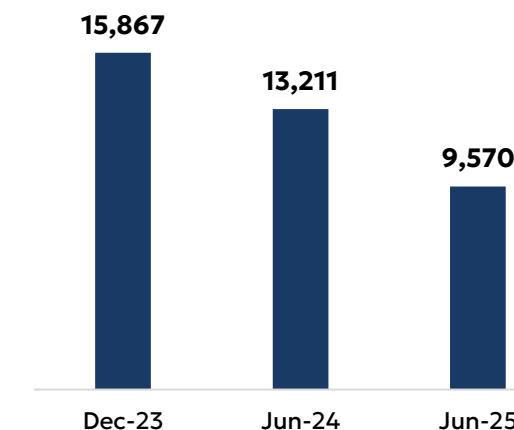
We have shut down 26 branches in our Motors and Industrial businesses in China in the last financial year.



4 Debt Repayment

We have reduced debt significantly.

Borrowings & Leases (RM Millions)

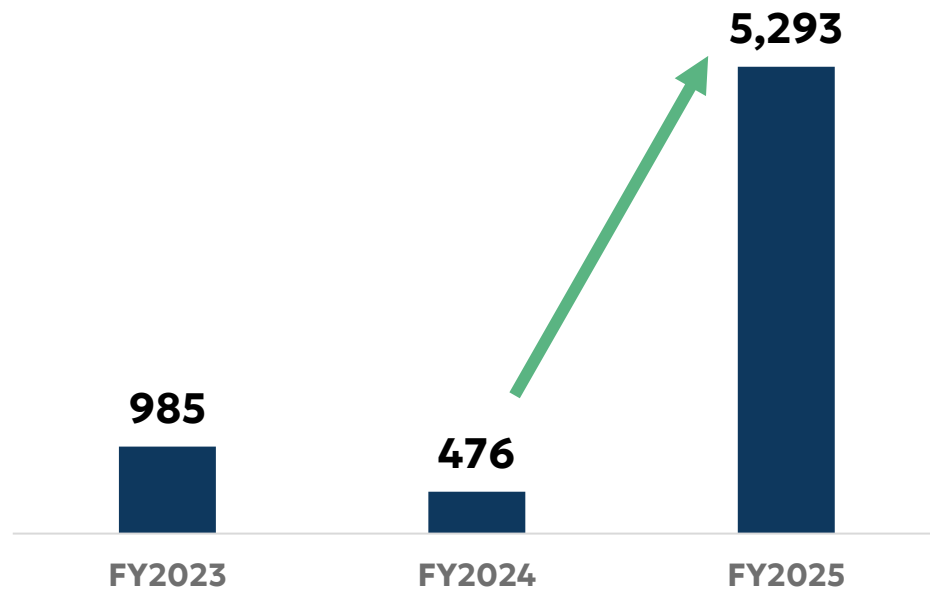




SIGNIFICANT INCREASE IN OPERATING CASH FLOW

Working capital improvements and cost optimisation deliver significant uplift in cashflow

Operating Cash Flow*
(RM million)



Operating Cash Flow

Significant increase from RM476m to RM5,293m.
Improvement in working capital management.



Cost optimisation

Strong operating cash flow has been achieved through **disciplined cost and inventory optimisation** efforts across Divisions.

*Total, including discontinued operations

Cash flow is necessary to help the Group weather the challenging environment



SIME INDUSTRIAL

Capturing the Development Potential of Asia Pacific

sime



Marking **100 years of Caterpillar**, strengthened by Sime Darby Industrial's partnership **since 1929**.

Mining and Construction Demand
Powering a **Strong Order Book in 2025**.

Capturing **power solutions** to drive data centre demand in Malaysia.



SIME MOTORS

Wide range of brands and geographic locations provide diversification benefits



BYD



BYD emerges as the best-selling EV brand in Malaysia and the overall market leader in Singapore.

Auto Bavaria recognised as the best-performing dealer in Malaysia.





SIME UMW

UMW leverages on the momentum of Malaysia's automotive industry

sime



TOYOTA

Toyota remains Malaysia's leading non-National automotive brand.

UMW Toyota Motor's market share for 2024 was 12.5%.



PERODUA

Perodua is Malaysia's automotive market leader.

Perodua's market share for 2024 was 43.8%.



Malaysia's Total Industry Volume (TIV) reached a **record high of 816,747** units in **2024**.

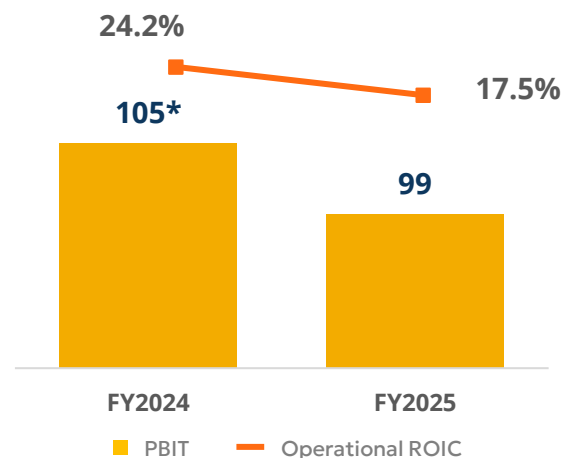
UPDATE ON STRATEGIC ACQUISITIONS (1/2)

Both the acquisitions in Australia are meeting business-case expectations

Cavpower **CAT**

Strategic rationale

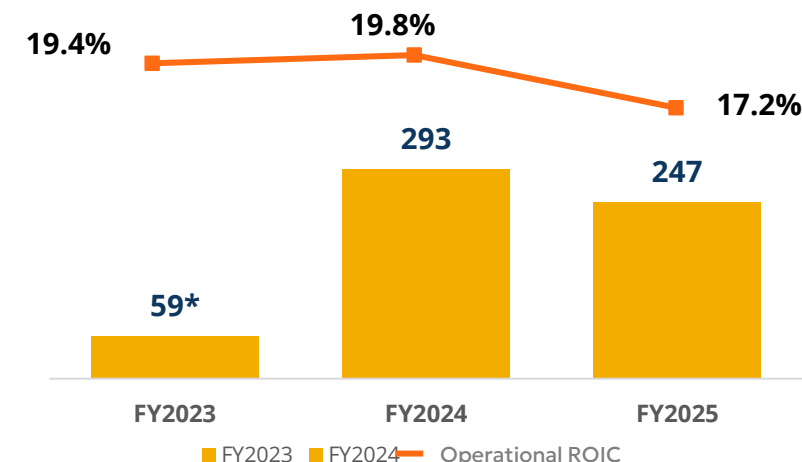
- **Expansion into South Australia** (the region has 70% of Australia's copper deposits), growing our CAT business footprint.
- Consistently ranks in the **top two CAT dealerships** across Asia Pacific



*not annualised

Onsite
Rental Group

- Enabled us to **expand into Western Australia** which is rich in iron ore.
- **2nd largest B2B rental services** in Australia, provides diversification to our portfolio.



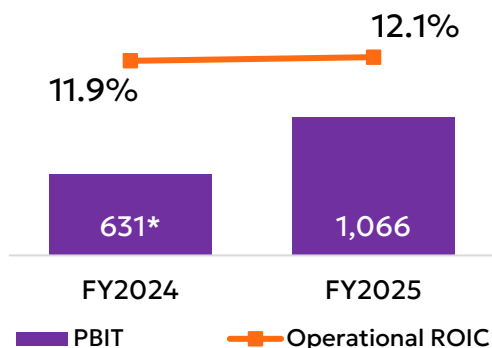
PBIT - excluding acquisition adjustments
Operational ROIC- excluding goodwill and acquisition adjustments

UPDATE ON STRATEGIC ACQUISITIONS (2/2)

Sime UMW – Transformational deal that strengthened Malaysia earnings and provided leadership platform in Malaysia automotive



Strong earnings contribution



*not annualised

PBIT - excluding acquisition adjustments

Operational ROIC- excluding goodwill and acquisition adjustments

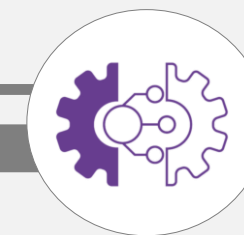


Secured Two Best Brands in Malaysia



Leadership In Malaysia's Automotive Market

56%
market
share



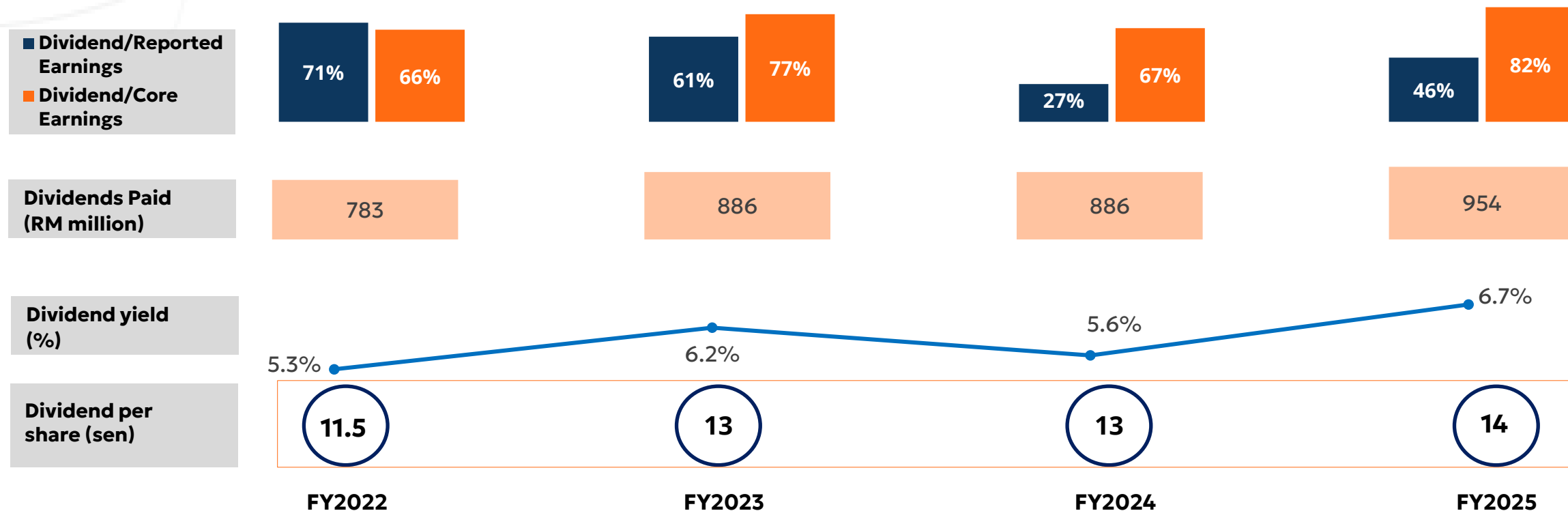
Successful merger integration

- Alignment of workforce
- Head office relocation
- Savings on corporate expenses

Earnings accretive transaction that gave us Perodua and Toyota.

DIVIDEND – 14 SEN FOR FY2025

We continuously pay out sustainable dividends of more than 60%



Group Dividend Policy

1

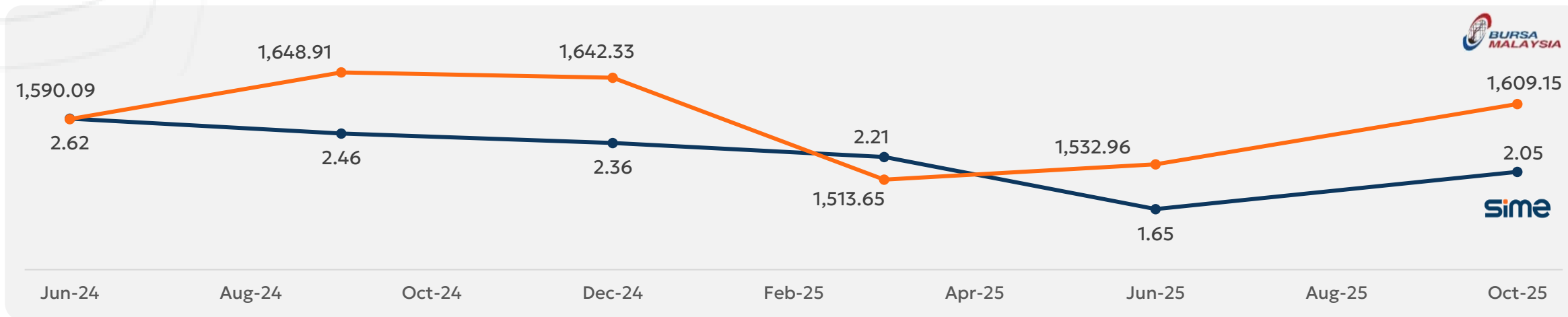
Maintain our Dividend Payout Ratio of at least **50% of Profits**.

2

Explore **special dividends** after every non-core asset disposals.

SHARE PRICE PERFORMANCE

Sime's share price has rebounded with improved 4QFY2025 results



Factors affecting our share price in FY2025:

1

Losses registered in Motors China due to intense competition and heavy discounting.

2

Lower automotive sales in a most markets due to increased competition and slowing economy.

3

Lower-than-expected Industrial earnings in 3QFY2025 due to parts price reduction.



The share price has rebounded following strong financial results registered in 4QFY2025 and supported by high dividend yield.



PLANS FOR FY2026

Strategic initiatives to enhance return to shareholders

1 Continue focus on ROE

Efficient working capital management

Margins improvement

Cost optimisation

3 China turnaround

Optimise overheads

Branch consolidation

Principals are providing support



2 Portfolio Optimisation

Review performance of brands

Closure of non-performing businesses

4 Maintain leadership in Malaysia automotive industry

Perodua to maintain leadership position in the mass volume segment

Toyota leveraging brand equity, new models introduction and expand hybrid offerings

SUSTAINABILITY BLUEPRINT



Our Sustainability Blueprint has been refreshed to include **four new targets**, replacing the two previously achieved.

Following a thorough external analysis and collaborative engagement across our Group, our blueprint targets are now aligned to **People, Planet and Profit**.

The refreshed Sustainability Blueprint will **continue to guide our efforts to drive long-term value for all Sime stakeholders**.

EXECUTIVE LEADERSHIP

Qualified & Experienced Management Team



**DATO' JEFFRI SALIM
DAVIDSON**

Group Chief Executive Officer



**MUHAMMAD NOOR ABD
AZIZ @ HASHIM**

Group Chief Financial Officer



ALICIA O'DONOGHUE

Group Chief
Strategy Officer



**MEGAT SHAHRUL AZMIR
NORDIN**

Group Chief
Corporate Services Officer



ROSELAINI FAIZ

Group Chief
Human Resource Officer



DENY RAHARDJO

Group Chief
Information & Digital Officer



LEE SMITH

Group Chief
Safety Officer



DEAN MEHMET

Managing Director,
Industrial Division



ANDREW BASHAM

Managing Director,
Motors Division



DATO' MUSTAMIR MOHAMAD

Managing Director,
UMW Division



JUNAIDAH ABDUL RAHIM

Group Secretary

Questions raised by
Minority Shareholders
Watch Group (MSWG)



OPERATIONAL & FINANCIAL MATTERS

Question 1

According to IDN Financial, Chinese EV brands are expected to capture 67% of the domestic market by the end of 2025, while foreign brands are anticipated to continue losing market share. Source:

<https://www.idnfinancials.com/news/55661/fierce-competition-to-leave-only-15-chinese-ev-makers-by-2030>)

Similarly, Reuters reports that China's automotive sector is under ongoing pressure from intense price competition and overcapacity, with only BYD and Li Auto recording full-year profitability among listed EV makers. (Source: <https://www.reuters.com/business/autos-transportation/only-15-electric-vehicle-brands-china-will-survive-by-2030-alixpartners-says-2025-07-03/>)

These two reports highlight the rise of local brands and the challenges foreign automakers face in maintaining their market position in China.

In this context, we note that the **Group is expanding its electric vehicle portfolio through BMW, with the Neue Klasse** series set to launch in 2026. (Source: Page 11 of AR 2025)

- a) Based on these reports, how does the **Group plan to position the Neue Klasse EVs to compete effectively in China**, particularly in terms of **pricing strategy and product features**, as foreign brands face increasing **challenges** in maintaining market share and profitability?
- b) What contingency measures are planned if Neue Klasse EVs underperform in the Chinese market?



OPERATIONAL & FINANCIAL MATTERS

Question 1

- **In established automotive markets such as Japan, Korea, and Germany, domestic brands typically command around 70% of market share. We anticipate China will follow a similar trajectory. We believe that there will continue to be opportunities for top-tier foreign OEMs to thrive.**
- **The China automotive market is intensely competitive, with too many manufacturers and high production capacity. This has led to aggressive discounting. In response, the Central Government has introduced measures to curb this “irrational competition,” aiming to stabilise pricing, improve industry margins, and redirect capital toward sustainable growth. These interventions are expected to drive short-term performance improvements and support industry consolidation over the medium term.**
- **In addition, Chinese consumers are increasingly sophisticated, seeking vehicles that offer advanced technology, seamless connectivity, and intelligent driving features. In response, BMW has granted greater autonomy to its China team to tailor products to local preferences. The upcoming Neue Klasse, launching in 2026, represents a new era of mobility – designed specifically with Chinese consumers in mind. While it is still early to determine pricing, BMW recognizes the importance of competitive pricing to ensure healthy production volumes at its local facilities.**
- **China remains a key market for BMW, where it stands out as one of the better-positioned foreign OEMs and we are confident BMW will maintain a meaningful presence there. The dealership network will likely contract as weaker players exit the market. The principal is committed to sustaining a robust and healthy network and supporting high-performing partners like Sime Darby.**



OPERATIONAL & FINANCIAL MATTERS

Question 2

The Group has closed 15 underperforming non-BMW outlets across eight brands to streamline its network (Source: Page 12 of AR 2025). However, it continues to retain Volvo, Genesis, and Kia in its China portfolio, while high-end brands such as Lamborghini and Tesla are no longer part of the lineup. (Source: <https://malaysia.news.yahoo.com/sime-darby-warns-two-slump-025510856.html>)

- a) How have these closures affected the Group's cost efficiency and profit margins in China?
- **We have closed 15 underperforming non-BMW dealerships in China due to low volumes that hindered profitability. These strategic closures within Motors China have generated annual savings of approximately RMB69 million (around RM41 million). Moving forward, we will sharpen our focus on BMW, our core brand, to strengthen our position in the market.**
- b) Why has the Group chosen to retain Volvo, Genesis, and Kia in its China portfolio? In what ways do these brands contribute to overall earnings in the China market?
- **While our broader plan includes further closures, we are carefully evaluating the timing of these actions due to existing lease commitments and potential early termination costs.**

OPERATIONAL & FINANCIAL MATTERS

Question 2

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- c) Please clarify the reasons behind discontinuing Lamborghini and Tesla in China. What impact will this have on the Group's overall market position and profitability?
- **We closed our Lamborghini dealership as it is a niche product with low volumes.**
 - **We do not have a Tesla dealership in China but operate a Tesla Body and Paint workshop, maintaining a presence in key service segments.**



OPERATIONAL & FINANCIAL MATTERS

Question 3

The Industrial division's profit dropped 9.6% in FY2025 due to lower earnings in Australasia from parts price reductions and a weaker Australian dollar. Meanwhile, profits in Malaysia improved supported by stronger parts sales and data centre projects, while Singapore also improved on the back of product support margins. (Source: Page 16 of AR 2025).

- a) Given the temporary margin impact from Caterpillar's price cut and the stronger Ringgit (Source: Page 13 of AR 2025), how is the Group improving operations to recover the lost margins?
- **Margins for Industrial Australia were impacted by two consecutive Caterpillar parts price reductions in July 2024 and January 2025. However, strong market demand enabled us to clear the older inventory, allowing margins to recover to normal levels by the fourth quarter of FY2025.**
 - **With Caterpillar implementing a price increase in July 2025, we are confident in our ability to maintain stable margins going forward.**
- b) Can the Group share how much of Malaysia's profit growth came from data centre- related work in FY2025? Are such projects expected to continue supporting earnings in the future?
- **The supply of power systems to data centres contributed approximately 20% to Industrial Malaysia's revenue in FY2025. This is further supported by a robust order book of around RM600 million.**
 - **With the recent surge in data centre developments across Malaysia, we see significant potential to scale our power systems business and are actively positioning ourselves to capture this growth opportunity.**



OPERATIONAL & FINANCIAL MATTERS

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- c) How does the Group plan to allocate investments between Australasia and Southeast Asia, considering their differing performance levels? Is there a plan to focus more capital on stronger markets?
- **Our business operates in a dynamic and cyclical environment, and we continuously evaluate our capital allocation to ensure a resilient and sustainable portfolio that delivers long-term value to shareholders.**
 - **While our investments in China dealerships have faced challenges, our strategic acquisitions in Australia (Cavpower & Onsite) and UMW have delivered strong performance. We remain committed to directing resources toward high-performing businesses that offer clear strategic advantages.**

Question 1

In Taiwan, all end-of-life tyres are recycled into rubber asphalt and reclaimed rubber products. In Australia, Sime Motors repurposes used tyres into rubber granules for sports and recreational surfaces, diverting around 48 tonnes of tyre rubber from landfill in Queensland alone. These efforts demonstrate the Group's commitment to circularity and reducing its environmental impact across key markets. (Source: Page 74 of AR 2025)

- a) What is the Group's strategy for expanding tyre recycling programs beyond Taiwan and Australia, and which regions are targeted for the next phase?
- **Tyre circularity and recycling activities are in its nascent stage, and we are currently assessing the impact before rolling out to other businesses.**
 - **The strategy is to scale up proven circularity models from Taiwan and Australia into our other core markets, with a focus on resource recovery and reducing the environmental impact.**
- b) Given the challenge of manual waste data collection, when does the Group plan to implement digital waste tracking across all operations?
- **For Sime Darby, we have just embarked on the sustainability journey and are beginning to develop tracking systems to capture sustainability-related data.**
 - **For now, the focus is on the implementation systems to obtain the more crucial CO2 emission data.**

Question 1

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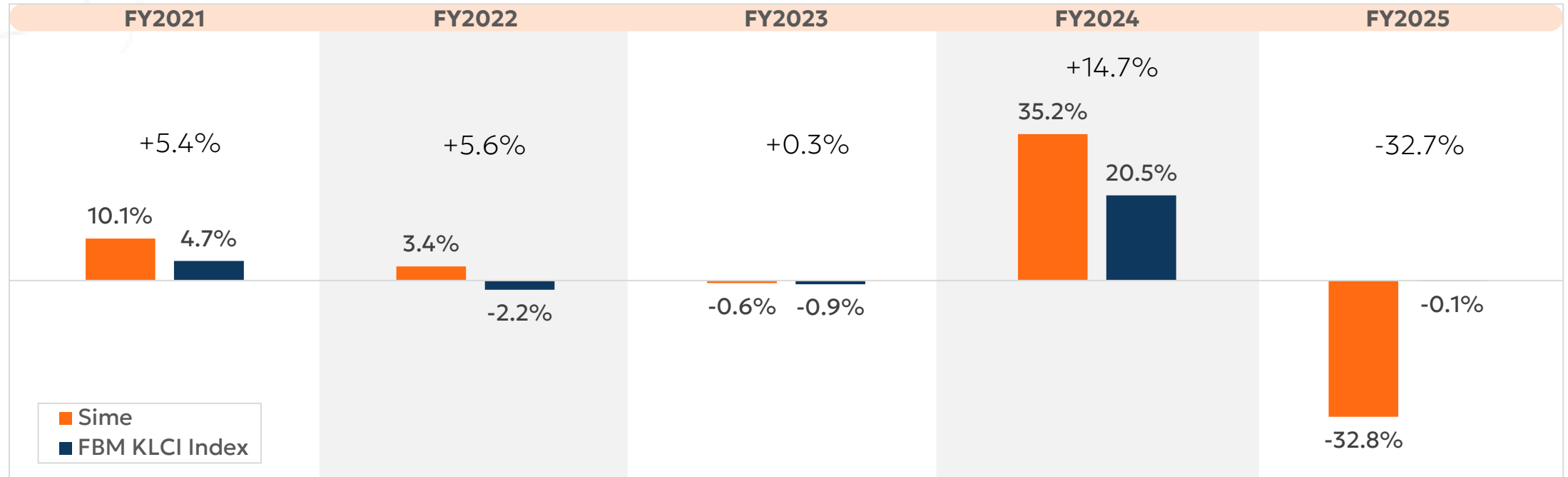
- c) How is the Group allocating its budget for tyre recycling, and are there specific financial targets set to improve cost efficiency?
 - **Tyre circularity and recycling activities are funded within existing business-unit waste management and sustainability budgets.**

Questions raised by
Permodalan Nasional
Berhad (PNB)



STRATEGIC QUESTIONS

1. To disclose the Total Shareholder Return (TSR) of Sime Darby Berhad for the past 5 years, up to the financial year ended 2025. What would the Board attribute the performance to?

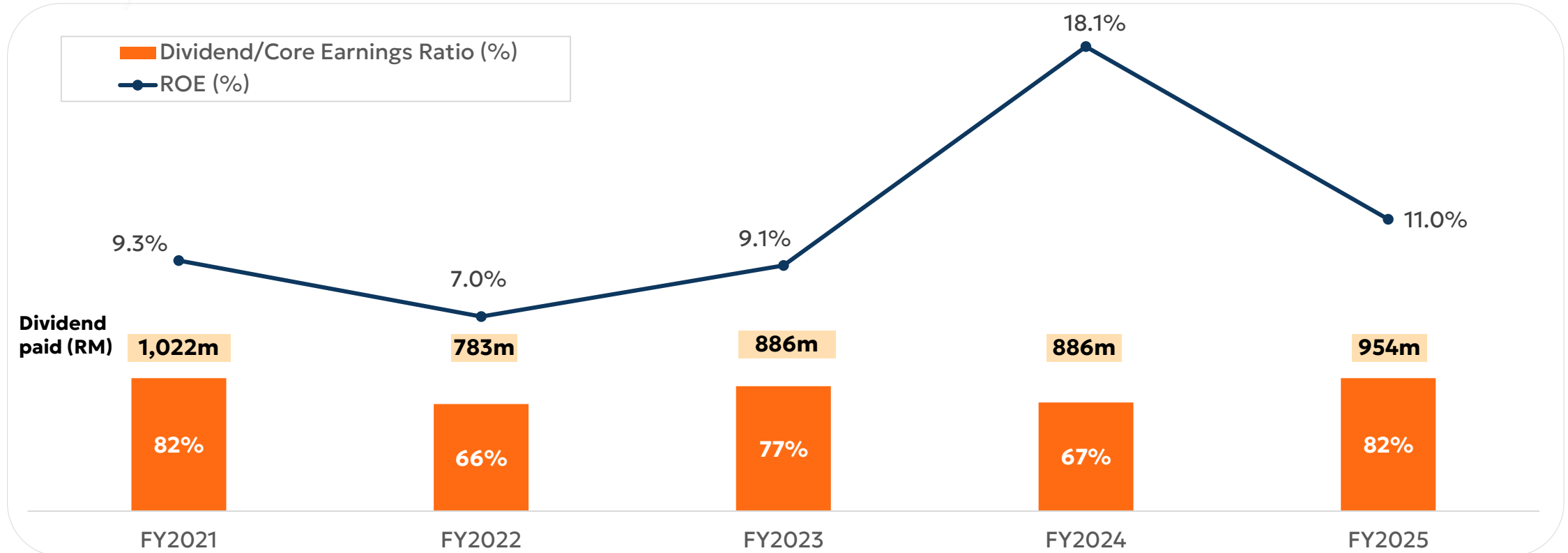


- Sime Darby's Total Shareholder Return (TSR) has done reasonably well and achieved strong gains of 35% in FY2024, driven by the UMW acquisition.
- However, TSR declined by 33% in FY2025, largely due to the significant drop in Sime's share price as a result of market concerns on the results of auto companies due to intense competition and aggressive discounting.
- In addition, there were concerns on the margin pressures on CAT parts during the 3QFY2025 results. Margins have since regularised.
- Sime Darby's TSR is primarily driven by our consistently high dividend payout. We maintain a policy of distributing at least 50% of net profit as dividends, which has positioned us as a dividend stock in the eyes of the investment community.



STRATEGIC QUESTIONS

2. The Board's views on what are the one or two key critical drivers of TSR for the Company. Would this be return on equity, EPS growth or any other metric? If so, what was the performance of these metrics for the past 5 years?



- The Board views **Return on Equity (ROE)** and **dividend** as the **key drivers of TSR**.
- **ROE is generally around 9%**. The **high ROE for FY2024** was mainly due to the gain from the **disposal of our healthcare business**.
- We have consistently maintained a **high dividend payout ratio**.

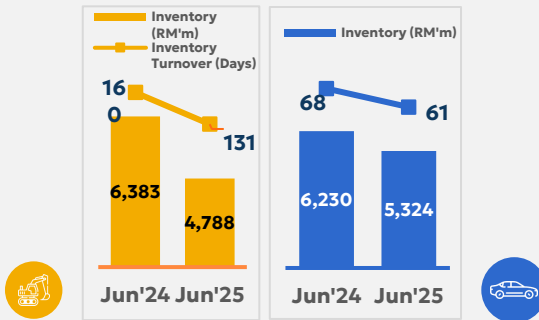


STRATEGIC QUESTIONS

3. What are the strategic initiatives that are being put in place by the Company to improve these key drivers and enhance TSR for the next three years?

Working Capital Improvements

Improved inventory turnover days from FY2024.



Overhead reduction

Brought down our manpower count from 31,498 (Oct 24) to 29,239 (Oct 25), saving about RM218m on manpower costs since FY2024.

Industrial Division

RM96m ↓

Motors Division

RM105m ↓

UMW Division

RM17m ↓

Branch rationalisation

We have closed 26 branches in our Motors and Industrial businesses in China in the last financial year.



Inventory
Optimisation

Manpower
Rationalisation

1

2

Our key
initiatives
to improve
Return on
Equity

3

4

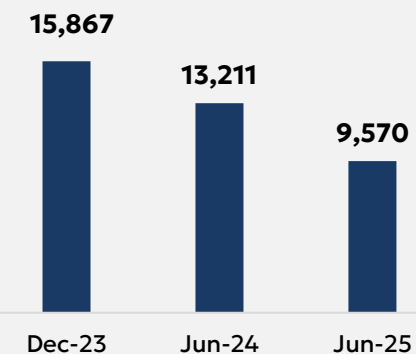
Network
optimisation

Debt
Repayment

Debt repayment

We have reduced debt significantly.

Borrowings & Leases, (RM Millions)





OTHERS

Sime Industrial Questions

4. Sime Darby's Industrial segment continues to anchor group performance - commendable given the cyclical nature of the business.
 - a) However, with competitors offering more affordable equipment, how is Sime Darby defending its market share and value proposition?
 - b) What proactive strategies are in place to counter slower parts replacement cycles and ensure recurring revenue?

5. The Industrial segment has always been labelled as undervalued. To help investors understand and value this segment better;
 - a) What would Sime Darby highlight to the investors to unlock its perceived value?
 - b) What is the growth road map, especially beyond Australia?
 - c) What are the key earnings drivers that investors may be overlooking?



OTHERS

Sime Motors Questions

6. The Motors division has been rationalising its operations in China to combat the rampant market overcrowding.
 - a) Beyond network optimisation, what measurable progress has been made to restore profitability?
 - b) What are the remaining headwinds, and how do they impact the timeline and success of the recovery strategy?

7. BYD showed a strong performance since its entry, leading Malaysia's EV market with a 31% share as of 9M2025.
 - a) With influx of new Chinese entrants and Proton's e:Mas gaining traction, how will Sime Darby maintain its leadership?
 - b) What is the strategy to protect margins in a price-sensitive, fast-evolving EV landscape?
 - c) Is Sime Darby exploring upstream opportunities in EV production or assembly to deepen its value chain presence?



OTHERS

Sime UMW Questions

8. The acquisition of UMW has clearly boosted group performance.
 - a) What specific synergies have been realised so far?
 - b) What new opportunities lie ahead, especially between Motors and UMW, that could further strengthen Sime Darby's performance and value?

9. Despite the squeeze on Japanese brands, Toyota remains a formidable player with 15% shares in Malaysia as of 9M2025.
 - a) What initiatives are in place to reinforce Toyota's position in Malaysia amid rising competition?

 - b) Would Sime Darby consider expanding its partnership with Toyota beyond Malaysia, leveraging on its global footprints?



OTHERS

Sime UMW Questions



10. Perodua's 42% market share is a testament to its strong brand and execution.
 - a) With Perodua tasked to lead Malaysia's EV strategy under NIMP 2030, what role does Sime Darby play in shaping this national agenda?
 - b) How will Sime Darby ensure Perodua retains its dominance as competition intensifies?

11. UMW's non-automotive businesses are now part of the Sime Darby portfolio.
 - a) What is the long-term strategy for these businesses, and how do they align with the group's broader growth ambitions?



Thank You

Resolutions of the 19th Annual General Meeting



RESOLUTION 1

Payment of fees to the Non-Executive Directors up to an amount of RM4,600,000 from the 19th AGM until the next AGM of the Company.



RESOLUTION 2

Payment of benefits to the Non-Executive Directors up to an amount of RM1,500,000 from the 19th AGM until the next AGM of the Company.



RESOLUTION 3

Re-election of Hanizan Hood
pursuant to Rule 82.2 of the
Constitution of the Company

A graphic on the left side of the slide featuring a series of concentric, rounded squares in a light orange color. At the center of these squares is a solid orange square.

RESOLUTION 4

Re-election of Thayaparan
Sangarapillai pursuant to Rule
103 of the Constitution of the
Company



RESOLUTION 5

Re-election of Tan Sri
Muhammad Shahrul Ikram
Yaakob pursuant to Rule 103
of the Constitution of the
Company

A decorative graphic on the left side of the slide consisting of several concentric, rounded square outlines in a light orange color. In the center of these squares is a solid orange square.

RESOLUTION 6

Re-election of Dato' Dr
Nirmala Menon pursuant to
Rule 103 of the Constitution of
the Company



RESOLUTION 7

Re-election of Dato' Jeffri
Salim Davidson pursuant to
Rule 103 of the Constitution of
the Company



RESOLUTION 8

Re-appointment of
PricewaterhouseCoopers PLT
as Auditors of the Company
for the financial year ending
30 June 2026 and to authorise
the Directors to fix their
remuneration



RESOLUTION 9

Proposed Share Buy-Back Authority for the Company to purchase its own shares of up to ten per cent (10%) of the total number of issued shares of the Company



RESOLUTION 10

Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with related parties involving the interest of Toyota Motor Corporation



RESOLUTION 11

Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with related parties involving the interest of Toyota Tsusho Corporation



RESOLUTION 12

Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with related parties involving the interest of KYB Corporation, Japan



RESOLUTION 13

Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with related parties involving the interest of Toyota Industries Corporation



RESOLUTION 14

Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with related parties involving the interest of Bermaz Auto Berhad

Questions & Answers



QUESTION 1

In September, a Nikkei news report mentioned that China automotive price war rages on despite regulatory measures. I note that in Q4 results press conference, the Sime Motors MD was quoted as saying discounting has reduced by 3% after the policy directive by China government.

- a. Has the discounting reduced further or remain at very unsustainable level?
- b. Is the worst over for China Motors business?
- c. What is the financial impact of the China Motors network consolidation and cost optimisation?



QUESTION 2

Page 59 Annual Report mentioned about the strategy to be future ready and the launch of EV NEXT as Malaysia's first used xEV dealership. How many cars have been sold by this platform and has it contributed positively to the financials or is it still early days?



QUESTION 3

Page 60 Annual Report – Motors business review mentioned local assembly expansion as a growth opportunity. However, it is noted from another company's latest quarterly results that Inokom is suffering losses. Is it due to lower plant utilisation?



QUESTION 4

Page 59 Annual Report – Motors business review showed that revenue and profit for Region Others is higher comparing FY2025 with FY2024. Could the company share country breakdown of revenue and profit under others. Is this mostly Singapore?



QUESTION 5

It was noted from the AR that the Industrial segment was affected by Caterpillar parts price reduction in Australia in FY2025. Is this expected to persist in FY2026, and can the management give some colour on this price reduction since demand seems to be strong. Is it due to competition from cheaper competitive brands, customer retention strategy or other reasons?



QUESTION 6

Page 17 Annual Report – CFO review mentioned FY2026 focus is to improve ROE. This can be done via non-core and low performing assets divestments. Has the company identified what is considered non-core? Is it businesses like Chubb? Safe deposit box doesn't seem to have any synergy with tractors and cars.



QUESTION 7

It was recently reported that PNB expects its strategic companies to adhere to the living wage policy of RM3,100 per month by 2026. Has the management assessed the financial impact of this policy and how many staff are expected to benefit from this policy?



QUESTION 8

The High Court on Monday has on 14 July 2025 ordered former group chief executive of Sime Darby Bhd Datuk Seri Ahmad Zubair @ Ahmad Zubir Murshid and four former senior executives of the company to jointly and severally pay over RM350 million in multiple currencies as restitution for wrongful payments made to consultants in Sime Darby's Qatar Petroleum Project.

Can the board provide detail update the latest on the execution of this court judgement against the defendants?



QUESTION 9

The price war on EV is becoming intense.

Can the Board provide more details of the revenue, profit margin, PBIT, profit attributable to shareholders, since the year when the company begin the BYD franchise till the financial closing reporting period for this current AGM?



QUESTION 10

Are you providing vouchers /
door gifts to shareholders?

The background features a dark blue gradient with several overlapping, wavy, organic shapes in lighter shades of blue and a muted orange-brown color, creating a modern, layered effect.

Thank You