



Sime Darby Berhad

CGS International 18th Annual Malaysia
Corporate Day 2026

7 January 2026



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



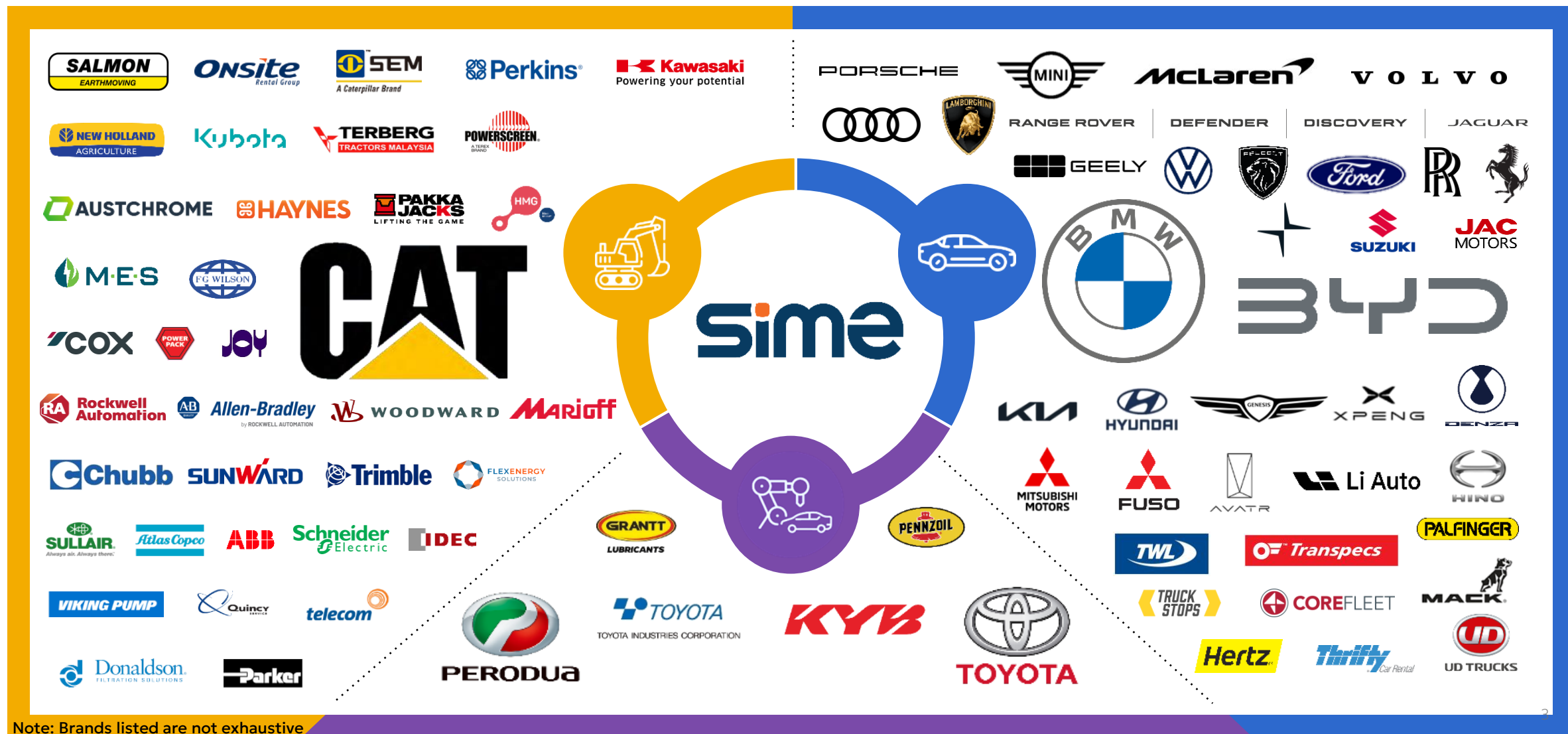
Distributor of the World's Leading EV in Malaysia & Singapore



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

We operate in retail and aftersales for industrial equipment & motors, strengthened by new capabilities from the UMW acquisition



One of the **largest CAT** dealers globally
Equipment sales & after-sales services



One of the **largest BMW** dealers globally
More than **30 brands** from mass-market to luxury



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

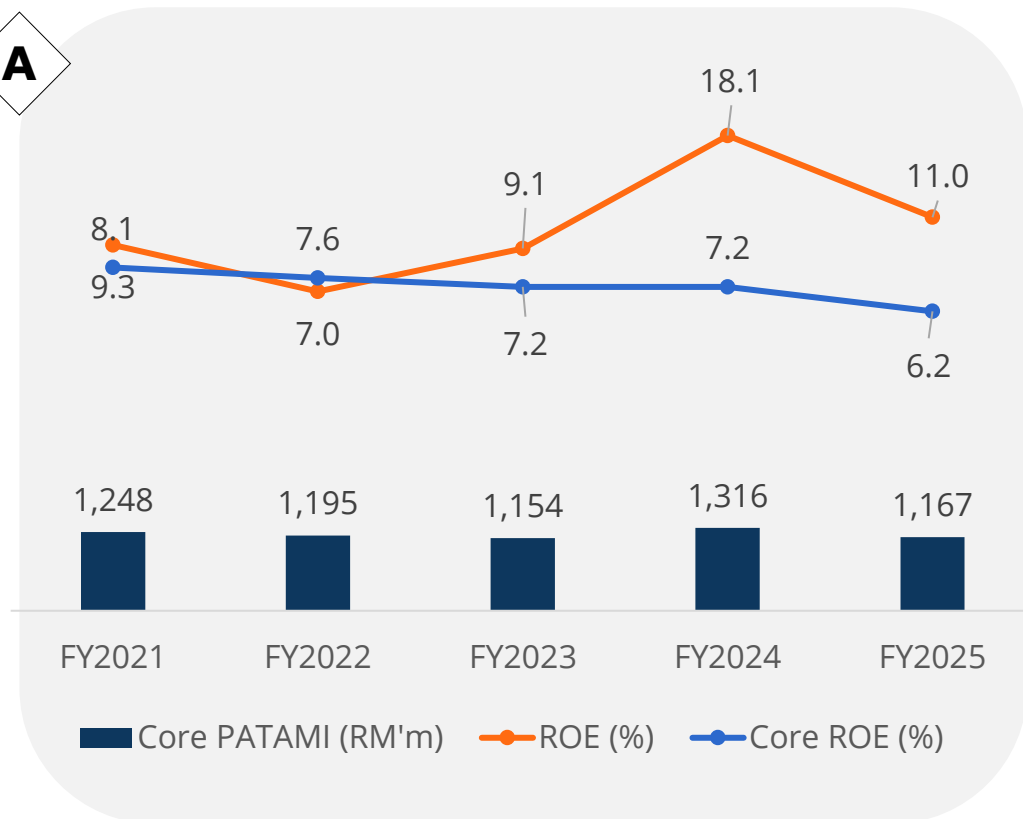
Malaysian automotive market share of **>56%**



Group Financial Results

Experiencing once in a generation disruption to the automotive industry
Resilient performance despite the challenges; outlook remains optimistic

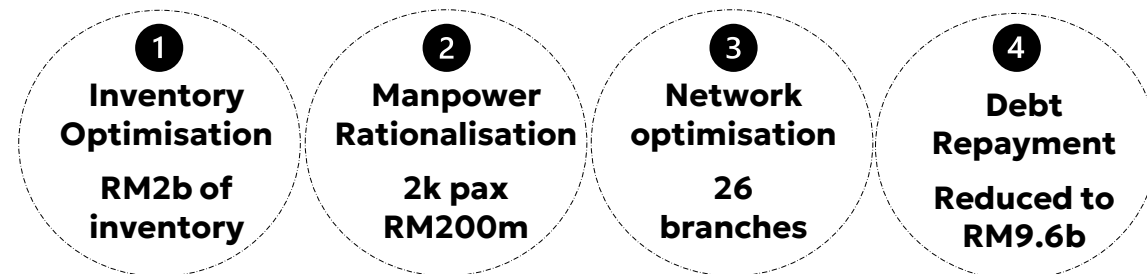
A



- ① The most challenging period in 32 years.
- ② Sime has remained resilient.
- ③ Committed to shareholders' needs for dividends.

B

What we have done



C

Outlook remains optimistic



- Mining remains resilient to meet world needs.



- Always be a place for world-class brands (BMW).

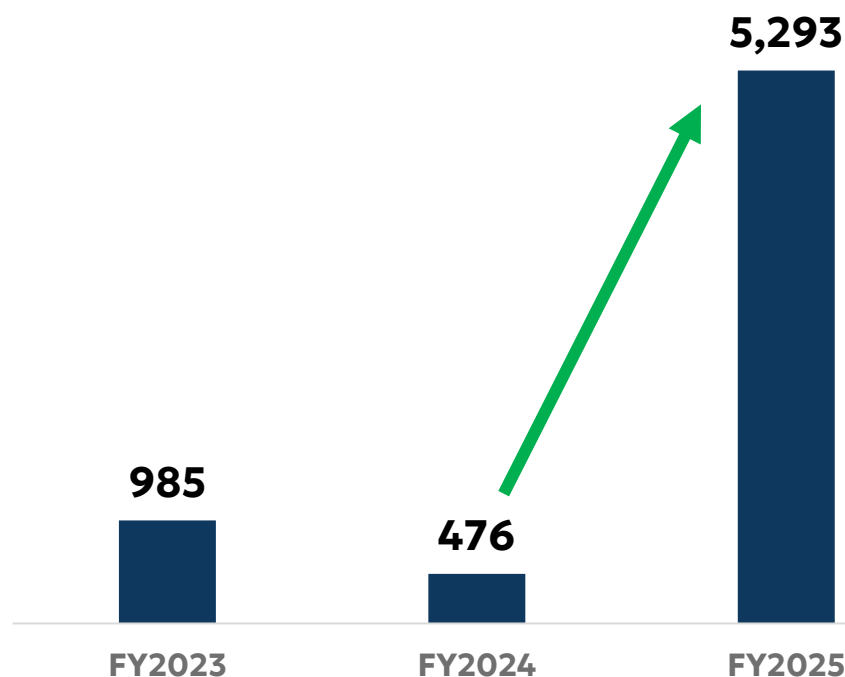


- Strong auto market in Malaysia.
- Trusted brands (Toyota & Perodua).

Significant increase in Operating Cash Flow

Working capital improvements and cost optimisation deliver significant uplift

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

Sime Is A Proxy For Growth In Asia Pacific

We operate across Asia Pacific with exposure to premium, high-value market segments



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 **4.3%*** in 2026.

** JPMorgan Private Bank*



Leading Malaysia's automotive sector

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

Malaysia is now the **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.

Macroeconomic Conditions

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

1

Robust commodity demand



Demand remains strong;
Resilient contribution from
after-sales with higher margins.

Some mining customers are
cautious amidst increased royalty
rates.

Weaker currency translation
arising from strengthening MYR
against AUD.

2

Challenging automotive business



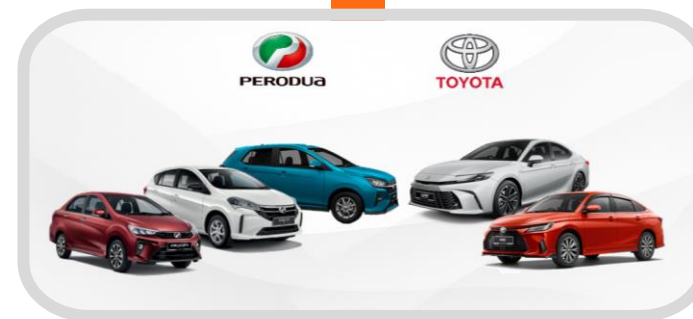
Ongoing heavy discounting and
intense competition in China.

Influx of Chinese brands
into Asia Pacific.

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

3

Resilient Automotive Sales in Malaysia



Malaysia is the biggest automotive
market in ASEAN.

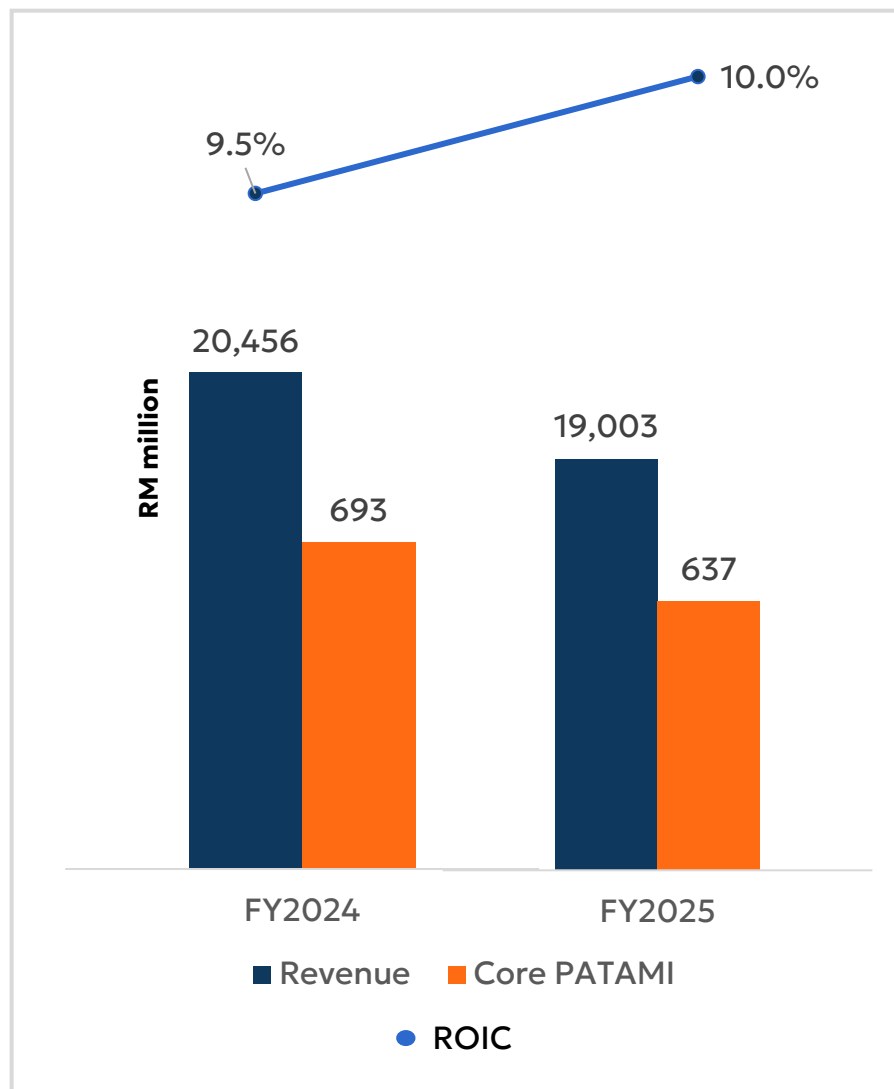
Strong consumer demand,
supported by a stable
socio-political environment,
favourable government incentives
and accommodative Budget 2026.

Perodua's market share increased
to 44.4% in 11M2025.

Industrial Division

Industrial Overview

Solid performance despite short-term after-sales margin impact and AUD/RM devaluation



A

Industrial Division remains resilient.

B

Financials resilient despite

- 1 Parts price reduction
- 2 Weakening Australian Dollar against Ringgit Malaysia

C

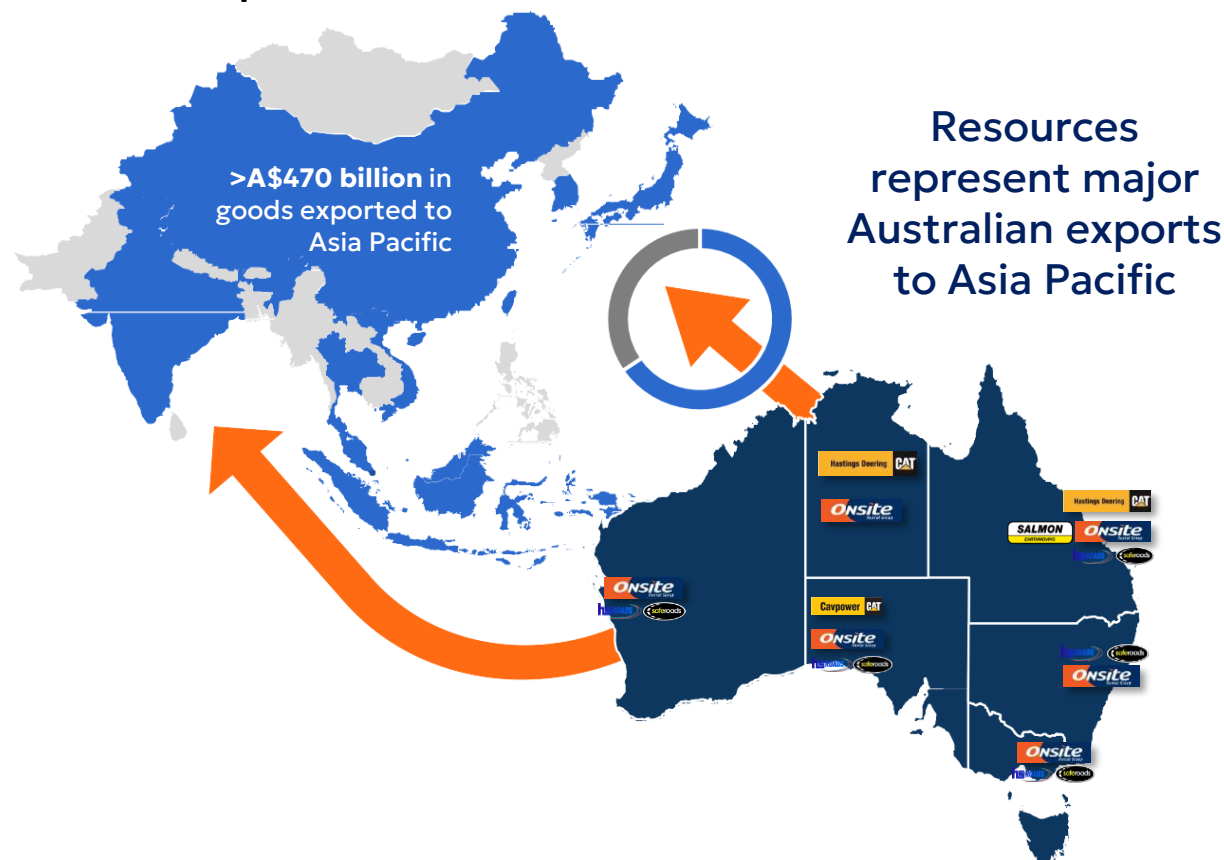
Long term prospects are positive as the world will need iron ore, coal and copper.

D

The Australian mines are generally the lowest cost producer.

Mining contributes 15% to Australia GDP

Australia is the nearest resource basin to a growing Asia Pacific; Mining industry captures 65% of total exports to Asia Pacific



Australia is a **resource-rich nation**.



Australia is the **world's largest exporter of coal**.



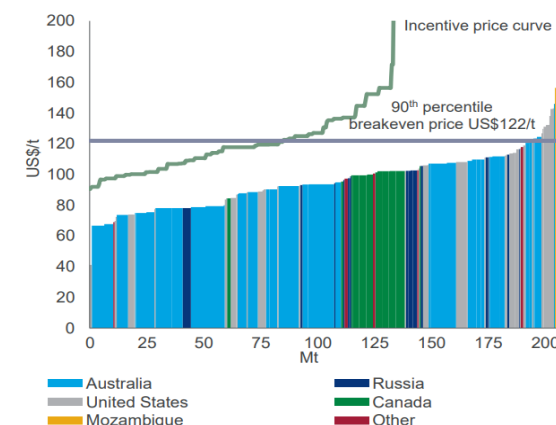
Australia is the **world's largest producer of iron ore**.



The **third-largest exporter of copper**.

Lowest Cost Producer Ensures Longevity

HCC breakeven and incentive price curves

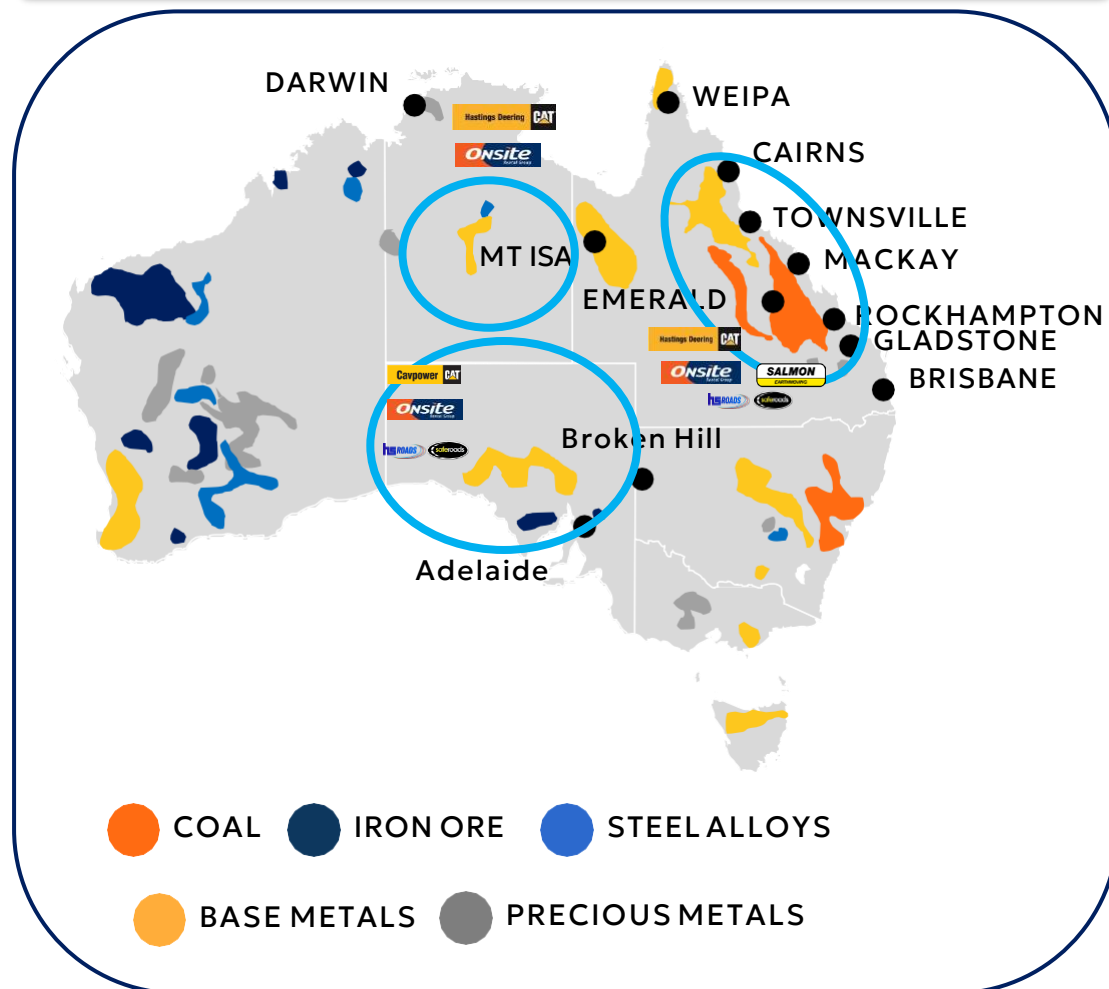


- Australia's Met Coal producers are at the **lower end of the price breakeven curve**.
- This **positions Australia, as a low-cost producer** ensuring a long-term runway for equipment demand.

Sime is located in resource rich areas

Exclusive Caterpillar dealerships in Queensland, Northern Territories and South Australia

Australia's Resource Deposits



Recent acquisitions

Cavpower



- South Australia has **70% of Australia's copper deposits**.
- Copper **price** has risen to **record high of over USD12k/mt**.
- **BHP is expanding copper operations in South Australia**, targeting to **triple production** to 1 Mt annually by the mid-2030s.



- The **second largest rental services company** in Australia.
- Major clients are in the resources, energy and infrastructure sectors.
- **Rental business** allows us to **operate freely**, without being constrained by **territorial or brand restrictions**.

SALMON

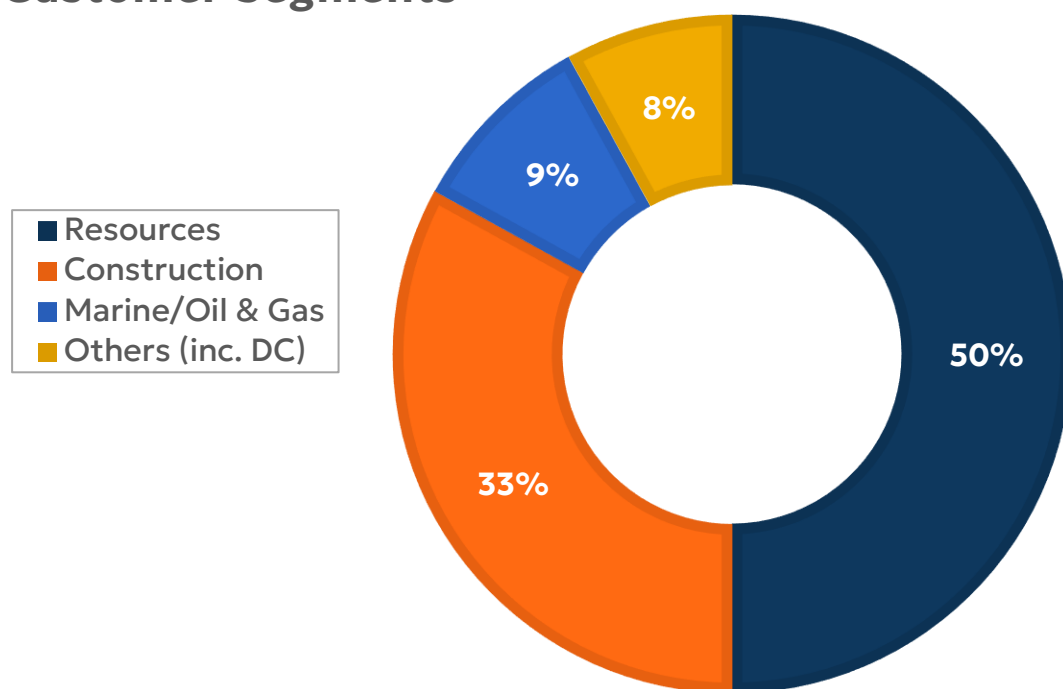
EARTHMOVING

- One of **Australia's largest heavy equipment rental companies** supporting the mining and construction industries.

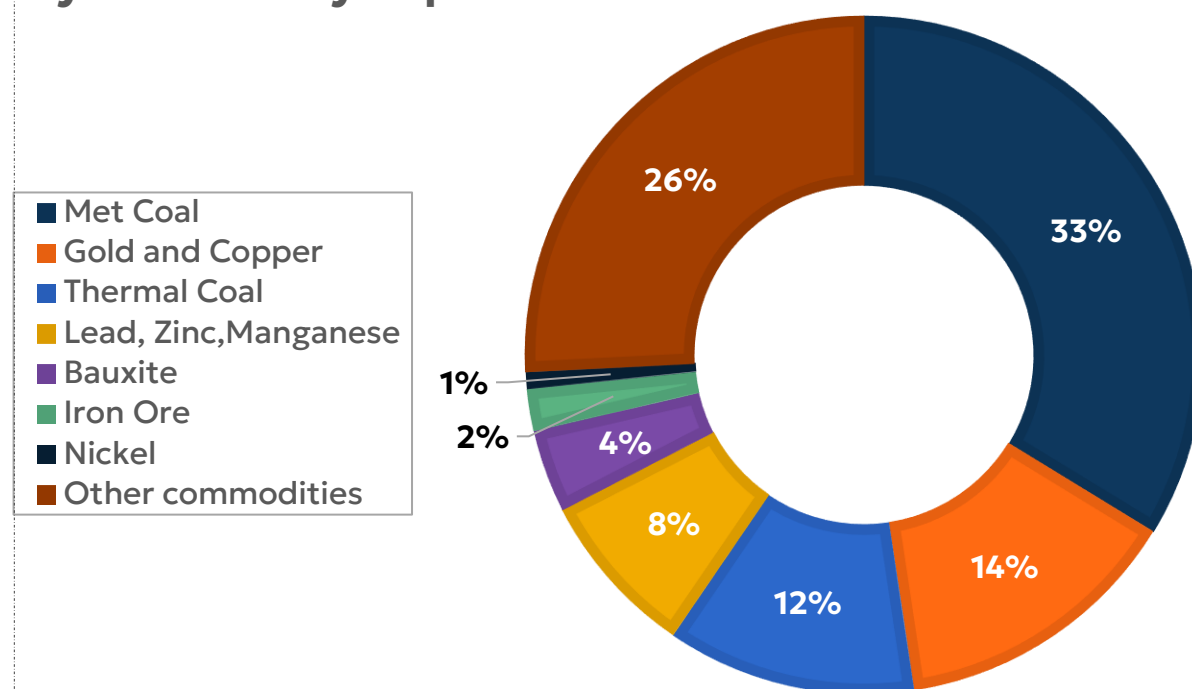
Industrial Division

Diversified customer segments, exposure to commodities

Share Of Revenue By Customer Segments



Share of Resources Revenue by Commodity Exposure



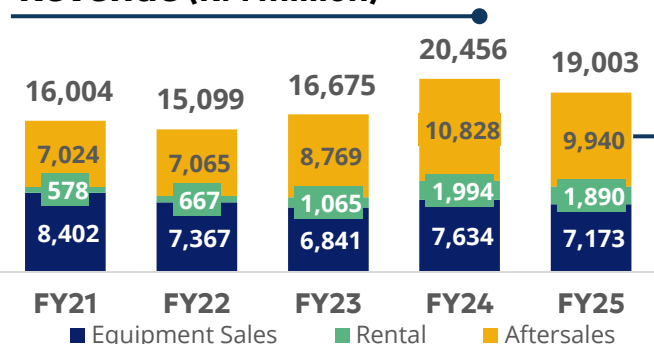
FY2025 revenue contribution: Australasia 74%, China 14%, Malaysia 7% and Singapore 5%.

Industrial - sustained revenue from after-sales

After-sales is crucial as it is high margin, long tenured and recurring

More than 50% of revenue is derived from after-sales operations

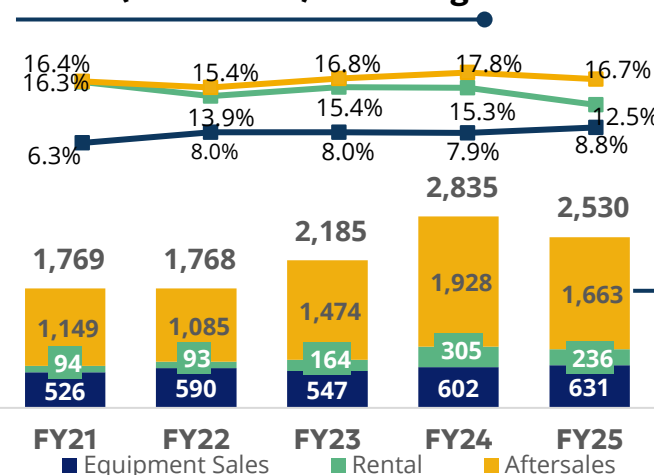
Revenue (RM million)



After-sales

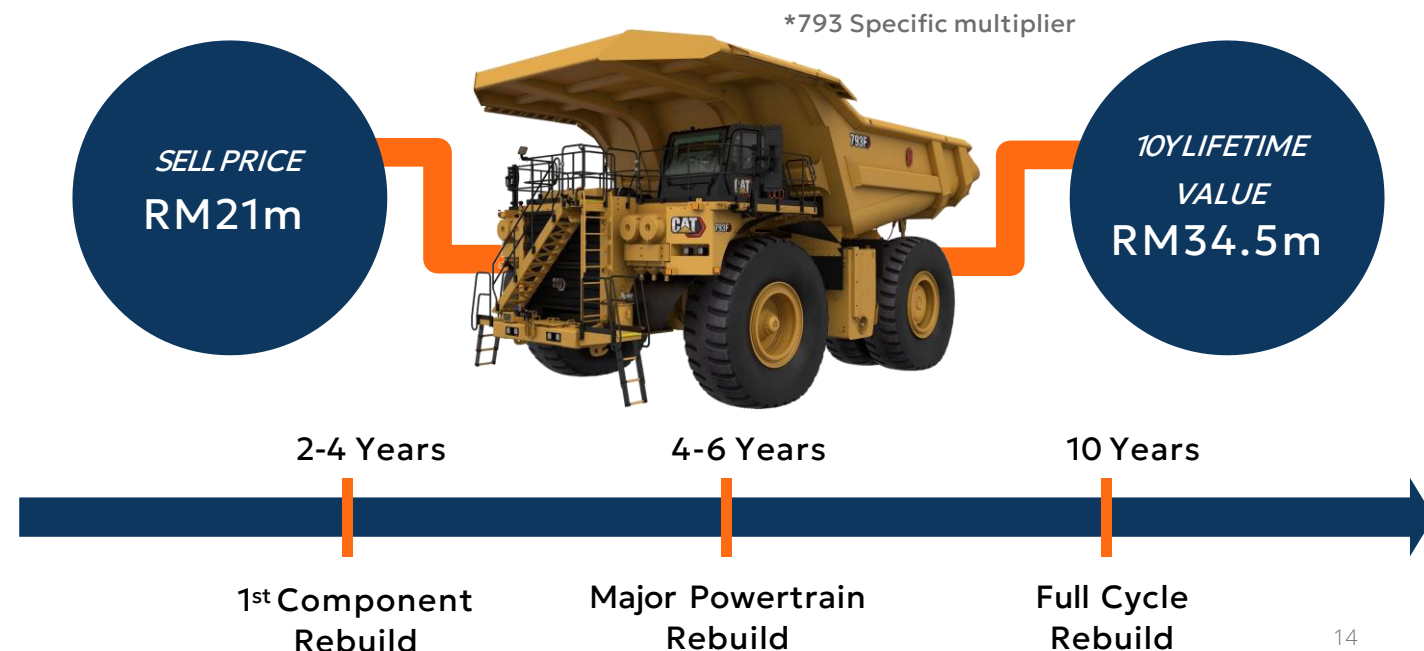
After-sales services generate **consistent and high-margin profits of 16-17%** as customers return for maintenance and support.

PADE (RM million) and Margins



Hastings Deering (Australia) - more than 60% of revenue comes from sales of parts and after-sales

Our business model enables us to generate over 1.6 times* more opportunity from the after-sales operations



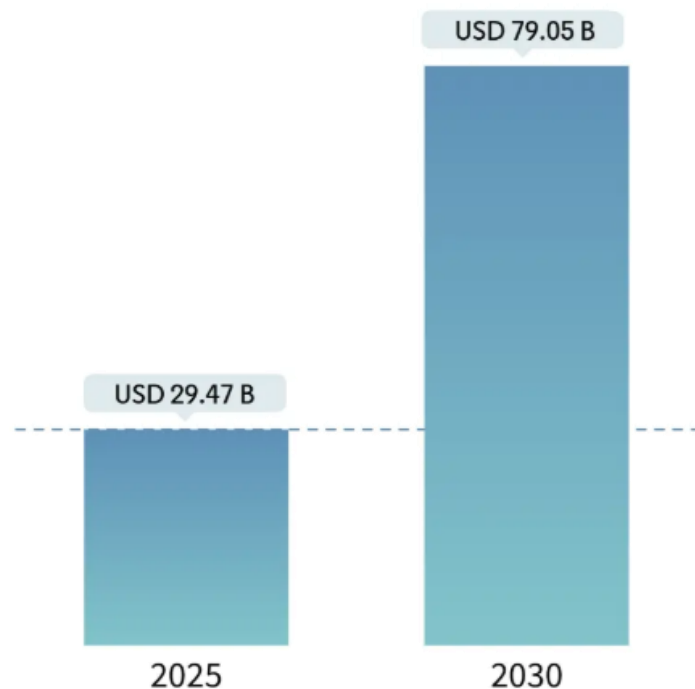
Industrial – Surging demand from Data Centre

Caterpillar is the preferred brand

Asia-Pacific Data Center Market

Market Size in USD Billion

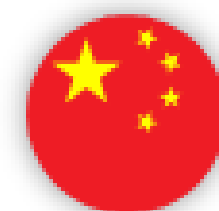
CAGR 21.82%



Source : Mordor Intelligence



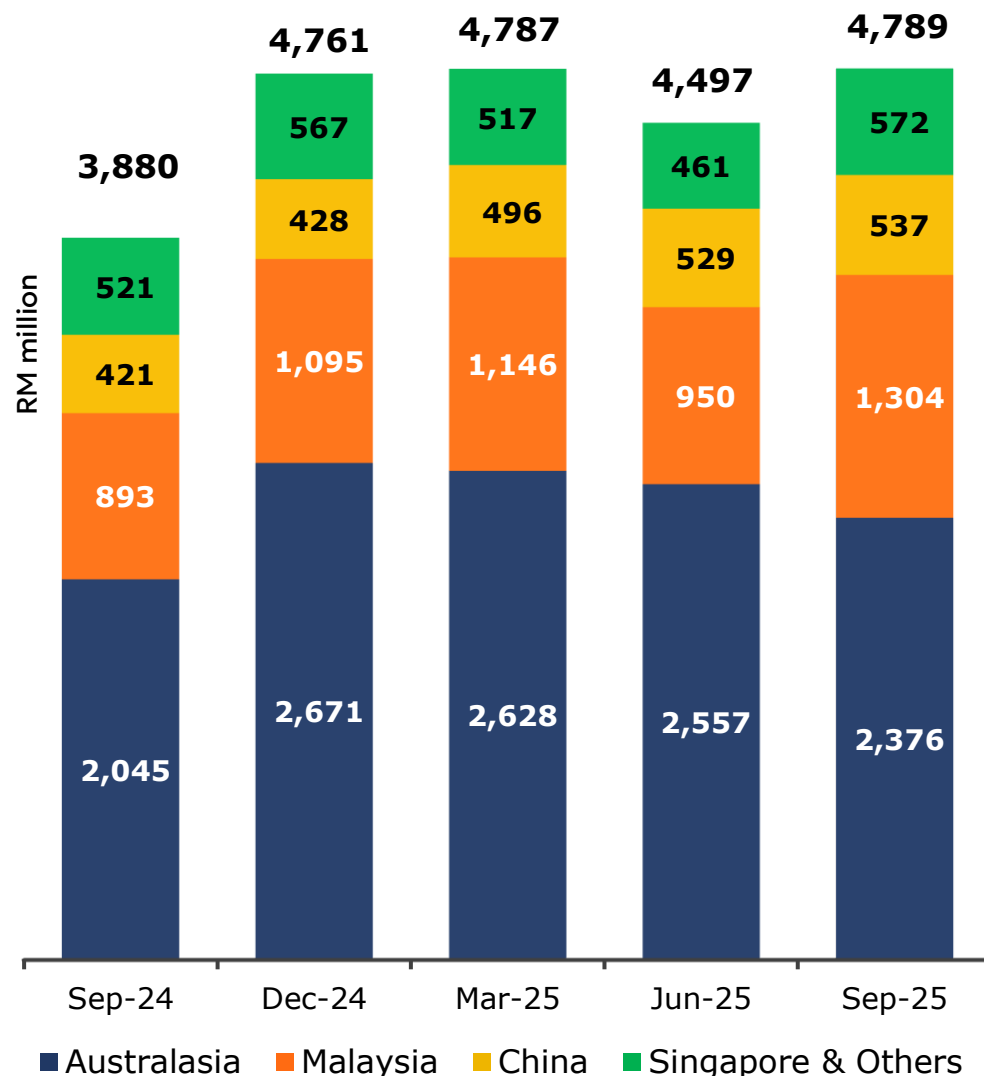
- 1 Data centre is poised for significant growth driven by cloud computing, AI, digital services.
- 2 Caterpillar **gains exposure with power systems** as they are reliable and are preferred in mission critical industries.
- 3 **Caterpillar is a prominent player in the data centre segment in Malaysia** and holds **40% market share**.
- 4 Our markets that benefits from the increasing demand for data centres:



CATERPILLAR®

Industrial Outlook

Order book remains strong with opportunities in mining, construction and power systems



AUSTRALASIA

- Continued demand for new equipment across mining and construction sectors.
- Australian mining export volumes for key commodities are expected to remain strong, supported by global demand for critical minerals for energy transition.



MALAYSIA

- Strong delivery of power systems, underpinned by robust pipeline of data centre projects currently under construction.
- Major infrastructure developments, particularly road projects, are driving demand for heavy machinery and power generation solutions.



CHINA

- Growing opportunities for power systems in marine, gas and data centre applications are expected to support performance.
- Expansion of development projects increasing demand for smaller machines, where our offerings face strong competition.

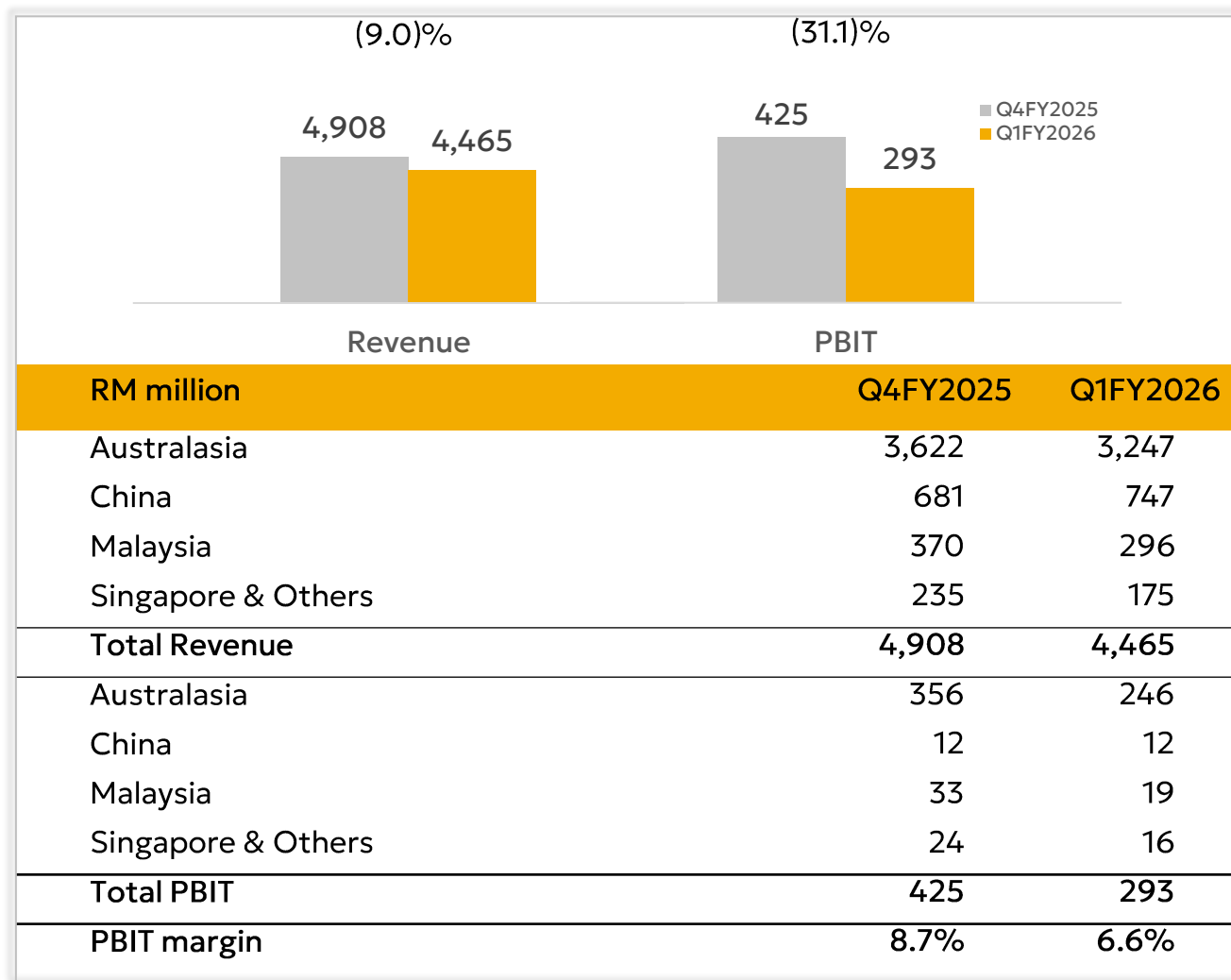


SINGAPORE

- Opportunities for power systems in marine, oil & gas, and data centre applications continue to drive performance.
- Construction activity is picking up, with rising inquiries for equipment.

Industrial

Lower results in Q1FY2026 vs Q4FY2025, mainly impacted by Australasia



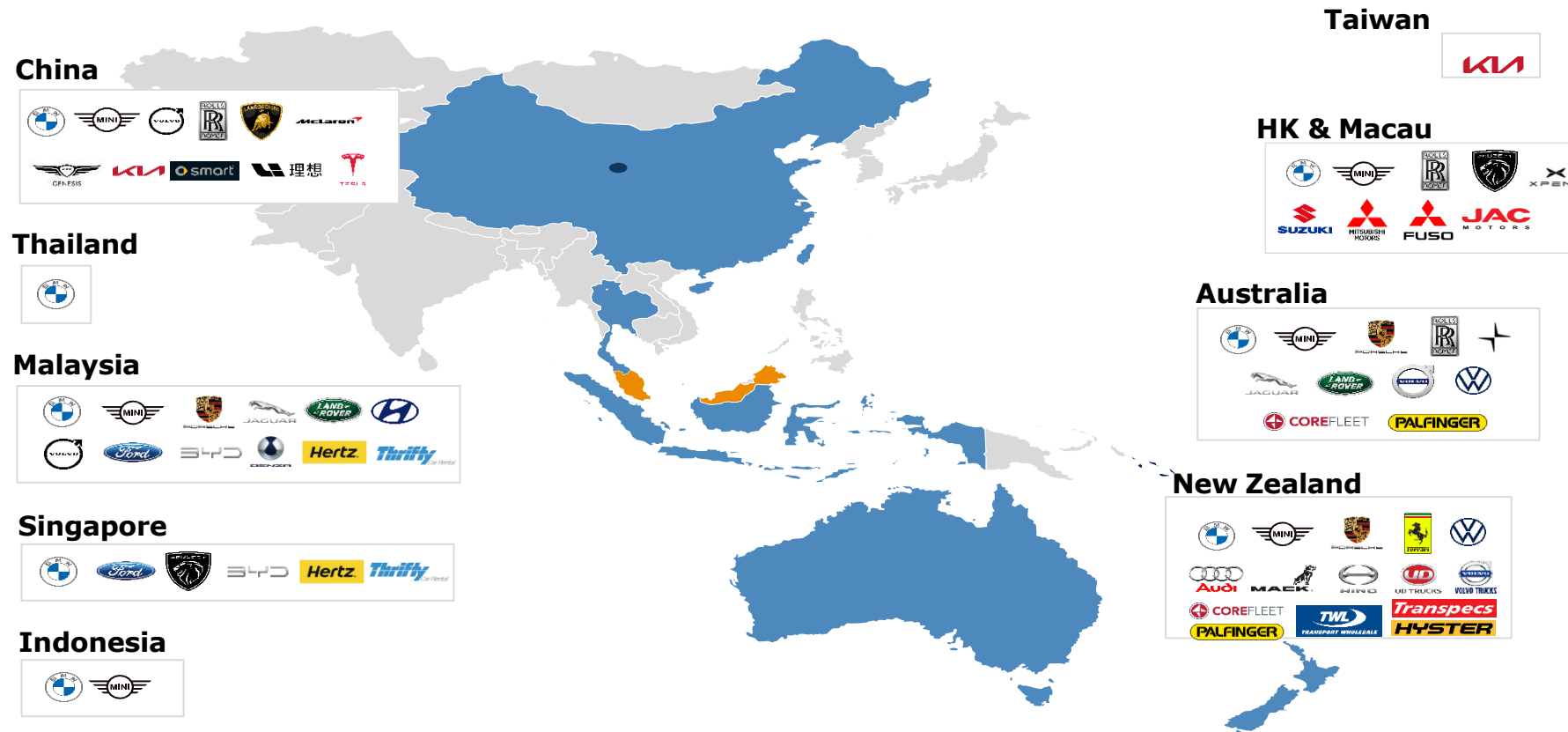
- 1 Higher delivery of equipment in 4QFY2025.
- 2 Higher sales of parts in 4QFY2025 as customers bought ahead before the parts price increase on 1 July 2025.
- 3 Some mining customers have been cautious and 'preserving cash' by deferring maintenance, service and rebuild activity but they will come back.
- 4 Further, some provisions were reversed in the last quarter of the financial year which led to a higher PBIT in Q4FY2025.

Motors Division



Motors Division

Sime Motors operates over 200 outlets in 10 markets across Asia Pacific



Assembly



Distribution/Import



Retail



Aftersales



Rental

- FY2025 revenue contribution: China 36%, Singapore 28%, Malaysia 22% and Australia 14%.
- 30% market share in Singapore. BYD is the market leader.

Automotive landscape in China

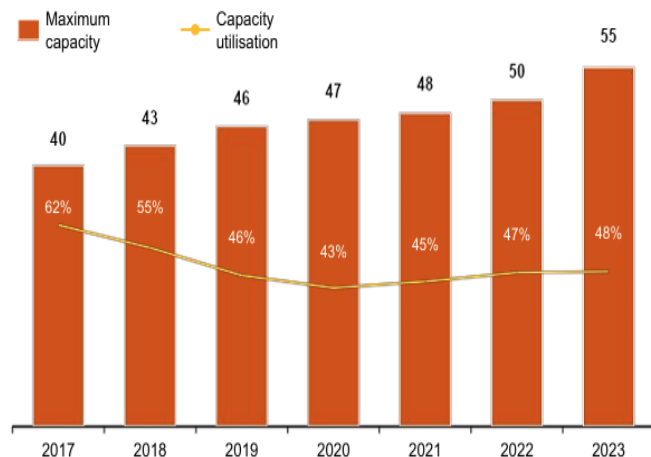
Toughest ever period with the entry of so many new domestic players transforming the industry
Industry consolidation is needed but may be a couple of years away

A

High production capacity with declining utilisation

China OEM production capacity and utilization

(in million)

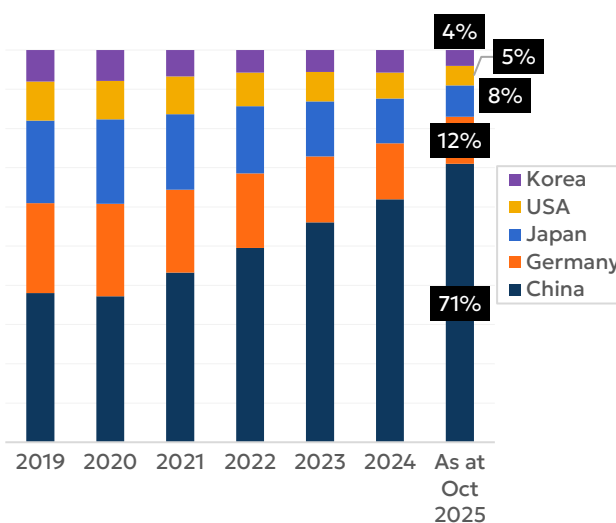


- High overcapacity has led to heavy discounting in the market.

B

China brands increasing market share

Market share in China by brand origin
(in % of Chinese passenger car sales)



- China brands are gaining market share, causing an impact foreign brands.

C

Call to stop irrational competition

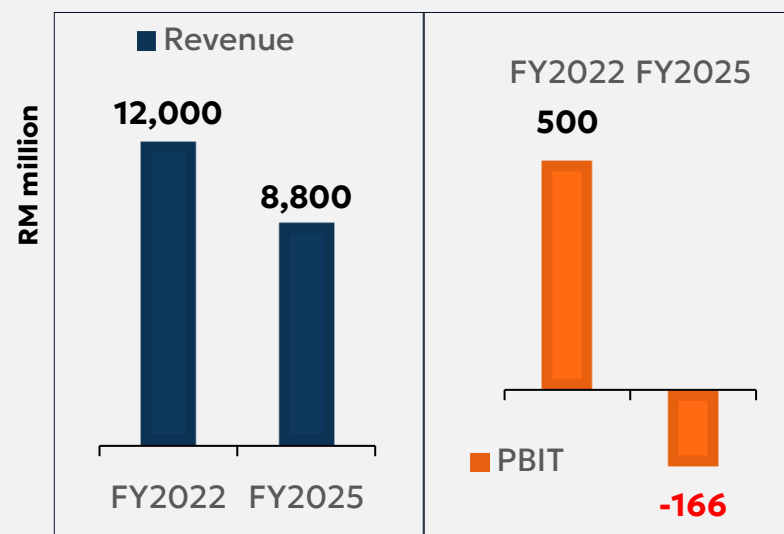


- Central Government has called for a stop to “irrational competition” to restore profitability.

Auto dealers in China facing major challenges

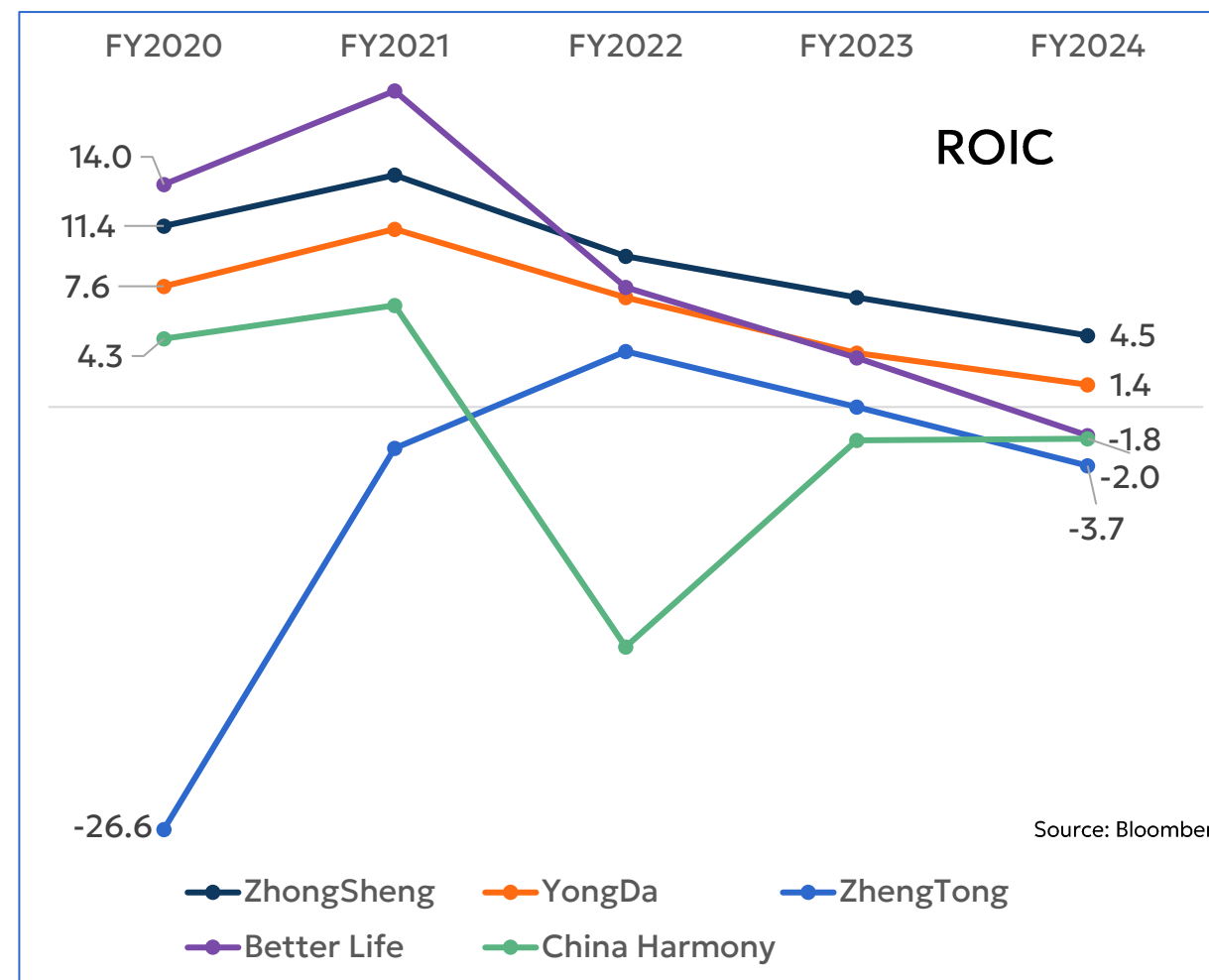
ROIC are on the downtrend due to intense competition, heavy discounting

Sime Motors results in China



FY2022:
Close to 30% of total Group revenue.
ROIC of about 30%,

FY2025:
The older dealerships remain profitable. With improving car parc, new dealerships are registering increase in after-sales. BMW is providing support.



Times are hard in China and auto dealers are suffering

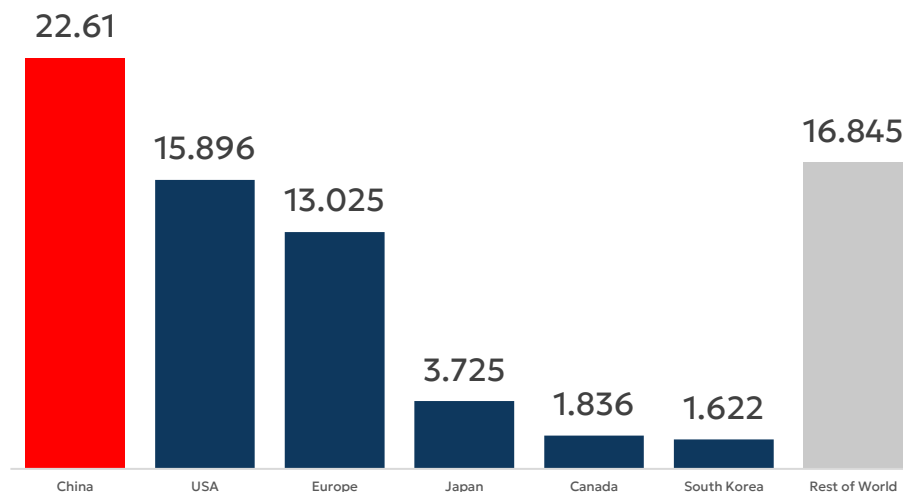
We remain positive on our prospects in China with BMW

China wants foreign “best” OEMs to succeed as it brings FDI, new technologies, jobs creation

A

China is the largest auto market in the world

2024 light vehicle sales by region (million units)

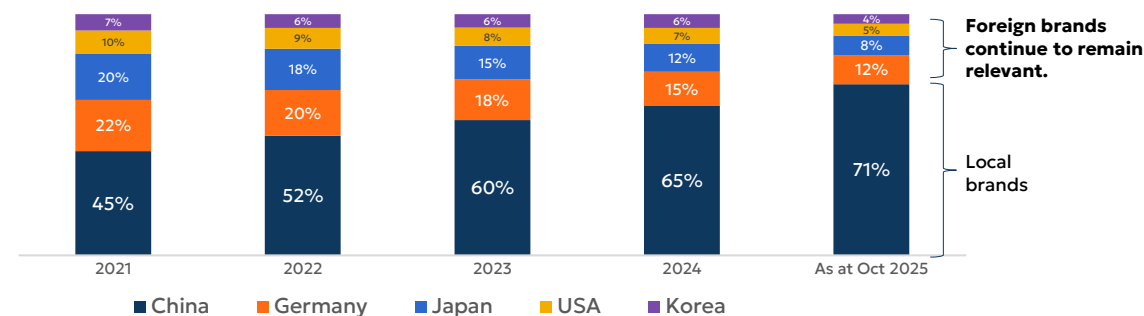


- China is the largest auto market in the world.
- We have built a strong foothold since 1970s.
- It will be a waste if we exit now.

B

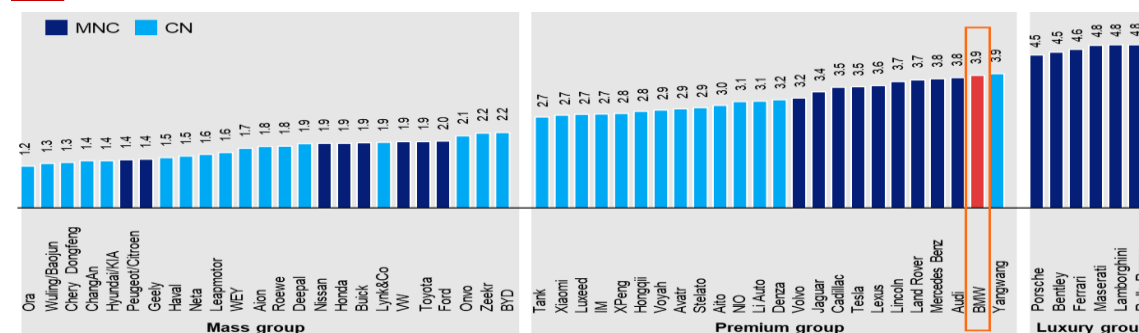
There will always be a market for best-in-class foreign brands

Market share in China by brand origin
(in % of Chinese passenger car sales)



C

BMW is preferred among the foreign brands



Weighted average score of each brand (Luxury/Premium/Near-premium/Volume segment/Entry level) rated from high to low as 5, 4, 3, 2, 1 points respectively

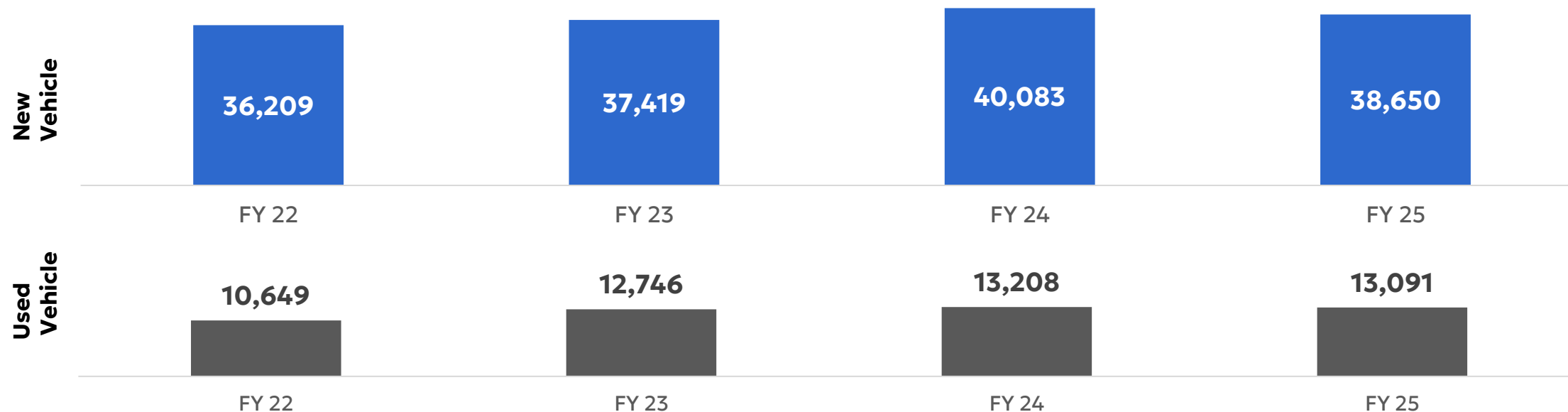
Source: McKinsey China Auto Consumer Survey 2025

Mainland China - unit sales

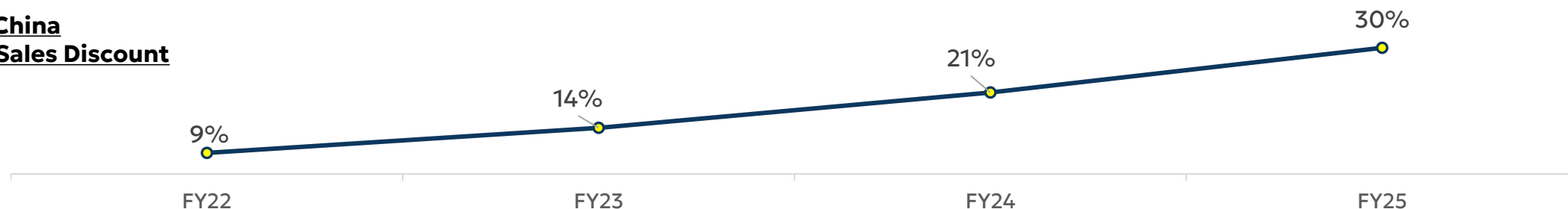
Vehicle sales is holding up despite intense competition from China OEMs; however, profitability is impacted by heavy discounting

(Units)

Sime Motors Sales in China

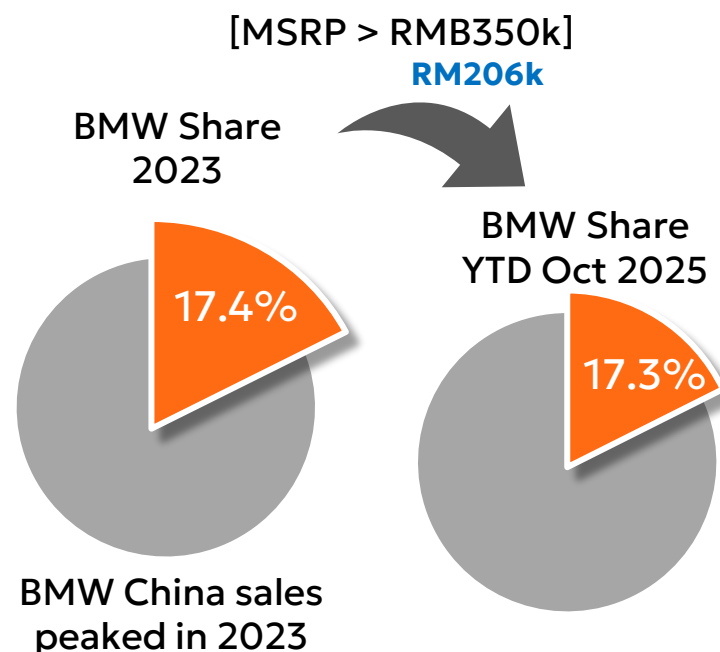


Sime China BMW Sales Discount



BMW remains resilient in Mainland China and expected to flourish with Neue Klasse market available in Q4 2026

1 BMW resilient within Top 3 in premium/luxury sector



2 BMW continues investment in China



a China is BMW's largest market (26% of sales)

b Employs 27k people in Shenyang Plant



3 BMW's response in China with concrete strategies

a **Product Strategy**
Neue Klasse with local tech market available in Q4 2026

b **Price Repositioning**
to enhance competitiveness

c **Dealer Consolidation**
Boosting Sime's share

d **Additional Dealer Subsidy**

e **China Technologies**
Partnered with Huawei to integrate the tech giant's HarmonyOS NEXT into its next-generation Neue Klasse electric vehicles



China Motors – Our Action Plans

Strategic network consolidation & cost optimisation for business recovery



1 Cost Optimisation

- We are optimising our overheads, and headcount has reduced by over 700 pax since FY2024.
- Lease rental reduced.



2 Support From Principals

- Principals are providing support & rebates.
- We received special rebates in Q1FY2026.



3 Outlet Consolidation

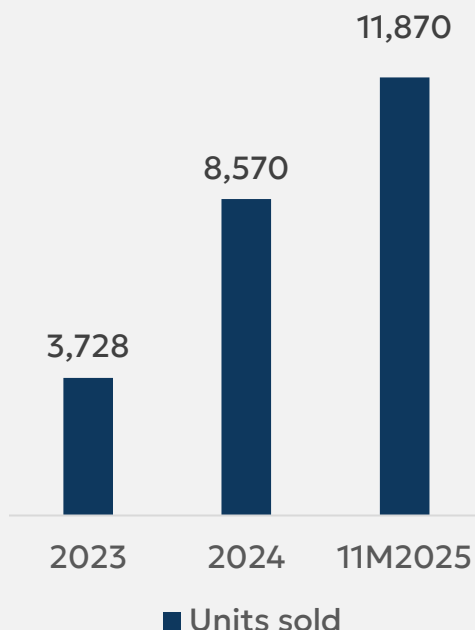
- We have closed 15 non-BMW outlets in FY2025.
- In Q1FY2026, we have closed another 3 outlets, under the smart brand.
- We plan to close another 3 to 4 outlets in the coming quarters.
- Brand rationalisation.

We have pivoted to strong China OEMs

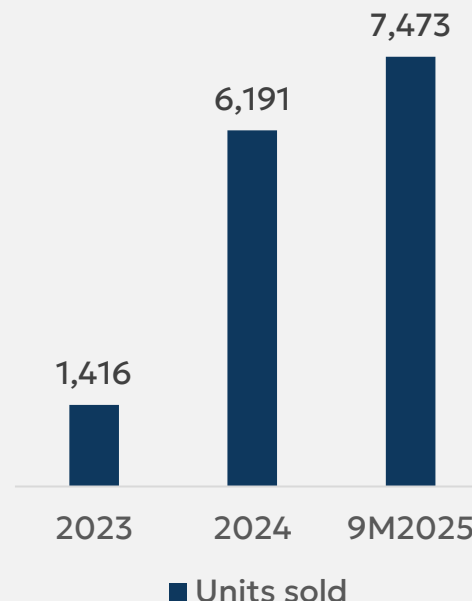
To broaden our offerings, especially in the EV segment, we have partnered with the best China brands



- Distributorship in Malaysia
- #1 EV brand in Malaysia



- Distributorship in Singapore
- Leader in Singapore with 20% market share



- Assembly of Chery vehicles in Malaysia (Inokom in Kulim)



- Opened 2 showrooms in Hong Kong in 2025



- Dealership in Brisbane



- Dealership in Brisbane

Motors - Malaysia

Pockets of opportunities in challenging market conditions



PORSCHE



- ❑ While most BMW dealers are struggling, **Sime is the preferred and biggest** BMW dealer, contributing **64%** of total BMW sales, up from 47%.
- ❑ Optimising performance by **growing adjacent** services such as parts, after-sales and warranties.
- ❑ Supported by a **wide network of sales** and after-sales outlets.

- ❑ Sime is the **only assembler of Porsche** vehicles outside of Europe.
- ❑ **Sales** of Porsche vehicles remains **strong**, supported by the locally-assembled Cayenne.
- ❑ Porsche Cayenne S E-Hybrid Coupe is also exported to Thailand.

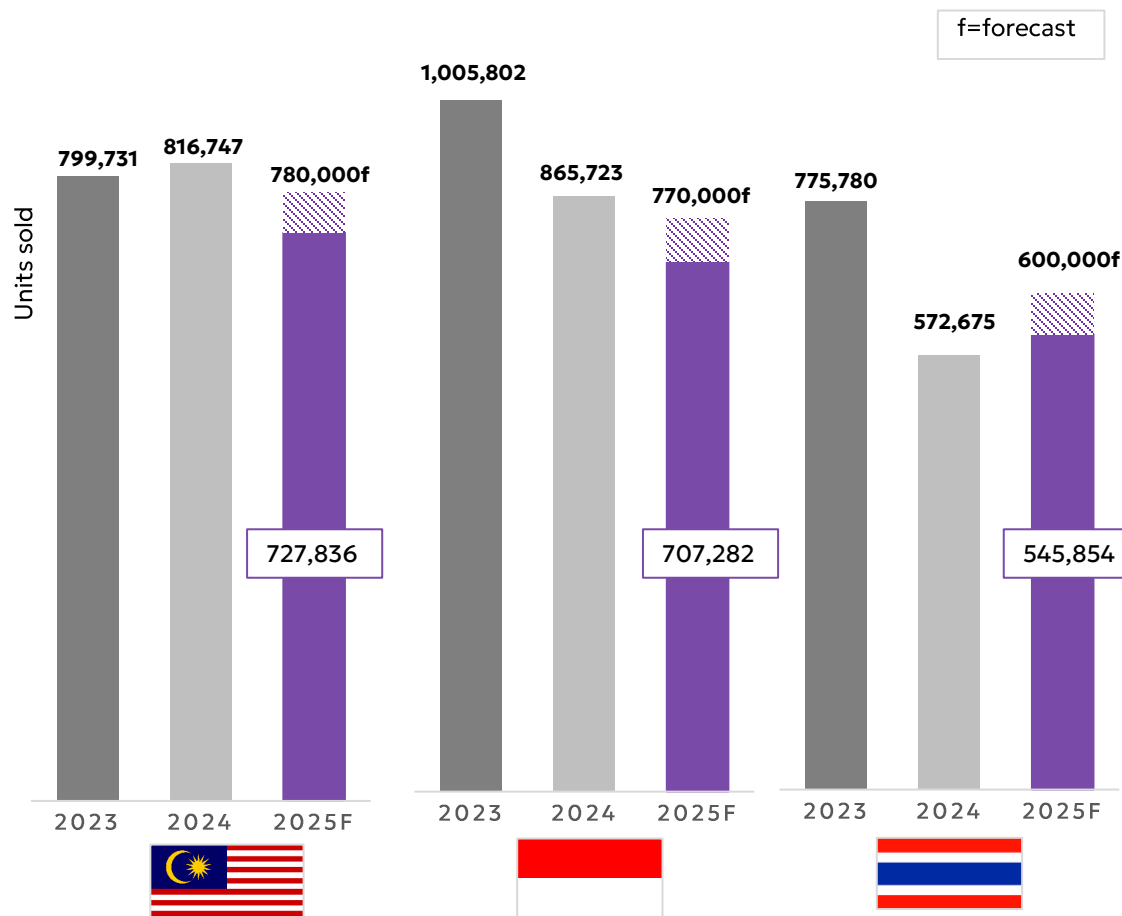
- ❑ **Preferred assembly partner** for some of the leading global auto manufacturers.
- ❑ Key customers include BMW, MINI, Chery, Mazda, KIA, Hyundai and Porsche.
- ❑ The lower assembly volume for some brands has been partially mitigated by the **strong demand for Chery** vehicles.

UMW Division

UMW Division

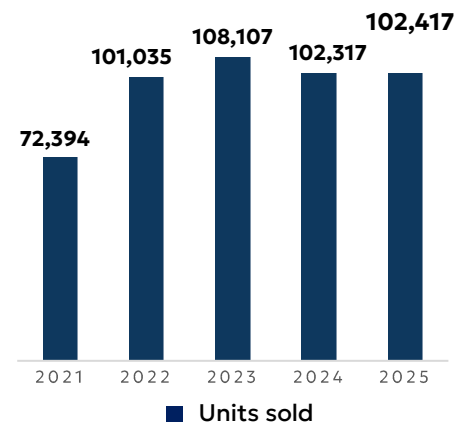
Malaysia is an important market in ASEAN, having overtaken Indonesia as the largest automotive market

The automotive industry is one of the most supported industries in Malaysia, propelling its remarkable growth.

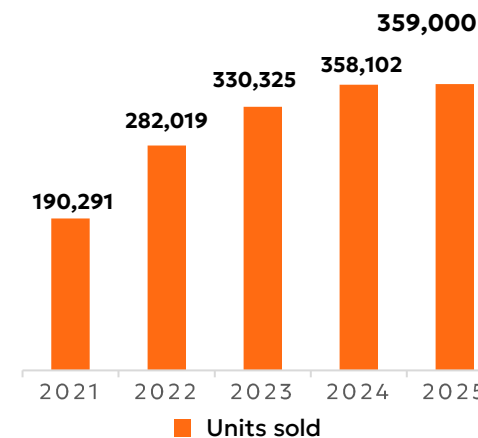


Source: MAA and Marklines

Toyota - No.1 non-national automotive brand



Perodua - No.1 in Malaysia, with a growing market share

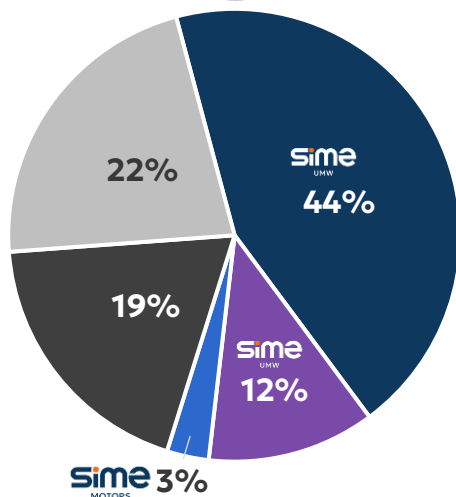


Top selling models



Sime: Leading automotive company in Malaysia

Recognised as the driving force in shaping automotive policy and advancing industrial development in Malaysia



■ Perodua ■ Toyota ■ Sime Motors ■ Proton ■ Others

We hold **about 60% market share** in Malaysia's automotive industry.



Secured
Best
Brands in Every
Segment in
Malaysia



PORSCHE



MINISTRY OF INVESTMENT, TRADE & INDUSTRY



MINISTRY OF FINANCE
MALAYSIA

We collaborate with
government agencies to
shape automotive policy



**Council of Automotive
Eminent Persons**



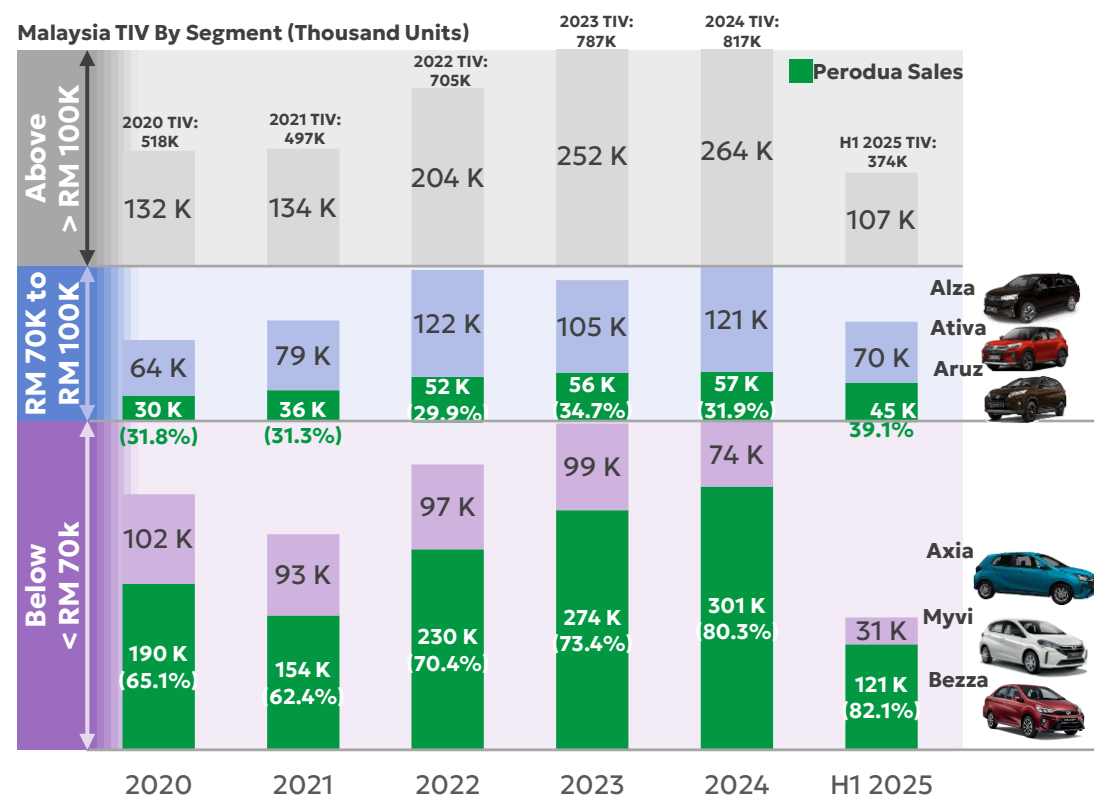
Viewed to take a lead in
developing Malaysia's
National Automotive Policy

We play a pivotal role in driving Malaysia's automotive industry.

Perodua: Benefits of the Brands

Strong dominance in the entry-level segment with improving market share

1 Dominates in the affordable segment

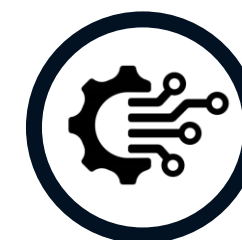


Perodua is dominant in the largest segment of the automotive industry in Malaysia

2 Perodua's unique value proposition



Affordable & Reliable



Daihatsu Technology



Good resale value

3 New models



- **Launched** the all-new **Perodua Traz**.
- SUV occupying the B-segment space
- **Two variants** are available.
- Priced at **RM76,100** and **RM81,100** on-the-road, without insurance.



- Launched its first EV, **QV-E**.
- Priced at **RM80,000**.
- **Battery-as-a service** – subscription RM275/month.
- **Proving Malaysia's capability** to design and assemble electric vehicles locally.

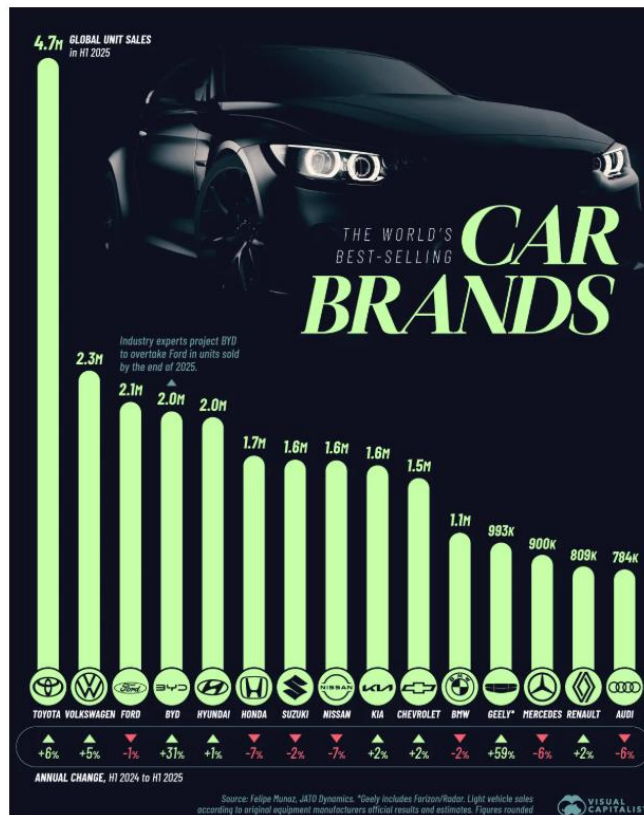
Toyota's Dominant Global Lead

Worldwide Leadership: Toyota's Presence Across 170 Countries

Malaysia: More new models in the pipeline, including hybrid variants

Record global sales

Remains #1 car company worldwide in H1 2025.



Hybrid dominance

43% of global sales are hybrids, reinforcing Toyota's leadership in sustainable mobility.

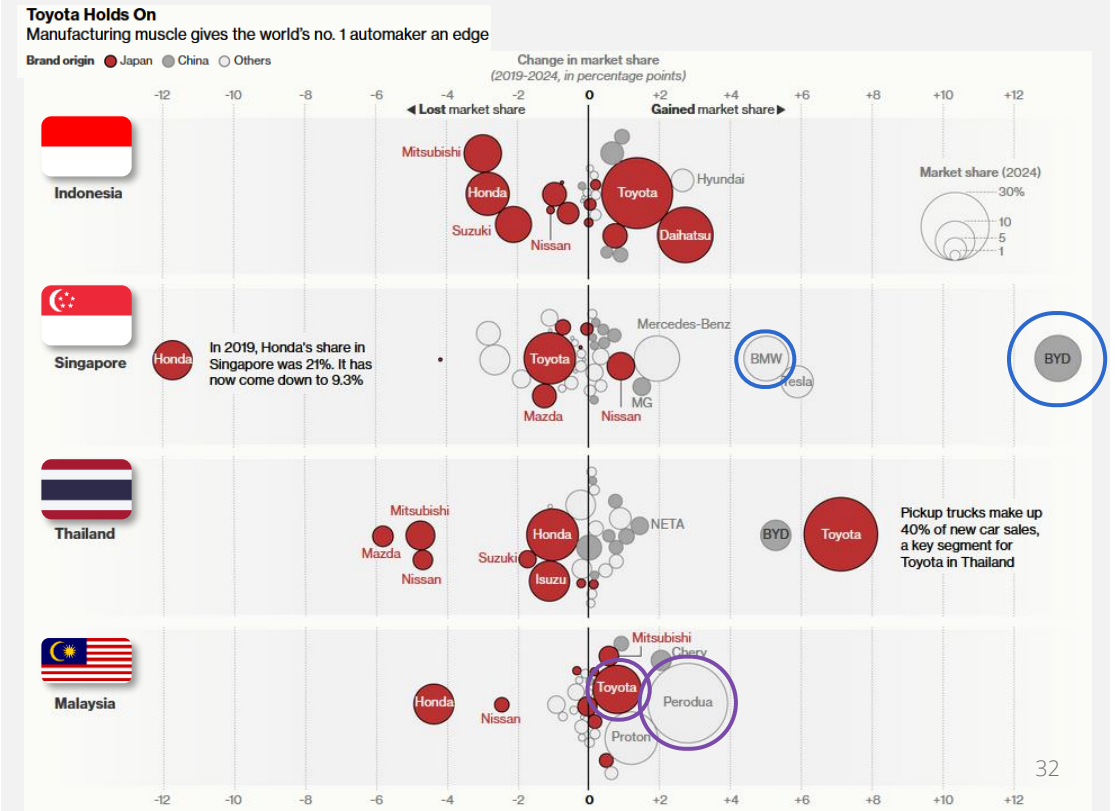
Corolla Cross



Key strengths

- Strong brand equity
- Reliability
- Extensive network of after-sales
- Good resale value

Remains resilient despite the challenges

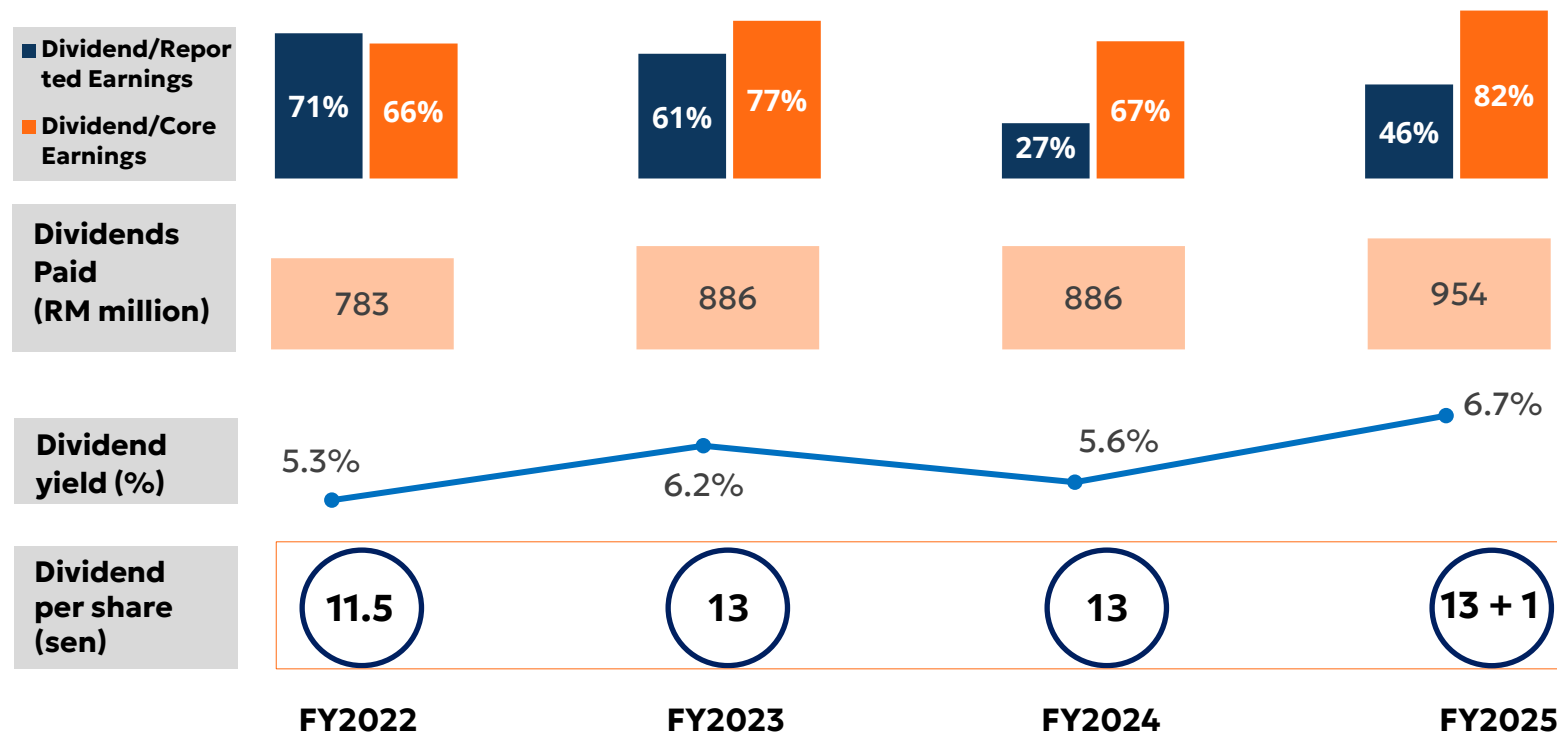


Dividend

Sime is a dividend stock

We continuously pay out sustainable dividends of more than 60%

No major capex in FY2026; low debt/equity ratio; major shareholders expect higher dividends



Sime is the **top dividend-yield** company among the KLCI constituents *

As at 26 Dec 25	Rank	Company	Dividend Yield (%)
	1	Sime	6.8
	2	Maybank	5.9
	3	CIMB	5.8
	4	RHB Bank	5.5
	5	Pet Dagangan	5.4
	6	AmBank	4.7
	7	MISC	4.6
	8	Public Bank	4.6
	9	Maxis	4.4
	10	Celcom Digi	4.4

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.

* Source: The Star 29 Dec 2025

Conclusion

A large, solid orange rectangular block with rounded corners on the right side, positioned horizontally across the middle of the slide. To its right, there are three vertical orange bars of varying heights, also with rounded ends, creating a stylized, abstract graphic.

Conclusion

World-class brands and expertise to drive the business for better returns



- ❑ Sime Darby has the **best portfolio of world class brands** in automotive and equipment.
- ❑ We understand and know how to operate in the most dynamic region in the world.
- ❑ Sime is the **best proxy to capitalise on the massive growth** of Asia Pacific.
- ❑ We pay **sustainable dividends**.

Strategic partners:



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

Thank You