

The background features a complex financial chart with candlesticks in blue and orange, overlaid with various technical indicators including moving averages and trend lines. A prominent value '187.12' is displayed in orange. The chart is set against a dark blue background with a grid of light blue lines and a pattern of white dots on the left side.

Sime Darby Berhad

Analyst Briefing for 9 Months and Q3 FY2026 ended 31 March 2026

25 May 2026

sime

Group Financial Results



FY2026 Results

Reported Profit: 9 months ended 31 March 2026

RM million	9M FY2026	9M FY2025	YoY %
Revenue	52,757	52,303	0.9
PBIT	2,453	2,437	0.7
Finance income	76	80	
Finance costs	(389)	(512)	24.0
Profit before tax	2,140	2,005	6.7
Taxation	(449)	(447)	
Profit from continuing operations	1,691	1,558	8.5
Non-controlling interests	(199)	(215)	
Perpetual Sukuk	(52)	(52)	
Net profit from continuing operations	1,440	1,291	11.5
Net profit from discontinued operations ¹	-	7	
Net profit attributable to owners of the Company	1,440	1,298	10.9

1. Relates to the UMW Komatsu Heavy Equipment (“UKHE”) group.

FY2026 Results

Core Profit: 9 months ended 31 March 2026

RM million	9M FY2026	9M FY2025	YoY %
Reported PBIT from continuing operations	2,453	2,437	0.7
Adjustments			
• Gain on disposal of Malaysian Vision Valley (“MVV”) land	(434)	(458)	
• Gain on other disposals	(29)	(67)	
• Forex loss on settlement of net investments	8	-	
Core PBIT from continuing operations	1,998	1,912	4.5
Net finance costs	(313)	(432)	
Taxation ¹	(405)	(387)	
Non-controlling interests	(199)	(215)	
Perpetual Sukuk	(52)	(52)	
Core Net Profit from continuing operations	1,029	826	24.6
Core Net Profit from discontinued operations	-	7	
Core Net Profit	1,029	833	23.5

1. Adjusted for tax effects of one-off items of RM44m for 9M FY2026 and RM60m for 9M FY2025.

FY2026 Results

Segmental PBIT: 9 months ended 31 March 2026

RM million	9M FY2026			9M FY2025			Reported PBIT YoY %	Core PBIT YoY %
	Reported PBIT	Adjustments	Core PBIT	Reported PBIT	Adjustments	Core PBIT		
Continuing operations								
Industrial	838	-	838	901	(18) ²	883	(7.0)	(5.1)
Motors	478	-	478	422	(49) ³	373	13.3	28.2
UMW	726	-	726	680	-	680	6.8	6.8
Others	43	(29) ¹	14	35	-	35		
Corporate	(58)	-	(58)	(59)	-	(59)		
Gain on disposal of MVV land	434	(434)	-	458	(458)	-		
Forex	(8)	8	-	-	-	-		
PBIT from continuing operations	2,453	(455)	1,998	2,437	(525)	1,912	0.7	4.5
PBIT from discontinued operations	-	-	-	17	-	17		
PBIT	2,453	(455)	1,998	2,454	(525)	1,929	-	3.6

1. Gain on disposal of SD Lockton

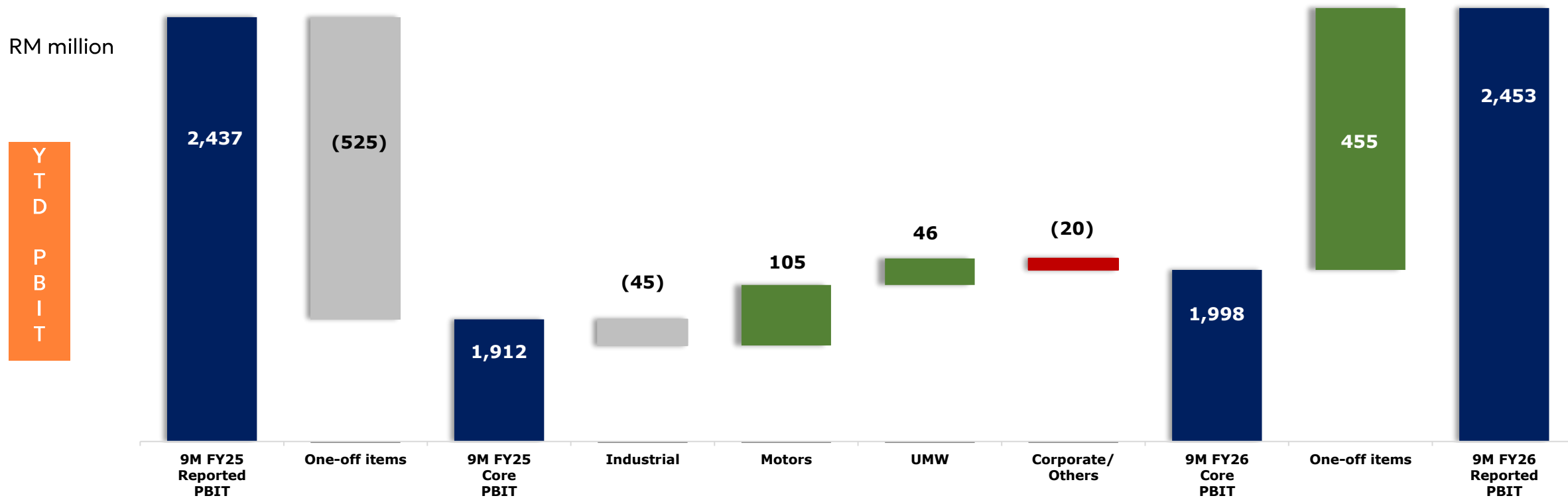
2. Gain on disposal of Chubb Singapore

3. Gain on disposal of Ferrari operations in Australia and Hyster operations in New Zealand

PBIT from continuing operations

Core PBIT increased by 4.5%, mainly due to higher contribution from Motors and UMW

9M FY2026 vs. 9M FY2025



Q3 FY2026 Results

Reported Profit: Quarter ended 31 March 2026

RM million	Q3 FY2026	Q3 FY2025	YoY %
Revenue	15,752	16,313	(3.4)
PBIT	1,000	521	91.9
Finance income	22	24	
Finance costs	(123)	(152)	19.1
Profit before tax	899	393	>100.0
Taxation	(178)	(117)	
Profit after tax	721	276	>100.0
Non-controlling interests	(50)	(66)	
Perpetual Sukuk	(17)	(17)	
Net profit attributable to owners of the Company	654	193	>100.0

Q3 FY2026 Results

Core Profit: Quarter ended 31 March 2026

RM million	Q3 FY2026	Q3 FY2025	YoY %
Reported PBIT	1,000	521	91.9
Adjustments			
• Gain on disposal of Malaysian Vision Valley (“MVV”) land	(434)	-	
• Gain on disposal of Hyster operations in New Zealand	-	(26)	
• Forex gain on settlement of net investment	-	(5)	
Core PBIT	566	490	15.5
Net finance costs	(101)	(128)	
Taxation ¹	(135) ¹	(110) ²	
Non-controlling interests	(50)	(66)	
Perpetual Sukuk	(17)	(17)	
Core Net Profit	263	169	55.6

1. Adjusted for tax effects of one-off items of RM43m for Q3 FY2026.

2. Adjusted for tax effects of one-off items of RM7m for Q3 FY2025.

Q3 FY2026 Results

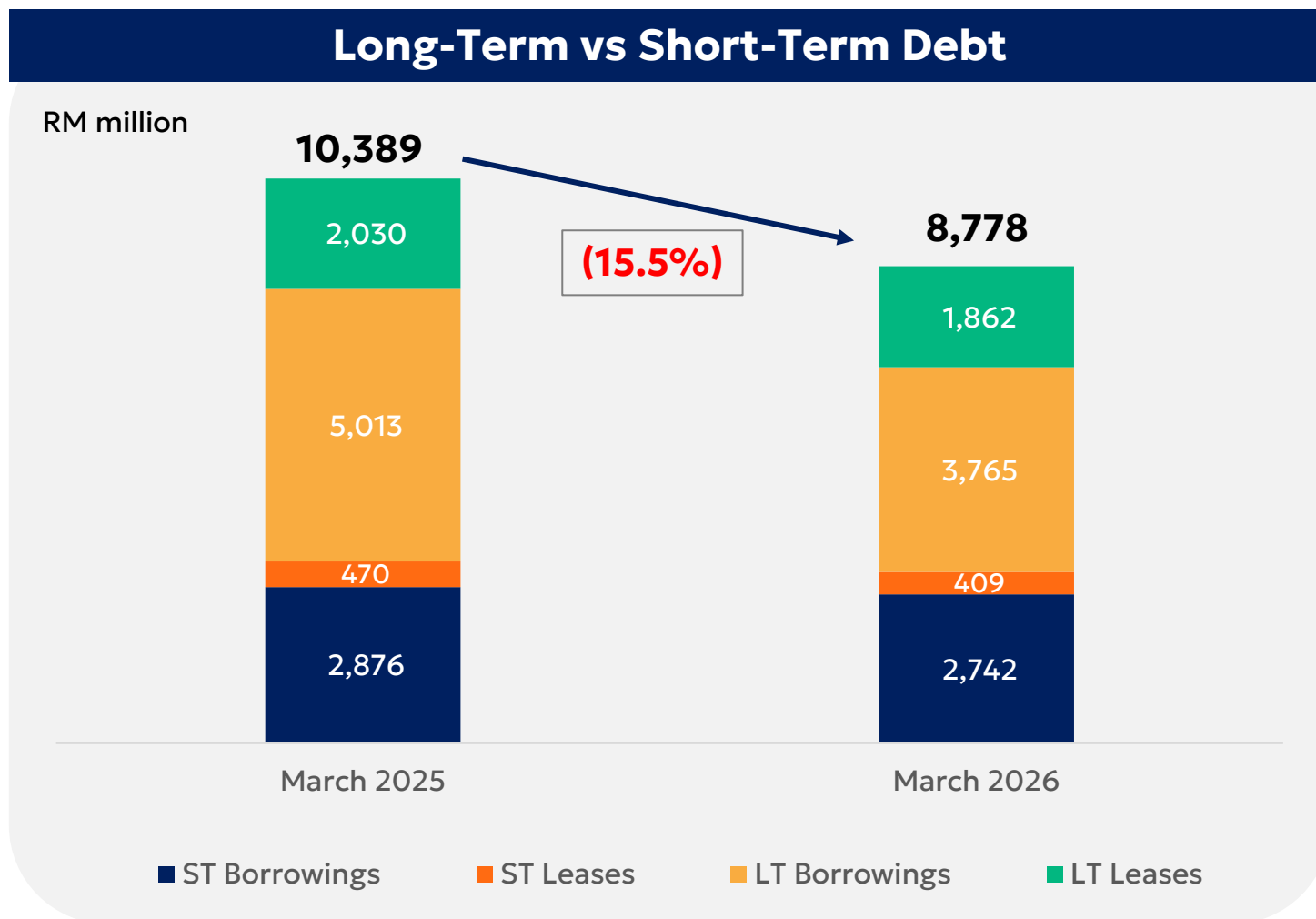
Segmental PBIT: Quarter ended 31 March 2026

RM million	Q3 FY2026			Q3 FY2025			Reported PBIT YoY %	Core PBIT YoY %
	Reported PBIT	Adjustments	Core PBIT	Reported PBIT	Adjustments	Core PBIT		
Industrial	245	-	245	221	-	221	10.9	10.9
Motors	143	-	143	114	(26) ¹	88	25.4	62.5
UMW	196	-	196	194	-	194	1.0	1.0
Others	3	-	3	11	-	11		
Corporate	(21)	-	(21)	(24)	-	(24)		
Gain on disposal of MVV land	434	(434)	-	-	-	-		
Forex	-	-	-	5	(5)	-		
PBIT	1,000	(434)	566	521	(31)	490	91.9	15.5

1. Gain on disposal of Hyster operations in New Zealand.

Q3 FY2026 Results

Snapshot of borrowings as at 31 March 2026



RM23.5bn
Total Equity

RM2.5bn
Bank balances, deposits and cash

0.37x
Debt/Equity Ratio

(Q3 FY2025 - 0.46x)

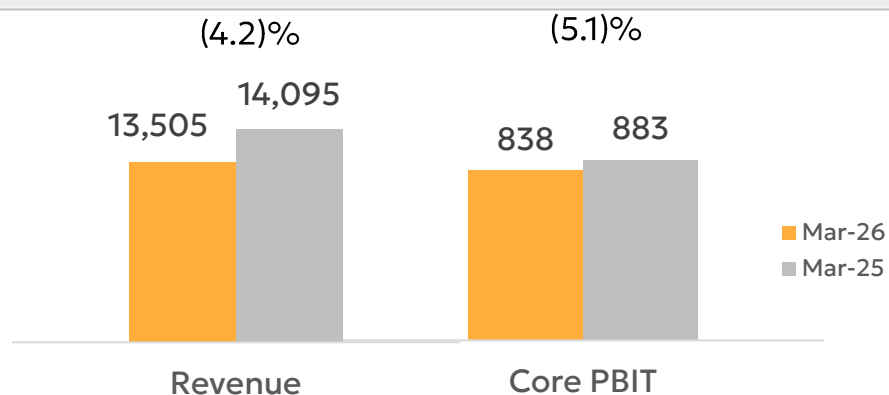
0.27x
Net Gearing



Industrial Division

Industrial Division

Equipment deliveries helped to moderate the impact of lower product support and rental contributions in Australia



RM million	9M FY2026	9M FY2025
Australasia	10,038	10,505
China	2,142	2,041
Malaysia	787	897
Singapore & Others	538	652
Total Revenue	13,505	14,095
Australasia	697	721
China	51	31
Malaysia	44	73
Singapore & Others	46	58
Total Core PBIT	838	883
Gain on disposal of Chubb SG	-	18
Total PBIT	838	901
Core PBIT Margin	6.2%	6.3%
Annualised Core ROIC	8.8%	8.9%

Australasia

- Higher equipment deliveries mitigated lower product support and rental contributions, reflecting deferred mining customer spend amid challenging market dynamics.
- PBIT in RM was also impacted by the weaker AUD vs RM (approx. 5% lower).

China

- Higher revenue driven by strong power systems deliveries and product support sales.
- Profitability improved with control of overheads.

Malaysia

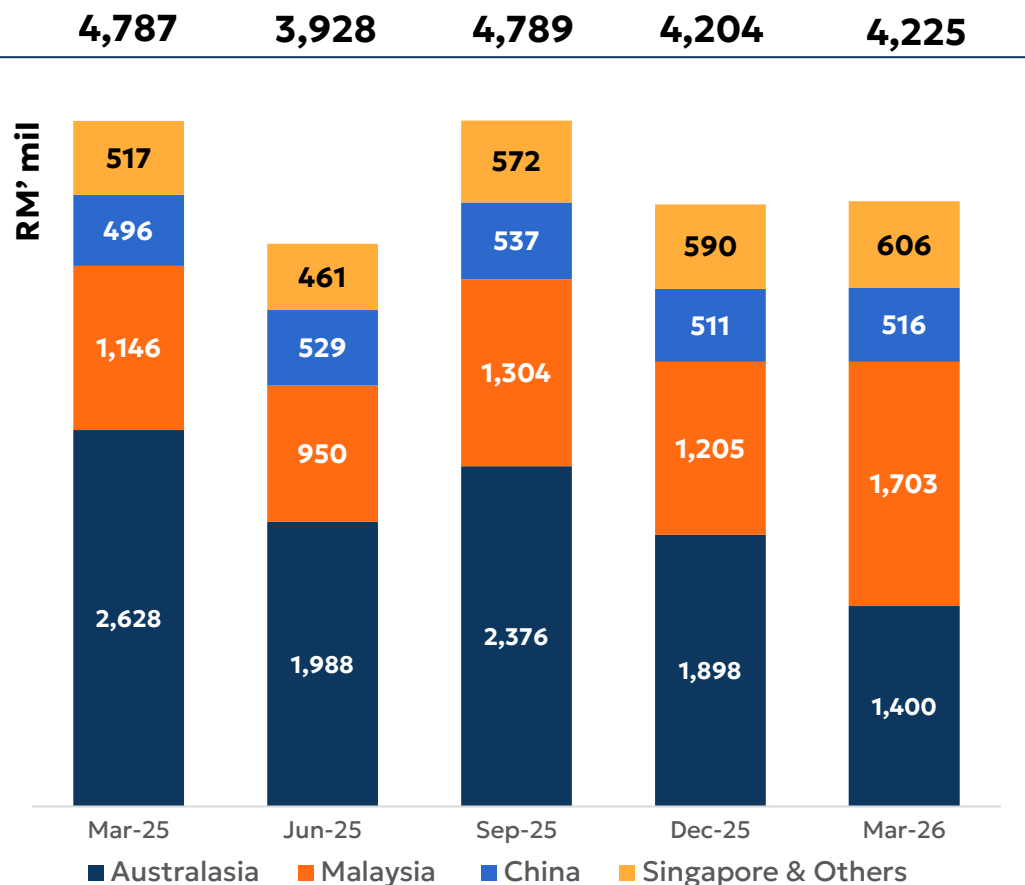
- Lower revenue due to delayed data centre project recognition, with delivery milestones expected in 4Q FY2026. PBIT in the prior-year includes a one-off debtor provision reversals.

Singapore & Others

- Lower power systems deliveries, with activities expected to pick up in the last quarter.

Industrial Outlook

Order book remains stable supported by power systems demand across Asia

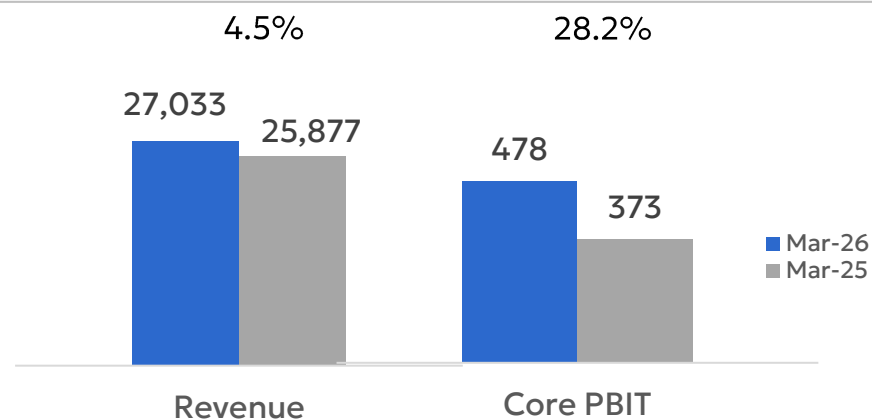


- AUSTRALASIA**
 - Equipment deliveries remain steady to mining and construction customers though order book is softer due to increased customer cautiousness, especially in mining.
 - Mining softness is driven by ongoing cost pressures with major customers reviewing their short-term strategies.
- MALAYSIA**
 - Order book strengthened, supported by ongoing data centre developments and infrastructure projects.
 - Construction activity remains resilient supported by public sector spending, though higher diesel costs are increasing customer's operating pressures.
- CHINA**
 - Stable performance with contributions driven by power systems across data centre, marine and oil & gas applications.
 - Resource industry equipment demand expected to remain strong supported by ongoing coal mining activity.
- SINGAPORE**
 - Order book is supported by strong marine and data centre-related power system demand.
 - Construction activities remain stable with ongoing equipment enquiries.

Motors Division

Motors Division

Higher revenue achieved in Malaysia and Singapore; Improved PBIT in Singapore and China



RM million	9M FY2026	9M FY2025
Malaysia	6,049	5,578
China	8,647	9,452
Australasia	3,418	3,739
Singapore & Others	8,919	7,108
Total Revenue	27,033	25,877
Malaysia	240	245
China	44	(38)
Australasia	25	49
Singapore & Others	169	117
Total Core PBIT	478	373
Gain on disposals	-	49
Total PBIT	478	422
Core PBIT Margin	1.8%	1.4%
Annualised Core ROIC	7.7%	5.1%

Malaysia

- Higher revenue mainly from higher electric vehicle sales but lower results from several retail & distribution units.
- Higher profit from modular assembly.

China

- Mainland China – Improvement in super luxury results.
- Hong Kong and Macau – Higher profit from electric vehicles businesses and lower overheads.
- Taiwan – Improved margins.

Australasia

- New Zealand – Lower commercial vehicles revenue and profit.
- Australia – Lower profit from rental operations and lower revenue.

Singapore & Others

- Singapore - Higher electric vehicle sales.

Motors Division

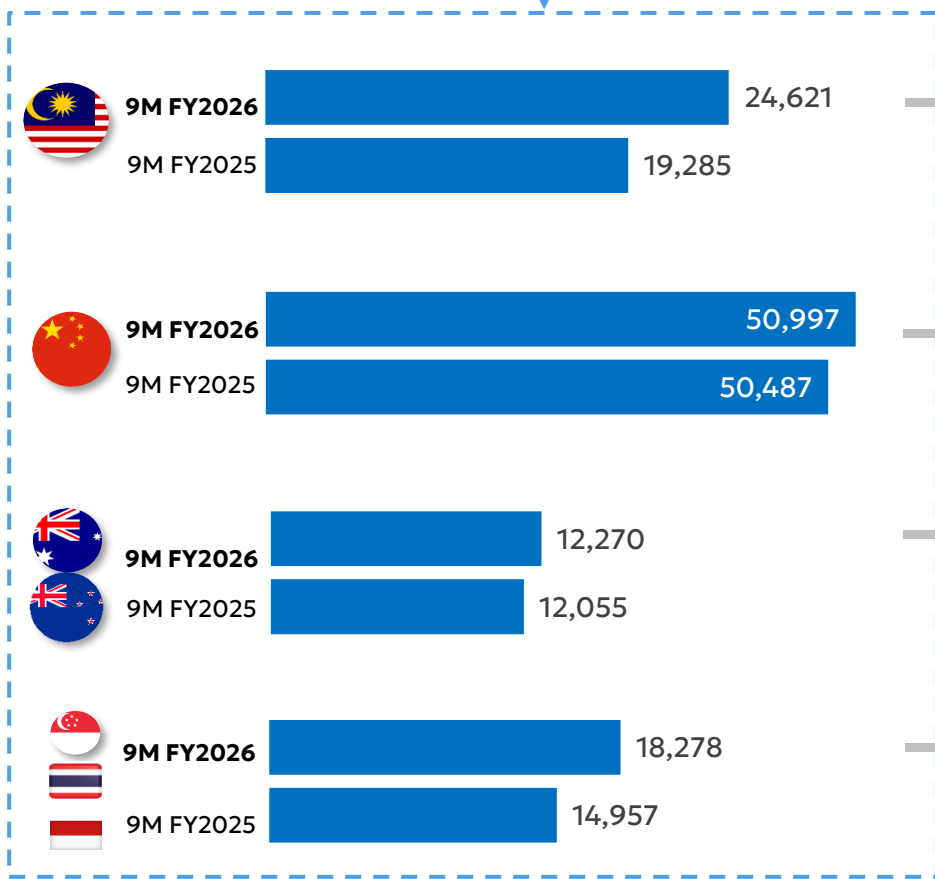
10% higher vehicle sales compared with the previous corresponding period

106,166
Units Sold*
(9M FY2025: 96,784)

28,932
Units Assembled
(9M FY2025: 25,070)

* Includes cars sold on consignment

Units sold
by region



MALAYSIA

- Vehicle sales increased by 28%, driven by higher EV sales as well as an additional EV brand.
- Demand in 1Q26 was resilient, driven by the improved demand from festive celebrations.

CHINA

- Vehicle sales grew by 1%, supported by higher sales in Hong Kong and Macau.
- Sales declined in mainland China due to stiff competition and soft economic sentiment.

AUSTRALASIA

- New vehicle sales in Australasia increased slightly due to the improved performance of BMW/MINI across both markets.
- New Zealand – EVs and hybrids continued to gain market share..

SINGAPORE

- New vehicle sales in Singapore surged by 22% for 9MFY2026 due to a switch to EVs as a result of government incentives.
- BYD and BMW combined, held a 31% market share.

Motors Performance and Outlook

Exciting new models to drive sales



BMW X3 30



BMW iX1 LWB



MINI Cooper SE Paul Smith Edition



PORSCHE



The new Cayenne Electric (EV)



DENZA

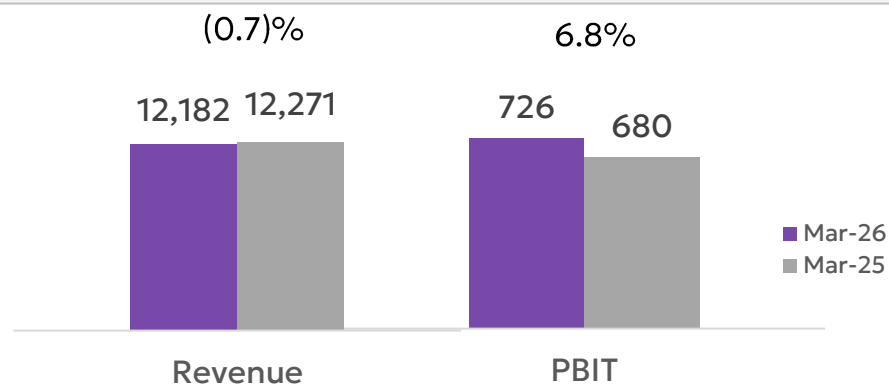


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UMW Division

UMW Division

PBIT largely contributed by the automotive business; Turnaround in M&E



RM million	9M FY2026	9M FY2025
Automotive	10,315	10,502
Equipment (continuing)	698	720
Manufacturing & Engineering	981	929
Others	188	120
Total Revenue	12,182	12,271
Automotive	723	765
Equipment (continuing)	47	55
Manufacturing & Engineering	35	(56)
Others	(79)	(84)
Total PBIT	726	680
PBIT margin	6.0%	5.5%
Annualised ROIC	9.3%	9.1%

Automotive

- The total industry volume in Malaysia registered a decline in 1Q2026, mainly due to the double festive holidays in the quarter.
- In line with the industry, both UMW Toyota Motor and Perodua also registered lower sales.

Equipment

- Marginally lower revenue due to lower equipment sales as a result of challenging operating environment.

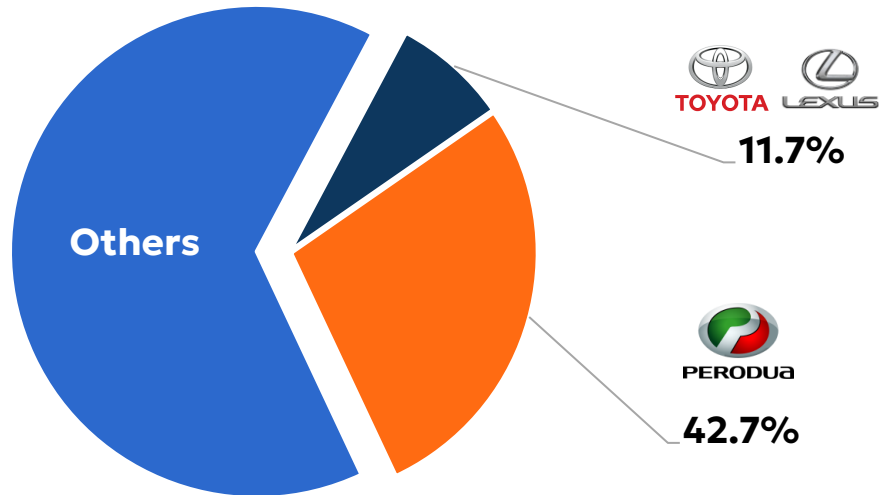
Manufacturing & Engineering

- Improvement mainly driven by the lubricants business.
- The lubricants business was impacted by inventory adjustments in the previous corresponding period.

Toyota sustains market leadership in the non-National segment

Toyota's broader market offerings to drive sales

A Market leadership maintained in 9MFY2026



The Group's market share for 9MFY2026 was **54.4%**.

B Newly launched models

Toyota launched a slew of hybrid electric vehicles (HEVs) and battery electric vehicles (BEVs). These models could drive sales amidst rising fuel prices.



Harrier HEV



Yaris Cross HEV

We received **2,300 bookings** for Toyota Yaris Cross within 2 weeks of the launch.



bZ4X BEV



Hilux BEV



Urban Cruiser BEV

Perodua remains resilient with robust sales in 1Q2026

Sustained leadership supported by strong core models and favourable demand

A Market leadership sustained



Perodua **remained the No.1** automotive brand in Malaysia, with **74,233** units sold YTD March 2026, maintaining a clear lead over peers with a market share of **40.8%**.

Proton total sales for Q1 was **48,439** units, equivalent to a year-to-date (YTD) market share of **26.6%**.

B Volume model performance



Perodua **Bezza**, remained among Malaysia's **top-selling models**, underpinning volume stability and brand loyalty with year-to-date March sales of 22,955 units.

Proton Saga delivered a strong first quarter in 2026, with year-to-date March sales reaching 21,770 units.

C Best selling models



Bezza, Axia and Myvi, the top three best-selling models, accounted for **73%** of total sales as of March.



D Updates on newly launched models



Following its launch in December 2025, **Perodua Traz** posted year-to-date sales of **5,090 units** as of March, contributing **7%** to Perodua's overall sales.



Thank You