



# Sime Darby Berhad

## Invest Malaysia

10 June 2026

**sime**

## Section 1 Overview Of The New Sime

Continuous Demand for Commodities

Malaysian Automotive Leader

Positive on China

# Our presence

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



## TOTAL EMPLOYEES

**29,000**

## 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*

Sime is among the **biggest** listed companies in Malaysia **by revenue** for FY2025.

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

**Left Side (Yellow and Blue background):**

- Top Row:** SALMON EARTHMOVING, Onsite Rental Group, SEM A Caterpillar Brand, Perkins, Kawasaki Powering your potential
- Second Row:** NEW HOLLAND AGRICULTURE, Kubota, TERBERG TRACTORS MALAYSIA, POWERSCREEN
- Third Row:** AUSTCHROME, HAYNES, PAKKA JACKS LIFTING THE GAME, HMG
- Fourth Row:** M·E·S, FG WILSON, **CAT**
- Fifth Row:** COX, POWER PACK, JOY
- Sixth Row:** Rockwell Automation, Allen-Bradley by ROCKWELL AUTOMATION, WOODWARD, Marioff
- Seventh Row:** Chubb, SUNWARD, Trimble, FLEXENERGY SOLUTIONS
- Eighth Row:** SULLAIR Always be. Always there., Atlas Copco, ABB, Schneider Electric, IDEC
- Ninth Row:** VIKING PUMP, Quincy SERVICE, telecom
- Tenth Row:** Donaldson. FILTRATION SOLUTIONS, Parker

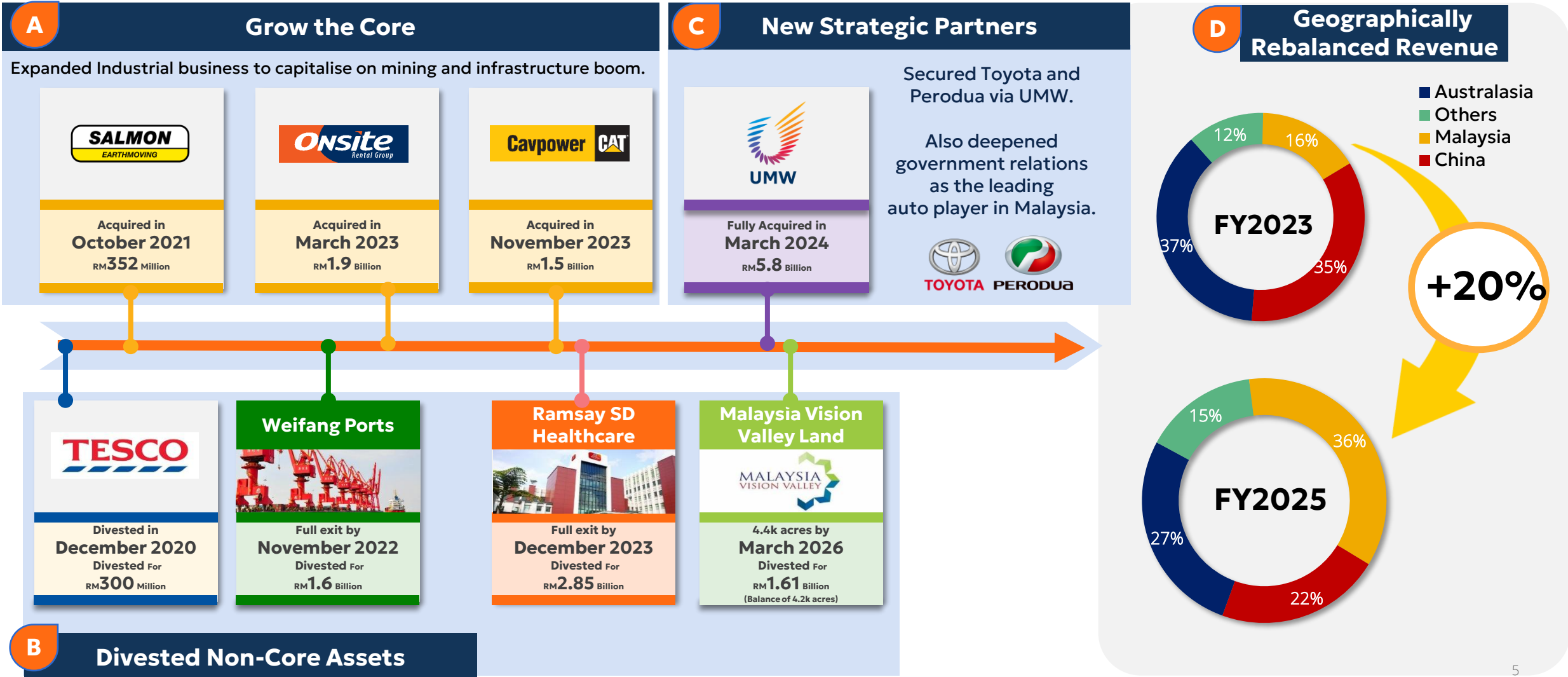
**Right Side (Blue background):**

- Top Row:** PORSCHE, MINI, McLaren, VOLVO
- Second Row:** Audi, LAMBORGHINI, RANGE ROVER, DEFENDER, DISCOVERY, JAGUAR
- Third Row:** GEELY, VW, Bentley, Ford, RR, Ferrari
- Fourth Row:** BMW, Suzuki, JAC MOTORS
- Fifth Row:** BYD
- Sixth Row:** KIA, HYUNDAI, GENESIS, XPENG, DENZA
- Seventh Row:** MITSUBISHI MOTORS, FUSO, Li Auto, HINO
- Eighth Row:** GRANTT LUBRICANTS, PENNZOIL, PALFINGER
- Ninth Row:** TWL, Transpecs
- Tenth Row:** TRUCK STOPS, COREFLEET, MACK
- Eleventh Row:** Hertz, Thrifty Car Rental, UD TRUCKS
- Bottom Row:** PERODUA, TOYOTA INDUSTRIES CORPORATION, KYB, TOYOTA

Note: Brands listed are not exhaustive

# Strategic transformation at Sime

## Focus on core businesses of Industrial and Motors



# 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

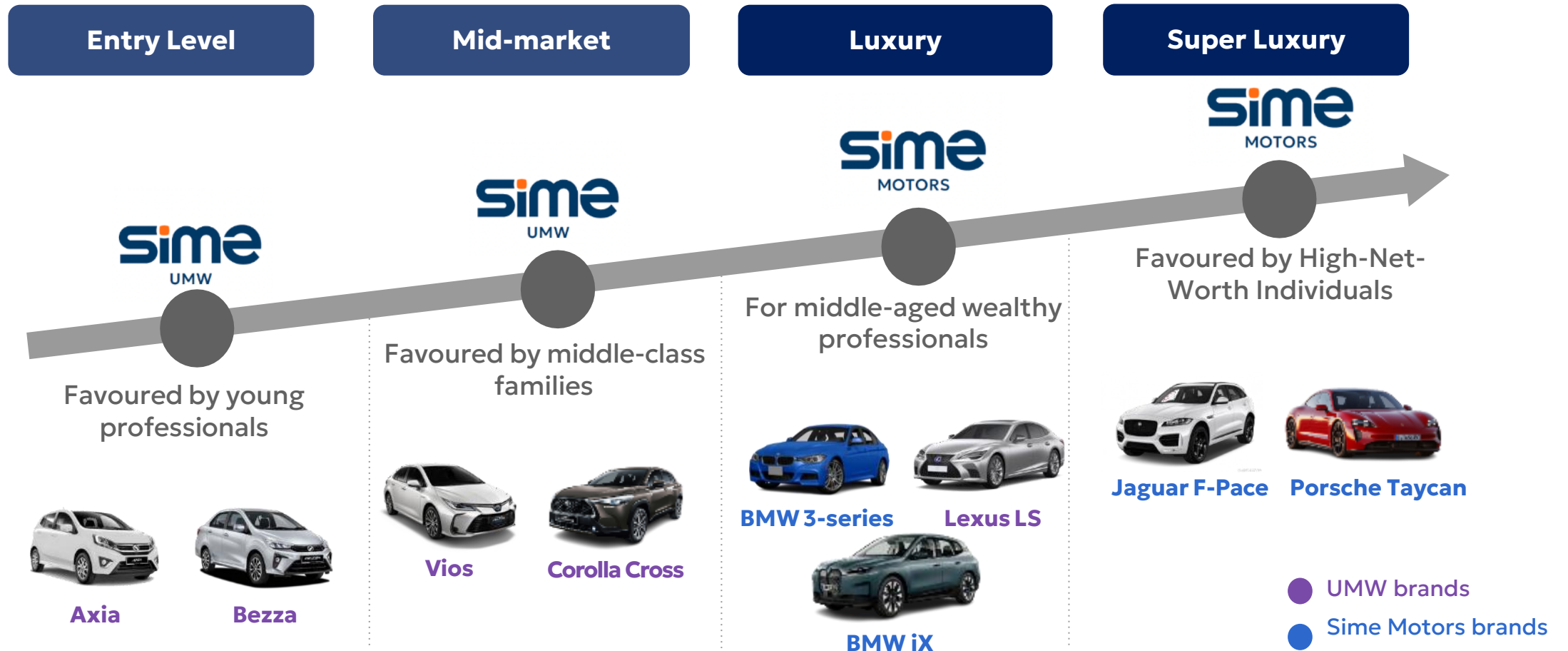


Perodua is the market leader in Malaysia with its entry-level, mass-market models  
Toyota is the No 1 non-National automotive brand in Malaysia  
Malaysian automotive market share of >56%



# Sime: A Malaysian Automotive Leader

We control the full spectrum of segments from entry level to mass and premium to luxury with brands such as Perodua, Toyota, BMW & Porsche

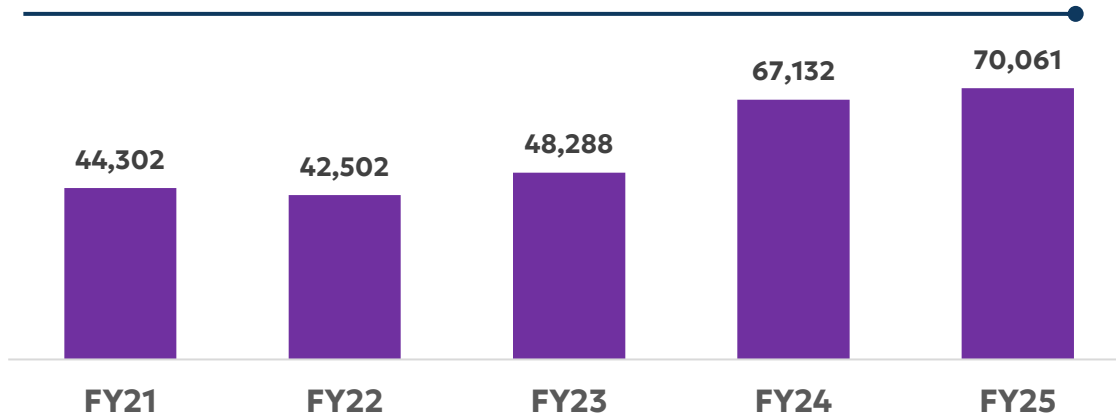


**Sime Darby's 60% market share ensures we connect with Malaysian car owners at every stage of their automotive experience.**

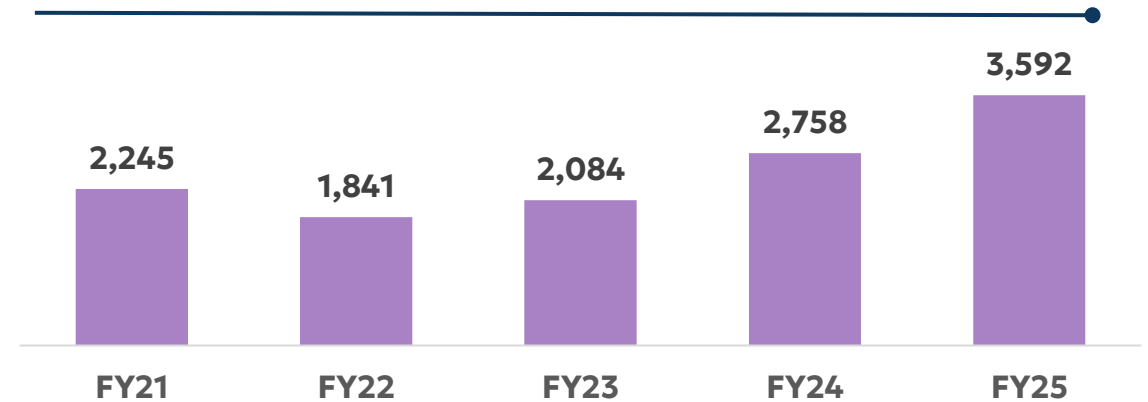
# Financial Performance

We continue to achieve strong revenue and profit growth

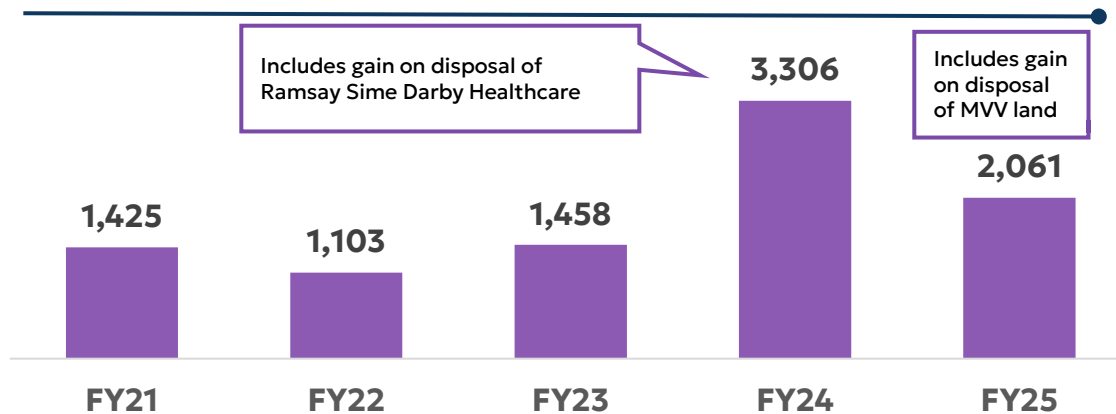
### Revenue\* (RM million)



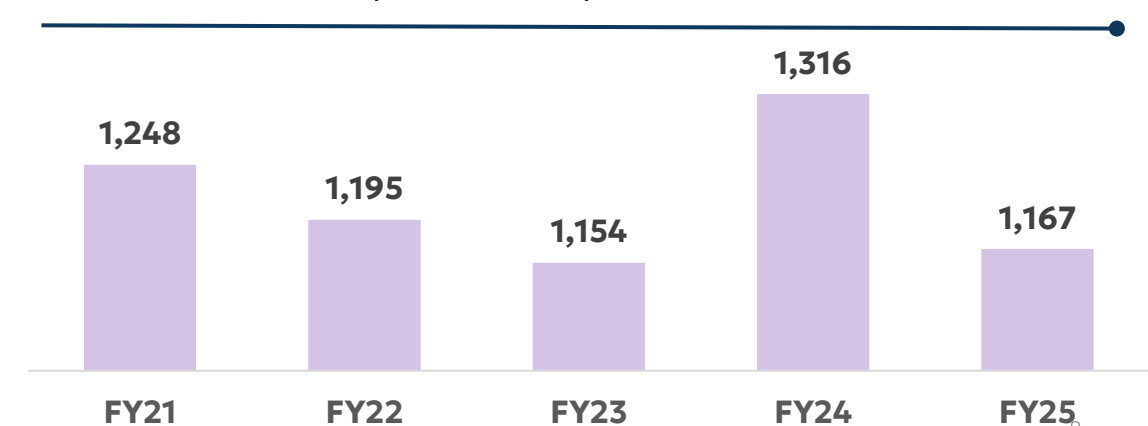
### Reported PBIT\* (RM million)



### Net Profit (RM million)

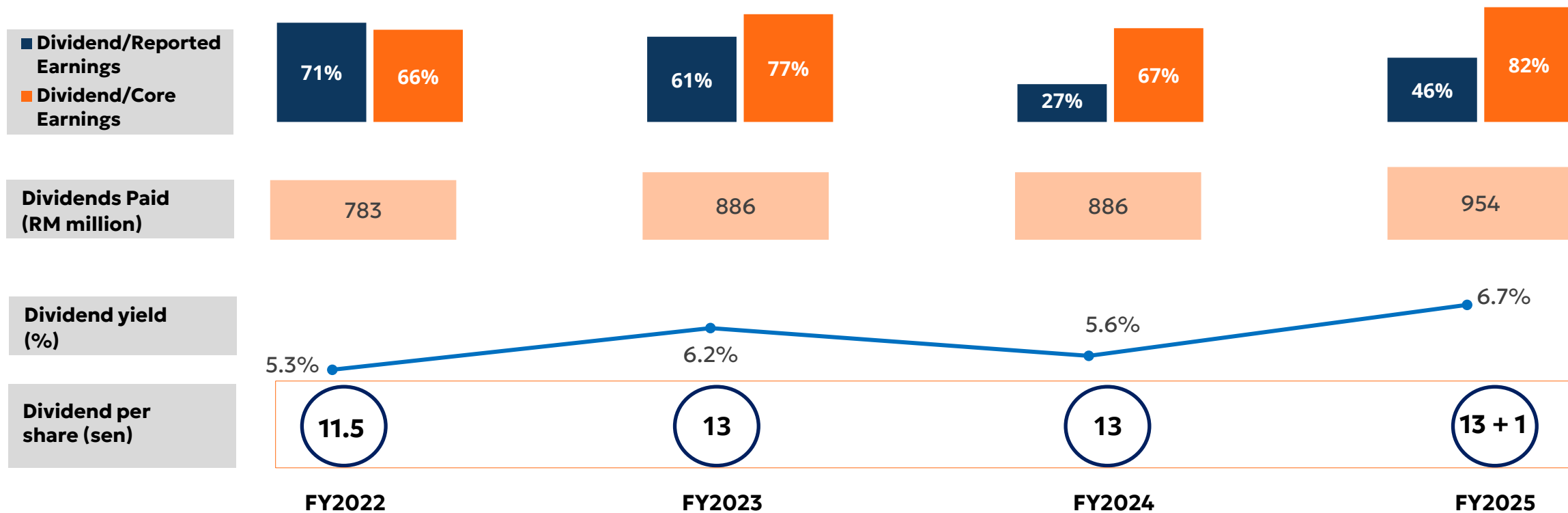


### Core Net Profit (RM million)



# Sime is a dividend stock

We continuously pay out sustainable dividends of more than 60%



## Group Dividend Policy

1

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

2

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

# 9MFY2026 Results

Core Profit: 9 months ended 31 March 2026

RM million	9M FY2026	9M FY2025	YoY %
Revenue	52,757	52,303	0.9
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	-	
<b>Core PBIT from continuing operations</b>	<b>1,998</b>	<b>1,912</b>	<b>4.5</b>
Net finance costs	(313)	(432)	27.5
Taxation <sup>1</sup>	(405)	(387)	
Non-controlling interests	(199)	(215)	
Perpetual Sukuk	(52)	(52)	
<b>Core Net Profit from continuing operations</b>	<b>1,029</b>	<b>826</b>	<b>24.6</b>
Core Net Profit from discontinued operations	-	7	
<b>Core Net Profit</b>	<b>1,029</b>	<b>833</b>	<b>23.5</b>

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

# 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 Pacific 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.

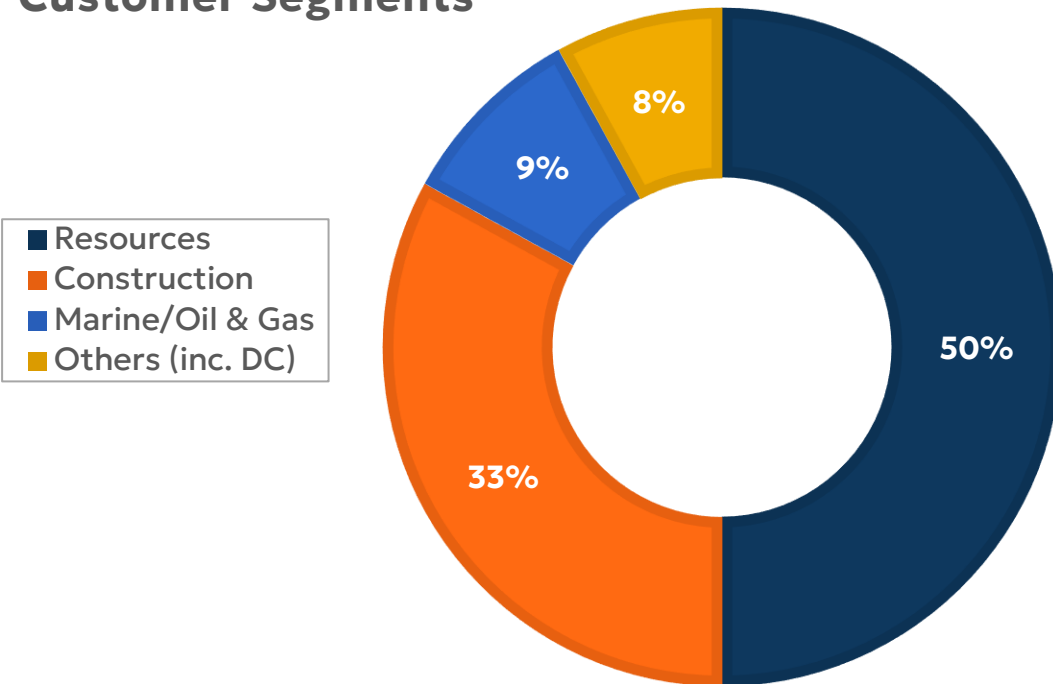


Overview Of The New Sime  
**Section 2 Continuous demand for Commodities**  
Malaysian Automotive Leader  
Positive on China

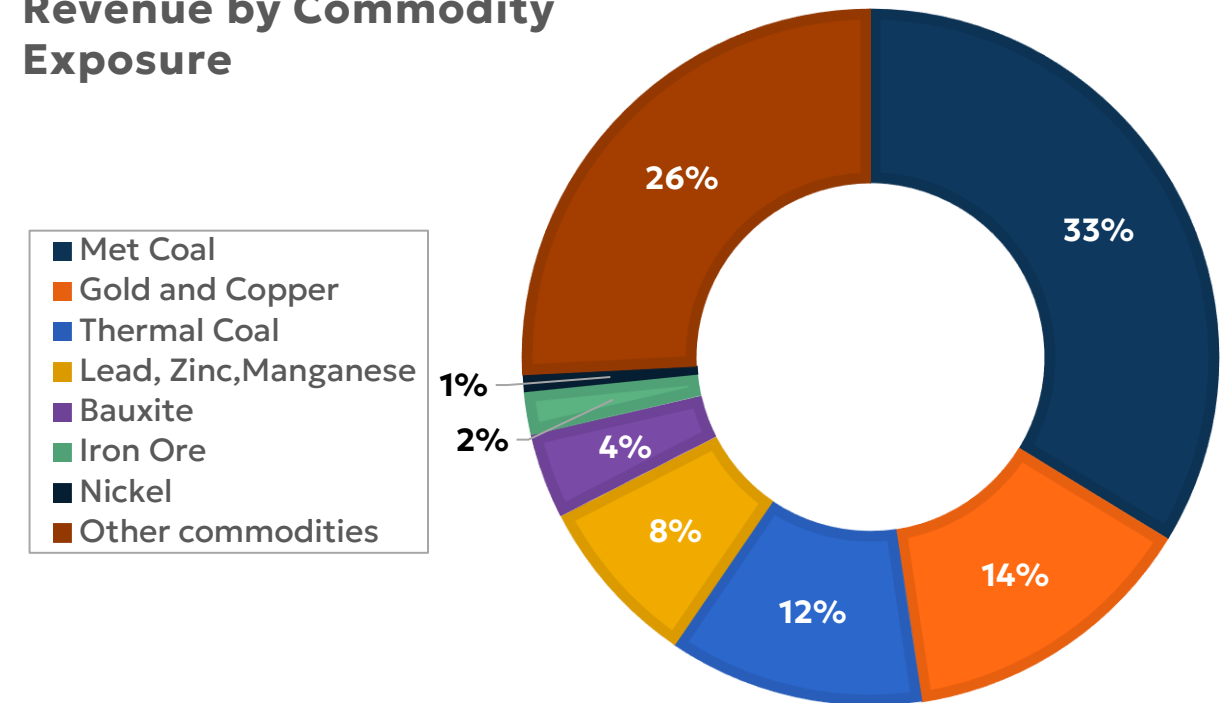
# Industrial Division: Diversification across industries and natural resources

Operates in diverse industries, exposure to commodities in high demand

Share Of Revenue By Customer Segments



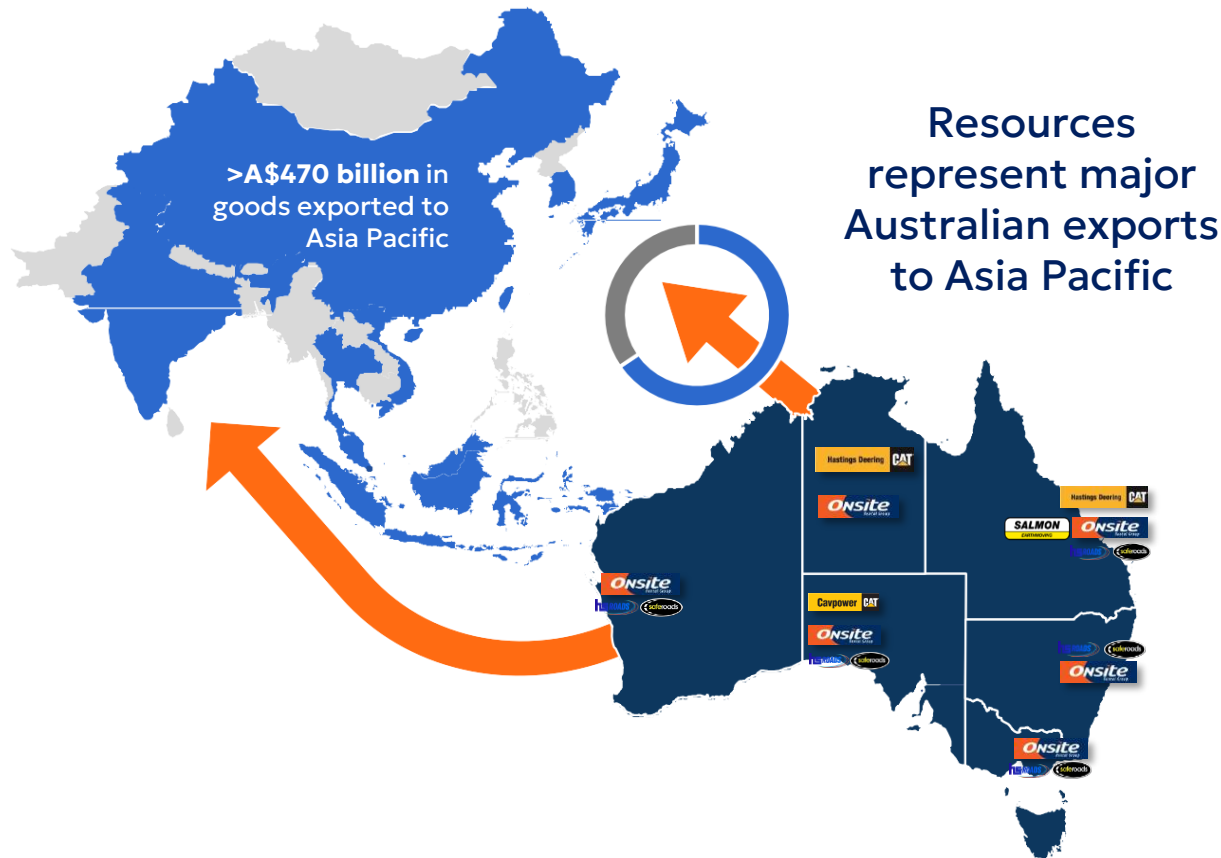
Share of Resources Revenue by Commodity Exposure



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

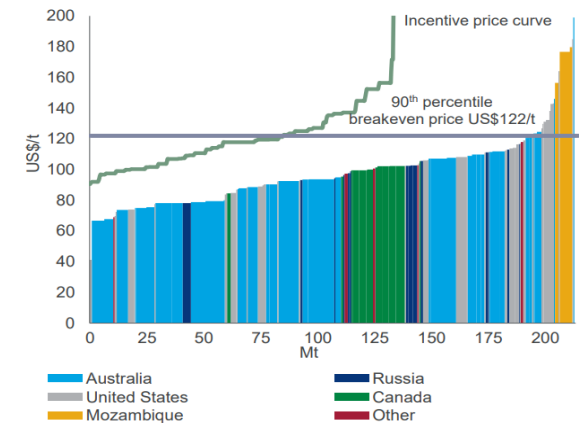
# Mining contributes 15% to Australia GDP

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



## 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.

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

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

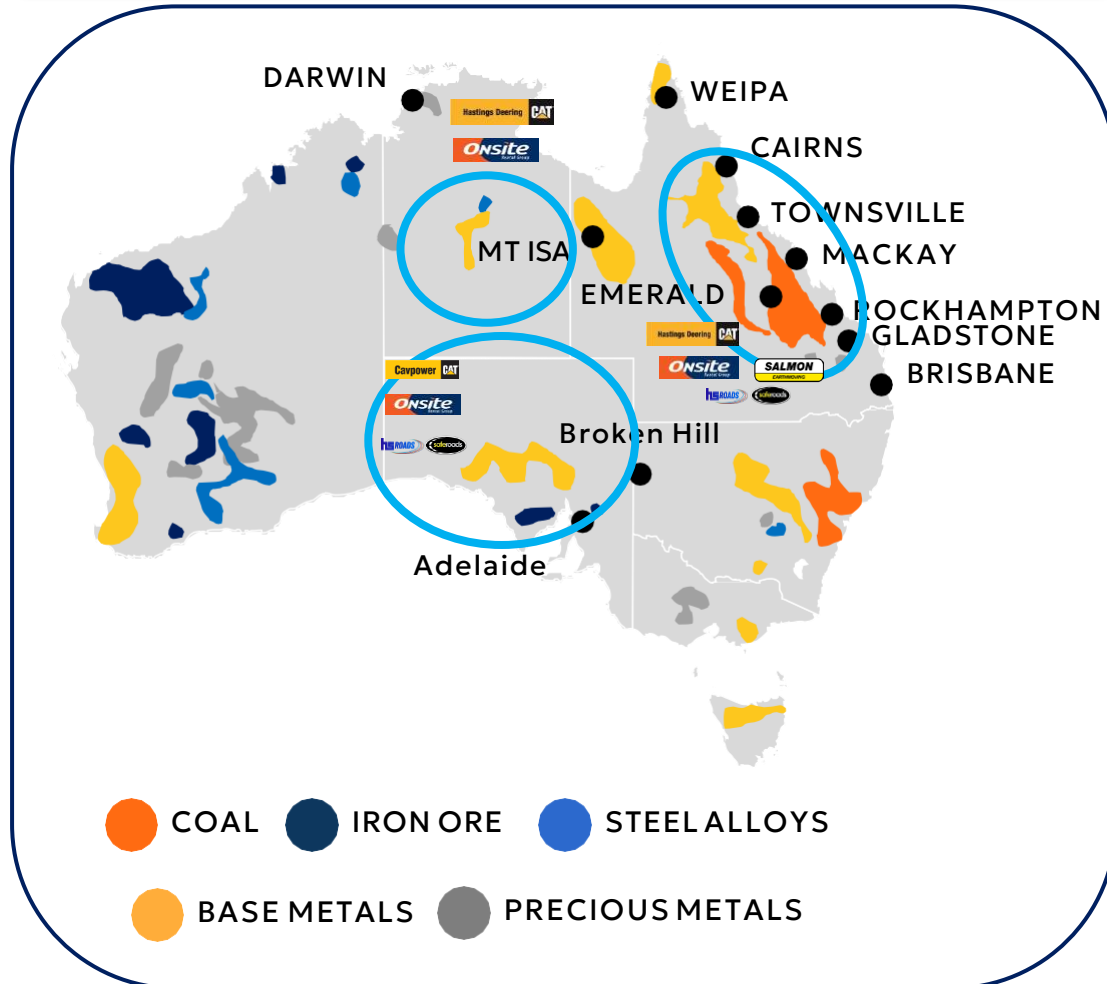
Australia is the **world's largest producer of iron ore.**

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

# Sime is located in resource rich areas

Exclusive Caterpillar dealerships in Queensland, Northern Territories and South Australia

## Australia's Resource Deposits



## Recent acquisitions



- 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 **third 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**.



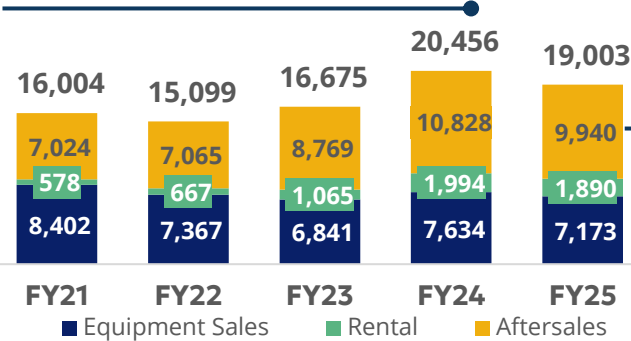
- One of **Australia's largest heavy equipment rental companies** supporting the mining and construction industries.

# Industrial - sustained revenue from after-sales

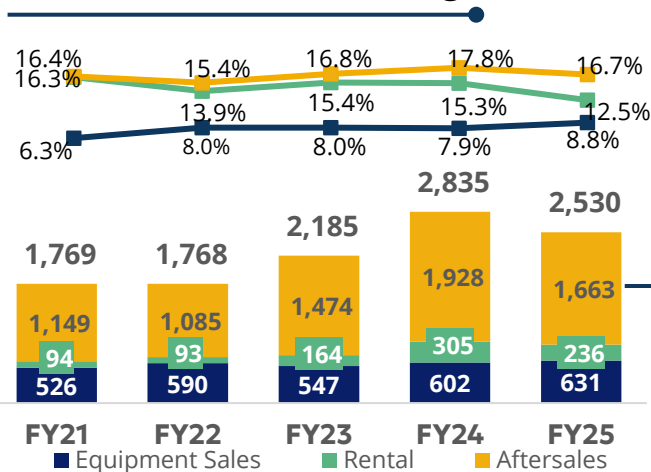
After-sales is crucial as it is high margin, long tenured and recurring

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

Revenue (RM million)



PADE (RM million) and Margins

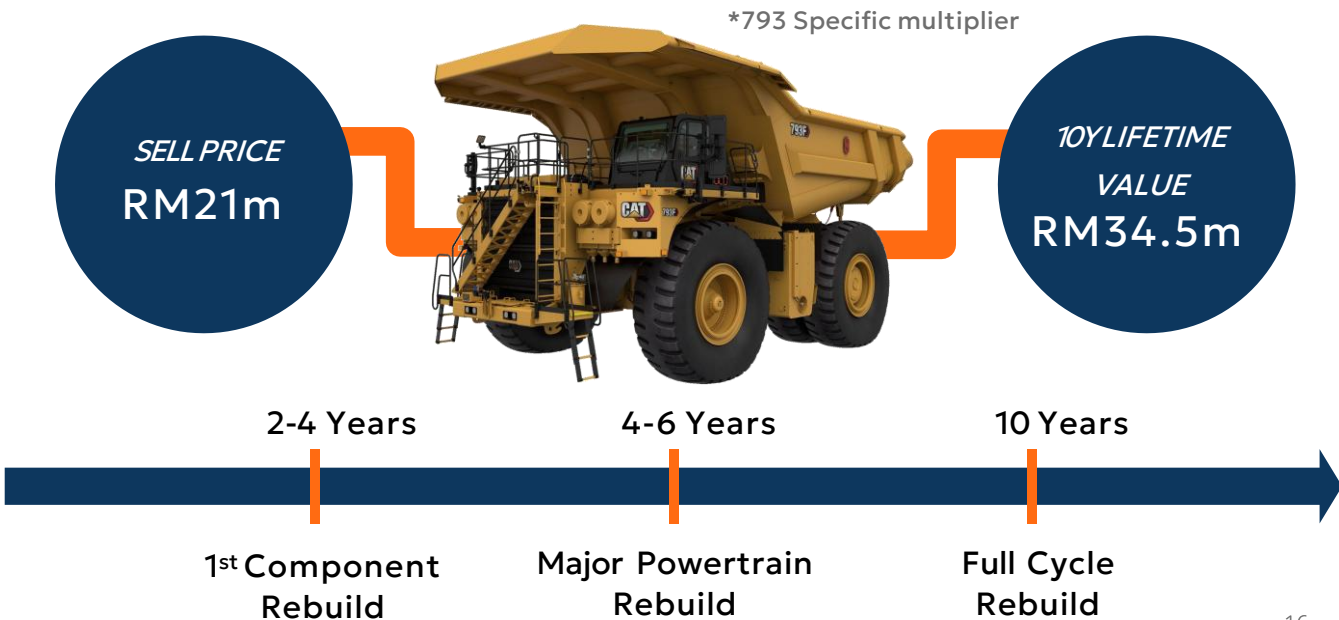


**After-sales**

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

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

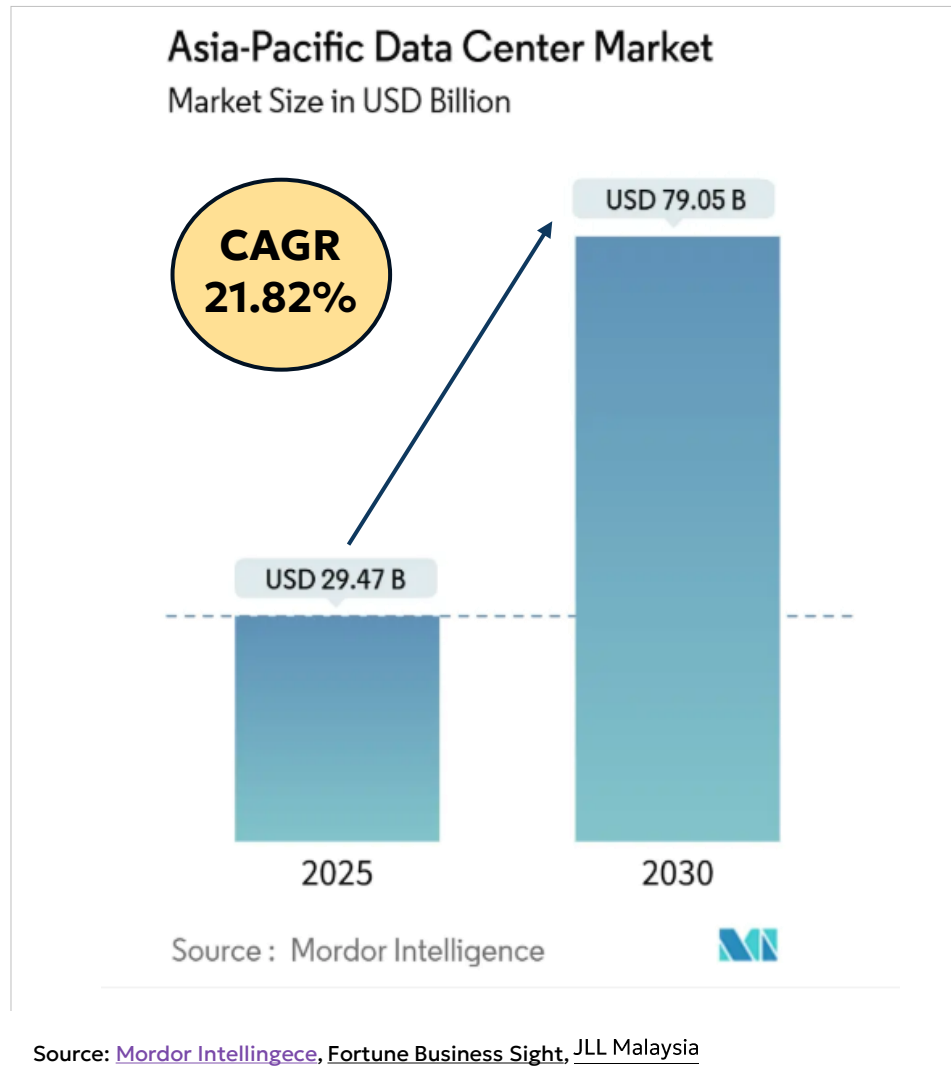
Our business model enables us to generate over 1.6 times\* more opportunity from the after-sales operations



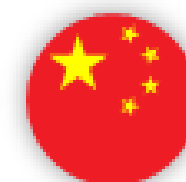
i. Aftersales includes Engineering Services

# Surging demand for power systems from Data Centres

Caterpillar is the preferred brand for data centres due to mission critical requirements

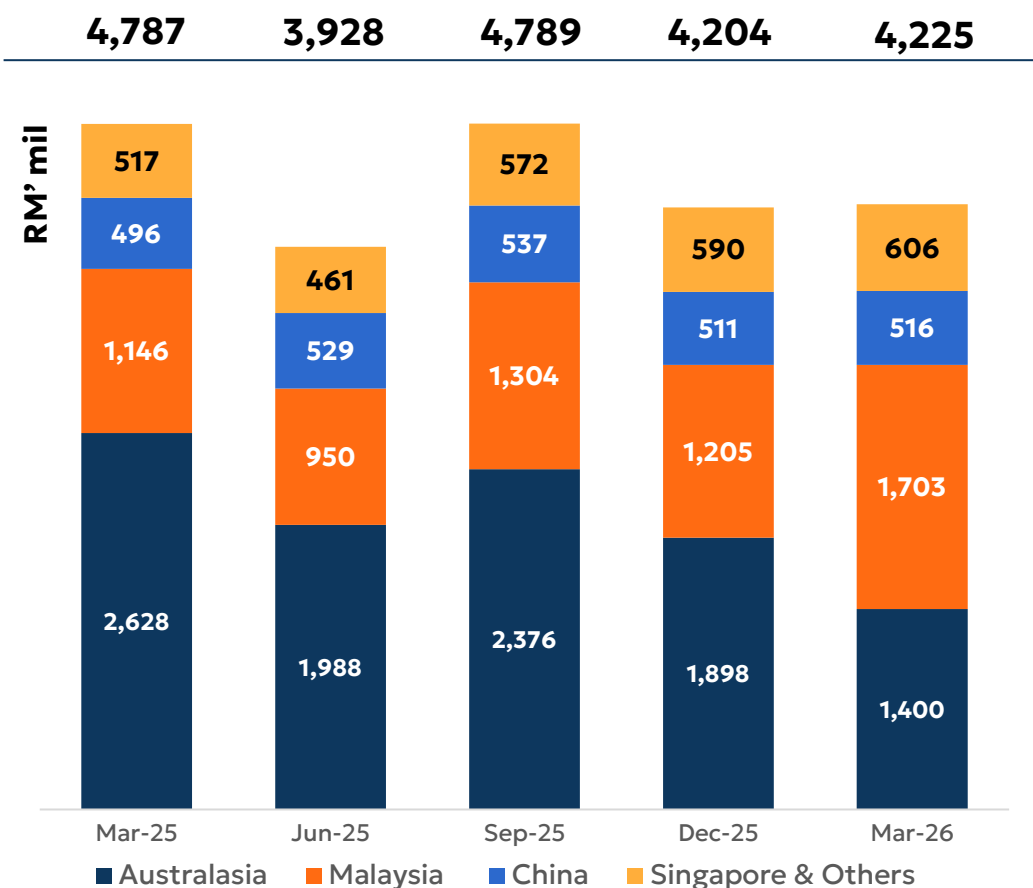


- 1 Data centre is poised for significant growth driven by cloud computing, AI, digital services.
- 2 **CATERPILLAR<sup>®</sup>** gains exposure with power systems as they are reliable and are preferred in mission critical industries.
- 3 **Caterpillar is a prominent player in the data centre segment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



# 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**

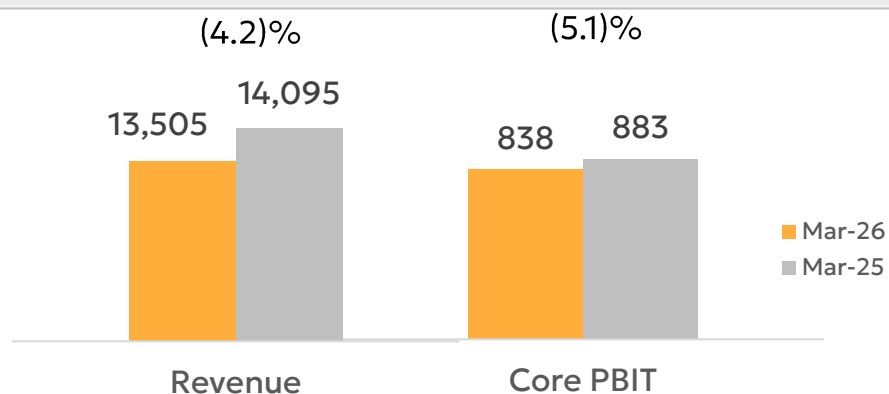
- Stable performance with contributions driven by power systems across data centre, marine and oil & gas applications.
- Resource industry equipment demand expected to remain strong supported by ongoing coal mining activity.

**SINGAPORE**

- Order book is supported by strong marine and data centre-related power system demand.
- Construction activities remain stable with ongoing equipment enquiries.

# Industrial Division

9MFY2026 – Equipment deliveries helped to moderate the impact of lower product support and rental contributions in Australasia



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

## 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

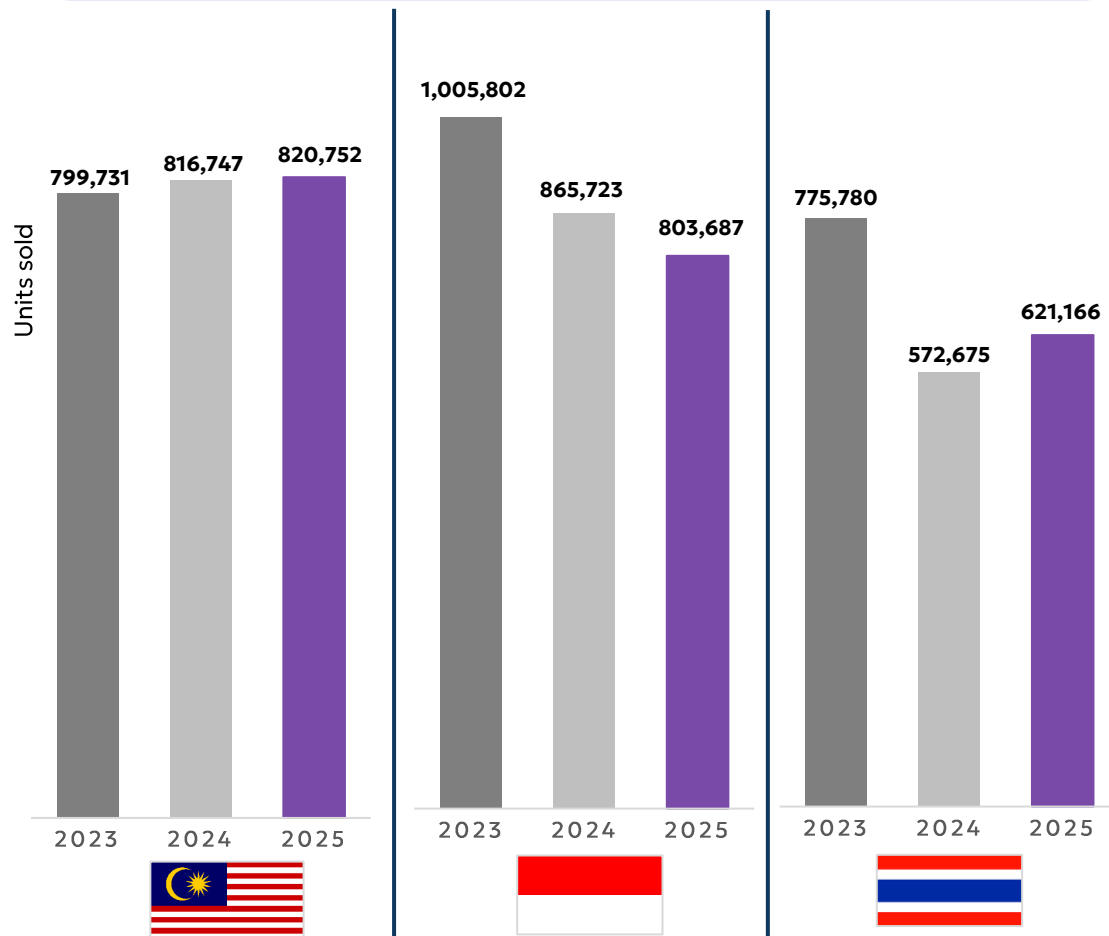
- Lower power systems deliveries, with activities expected to pick up in the last quarter.



Overview Of The New Sime  
Continuous demand for Commodities  
**Section 3 Malaysian Automotive Leader**  
Positive on China

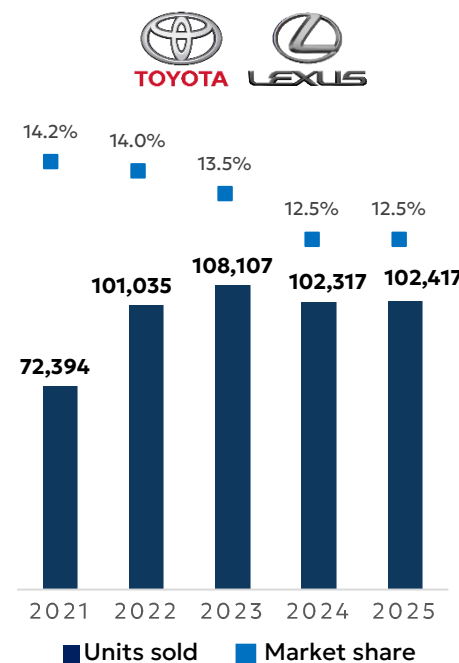
# UMW Division: Malaysia is the biggest market in ASEAN and we have the best brands

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



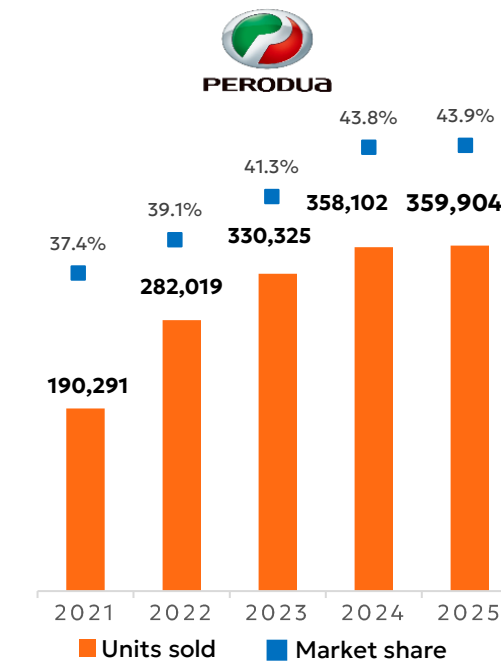
Source: MAA and Marklines

## Toyota - No.1 non-national automotive brand



First and only non-national automotive brand in Malaysia to record over 100,000 vehicle sales for four consecutive years.

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

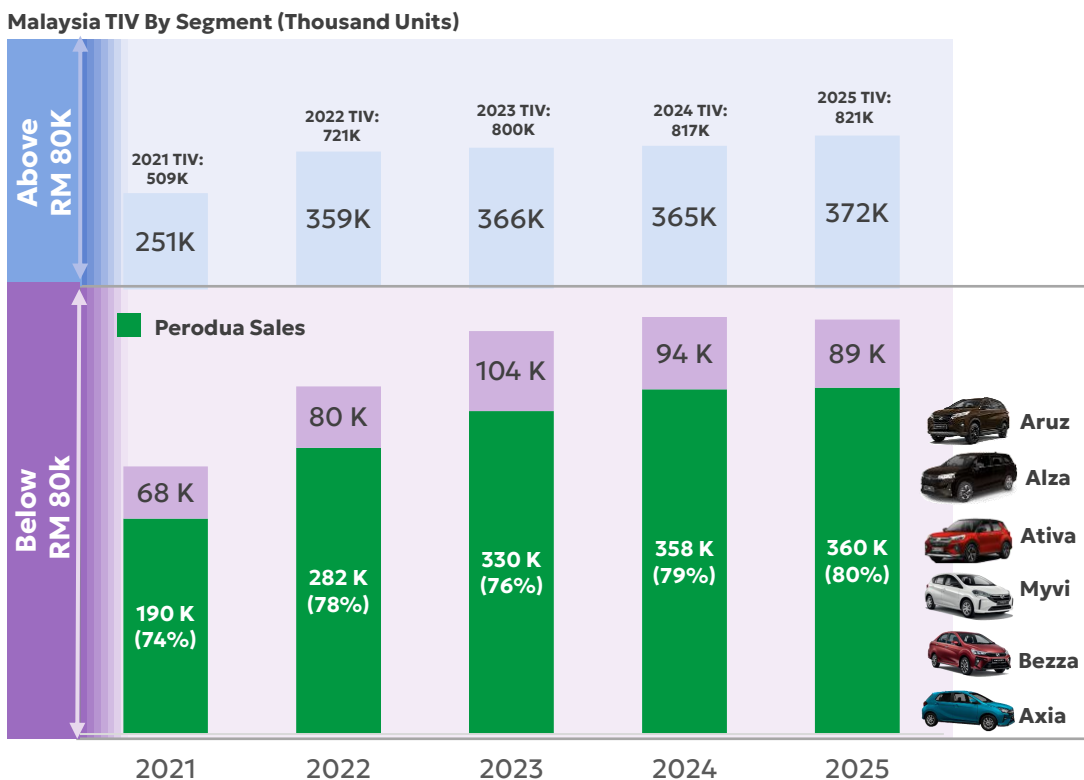


- Achieved new record sales for 4 consecutive years.
- Market share continues to rise annually.

# Perodua: Dominant in the largest segment in Malaysia

Automotive industry leader since 2006 with improving market share

## 1 Dominates in the affordable segment

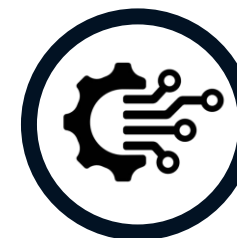


**Perodua is dominant in the largest segment of the automotive industry in Malaysia**

## 2 Perodua's unique value proposition



**Affordable & Reliable**



**Daihatsu Technology**



**Good resale value**

## 3 Models



- **Bezza, Axia and Myvi** are the **top selling models** in Malaysia.
- These 3 models contribute **72%** to Perodua's **total sales**.



- **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.

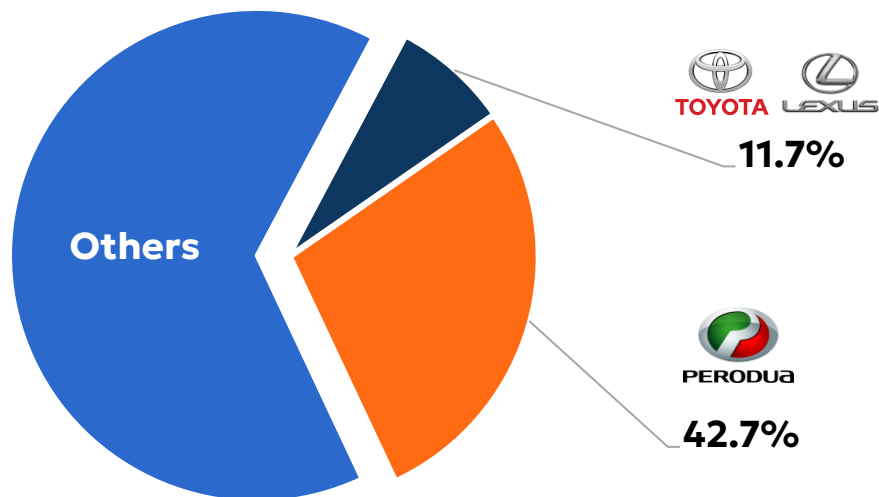


- Launched its first EV, **QV-E**.
- Priced at **RM80,000**.
- **Battery-as-a service** – subscription **RM275/month**.
- **Proving Malaysia's capability** to design and assemble electric vehicles locally.

# Toyota 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



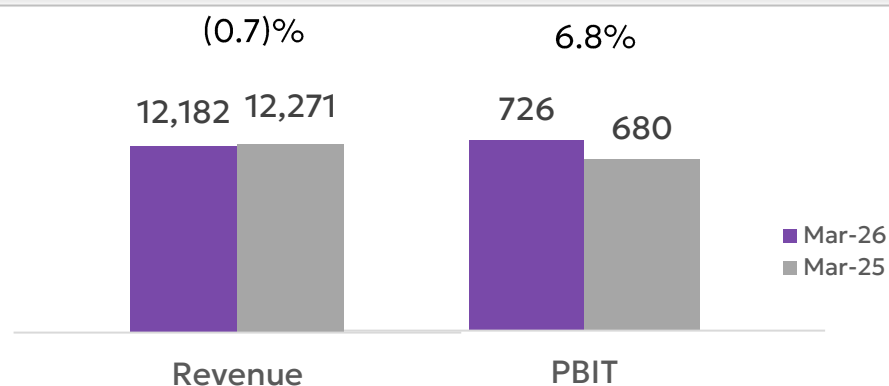
Hilux BEV



Urban Cruiser BEV

# UMW Division

9MFY2026 – 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
<b>Total Revenue</b>	<b>12,182</b>	<b>12,271</b>
Automotive	723	765
Equipment (continuing)	47	55
Manufacturing & Engineering	35	(56)
Others	(79)	(84)
<b>Total PBIT</b>	<b>726</b>	<b>680</b>
<b>PBIT margin</b>	<b>6.0%</b>	<b>5.5%</b>
<b>Annualised ROIC</b>	<b>9.3%</b>	<b>9.1%</b>

## 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.



Overview Of The New Sime  
Continuous demand for Commodities  
Malaysian Automotive Leader

## Section 4 Positive on China

# Sime Motors – over 200 outlets in 10 markets across Asia Pacific

As global demand for mobility accelerates, our partnerships with the world’s leading brands position us to capture value across the entire ecosystem

## China



## Thailand



## Malaysia



## Singapore



## Indonesia



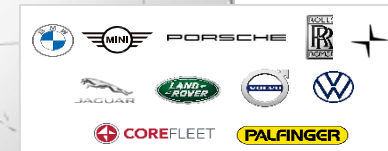
## Taiwan



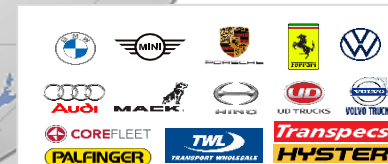
## HK & Macau



## Australia



## New Zealand



Assembly



Distribution/Import



Retail



Aftersales



Rental

- FY2025 revenue contribution: China 36%, Singapore 28%, Malaysia 22% and Australia 14%.
- 31% market share in Singapore. BYD is the market leader, BMW leads the premium segment.

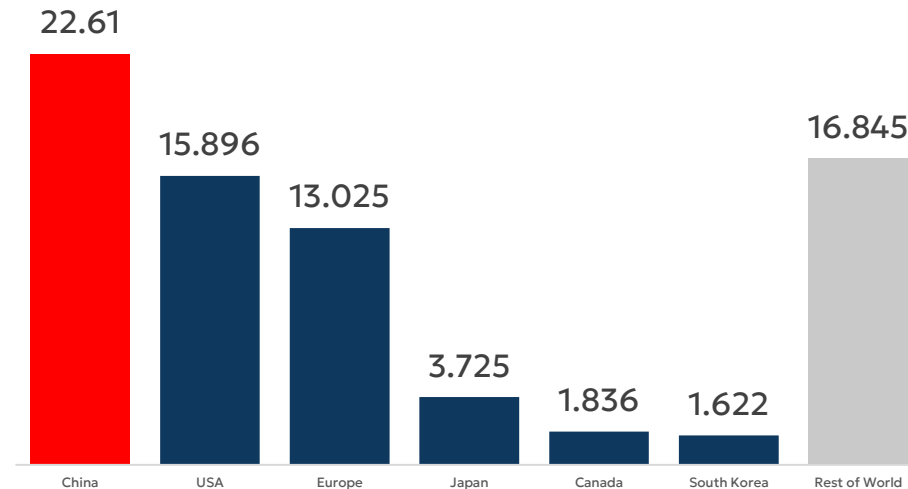
# We are committed to remain in China with BMW

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

**A**

China is the largest automotive market in the world and we hope to remain there

2024 light vehicle sales by region (million units)

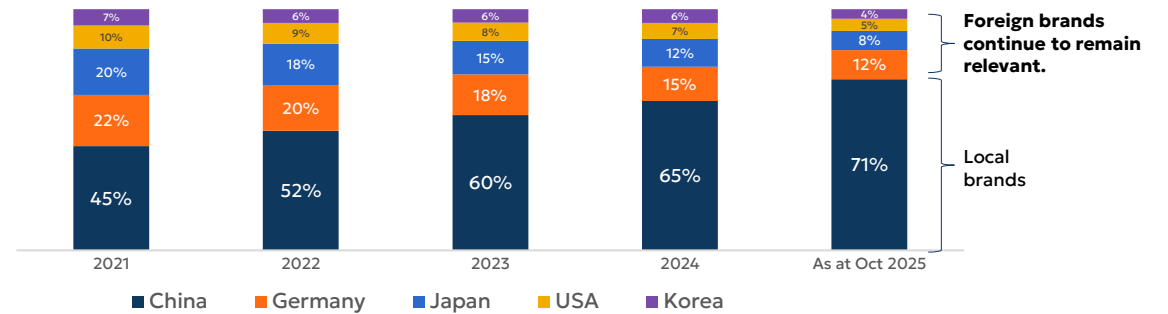


- China is the largest auto market in the world.
- We have built a strong foothold since 1970s.
- It will be a waste if we exit now.

**B**

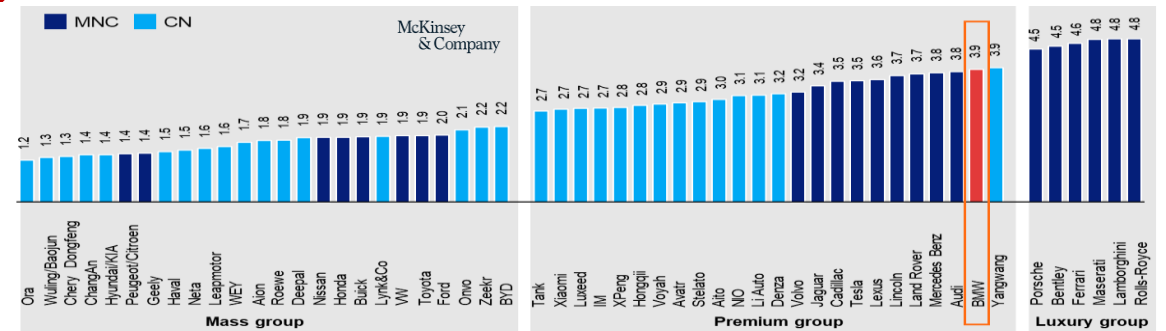
We believe there will always be a market for best-in-class foreign brands

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



**C**

BMW is preferred among the foreign brands

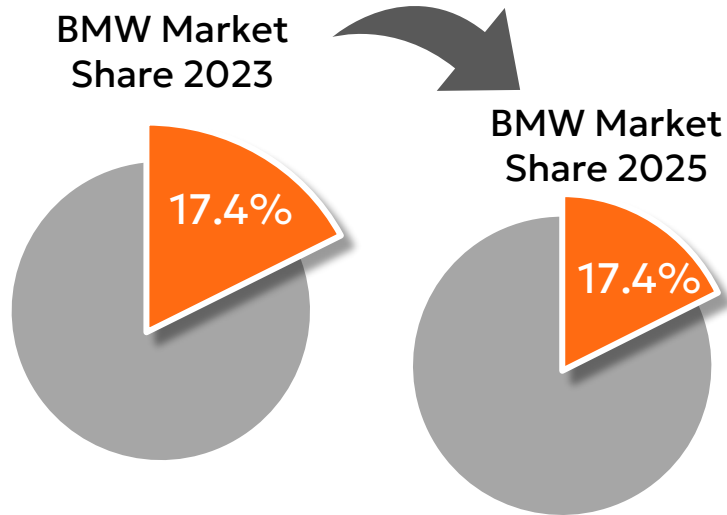


# Weighted average score of each brand (Luxury/Premium/Near-premium/Volume segment/Entry level' rated from high to low as 5, 4, 3, 2, 1 points respectively)

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

## 1 BMW is top in the premium segment (foreign brands)

[MSRP > RMB350k]  
RM206k



While premium/luxury sales has declined, BMW maintained its market share

## 2 BMW continues investment in China



- a **China is BMW's largest market** (25% of sales)
- b **Employs 27k people** in Shenyang Plant



## 3 BMW's response in China with concrete strategies

- a **Product Strategy**  
Neue Klasse iX3 with local tech – launch 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 to performing dealers.
- We received special rebates in Q1FY2026.



## 3 Outlet Consolidation

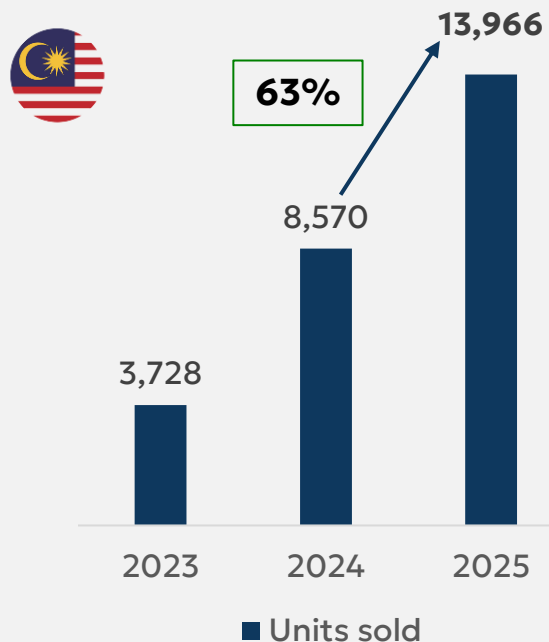
- We have closed 15 non-BMW outlets in FY2025.
- In Q1FY2026, we have closed another 3 outlets, under the smart brand.
- We plan to close another 3 to 4 outlets in the coming quarters.
- Brand rationalisation.

# Nevertheless, we have pivoted to strong China OEMs

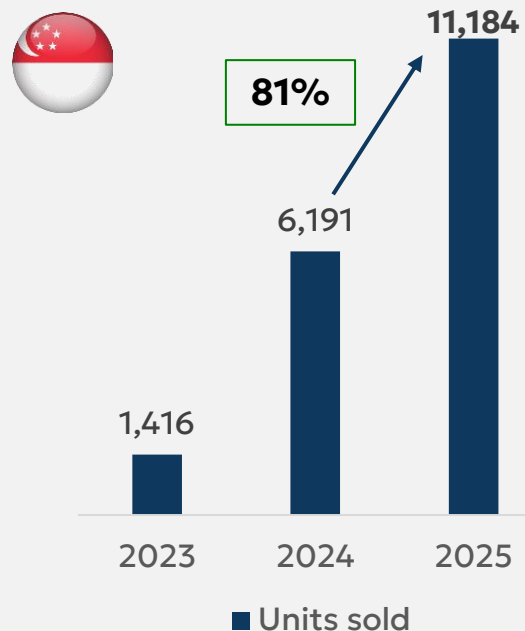
To broaden our offerings, especially in the EV segment, we have partnered with the best China brands



- Distributorship in Malaysia
- #1 EV brand in Malaysia



- Distributorship in Singapore
- Leader in Singapore with 21% market share



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



- Opened 2 showrooms in Hong Kong in 2025



- Dealership in Brisbane

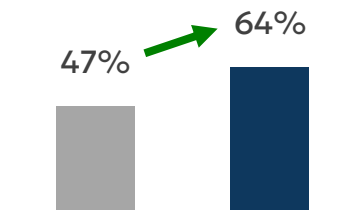


- Dealership in Brisbane

# Motors – Malaysia

Pockets of opportunities in challenging market conditions

1



❑ **Sime is the preferred and biggest BMW dealer**, contributing **64%** of total BMW sales, up from 47%.

❑ **Wide network of sales and after-sales outlets.**

❑ **Growing adjacent services** such as parts, after-sales and warranties.

❑ **BMW Malaysia is expected to declare dividends** for FY2026 (FY2025 – nil).

2

PORSCHE

❑ 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.**



3



❑ **Preferred assembly partner** for some of the leading global auto manufacturers.

❑ The lower assembly volume for some brands has been partially mitigated by the **strong demand for Chery** vehicles

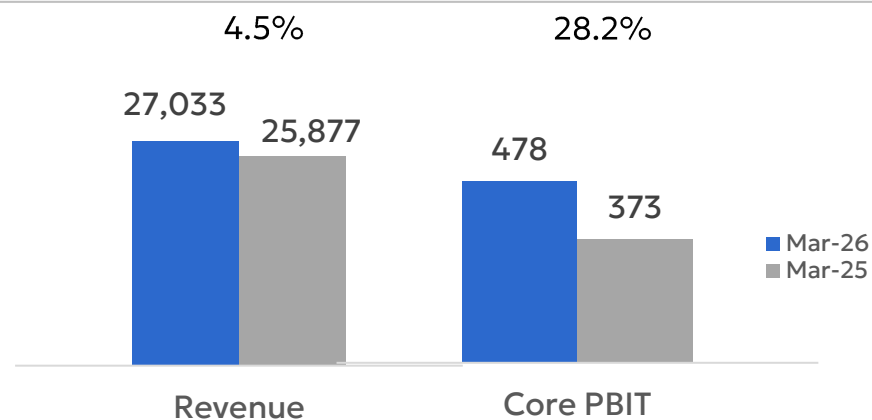
❑ **Key customers**



❑ The **modular business** for Porsche, Chery and Jaecoo is **performing well.**

# Motors Division

9MFY2026 – Higher revenue 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
<b>Total Revenue</b>	<b>27,033</b>	<b>25,877</b>
Malaysia	240	245
China	44	(38)
Australasia	25	49
Singapore & Others	169	117
<b>Total Core PBIT</b>	<b>478</b>	<b>373</b>
Gain on disposals	-	49
<b>Total PBIT</b>	<b>478</b>	<b>422</b>
<b>Core PBIT Margin</b>	<b>1.8%</b>	<b>1.4%</b>
<b>Annualised Core ROIC</b>	<b>7.7%</b>	<b>5.1%</b>

## 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.

# Conclusion

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



- ❑ We have the **best brand to benefit from the resilient mining industry.**
- ❑ We have the **full spectrum of brands and models across various powertrains** and are the **market leader in Malaysia and Singapore.**
- ❑ We are the **best proxy to capitalise on the massive growth** of Asia Pacific.
- ❑ We are committed to pay **sustainable dividends.**

Strategic partners:



The background features a solid dark blue color with several overlapping, semi-transparent shapes. On the left side, there is a large, rounded, orange-to-brown gradient shape. In the upper left, there are several curved, blue-to-dark-blue gradient shapes that create a sense of depth and movement.

# Thank You