

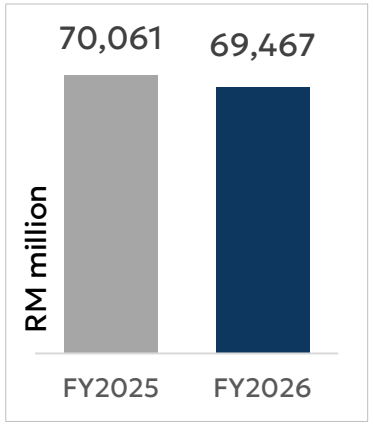
Sime Darby Berhad

Analyst Briefing for full year and Q4 FY2026 ended 30 June 2026

27 August 2026

Key highlights for FY2026

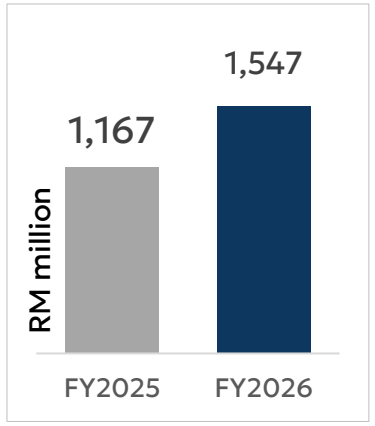
Sime continues to deliver resilient results



REVENUE

(0.8)% y-o-y

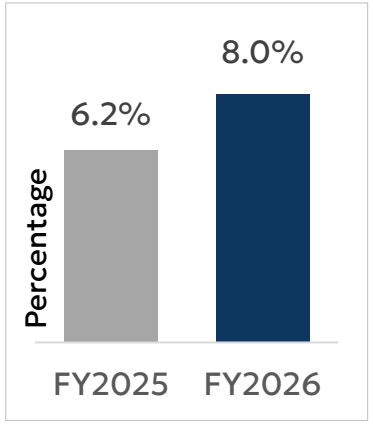
Strong revenue and Sime remains one of the biggest companies in Malaysia by revenue.



CORE NET PROFIT

32.6% y-o-y

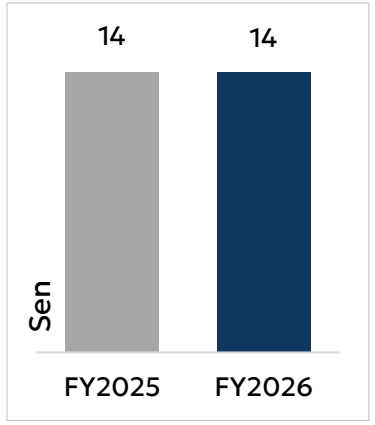
Mainly driven by higher contribution from Motors.



CORE ROE

8.0%

Driven by improved earnings and enhanced capital efficiency.



DIVIDEND

62% payout ratio

Based on Core Net Profit. Higher than the 50% payout ratio policy.

Group Financial Results

FY2026 Results

Core Profit: Financial year ended 30 June 2026

RM million	FY2026	FY2025	YoY %
Revenue	**69,467**	**70,061**	(0.8)
Core PBIT from continuing operations	**2,858**	**2,606**	9.7
Net finance costs	(409)	(541)	(24.4)
Taxation[1]	(576)	(571)	
Non-controlling interests[2]	(256)	(264)	
Perpetual Sukuk	(70)	(70)	
Core Net Profit from continuing operations	**1,547**	**1,160**	33.3
Core Net Profit from discontinued operations	-	7	
Core Net Profit	**1,547**	**1,167**	32.6

1. Adjusted for tax effects of one-off items of RM10m for FY2026 and RM92m for FY2025.
2. Adjusted for NCI effects of one-off items of RM(5m) for FY2026.

FY2026 Results

Reported Profit: Financial year ended 30 June 2026

RM million	FY2026	FY2025	YoY %
Core PBIT from continuing operations	**2,858**	**2,606**	9.7
• Gain on disposal & others	455	986	
• Impairments and provisions (net)	(235)	-	
Reported PBIT from continuing operations	**3,078**	**3,592**	(14.3)
Finance income	95	106	
Finance costs	(504)	(647)	(22.1)
Profit before tax	**2,669**	**3,051**	(12.5)
Taxation	(586)	(663)	
Profit from continuing operations	**2,083**	**2,388**	(12.8)
Non-controlling interests	(251)	(264)	
Perpetual Sukuk	(70)	(70)	
Net profit from continuing operations	**1,762**	**2,054**	(14.2)
Net profit from discontinued operations[1]	-	7	
Net profit attributable to owners of the Company	**1,762**	**2,061**	(14.5)

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

FY2026 Results

Segmental PBIT: Financial year ended 30 June 2026

RM million	FY2026			FY2025			Core PBIT YoY %
	Core PBIT	Non-core items	Reported PBIT	Core PBIT	Non-core items	Reported PBIT	
Continuing operations							
Industrial	1,252	66[1]	1,186	1,308	(18)[1]	1,326	(4.3)
Motors	727	194[2]	533	363	(68)[2]	431	>100.0
UMW	945	-	945	959	-	959	(1.5)
Others	17	(54)[3]	71	53	-	53	
Corporate	(83)	-	(83)	(77)	-	(77)	
Gain on disposal of MVV land	-	(434)	434	-	(901)	901	
Forex on net investments	-	8	(8)	-	1	(1)	
PBIT from continuing operations	**2,858**	**(220)**	**3,078**	**2,606**	**(986)**	**3,592**	**9.7**
PBIT from discontinued operations	-	-	-	17	-	17	
PBIT	**2,858**	**(220)**	**3,078**	**2,623**	**(986)**	**3,609**	**9.0**

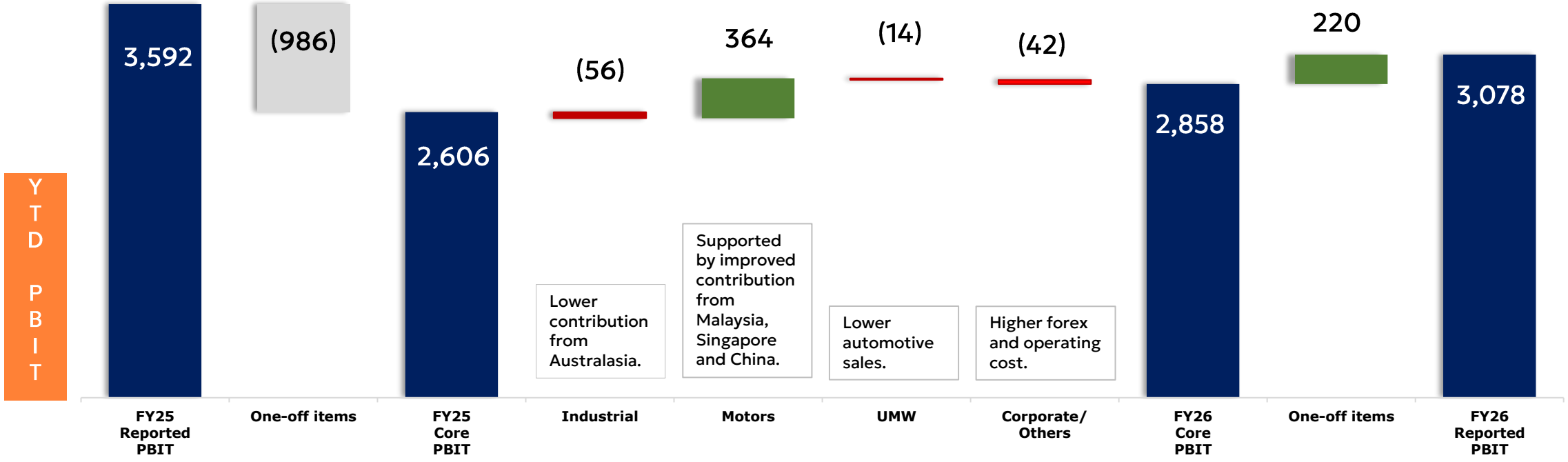
1. Impairment in Salmon and MES loan for FY2026; Gain on disposal of Chubb Singapore for FY2025.
2. Impairments and provisions for FY2026; Gain on disposal of Ferrari operations in Australia, Hyster operations in New Zealand and property in Thailand for FY2025.
3. Gain on disposal of SD Lockton (RM29m), reversal of SD Engineering liabilities (RM31m) and impairment in Kineta HK (RM6m).

PBIT from continuing operations

Segmental PBIT: Financial year ended 30 June 2026

FY2026 vs. FY2025

RM million



Q4 FY2026 Results

Core Profit: Quarter ended 30 June 2026

RM million	Q4 FY2026	Q4 FY2025	YoY %
Revenue	**16,710**	**17,758**	(5.9)
Core PBIT	**860**	**694**	23.9
Net finance costs	(96)	(109)	
Taxation[1]	(171)	(184)	
Non-controlling interests[2]	(57)	(49)	
Perpetual Sukuk	(18)	(18)	
Core Net Profit	**518**	**334**	55.1

1. Adjusted for tax effects of one-off items of RM(34m) for Q4 FY2026 and RM45m for Q4 FY2025.
2. Adjusted for NCI effects of one-off items of RM(5m) for Q4 FY2026.

Q4 FY2026 Results

Reported Profit: Quarter ended 30 June 2026

RM million	Q4 FY2026	Q4 FY2025	YoY %
Core PBIT	**860**	**694**	23.9
• Gain on disposal of Malaysian Vision Valley ("MVV") & others	-	461	
• Impairments and provisions (net)	(235)	-	
Reported PBIT from continuing operations	**625**	**1,155**	(45.9)
Finance income	19	26	
Finance costs	(115)	(135)	
Profit before tax	**529**	**1,046**	(49.4)
Taxation	(137)	(216)	
Profit from continuing operations	**392**	**830**	(52.8)
Non-controlling interests	(52)	(49)	
Perpetual Sukuk	(18)	(18)	
Net profit from continuing operations	**322**	**763**	(57.8)

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Q4 FY2026 Results

Segmental PBIT: Quarter ended 30 June 2026

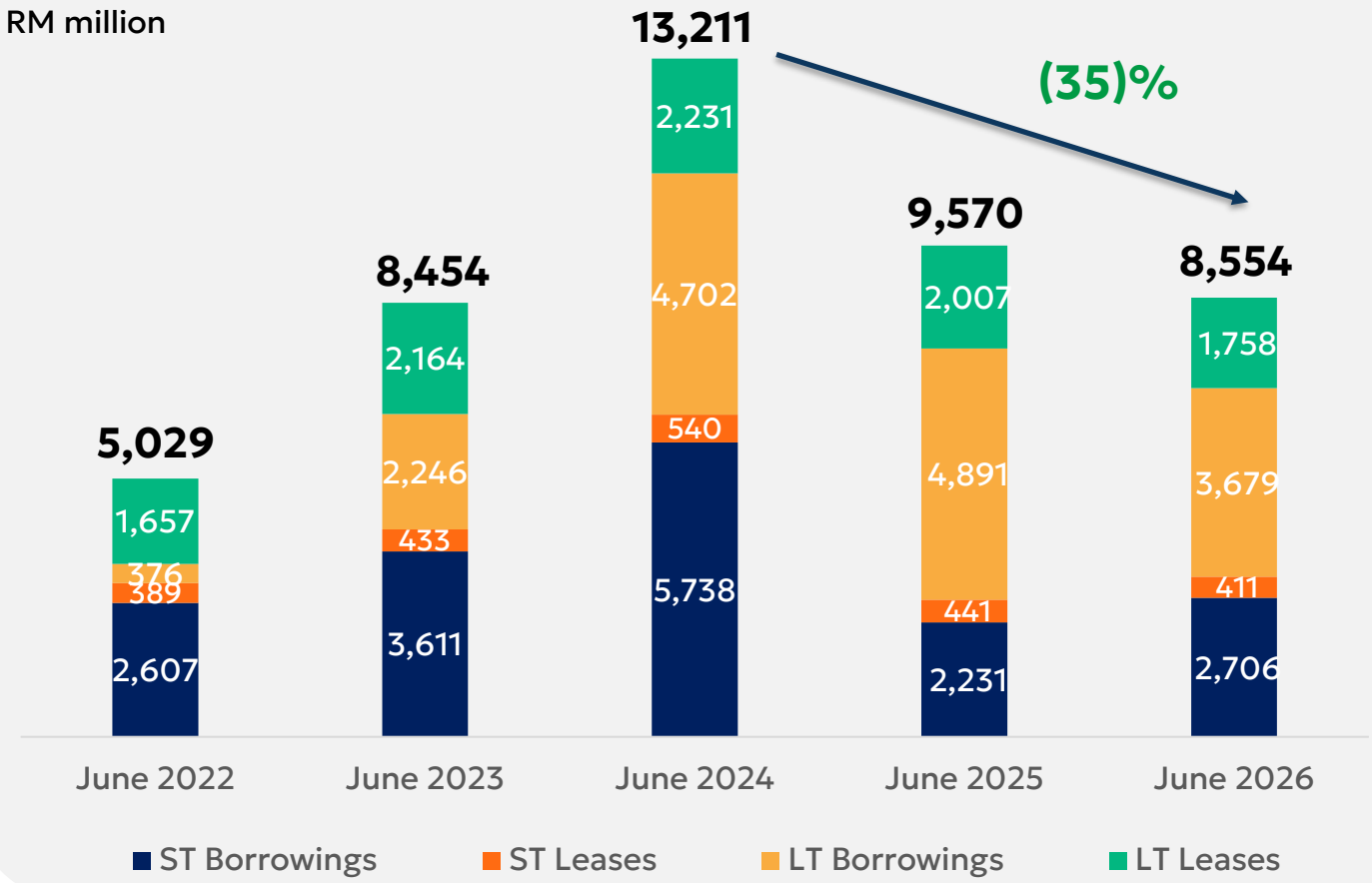
RM million	Q4 FY2026			Q4 FY2025			Core PBIT YoY %
	Core PBIT	Non-core items	Reported PBIT	Core PBIT	Non-core items	Reported PBIT	
Industrial	414	66[1]	348	425	-	425	(2.6)
Motors	249	194[2]	55	(10)	(19)[2]	9	>100.0
UMW	219	-	219	279	-	279	(21.5)
Others	3	(25)[3]	28	18	-	18	
Corporate	(25)	-	(25)	(18)	-	(18)	
Gain on disposal of MVV Land	-	-	-	-	(443)	443	
Forex on net investments	-	-	-	-	1	(1)	
PBIT	**860**	**235**	**625**	**694**	**(461)**	**1,155**	**23.9**

1. Impairment for Salmon and MES loan.
2. Impairments and provisions for FY2026; Additional gain on disposal of Hyster operations in New Zealand and gain on disposal of Thailand property for FY2025.
3. Reversal of SD Engineering liabilities and impairment in Kineta HK.

FY2026 Results

Snapshot of borrowings as at 30 June 2026

Long-Term vs Short-Term Debt



RM23.8bn
Total Equity

RM2.8bn
Bank balances, deposits and cash

0.36x
Debt/Equity Ratio

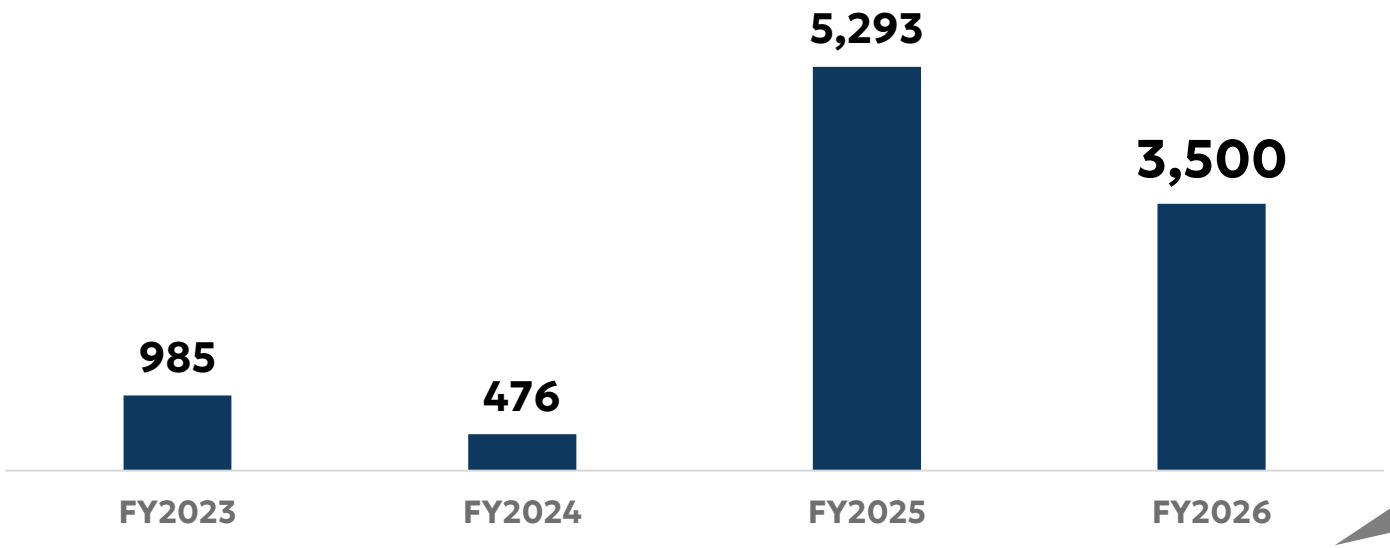
(FY2025 – 0.41x)

0.24x
Net Gearing

Operating Cash Flow remains resilient

Working capital improvements and cost optimisation deliver strong results

(RM million)



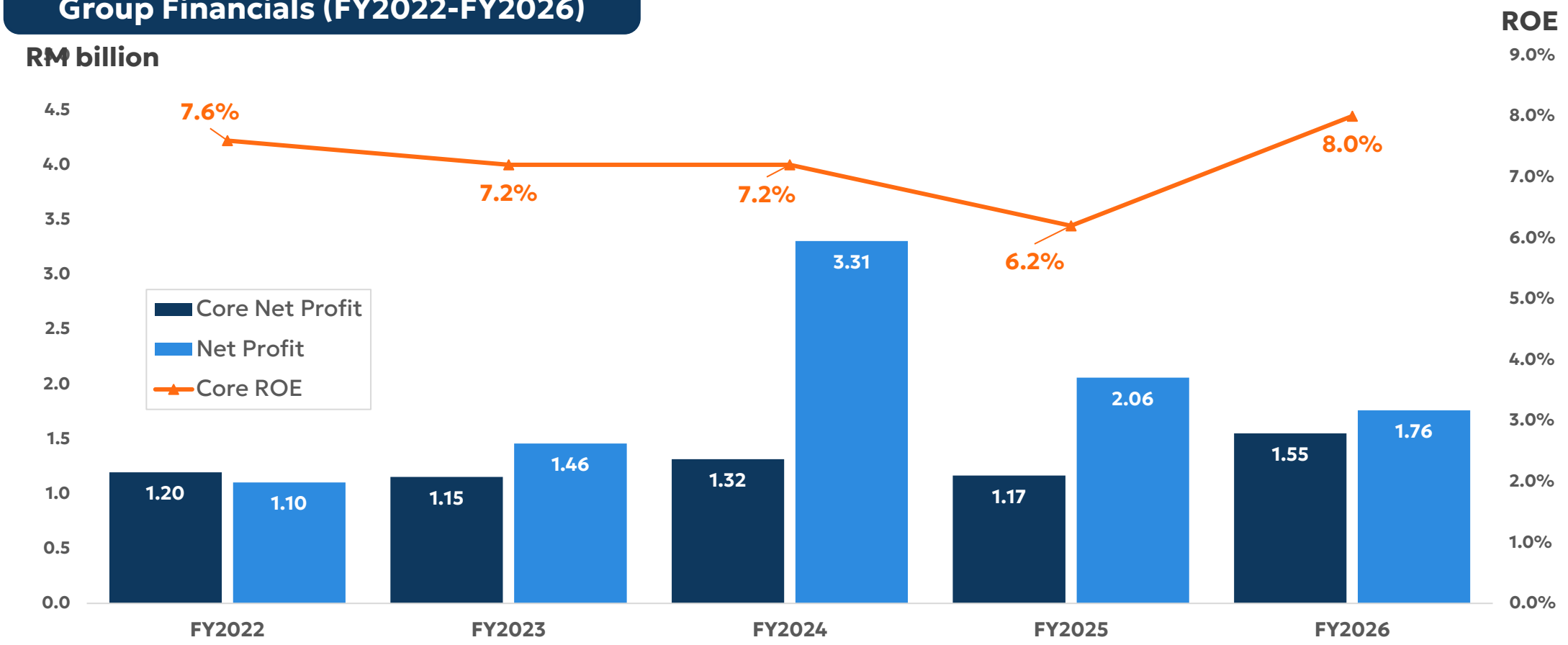
Strong cash flow of RM3.5 billion due to:

- Efficient Working Capital Management
- Savings on Finance Cost
- Disciplined Capex Allocation

Group Financials: Profits and ROE

Core ROE increased to 8% in FY2026, mainly supported by higher contribution from Motors – turnaround in China and dividend from BMW Malaysia; Efficient capital management

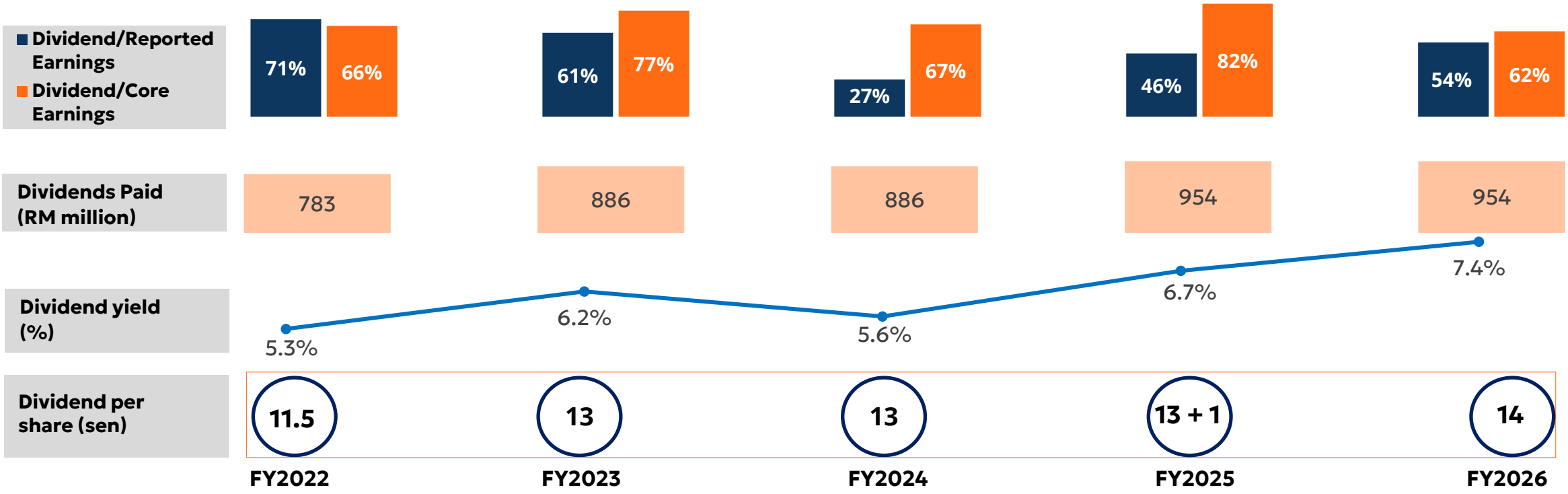
Group Financials (FY2022-FY2026)



Core ROE in FY2025 was impacted by the losses in Motors China and parts price reduction in Industrial Australia

Sime is a dividend stock

We continuously pay sustainable dividends of more than 60%



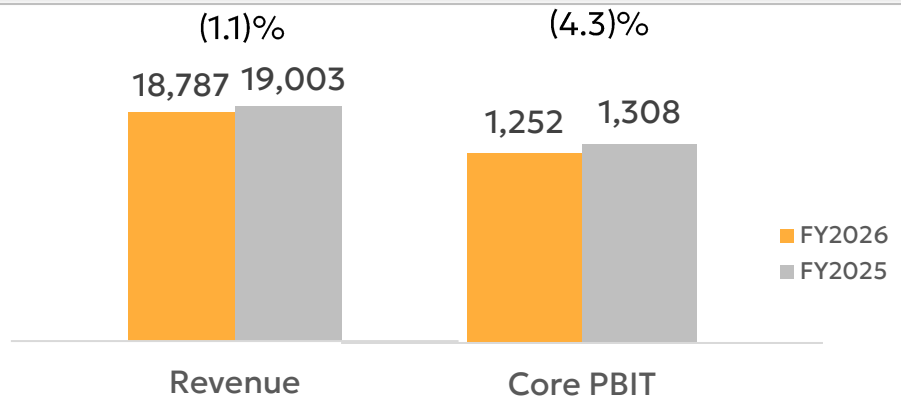
Group Dividend Policy

1	Maintain our Dividend Payout Ratio of at least **50% of Core Profits.**
2	Explore **special dividends** after every non-core asset disposals.

Industrial Division

Industrial Division

Higher equipment deliveries in China and Malaysia moderated impact of lower product support and rental contributions in Australia



In RM million	FY2026	FY2025
Australasia	13,651	14,127
China	3,051	2,722
Malaysia	1,380	1,267
Singapore & Others	705	887
Total Revenue	**18,787**	**19,003**
Australasia	1,014	1,077
China	67	43
Malaysia	107	106
Singapore & Others	64	82
Total Core PBIT	**1,252**	**1,308**
One-off items	(66)	18
Total PBIT	**1,186**	**1,326**
PBIT Margin	**6.3%**	**7.0%**
Core PBIT Margin	**6.7%**	**6.9%**
Core ROIC	**9.8%**	**10.0%**

Australasia

- Higher equipment deliveries partially offset lower product support and rental contributions as customers continue to manage elevated operating costs amid challenging market conditions.
- PBIT in RM was also impacted by the weaker AUD vs RM (approx. 3% lower).

China

- Higher revenue was driven by strong power systems deliveries.
- Profitability further improved, supported by right-sizing initiatives and disciplined control of overheads.

Malaysia

- Higher revenue driven by the recognition of milestone deliveries of power systems for data centre projects in Q4FY2026.

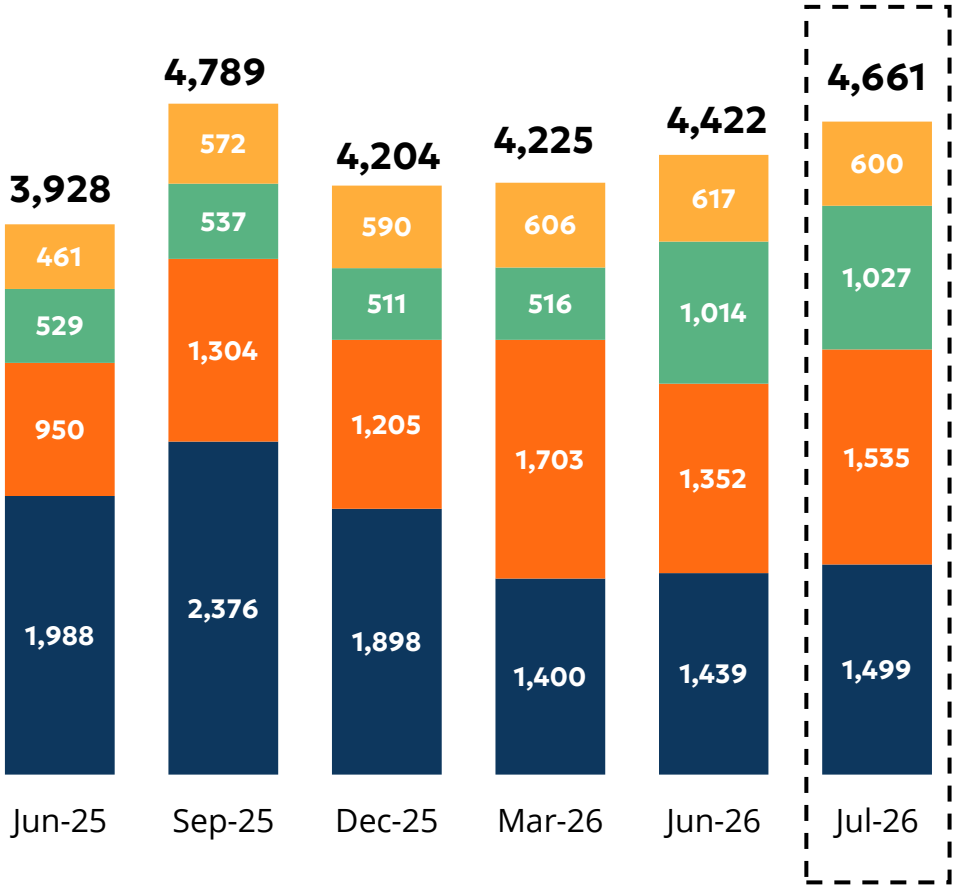
Singapore & Others

- Lower equipment sales primarily due to delayed timing of deliveries to customers.

Industrial Division – Equipment Order Book

Order book performance reflects robust demand for power systems across Asia Pacific

RM million



AUSTRALASIA

- Order book reflects ongoing mining and construction equipment deliveries during the year.
- Customer caution in the mining sector persists, driven by ongoing cost pressures.

MALAYSIA

- Order book continues to be driven by ongoing expansion of data centre infrastructure and demand for industrial engine applications.
- Construction activity remains resilient supported by public sector spending, though customers continue to face ongoing cost pressures.

CHINA

- Strong order book strengthened by demand for power systems across data centre, marine and gas applications.

SINGAPORE

- Consistent order book supported by demand for power systems serving the data centre and maritime sectors.
- Construction market conditions remain competitive, with ongoing equipment enquiries.

Copyri
Australia Malaysia China Singapore & Others

Data Centre Opportunity Driving CAT Engine Sales

Rapid expansion of data centres across Asia Pacific continues to provide a strong structural growth tailwind for Sime's Industrial business

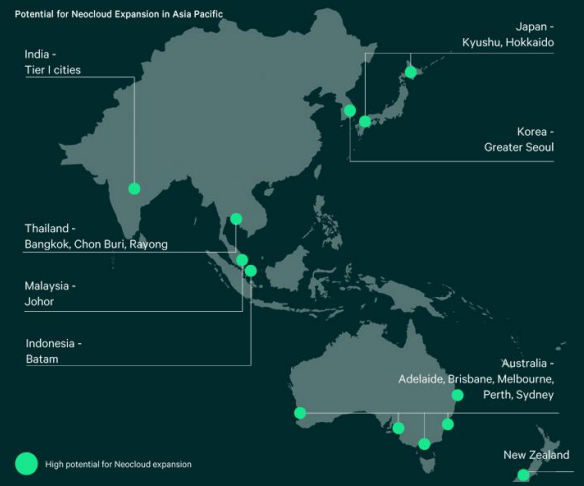
A Factors Driving Data Centre Growth In Asia Pacific

- High e-commerce and 5G penetration
- Young, tech-savvy population

1. Massive digital & AI consumption

- Lower land and electricity costs outside Tier-1 hubs

2. Cheaper Inputs



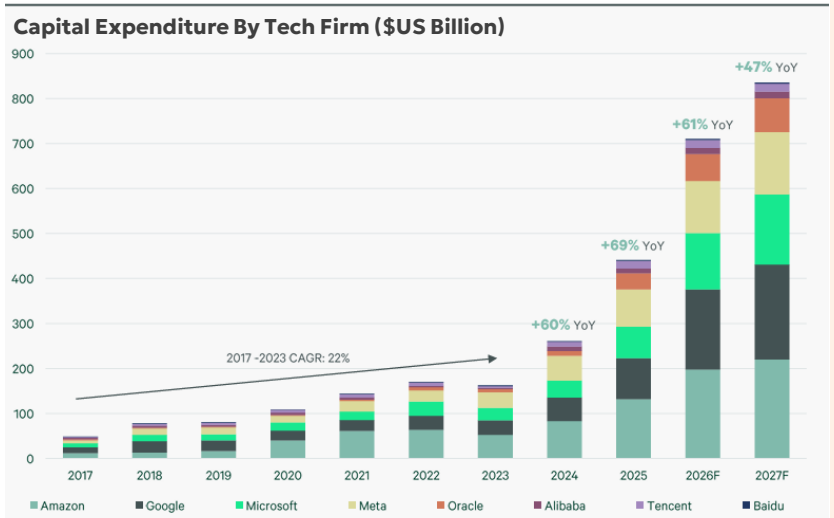
3. Data Centre Backlash In The West

- Less public opposition to data centres in APAC

4. Data Sovereignty Laws

- Regulations increasingly require data to be stored in jurisdiction.

B Demand Is Forecasted To Grow



U.S. hyperscalers are the most aggressive CapEx spenders to secure a leading position in the AI race.

They are expected to **spend US$ >700 billion** by 2027.

C Implications For Sime

1. CAT engines are **preferred especially for Western hyperscalers.**

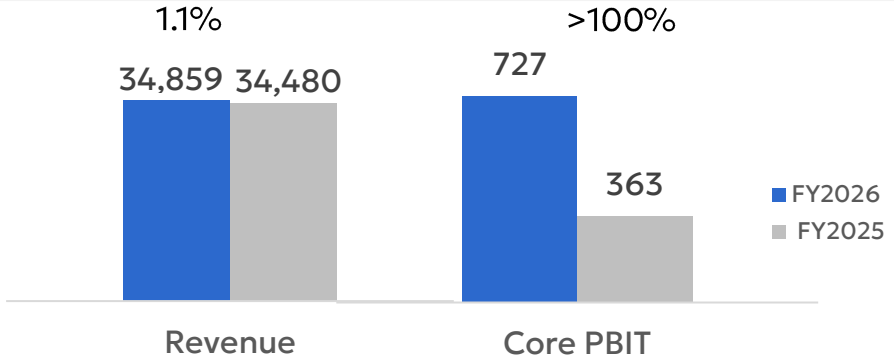
Microsoft Meta

2. Strong demand for data centres in **Malaysia, China, Singapore** and **Australia** driving sales.

Motors Division

Motors Division

Higher profits in all regions except Australasia



In RM million	FY2026	FY2025
Malaysia	7,611	7,499
China, HK, Macau, Taiwan	11,001	12,473
Australasia	4,554	4,880
Singapore & Others	11,693	9,628
Total Revenue	**34,859**	**34,480**
Malaysia	412	293
China, HK, Macau, Taiwan	38	(140)
Australasia	28	56
Singapore & Others	249	154
Total Core PBIT	**727**	**363**
One-off items	(194)	68
Total PBIT	**533**	**431**
PBIT margin	**1.5%**	**1.3%**
Core PBIT Margin	**2.1%**	**1.1%**
Core ROIC	**8.4%**	**4.0%**

Malaysia

- Retail & distribution recorded higher vehicle sales.
- Higher profit from assembly operations and higher dividend income (FY2025 – nil).

China, Hong Kong, Macau, Taiwan

- Mainland China - better performance from super luxury segment.
- Hong Kong & Macau – higher unit sales and improved margins.
- Taiwan – improved margins.
- The improvement in PBIT was mainly due to higher contributions from Hong Kong, Macau and Taiwan.

Australasia

- New Zealand – lower commercial vehicle revenue and profit.
- Australia – lower operating expenses.

Singapore

- Singapore - higher revenue and profits driven by strong electric vehicles sales.

Motors Division

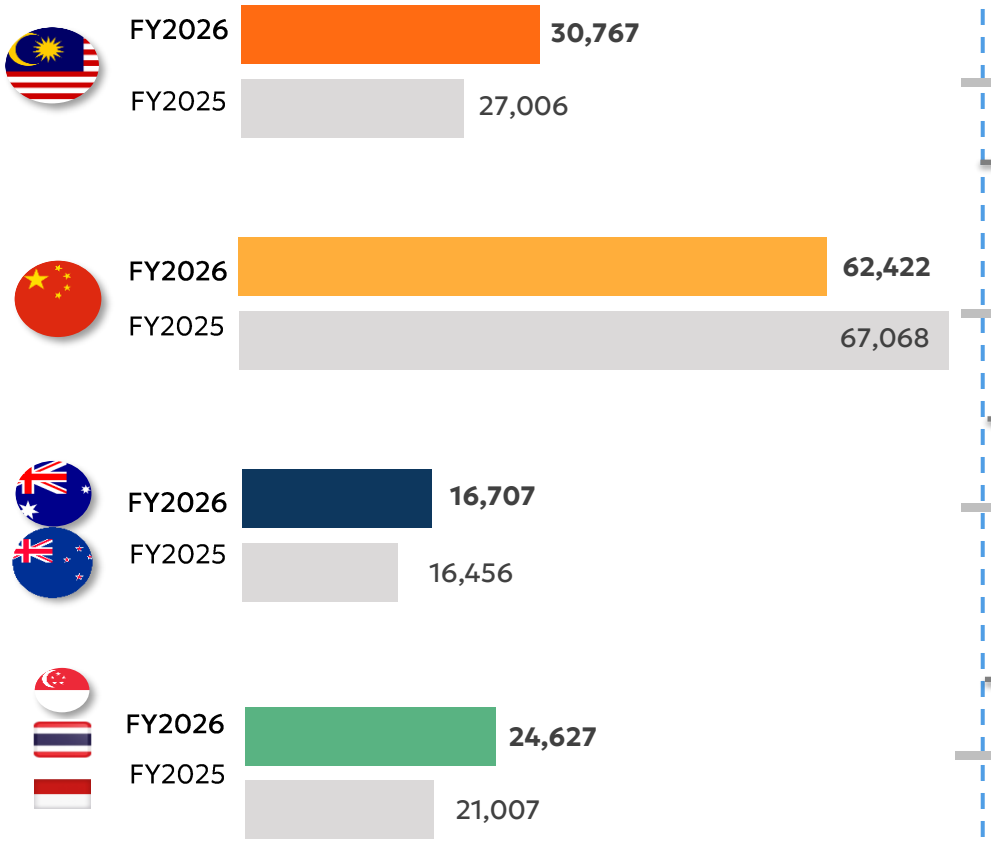
Higher vehicle sales compared with FY2025; 17% higher units assembled

Units sold by region

134,523
Units Sold*
(FY2025: 131,537)

* Includes cars sold on consignment

35,113
Units Assembled
(FY2025: 30,114)



MALAYSIA

- Vehicle sales increased by 14%, mainly driven by higher sales of BYD.
- Demand in FY2026 was driven by the tax exemptions for BEVs that ended on 31 December 2025.

CHINA

- Sales declined in Mainland China due to stiff competition and soft economic sentiment.
- Hong Kong recorded higher volumes on the back of strong demand for XPENG.
- Taiwan was impacted by US tariff uncertainty.

AUSTRALASIA

- New vehicle sales in Australia increased slightly due to the improved performance of BMW/MINI.
- Volumes in New Zealand remained largely stable despite the challenging economic environment.

SINGAPORE

- New vehicle sales in Singapore grew, driven by higher BYD volumes.
- Competitive market conditions dampened performance in both Thailand and Indonesia.

Motors Division

BYD is a Cornerstone Partner, Delivering Robust Business Results

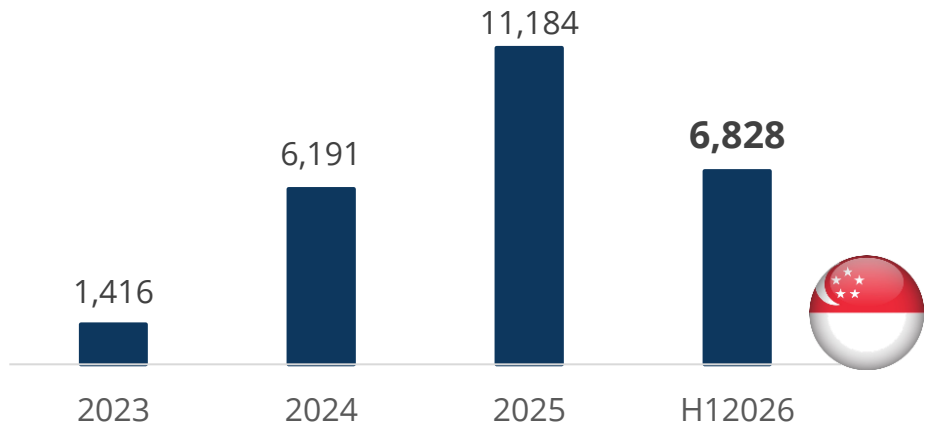
A Achievements

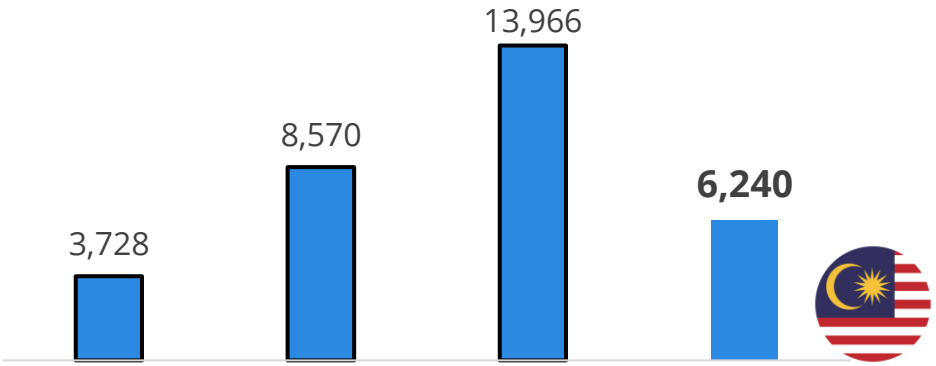
- **No.1 car brand in Singapore**
  Automotive industry leader in Singapore with 25.2% market share in H12026.
- **No. 1 EV brand in Malaysia***
  * non-National segment



Models

B Sales Performance





(MAA Data)

BMW Neue Klasse – propelling the brand into the future

Growth catalyst for Sime Motors



A NEW ERA OF MOBILITY



i. BMW's **next generation** platform and technology infrastructure.

ii. Primarily for **electric vehicles.**

iii. Biggest **product and technology shift** since the original Neue Klasse of the 1960s.

Key features

- **Dedicated EV platform**
- **Future Design language with BMW Heritage**
- **Co developed with Alibaba, Huawei and ByteDance**
- **Built in Shenyang***

*For China and some other markets

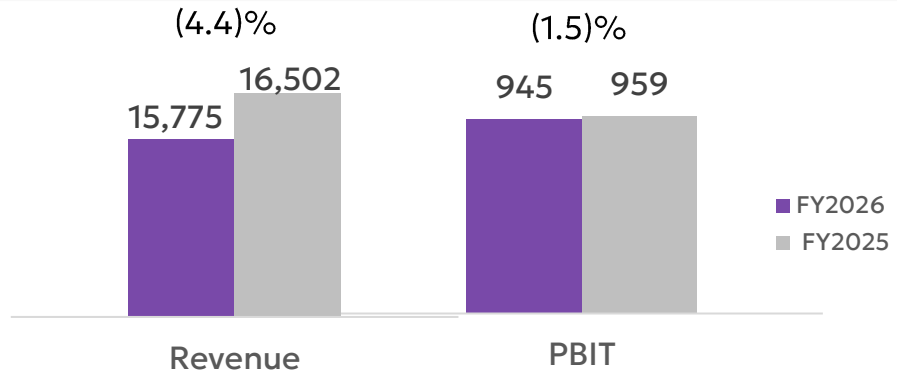
- Order taking for the iX3 long wheelbase model started in China on 21 August 2026.
- Deliveries are expected to start from November 2026.

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UMW Division

UMW Division

Lower profits from Automotive and Equipment, partly offset by M&E



RM million	FY2026	FY2025
Automotive	13,315	14,051
Equipment (continuing)	934	984
Manufacturing & Engineering	1,303	1,319
Others	223	148
Total Revenue	**15,775**	**16,502**
Automotive	940	990
Equipment (continuing)	67	83
Manufacturing & Engineering	48	(31)
Others	(110)	(83)
Total PBIT	**945**	**959**
PBIT margin	**6.0%**	**5.8%**
ROIC	**9.9%**	**9.4%**

Automotive

- After registering strong sales in 2025, both UMW Toyota Motor and Perodua recorded lower sales in 1H2026.
- Sales is expected to improve in 2H2026 with the introduction of new models and heightened marketing activities.

Equipment

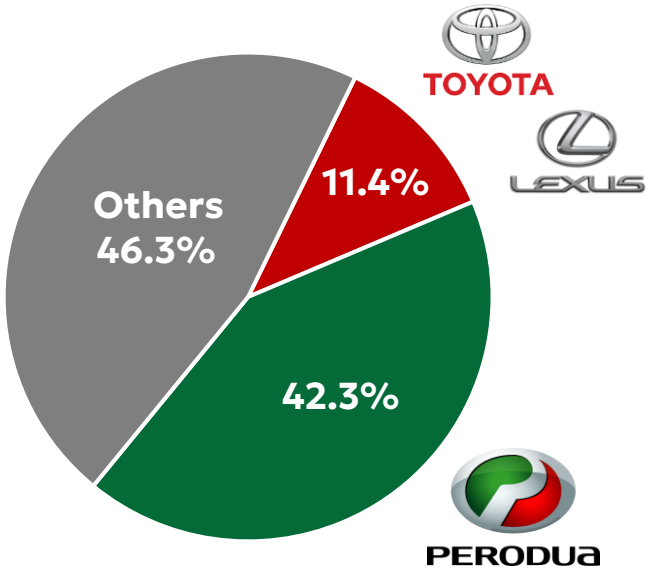
- Lower revenue as a result of the challenging operating environment.

Manufacturing & Engineering

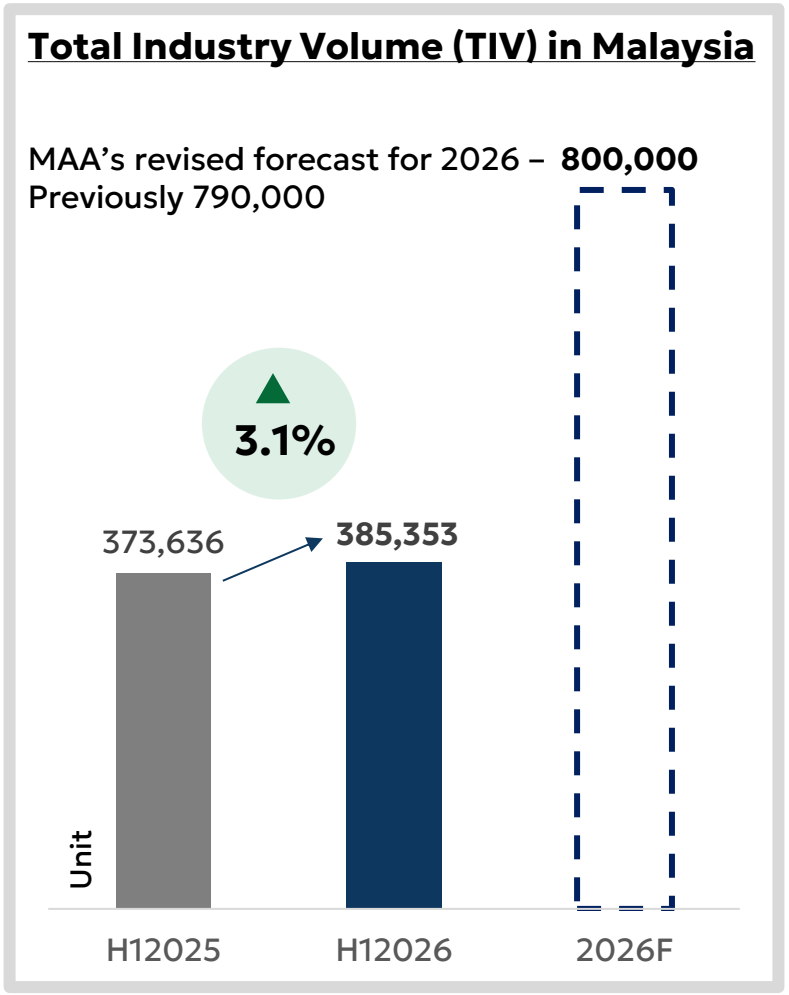
- The improvement was mainly driven by improved results in the lubricants business. It was impacted by inventory adjustments in FY2025.

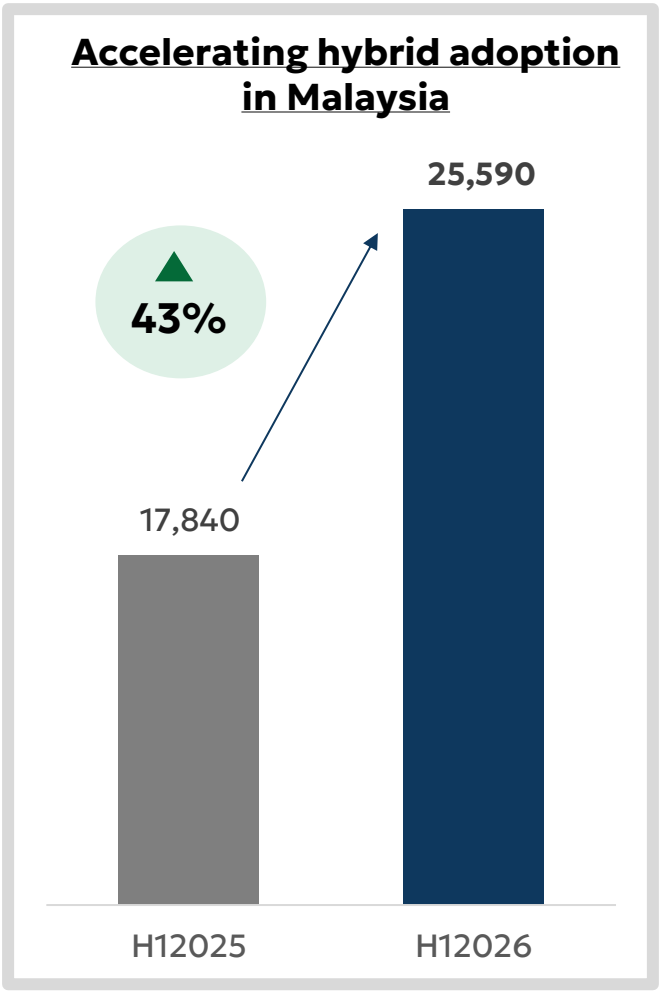
UMW Division

Automotive sales remains resilient, supported by a healthy TIV outlook and accelerating hybrid adoption



The Group's market share for FY2026 was 53.7%.





Source: Malaysian Automotive Association (MAA)

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UMW Division

Toyota Yaris Cross launch and Perodua QV-E repricing to support sales growth



- **Toyota Yaris Cross** launched on 8 May 2026.
- Available in two variants – NA and hybrid.
- Price starts at RM99,000 on-the-road without insurance.
- **YTD June – 2,686** units were **delivered**.



- 13 June 2026 - Perodua announced **revised lower prices** for QV-E and **lower monthly subscription fee** for the battery.
- **RM87,499** to own the QV-E or **RM63,499 with the BaaS** package (RM215 net per month).
- The above prices are inclusive of RM6,500 special discount until 30 September 2026.

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Thank You