



## QUARTERLY REPORT

On the consolidated results for the first quarter ended 30 September 2025

The Directors are pleased to announce the following:

### Unaudited Condensed Consolidated Statement of Profit or Loss Amounts in RM million unless otherwise stated

	Note	Quarter ended 30 September		% +/(-)
		2025	2024	
<b>Continuing operations</b>				
Revenue	A7	18,031	18,264	(1.3)
Operating expenses		(17,587)	(17,778)	
Other operating income		71	87	
Other gains and losses		27	520	
Operating profit		542	1,093	(50.4)
Share of results of joint ventures and associates		144	121	
<b>Profit before interest and tax</b>	A7	686	1,214	(43.5)
Finance income		26	27	
Finance costs		(133)	(184)	
<b>Profit before tax</b>	B5	579	1,057	(45.2)
Taxation	B6	(130)	(180)	
<b>Profit from continuing operations</b>		449	877	(48.8)
<b>Discontinued operations</b>				
Profit from discontinued operations		-	7	
<b>Profit for the period</b>		449	884	(49.2)
<b>Attributable to owners of:</b>				
- the Company				
- from continuing operations		355	795	(55.3)
- from discontinued operations		-	5	
		355	800	(55.6)
- non-controlling interests				
- from continuing operations		77	65	
- from discontinued operations		-	2	
- perpetual sukuk				
- from continuing operations		17	17	
<b>Profit for the period</b>		449	884	(49.2)
		Sen	Sen	
Basic earnings per share attributable to owners of the Company	B12			
- from continuing operations		5.2	11.6	(55.2)
- from discontinued operations		-	0.1	
<b>Total</b>		5.2	11.7	(55.6)

The unaudited Condensed Consolidated Statement of Profit or Loss should be read in conjunction with the accompanying explanatory notes and the audited financial statements for the financial year ended 30 June 2025.

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

**Unaudited Condensed Consolidated Statement of Comprehensive Income**  
**Amounts in RM million unless otherwise stated**

	<b>Quarter ended</b>	
	<b>30 September</b>	
	<b>2025</b>	<b>2024</b>
<b>Profit for the period</b>	<u>449</u>	<u>884</u>
<b>Other comprehensive (loss)/income:</b>		
<b><u>Continuing operations</u></b>		
<b>Items that will be reclassified subsequently to profit or loss:</b>		
Currency translation differences	(70)	(1,231)
Share of other comprehensive income/(loss) of joint ventures and associates	4	(42)
Net changes in fair value of cash flow hedges	10	9
Tax expense	<u>(2)</u>	<u>(3)</u>
	<b>(58)</b>	<b>(1,267)</b>
Currency translation differences on repayment of net investment and disposals reclassified to profit or loss	8	(4)
Changes in fair value of cash flow hedges reclassified to profit or loss and inventories	10	(11)
Tax (expense)/credit	<u>(1)</u>	<u>1</u>
	<b>(41)</b>	<b>(1,281)</b>
<b><u>Discontinued operations</u></b>		
Other comprehensive loss from discontinued operations	<u>-</u>	<u>(31)</u>
Total other comprehensive loss	<b>(41)</b>	<b>(1,312)</b>
<b>Total comprehensive income/(loss) for the period</b>	<b><u>408</u></b>	<b><u>(428)</u></b>
<b>Attributable to owners of:</b>		
- the Company		
- from continuing operations	311	(461)
- from discontinued operations	<u>-</u>	<u>(18)</u>
	<b>311</b>	<b>(479)</b>
- non-controlling interests		
- from continuing operations	80	40
- from discontinued operations	-	(6)
- perpetual sukuk		
- from continuing operations	<u>17</u>	<u>17</u>
<b>Total comprehensive income/(loss) for the period</b>	<b><u>408</u></b>	<b><u>(428)</u></b>

The unaudited Condensed Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying explanatory notes and the audited financial statements for the financial year ended 30 June 2025.

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

**Unaudited Condensed Consolidated Statement of Financial Position**  
**Amounts in RM million unless otherwise stated**

	Note	Unaudited As at 30 September 2025	Audited As at 30 June 2025
<b><u>Non-current assets</u></b>			
Property, plant and equipment		12,121	12,021
Right-of-use assets		2,921	3,041
Investment properties		564	565
Intangible assets		2,951	2,966
Joint ventures and associates		3,357	3,306
Financial assets at fair value through profit or loss		67	68
Deferred tax assets		859	797
Derivative assets	B9(a)	3	9
Receivables and other assets		194	200
		<b>23,037</b>	<b>22,973</b>
<b><u>Current assets</u></b>			
Inventories		12,035	12,106
Financial assets at fair value through profit or loss		421	382
Receivables, contract assets and other assets		7,273	7,592
Prepayments		1,007	862
Tax recoverable		149	138
Derivative assets	B9(a)	34	59
Bank balances, deposits and cash		2,721	3,039
		<b>23,640</b>	<b>24,178</b>
Assets held for sale		224	237
<b>Total assets</b>		<b>46,901</b>	<b>47,388</b>
<b><u>Equity</u></b>			
Share capital		9,330	9,330
Reserves		9,503	9,874
<b>Attributable to owners of the Company</b>		<b>18,833</b>	<b>19,204</b>
Non-controlling interests		3,027	2,960
Perpetual sukuk		1,198	1,181
<b>Total equity</b>		<b>23,058</b>	<b>23,345</b>
<b><u>Non-current liabilities</u></b>			
Borrowings	B8	4,802	4,891
Lease liabilities		1,894	2,007
Payables, contract liabilities and other liabilities		769	780
Deferred tax liabilities		878	829
		<b>8,343</b>	<b>8,507</b>
<b><u>Current liabilities</u></b>			
Borrowings	B8	3,006	2,231
Lease liabilities		437	441
Derivative liabilities	B9(a)	12	47
Payables and other liabilities		9,333	10,200
Contract liabilities		2,051	1,961
Provisions		427	415
Tax payable		234	241
		<b>15,500</b>	<b>15,536</b>
<b>Total liabilities</b>		<b>23,843</b>	<b>24,043</b>
<b>Total equity and liabilities</b>		<b>46,901</b>	<b>47,388</b>
Net assets per share attributable to owners of the Company (RM)		<b>2.76</b>	<b>2.82</b>

The unaudited Condensed Consolidated Statement of Financial Position should be read in conjunction with the accompanying explanatory notes and the audited financial statements for the financial year ended 30 June 2025.

**SIME DARBY BERHAD**  
(Company No: 200601032645 (752404-U))

**Unaudited Condensed Consolidated Statement of Changes in Equity**  
Amounts in RM million unless otherwise stated

	Share capital	Capital reserve	Legal reserve	Hedging reserve	Exchange reserve	Retained profits	Reserves	Attributable to owners of the Company	Non-controlling interests	Perpetual sukuk	Total equity
<b>Quarter ended 30 September 2025</b>											
At 1 July 2025	9,330	223	155	(2)	(512)	10,010	9,874	19,204	2,960	1,181	23,345
Total comprehensive income/(loss) for the period	-	-	-	15	(59)	355	311	311	80	17	408
Disposal of non-wholly owned subsidiaries	-	-	-	-	-	-	-	-	(13)	-	(13)
Dividends paid	-	-	-	-	-	(682)	(682)	(682)	-	-	(682)
At 30 September 2025	9,330	223	155	13	(571)	9,683	9,503	18,833	3,027	1,198	23,058

**SIME DARBY BERHAD**  
(Company No: 200601032645 (752404-U))

**Unaudited Condensed Consolidated Statement of Changes in Equity (continued)**  
Amounts in RM million unless otherwise stated

	Share capital	Capital reserve	Legal reserve	Hedging reserve	Exchange reserve	Retained profits	Reserves	Attributable to owners of the Company	Non-controlling interests	Perpetual sukuk	Total equity
<b>Quarter ended 30 September 2024</b>											
At 1 July 2024	9,330	223	146	11	776	8,880	10,036	19,366	2,811	1,181	23,358
Total comprehensive (loss)/income for the period	–	–	–	(3)	(1,276)	800	(479)	(479)	34	17	(428)
Shares issued by a non-wholly owned subsidiary	–	–	–	–	–	–	–	–	1	–	1
Dividends paid	–	–	–	–	–	(682)	(682)	(682)	–	–	(682)
At 30 September 2024	9,330	223	146	8	(500)	8,998	8,875	18,205	2,846	1,198	22,249

The unaudited Condensed Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying explanatory notes and the audited financial statements for the financial year ended 30 June 2025.

**SIME DARBY BERHAD**  
(Company No: 200601032645 (752404-U))

**Unaudited Condensed Consolidated Statement of Cash Flows**  
Amounts in RM million unless otherwise stated

	Quarter ended 30 September	
	2025	2024
<b>Cash flow from operating activities</b>		
Profit for the period from continuing operations	449	877
Adjustments for:		
Dividend income from financial assets	(4)	–
Share of results of joint ventures and associates	(144)	(121)
Finance income	(26)	(27)
Finance costs	133	184
Taxation	130	180
Gain on disposal of fixed assets (net)	(3)	(460)
Gain on disposal of businesses and equity investments (net)	(29)	(41)
Depreciation and amortisation	509	545
Impairment of fixed assets/(Reversal of impairment of fixed assets) (net)	1	(4)
Impairment of receivables/(Reversal of impairment of receivables) (net)	4	(8)
Inventory write-down and provision	–	4
Fair value gain on financial assets at fair value through profit or loss (net)	(2)	(1)
Other non-cash items	(4)	(15)
	<u>1,014</u>	<u>1,113</u>
<b>Changes in working capital:</b>		
Inventories	100	1,464
Rental assets	(279)	(353)
Trade, other receivables and prepayments	48	404
Trade, other payables and provisions	(597)	(1,398)
<b>Cash generated from operations</b>	<u>286</u>	<u>1,230</u>
Tax paid (net)	(170)	(176)
Dividends received from joint ventures and associates	113	193
Dividends received from financial assets	4	–
Operating cash flow from continuing operations	<u>233</u>	<u>1,247</u>
Operating cash flow used in discontinued operations	<u>–</u>	<u>(21)</u>
<b>Net cash flow from operating activities</b>	<u>233</u>	<u>1,226</u>
<b>Cash flow from investing activities</b>		
Finance income received	24	25
Purchase of fixed assets	(272)	(271)
Acquisition of subsidiaries and businesses	(6)	(31) <sup>1</sup>
Net cash outflow/Proceeds from sale of subsidiaries, businesses and an associate	(14)	32
Proceeds from sale of fixed assets	23	8
Net additions to financial assets at fair value through profit or loss	(37)	(12)
Net movement in restricted deposits and deposits with maturity more than 3 months	(2)	4
Investing cash flow used in continuing operations	(284)	(245)
Investing cash flow from discontinued operations	–	5
<b>Net cash flow used in investing activities</b>	<u>(284)</u>	<u>(240)</u>

Fixed assets consist of property, plant and equipment, right-of-use assets, investment properties and intangible assets.

<sup>1</sup> Relates to part payment of the consideration payable for the acquisition of Salmon Earthmoving Holdings Pty Ltd.

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

**Unaudited Condensed Consolidated Statement of Cash Flows (continued)**  
**Amounts in RM million unless otherwise stated**

	Note	Quarter ended 30 September 2025	2024
<b>Cash flow from financing activities</b>			
Finance costs paid		(85)	(137)
Net borrowings raised		604	105
Repayment of lease liabilities		(158)	(200)
Proceeds from shares issued to non-controlling interests		–	1
Dividends paid to shareholders		(682)	(682)
Dividends paid to non-controlling interests <sup>2</sup>		(6)	(9)
<b>Net cash flow used in financing activities</b>		<b>(327)</b>	<b>(922)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(378)</b>	<b>64</b>
Foreign exchange differences		(10)	(107)
Cash and cash equivalents at beginning of the period		2,819	2,776
<b>Cash and cash equivalents at end of the period</b>		<b>2,431</b>	<b>2,733</b>
For the purpose of the Consolidated Statement of Cash Flows, cash and cash equivalents comprised the following:			
Bank balances, deposits and cash		2,721	2,608
Less:			
Bank overdrafts	B8	(186)	(64)
Deposits with maturity of more than 3 months		(26)	(2)
Deposits restricted by bank		(78)	(53)
		2,431	2,489
Cash and cash equivalents included under disposal group		–	244
		<b>2,431</b>	<b>2,733</b>

<sup>2</sup> Dividends paid to other shareholders of non-wholly owned subsidiaries. The amount paid in the current period includes RM6 million declared in the previous financial year (previous corresponding period: RM9 million).

The unaudited Condensed Consolidated Statement of Cash Flows should be read in conjunction with the accompanying explanatory notes and the audited financial statements for the financial year ended 30 June 2025.

## **EXPLANATORY NOTES**

This interim financial report is prepared in accordance with the requirements of paragraph 9.22 and Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and complies with the requirements of the Malaysian Financial Reporting Standard (“MFRS”) 134 – Interim Financial Reporting. The interim financial report is unaudited and should be read in conjunction with the Group’s audited annual financial statements for the financial year ended 30 June 2025.

### **A. EXPLANATORY NOTES PURSUANT TO MFRS 134**

#### **A1. Basis of Preparation**

The accounting policies and presentation adopted for this interim financial report are consistent with those adopted for the audited annual financial statements for the financial year ended 30 June 2025, except as set out below.

##### **a) New accounting pronouncements**

i) Accounting pronouncements adopted for this interim financial report that do not have a material impact on the Group in the current period are set out below:

- Amendments to MFRS 121 ‘Lack of Exchangeability’

ii) Accounting pronouncements that are not yet effective are set out below:

##### Effective for annual reporting periods beginning on or after 1 January 2026

- Amendments to MFRS 9 and MFRS 7 ‘Amendments to the classification and measurement of financial instruments’
- Amendments to MFRS 9 and MFRS 7 ‘Contracts referencing nature-dependent electricity’
- Amendments to MFRS 7 ‘Financial Instruments: disclosures’
- Amendments to MFRS 9 ‘Financial Instruments’
- Amendments to MFRS 10 ‘Consolidated financial statements’
- Amendments to MFRS 107 ‘Statement of cash flows’

##### Effective for annual reporting periods beginning on or after 1 January 2027

- MFRS 18 – ‘Presentation and disclosure in financial statements’

iii) Accounting pronouncements where the effective date has been deferred to a date to be determined by MASB are set out below:

- Amendments to MFRS 10 ‘Consolidated financial statements’ and MFRS 128 ‘Investments in associates and joint ventures - sale or contribution of assets between an investor and its associate or joint venture’.

**A2. Seasonal or Cyclical Factors**

The Group's operations are not materially affected by seasonal or cyclical factors.

**A3. Unusual Items Affecting Assets, Liabilities, Equity, Net Income or Cash Flows**

Except as disclosed in the financial statements on pages 1 to 7 and notes B1 and B2, there were no material unusual items affecting the Group's assets, liabilities, equity, net income or cash flows during the financial period under review.

**A4. Material Changes in Estimates**

Except as disclosed in notes B1 and B2, there were no material changes in the estimates of amounts reported in the previous financial years that have a material effect on the results for the current period under review.

**A5. Debt and Equity Securities**

There were no issuances, cancellations, repurchases, resale and redemptions/repayments of debt and equity securities during the financial period under review.

**A6. Dividends Paid to Shareholders**

The second interim dividend of 10.0 sen per share amounting to RM682 million for the financial year ended 30 June 2025 was paid by way of cash on 30 September 2025.

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

Explanatory Notes on the Quarterly Report – 30 September 2025  
Amounts in RM million unless otherwise stated

**A7. Segment Information**

The UKHE group, a subsidiary of UMW, is deemed to be acquired exclusively for resale and hence, has been classified as discontinued operations. The disposal has been completed in October 2024.

	Continuing operations						Discontinued operations	
	Industrial	Motors	UMW <sup>1</sup>	Others	Corporate/ Intra-group adjustments	Total	UKHE	Total
<b>Quarter ended 30 September 2025</b>								
<b>Segment revenue:</b>								
External	4,465	9,167	4,385	14	–	18,031	–	18,031
Inter-segment	3	3	2	4	(12)	–	–	–
	<b>4,468</b>	<b>9,170</b>	<b>4,387</b>	<b>18</b>	<b>(12)</b>	<b>18,031</b>	<b>–</b>	<b>18,031</b>
<b>Profit/(Loss) before interest and tax</b>	<b>293</b>	<b>126</b>	<b>261</b>	<b>30</b>	<b>(24)</b>	<b>686</b>	<b>–</b>	<b>686</b>
Net finance costs						(107)	–	(107)
Taxation						(130)	–	(130)
<b>Profit for the period</b>						<b>449</b>	<b>–</b>	<b>449</b>
<b>Quarter ended 30 September 2024</b>								
<b>Segment revenue:</b>								
External	5,188	8,674	4,385	17	–	18,264	159	18,423
Inter-segment	1	10	7	4	(22)	–	–	–
	<b>5,189</b>	<b>8,684</b>	<b>4,392</b>	<b>21</b>	<b>(22)</b>	<b>18,264</b>	<b>159</b>	<b>18,423</b>
<b>Profit/(Loss) before interest and tax</b>	<b>343</b>	<b>190</b>	<b>214</b>	<b>498</b>	<b>(31)</b>	<b>1,214</b>	<b>14</b>	<b>1,228</b>
Net finance (costs)/income						(157)	1	(156)
Taxation						(180)	(8)	(188)
<b>Profit for the period</b>						<b>877</b>	<b>7</b>	<b>884</b>

<sup>1</sup> The business segments under UMW include Automotive, Equipment, Manufacturing and Engineering and others.

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

Explanatory Notes on the Quarterly Report – 30 September 2025  
Amounts in RM million unless otherwise stated

**A7. Segment Information (continued)**

	Continuing operations					Total
	Industrial	Motors	UMW	Others	Corporate/ Intra-group adjustments	
<b>As at 30 September 2025</b>						
Segment assets	16,929	14,976	13,398	83	507	45,893
Segment liabilities	(3,276)	(5,780)	(3,211)	(321)	(4)	(12,592)
Segment invested capital	13,653	9,196	10,187	(238)	503	33,301
Net tax liabilities						(104)
Borrowings and lease liabilities						(10,139)
<b>Total equity</b>						<b>23,058</b>
<b>As at 30 June 2025</b>						
Segment assets	16,549	15,651	13,279	213	761	46,453
Segment liabilities	(3,455)	(6,483)	(3,052)	(394)	(19)	(13,403)
Segment invested capital	13,094	9,168	10,227	(181)	742	33,050
Net tax liabilities						(135)
Borrowings and lease liabilities						(9,570)
<b>Total equity</b>						<b>23,345</b>

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

Explanatory Notes on the Quarterly Report – 30 September 2025  
Amounts in RM million unless otherwise stated

**A7. Segment Information (continued)**

Revenue from continuing operations comprise the following:

	<b>Quarter ended 30 September</b>	
	<b>2025</b>	<b>2024</b>
Revenue from contracts with customers	<b>17,716</b>	17,976
Rental income	<b>315</b>	288
	<b>18,031</b>	18,264

Analysis of the Group's revenue from contracts with customers is as follows:

<b>Quarter ended 30 September 2025</b>	<b>Industrial</b>	<b>Motors</b>	<b>UMW</b>	<b>Others</b>	<b>Total</b>
<b><u>Continuing operations</u></b>					
<b><u>Segment revenue</u></b>					
Sale of equipment and vehicles	<b>1,588</b>	<b>7,604</b>	<b>3,098</b>	–	<b>12,290</b>
Sale of parts, assembly charges and provision of after-sales services	<b>2,651</b>	<b>1,311</b>	<b>956</b>	–	<b>4,918</b>
Manufacturing and engineering	<b>56</b>	–	<b>215</b>	<b>2</b>	<b>273</b>
Commission, handling fees and others	–	<b>181</b>	<b>46</b>	<b>8</b>	<b>235</b>
	<b>4,295</b>	<b>9,096</b>	<b>4,315</b>	<b>10</b>	<b>17,716</b>
<b><u>Geographical location</u></b>					
Malaysia	<b>284</b>	<b>2,075</b>	<b>4,179</b>	<b>9</b>	<b>6,547</b>
China	<b>726</b>	<b>2,949</b>	<b>45</b>	–	<b>3,720</b>
Other countries in Asia	<b>175</b>	<b>2,934</b>	<b>91</b>	<b>1</b>	<b>3,201</b>
Australasia	<b>3,110</b>	<b>1,138</b>	–	–	<b>4,248</b>
	<b>4,295</b>	<b>9,096</b>	<b>4,315</b>	<b>10</b>	<b>17,716</b>
<b><u>Timing of revenue recognition</u></b>					
At a point in time	<b>3,138</b>	<b>7,871</b>	<b>4,302</b>	<b>7</b>	<b>15,318</b>
Over time	<b>1,157</b>	<b>1,225</b>	<b>13</b>	<b>3</b>	<b>2,398</b>
	<b>4,295</b>	<b>9,096</b>	<b>4,315</b>	<b>10</b>	<b>17,716</b>

<b>Quarter ended 30 September 2024</b>	<b>Industrial</b>	<b>Motors</b>	<b>UMW</b>	<b>Others</b>	<b>Total</b>
<b><u>Continuing operations</u></b>					
<b><u>Segment revenue</u></b>					
Sale of equipment and vehicles	1,989	7,038	3,153	–	12,180
Sale of parts, assembly charges and provision of after-sales services	2,976	1,317	979	–	5,272
Manufacturing and engineering	84	–	168	2	254
Commission, handling fees and others	–	242	18	10	270
	5,049	8,597	4,318	12	17,976

**SIME DARBY BERHAD**  
**(Company No: 200601032645 (752404-U))**

Explanatory Notes on the Quarterly Report – 30 September 2025  
Amounts in RM million unless otherwise stated

**A7. Segment Information (continued)**

Analysis of the Group's revenue from contracts with customers is as follows (continued):

<b>Quarter ended 30 September 2024</b>	<b>Industrial</b>	<b>Motors</b>	<b>UMW</b>	<b>Others</b>	<b>Total</b>
<b>Geographical location</b>					
Malaysia	226	1,991	4,242	11	6,470
China	667	3,022	13	–	3,702
Other countries in Asia	231	2,218	63	1	2,513
Australasia	3,925	1,366	–	–	5,291
	<u>5,049</u>	<u>8,597</u>	<u>4,318</u>	<u>12</u>	<u>17,976</u>
<b>Timing of revenue recognition</b>					
At a point in time	3,918	7,382	4,292	8	15,600
Over time	1,131	1,215	26	4	2,376
	<u>5,049</u>	<u>8,597</u>	<u>4,318</u>	<u>12</u>	<u>17,976</u>

**A8. Capital Commitments**

Contracted capital expenditure not provided for in the interim financial report is as follows:

	<b>As at 30 September 2025</b>	<b>As at 30 June 2025</b>
- Property, plant and equipment	570	530
- Other capital expenditure	29	30
	<u>599</u>	<u>560</u>

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**(Company No: 200601032645 (752404-U))**

Explanatory Notes on the Quarterly Report – 30 September 2025  
Amounts in RM million unless otherwise stated

**A9. Significant Related Party Transactions**

Significant related party transactions conducted during the quarter ended 30 September are as follows:

	Quarter ended 30 September	
	2025	2024
<b>a. Transactions with joint ventures and associates</b>		
<b><u>Continuing operations</u></b>		
Purchase of products and services from Sitech Construction Systems Pty Ltd	3	4
Contribution paid to Yayasan Sime Darby	15	16
Sale of goods and services to and rental income from Perusahaan Otomobil Kedua Sdn Bhd (“Perodua”) and its subsidiaries and associates	164	149
Purchase goods and services from Perodua and its subsidiaries and associates	177	178
Sale of goods to UMW Toyotsu Motors Sdn Bhd	130	90
<b>b. Transactions between subsidiaries and non-controlling interests or their affiliated companies</b>		
<b><u>Continuing operations</u></b>		
Contract assembly service provided by Inokom Corporation Sdn Bhd (“ICSB”) to Mazda Malaysia Sdn Bhd	11	18
Contract assembly service provided by ICSB to Kia Malaysia Sdn Bhd	1	7
Rental income received by ICSB from Bermaz Auto Berhad group	1	1
Sale of goods and services to Toyota Motor Corporation, Japan and its subsidiaries and Toyota Tsusho Corporation, Japan and its subsidiaries	565	536
Purchase of goods and services from Toyota Motor Corporation, Japan and its subsidiaries and Toyota Tsusho Corporation, Japan and its subsidiaries	1,955	1,804
Purchase of goods and services from Toyota Industries Corporation, Japan and its subsidiaries	74	70
Purchase of goods and services from Kayaba Industry Co Ltd (“Kayaba”) and its subsidiaries	2	2
Sale of goods and services to Kayaba and its subsidiaries	28	33
<b><u>Discontinued operations</u></b>		
Purchase of goods and services from Komatsu Ltd, Japan and its subsidiaries	–	107

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**A9. Significant Related Party Transactions (continued)**

Significant related party transactions conducted during the quarter ended 30 September are as follows (continued):

**c. Transactions with major shareholders and the Government**

As at 30 September 2025, Permodalan Nasional Berhad (“PNB”) owned approximately 4.3% of the issued share capital of the Company. The Company is considered an associate of PNB by virtue of PNB’s representation on the Board of the Company.

PNB is an entity controlled by the Malaysian Government through Yayasan Pelaburan Bumiputera. As a result, the Malaysian Government and bodies controlled or jointly controlled by the Malaysian Government (collectively referred to as government-related entities) are related parties of the Group and of the Company.

Transactions entered into with government-related entities include sales and purchases of goods and services. These related party transactions were entered into in the ordinary course of business.

**A10. Material Events Subsequent to the End of the Financial Period**

There were no material events subsequent to the end of the current quarter under review to 21 November 2025, being a date not earlier than 7 days from the date of issue of the quarterly report.

**A11. Effect of Significant Changes in the Composition of the Group**

Significant changes in the composition of the Group are as follows:

Disposal of subsidiaries

In September 2025, the Group completed the disposal of 30% equity interest in Sime Darby Lockton Insurance Brokers Sdn Bhd (“SDLIB”) for a cash consideration of approximately RM24 million. Consequently, SDLIB ceased to be a subsidiary of the Group and is now classified as an associate.

Details of net assets and net cash inflow arising from the disposal of are as follows:

Net assets	32
Non-controlling interests	(13)
Share of net assets disposed	19
Gain on disposal	29
Less: Fair value of retained portion of investment in associate	(24)
Total consideration from the disposal	24
Less: balance consideration receivable	(9)
Less: cash and cash equivalents of subsidiary disposed	(29)
Net cash outflow from disposal	(14)

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**A12. Contingent Liabilities – unsecured**

a) Guarantees

In the ordinary course of business, the Group issues surety bonds and letters of credit to customers to secure advance payments, for performance under contracts or in lieu of retention being withheld on contracts. A liability would only arise in the event the Group fails to fulfil its contractual obligations.

The performance guarantees are as follows:

	As at 30 September 2025	As at 30 June 2025
Performance and advance payment guarantees to customers of the Group	<u>2,647</u>	<u>2,474</u>

In addition, the Group guarantees the payment from its customers under a risk sharing arrangement with a third party leasing company in connection with the sale of its equipment up to a pre-determined amount. As at 30 September 2025, the total outstanding risk sharing amount on which the Group has an obligation to pay the leasing company should the customers default, amounted to RM66 million (30 June 2025: RM76 million).

**B. EXPLANATORY NOTES PURSUANT TO PARAGRAPH 9.22 OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD**

**B1. Review of Group Performance**

	Quarter ended 30 September 2025	2024	% + / (-)
<b><u>Continuing operations</u></b>			
Revenue	<u>18,031</u>	<u>18,264</u>	(1.3)
Segment results:			
Industrial	293	343	(14.6)
Motors	126	190	(33.7)
UMW	261	214	22.0
Others	<u>30</u>	<u>40</u>	
	710	787	(9.8)
Gain on disposal of Malaysia Vision Valley (“MVV”) land	–	458	
Foreign exchange loss from repayment of net investments	(8)	(5)	
Corporate expenses	<u>(16)</u>	<u>(26)</u>	
<b>Profit before interest and tax (“PBIT”)</b>	<b>686</b>	1,214	(43.5)
Finance income	26	27	
Finance costs	<u>(133)</u>	<u>(184)</u>	
<b>Profit before tax</b>	<b>579</b>	1,057	(45.2)
Taxation	<u>(130)</u>	<u>(180)</u>	
<b>Profit from continuing operations</b>	<b>449</b>	877	(48.8)
Non-controlling interests	(77)	(65)	
Perpetual sukuk	<u>(17)</u>	<u>(17)</u>	
<b>Profit from continuing operations attributable to owners of the Company</b>	<b>355</b>	795	(55.3)
<b><u>Discontinued operations</u></b>			
Profit from discontinued operations attributable to owners of the Company	<u>–</u>	<u>5</u>	
<b>Profit attributable to owners of the Company (“Net Profit”)</b>	<b><u>355</u></b>	<b><u>800</u></b>	(55.6)

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**B1. Review of Group Performance (continued)**

The analysis of the results for the quarter ended 30 September 2025 against the quarter ended 30 September 2024 is as follows:

The Group's Net Profit was lower at RM355 million mainly due to the gain on disposal of MVV land in the previous corresponding period. Excluding this gain, the Group's Net Profit was lower due to lower profit from the Industrial and Motors division, and lower gain on retranslation of legacy oil and gas liabilities.

**a) Industrial**

PBIT was lower by 14.6% mainly due to lower equipment sales in Australasia due to a shift in timing for mining and construction equipment deliveries and lower translated PBIT due to the stronger Malaysian Ringgit against the Australian Dollar. The previous corresponding period's results also included a gain on disposal of associates of RM18 million.

**b) Motors**

PBIT decreased by 33.7% to RM126 million in the current quarter mainly due to lower profit from Malaysia and Australasia. Profit in Malaysia declined mainly due to weaker assembly results while core profit from Australasia declined mainly due to lower revenue. PBIT in the previous corresponding period included the gain on disposal of the Ferrari business in Australia of RM23 million.

**c) UMW**

PBIT increased by 22.0% to RM261 million mainly due to higher profit contributed by the automotive business.

**d) Others**

Included in the results is the gain on disposal of SDLIB of RM29 million while the previous corresponding period included translation gain from retranslation of legacy oil and gas liabilities of RM39 million.

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**B2. Material Changes in Profit for the Current Quarter as Compared to the Results of the Preceding Quarter**

	Quarter ended		%
	30 September 2025	30 June 2025	
Revenue	<u>18,031</u>	<u>17,758</u>	1.5
Segment results:			
Industrial	293	425	(31.1)
Motors	126	9	>100.0
UMW	261	279	(6.5)
Others	<u>30</u>	<u>18</u>	
	710	731	(2.9)
Gain on disposal of MVV land	–	443	
Foreign exchange loss from repayment of net investments	(8)	(1)	
Corporate expenses	<u>(16)</u>	<u>(18)</u>	
<b>Profit before interest and tax</b>	<b>686</b>	1,155	(40.6)
Finance income	26	26	
Finance costs	<u>(133)</u>	<u>(135)</u>	
<b>Profit before tax</b>	<b>579</b>	1,046	(44.6)
Taxation	<u>(130)</u>	<u>(216)</u>	
<b>Profit after tax</b>	<b>449</b>	830	(45.9)
Non-controlling interests	(77)	(49)	
Perpetual sukuk	<u>(17)</u>	<u>(18)</u>	
<b>Profit attributable to owners of the Company</b>	<b><u>355</u></b>	<b><u>763</u></b>	(53.5)

The analysis of the results for the quarter ended 30 September 2025 against the quarter ended 30 June 2025 is as follows:

The Group's Net Profit was lower mainly due to the gain on disposal of MVV land in the preceding quarter. Excluding this gain, profit was lower mainly due to lower profit from Industrial, partly offset by higher profit from Motors.

**a) Industrial**

PBIT decreased by 31.1% mainly due to lower profit from Australasia. The lower profit from Australasia was mainly due to lower equipment sales due to a shift in timing for mining and construction equipment.

**b) Motors**

PBIT increased substantially to RM126 million mainly due to lower losses at the Mainland China operations in the current quarter compared to the preceding quarter. This improvement was mainly due to higher margins and higher unit sales.

**c) UMW**

PBIT decreased by 6.5% mainly due to lower results from the non-automotive businesses.

**d) Others**

Included in the results is the gain on disposal of SDLIB of RM29 million while the preceding quarter included translation gain from retranslation of legacy oil and gas liabilities of RM13 million.

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**B3. Prospects**

The global economic outlook remains challenging with the geopolitical tension and on-going developments in trade policies.

Amidst this uncertainty, business conditions are anticipated to be subdued. The motors sector continues to be impacted by slower consumer demand and heightened competition. Nevertheless, sales in the affordable vehicle segment in Malaysia remains resilient. For the Industrial sector, the medium to long term demand from the Australian mining industry for the Group's equipment and after-sales service is expected to remain strong.

The Board anticipates that the Group's core financial performance for the financial year ending 30 June 2026 to be consistent with that of financial year 2025.

**B4. Variance of Actual Profit from Profit Forecast or Profit Guarantee**

Not applicable as there was no profit forecast or profit guarantee issued.

**B5. Profit before tax**

	Quarter ended 30 September	
	2025	2024
Included in operating profit of continuing operations are:		
Depreciation and amortisation	(509)	(545)
Inventory write-down and provision	–	(4)
(Impairment of receivables)/ Reversal of impairment of receivables (net)	(4)	8
(Impairment of fixed assets)/ Reversal of impairment of fixed assets (net)	(1)	4
Gain on disposal of properties	2	458
Gain on disposal of other fixed assets (net)	1	2
Gain on disposal of subsidiaries, businesses and associates (net)	29	41
Fair value gain on financial assets at fair value through profit or loss (net)	2	1
Foreign exchange (loss)/gain (net)	(15)	37
Gain/(Loss) on derivatives (net)	1	(27)
Gain on lease modification/termination (net)	8	4

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**B6. Taxation**

	<b>Quarter ended 30 September</b>	
	<b>2025</b>	<b>2024</b>
<b>Continuing operations</b>		
Current tax:		
- current year	<b>152</b>	163
- previous years	<b>1</b>	<u>(17)</u>
	<b>153</b>	<u>146</u>
Deferred tax:		
- origination and reversal of temporary differences and other deferred tax adjustments	<b>(23)</b>	<u>34</u>
	<b>130</b>	<u>180</u>
<b>Discontinued operations</b>	<u><u>–</u></u>	<u><u>8</u></u>

The effective tax rate of continuing operations (excluding share of results of joint ventures and associates) for the current quarter ended 30 September 2025 of 29.9% was higher than the applicable tax rate for the current quarter of 24.4%, mainly due to the impact of non-deductible expenses and deferred tax not recognised for certain tax losses.

**B7. Status of Corporate Proposals**

There were no corporate proposals announced but not completed as at 21 November 2025, being a date not earlier than 7 days from the date of issue of the quarterly report.

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**B8. Group Borrowings**

The breakdown of the borrowings as at 30 September 2025 is as follows:

	<b>Secured</b>	<b>Unsecured</b>	<b>Total</b>
<u>Long-term</u>			
Term loans and other long-term borrowings	1	2,601	2,602
Sukuk and Islamic term loans	–	2,200	2,200
	<u>1</u>	<u>4,801</u>	<u>4,802</u>
<u>Short-term</u>			
Term loans and other long-term borrowings	8	366	374
Sukuk and Islamic term loans	30	571	601
Islamic financing	–	87	87
Islamic bank overdrafts	–	42	42
Bank overdrafts	–	144	144
Revolving credits, bankers acceptances, trade facilities and other short-term borrowings	–	1,758	1,758
	<u>38</u>	<u>2,968</u>	<u>3,006</u>
Total borrowings	<u>39</u>	<u>7,769</u>	<u>7,808</u>

The Group borrowings in RM equivalent analysed by currency are as follows:

	<b>Long-term borrowings</b>	<b>Short-term borrowings</b>	<b>Total</b>
Ringgit Malaysia	2,220	772	2,992
Australian dollar	2,581	1,433	4,014
Chinese renminbi	–	164	164
European Union euro	–	21	21
Hong Kong dollar	–	92	92
Indonesian rupiah	–	35	35
New Zealand dollar	–	63	63
Pacific franc	1	9	10
Taiwan dollar	–	243	243
Thailand baht	–	89	89
United States dollar	–	46	46
Singapore dollar	–	39	39
Total borrowings	<u>4,802</u>	<u>3,006</u>	<u>7,808</u>

Secured borrowings are secured by fixed and floating charges over certain assets in certain subsidiaries in Malaysia and New Caledonia.

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**B9. Financial Instruments**

a) Derivatives

The Group enters into derivative contracts primarily to manage its exposure to financial risks. The fair values of these contracts as at 30 September 2025 are as follows:

	<b>Classification in</b>		<b>Net fair value</b>
	<b>Statement of Financial Position</b>	<b>Statement of Financial Position</b>	
	<b>Assets</b>	<b>Liabilities</b>	
Forward foreign exchange contracts	37	(12)	25
Embedded derivatives	_ <sup>1</sup>	-	_ <sup>1</sup>
	<u>37</u>	<u>(12)</u>	<u>25</u>

<sup>1</sup> Less than RM1 million

There is no change to the type of derivative financial contracts entered into, cash requirements of the derivatives, risk associated with the derivatives and the risk management objectives and policies to mitigate these risks since the financial year ended 30 June 2025.

The description, notional amount and maturity profile of the derivatives are shown below:

Forward foreign exchange contracts

The forward foreign currency contracts are stated at fair value, using the prevailing market rates. Changes in fair value of the forward foreign currency contracts are recognised in other comprehensive income unless hedge accounting is not applied, in which case, the changes to the fair value of the derivatives are taken to profit or loss.

As at 30 September 2025, the notional amount, fair value and maturity tenor of the forward foreign exchange contracts are as follows:

	<b>Notional amount</b>	<b>Net fair value (liabilities)/ assets</b>
- less than 1 year	5,036	22
- 1 year to 3 years	126	3
	<u>5,162</u>	<u>25</u>

Embedded derivatives

Embedded derivatives relate to purchase contracts entered into with suppliers. The purchase price in these contracts is denominated in USD and subject to periodic price review.

As at 30 September 2025, the notional amount, fair value and maturity tenor of the embedded derivatives are as follows:

	<b>Notional amount</b>	<b>Fair value assets</b>
- less than 1 year	678	_ <sup>1</sup>

<sup>1</sup> Less than RM1 million

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**B9. Financial Instruments (continued)**

b) Financial instruments measured at fair value

The measurement and categorisation of the financial instruments carried at fair value are as follows:

Financial assets at fair value through profit or loss (“FVTPL”) and loan to joint venture

The fair values of quoted shares are based on quoted market prices in active markets (Level 1). The fair values of quoted investments in money market funds are based on price quotes for similar instrument or valuation techniques based on market observable inputs (Level 2). The fair values of the remaining financial assets at FVTPL and loan to joint venture are based on valuation techniques with significant unobservable inputs (Level 3). The following table presents the Group’s financial assets at FVTPL and loan to joint venture into three different levels as defined above:

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
Financial assets at FVTPL	1	421	66	488
Loan to joint venture <sup>1</sup>	–	–	18	18

<sup>1</sup>Included under joint ventures

Derivatives

The fair values of derivatives are based on price quotes for similar instruments or valuation techniques based on market observable inputs (Level 2).

The fair value of forward foreign exchange contracts and embedded derivatives are calculated using observable forward exchange rates at the end of the reporting period, with the resulting value discounted to present value.

c) Fair Value Changes of Financial Liabilities

Other than derivatives which are classified as liabilities only when they are at fair value loss position as at the end of the reporting period, the Group does not remeasure its financial liabilities at fair value after initial recognition.

**B10. Material Litigation**

Changes in material litigation since the date of the last audited annual statement of financial position up to 21 November 2025 are as follows:

**a) Qatar Petroleum Project (“QP Project”), Maersk Oil Qatar Project (“MOQ Project”) and the Marine Project Civil Suit (“Oil & Gas Suit”)**

On 23 December 2010, Sime Darby Berhad and four subsidiaries (collectively, “the Plaintiffs”) filed a civil suit against Dato’ Seri Ahmad Zubair @ Ahmad Zubir Hj Murshid, Dato’ Mohamad Shukri Baharom, Abdul Rahim Ismail, Abdul Kadir Alias and Mohd Zaki Othman (collectively, “the Defendants”) for damages arising from the Defendants’ negligence and breaches of duty relating to the QP Project, the MOQ Project and the project relating to the construction of a derrick lay barge for an aggregate amount of RM93 million and USD79 million (approximately RM328 million) together with general and aggravated damages and other relief.

On 13 June 2014, all the Defendants consented to an Interlocutory Judgment being recorded on the Defendants’ liability with damages to be assessed by the Court (the “Consent Judgment”). The High Court had on 14 July 2025 ordered that a final judgment with costs and interest be entered in favour of the Plaintiffs against the respective Defendants for a sum equivalent to approximately RM360 million.

The sealed order is in the process of being extracted from the Court for the same to be served on the Defendants. In the meantime, the Board is evaluating all options to recover the judgment sum from the Defendants.

**b) Bakun Hydroelectric Project (“Bakun Project”) and the Indemnity Agreement Civil Suit (“Bakun Suit”)**

On 24 December 2010, Sime Darby Berhad and three subsidiaries (collectively, “the Plaintiffs”) filed a civil suit against Dato’ Seri Ahmad Zubair @ Ahmad Zubir Hj Murshid, Dato’ Mohamad Shukri Baharom (“DMS”) and Abdul Rahim Ismail (collectively, “the Defendants”) for damages in connection with the Defendants’ negligence and breaches of duty relating to the Package CW2 – Main Civil Works for the Bakun Project and in respect of the Receipt, Discharge and Indemnity Agreement dated 12 January 2010 given to DMS for an aggregate amount of RM91 million together with general and aggravated damages to be assessed and other relief.

On 13 June 2014, all the Defendants consented to an Interlocutory Judgment being recorded on the Defendants’ liability and for damages to be assessed by the Court. The Plaintiffs shall be permitted to enforce any final judgment entered after the assessment of damages, upon the Malaysia-China Hydro Joint Venture receiving full settlement from Sarawak Hidro Sdn Bhd or the Ministry of Finance in relation to the Bakun Project, or after the expiry of 3 years from the date of final judgment, whichever is earlier.

The Plaintiffs have filed a Notice of Application for directions to assess damages. The Registrar directed that the Plaintiffs’ application for assessment of damages for the Oil & Gas Suit and the Bakun Suit be heard separately and that the assessment of damages for the Oil & Gas Suit will be heard first before the Bakun Suit.

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**B10. Material Litigation (continued)**

Changes in material litigation since the date of the last audited annual statement of financial position up to 21 November 2025 are as follows: (continued)

**c) B-193 Process Platform Project (“PP Project”)**

Sime Darby Engineering Sdn Bhd (“SDE”) and Swiber Offshore Construction Pte Ltd (“SOC”) entered into a Consortium Agreement to govern their relationship as a consortium (“the Consortium”) to undertake works relating to the PP Project awarded by Oil and Natural Gas Corporation Ltd (“ONGC”). A contract dated 3 July 2010 was executed for a total contract price of USD618 million (approximately RM2.6 billion).

Disputes have arisen between the Consortium and ONGC and on 1 June 2016, the Consortium initiated arbitration proceedings against ONGC. SDE’s portion of the Consortium’s claim is circa USD76 million (approximately RM315 million).

On 22 March 2018, the tribunal ordered ONGC to pay the Consortium a net sum of USD5.12 million (approximately RM21 million), together with interest at 14% per annum, as full and final settlement of all claims. On 27 March 2018, ONGC filed an application at the High Court in Mumbai, India to set aside the arbitration award.

On 16 October 2020, SDE and Swiber filed enforcement proceedings against ONGC to seek recovery of the arbitration award. The warrant of attachment for movable properties was issued by the Court. On 19 April 2021, ONGC deposited a sum of INR447 million (approximately RM21 million) to the Court, which includes interest at 14% on the principal sum awarded from the period of 22 March 2018 to 25 August 2020 and the enforcement proceedings is stayed pending the Court hearing ONGC’s application to set aside the arbitration award rendered by the arbitral tribunal.

The parties are waiting for the Court to fix a date to hear the application.

**B11. Dividend**

On 27 August 2025, the Board declared a second interim dividend of 10 sen per share totalling RM682 million in respect of the financial year ended 30 June 2025, which was paid on 30 September 2025.

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**B12. Earnings Per Share**

	<b>Quarter ended 30 September</b>	
	<b>2025</b>	<b>2024</b>
Basic earnings per share attributable to owners of the Company are computed as follows:		
Profit attributable to owners of the Company from:		
- continuing operations	<b>355</b>	795
- discontinued operations	<b>–</b>	5
	<b><u>355</u></b>	<u>800</u>
Weighted average number of ordinary shares in issue (million)	<b><u>6,816</u></b>	<u>6,816</u>
Basic earnings per share (sen)		
- continuing operations	<b>5.2</b>	11.6
- discontinued operations	<b>–</b>	0.1
	<b><u>5.2</u></b>	<u>11.7</u>

The diluted earnings per share of the Group is similar to the basic earnings per share as the Group does not have any material potential dilutive ordinary shares in issue.

Petaling Jaya  
27 November 2025

By Order of the Board  
Junaidah Abdul Rahim  
Group Secretary