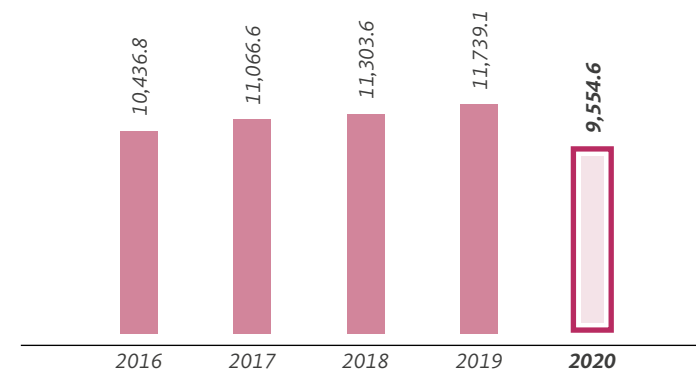


FINANCIAL HIGHLIGHTS

FIVE-YEAR GROUP SUMMARY RESULTS

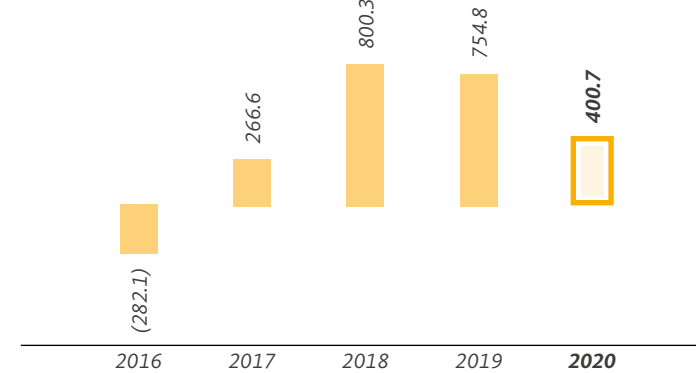
Revenue*

(RM million)



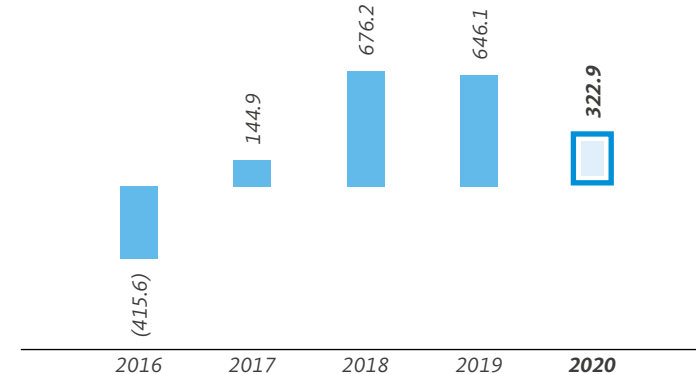
Profit/(Loss) Before Zakat and Taxation*

(RM million)



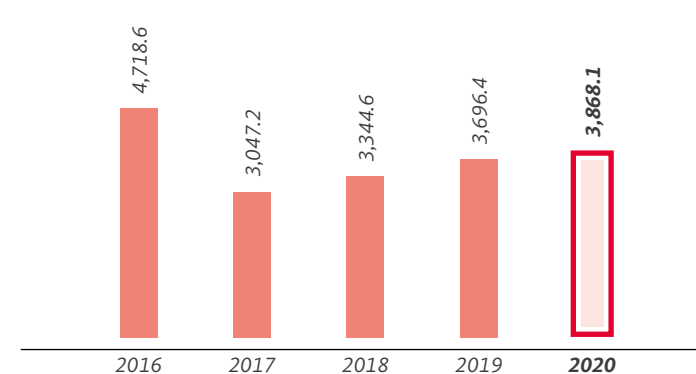
Profit/(Loss) For The Financial Year*

(RM million)



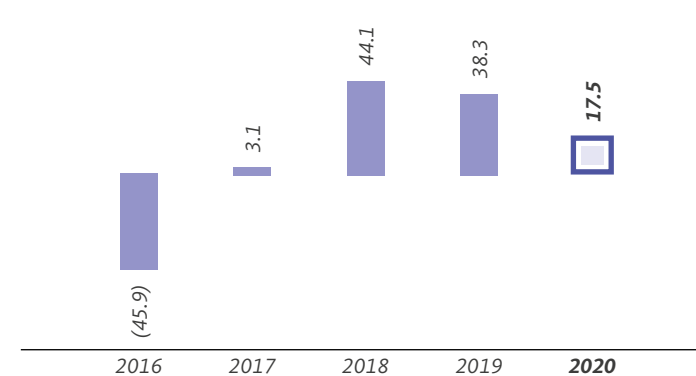
Shareholders' Funds

(RM million)



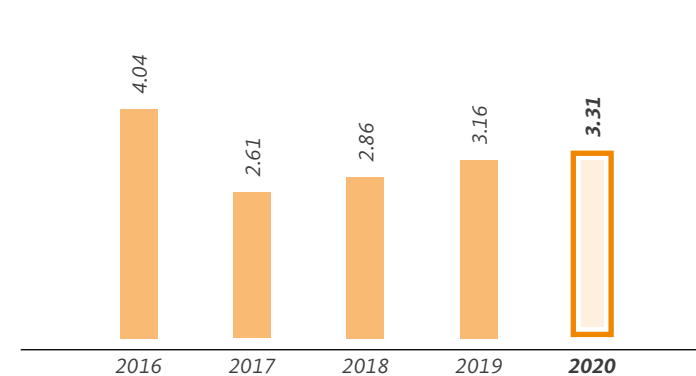
Basic Earnings/(Loss) Per Share*

(Sen)



Net Assets Per Share

(RM)



Note:

* The financial results have excluded discontinued operations to arrive at amounts shown in the consolidated statement of comprehensive income.

FIVE-YEAR GROUP SUMMARY RESULTS

Year Ended 31 December	2016* (RM million)	2017* (RM million)	2018* (RM million)	2019* (RM million)	2020 (RM million)
OPERATING RESULTS					
Revenue	10,436.8	11,066.6	11,303.6	11,739.1	9,554.6
Profit/(Loss) Before Zakat and Taxation	(282.1)	266.6	800.3	754.8	400.7
Profit/(Loss) for the financial year	(415.6)	144.9	676.2	646.1	322.9
Profit/(Loss) Attributable To Equity Holders Of The Company	(536.0)	35.3	515.4	447.2	204.6
OTHER KEY FINANCIAL POSITION					
Shareholders' Funds	4,718.6	3,047.2	3,344.6	3,696.4	3,868.1
Total Assets	16,286.4	10,095.7	10,758.0	11,134.7	11,447.1
Total Liabilities	9,422.2	5,917.3	5,043.6	5,036.6	5,029.9
SHARE INFORMATION					
Per Share					
- Basic Earnings/(Loss) (Sen)	(45.9)	3.1	44.1	38.3	17.5
- Gross Dividend (Sen)	-	-	7.5	6.0	4.0
- Net Assets Per Share (RM)	4.04	2.61	2.86	3.16	3.31
Share Price Information					
- Share Price at Year End (RM)	4.57	5.20	5.47	4.49	3.40
- Market Capitalisation as at Year End	5,339.1	6,075.2	6,390.6	5,245.6	3,972.2
FINANCIAL RATIOS					
Return On Shareholders' Funds (%)	(9.5)	0.9	16.1	12.7	5.4
Return On Total Assets (%)	(1.7)	2.6	7.4	6.8	3.5
Debt Equity Ratio (%)	92.6	66.1	49.6	41.2	38.4
Dividend Rate - Gross (%)	-	-	15.0	12.0	8.0
Dividend Yield (%)	-	-	1.3	1.1	1.4
Dividend Payout Ratio# (%)	-	-	17.0	15.7	22.8

Notes:

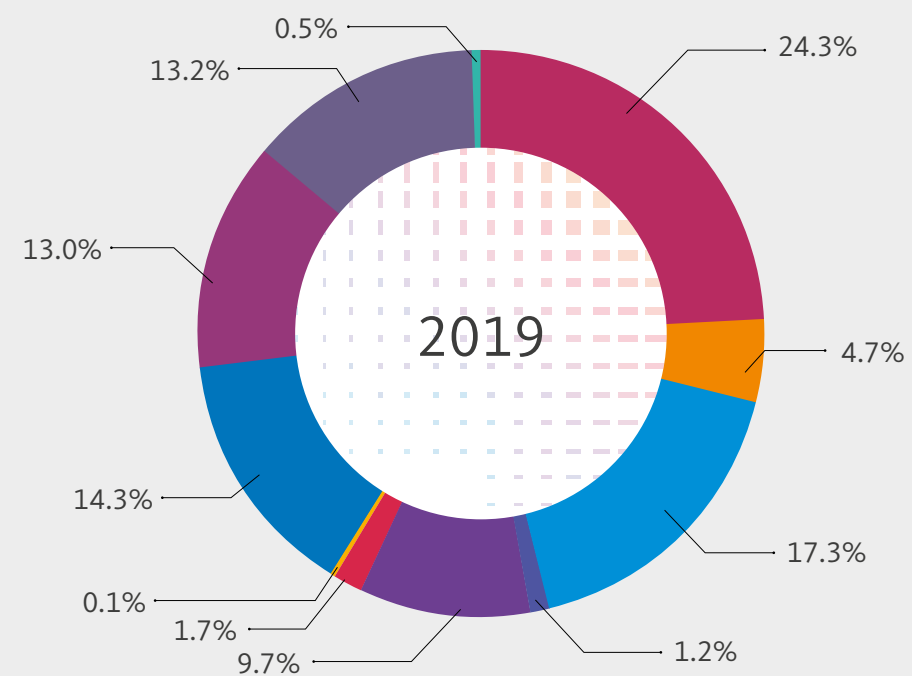
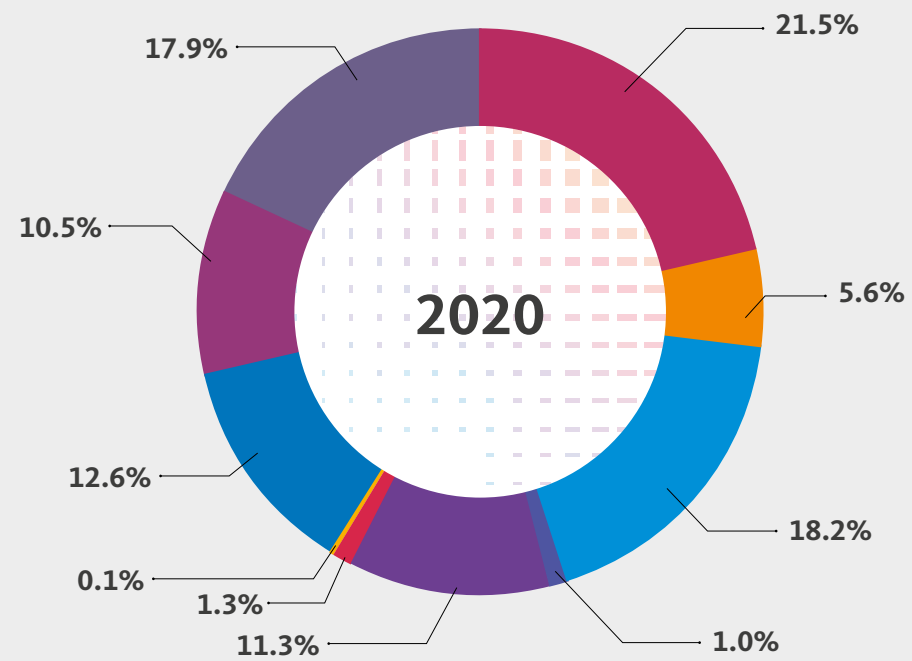
* The Group's dividend policy is for all its subsidiaries to declare and pay at least 50% of the subsidiary's net profit as dividends, unless funds are required for capital expenditure or investment purposes. Similarly, the Company has a dividend policy of paying at least 50% of its net profit attributable to shareholders after excluding unrealised profits and after taking into account any significant capital expenditure or Group expansion plan.

* The financial results have excluded discontinued operations to arrive at amounts shown in the consolidated statement of comprehensive income.

FINANCIAL HIGHLIGHTS

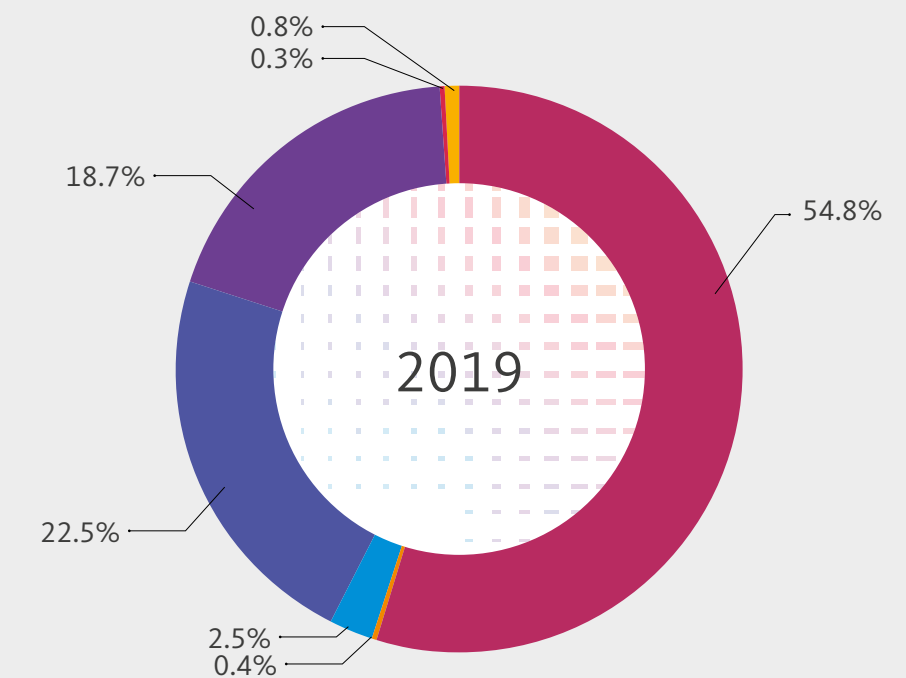
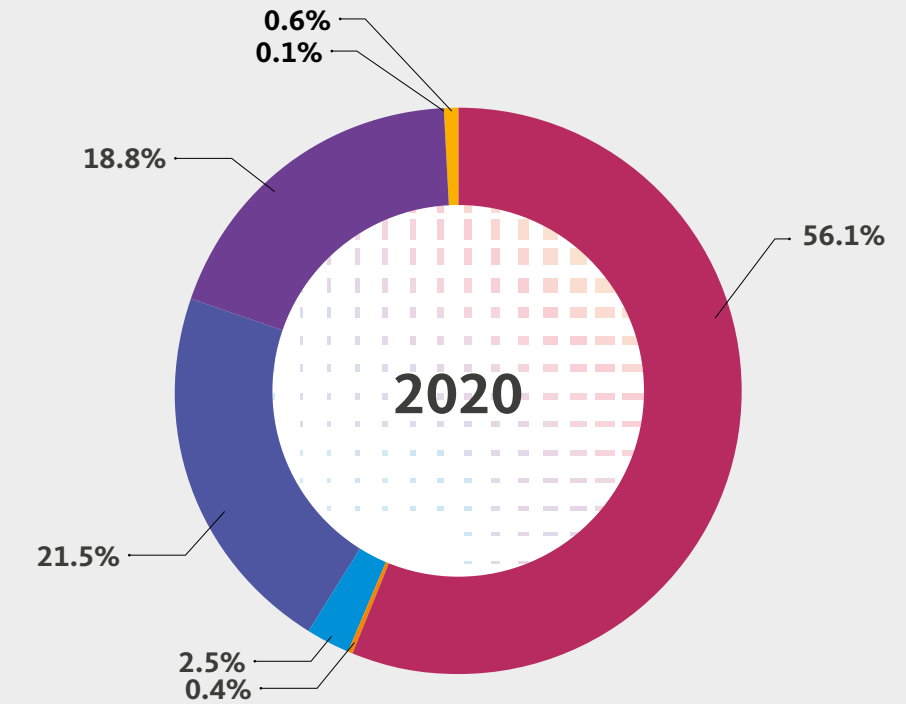
ASSETS

- Property, plant and equipment
- Investment properties/Leased assets
- Investments in joint ventures/associates
- Deferred tax assets
- Other investments
- Right-of-use assets
- Derivative assets
- Inventories
- Receivables
- Deposits, cash and bank balances
- Assets held for sale



LIABILITIES & EQUITY

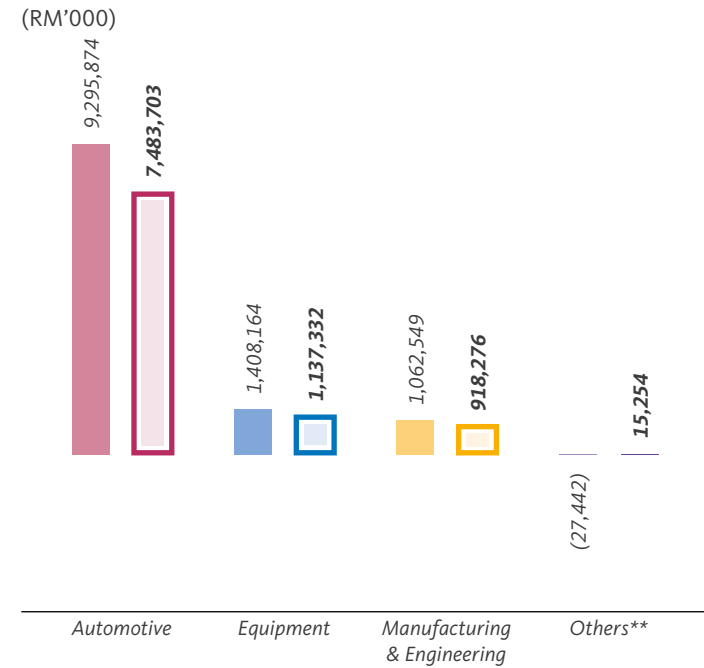
- Total equity
- Deferred tax liabilities
- Provision for warranties
- Borrowings
- Payables
- Provision for taxation
- Lease liabilities



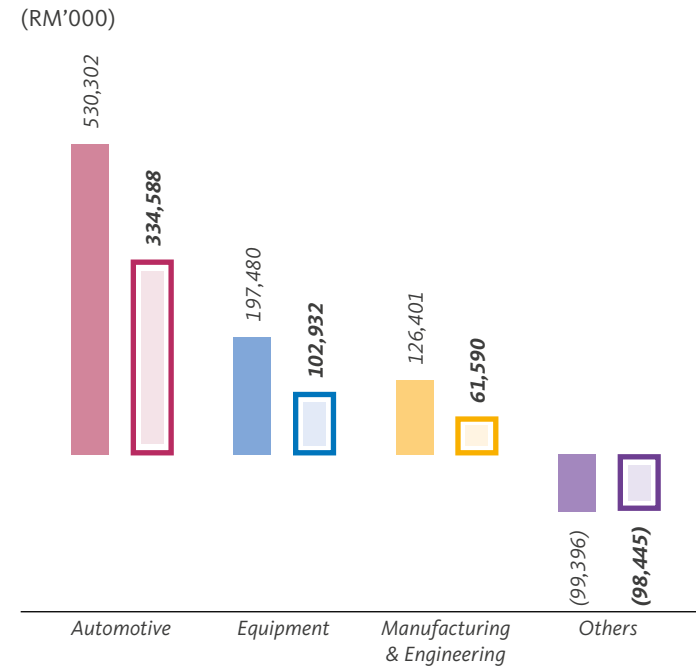
FINANCIAL HIGHLIGHTS

SEGMENTAL ANALYSIS

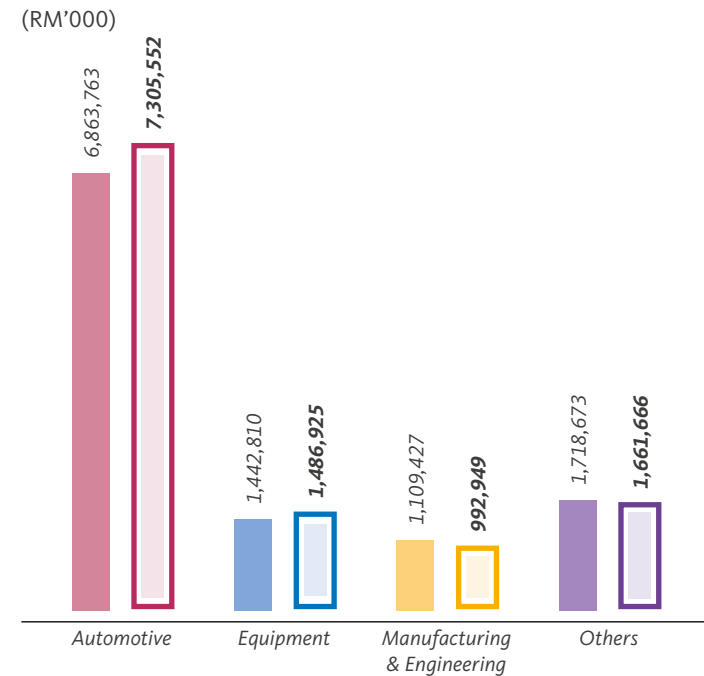
SEGMENT OPERATING REVENUE*



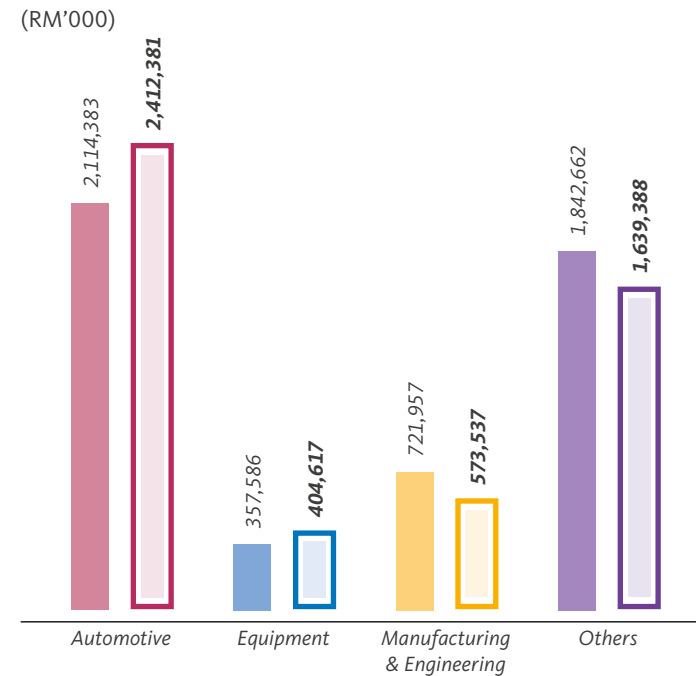
SEGMENT RESULTS (PBT)*



SEGMENT ASSETS



SEGMENT LIABILITIES



■ 2019 □ 2020

Notes:
 * The financial results have excluded discontinued operations to arrive at amounts shown in the consolidated statement of comprehensive income.
 ** Including group elimination.

STATEMENT OF VALUE ADDED

VALUE ADDED

	2020 (RM million)	2019 (RM million)
Revenue	9,554.6	11,760.2
Purchase of goods and services	(8,054.8)	(9,842.8)
Value added by the Group	1,499.8	1,917.4
Other operating income	92.3	338.6
Other operating expenses	(380.5)	(614.5)
Finance costs	(115.5)	(130.5)
Investment income	54.4	68.9
Share of results of associates and joint ventures	204.1	275.8
VALUE ADDED AVAILABLE FOR DISTRIBUTION	1,354.6	1,855.7

DISTRIBUTION OF VALUE ADDED

To Employees

Employee benefits	579.9	768.3
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To Government

Taxation & Zakat	77.7	112.5
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To Shareholders

Dividend paid to equity holders of the Company	23.4	75.9
Dividend paid to holders of Perpetual sukuk	69.9	69.7
Non-controlling interest	48.5	104.6

Retained for reinvestment and future growth

Depreciation and amortisation	374.1	346.2
Retained earnings	181.1	378.5

VALUE ADDED AVAILABLE FOR DISTRIBUTION	1,354.6	1,855.7
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