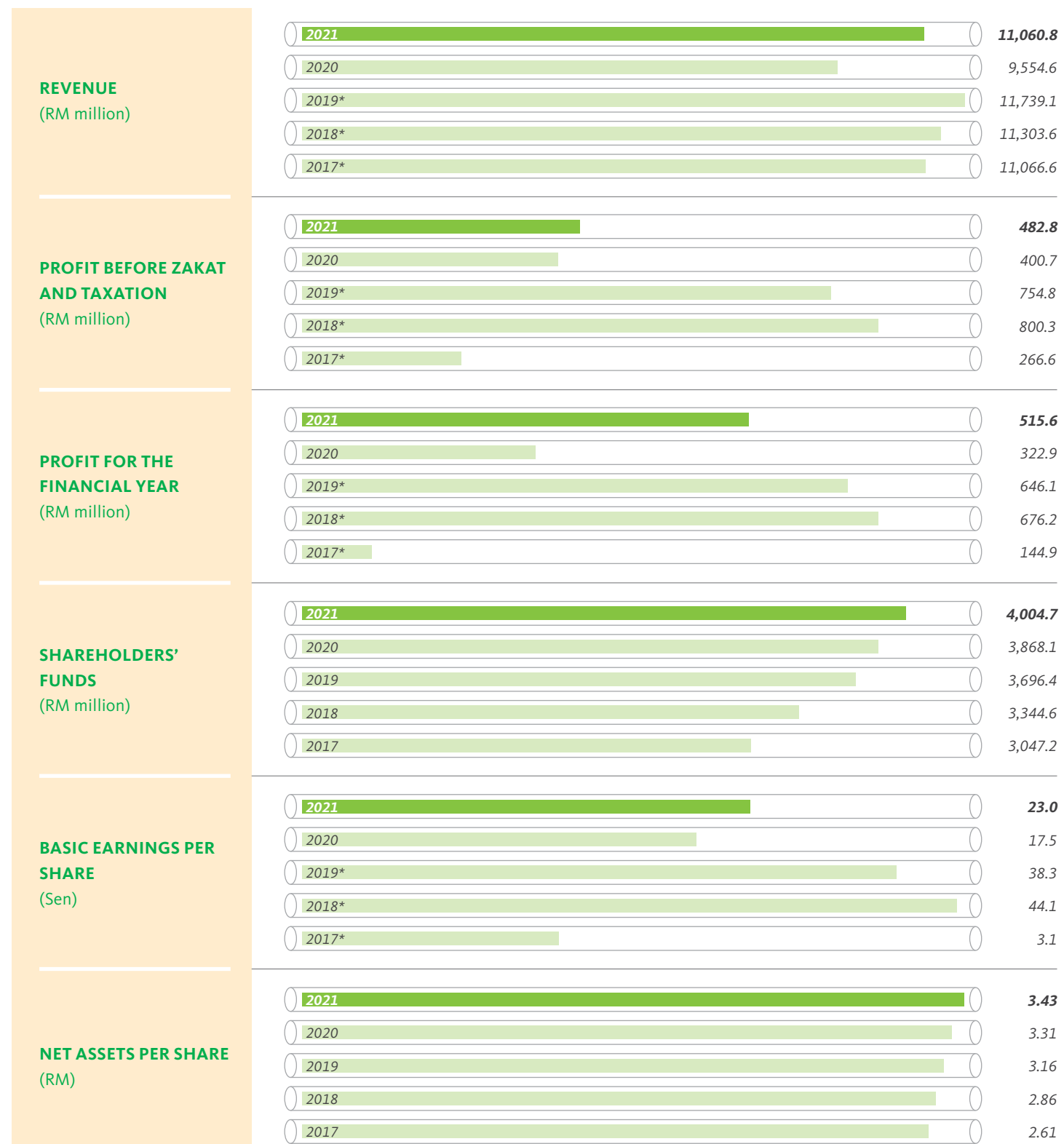


FINANCIAL HIGHLIGHTS

FIVE-YEAR GROUP SUMMARY RESULTS



Note:

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

FINANCIAL HIGHLIGHTS

FIVE-YEAR GROUP SUMMARY RESULTS

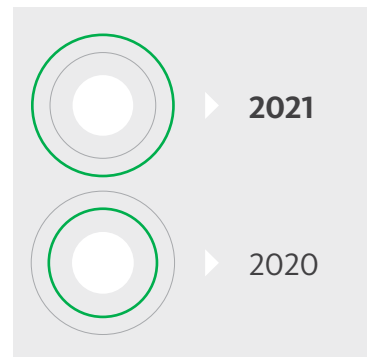
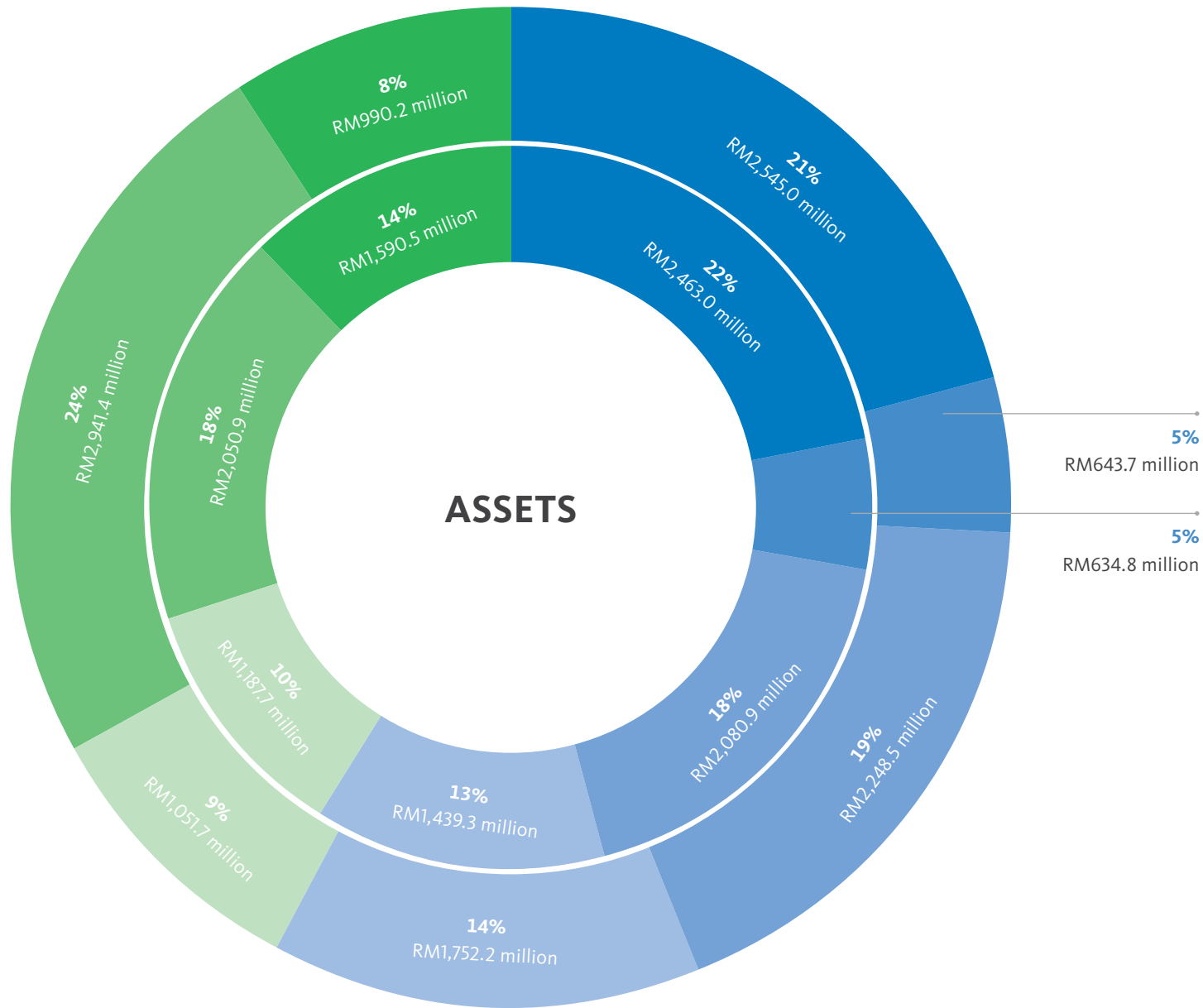
Year Ended 31 December	2017* (RM million)	2018* (RM million)	2019* (RM million)	2020 (RM million)	2021 (RM million)
OPERATING RESULTS					
Revenue	11,066.6	11,303.6	11,739.1	9,554.6	11,060.8
Profit Before Zakat and Taxation	266.6	800.3	754.8	400.7	482.8
Profit for the Financial Year	144.9	676.2	646.1	322.9	515.6
Profit Attributable to Equity Holders of the Company	35.3	515.4	447.2	204.6	268.2
OTHER KEY FINANCIAL POSITIONS					
Shareholders' Funds	3,047.2	3,344.6	3,696.4	3,868.1	4,004.7
Total Assets	10,095.7	10,758.0	11,134.7	11,447.1	12,172.7
Total Liabilities	5,917.3	5,043.6	5,036.6	5,029.9	5,410.1
SHARE INFORMATION					
Per Share					
- Basic Earnings (Sen)	3.1	44.1	38.3	17.5	23.0
- Gross Dividend (Sen)	-	7.5	6.0	4.0	5.8
- Net Assets Per Share (RM)	2.61	2.86	3.16	3.31	3.43
Share Price Information					
- Share Price at Year-End (RM)	5.20	5.47	4.49	3.40	2.97
- Market Capitalisation as at Year-End	6,075.2	6,390.6	5,245.6	3,972.2	3,469.8
FINANCIAL RATIOS					
Return On Shareholders' Funds (%)	0.9	16.1	12.7	5.4	7.0
Return On Total Assets (%)	2.6	7.4	6.8	3.5	4.0
Debt Equity Ratio (%)	66.1	49.6	41.2	38.4	40.4
Dividend Rate - Gross (%)	-	15.0	12.0	8.0	11.6
Dividend Yield (%)	-	1.3	1.1	1.4	1.8
Dividend Payout Ratio* (%)	-	17.0	15.7	22.8	25.3

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.

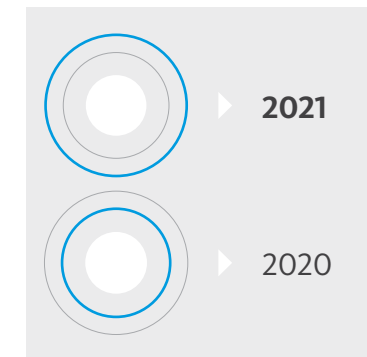
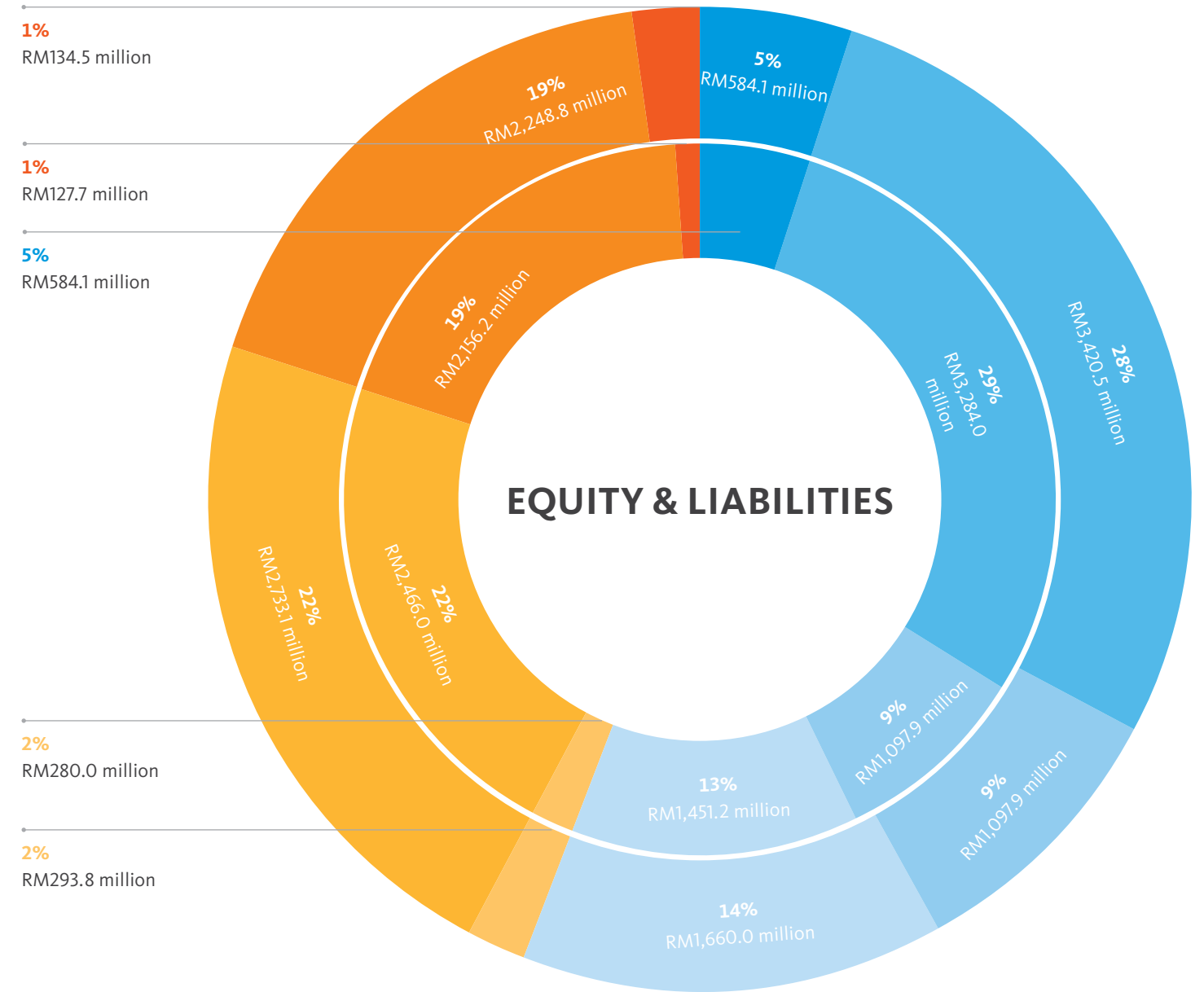
* The financial results have excluded discontinued operations to arrive at the amounts shown in the consolidated statement of comprehensive income.

FINANCIAL HIGHLIGHTS



- Property, plant and equipment
- Investment properties and leased assets
- Investments in joint ventures and associates
- Inventories
- Receivables
- Deposits, cash and bank balances
- Other assets

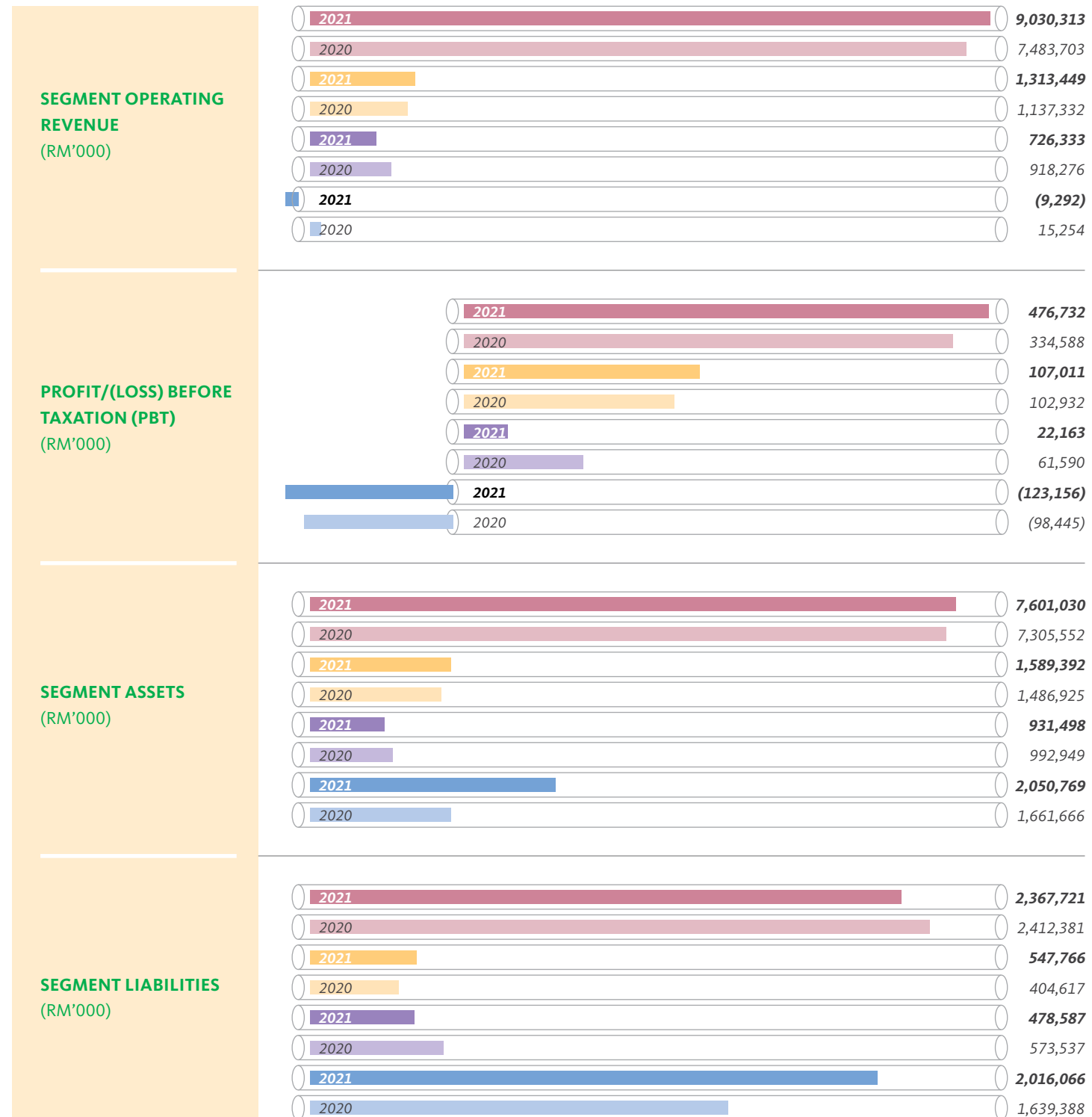
FINANCIAL HIGHLIGHTS



- Share capital
- Retained earnings and reserves
- Perpetual Sukuk
- Non-controlling interests
- Provision for warranties
- Borrowings
- Payables
- Other liabilities

FINANCIAL HIGHLIGHTS

SEGMENTAL ANALYSIS



Automotive Equipment Manufacturing & Engineering Others*

Notes:
* Including group elimination.

FINANCIAL HIGHLIGHTS

STATEMENT OF VALUE ADDED	2021 (RM million)	2020 (RM million)
VALUE ADDED		
Revenue	11,060.8	9,554.6
Purchase of goods and services	(9,421.2)	(8,054.8)
Value added by the Group	1,639.6	1,499.8
Other operating income	114.8	92.3
Other operating expenses	(484.4)	(380.5)
Finance costs	(108.2)	(115.5)
Investment income	48.7	54.4
Share of results of associates and joint ventures	268.0	204.1
VALUE ADDED AVAILABLE FOR DISTRIBUTION	1,478.5	1,354.6
DISTRIBUTION OF VALUE ADDED		
To Employees		
Employee benefits	652.2	579.9
To Government		
Taxation & Zakat	(32.9)	77.7
To Shareholders		
Dividend paid to equity holders of the Company	46.7	23.4
Dividend paid to holders of Perpetual Sukuk	69.9	69.9
Non-controlling interest	177.6	48.5
Retained for reinvestment and future growth		
Depreciation and amortisation	343.5	374.1
Retained earnings	221.5	181.1
VALUE DISTRIBUTION	1,478.5	1,354.6