DRIVING CHANGE, SHIFTING THE FUTURE

MBM RESOURCES BERHAD'S ("MBMR")
31st ANNUAL GENERAL MEETING

10.00AM, Thursday, 29 May 2025
Mutiara Ballroom, Royale Chulan Damansara

MBM RESOURCES BERHAD

REGISTRATION NO. 199301029757 (284496-V)

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MBMR AT A GLANCE

MBMR AT A GLANCE (1/5)

Overview of the Group

Driving Change, Shifting The Future

MOTOR TRADING

AUTO PARTS MANUFACTURING

MBMR AT A GLANCE (2/5)

Corporate Structure

	Motor Trading and Assembly	Auto Parts Manufacturing	Others
Subsidiaries	51.5% *Daihatsu (Malaysia) Sdn. Bhd.* 100.0% *Federal Auto Holdings Berhad*	100.0% *Oriental Metal Industries (M) Sdn. Bhd.* 99.9% *Hirotako Acoustics Sdn. Bhd.*	100.0% *MBMR Properties Sdn. Bhd.*
Joint Controlled Entities		51.0% *Autoliv Hirotako Sdn. Bhd.*	
Associates	22.6%(1) *Perusahaan Otomobil Kedua Sdn. Bhd.* 20.0% *Hino Motors Sales (Malaysia) Sdn. Bhd.* 20.0% *Hino Motors Manufacturing (Malaysia) Sdn. Bhd.*	22.1% *Teck See Plastic Sdn. Bhd.*	

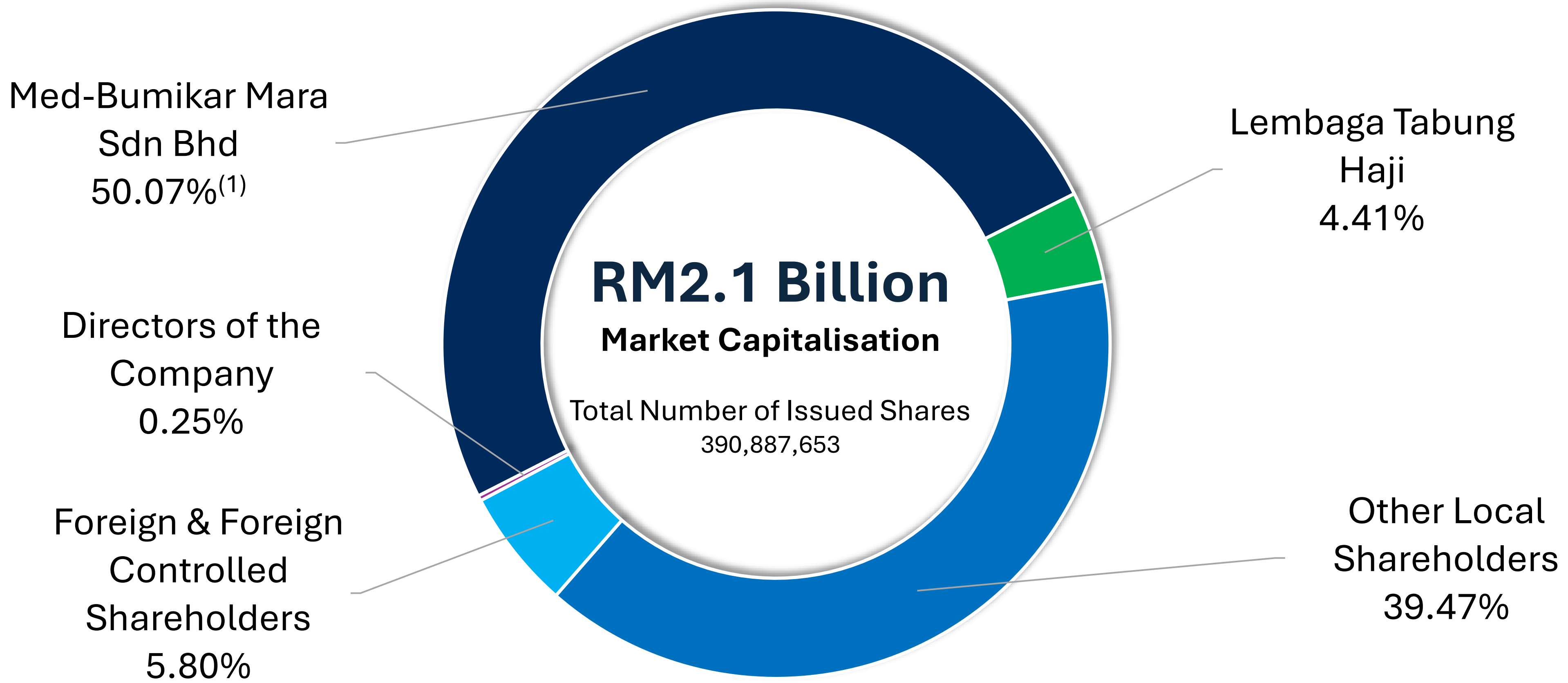
Notes:

(1) Effective shareholding via 20% held by MBMR and 5% held by Daihatsu (Malaysia)

(2) Diagram is not exhaustive, does not include intermediate holding companies and dormant companies

MBMR AT A GLANCE (3/5)

Shareholding Structure as at April 2025



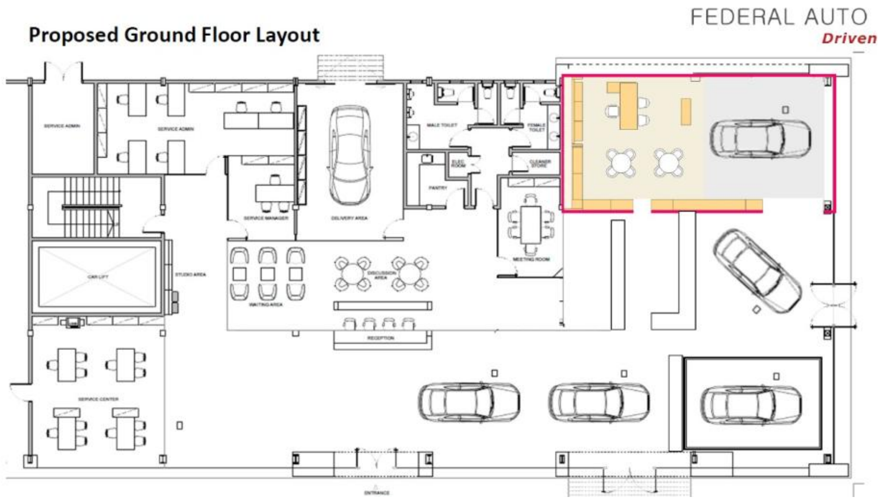
Note: (1) Includes deemed interest of 0.57% by virtue of its shareholding in Central Shore Sdn Bhd

MBMR AT A GLANCE (4/5)

Our New Audi Dealership

Location

F.A. Wagen Skudai, Johor



Expected Models Line-Up[1]

Audi A3 Sedan S Line

Audi Q7

Audi A7 Sportback

Audi Q8 e-tron

Audi A8L

Audi SQ8 e-tron

Audi Q3 Sportback

Audi e-tron GT

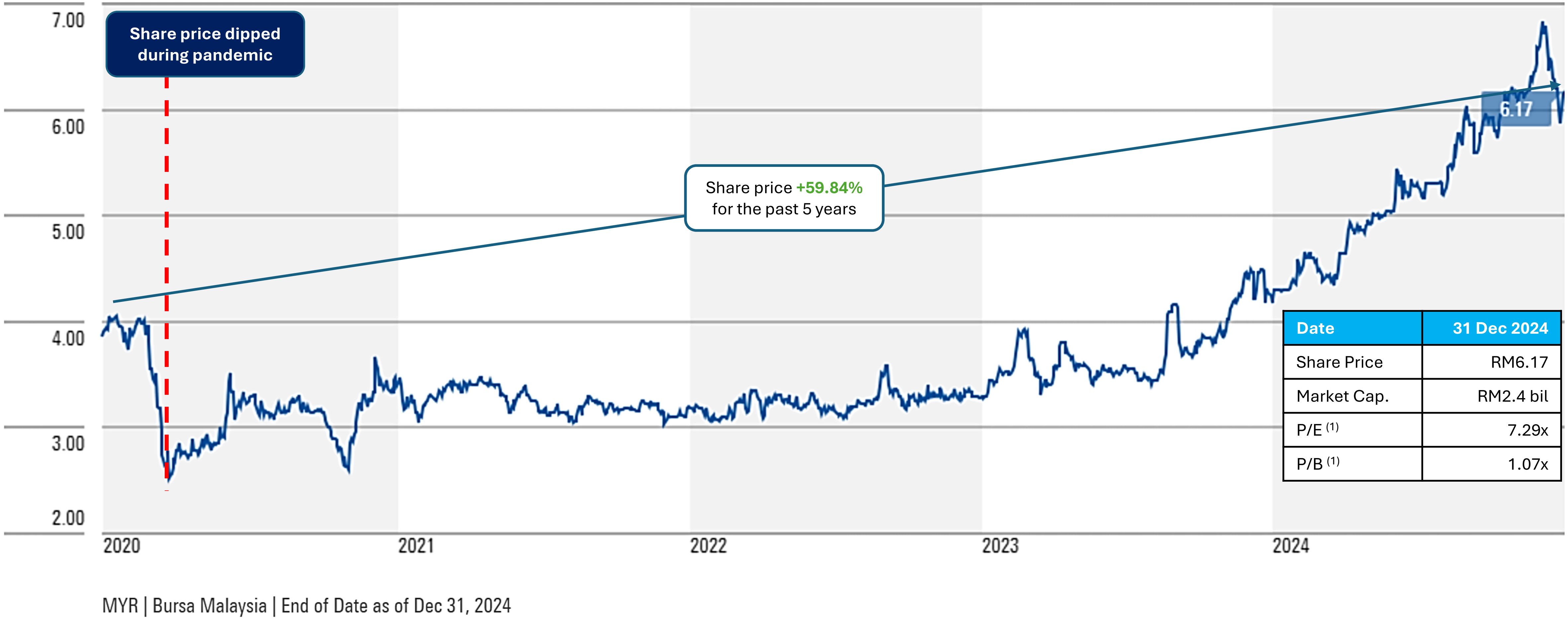
Audi A5 Sportback

Audi RS3

Note 1: Models line-up shown is non-exhaustive

MBMR AT A GLANCE (5/5)

Share Price Performance



Date	31 Dec 2024
Share Price	RM6.17
Market Cap.	RM2.4 bil
P/E [(1)]	7.29x
P/B [(1)]	1.07x

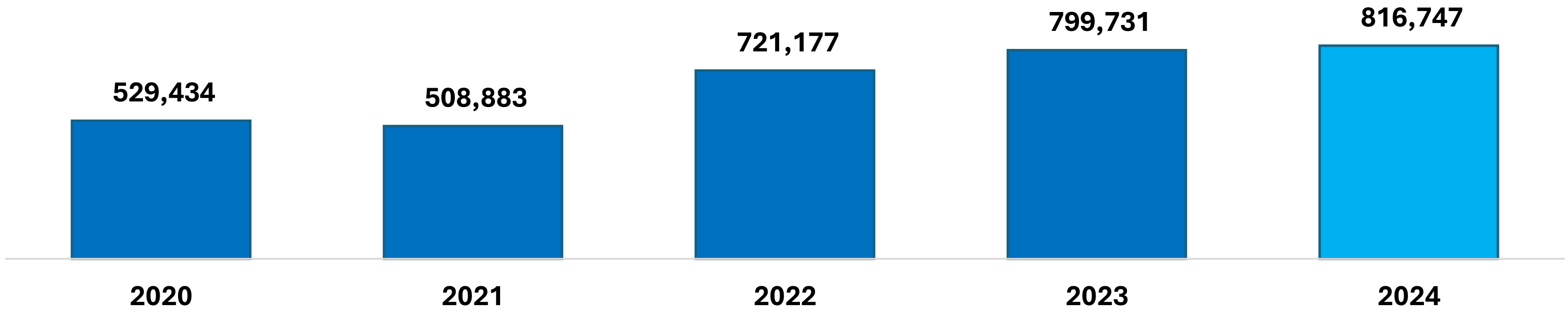
Note: (1) Trailing 12 months data
Source: Morningstar

OPERATIONAL PERFORMANCE FY2024

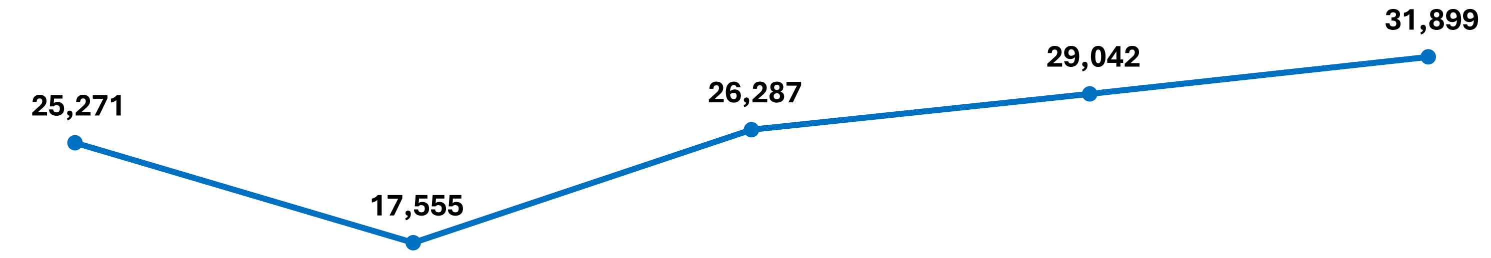
OPERATIONAL PERFORMANCE FY2024 (1/5)

Group Sales Performance and Market Share

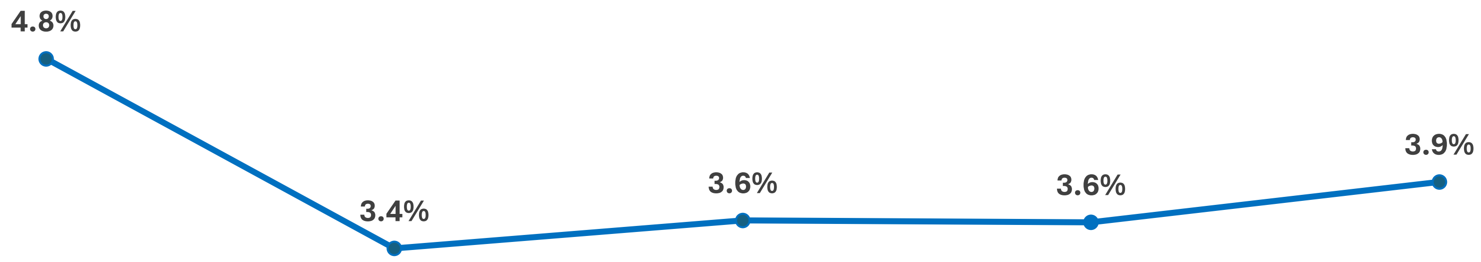
TIV Volume



MBMR Volume

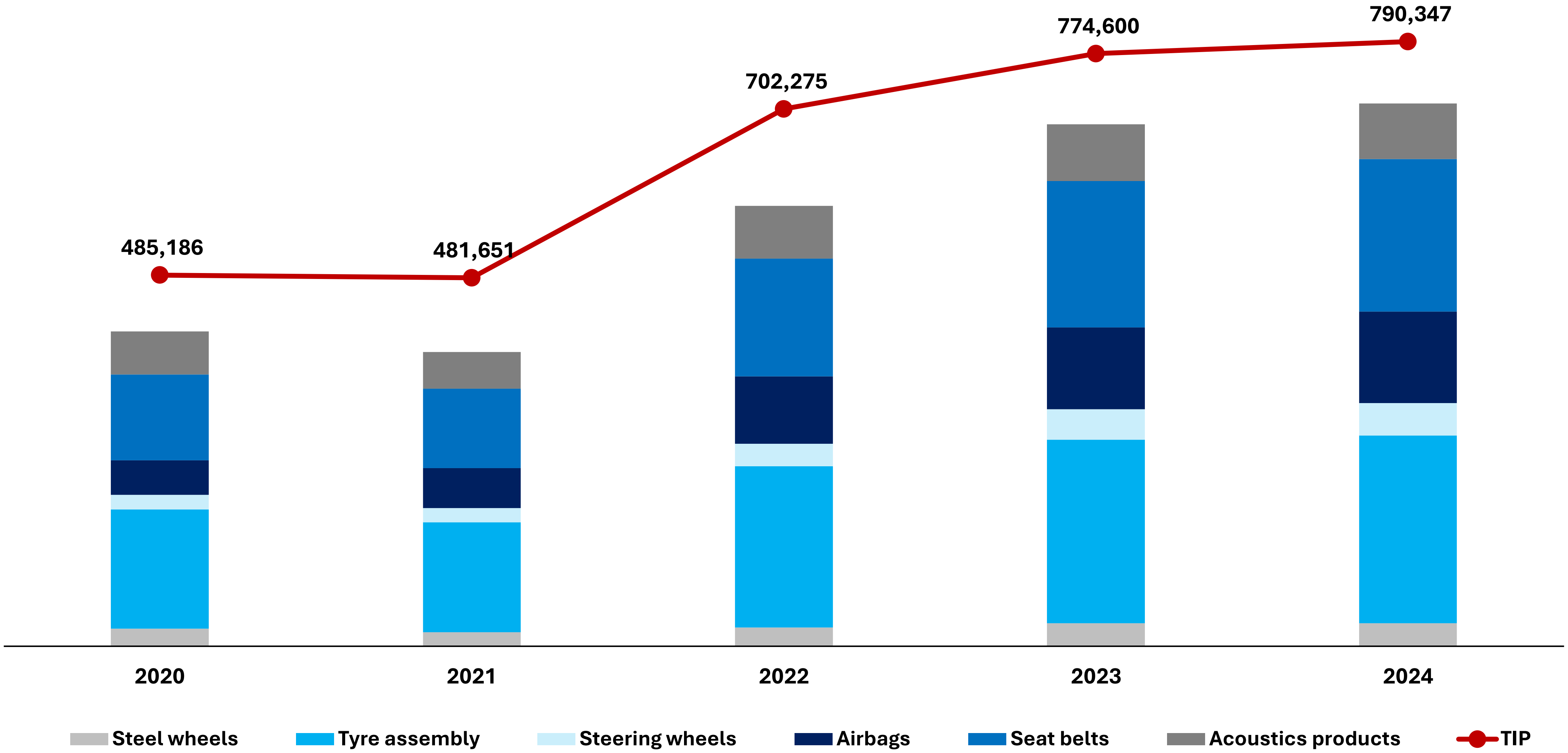


Market Share



OPERATIONAL PERFORMANCE FY2024 (2/5)

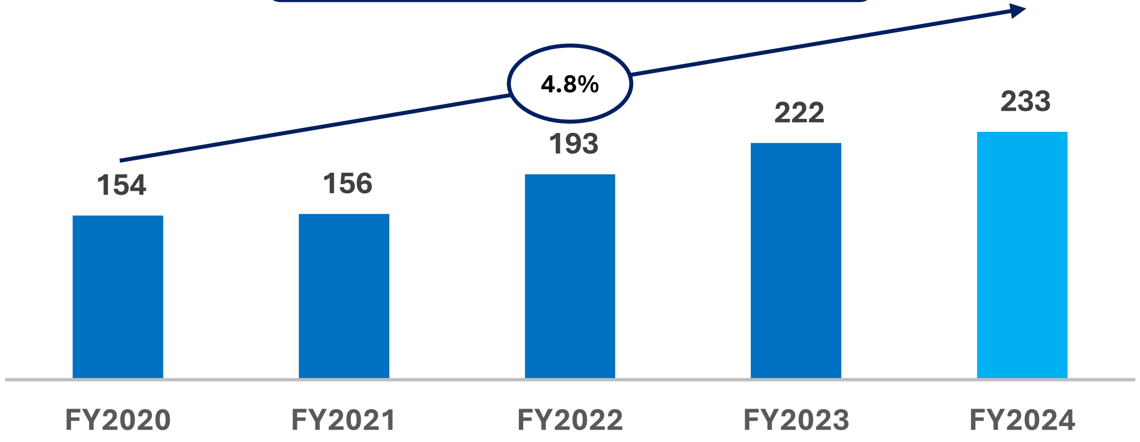
Group Production Performance vs. TIP



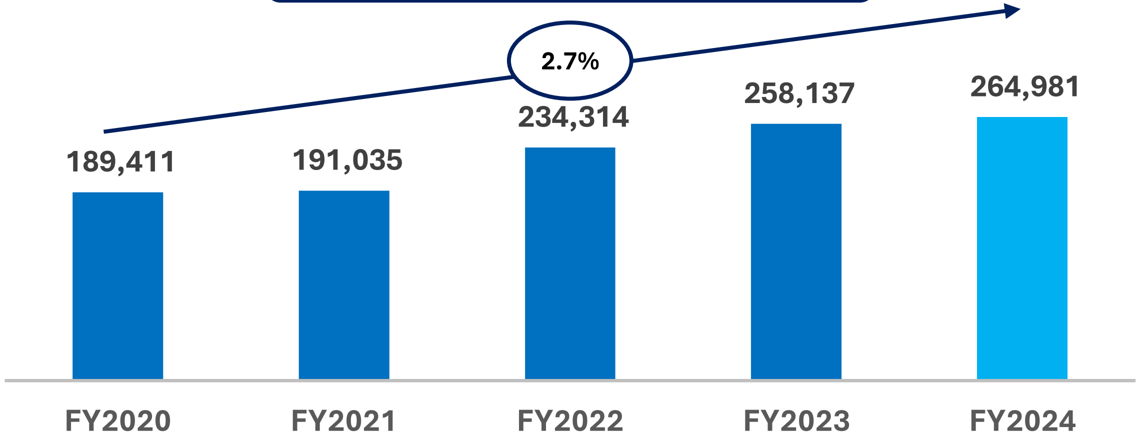
OPERATIONAL PERFORMANCE FY2024 (3/5)

Operating highlights: Service Intakes and Parts Produced

After Sales Revenue (RM' mil)



Service Intakes (Units)



Autoparts Manufacturing in Numbers

402,000	**3,271,000**	**970,000**	**567,000**	**1,591,000**	**2,660,000**
Steel Wheels	Tyre Assembly	NVH Products	Steering Wheels	Airbags	Seat Belts

OPERATIONAL PERFORMANCE FY2024 (4/5)

Total 31,899 vehicles sold, and 264,981 vehicles serviced

DAIHATSU	Distributorship By Daihatsu (Malaysia) Sdn. Bhd.	HINO	Dealership By Daihatsu (Malaysia) Sdn. Bhd.	PERODUA	Dealership By DMM Sales Sdn. Bhd.
777 Vehicles Sold	**4/22*** Sales Outlets	**261** Vehicles Sold	**4** Sales Outlets	**29,703** Vehicles Sold	**17** Sales Outlets
5,516 Vehicles Serviced	**4/26*** Service Outlets	**11,931** Vehicles Serviced	**4** Service Outlets	**211,819** Vehicles Serviced	**13** Service Outlets
*Represented by our authorised dealers					**2** Body & Paint

Volkswagen	Dealership By F.A. Wagen Sdn. Bhd.	VOLVO	Dealership By Federal Auto Cars Sdn. Bhd.	JAECOO	Dealership By FA Sino Premium Sdn. Bhd.
474 Vehicles Sold	**3** Sales Outlets	**518** Vehicles Sold	**3** Sales Outlets	**166** Vehicles Sold	**1** Sales Outlet
22,260 Vehicles Serviced	**3** Service Outlets	**13,163** Vehicles Serviced	**2** Service Outlets	**292** Vehicles Serviced	**1** Service Outlet
	2 Body & Paint		**1** Body & Paint		

OPERATIONAL PERFORMANCE FY2024 (5/5)

More than 9.0 mil components sold/services rendered to-date

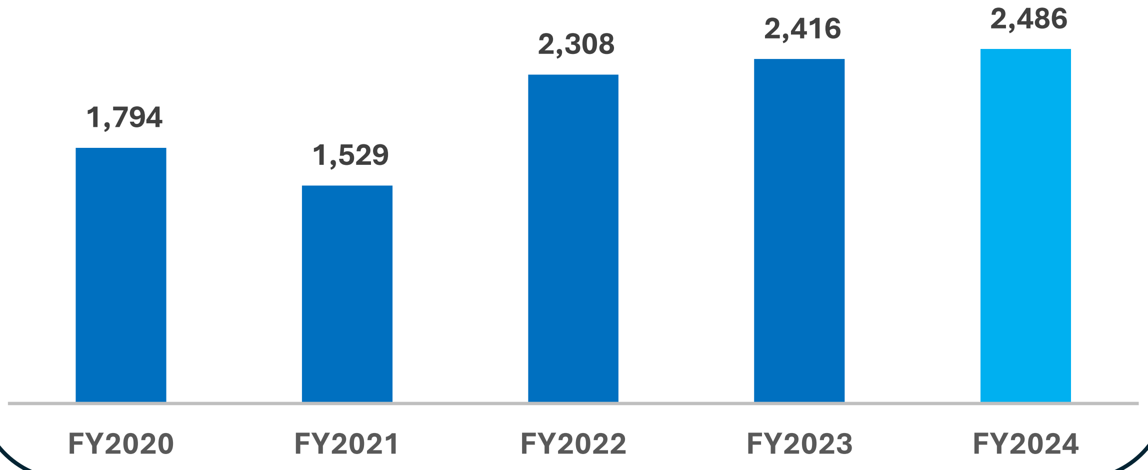
	Safety Components By Autoliv Hirotako Sdn. Bhd.		NVH Components By Hirotako Acoustics Sdn. Bhd.		Wheel Components By Oriental Metal Industries (M) Sdn. Bhd.
2,660,000 units Seatbelts Sold	**Seatbelt** Production Line – 11	**970,000 units** NVH Products Sold	**Dampening Sheet** Production Line – 2	**402,000 units** Steel Wheels Sold	**Steel Wheel** Production Line – 1
1,591,000 units Airbags Sold	**Buckle** Production Line – 12		**NVH Products** Production Line – 6	**3,271,000 units** Tyre Assembly	**Tyre Assembly** Production Line - 6
567,000 unit Steering Wheels	**Subassembly** 3 Lines		**Felt** Production Line - 1		
	Airbag Production Line – 15				
	Steering Wheel Foaming Production Line – 12				
	Steering Wheel Assembly Production Line – 9				

FINANCIAL PERFORMANCE FY2024

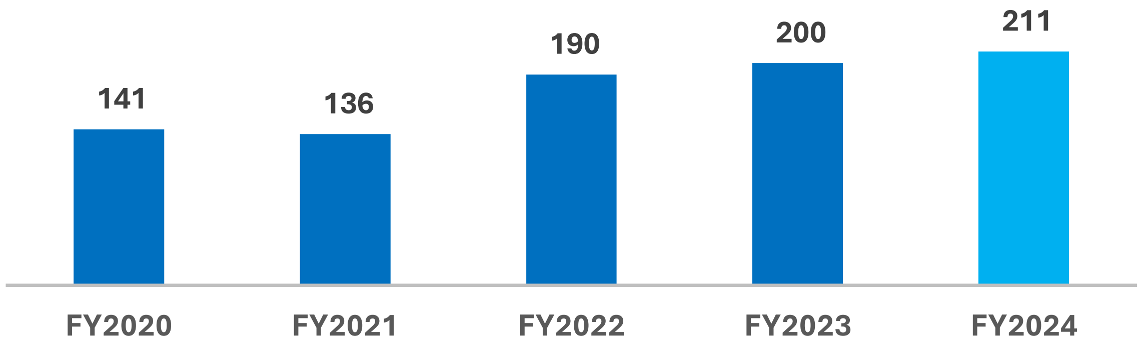
FINANCIAL PERFORMANCE FY2024 (1/5)

Summary of Statement of Profit and Loss

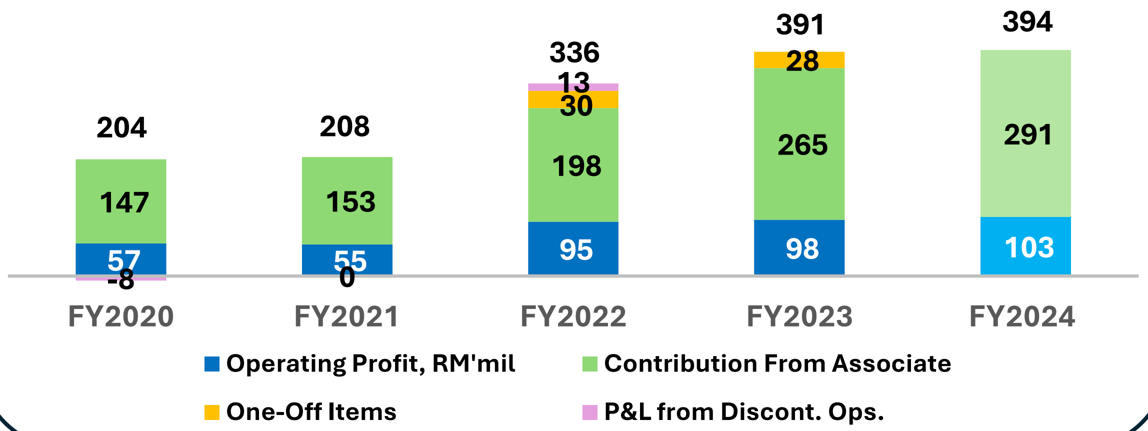
Revenue (RM’ mil)



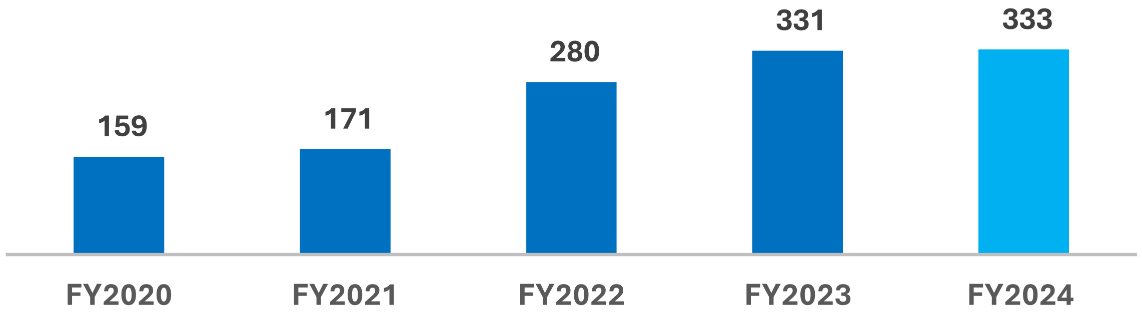
Gross Profits (RM’ mil)



Operating Profits (RM’ mil)



PATAMI (RM’ mil)



FINANCIAL PERFORMANCE FY2024 (2/5)

The Group registered its highest ever revenue and PATAMI in FY2024

Group Financial Highlights

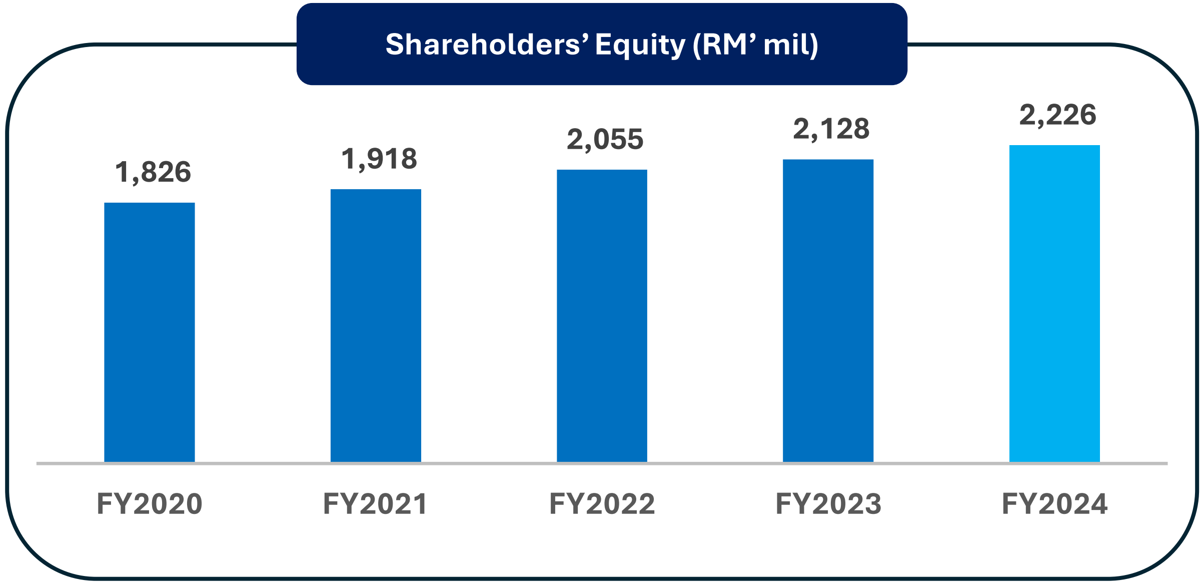
Statements of Profit or Loss (Condensed)

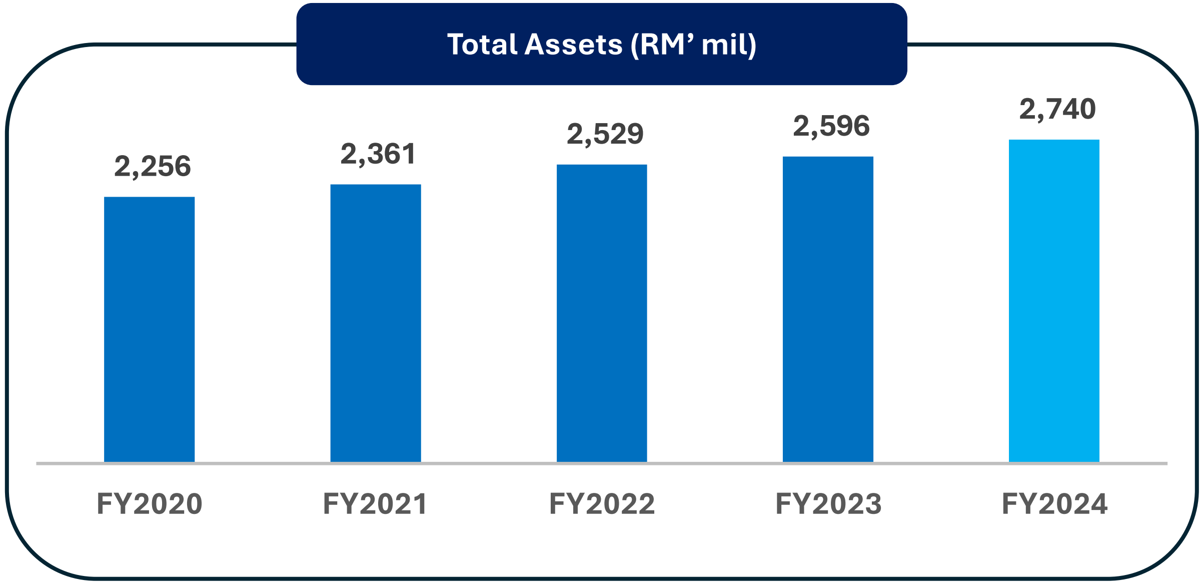
RM (Million)	FY 2024		FY 2023		% Change
Revenue	**2,485.6**		**2,416.2**	▲	***2.9***
Profit before tax	**393.9**		**391.3**	▲	***0.7***
Motor Trading & Assembly	*52.0*		*54.9*	▼	***5.3***
Auto Parts Manufacturing	*26.4*		*22.9*	▲	***15.3***
Others	*(4.9)*		*(3.8)*		
Net one-off gains from disposal	--		*28.4*		
Share of results of a joint venture	*29.6*		*24.2*	▲	***22.3***
Share of results of associates	*290.8*		*264.7*	▲	***9.9***
Profit attributable to equity holders	**333.4**		**331.2**	▲	***0.7***
Dividends (sen)	**54.0**		**54.0**	■	***--***
1st interim	*6.0*		*6.0*		
2nd interim	*7.0*		*6.0*		
Special	*32.0*		*27.0*		
Final	*9.0*	*	*15.0*		

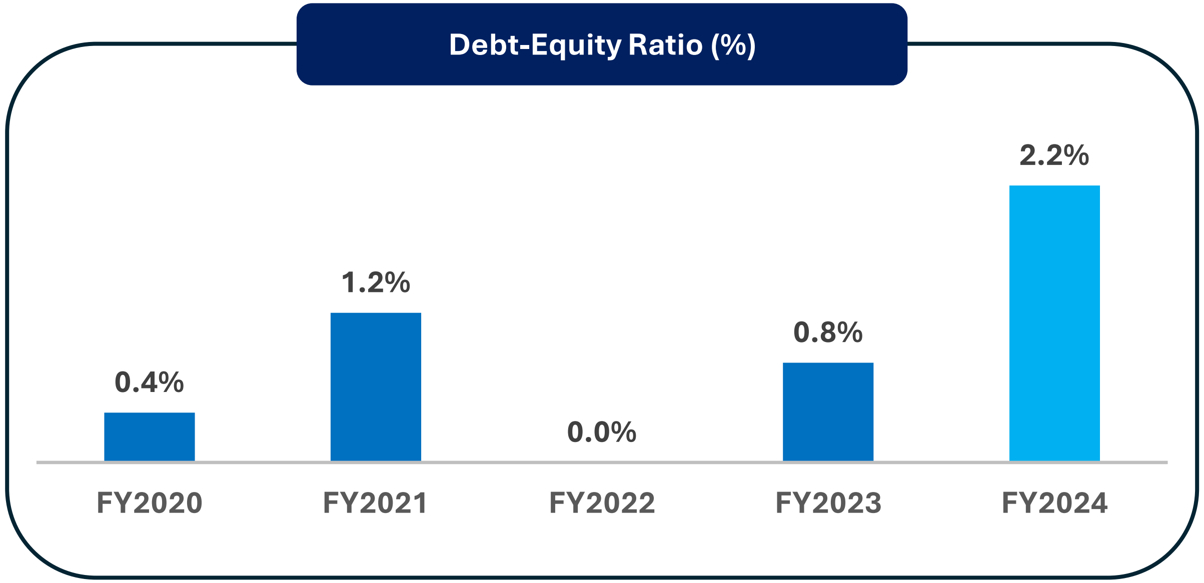
*Subject to the approval of shareholders at 31st Annual General Meeting

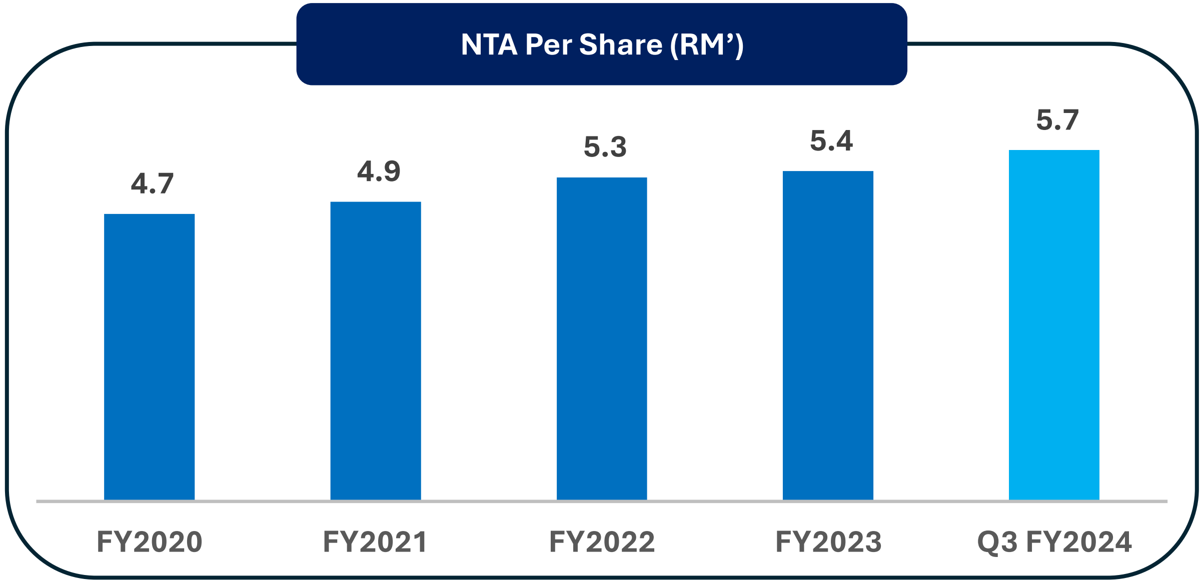
FINANCIAL PERFORMANCE FY2024 (3/5)

Summary of Statement of Financial Position









FINANCIAL PERFORMANCE FY2024 (4/5)

The Group has grown its shareholder's funds and cash balances

Group Financial Highlights

Statements of Financial Position (Condensed)

RM (Million)	31 Dec 2024	31 Dec 2023		% Change
Associates	1,767.1	1,652.0	▲	7.0
Joint venture	96.1	92.0	▲	4.5
Other non-current assets	315.3	306.5	▲	2.9
Assets classified as held for sale	2.6	-		
Net current assets / (liabilities)	366.6	381.8	▼	4.0
Non-current liabilities	(13.8)	(6.4)	▼	114.0
Shareholders' funds	2,226.4	2,128.1		
Net Assets per share attributable to equity holders (RM)	**5.70**	**5.44**	▲	4.6
Cash and bank balances	258.3	197.2	▲	31.0
Total debts	(56.5)	(20.4)	▼	176.7
Debts / Equity Ratio (%)	**2.22**	**0.84**		

FINANCIAL PERFORMANCE FY2024 (5/5)

The Group has consistently paid more than 40% of its profits as dividends

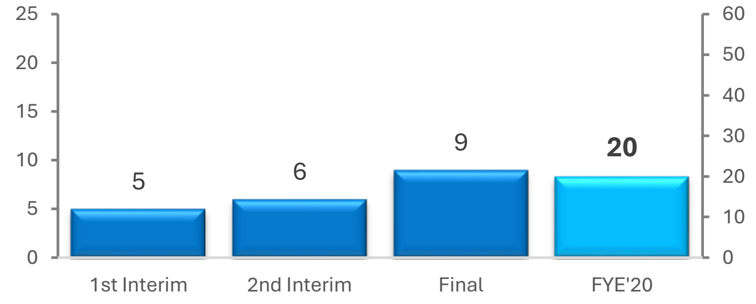
Historical Dividend Paid / Declared (cent per share)

FYE 2020

5.9% Dividend Yield

RM3.39 Closing Share Price

Payout ratio | Company 118% | Group 49%

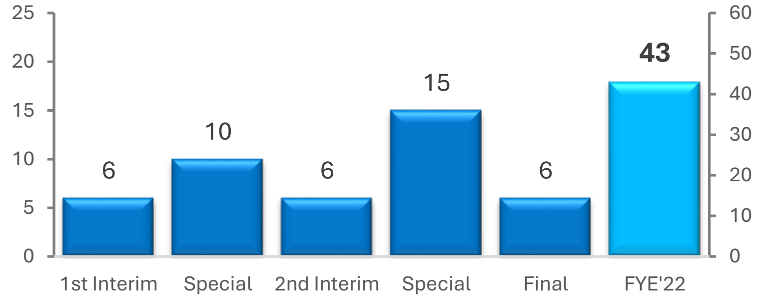


FYE 2022

13.1% Dividend Yield

RM3.28 Closing Share Price

Payout ratio | Company 108% | Group 60%

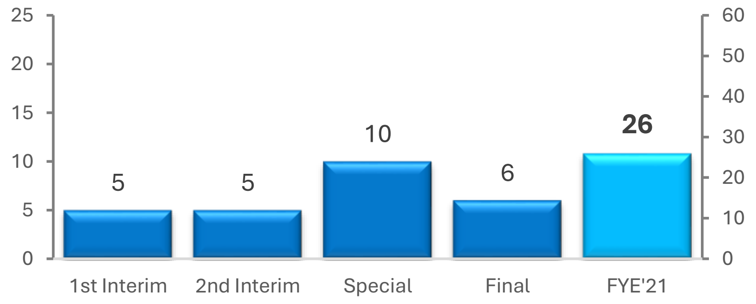


FYE 2021

8.1% Dividend Yield

RM3.20 Closing Share Price

Payout ratio | Company 92% | Group 59%

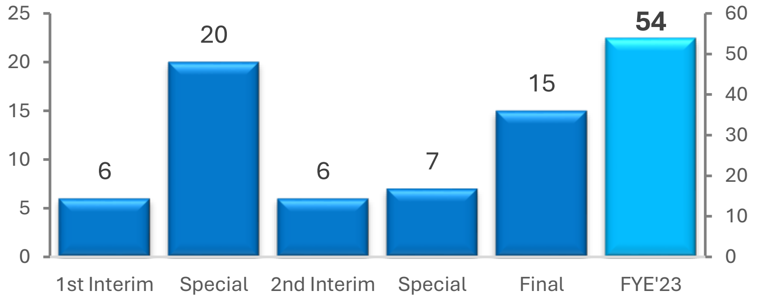


FYE 2023

12.7% Dividend Yield

RM4.24 Closing Share Price

Payout ratio | Company 125% | Group 64%

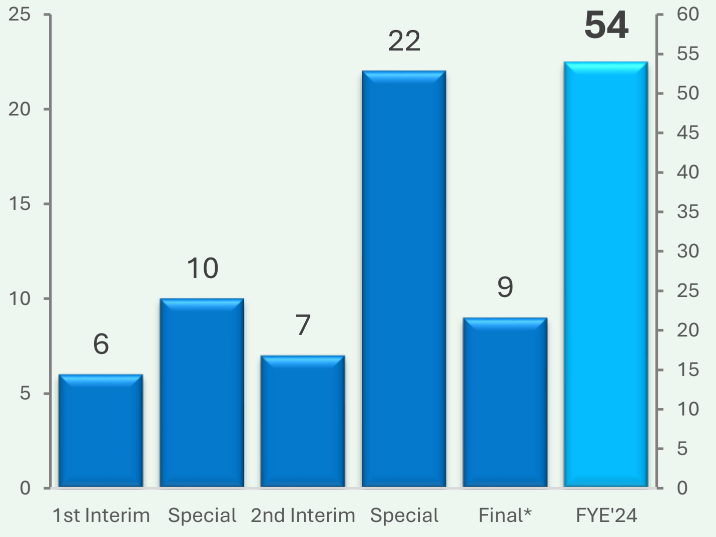


FYE 2024

8.8% Dividend Yield

RM6.17 Closing Share Price

Payout ratio | Company 85% | Group 53%



Note: * Final dividend is subject to shareholders' approval at the 31st AGM

SUSTAINABILITY PERFORMANCE FY2024

SUSTAINABILITY PERFORMANCE FY2024 (1/3)

Sustainability Pillars

ENVIRONMENT

- Climate Change & Greenhouse Gas Emission
- Waste Management
- Energy Consumption
- Natural Resources

RELATED SDG

SOCIAL

- Diversity & Equal Opportunity
- Health & Safety
- Staff Welfare
- Labour & Working Standards
- Customer Satisfaction & Loyalty
- Community Engagement

RELATED SDG

ECONOMIC

- Supply Chain
- Community Investment
- Innovation & Digitalisation

RELATED SDG

GOVERNANCE

- Anti-Corruption
- Corporate Governance
- Data Privacy & Cyber Security

RELATED SDG

SUSTAINABILITY PERFORMANCE FY2024 (2/3)

Sustainability Initiatives (1/3)

336 kWp Solar Panel at OMI Sg Choh


314 kWp Solar Panel at FAHB Glenmarie

Rainwater Harvesting at AHSB


Reuse treated water for dilution at WWTP at OMI Shah Alam

MBMR now has an **installed renewable energy capacity of 1,801 kWp** across all the Group's operating subsidiaries.

This is in addition to the solar panels that have been installed at OMI Shah Alam, AHSB, and HASB.

Water conservation initiatives in addition to the **rainwater harvesting installed** at OMI Shah Alam, DMMS Chan Sow Lin and the water recycle system at HASB.

SUSTAINABILITY PERFORMANCE FY2024 (3/3)

Sustainability Initiatives (2/3)

CSR Programme at
SK Taman Sg. Besi Indah

CSR Programme
at Zoo Negara

Mangrove Tree Planting at
Kuala Selangor Nature Park

SUSTAINABILITY INITIATIVES FY2025

Sustainability Initiatives (3/3)

Key 2025 Sustainability Initiatives

Expansion of Renewable Energy: An additional 1,068.6 kWp of solar energy capacity will be installed at Daihatsu (Malaysia) Sdn. Bhd., Autoliv Hirotako Sdn. Bhd. and Hirotako Acoustics Sdn. Bhd., supplementing the existing 1,801 kWp capacity already in place.

Rainwater Harvesting Systems: Implementation of rainwater harvesting systems at Federal Auto Holdings Berhad and Daihatsu (Malaysia) Sdn. Bhd. to support water conservation efforts.

Electrification of Equipment: Replacement of internal combustion engine (ICE) forklifts with EV forklifts across manufacturing facilities to reduce emissions and improve energy efficiency.

Community Engagement: Ongoing community outreach initiatives aimed at promoting social responsibility and strengthening local engagement.

Automation & Digitalisation: Integration of automation and digital technologies in manufacturing operations to enhance productivity and operational efficiency.

PROSPECTS

OUTLOOK

Modest growth for the economy

Malaysian Economy

GDP Growth

- Q1 FY2025: **4.4%**
- Forecast FY2025: **4.5%** to **5.5%**

BNM OPR

- At May 2025: 3.00%
  Last rate hike: +0.25% in May 2023

'At the current OPR level, the monetary policy stance is consistent with the current assessment of inflation and growth prospects'

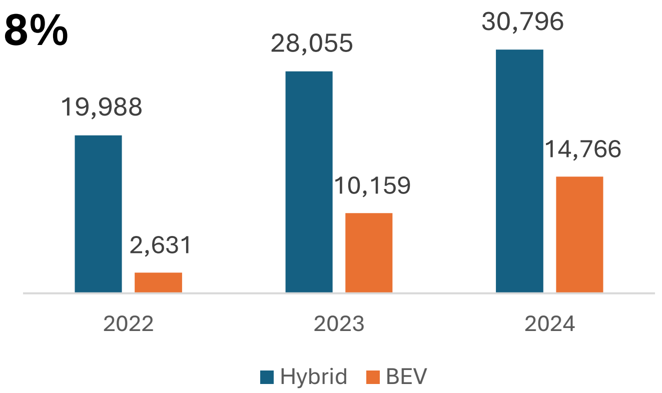
Automotive Industry

TIV

- Q1 2025 volume: 188.1k (-7.4% vs LY)
- MAA Forecast 2025: 780k (-4.4% vs LY)
- Forecasts from research analysts: 750k to 810k

Electric Vehicles

- BEV penetration growing fast but still low: **1.8%**



- Market will be affected by policies: CBU EV floor RM100k, excise duty exemptions, fuel subsidy

OUTLOOK - MBMR

Perodua performing better than market

PERODUA

Perodua

- Q1 2025 volume: **85.1k** (-0.1% vs LY). *Market share: **48.2%***
- Forecast 2025: **345k**. *Est market share **44.2%***
- **New EV** to be launched Q4. *Est volume 500/mth initially*

Motor Trading

- **New models** launched: Volvo EX90, Jaecoo J7 PHEV
- More models expected from our principals
- New / upgraded outlets

Auto Parts Manufacturing

- Q1 TIP weak (-15.6% vs LY)
- Banking on recovery from OEM customers, e.g. Proton, Honda expected to launch new models in 2025
- Maximise margins by looking at material prices and improving process efficiency

MOVING FORWARD – OUR STRATEGY

Driving Change, Shifting The Future

IMPROVE

Improve the performance of our Business Units by enhancing:

- Customer Experience
- Operational Efficiency
- Management Practices

GROW

Grow our Business Units by exploring:

- New customers
- New market segments
- New product lines

BUILD

Build out the Group by M&A :

- Adjacent businesses
- New growth industries
- New geographies

STRENGTHEN

Strengthen the core functions of the Group such as:

- Sustainability
- Risk Management
- Corporate Governance
- Talent / Human Capital
- IT / Digitalization

MOVING FORWARD – OUR STRATEGY

Driving Change, Shifting The Future

IMPROVE

Improve the p rmance of

- Upgrade / refurbish outlets
- Value Engineering at Manufacturing

GROW

Grow o usiness Units by ex

- New Perodua outlet in East Coast
- New Jaecoo outlet in Segambut

BUILD

Build ou Group by M&A :

- Look for M&A opportunities in automotive or adjacent space

Strengthen the core functions of the Group such as:

- Sustainability
- Risk Management
- Corporate Governance
- Talent / Human Capital
- IT / Digitalization

THANK YOU