

**DRB-HICOM**

## **33<sup>rd</sup> ANNUAL GENERAL MEETING**

### **OUR SUCCESS BELIEFS**



**Annual General Meeting**  
Questions & Answers  
29 May 2023

*Note: The questions and feedback have been edited for brevity and clarity*

## Gifts

No.	Question
1.	Are there any door gifts for shareholders?
2.	Have any door gift or cash value gift?
3.	Dear BOD - Kindly give us some e-vouchers, food vouchers or e-wallet (no discount vouchers please) for being loyal shareholders and attending this meeting. Times are bad now. Please be considerate to us shareholders during these trying times.
4.	Please bring back the practice of providing door gift / e-voucher to attending participants whether or not virtual AGMs.
5.	Please reward the participant to encourage support for virtual meeting.
6.	Mr Chairman, I'm a long time and loyal shareholder of the company. I would like to request that the BOD kindly give e-wallet to shareholders as a token of appreciation for taking time and effort to attend today's RPV.
7.	Can the BOD give e-wallet as a token of appreciation for attending today's RPV? Thank you.
8.	I am a long-time shareholder. Would the Board kindly reward shareholders with e-vouchers as a token of appreciation for attending this meeting.
9.	I support the company shares in the last 30 years ago. Please reward some refreshment via e-wallet.
10.	Selamat Pagi Tan Sri Chairman and Board of Directors, I wish to minta from Chairman, as token of appreciation, to give AGM attendee, some food voucher or e-wallet, in this bulan of Ramadan, bulan yang mulia, thank you very much.
11.	Dear Honourable Chairman & Board of Directors, We appeal to your kind selves & generosity to reward us your loyal shareholders with e-wallets, w-vouchers and /or food vouchers, for making the effort & taking the time to attend this AGM. Greatly disappointed none were given in previous years. Hope to see you revert to old practice of giving good door gifts like those pre-covid days. Look forward to receiving the door gifts this year. Thank you.
12.	Is the company giving any door gift to shareholders attending this AGM?
13.	A door gift for all those attending the AGM is much appreciated. Thanks.
14.	e-door gift?
15.	Please give us some door gifts/e-vouchers/e-wallet for attending this RPV as a token of appreciation. Thank you.

## Gifts (cont'd)

No.	Question
16.	Request for e-wallet door gift.
17.	Kindly give e-voucher/e-wallet to shareholders who attend this virtual meeting as a token of appreciation. Thank you.
18.	Please DRB-HICOM provide some door gift/e-voucher for whoever attending AGM today. Thanks in advance.
19.	Kindly consider to give light refreshments (e-voucher and/or e-wallet and/or Grab Food) to attendees for this annual event.
20.	Please give us e-breakfast for our participation. Thank you.
21.	Dear sir madam, any door gift available for this AGM. Thank you.
22.	Any gift for those who voted?
23.	Hi, Chairman any door gift for shareholder attended AGM?
24.	Tan Sri Chairman, being an excellent year profit, please give us some food vouchers or e-wallet, as token of appreciation, for those who attended AGM, in this bulan Ramadan, bulan yang mulia, thanks in advance.
25.	What about e-voucher should be provided for all who have registered for the AGM?
26.	Hello, Chairman. Shareholders attending this virtual AGM are expecting a Door Gift/ E-voucher. Be grateful to them for their support and time. Thank you.
27.	Dear Board of Directors, please kindly consider giving all shareholders a good and generous door gift as we have worked hard, taken a lot of time, efforts, involvement and participation in this important AGM. Thank you very much for your kindness and generosity.
28.	Any door gifts?
29.	Hi, Chairman. Kindly distribute a e-voucher to the shareholders attending this AGM for their time and as an appreciation of their support. Thank you.

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## Gifts (cont'd)

No.	Question
30.	Please provide refreshment via e-wallet as the Director fees very high.
31.	Dear BOD, any appreciation door gift for shareholders/proxies in the form of voucher or preferably TNG e-wallet pin. Kindly advice. Thanks.
32.	Is the company giving out any form of vouchers for this AGM?
33.	I humbly request BOD to give e-wallet or e-voucher to attendees as a token of appreciation today our company is celebrating its 33rd anniversary. I believe the token sum is small, manageable and within annual budgeted expenses.
34.	Please provide e-voucher as door gift after all that was our money.
35.	If no consideration for door gift, please no attendance allowance and meals for BOD meetings.
36.	Miss the good old days when we get vouchers and door gifts from DRB-HICOM's physical meeting. Why no door gifts and e-vouchers for this virtual meeting? The Company's dividends have dwindled and we small shareholders need it for our survival. Directors continue to get fees, allowances and other benefits in kind. We small shareholders look forward to some token of appreciation for our participation in virtual meetings in addition to dividends, this sounds fair, right? Please don't brush our requests aside thinking that we are greedy. By the same means, if dividends are the only thing shareholders get, then shouldn't fees / salaries alone be sufficient for Directors? Why all the allowances and benefits in kind?
37.	Strongly support request for door gift since DRB-HICOM has been doing well. E-voucher for all shareholders is most appreciated.
38.	Does the Company hold any annual dinner or host any events (other than AGM / EGM)? During the annual dinner and events, was there door gifts and refreshments served? If yes, why? The staff are already getting salaries and bonuses plus other benefits in kind. Isn't this already sufficient? To further save cost, please cut all your other Company physical activities and carry it out virtually. Pay all of them lip service by thanking them profusely will be sufficient. Don't just victimise your shareholders by holding your AGM / EGM virtually and deprive them of even a small token of appreciation because we have been rewarded in the form of dividends. Don't rank us shareholders at the bottom of your "gift recipient" hierarchy. Too much emphasis has been given to the so-called CSR activities at the expense of your shareholders, who have invested our hard-earned money in your Company. Please do not neglect your shareholders, who have been waiting patiently these past 4 years hoping for some token of appreciation. We miss the good old days.

## Gifts (cont'd)

No.	Question
39.	Please give us some door gifts/e-vouchers/e-wallet for attending this RPV as a token of appreciation. Thank you.
40.	Please consider giving e-voucher to shareholders attending the AGM. Thank you.
41.	Any doorgift for shareholder?
42.	I hope the Board will be sincere enough to view our requests for token of appreciation seriously and not brushing it aside by indicating that we shareholders should be satisfied with dividends. It is disappointing that we rank below the recipients of your CSR activities and other events hosted by DRB-HICOM as we are ignored & deprived of any token of appreciation during your virtual meetings, and this is the fourth year the Company is doing it. I believe a token in the form of real let top up is both easy to administer & does not cost much to the bottom line of the Company. Please at least do the right thing starting from this AGM.
<b>Answer to questions number 1 to 42</b>	
Regretfully, there is no plan to distribute door gifts for this virtual AGM.	

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## Operations

No.	Question
43.	What are the strategies taken to improve the company's business?
44.	What is the business outlook in next 3 months? strategy for next 6 months?
45.	May I know, what is the company's future outlook?
46.	M&A plans. Please enlighten shareholders on how to unlock value for shareholders?
47.	What is the group's plan to add value to the company moving forward?
48.	Will 2023 be a better year than 2022 or be worse due to new challenges?
<b>Answer to questions number 43 and 48</b>	
<p>The Group is continuing its recovery efforts from the COVID-19 pandemic impact with a focus, among others, on the relevant key areas that include:</p> <ol style="list-style-type: none"> <li>1. Execution of PROTON's 10-year business plan</li> <li>2. Turnaround of Pos Malaysia</li> <li>3. Enhancement of Bank Muamalat's value</li> <li>4. Value creation for high-growth companies, exploring new potential and viable markets, and also unlocking the value of existing assets</li> </ol> <p>DRB-HICOM is optimistic and maintains a positive outlook of its performance for the financial year ending 31 December 2023, given its strong market position and diverse portfolio.</p>	
No.	Question
49.	<ol style="list-style-type: none"> <li>1. The Postal Service has been suffering loss over the last four years. May DRB-HICOM explain what is going wrong? And what is the mitigation plan? Expected when to turn profit?</li> <li>2. So far how many orders for PROTON X90, are the orders achieve target?</li> </ol>
<b>Answer</b>	
<ol style="list-style-type: none"> <li>1) Postal business <ul style="list-style-type: none"> <li>• The Mail business is profitable, but the strain is primarily caused by the Courier business. The pandemic-driven e-commerce boom has attracted more players into the market leading to new challenges - rising competition, slower online shopping demand, increased insourcing and eroding margins due to the pricing war.</li> <li>• Based on 1QFY2023 results, there is an improvement in Pos Malaysia's net loss and this trend is expected to continue.</li> </ul> </li> <li>2) PROTON <ul style="list-style-type: none"> <li>• The PROTON X90 has recorded bookings of more than 3,000 units after two weeks of its official launch, which is in accordance with the target given its positioning as PROTON's flagship model.</li> </ul> </li> </ol>	
No.	Question
50.	What is the status of listing of Bank Muamalat?
<b>Answer</b>	
<p>All options are being monitored and the bank's performance is being monitored, taking into consideration the market conditions to ensure the best value for shareholders.</p>	

## Operations (cont'd)

No.	Question
51.	For the China MOU, what is the progress and how does it benefit the company?
<b>Answer</b>	
<p>Pursuant to the MOU, DRB-HICOM and Geely entered into a Heads of Agreement (“HOA”) on 1 April 2023 for the purpose of developing the Automotive Hi-Tech Valley (“AHTV”) in Tanjong Malim. The AHTV is expected to attract investments of RM32 billion inclusive of participation from potential partners, vendors, OEMs and investors. This will not only benefit DRB-HICOM Group but also the wider Malaysian economy.</p>	
No.	Question
52.	When are cars going to run on ELECTRIC instead of PETROL?
<b>Answer</b>	
<ul style="list-style-type: none"> <li>• The Electric Vehicle (“EV”) penetration in Malaysia is still at a nascent stage where in 2022, the combined market share of battery EV and hybrid EV was less than 3% of TIV.</li> <li>• DRB-HICOM views EVs as a growth opportunity and will leverage its current strategic partnership with Geely and other automotive partners.</li> <li>• PROTON is collaborating with Smart Automobile in the EV space and the first product will be introduced by Q4 this year. In addition to the partnership with Smart Automobile, PROTON is charting its own EV programme path and is fortunate that the best of EV technology is readily available from Geely.</li> <li>• EON is also optimistic about its entry into the EV market via the 2023 introduction of the Audi EV model range and has been appointed by PROTON as one of the official dealers for Smart cars.</li> </ul>	
No.	Question
53.	Better produce small car as there will be no more subsidy of petrol for big car in the coming year.
<b>Answer</b>	
<p>Generally, the news on Targeted Fuel Subsidy is being monitored. In terms of fuel efficiency program, PROTON is aligning its product and powertrain plans to the National Automotive Policy and Malaysian Standards for Energy Efficient Vehicle limits that determine the fuel consumption requirements according to the vehicle category.</p>	

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## Operations (cont'd)

No.	Question
54.	The sales tax exemptions have ended, the automotive market has reached saturation point, inputs costs have risen without greater efficiencies or productivity increase. What is in store for our company's growth & profitability and what new initiatives are now going to drive our company forward; hybrid or EVs?
<b>Answer</b>	
<p>PROTON has initiated its PROTON EV roadmap, where the collaboration between PROTON and SMART is set as the first Electric Vehicle program by the company. The subsequent EV programs are in the pipeline and will be announced in due course. As the traction in EVs is still at the introductory/nascent stage, vehicles powered by Internal Combustion Engine ("ICE") systems remain essential with emphasis on energy-efficient vehicle ("EEV") policy compliance.</p>	
No.	Question
55.	What is the waiting time if we order new PROTON?
<b>Answer</b>	
<p>Generally, the wait is between 1 -2 months, depending on the model variant and colour.</p>	
No.	Question
56.	How management foresee market share of EV and Combustion car in coming 5 years?
<b>Answer</b>	
<p>As of 2022, the market share of all EVs and Hybrids is less than 3%. The Group is monitoring the trends and will remain guided by the forecasts of related agencies.</p>	
No.	Question
57.	<ol style="list-style-type: none"> <li>1. What is the profit margin for PROTON cars export sales to South Africa?</li> <li>2. What is the profit margin for PROTON cars comparatively for export sales to other countries and local domestic sales?</li> </ol>
<b>Answer</b>	
<p>The profits for the export programs meet the business case requirements.</p>	
No.	Question
58.	DRB-HICOM hold how many % in Mitsubishi, Honda, PROTON and Modenas?
<b>Answer</b>	
<p>DRB-HICOM's equity interest is as follows:</p> <ul style="list-style-type: none"> <li>• Mitsubishi Motors Malaysia Sdn Bhd: <b>48%</b> (refer AR 2022, page 229)</li> <li>• Honda Malaysia Sdn Bhd: <b>34%</b> (refer AR 2022, page 229)</li> <li>• PROTON Holdings Berhad ("PROTON"): <b>50.1%</b> (refer AR 2022, page 213)</li> <li>• Motosikal Dan Enjin Nasional Sdn. Bhd ("MODENAS") <b>70%</b> (refer AR 2022, page 227)</li> </ul>	



## Financial

No.	Question
59.	How does the increase of OPR affect the Group's financial results?
<b>Answer</b>	
<p>The Group has about 42% debt facilities with floating rates. OPR hike will lead to approximately an additional RM8.2 million in finance cost per annum. However, this will be cushioned by the additional interest income from the higher yield on short-term deposits held by the Group.</p>	
No.	Question
60.	How much profit this year?
<b>Answer</b>	
<p>DRB-HICOM Group recorded a net profit of RM291 million in 2022.</p>	
No.	Question
61.	What is the reason for resignation of Ernst & Young as external auditor?
62.	Looks like there is a change in the external auditor, any reason?
<b>Answer to questions number 61 and 62</b>	
<p>DRB-HICOM revised its External Auditors Policy and Procedure in August 2022 to enhance corporate governance by including a new policy, whereby a Request For Proposal ("RFP") is to be conducted every 7 years for the assessment and appointment of auditors.</p> <p>As Ernst &amp; Young PLT has been the auditors of the Group for approximately 13 years since April 2010, an RFP was conducted in October 2022. Based on the outcome of the RFP exercise, the Board Audit Committee recommended to the Board that KPMG PLT be appointed as the auditors of the Group for the financial year ending 31 December 2023. The change will enable the Group to benefit from the fresh perspectives of another professional audit firm and enhance the value of the audit of the Group.</p>	
No.	Question
63.	Why DRB-HICOM have 17 audit staff but PROTON have 18 staff but the DRB-HICOM audit costs is 44% higher than PROTON. Any reason for this?
<b>Answer</b>	
<p>In reference to page 97 of the Annual Report, a higher cost was incurred by DRB-HICOM's Group Internal Audit and Integrity Division ("GIAD") as it covered the entire DRB-HICOM Group all over Malaysia, whereas PROTON's GIAD only focus on PROTON Group covering mainly Shah Alam and Tanjung Malim plants.</p>	

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## Dividend

No.	Question
64.	Despite recorded improved PBT and net profit in FY2022, DRB-HICOM announced only 2 sen dividend payment. Why it is below the Group's dividend payout target?
65.	A better dividend payout would be much appreciated. Thanks.
66.	2% is very small amount of dividend, sales already increased.
67.	Any dividend payout?
<b>Answer to questions number 64 to 67</b>	
<ul style="list-style-type: none"> <li>• The Group maintains dividend payment of 2 sen for the year primarily for effective cash management and ensuring sufficient cash flow balance is preserved to fund DRB-HICOM Group's capital and other funding requirements.</li> <li>• The Group's funding needs include debt service obligations and investment in existing and new projects/capital expenditures of the Group.</li> <li>• For the record, DRB-HICOM had consistently paid dividends above the payout target, including during the challenging years when the company recorded losses but continued paying dividends to the shareholders.</li> </ul>	
No.	Question
68.	When will dividends be paid?
<b>Answer</b>	
The final dividend of 2.0 sen per share will be paid on 28 June 2023.	

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## Shares

No.	Question
69.	Why is group's share price not performing?
Answer	
<p>The overall market had been unpredictable, with global economies continuing to grapple with higher inflation, tightening monetary policy, escalation of geopolitical tensions, financial market distress and subdued overall global trade activities.</p> <p>The FBM KLCI has been volatile, having closed at 1,495 points on 30 December 2022 from 1,549 points on 3 January 2022 and now hovering at 1,404 points this morning (29/5/2023). In line with the volatility of global and local bourses, DRB-HICOM's share price trend mirrors the overall bearish market condition.</p>	

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## Board of Directors

No.	Question
70.	What's the basis of the determination of the directors' remuneration? Have the management done any independent assessment/evaluation, comparable to our industry practice This is more so for the independent directors?
<b>Answer</b>	
<p>The Company has in place a remuneration framework to determine the amount of fees and benefits payable to the Directors. Bearing in mind the need for the Non-Executive Directors to be independent, the remuneration package is structured in a manner that its objectivity is not impaired to enhance the Company's performance and shareholders' value creation.</p> <p>The said framework is revised, from time to time, to ensure its relevance and effectiveness. The last benchmarking exercise on Directors' remuneration was conducted in 2020, comparable to the industry practice.</p>	
No.	Question
71.	Hi, Chairman. Having so many robust plans and diversified investments locally and internationally, DRB-HICOM achievements and targeted results and profits are just meagre. Kindly look introspectively into your Board and management.
<b>Answer</b>	
<p>The Board, through the Board Nomination and Remuneration Committee (BNRC), has oversight of the succession planning for the Board, Board Committees and Senior Management. The BNRC, on an annual basis, review the composition of the Board to ensure it continues to be effective and relevant. Based on the Board Effectiveness Assessment, the overall performance of the Board and Board Committees for the financial year ended 31 December 2022 was rated satisfactory, which reflects that the Board members had been effective in their overall discharge of duties and responsibilities.</p>	

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## Board of Directors (cont'd)

No.	Question
72.	Hi, Chairman. DRB-HICOM has been languishing in terms of profits, share price and dividends. This financial rot was festering for many years. The Board and management seemed not affected and ignored it. Implement some measures to bring out the talents of the management so that incompetent members are axed and talented ones are to run the company. Be conscientious of the ethics. Reward the shareholders appropriately.
<b>Answer</b>	
<p>The Board acknowledges that more attention is needed in managing human capital development in a competitive global environment where securing talents is challenging. The Company had established a Group Talent Council to undertake a comprehensive review and assessment of potential talent and successors as well as monitor the talent development programmes to ensure the readiness of the identified candidates in assuming critical positions within the Group. The BNRC reviewed the updates from Group Human Capital Division and provided feedback on identifying and assessing the suitability and readiness of the potential successors and talent as part of the planning exercise. The succession planning and talent management update was tabled to the Board in August and December 2022.</p>	
No.	Question
73.	Introduce a training programmes for the management to realize the talents of the management and stop the rot of the company.
<b>Answer</b>	
Noted and thank you for your feedback.	

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## AGM

No.	Question
74.	Why can't we have a physical AGM like before? Who wants to attend can attend who doesn't want can broadcast live?
75.	When can we attend the physical meeting?
76.	When the company is going to hold AGM where shareholders can physically present?
<b>Answer to questions number 74 and 76</b>	
<p>DRB-HICOM is reviewing the process to ensure the Company's AGM will continue to be conducted in an effective and efficient manner. Regardless of the mode or platform of the AGM, whether virtual, hybrid or physical, the Company would ensure that its AGM supports meaningful engagement between the Board/Senior Management and shareholders of the Company.</p>	
No.	Question
77.	This registering and liaising with Share Registrars is troublesome, they are always busy, promise to call back but never return calls?
<b>Answer</b>	
<p>Share Registrars has formulated a simple process for shareholders to register, participate and vote at the AGM online and will endeavour to enhance the processes further at the next AGM.</p>	
No.	Question
78.	Mr Chairman - Do not use Boardroom for RPV in future. It is not integrated and doesn't allow us to vote when the meeting starts. Need a separate app for RPV. Complaints made to Boardroom Senior Management are ignored. Use SSSB or Tricor in future.
79.	Hope online AGM will continue in future so more shareholders can join.
80.	Please start voting immediately when AGM starts, no waste time.
81.	Mr Chairman – Please start the voting when the meeting starts and not keep us waiting long. Thank you.
<b>Answer to questions number 78 to 81</b>	
<p>We take note of your feedback. Thank you.</p>	

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## AGM (cont'd)

No.	Question
82.	<p>How much does the company spend on this virtual AGM? Would the BOD kindly give e-wallet to shareholders as a token of appreciation for taking time and effort to participate in today's RPV?</p>
83.	<p>How much spend on this virtual meeting compare to physical at Shah Alam Holiday Inn all those previous years?</p>
84.	<ol style="list-style-type: none"> <li>1. How much RM did the Company save (compared to the final year of physical meeting prior to MCO) in door gifts and vouchers for attendees of the AGM?</li> <li>2. How does this savings translate into dividend per share? This is the 4th year the Company is holding its AGM virtually. Please do not brush aside our requests for token of appreciation. The Company does loads of CSR activities and it is disappointing to note that we loyal shareholders rank below the recipients of your CSR activities. The normal excuse given is that we shareholders should be rewarded by way of dividends. That's all. Think about it, Directors get fees, allowances, benefits etc and employees get salaries, bonuses and benefits. We shareholders have invested our hard-earned money in your Company and we do hope to get something extra when we participate in your virtual meetings (i.e. token of appreciation in the form of e-wallet top ups which is easy to manage and will not cause your staff to spend a lot of overtime to administer). A small gesture of appreciation in this form will definitely brighten up our day. Don't always think of us as greedy and thus ignore our requests totally and easily. We thank you for the Company continuing to pay us dividends when it is making losses, but by the same means, we shareholders also did not ask its Directors and staff not to get their salaries, fees, allowances and benefits when it is making losses. All we are asking is for us to be treated fairly. At least at par with your CSR recipients (i.e. get some goodies for our attendance in this meeting).</li> </ol>
<b>Answer to questions number 82 to 84</b>	
<ol style="list-style-type: none"> <li>i. The total cost for the virtual 33rd AGM of the Company in 2023 was approximately RM96,000 compared to the physical AGM meeting in 2019 of RM724,885.</li> <li>ii. Shareholders' request for dividend payout is noted. All decisions with regard to dividends are deliberated and decided by the Board of Directors based on the Company's dividend policy.</li> </ol>	

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## Administrative

No.	Question
85.	Why do we shareholders have to request for the Annual reports? Why can't they be sent physically to all shareholders?
<b>Answer</b>	
As part of the Group's dedication and commitment to sustainable practices, the shareholders are encouraged to read the Annual Report online that can be downloaded from the Company's website.	
No.	Question
86.	I requested for the printed hardcopy of the annual report but until today, I have yet to received it here.
87.	Please send me a printed copy of the Annual Report. Thank you.
88.	Kindly send me a print annual report. Thank you.
89.	Morning to the board, can you send the annual report to my temporary address?
90.	Kindly send me a copy of the latest annual report to my registered address. Please also distribute e-vouchers for today s attendees. Thanks.
91.	Please send a print AR 2022 and SBB Statement to my registered address. Thanks.
92.	Can I have a hardcopy of the annual report to be sent to me?
93.	Morning BOD, please send a copy of annual report to me.
<b>Answer to questions number 86 to 93</b>	
The Company has informed its share registrar, Boardroom Share Registrars Sdn Bhd, to send a copy of the Annual Report 2022.	
No.	Question
94.	There was a mess for the printed annual report. Please make sure that the management did a self-review before proceed with final printing.
<b>Answer</b>	
The comment is noted and the Company will further improve in the future.	

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## Others

No.	Question
95.	Give discount to shareholders when we buy PROTON.
96.	Dear directors, please give discount e-voucher for buy new PROTON car, thanks.
<b>Answer to questions number 95 and 96</b>	
Promotions for PROTON customers vary from month-to-month and feel free to get the latest promotion update at the nearest dealers, official website and official social media homepage.	
No.	Question
97.	When can shareholders visit PROTON Tanjung Malim plant?
<b>Answer</b>	
Please register your interest by email to <a href="mailto:invest@drb-hicom.com">invest@drb-hicom.com</a>	
No.	Question
98.	Reward shareholder to comply with Corporate Governance.
<b>Answer</b>	
Compliance with Corporate Governance will give shareholders assurance of long-term value creation and oversight of the Group's direction and business integrity going forward.	
No.	Question
99.	How much did the company spend on CSR activities (in RM terms)? It is saddening that we shareholders rank below your CSR activities' recipients. Our welfare should be looked after too. Don't just pay lip service thanking us when you show absolutely no action in appreciating our presence.
<b>Answer</b>	
As per Sustainability Report 2022, pages 52-55, DRB-HICOM has invested more than RM1.5 million in Corporate Responsibility ("CR") events, which include joint ventures and associated companies.	
No.	Question
100.	Congratulations to Aminah Binti Othman promoted as Group CFO. I am sure she will be able to provide strong corporate governance which bring better financial disciplines for DRB-HICOM.
101.	No sound.
102.	Profit more important than award.
103.	No plans for mini public buses, demands are huge to reduce traffic congestion and last miles.
104.	Any plans to design car seats for the elderly or vans with wheelchair lift? Maybe to collaborate with Geely on the development of such vehicles?
<b>Answer to questions number 100 to 104</b>	
Thank you for the feedback.	

## Pre-AGM Questions

No.	Question
1.	This year will give more value of gift, since past few years no distribute?
2.	Dear DRB-HICOM, this year any door gift for the shareholders? Thank you.
3.	Dear DRB-HICOM, this year any door gifts for the shareholders?
4.	While management may decide not to give any food or e-wallet vouchers, they must continue giving the RM500 PROTON voucher like in the past. All other listed auto companies have given promotions for their cars to all shareholders who attended their AGMs. This gift/promotion is a must as it is for DRB-HICOM's own good.
5.	Dear Board of Directors, Please kindly consider giving all shareholders a good and generous door gift as we have worked hard, taken a lot of time, efforts, involvement and participation in this important AGM. Thank you very much for your kindness and generosity.
6.	I humbly request BOD to give e-voucher as token of appreciation to meeting attendees. I believe the token sum is small within annual expenses.
7.	Is the company giving any door gift to shareholders attending this AGM?
8.	Please give us some e-vouchers/e-wallet for attending this RPV as a token of appreciation. Thank you.
9.	Please give us some door gifts/e-vouchers/e-wallet for attending this RPV as a token of appreciation. Thank you.
10.	Please give us some door gifts/e-vouchers/e-wallet for attending this RPV as a token of appreciation. Thank you.
<b>Answer to questions number 1 to 10</b>	
Regretfully, there is no plan to distribute door gifts for this virtual AGM.	
No.	Question
11.	Dear Board, please provide meeting refreshment, thanks.
<b>Answer</b>	
Regretfully, there is no refreshment for this virtual AGM.	
No.	Question
12.	The government prompting and MOU with overseas how was the progress? Does company benefit from that?
<b>Answer</b>	
Pursuant to the MOU, DRB-HICOM and Geely entered into a Heads of Agreement (“HOA”) on 1 April 2023 for the purpose of developing the Automotive Hi-Tech Valley (“AHTV”) in Tanjong Malim. The AHTV is expected to attract investments of RM32 billion, including participation from potential partners, vendors, OEMs and investors. The investments will benefit DRB-HICOM Group and the broader Malaysian economy.	

## Pre-AGM Questions (cont'd)

No.	Question
13.	Please send me a printed copy of the Annual Report. Thank you.
<b>Answer</b>	
The Company has informed its share registrar, Boardroom Share Registrars Sdn Bhd, to send a copy of the Annual Report 2022.	
No.	Question
14.	Why can't we have physical AGM like before? Who wants to attend can attend who doesn't want can broadcast live.
<b>Answer</b>	
DRB-HICOM is reviewing the process to ensure the Company's AGM will continue to be conducted in an effective and efficient manner. In addition, regardless of the mode or platform of the AGM, whether virtual, hybrid or physical, the Company would ensure that its AGM supports meaningful engagement between the Board/Senior Management and shareholders of the Company.	
No.	Question
15.	Why do we shareholders have to request for the Annual reports? Why can't they be send physically to all shareholders?
<b>Answer</b>	
As part of the Group's dedication and commitment to sustainable practices, the shareholders are encouraged to read the Annual Report online, which can be downloaded from the Company's website.	
No.	Question
16.	This registering and liasoning with Share Registrars is troublesome, they are always busy, promise to call back but never return calls?
<b>Answer</b>	
Share Registrars has formulated a simple process for shareholders to register, participate and vote at the AGM online and will endeavour to enhance the processes further at the next AGM.	

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