



**DRB-HICOM**

**3Q2025**

**Financial Results**

**Quarter Ended 30 September 2025**

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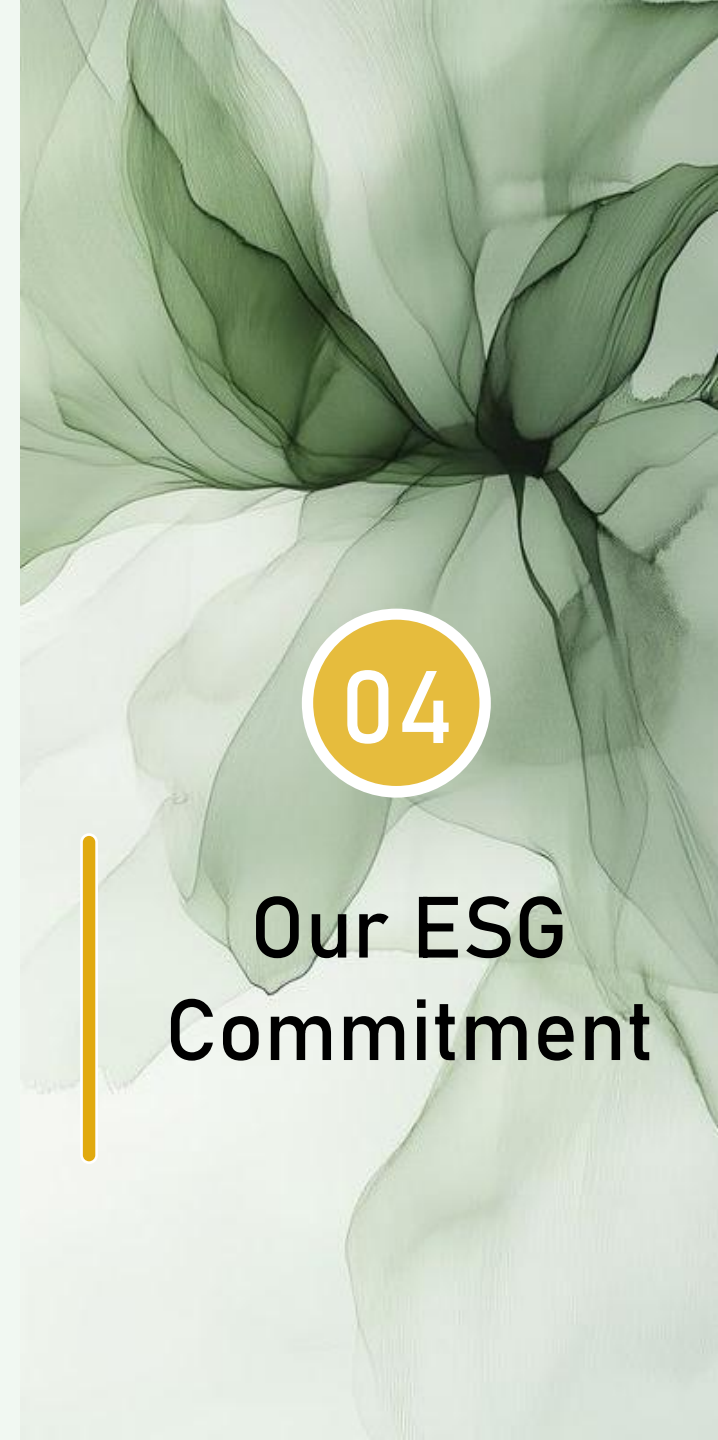
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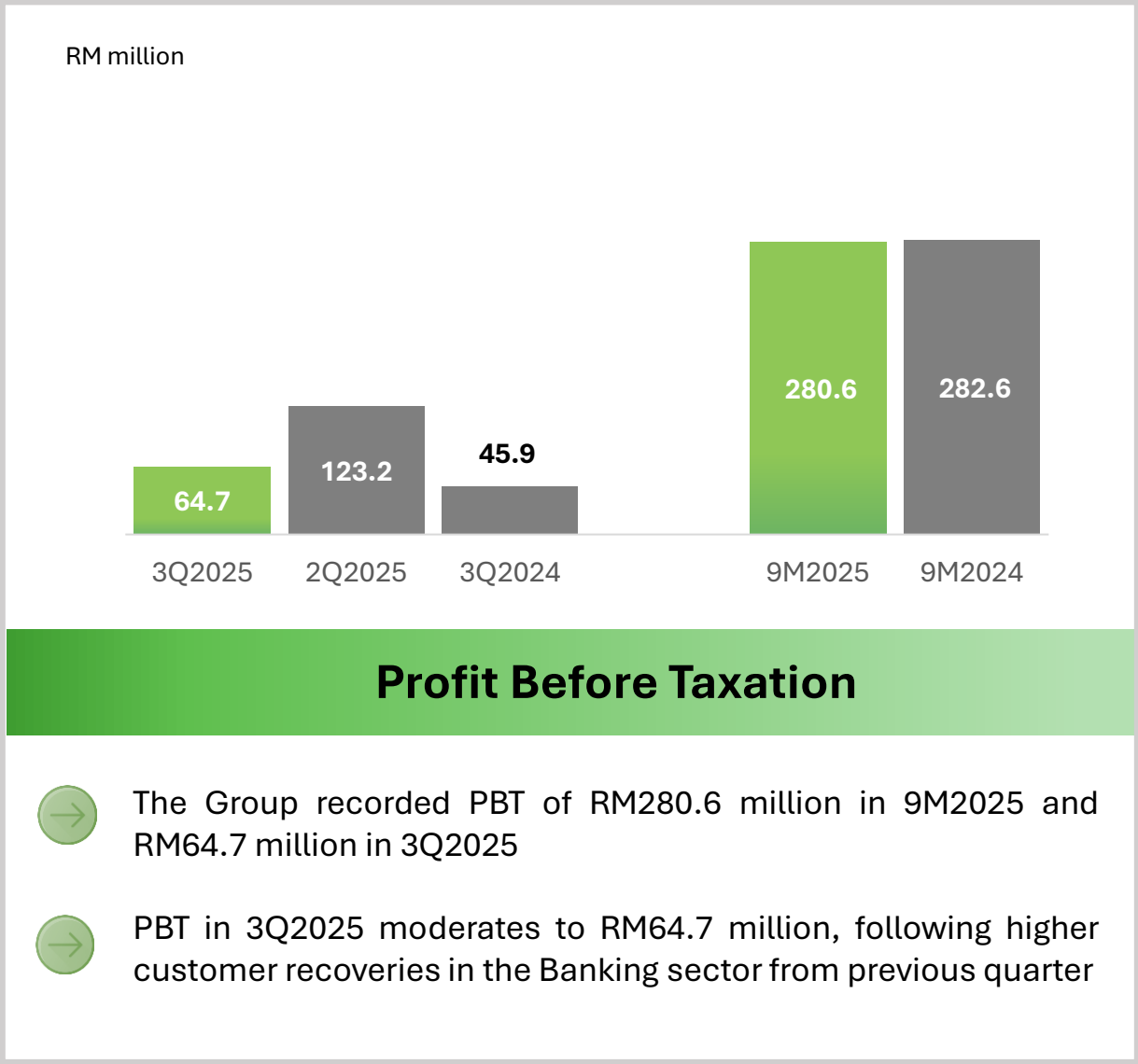
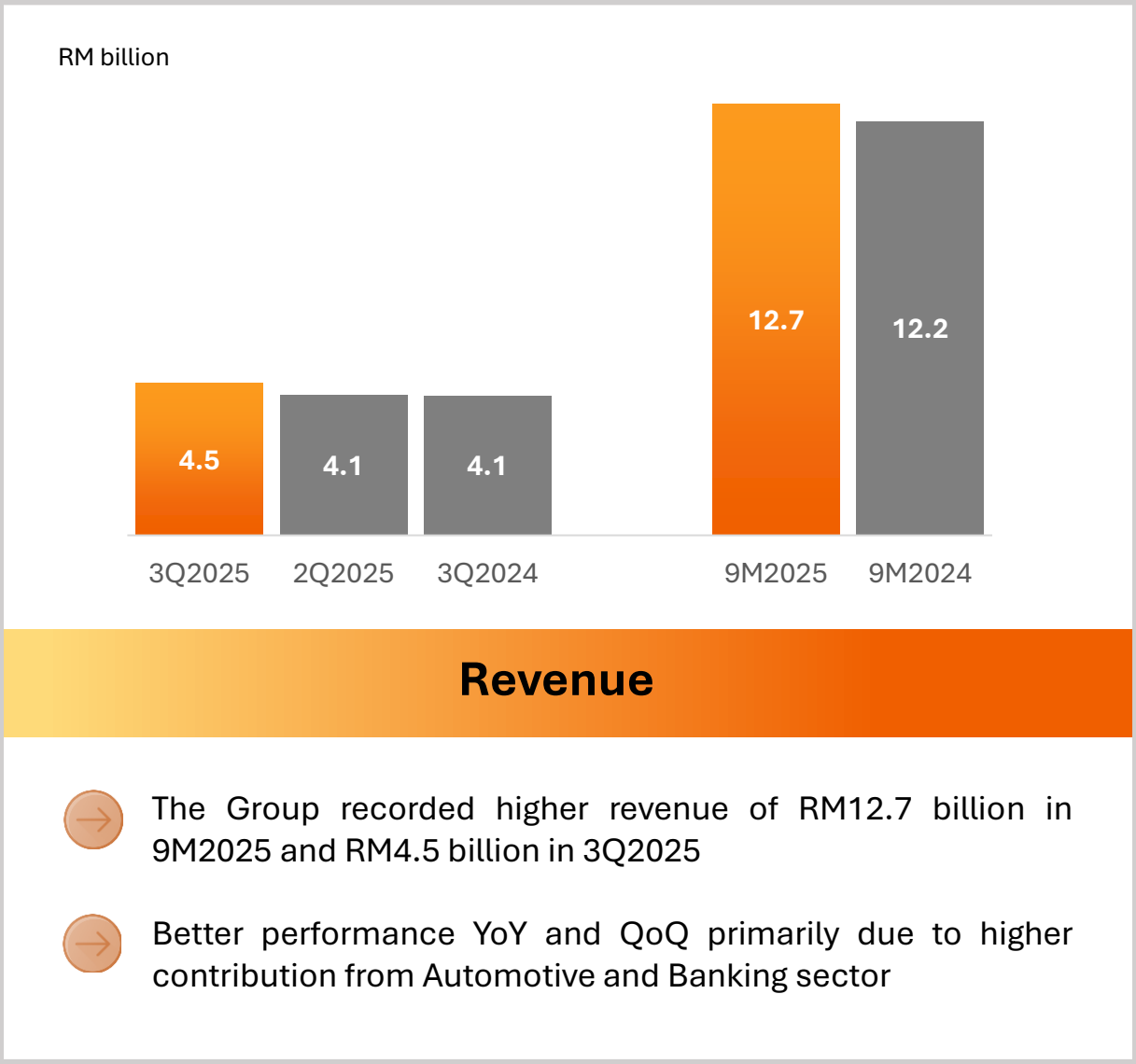


01

Group Key Highlights

# Key Highlights 3Q2025 Financial Results

## Resilient Performance Amid Market Headwinds






02

# Financial Performance

# Revenue

## Breakdown by Sector

RM million		3Q2025	2Q2025	3Q2024	9M2025	9M2024
Automotive 		3,161.6	 2,820.7	2,868.6	8,842.9	 8,457.5
Aerospace & Defence 		201.0	 178.7	190.0	544.9	 584.1
Postal 		451.3	 433.4	444.5	1,341.8	 1,322.0
Banking 		563.7	 556.6	555.0	1,653.4	 1,590.2
Services 		55.1	 52.1	50.0	158.6	 140.3
Properties 		56.8	 94.3	25.6	197.7	 130.9
<b>TOTAL</b>		<b>4,489.5</b>	<b>4,135.8</b>	<b>4,133.7</b>	<b>12,739.3</b>	<b>12,225.0</b>

Note: Comparison between 3Q2025 vs 2Q2025, 9M2025 vs 9M2024

# Profit Before Tax

## Breakdown by Sector

RM million	3Q2025	2Q2025	3Q2024	9M2025	9M2024
Automotive	131.7	111.5	102.5	399.6	381.1
Aerospace and Defence	(19.7)	3.1	(1.9)	(13.5)	15.0
Postal	(38.6)	(40.8)	(39.5)	(116.8)	(96.8)
Banking	51.3	103.1	35.1	186.7	134.7
Services	1.7	(2.8)	(1.3)	(3.1)	(8.1)
Properties	(7.4)	(2.4)	(8.4)	(11.2)	2.7
Investment Holding and Others	(54.3)	(48.5)	(40.6)	(161.1)	(146.0)
<b>TOTAL</b>	<b>64.7</b>	<b>123.2</b>	<b>45.9</b>	<b>280.6</b>	<b>282.6</b>

# Balance Sheet Management

As at 30 September 2025

RM billion

## Total Assets

	30 September 2025	31 December 2024	Δ
Property, Plant & Equipment	5.2	5.3	-1.9%
Banking Related Assets	43.9	42.6	+3.1%
Inventories	4.1	4.1	-
Bank balances and cash deposits	2.6	2.1	+23.8%
Trade & Other Receivables	4.3	4.0	+7.5%
Others	4.2	4.2	-
<b>TOTAL</b>	<b>64.3</b>	<b>62.3</b>	<b>+3.2%</b>

## Total Equity & Total Liabilities

	30 September 2025	31 December 2024	Δ
Equity attributable to Owners of the Company	7.5	7.4	+1.4%
Redeemable Convertible Cumulative Preference Shares	1.5	1.5	-
Non-Controlling Interests	1.4	1.3	+7.7%
Short-Term Borrowings (include overdrafts)	1.0	1.1	-9.1%
Long-Term Borrowings	6.8	6.2	+9.7%
Banking Related Liabilities	39.2	38.6	+1.6%
Others	6.9	6.2	+11.3%
<b>TOTAL</b>	<b>64.3</b>	<b>62.3</b>	<b>+3.2%</b>



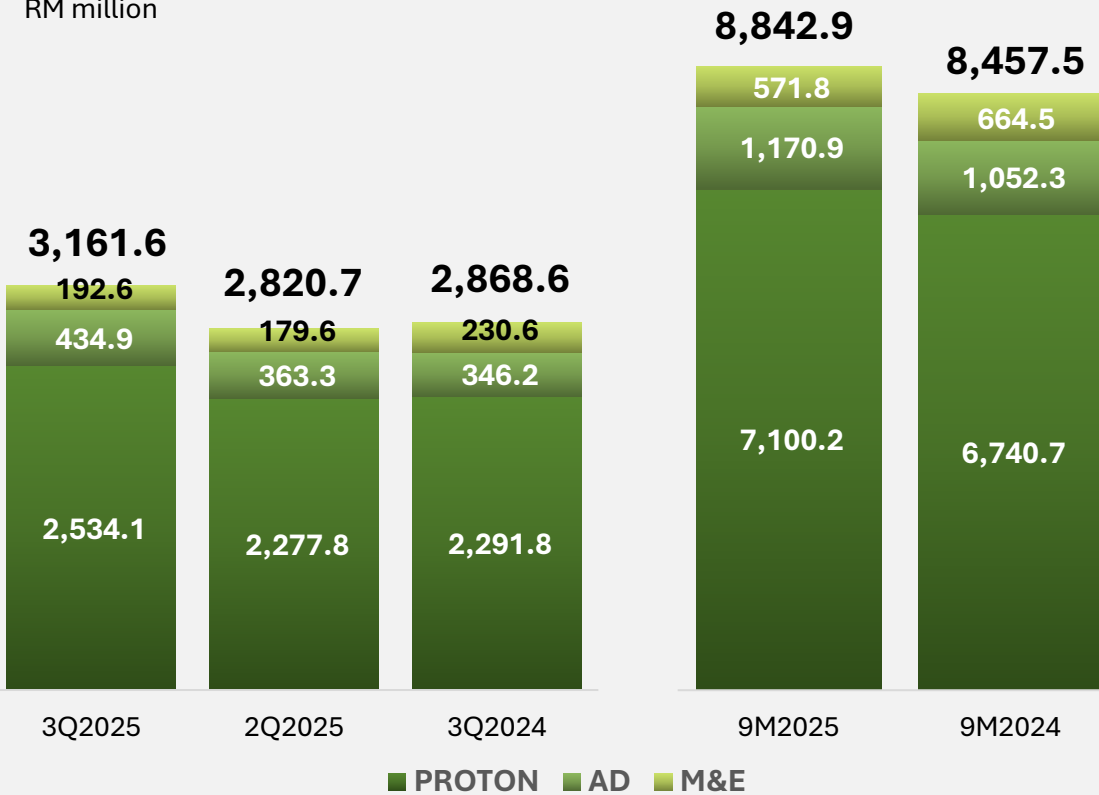
03

# Sectoral Breakdown

# Automotive

PROTON, Automotive Distribution (“AD”) and Manufacturing & Engineering (“M&E”)

Revenue  
RM million



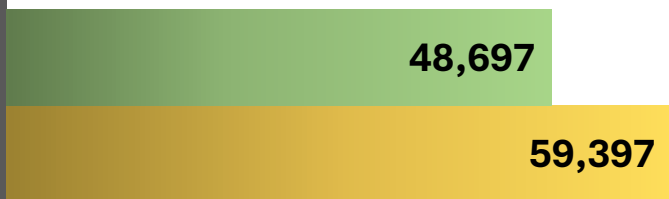
**69%** Contribution to the Group Revenue

- ➔ **Automotive** sector registered revenue of **RM8,842.9 million** in **9M2025** and **RM3,161.6 million** in **3Q2025**
- ➔ Higher revenue YoY and QoQ mainly driven by improved performance from PROTON, supported by favourable sales mix

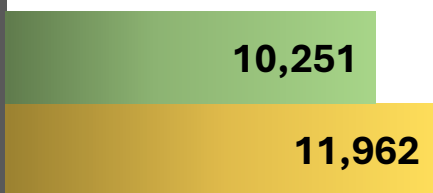
# DRB-HICOM Key Marques Performance Overview

## Defending 31% Market Share Amid Stronger Rivals and Escalating Price Battles

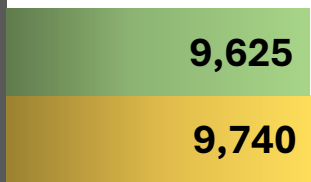
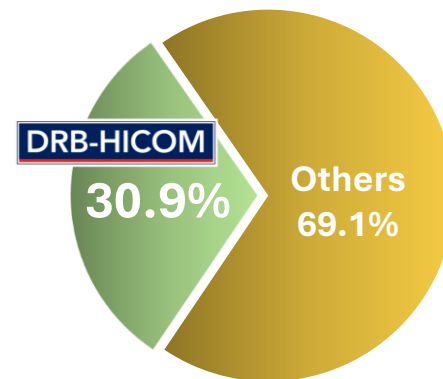
Units  
(Vehicle sold)



9M2025  
9M2024



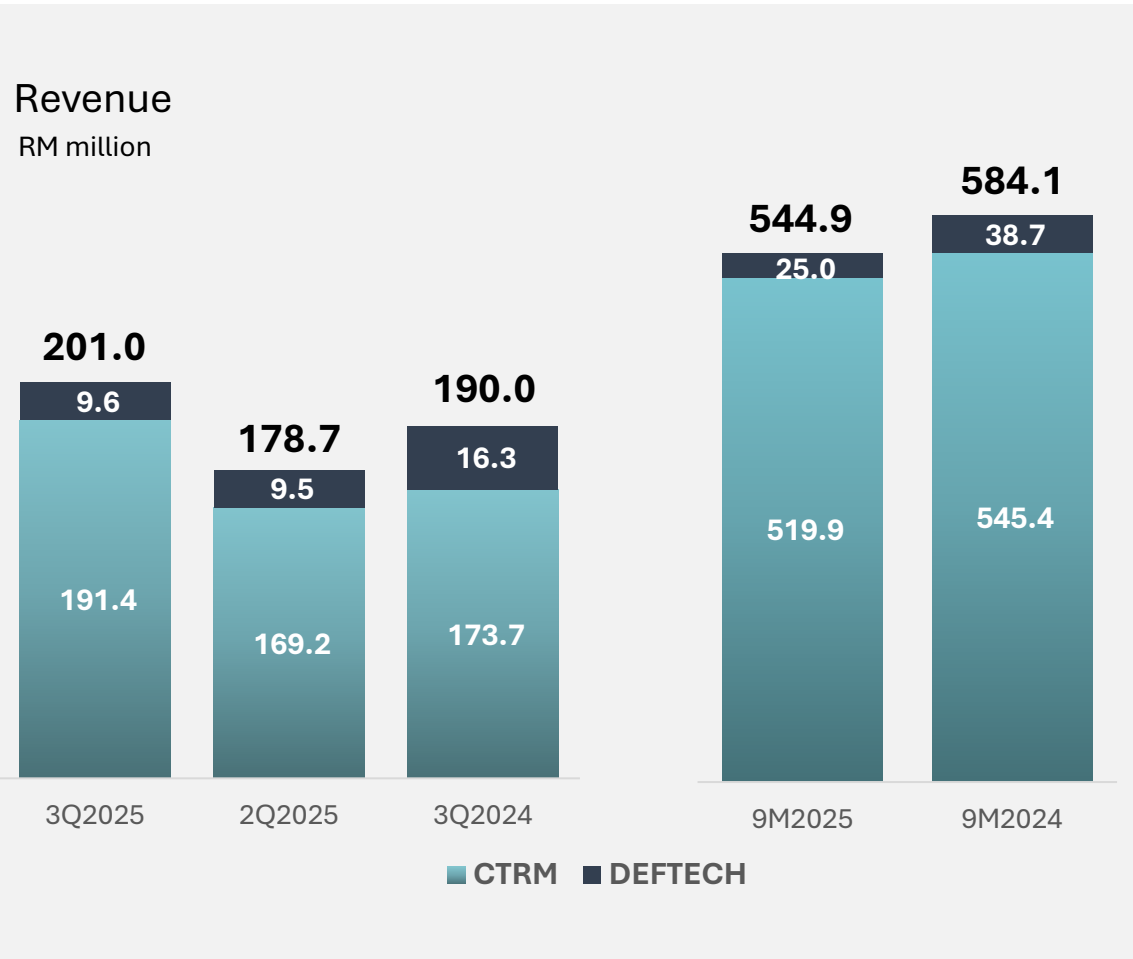
9M2025 Market Share



Source: MAA Domestic Sales only  
Group Total Sales Volume 9M2025: 178,726 (30.9%); 9M2024: 191,314 (32.1%)

# Aerospace & Defence

CTRM & DEFTECH



4%

Contribution to the Group Revenue



**Aerospace & Defence** sector recorded revenue of **RM544.9 million** in **9M2025** and **RM201.0 million** in **3Q2025**

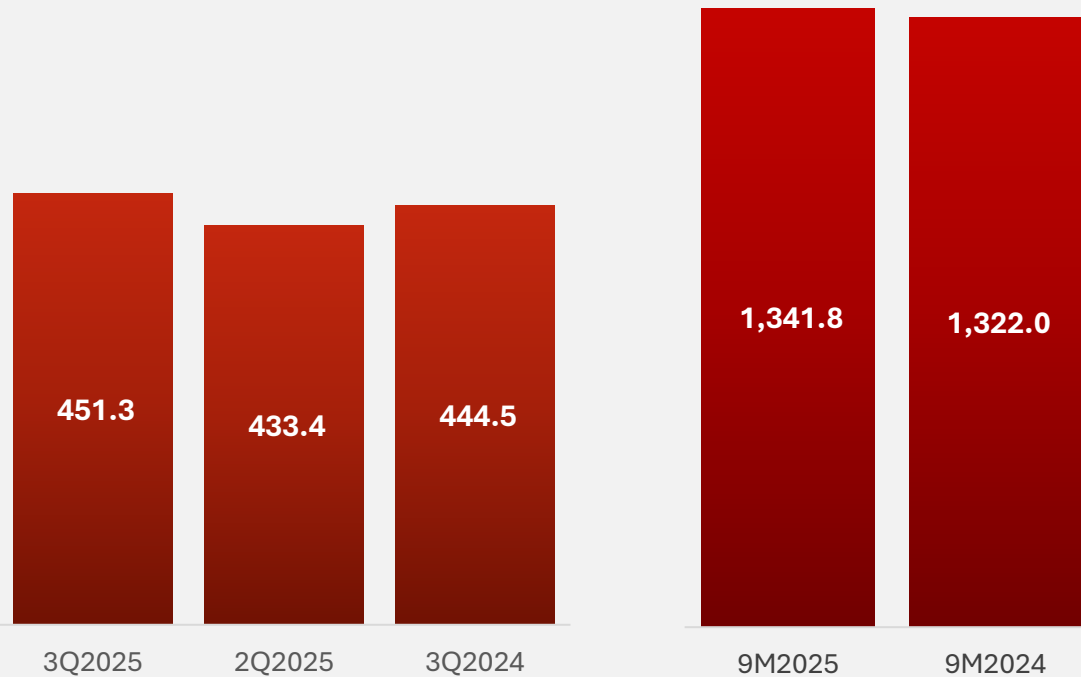


Higher revenue in **3Q2025** mainly due to increase in product deliveries of single-aisle aircraft and certain aircraft parts

# Postal

## Pos Malaysia Group

Revenue  
RM million



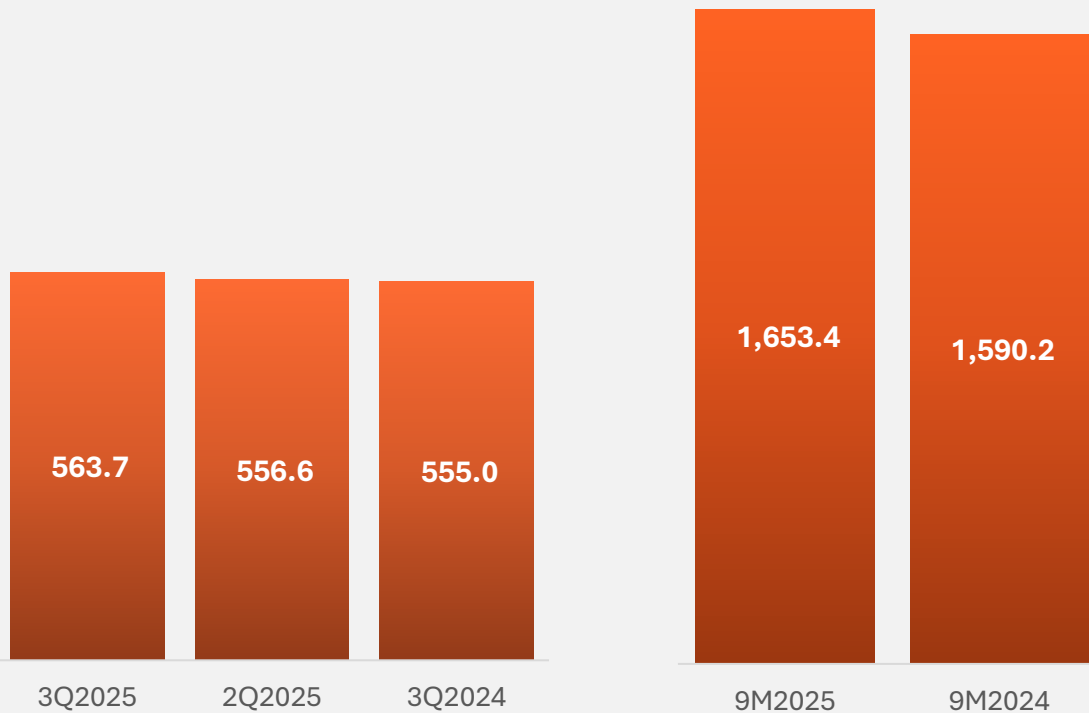
**11%** Contribution to the Group Revenue

- **Postal** sector recorded revenue of **RM1,341.8 million** in **9M2025** and **RM451.3 million** in **3Q2025**
- The increase in revenue YoY and QoQ mainly due to higher parcel volumes and higher cargo and in-flight catering activities

# Banking

## Bank Muamalat Malaysia Berhad (BMMB)

Revenue  
RM million



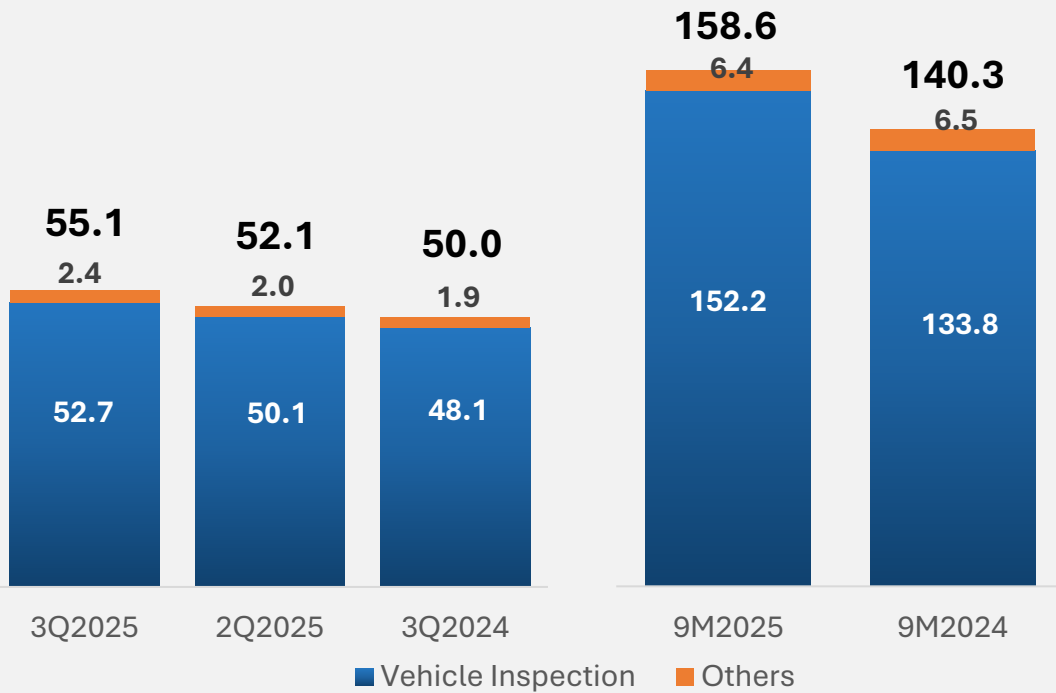
**13%** Contribution to the Group Revenue

- ➔ **Banking** sector registered revenue of **RM1,653.4 million** in **9M2025** and **RM563.7 million** in **3Q2025**
- ➔ Higher revenue YoY and QoQ primarily driven by increased financing income, in tandem with higher financing volume, supported by sustainable growth and growing customer base

# Services

## Vehicle Inspection, Education and Security Services

Revenue  
RM million



1%

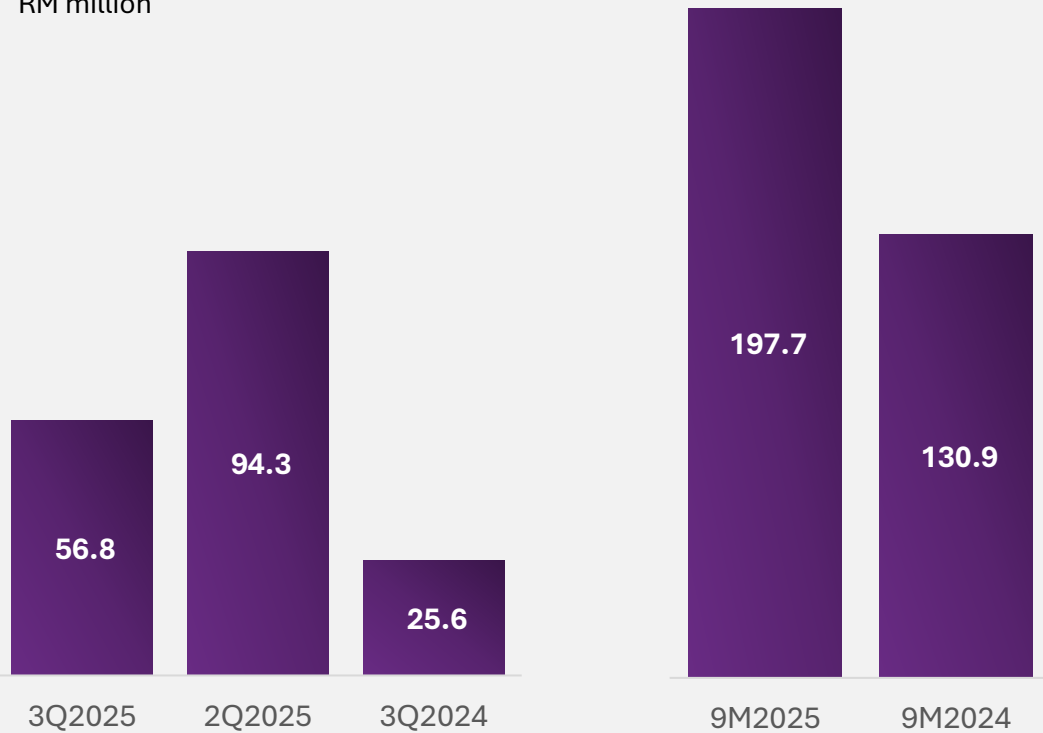
Contribution to the Group Revenue

- **Services** sector recorded revenue of **RM158.6 million in 9M2025** and **RM55.1 million in 3Q2025**
- Higher revenue YoY and QoQ was primarily driven by higher turnout of commercial vehicles for inspections within the vehicle inspection business segment

# Properties

## Property Concession and Property Development

Revenue  
RM million



2%

Contribution to the Group Revenue

- **Properties** sector registered revenue of **RM197.7 million** in **9M2025** compared to **RM56.8 million** in **3Q2025**
- Higher revenue in **9M2025** contributed from property concession development projects. However, lower revenue in **3Q2025** mainly from decline sales of industrial land



04

# Our ESG Commitment

# Integrated ESG Update for 3Q2025

## Progress and Achievements



### Key Targets

Achieving **20% renewable energy** in electricity consumption mix by 2035



- Female representation of **at least 30%** at the management level
- **Zero fatality** and reduction in accident cases



**Zero tolerance** against all forms of bribery and corruption as per ABAC Policy

### Progress

#### Carbon Management

- Total GreenHouse Gas (“GHG”) emissions – **284,037 tonnes tCO<sub>2</sub>e**
- Composition of Renewable Energy in electricity consumption mix – **10.9%**
- Renewable Energy Generation – **29,708,243 kWh**

#### Water Management

- Total water withdrawal – **2,435 ML**
- Total water discharged – **452 ML**
- Total water consumption – **1,983 ML** (Increased by **41ML** equivalent to **2%** as compared to 9M2024)

#### Waste Management

- Total scheduled waste generated – **2,731 MT** (9M2025 vs 9M2024 – Decreased by 15%)

#### Safety & Health

- Total accidents – **93 cases**, decreased by **1%**
- Lost Time Injury Frequency (“LTI”) Rate – **1.53** decreased by **2%**
- Fatality Case – **1 case**

#### Human Capital

- Female Representative at Managerial level – **38%**
- Special needs employees across the Group – **77**
- Average training hours per employee – **19.59 hours**
- Talents across the Group – **1,277** (Male 64%, Female 36%)

#### Corporate Responsibility

- Community outreach programmes – **86**
- Financial assistance programmes – **31**
- **>RM1.51 mil** was invested in community programme
- **>86,000 people** benefited from the programmes

#### Governance

- **Zero** confirmed cases of non-compliance to **ABAC Policy**
- Internal Group Audit held a Corruption Risk Assessment Workshop aligned with the updated **ISO 37001 Anti Bribery Management System Standards**

#### Socio-economic

**RM16.5 billion (49.3%)** Value-Based Intermediation (“VBI”) Financing over Total Financing Asset by BMMB

#### Procurement Practices

- Total Active Suppliers – **4,129**
  - **94%** local, **6%** foreign
- Total Spending on Suppliers – **RM 5.4 billion**
  - **75%** local, **25%** foreign



MST Golf Pro Shop  
Glenmarie GCC

Glenmarie Hotel  
& Golf Resort

DRB-HICOM Berhad

Masjid An-Nur  
Temasya Glenmarie

TEMASYA SURIA

KAWASAN  
PERINDUSTRIAN  
TEMASYA

# Thank You

## INVESTOR RELATIONS



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