



**DRB-HICOM**

**4Q2025**

**Financial Results**

**Quarter Ended 31 December 2025**

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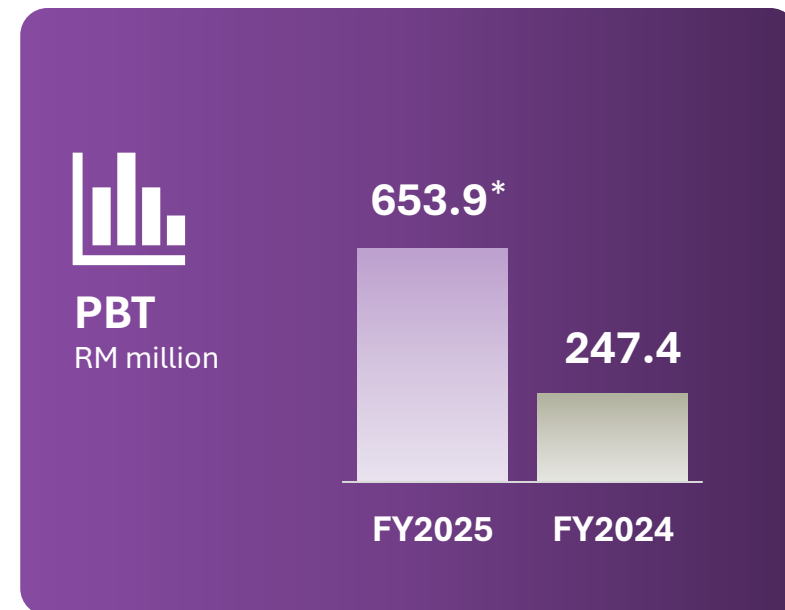
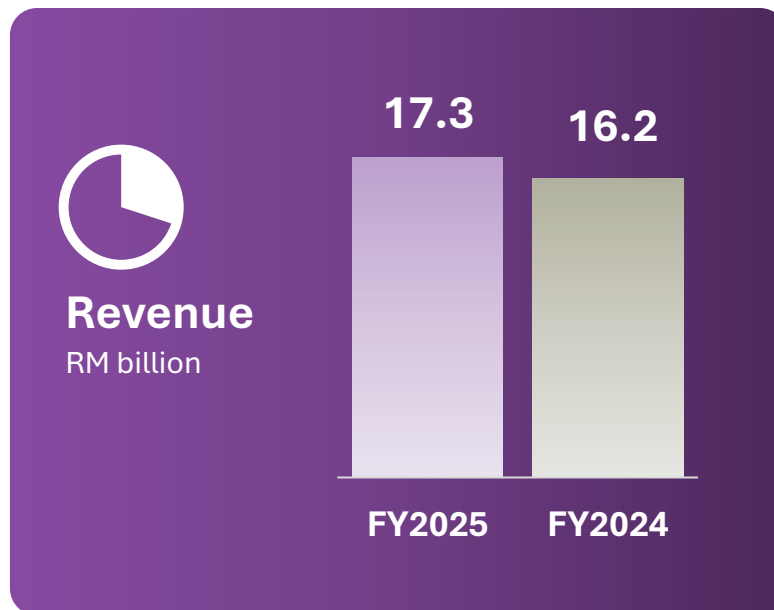


01

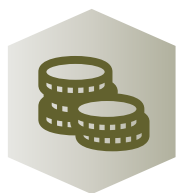
Group Key Highlights

# Group Financial Highlights

31 December 2025



\* Includes negative goodwill of RM334.4 million arising from the acquisition of CTRM AeroSystems Sdn. Bhd. (formerly known as Spirit AeroSystems Malaysia Sdn. Bhd.)



**PATANCI**  
**RM398.0 mil**  
FY2024: RM22.6 mil



**Total Assets**  
**RM65.8 bil**  
FY2024: RM62.3 bil



**Market Capitalisation**  
**RM2.0 bil**  
FY2024: RM2.1 bil



**Net Assets Per Share**  
**RM4.04**  
FY2024: RM3.83



**Borrowings**  
**RM8.3 bil**  
FY2024: RM7.3 bil

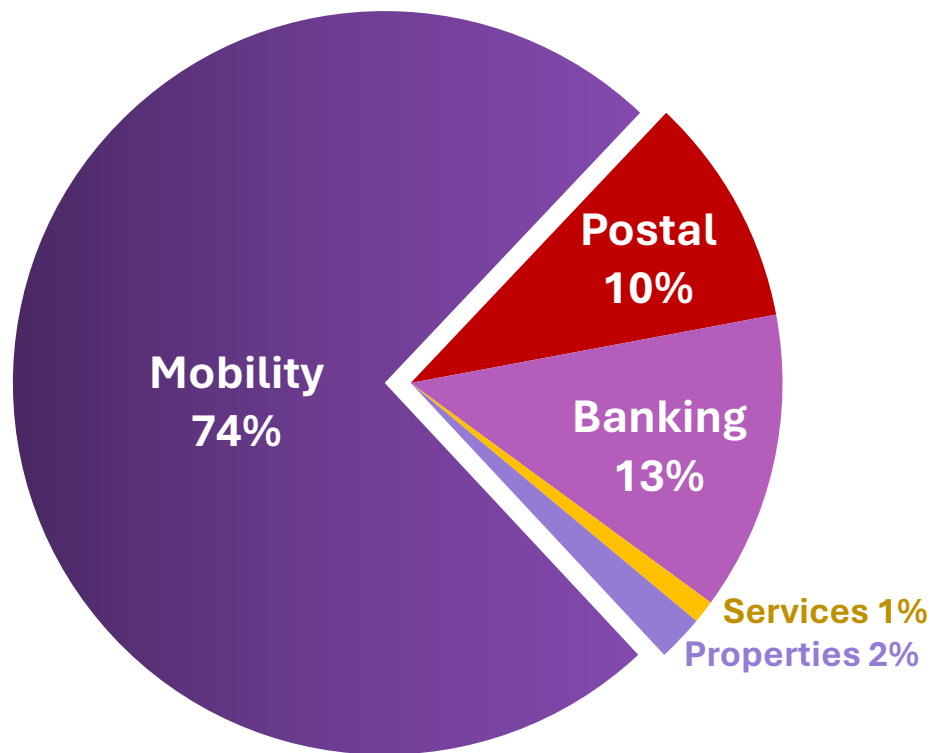


**Gearing Ratio**  
**0.77 times**  
FY2024: 0.71 times



# Reassessment of Core Segment

The Group Consolidated Its Automotive, Aerospace and Defence Segments Under “Mobility” Segment



% Contribution to the Group Revenue

## Mobility

- PROTON
- Automotive Distribution
- Manufacturing & Engineering



- Aerospace
- Defence

## Postal

- Postal
- Aviation



- Logistics

## Banking

- Bank Muamalat



## Services

- Vehicle Inspection
- Education
- Security Services



## Properties

- Property Concession
- Property Development





02

# Financial Performance






# Key Income Statement Highlights

Reported Profit: Full-year ended 31 December 2025

RM million	FY2025	FY2024	YoY %
Revenue	17,309.5	16,190.8	+6.9%
Profit from operations	910.6	510.1	+78.5%
Finance costs	(514.5)	(519.5)	- 1.0%
Profit before tax	653.9	247.4	>100%
Taxation	(65.1)	(141.6)	- 54.0%
Net profit for the financial year	588.8	105.8	>100%
Net profit attributable to Owners of the Company	398.0	22.6	>100%
Net profit attributable to Holder of Perpetual Sukuk	37.1	37.2	- 0.3%
Net profit attributable to Non-controlling Interests	153.7	46.0	>100%

# Revenue

## Breakdown by Sector

RM million	4Q2025	3Q2025	4Q2024	FY2025	FY2024
<b>Mobility</b> 	3,402.7	3,362.6	2,883.8	12,790.5	11,925.3
<b>Postal</b> 	457.5	451.3	447.4	1,799.3	1,769.5
<b>Banking</b> 	552.8	563.7	523.8	2,206.2	2,114.0
<b>Services</b> 	55.7	55.1	49.2	214.3	189.6
<b>Properties</b> 	101.5	56.8	61.5	299.2	192.4
<b>TOTAL</b>	<b>4,570.2</b>	<b>4,489.5</b>	<b>3,965.7</b>	<b>17,309.5</b>	<b>16,190.8</b>

Note: Comparison between 4Q2025 vs 3Q2025, FY2025 vs FY2024

# Profit Before Tax

## Breakdown by Sector

RM million	4Q2025	3Q2025	4Q2024	FY2025	FY2024
<b>Mobility</b>	375.8	112.0	97.1	761.9	493.2
<b>Postal</b>	(68.4)	(38.6)	(72.9)	(185.2)	(169.7)
<b>Banking</b>	49.7	51.3	(19.8)	236.4	114.9
<b>Services</b>	(7.8)	1.7	(10.8)	(10.8)	(19.0)
<b>Properties</b>	84.1	(6.4)	45.6	75.9	51.3
<b>Investment Holding and Others</b>	(60.1)	(55.3)	(74.4)	(224.3)	(223.3)
<b>TOTAL</b>	<b>373.3</b>	<b>64.7</b>	<b>(35.2)</b>	<b>653.9</b>	<b>247.4</b>

# Balance Sheet Management

As at 31 December 2025

RM billion

## Total Assets

	31 December 2025	31 December 2024	Δ
Property, Plant & Equipment	5.2	5.3	-1.9%
Banking Related Assets	44.8	42.6	+5.2%
Inventories	4.6	4.1	+12.2%
Bank balances and cash deposits	2.7	2.1	+28.6%
Trade & Other Receivables	4.4	4.0	+10.0%
Others	4.1	4.2	-2.4%
<b>TOTAL</b>	<b>65.8</b>	<b>62.3</b>	<b>+5.6%</b>

## Total Equity & Total Liabilities

	31 December 2025	31 December 2024	Δ
Equity attributable to Owners of the Company	7.8	7.4	+5.4%
Redeemable Convertible Cumulative Preference Shares	1.5	1.5	-
Non-Controlling Interests	1.4	1.3	+7.7%
Short-Term Borrowings (include overdrafts)	1.6	1.1	+45.5%
Long-Term Borrowings	6.7	6.2	+8.1%
Banking Related Liabilities	40.0	38.6	+3.6%
Others	6.8	6.2	+9.7%
<b>TOTAL</b>	<b>65.8</b>	<b>62.3</b>	<b>+5.6%</b>

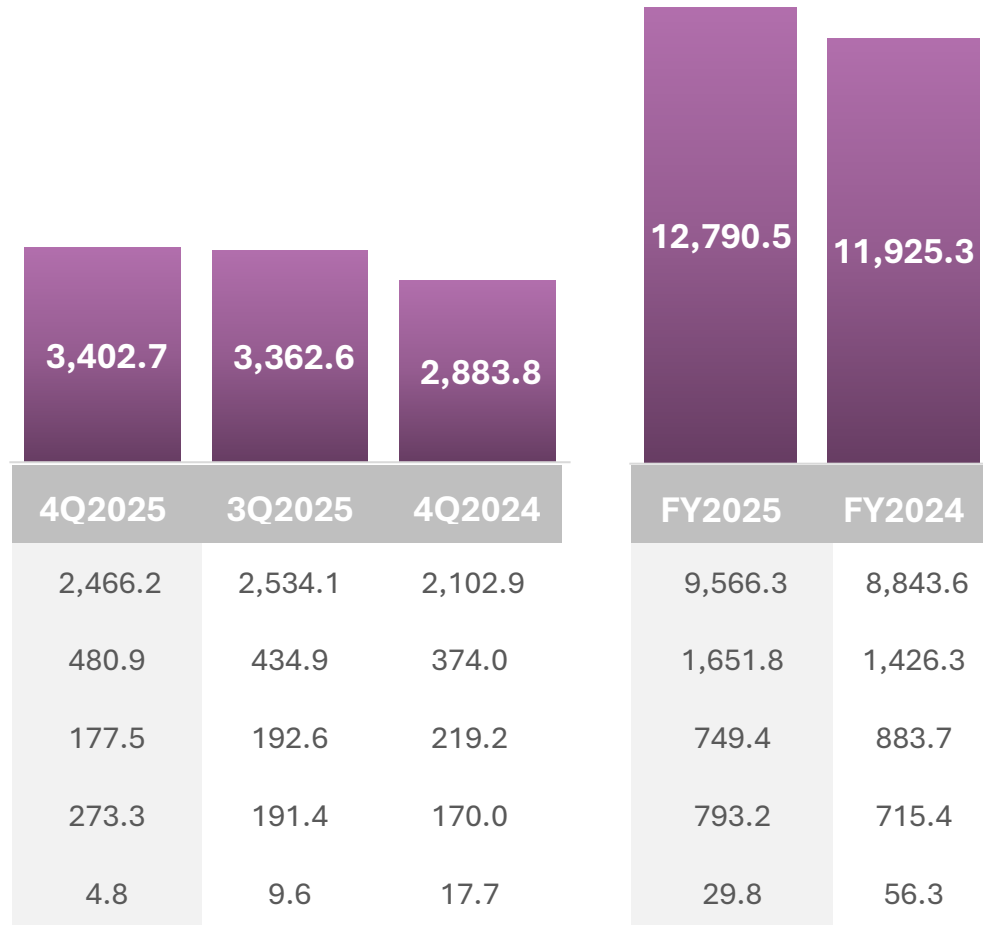


03

# Segmental Breakdown

# Mobility

PROTON, Automotive Distribution (AD), Manufacturing & Engineering (M&E), Aerospace & Defence



**74%** Contribution to the Group Revenue

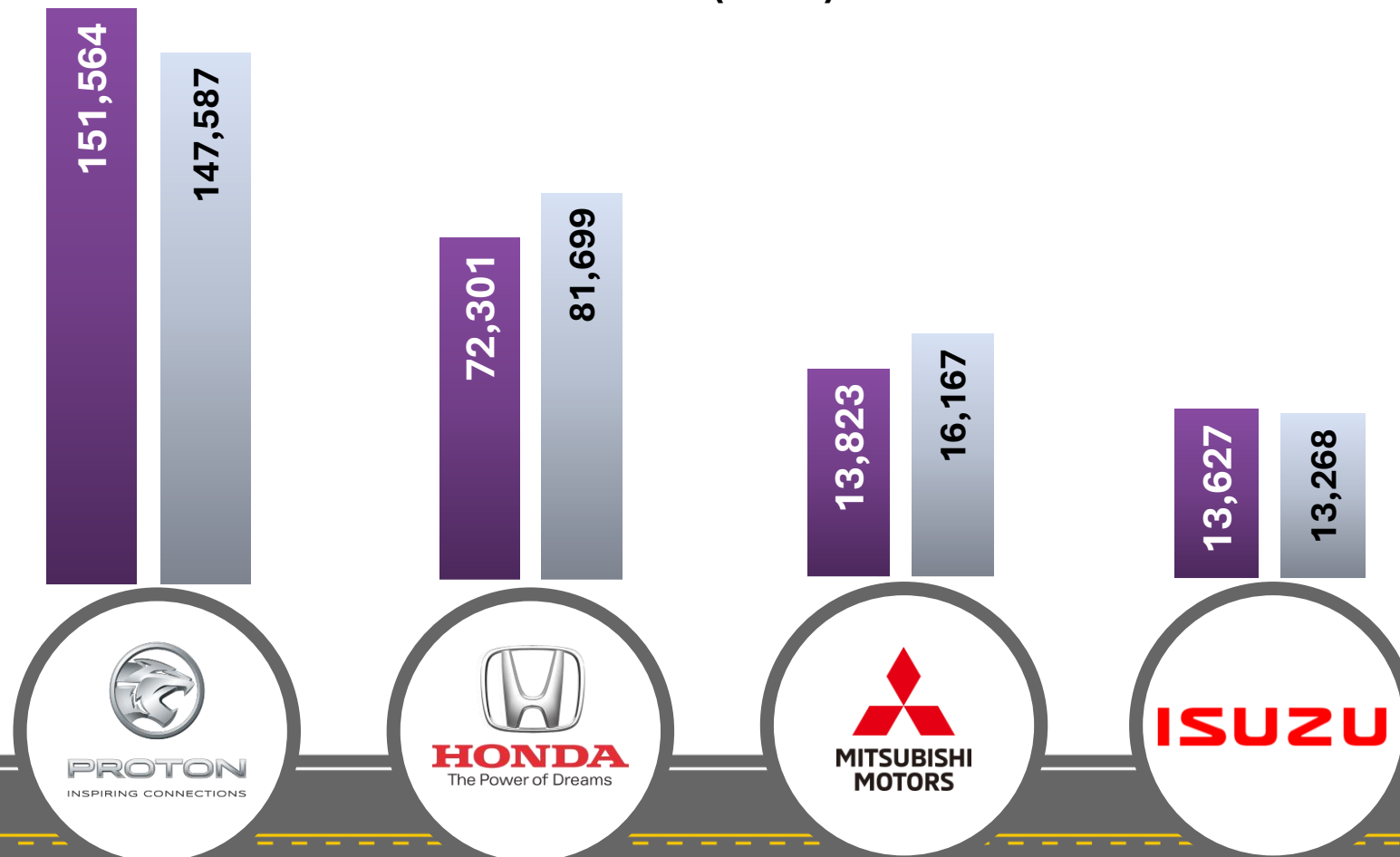


- ➔ **Mobility** segment registered higher revenue of **RM12,790.5 million** in FY2025 and **RM3,402.7 million** in 4Q2025
- ➔ Improved performance in Mobility mainly driven by:
  - i. Higher sales volume and favourable sales mix from PROTON
  - ii. Higher revenue from Automotive Distribution and Aerospace sub-segments
- ➔ However, partially offset by weaker revenue from Defence and Manufacturing & Engineering sub-segments

# DRB-HICOM Key Marques Performance Overview

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

Total Domestic Sales Volume  
(units)



■ 2025 ■ 2024

Source: MAA Domestic Sales only

MAA Total Industry Volume 2025: 820,752; 2024: 818,773

Group Total Sales Volume 2025: 251,315 (30.6%); 2024: 258,721 (31.6%)

# Market-Leading Model Performance

ICE models lead respective segments while e.MAS 7 retains title of most popular EV



**PROTON**  
INSPIRING CONNECTIONS

**PROTON S70**  
Launch on: 28 Nov 2023



**PROTON X50**  
Launch on: 27 Oct 2020



**ALL-NEW SAGA**  
Launch on: 27 Nov 2025



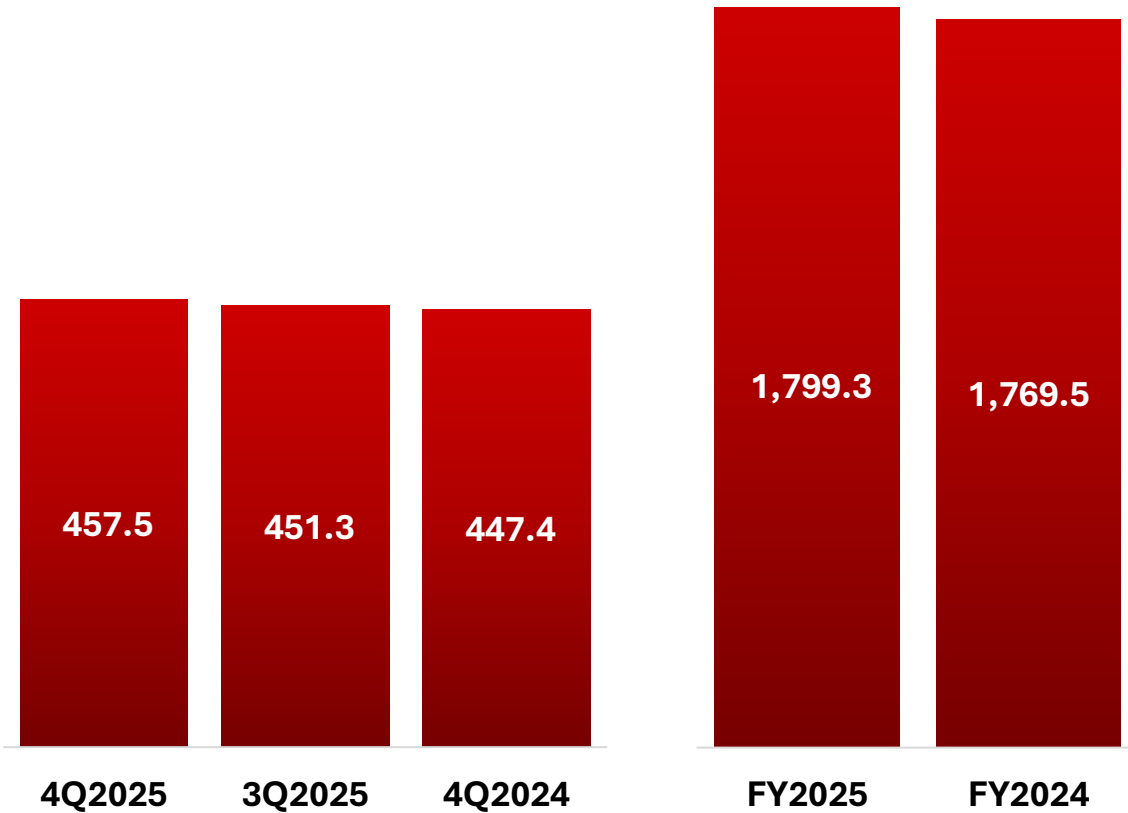
**e.MAS7**  
Best-selling EV in Malaysia  
Launch on: 16 Dec 2024



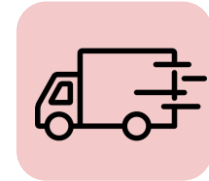
**e.MAS5**  
FREEDOM THAT ELECTRIFIES®  
>14,000 bookings nationwide  
Launch on: 30 Oct 2025

# Postal

Pos Malaysia Group



**10%** Contribution to the Group Revenue



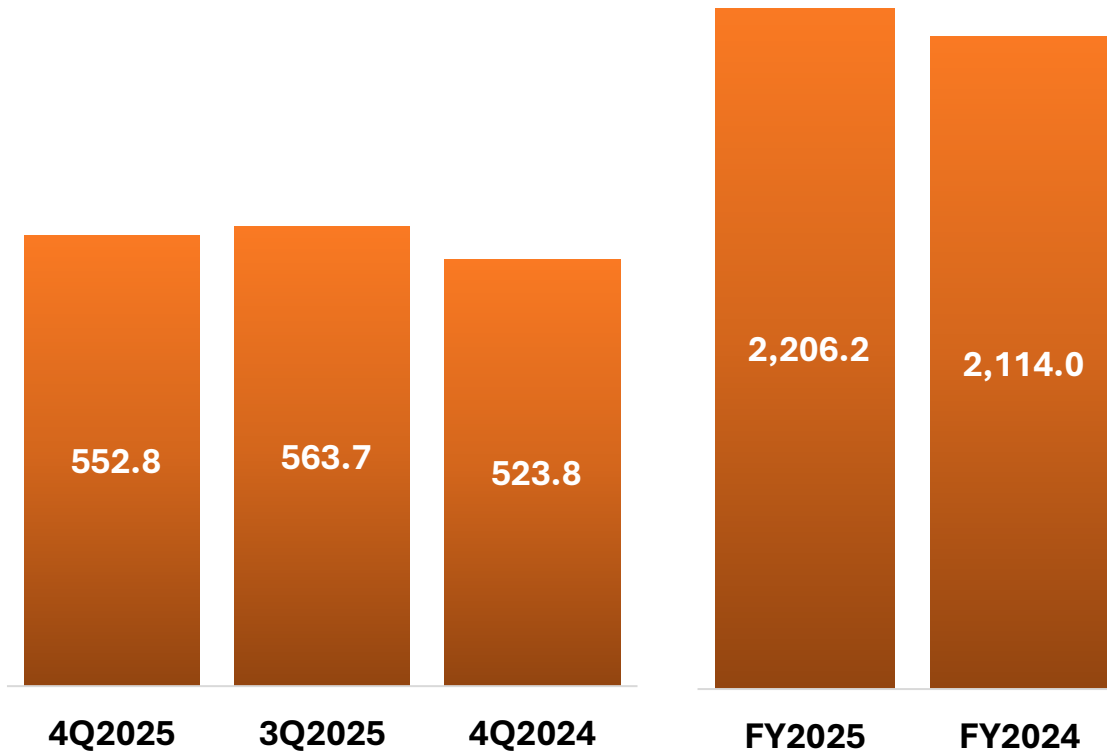
**Postal** segment recorded revenue of **RM1,799.3 million** in **FY2025** and **RM457.5 million** in **4Q2025**



Slight revenue improvement was mainly driven by the Aviation business, due to higher flight activities, particularly in **cargo and in-flight catering**

# Banking

Bank Muamalat Malaysia Berhad (BMMB)



**13%** Contribution to the Group Revenue



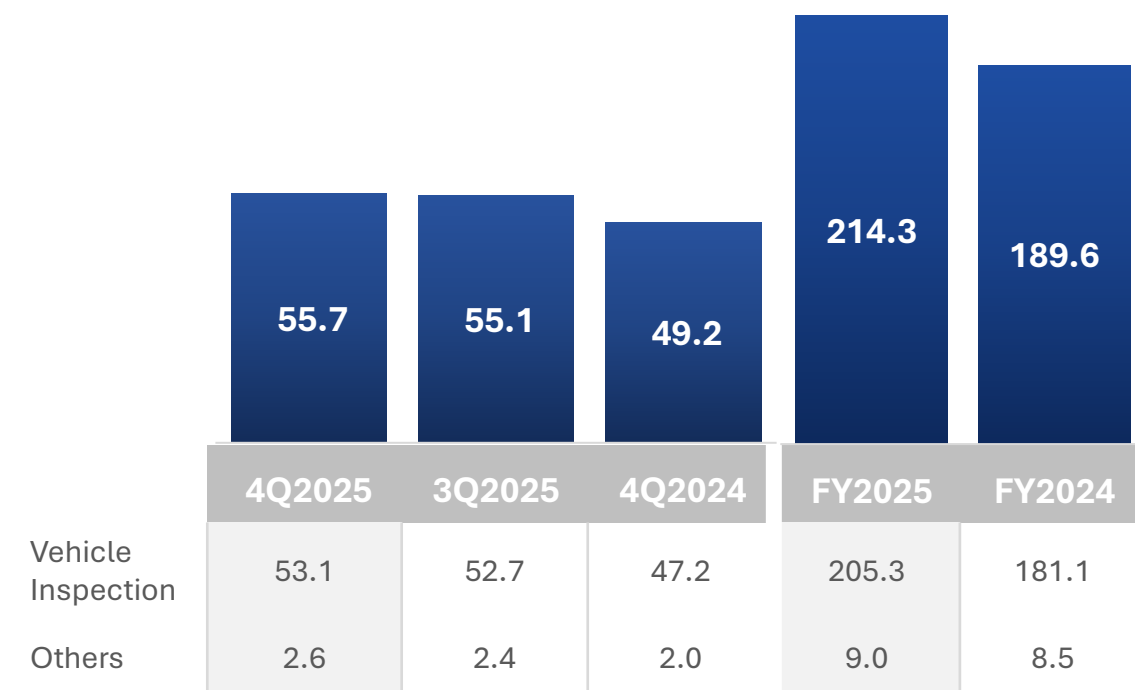
**Banking** segment registered revenue of **RM2,206.2 million** in **FY2025** and **RM552.8 million** in **4Q2025**



Higher revenue YoY and QoQ primarily driven by stronger financing income, with higher financing volumes underpinned by sustainable business expansion and growing customer base

# Services

## Vehicle Inspection, Education and Security Services



1%

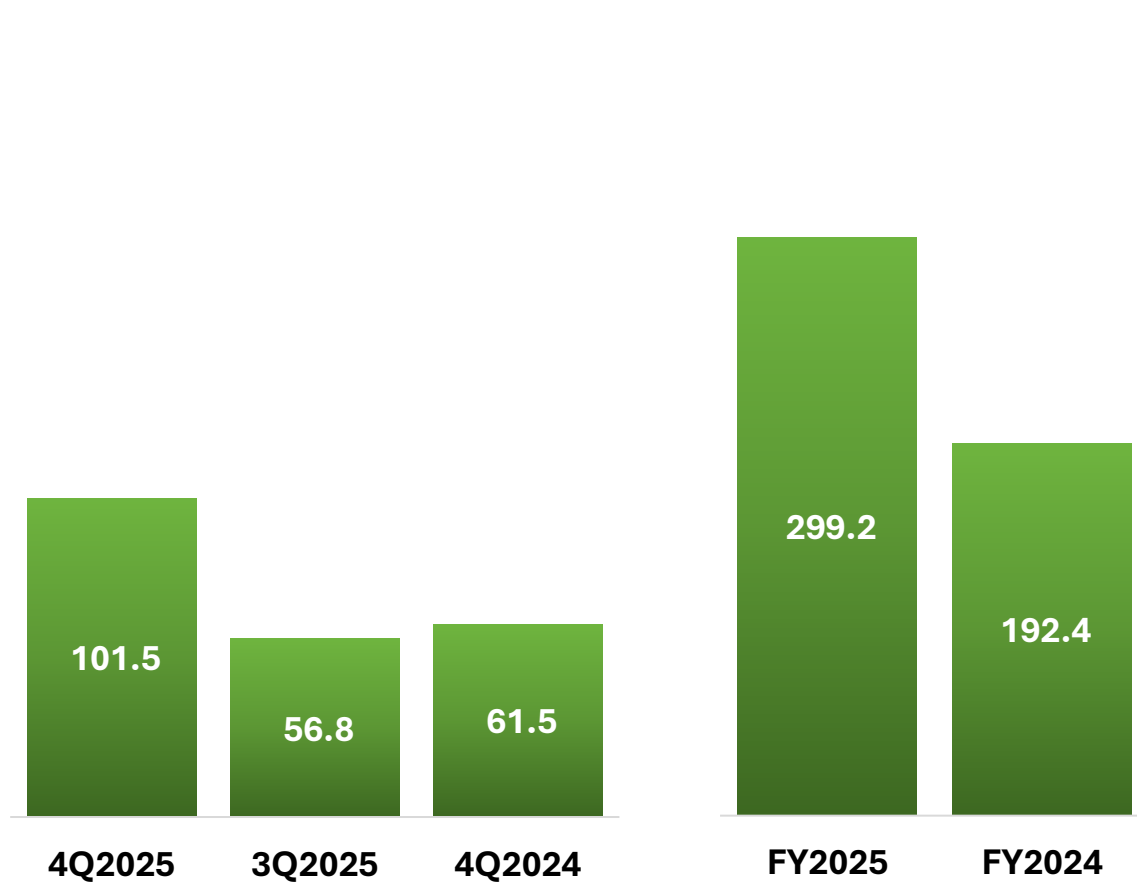
Contribution to the Group Revenue



- **Services** segment recorded revenue of **RM214.3 million in FY2025** and **RM55.7 million in 4Q2025**
- Higher revenue YoY and QoQ was primarily driven by higher number of commercial vehicles undergoing inspections within the vehicle inspection business

# Properties

## Property Concession and Property Development



2%

Contribution to the Group Revenue



- ➔ **Properties** segment registered revenue of **RM299.2 million** in **FY2025** compared to **RM101.5 million** in **4Q2025**
- ➔ Higher revenue YoY and QoQ contributed from ongoing property concession development projects



04

# Our ESG Commitment

# Integrated ESG Update for 4Q2025

## 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 – **379,175 tCO<sub>2</sub>e**
- Renewable Energy Generation – **38,762,077 kWh**
- Composition of Renewable Energy in electricity consumption mix – **10.9%**

#### Waste Management

Total scheduled waste generated – **3,446 MT**  
(Decreased by 577 MT equivalent to 14% as compared to FY2024)

#### Water Management

Total water consumption – **2,564 ML**  
(Decreased by **34ML** equivalent to **1%** as compared to FY2024)

#### Safety & Health

- Total accidents – **109 cases**, decreased by **7%**
- Fatality Case – **1 case**
- Lost Time Injury Frequency Rate (“LTIFR”) – **1.19** decreased by **12%**

#### Human Capital

- Female Representative at Managerial level – **35%**
- Special needs employees across the Group – **81**
- Average training hours per employee – **25.32 hours**
- Talents across the Group – **1,302**  
(Male 65%, Female 35%)

#### Corporate Responsibility

- Community outreach programmes – **140**
- **>RM2.69 mil** was invested in community programme
- **>90,000 people** benefited from the programmes

#### Anti-Bribery and Anti-Corruption

- **Zero** confirmed incidents of corruption
- Integrity Governance Unit conducted Board of Directors’ training in accordance with the Ministerial Guidelines and ISO 37001:2025 ABMS standards

#### Data Privacy and Security

- **Zero** substantiated complaints concerning breaches of customer privacy and losses of customer data reported

- **Incident Response Tabletop Exercise** strengthened escalation protocols and response effectiveness among senior leadership
- **Cyber Security Awareness Programme** aim to reduce cybersecurity incidents, prevent fraud and etc



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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