

Minutes of the Thirty-Sixth ("36th") Annual General Meeting ("AGM") of DRB-HICOM Berhad ("DRB-HICOM" or "the Company") held at Glenmarie Ballroom, Hilton Shah Alam Glenmarie (formerly known as Glenmarie Hotel & Golf Resort), No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan on Tuesday, 26 May 2026 at 10.00 a.m.

Present:-

- | | | | |
|-----|---|---|--|
| 1) | Tan Sri Wan Zulkiflee Wan Ariffin
("Tan Sri Chairman") | - | Chairman |
| 2) | Tan Sri Syed Faisal Albar
Syed A.R Albar
("GMD") | - | Group Managing Director |
| 3) | Dato' Ibrahim Taib
("Dato' Ibrahim") | - | Director |
| 4) | Puan Uji Sherina Abdullah | - | Director |
| 5) | Madam Tang Saw Hua | - | Director |
| 6) | Dato' Adnan Hisham Pawanteh
("Dato' Adnan Pawanteh") | - | Director |
| 7) | Sabarina Laila Mohd Hashim | - | Company Secretary |
| 8) | Aminah Othman | - | Group Chief Financial Officer |
| 9) | Cairil Irwan Mohd Amir Sharifuddin
("Cairil/Emcee") | - | Chief Communication Officer |
| 10) | Chan Chee Keong | - | Audit Partner, KPMG PLT |
| 11) | Rozleen Monzali | - | Share Registrar, Boardroom Share
Registrars Sdn Bhd ("Boardroom Share
Registrars") |
| 12) | Cheryl Leong Lai Lween | } | Scrutineers from SKY Corporate
Services Sdn Bhd ("SKY Corporate
Services") |
| 13) | Crystal Kum Hoi Qing | | |

DRB-HICOM BERHAD

Registration No. 199001011860 (203430-W)

Level 5, Wisma DRB-HICOM, No.2, Jalan Usahawan U1/8, Seksyen U1, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia
P.O. Box 7552, Pejabat Pos Shah Alam, 40718 Shah Alam, Selangor Darul Ehsan, Malaysia
Tel : 03-2052 8000 Fax : 03-2052 8118 Website : www.drb-hicom.com

MEMBERS AND PROXIES:

As per the Attendance Record issued by the Share Registrar, a total of 1,260 shareholders and proxy holders, representing 1,420,582,683 ordinary shares, equivalent to 73.48% of the Company's total issued share capital, attended the 36th AGM. Of this total, 1,262,304,923 ordinary shares were represented by the Chairman pursuant to proxy appointments.

Before the commencement of the Meeting, Cairil briefed the shareholders on the administrative details in relation to the 36th AGM of DRB-HICOM. A short video by Boardroom Share Registrars was played to demonstrate to the shareholders, proxies and corporate representatives present at the 36th AGM the process for online voting.

1. OPENING ADDRESS BY THE CHAIRMAN

On behalf of the Board of Directors ("Board"), Tan Sri Chairman extended a warm welcome to the shareholders, proxies and invitees to the 36th AGM of the Company and thanked them for their attendance at the Meeting.

2. QUORUM

Following Tan Sri Chairman's welcome address, the Meeting was convened at 10.00 a.m., upon confirmation by the Company Secretary of the requisite quorum being present, pursuant to the Company's Constitution.

3. INTRODUCTION

Tan Sri Chairman introduced the Board members, the Company Secretary, and Aminah Othman, the Group Chief Financial Officer of the Company, who were present at the Meeting. Thereafter, he introduced Chan Chee Keong, the Engagement Partner of KPMG PLT, who was present at the Meeting.

On behalf of the Board, the Company recorded its deepest appreciation to the late Datuk Idris Abdullah, who passed away in June 2025, for his invaluable guidance and distinguished contributions throughout his tenure as a Director. The Company observed a moment of silence and recited Al-Fatihah in his memory.

The Board was also pleased to welcome Dato' Adnan Pawanteh, who was appointed on 1 December 2025, whose experience and insights would support the Company's continued progress.

4. NOTICE

The Notice of the 36th AGM dated 27 April 2026, which had been circulated to all shareholders of the Company, was taken as read.

5. VOTING BY POLL

The shareholders and proxies were informed that the voting at the 36th AGM would be conducted by way of poll through electronic voting, i.e., e-polling, in line with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”).

Tan Sri Chairman informed that the Company had appointed Boardroom Share Registrars as the Poll Administrator to conduct the e-polling process and SKY Corporate Services as the Scrutineer to verify and validate the poll results.

Tan Sri Chairman also highlighted that he was appointed to act as proxy for several shareholders. Therefore, he would vote for each resolution in accordance with the instructions given by the shareholders. The shareholders and proxies were further informed that the voting session had commenced, and they could vote on all the resolutions at any time from the commencement of the Meeting until the end of the e-polling session.

Tan Sri Chairman informed the Meeting that, to ensure the orderly conduct of the 36th AGM, the proceedings would be carried out in the following sequence: -

- Presentation by the Group Managing Director;
- Tabling of the resolutions as set out in the Notice of Meeting;
- The Board and Management of the Company would address questions from the Minority Shareholders Watch Group (“MSWG”); and
- Question & Answer Session for pre-submitted questions, followed by questions raised at the Meeting.

At this juncture, Tan Sri Chairman shared a brief overview of the Group’s performance for the financial year ended 31 December 2025 (“FY2025”). He then invited the GMD to further elaborate on the details.

6. PRESENTATION BY THE GROUP MANAGING DIRECTOR

GMD gave his welcoming speech and took the Meeting through a brief presentation of the Group’s performance for the FY2025, which encompassed four (4) sections, namely, the Snapshots of the FY2025; Financial Performance; Business Updates, and Key Takeaways.

Upon the conclusion of the aforementioned presentation, Tan Sri Chairman set forth the items on the Agenda of the Meeting for the shareholders’ and proxies’ notation or approval, as applicable.

7. AGENDA 1

AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025, TOGETHER WITH THE REPORTS OF DIRECTORS AND AUDITORS THEREON

Tan Sri Chairman explained that the Audited Financial Statements (“AFS”) of the Company for the FYE 31 December 2025, together with the Reports of Directors and Auditors thereon, were being tabled for discussion purposes with the shareholders. The AFS do not require any approval by the shareholders as stipulated in Section 340(1)(a) of the Companies Act 2016 and therefore, they would not be subject to any voting process.

It was deemed that the AFS had been duly received by the shareholders, and therefore, the Meeting moved on to the next Agenda item, comprising Ordinary Resolution 1.

8. AGENDA 2(i) - ORDINARY RESOLUTION 1

RE-ELECTION OF TAN SRI WAN ZULKIFLEE WAN ARIFFIN AS A DIRECTOR PURSUANT TO ARTICLE 77 OF THE COMPANY’S CONSTITUTION

Tan Sri Chairman, thereafter, proceeded to the next Agenda, namely, Ordinary Resolutions 1 and 2 in respect of the re-election of Directors who were to be re-elected under Article 77 of the Company’s Constitution.

As the Ordinary Resolution 1 related to the re-election of himself as a Director of the Company, Tan Sri Chairman handed over the Chair to Dato’ Ibrahim, the Senior Independent Director of the Company, to preside over the proceedings.

Dato’ Ibrahim (“Presiding Chairman”) took the Chair and proceeded with the Meeting.

The Presiding Chairman informed the Meeting that Tan Sri Wan Zulkiflee Wan Ariffin, who retired in accordance with Article 77 of the Company’s Constitution, and being eligible, offered himself for re-election.

The Ordinary Resolution 1 was proposed by Halimah Habib, a shareholder and seconded by Ong Chin Soon, a shareholder.

Thereafter, the Presiding Chairman handed back the Chair to Tan Sri Chairman.

9. AGENDA 2(ii) - ORDINARY RESOLUTION 2

RE-ELECTION OF TAN SRI SYED FAISAL ALBAR SYED A.R. ALBAR AS A DIRECTOR PURSUANT TO ARTICLE 77 OF THE COMPANY'S CONSTITUTION

Tan Sri Chairman continued with the next item on the Agenda, Ordinary Resolution 2 in relation to the re-election of Tan Sri Syed Faisal Albar Syed A.R. Albar, who retired in accordance with Article 77 of the Company's Constitution, and being eligible, offered himself for re-election.

The Ordinary Resolution 2 was proposed by Halimah Habib, a shareholder, and seconded by Chin Kim Leong, a shareholder.

10. AGENDA 3 - ORDINARY RESOLUTION 3

RE-ELECTION OF DATO' ADNAN HISHAM PAWANTEH AS A DIRECTOR PURSUANT TO ARTICLE 83 OF THE COMPANY'S CONSTITUTION

Tan Sri Chairman continued with the next item on the Agenda, Ordinary Resolution 3 in relation to the re-election of Dato' Adnan Hisham Pawanteh, who retired in accordance with Article 83 of the Company's Constitution, and being eligible, offered himself for re-election.

The Ordinary Resolution 3 was proposed by Halimah Habib, a shareholder, and seconded by Won Swee Hwan, a shareholder.

11. AGENDA 4 - ORDINARY RESOLUTION 4

APPROVAL FOR THE PAYMENT OF DIRECTORS' FEES

Tan Sri Chairman, thereafter, proceeded with Ordinary Resolution 4 on the payment of Directors' fees. The shareholders' approval was sought on the payment of Directors' fees to the Non-Executive Chairman and Non-Executive Directors ("NEDs") up to an amount of RM2,076,000 from 27 May 2026 until the next AGM of the Company.

The Ordinary Resolution 4 on the payment of Directors' fees was proposed by Liang Mun Kuen, a shareholder, and seconded by Halimah Habib, a shareholder.

12. AGENDA 5 - ORDINARY RESOLUTION 5

**APPROVAL FOR THE PAYMENT OF DIRECTORS' BENEFITS PAYABLE
(EXCLUDING DIRECTORS' FEES)**

The shareholders' approval was sought on the payment of Directors' benefits payable (excluding Directors' fees) to the Non-Executive Chairman and NEDs up to an amount of RM1,286,000 from 27 May 2026 until the next AGM of the Company.

The Ordinary Resolution 5 on the payment of Directors' benefits payable (excluding Directors' fees) was proposed by Liang Mun Kuen, a shareholder, and seconded by Halimah Habib, a shareholder.

13. AGENDA 6 - ORDINARY RESOLUTION 6

RE-APPOINTMENT OF KPMG PLT AS AUDITORS OF THE COMPANY

Tan Sri Chairman proceeded with Ordinary Resolution 6 and proposed that KPMG PLT, who has expressed its willingness to continue in office, be re-appointed as the Auditors of the Company for the ensuing year and to hold office until the conclusion of the next AGM and that the Directors be authorised to fix their remuneration.

The Ordinary Resolution 6 on the re-appointment of KPMG PLT as Auditors of the Company was proposed by Liang Mun Kuen, a shareholder, and seconded by Gurdeep Singh a/l Amreek Singh, a shareholder.

14. AGENDA 7 - ORDINARY RESOLUTION 7

**PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR
RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING
NATURE**

Tan Sri Chairman proceeded with the Special Business of the AGM on the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions ("RRPTs") of a revenue or trading nature ("Proposed Shareholders' Mandate").

Tan Sri Chairman explained that the Proposed Shareholders' Mandate would enable DRB-HICOM Group to enter into RRPTs, which are necessary for the day-to-day operations of the Group, as detailed in the Circular to Shareholders dated 27 April 2026. The Proposed Shareholders' Mandate would meet the Group's business needs and explore opportunities within the Group. By obtaining a mandate for RRPTs, there would be no necessity for the Company to release announcements pertaining to recurrent transaction(s) and convene shareholders' meetings, thereby reducing administrative burdens and costs without compromising corporate goals or business prospects.

Tan Sri Chairman highlighted that the Major Shareholders and Persons Connected to them, as stated in the Circular to Shareholders dated 27 April 2026, would abstain from the deliberation and voting on the Proposed Shareholders' Mandate.

The Ordinary Resolution 7 on the Proposed Shareholders' Mandate was proposed by Nurul Izwani Nasuha Misnun, a proxy holder and seconded by Gurdeep Singh a/l Amreek Singh, a shareholder.

15. RESPONSES TO THE QUESTIONS RAISED BY MSWG

Tan Sri Chairman informed that the Company had received a list of questions from MSWG on 19 May 2026. The Company had responded to their questions ahead of the AGM, and the same were posted on the Company's corporate website.

For the benefit of the shareholders, Tan Sri Chairman invited Aminah Othman and Cairil to give a summary of the responses to MSWG. A copy of the presentation slides is attached as "**Annexure A**".

16. QUESTION AND ANSWER SESSION

Tan Sri Chairman notified that the Company had received pre-submitted questions prior to the 36th AGM. For the benefit of the shareholders, Tan Sri Chairman invited Cairil to read out the questions and answers/responses at the meeting.

Subsequently, Tan Sri Chairman opened the floor for questions, and the Meeting deliberated on the pertinent questions raised by the shareholders/proxies. The list of questions together with the corresponding responses made by the Board and Management is attached as "**Annexure B**".

17. E-POLLING SESSION AND VERIFICATION OF THE POLL RESULTS

At 12.15 p.m., the Meeting was adjourned for 30 minutes, i.e., 10 minutes for the shareholders and proxies to cast their votes via e-polling, followed by another 20 minutes for the Scrutineers to verify and validate the poll results.

18. ANNOUNCEMENT OF POLL RESULTS

Tan Sri Chairman reconvened the Meeting at 12.45 p.m. to announce the polling results. He highlighted that he had received the verified poll results from SKY Corporate Services, and a copy of the same is attached as "**Annexure C**".

Based on the poll results, the majority of the shareholders had voted in favour of Ordinary Resolutions 1 to 7 and hence, Tan Sri Chairman declared that all resolutions tabled at the AGM were carried.

The detailed poll results and the Resolutions **RESOLVED** at the Meeting are as follows:-

a) Ordinary Resolution 1
Re-election of Tan Sri Wan Zulkiflee Wan Ariffin as a Director

The poll voting result in respect of Ordinary Resolution 1 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 1	1,264,265,340	88.9490	157,072,138	11.0510

The following Ordinary Resolution 1 was carried:-

“THAT Tan Sri Wan Zulkiflee Wan Ariffin, the Director retiring by rotation in accordance with Article 77 of the Constitution of the Company, be and is hereby re-elected as a Director of the Company.”

b) Ordinary Resolution 2
Re-election of Tan Sri Syed Faisal Albar Syed A.R Albar as a Director

The poll voting result in respect of Ordinary Resolution 2 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 2	1,421,125,966	99.9855	205,412	0.0145

The following Ordinary Resolution 2 was carried:-

“THAT Tan Sri Syed Faisal Albar Syed A.R Albar, the Director retiring by rotation in accordance with Article 77 of the Constitution of the Company, be and is hereby re-elected as a Director of the Company.”

c) Ordinary Resolution 3
Re-election of Dato' Adnan Hisham Pawanteh as a Director

The poll voting result in respect of Ordinary Resolution 3 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 3	1,421,108,066	99.9843	222,612	0.0157

The following Ordinary Resolution 3 was carried:-

“THAT Dato' Adnan Hisham Pawanteh, the Director retiring in accordance with Article 83 of the Constitution of the Company, be and is hereby re-elected as a Director of the Company.”

d) Ordinary Resolution 4
Approval for Payment of Directors' Fees

The poll voting result in respect of Ordinary Resolution 4 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 4	1,421,096,654	99.9865	192,124	0.0135

The following Ordinary Resolution 4 was carried:-

“THAT the payment of Directors' fees to the Non-Executive Chairman and Non-Executive Directors up to an amount of RM2,076,000 from 27 May 2026 until the conclusion of the next Annual General Meeting of the Company, be and is hereby approved.”

e) Ordinary Resolution 5
Approval for Payment of Directors' Benefits Payable (Excluding Directors' Fees)

The poll voting result in respect of Ordinary Resolution 5 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 5	1,421,081,604	99.9852	209,674	0.0148

The following Ordinary Resolution 5 was carried:-

“THAT the payment of Directors' benefits payable (excluding Directors' fees) to the Non-Executive Chairman and Non-Executive Directors up to an amount of RM1,286,000 from 27 May 2026 until the conclusion of the next Annual General Meeting of the Company, be and is hereby approved.”

f) Ordinary Resolution 6
Re-appointment of KPMG PLT as Auditors

The poll voting result in respect of Ordinary Resolution 6 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 6	1,421,266,040	99.9956	61,912	0.0044

The following Ordinary Resolution 6 was carried:-

“THAT KPMG PLT be and is hereby re-appointed as Auditors of the Company for the financial year ending 31 December 2026 and to hold office until the conclusion of the next Annual General Meeting, at a fee to be determined by the Directors.”

g) Ordinary Resolution 7
Proposed Renewal of Existing Shareholders’ Mandate for Recurrent Related Party Transactions (“RRPTs”) of a revenue or trading (“Proposed Shareholders’ Mandate”)

The poll voting result in respect of Ordinary Resolution 7 was as follows:-

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 7	340,240,227	99.9905	32,210	0.0095

The following Ordinary Resolution 7 was carried:-

“THAT in accordance with Paragraph 10.09 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), and subject to the Companies Act 2016 (“CA 2016”), the Constitution of the Company, other applicable laws, guidelines, rules and regulations, and the approvals of the relevant governmental and/or regulatory authorities, approval be hereby given to the Company and its subsidiary companies (collectively “DRB-HICOM Group”) to enter into any of the recurrent related party transactions (“RRPTs”) of a revenue or trading nature as set out in Section 2.2.3 of the Circular to Shareholders dated 27 April 2026, which are necessary for the day-to-day operations in the ordinary course of business of the DRB-HICOM Group, on normal commercial terms, which are not more favourable to the related parties than those generally available to the public, undertaken on an arm’s length basis, and are not detrimental to the minority shareholders of the Company (“Shareholders’ Mandate”);

THAT the Shareholders' Mandate shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company, at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting;
- (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the CA 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the CA 2016); or
- (c) the Shareholders' Mandate is revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting;

whichever is earlier;

AND THAT the Directors of the Company be hereby authorised to complete and do all such acts (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Shareholders' Mandate."

20. ANY OTHER BUSINESS

Tan Sri Chairman informed the Meeting that the Company Secretary confirmed that the Company had not received any notice for transaction of any other business for which due notice has been given in accordance with the Companies Act 2016.

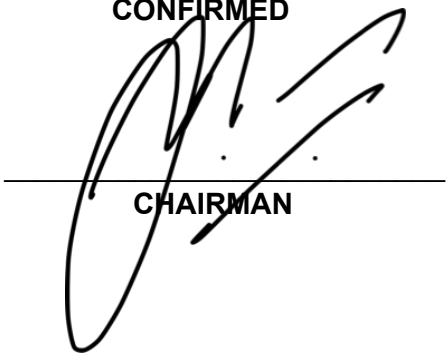
21. CLOSE OF MEETING

On behalf of the Board of Directors and Management, Tan Sri Chairman thanked the shareholders and proxy holders for their support and participation in the 36th AGM.

There being no other business to be transacted, Tan Sri Chairman declared the Meeting closed at 12.47 p.m.

Dated this 29th day of June, 2026

CONFIRMED


CHAIRMAN

DRB-HICOM

36th

Annual
General
Meeting

26 May 2026

Questions & Answers
For Minority
Shareholders Watch
Group (MSWG)

Question 1:

Following the acquisition of Spirit Malaysia, now known as CTRM Aerosystems Sdn. Bhd., CTRM has strengthened its position as a Tier 1 aerostructures supplier to major aircraft manufacturers, including Airbus and Boeing, enhancing DRB-HICOM's aerospace presence.

The Group continues to meet its contractual obligations, with a key milestone achieved in January through the delivery of A220 flap outboard components under an RM800 million contract awarded in 2022. CTRM also secured an additional RM132 million contract for A220 vertical tail plane components, scheduled for delivery between 2026 and 2030. (Source: Page 47 of Integrated Annual Report ("IAR") 2025)

(continue in the next page)

Question (1a):

Could the Board provide a breakdown of CTRM's revenue contribution from Airbus and Boeing contracts as a percentage of total Group revenue? What measures are in place to manage the risks arising from high dependency on these two key OEM customers?

Operational and Financial Matters

Answer (1a):

As at 31 December 2025, Airbus and Boeing contributed 75% and 24% respectively to CTRM's total revenue, while CTRM accounted for 5% of DRB-HICOM total revenue.

CTRM mitigates the risk by diversifying across aircraft platforms, programmes and customer segments, while maintaining strong operational execution, quality, cost competitiveness and delivery reliability to strengthen existing relationships and pursue new aerospace opportunities.

Question (1b):

Prior to the acquisition, CTRM had secured an order book of RM8.8 billion extending to 2040 (Source: Page 30 of IAR 2025).

Is the pricing within the RM8.8 billion order book subject to revision over time, and how exposed is CTRM to the risk of Airbus or Boeing reallocating work to alternative suppliers?

Operational and Financial Matters

Answer (1b):

The pricing is governed by the respective contractual terms and commercial agreements with customers which include mechanisms relating to pricing adjustments, productivity improvements or other agreed commercial parameters, where applicable.

The risk of work reallocation is considered relatively low due to high entry barriers including specialised tooling, long qualification cycles, certification and regulatory approvals, and close OEM-supplier integration.

CTRM continues to safeguard its position through quality, delivery reliability, cost discipline and proactive customer engagement.

Question (1c):

How has the Board assessed the potential impact of geopolitical tensions on aerospace supply chain continuity, and do current contracts provide sufficient safeguards to manage delivery delays?

Operational and Financial Matters

Answer (1c):

The Board periodically assesses geopolitical and supply chain risks through regular reviews and monitoring of CTRM's key business and operational indicators.

The current contracts contain provisions on delivery obligations, force majeure and remedies for delays, providing a contractual framework to manage disruption risks.

Beyond these safeguards, CTRM continues to work closely with OEMs and supply-chain partners to monitor potential constraints, mitigate supply-shortage risks and support timely delivery.

Question (1d):

Given the RM800 million A220 contract and RM132 million extension, how likely is CTRM to secure further renewals beyond 2030, and how does it remain competitive against global Tier 1 aerostructure suppliers?

Operational and Financial Matters

Answer (1d):

The newly awarded contracts reflect customer confidence in CTRM's capabilities and delivery performance. Future renewals will depend on OEM requirements, tender outcomes and commercial terms.

To remain competitive against global Tier 1 aerospace suppliers, CTRM will continue to focus on Quality, Cost and Delivery ("QCD") excellence, leveraging its established manufacturing track record and technical expertise. CTRM is also enhancing digitalisation and exploring new technologies to improve productivity, quality assurance and operational efficiency.

Question 2:

In 2025, the Group invested RM32.6 million in the Proton EV plant in Tanjong Malim, as well as EV charging infrastructure to support mobility needs and develop new recurring revenue streams.

During FY2025, the Group recorded sales of xEVs, xEV components, and xEV leasing services, alongside revenue from its charging station network. Total xEV sales reached 13,448 units. In total, revenue from these xEV-related activities amounted to RM1.47 billion. (Source: Page 107 of IAR 2025)

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Question (2a) :

What is the current utilisation rate of the EV plant in Tanjong Malim, and is market demand sufficient to sustain or increase its utilisation? If not, what specific strategies are being implemented to support demand?

Operational and Financial Matters

Answer (2a):

The Proton EV plant has an initial capacity of 20,000 units per annum and is currently operating at approximately 60% utilisation.

The plant is scalable up to 45,000 units annually, providing flexibility to support future model launches and demand growth.

Question (2b):

Could the Board provide details on the average monthly revenue per charging station, and whether the charging stations are currently at EBITDA breakeven or profitable?

Answer (2b):

Charging activities are not significant relative to the Group's overall revenue stream at this juncture.

Operational and Financial Matters

Question 3:

With a presence across 18 markets in Asia, the Middle East, and North Africa, PROTON achieved more than 6,000 vehicle registrations in 2025, marking its strongest export performance since 2012. This reflects a 25.9% increase from 2024, mainly driven by the Saga, X50, and e.MAS 7 models. Egypt remains a key market, supported by the Cairo assembly facility, which enhances access to the North African left-handed drive segment. (Source: Page 29 of IAR 2025)

Although PROTON exported more than 6,000 units in 2025, its international footprint remains relatively modest compared to established global automakers. (Source: <https://meobserver.org/business-economix/industry-insights/2025/09/01/egypts-automarket-accelerates-as-car-sales-soar-83-in-first-seven-months-of-2025/>).

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Question 3: *(continued)*

Meanwhile, the Egypt CKD plant is still in the scaling up phase, with targets of 5,000 units in 2025 and 16,000 CKD packs by 2026, suggesting that the Group's international expansion remains at an early stage. (Source: https://www.mida.gov.my/mida-news/proton-expands-globalpresence-with-new-ckd-plant-in-egypt/?utm_source)

In this context, how does PROTON to scale beyond limited CKD volumes in Egypt into sustainable market share, while managing intense competition and geopolitical and supply chain risks across North Africa export markets?

Operational and Financial Matters

Answer (3):

Egypt serves as an initial platform to support growth in North Africa and other left-hand-drive markets, while PROTON continues to assess opportunities in ASEAN and other high-growth Global South markets.

To move beyond limited CKD volumes, PROTON will focus on competitive vehicle offerings, capable partners for distribution and local production, appropriate CBU/CKD arrangements, after-sales support and supportive government policies, where commercially viable. This forms part of PROTON's strategy to manage geopolitical and supply chain risks across its export markets.

Question 4:

DEFTECH continues to expand beyond traditional defence operations into AI, unmanned systems, and civilian applications. However, as a key strategic asset within the Group, the decline in revenue following the completion of major projects raises concerns regarding earnings stability, dependence on defence spending, and the long-term success of its diversification efforts. (Source: Page 49 of IAR 2025)

- a) Could the Board provide a breakdown of earnings derived from civilian projects involving the Malaysian Palm Oil Board, Sabah Forestry Department and PETRONAS Gas Berhad?**

Operational and Financial Matters

Answer (4a):

The earnings derived from civilian projects involving the abovementioned companies are currently not material to DEFTECH's overall financial performance.

Question (4b) :

With a modest increase in the 2026 defence budget, what portion of DEFTECH's order book is linked to the RM21.74 billion allocation? How significant is this in supporting near- to medium-term earnings visibility?

Operational and Financial Matters

Answer (4b):

Following the completion of the AV8 programme in December 2022, DEFTECH currently does not hold any major contract. Its current exposure is mainly through the Operating Expenditure allocation under the AV8 Spare Parts and Maintenance contract.

In the meantime, DEFTECH is actively participating in tenders, specifically for the army's land assets acquisitions.

Question (4c) :

Given Malaysia's rising subsidy burdens and competing fiscal priorities, are there any indications of potential delays, scaling down, or cancellations in planned defence procurement programmes, and how sensitive is DEFTECH's earnings to such changes?

Answer (4c):

There is indication of potential delays or scaling down in new defence procurement programmes. Such developments could affect DEFTECH's revenue recognition and earnings visibility particularly in the absence of a major replacement contract.

Question 5:

Despite transformation initiatives, Pos Malaysia remains loss-making despite moderate growth in parcel volumes (Page 55, IAR2025). Revenue has stagnated at RM1.8–RM1.9 billion after peaking at RM2.5 billion in 2017, while accumulated losses have reduced shareholders' funds to about RM82.5 million. (Source: <https://www.nst.com.my/business/insight/2026/03/1391125/execution-matters-malaysias-courier-market-reform>). This raise concerns over potential PN17 risk and the effectiveness of its turnaround strategy.

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Question 5: *(continued)*

We note from DRB-HICOM's response to MSWG letter dated 27 May 2025 that the Group is engaging with Malaysian Communications and Multimedia Commission ("MCMC"), Association of Malaysian Express Carriers ("AMEC"), and Malaysia Competition Commission ("MyCC") on Universal Service Obligations ("USO") reform, pricing transparency, and market structure changes, with regulatory support viewed as important for Pos Malaysia's long-term sustainability.

In this regard, what measurable outcomes have been achieved from these engagements to date, and what meaningful improvements have been seen in Pos Malaysia's cost structure or financial performance?

Operational and Financial Matters

Answer (5):

Engagements with regulators are ongoing with key areas of engagement include USO compensation, Postal Services Act (“PSA”) reform and measures to promote a more level playing field across the courier industry.

While these discussions are long-term in nature and regulatory outcomes take time to materialise, Pos Malaysia has recorded measurable improvements in its financial performance.

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Operational and Financial Matters

Answer (5) (cont'd):

Losses narrowed from RM331.4 million in FY2021 to RM186.6 million in FY2025, and this improvement continued into 1QFY2026 with better performance recorded across the postal, aviation and logistics segments.

This reflects the impact of ongoing transformation measures, cost discipline and operational improvements, while further structural improvements remain dependent on the timing and outcome of the regulatory reforms.

Question 5:

Given the continued weak financial performance, how does the Board assess the effectiveness of these initiatives?

Operational and Financial Matters

Answer (5):

The Board assesses the effectiveness of its turnaround initiatives through regular reporting and review at both Pos Malaysia Board and DRB-HICOM Board levels.

These reviews include quarterly financial performance, operational KPI tracking and monitoring of key regulatory milestones. The assessment focuses on measurable financial and operational indicators, including loss reduction, segment performance, cost efficiency, service delivery and progress against the approved transformation initiatives.

Question 5:

If these reforms fail to deliver meaningful results, what alternative strategy will the Board adopt to restore sustainability without external support?

Operational and Financial Matters

Answer (5):

The Board will continue to focus on actions within the Group's control to improve Pos Malaysia's sustainability. These include strengthening the transformation agenda, disciplined capital allocation, cost and productivity improvements, network and operating model optimisation and initiatives to improve revenue quality.

However, the Board recognises that Pos Malaysia operates in a structurally challenged postal and courier market. As such, the effectiveness of the overall outcomes will depend on both Group's continued execution of its strategic initiatives and broader external factors affecting the industry.

DRB-HICOM

36th ANNUAL GENERAL MEETING

26 MAY 2026



THANK YOU

QUESTIONS AND ANSWERS AT THE 36TH ANNUAL GENERAL MEETING (AGM)**Pre-AGM questions**

Pre-submitted – Questions from shareholders/proxies		Response from the Directors/Management
1.	Collated from various Shareholders Is the Company giving any door gifts to the shareholders attending this AGM?	All Shareholders who registered for the AGM will receive a breakfast voucher and a small token of appreciation, i.e., an Emergency Vehicle Kit - Powerbank and Air Pump.
2.	Collated from various Shareholders Many companies allow shareholders to attend AGM virtually as this provides convenience for the shareholders.	The Company acknowledges the shareholders' feedback regarding virtual meeting options. The Company will continue to assess the on-the-ground situation in Malaysia and remains committed to regularly evaluating the arrangement for future AGMs. In line with regulatory requirements, the Company will consider the most appropriate mode to conduct AGMs, whether physical, or hybrid, to ensure maximum shareholder participation and convenience.
3.	Mohd Khairul Naziri Abdul Nashir (Shareholder) i. While the Group returned to a strong profit position in FY2025, the dividend payout has remained relatively conservative at RM0.03. Considering the Group's healthier cash position and the high value of Recurrent Related Party Transactions ("RRPT") proposed for 2026 (RM4.13 billion), what is the Board's policy on revising the dividend payout ratio upward as these strategic investments begin to mature?	i. The Group maintains a dividend policy of 20–30% of Operational Net Profit. The FY2025 dividend of RM0.025 per share reflects a balanced approach between rewarding shareholders and retaining capital for growth.

Pre-submitted – Questions from shareholders/proxies	Response from the Directors/Management
ii. With PROTON Holdings Berhad ("PROTON") targeting 200,000 units in sales for 2026 and an aggressive expansion into 32 export markets, how is the Group mitigating risks associated with global supply chain volatility and potential trade protectionism in new markets? iii. Specifically, how will the recent integration of CTRM AeroSystems Sdn Bhd (formerly known as Spirit AeroSystems Malaysia Sdn Bhd) technical capabilities enhance PROTON's local manufacturing value chain? iv. The Postal segment continues to face a competitive landscape, with FY2025 revenue showing only marginal growth. Following the launch of Malaysia's first autonomous delivery vehicle in early 2026, what is the projected timeline for these digital innovations to materially reduce the 'last-mile' cost structure and return Pos Malaysia to a sustainable net profit position?	ii. The Group continues to monitor risks to its automotive business, including supply chain volatility and trade protectionism. PROTON adopts a diversified supplier strategy and the Group's Enterprise Risk Management framework is applied across all business units. iii. On CTRM Holdings Sdn Bhd ("CTRM") (formerly known as Composites Technology Research Malaysia Sdn Bhd), the integration of CTRM AeroSystems strengthens the Group's aerospace and precision engineering capabilities, which can enhance local manufacturing capabilities in high-precision automotive components. This in turn supports PROTON's quality and export objectives. iv. The Postal segment's transformation is being implemented in phases, with digital initiatives forming part of a broader effort to improve efficiency and reduce costs. However, structural challenges such as declining mail volumes and rising Universal Service Obligations ("USO") costs remain. Long-term sustainability will be dependent on sustained execution, regulatory developments, and business model adjustments.

Pre-submitted – Questions from shareholders/proxies	Response from the Directors/Management
v. The FY2025 pre-tax profit of RM653.88 million was significantly bolstered by a RM334.42 million negative goodwill gain from the acquisition of CTRM AeroSystems. Excluding such one-off accounting gains, what is the Management's roadmap to ensure consistent double-digit growth in core operating profit for FY2026, particularly within the 'Mobility' segment?	v. For 2026, the Mobility segment will focus on strengthening capabilities across automotive, aerospace and defence. This includes PROTON's product renewal across internal combustion engine ("ICE"), hybrid and Electric Vehicles ("EVs"). At the same time, the Group will continue to prioritise operational efficiency, disciplined execution, and prudent cost management. The Group is also leveraging scale from consolidated operations to enhance competitiveness and deliver more sustainable earnings over time.
4. Ng Siaw Cheen (Shareholder) Despite the economic challenges, what is the business prospect in the coming quarters?	The Group remains cautiously optimistic and focused on executing its key priorities. The broad plans are:- • Continuing with PROTON's business plan • Turning around Pos Malaysia Berhad ("Pos Malaysia") • Enhancing the value of Bank Muamalat Malaysia Berhad, and • Continuing value creation for high growth companies by seeking out opportunities and unlocking asset value. The Group will also strengthen aerospace capabilities through CTRM AeroSystems and accelerate digital integration across the automotive ecosystem.

Q&A – During the AGM

Questions received from shareholders/proxies at the venue		Response from the Directors/Management
5.	Khao Tai Loo (Proxy holder) Has Management considered whether any special discounts are extended to shareholders for the purchase of PROTON vehicles? If none, could the Company explore alternative schemes or value-added services to recognise and reward shareholders?	Management confirmed that there are currently no special discounts accorded to shareholders for the purchase of PROTON vehicles. Nevertheless, the Company offers other value-added services and will explore potential initiatives to further enhance shareholder value, where appropriate.
6.	Wahyuni Husin (representative from MSWG) In addition to MSWG's Question 1(b) regarding CTRM's pricing of the RM8.8 billion contractual agreement subject to adjustment, the following matters were further enquired:- i. Whether the pricing terms are subject to periodic review and renegotiation, and if so, the frequency of such reviews.	i. The pricing structure is primarily determined based on packages awarded by principals such as Airbus and Boeing, taking into account forward projections over a five-year period as well as competitive tender exercises for each package. Pricing is generally fixed upon successful award of the tender, subject to the strength and competitiveness of the bidders.

Questions received from shareholders/proxies at the venue		Response from the Directors/Management
	ii. Whether there are adequate contractual mechanisms in place to safeguard CTRM against excessive downward repricing across multiple production cycles.	ii. Notwithstanding the above, in light of ongoing pressures from rising commodity costs, principals may undertake reviews for packages that are nearing commencement. In such instances, assembly and supply chain participants will engage with the principals to negotiate optimal pricing, while ensuring that product quality and required standards are not compromised. Additionally, Original Equipment Manufacturers ("OEMs") maintain long-term, strategic relationships with suppliers as part of an integrated ecosystem. This collaborative approach supports the sustainability and financial health of suppliers, fostering mutually beneficial outcomes and operational resilience across the value chain.
7.	Ho Yueh Weng (Shareholder) i. Please provide a detailed breakdown of the Mobility segment by sub-segment, with specific disclosure on the Aerospace division, to enable a clearer assessment of its performance progression following the acquisition of CTRM AeroSystems?	i. DRB-HICOM's Automotive, Aerospace and Defence segments share similar characteristics, which reflects a broader but a singular categorisation, being the Mobility segment, which is underpinned by common manufacturing, engineering, and assembly capabilities in accordance with MFRS 8. The financial performance of each segment is disclosed under the quarterly results of the DRB-HICOM Group, which were released to Bursa Malaysia and also published on the Company's corporate website.

Questions received from shareholders/proxies at the venue	Response from the Directors/Management
ii. In light of the Government's and the Ministry of Investment, Trade and Industry ("MITI")'s continued efforts to attract foreign investments into the automotive sector, which has intensified competition from brands such as Chery and BYD, could Management provide its perspective on the following:- a. How MITI and/or the Government intends to balance foreign investment inflows with the protection and development of national automotive players, particularly PROTON;	ii. The detailed explanations are outlined below:- a. PROTON remains cognisant of the intensifying competition from Chinese automotive brands. In response, PROTON continues to leverage its strategic partnership with Geely Group, which provides access to a diversified global multi-brand portfolio, including Zeekr, Volvo, Smart, Lotus, London Electric Vehicle Company (London taxis), as well as collaborations with Renault and capabilities in battery development. The strategic partnership with Geely Group continues to enhance PROTON's access to advanced technologies, broaden its product portfolio, and strengthen its overall competitive positioning. Notably, for the period of January to April 2026, Geely emerged as the leading automotive brand in the People's Republic of China, surpassing BYD, thereby reinforcing the strategic value and relevance of the collaboration to PROTON's long-term growth.

Questions received from shareholders/proxies at the venue	Response from the Directors/Management
b. Whether there are Automotive policy measures, incentives, or strategic frameworks in place to safeguard PROTON's market position amid increasing competition from Chinese OEMs; and c. The extent to which collaborations or partnerships with foreign investors are being encouraged or facilitated to strengthen PROTON's competitiveness, failing which there may be a risk of such investments being diverted to neighbouring markets such as Thailand. iii. Please clarify whether Motosikal Dan Enjin Nasional Sdn Bhd ("MODENAS") has introduced or is in the process of developing electrified motorcycle offerings, in line with the broader industry shift towards electrification?	b. The National Automotive Policy is applied uniformly across all OEMs, including BYD, and is intended to support the broader development and competitiveness of the domestic automotive industry. The tax incentives for imported EV Completely Built-Up ("CBU") programmes ceased with effect from 31 December 2025, resulting in a shift towards local production and localisation strategies among industry players. c. OEMs that continue to import CBU vehicles are subject to import duty and related conditions. In contrast, OEMs such as Chery and PROTON, which have committed to local assembly and the establishment of EV manufacturing facilities, are better positioned to benefit from localisation incentives and associated tax advantages. iii. MODENAS has commenced the supply of electric motorcycles to Pos Malaysia; however, these have not yet been commercialised for the broader market. The pace of commercialisation is currently constrained by several challenges, primarily the limited availability of charging infrastructure and evolving technology. In addition, under the BUDI programme, ICE motorcycles remain more cost-efficient relative to electric alternatives, which continues to affect mass-market adoption. Notwithstanding the above, MODENAS will adjust the configuration of its EV motorcycles to better align with market requirements as the BUDI programme gradually reduces its subsidies.

Questions received from shareholders/proxies at the venue	Response from the Directors/Management
iv. Provide an overview of the current market trends for hybrid vehicles compared to full EVs, particularly within key markets relevant to the Group? v. Explain whether the Company plans to venture into battery development, as part of its broader electrification strategy? vi. In light of the saturated domestic automotive market, what is the strategic rationale for PROTON's expansion into export markets, including emerging markets such as Egypt, and its plans to further expand into up to 32 countries?	iv. At present, some OEMs are prioritising hybrid and Plug-in Hybrid Electric Vehicles ("PHEVs") over fully EVs, for reasons of limited availability of charging infrastructure, particularly in rural areas. This has resulted in a gradual transition towards full electrification, with hybrid solutions serving as an interim pathway to address range, anxiety and infrastructure constraints. v. PROTON is not pursuing in-house battery development, given the significant capital investment and technological requirements involved. Instead, it leverages Geely Group's established battery technology, capabilities and related supply ecosystem under the existing strategic partnership. This approach enables PROTON to optimise cost efficiencies, accelerate product development timelines through integration into the e.MAS series, and access proven, scalable battery solutions within the Geely ecosystem. vi. PROTON's export strategy is underpinned by a measured and disciplined approach, recognising that market entry requires time to build brand acceptance and consumer confidence. The expansion into up to 32 countries reflects a long-term strategy, where each market serves as a stepping stone towards broader international presence. Notably, PROTON's turnaround was achieved only after approximately ten (10) years, underscoring the importance of patience and sustained execution. PROTON remains cautious in its overseas expansion, ensuring that each market entry is carefully evaluated in terms of commercial viability and risk exposure. This approach is aligned with Geely Group's investment philosophy, which emphasises profitability and sustainable returns. Historically, PROTON's export business had

Questions received from shareholders/proxies at the venue		Response from the Directors/Management
		recorded losses, and lessons learned from this experience continue to shape its current export strategy. Egypt has emerged as PROTON's largest export market, primarily due to favourable tax structures and treaty arrangements. The market also serves as a strategic hub for distribution into North Africa, where similar tax incentives are available, enabling PROTON to expand regionally without the need for significant additional infrastructure investments. Overall, PROTON's export expansion is pursued prudently, balancing growth ambitions with financial discipline and risk management considerations.
8.	Wong Chal Khoon (Shareholder) With the strategic partnership between PROTON and the Geely Group, what technology transfer is PROTON expected to achieve over the next five (5) to ten (10) years?	PROTON currently offers three (3) vehicle ranges. Firstly, the PROTON e.MAS that offers electrified vehicles models through the affordable EV e.MAS 5, mid-size high-technology e.MAS 7 EV and e.MAS 7 PHEV. The e.MAS models are capable of achieving a battery charging time of approximately 20 minutes, supported by advanced technologies that contribute to overall cost efficiencies. Secondly, the X-Series, in particular, has been instrumental in driving PROTON's turnaround. To further strengthen its technical capabilities, PROTON regularly sends its engineers to the Geely Automobile Research Institute in Ningbo, Republic of China which is Geely Auto's largest and most comprehensive research and development ("R&D") facility. This initiative enables PROTON engineers to enhance their skills and gain exposure to advanced vehicle development technologies. In addition, PROTON maintains

	Questions received from shareholders/proxies at the venue	Response from the Directors/Management
		a smaller R&D unit at Hangzhou Bay, comprising approximately 168 employees, to support continuous knowledge transfer and technological capability building among its engineering workforce. Thirdly, the Advanced Modular Architecture ("AMA") platform, for which PROTON continues to retain full ownership of the intellectual property ("IP"). The first model of AMA is locally marketed as the new PROTON Saga, launched in November 2025. The PROTON Saga is potentially be rebadged by Geely for the Philippines market and other export countries. The AMA platform is expected to support the development of multiple models, with the IP fully retained by PROTON, enabling the Group to pursue export opportunities and strengthen its presence across Global South markets. PROTON continues to prioritise the development of a robust local ecosystem to drive economies of scale, which is critical in enhancing cost competitiveness. Accordingly, the export strategy serves as a key differentiator, particularly given the relatively smaller domestic market to independently sustain the required economies of scale.
9.	Johan Irwan Kamarozaman (Shareholder) To consider improving the logo of Automotive Hi-Tech Valley ("AHTV")	The GMD concurred with the recommendation to enhance the AHTV logo to more accurately represent the brand.

Questions received from shareholders/proxies at the venue		Response from the Directors/Management
10.	Lee Hean Aik (Shareholder) i. During the AGM of Pos Malaysia, it was highlighted that the Board of Directors' fees were not disclosed in the Integrated Annual Report 2025 ("IAR 2025") of Pos Malaysia in compliance with the Bursa Malaysia Securities Berhad ("Bursa Securities") Listing Requirements and the Malaysian Code on Corporate Governance ("MCCG"). ii. Reference was made to page 54 of the IAR 2025, where Pos Malaysia registered a revenue of RM1.8 billion. Notwithstanding this, based on the GMD's presentation, both mail and parcel volumes have shown a decline. iii. In this regard, the Board of DRB-HICOM needs to monitor and implement appropriate measures to support the turnaround of Pos Malaysia.	i. The GMD clarified that the Directors' fees for the financial year ended 31 December 2025 were disclosed on page 177 of Pos Malaysia's Integrated Annual Report ("IAR") 2025, in compliance with the Bursa Malaysia Securities Berhad Listing Requirements. It was further clarified that Pos Malaysia did not adopt the MCCG best practice of disclosing the remuneration of the top five (5) Senior Management, including its Chief Executive Officer ("CEO"). The CEO of Pos Malaysia is not a member of the Board and, hence, the disclosure was not reported under the Directors' remuneration. ii. Pos Malaysia reported a full-year revenue of approximately RM1.84 billion from its core postal segment, courier services, e-commerce parcel volume, and revenue from aviation and logistics. iii. The Board of DRB-HICOM has been closely monitoring Pos Malaysia, particularly in relation to its corporate strategic initiatives aimed at driving the turnaround. This includes ongoing engagement with the relevant Government authorities to secure USO funding, as well as to ensure the establishment of an appropriate framework under the Postal Services Act.

Questions received from shareholders/proxies at the venue		Response from the Directors/Management
11.	Shulhameed K.E.Kappal Marican (Shareholder) Pos Aviation Sdn Bhd ("Pos Aviation") is encouraged to enhance its aviation business by capitalising on growth opportunities in ground handling and Maintenance, Repair and Overhaul services. Malaysia's advantages in land availability and cost-effective manpower, as compared to Singapore, present a strategic opportunity to position the country as a competitive aviation services and regional hub.	The Board of DRB-HICOM acknowledged the potential opportunities for business enhancement within the aviation industry, which were deliberated at the recent Board Meeting. It was further noted that Pos Aviation currently commands a significant market share in the ground handling segment, which provides a strong foundation to further expand and strengthen its position within the aviation services industry.

DRB-HICOM BERHAD
36TH ANNUAL GENERAL MEETING
26 MAY 2026 AT 10.00 AM

Polling Results

RESOLUTION	Vote FOR			Vote AGAINST			TOTAL Vote	
	NO. OF			NO. OF			NO. OF	
	RECORDS	SHARES	%	RECORDS	SHARES	%	RECORDS	SHARES
ORDINARY RESOLUTION 1	591	1,264,265,340	88.9490	25	157,072,138	11.0510	616	1,421,337,478
ORDINARY RESOLUTION 2	593	1,421,125,966	99.9855	20	205,412	0.0145	613	1,421,331,378
ORDINARY RESOLUTION 3	589	1,421,108,066	99.9843	23	222,612	0.0157	612	1,421,330,678
ORDINARY RESOLUTION 4	557	1,421,096,654	99.9865	49	192,124	0.0135	606	1,421,288,778
ORDINARY RESOLUTION 5	554	1,421,081,604	99.9852	54	209,674	0.0148	608	1,421,291,278
ORDINARY RESOLUTION 6	590	1,421,266,040	99.9956	21	61,912	0.0044	611	1,421,327,952
ORDINARY RESOLUTION 7	593	340,240,227	99.9905	21	32,210	0.0095	614	340,272,437

Yours faithfully,

For and on behalf of

Boardroom Share Registrars Sdn Bhd

