

**DRB-HICOM**

DRB-HICOM Berhad  
(203430-W)

DRB-HICOM BERHAD (203430-W)

Annual Report 2012



**SEIZING OPPORTUNITIES**

**DRB-HICOM**

DRB-HICOM Berhad  
(203430-W)  
(Incorporated in Malaysia)

Level 5, Wisma DRB-HICOM  
No. 2, Jalan Usahawan U1/8, Seksyen U1  
40150, Shah Alam, Selangor Darul Ehsan  
Tel : +603 2052 8000  
Fax : +603 2052 8099

[www.drb-hicom.com](http://www.drb-hicom.com)

ANNUAL REPORT 2012

# Sensing Potential, Seizing Opportunities

Our focus as a Group has been to capitalise on the identified strengths and our diverse business interests, while continuing to scale greater heights in the ever changing business landscape. Our inherent business sense and acumen, coupled with our synergistic partnerships are the catalysts for growth, enabling us to be in a perfect position to sense new potential and seize opportunities that come our way.



# 2012

ANNUAL REPORT



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**MARKS FROM THE CHAIRMAN**  
 Our expansion plans during the year took shape and set us on a new direction of change and possibilities



**70:**  
**THE JOURNEY**  
 We continually explore new ways to expand, new markets to grow, and new products and services to introduce.

**22:**  
**CORPORATE INFORMATION**  
 As a brand, DRB-HICOM exemplifies innovation, quality and excellence in the three core sectors: Automotive, Services and Property, Asset and Construction



**38:**  
**THE TEAM**  
 Coming together, sharing together, working together, succeeding together





# 74:

## LEADER SAYS

In the Second 5-Year Plan (FY 2012 – 2016), we aim to extend our growth trajectory and continue to strengthen our position within Malaysia and selected markets in the region as we scale greater heights of success and enhance shareholder value



# 82:

## AUTOMOTIVE SECTOR

The Automotive sector contributes nearly 59% of our Group revenue, with potential to emerge as a leader in Malaysia

# 92:

## SERVICES SECTOR

In pursuing growth, our attempt will be to provide inclusive and sustainable services



# 98:

## PROPERTY SECTOR

Industry analysts and market players are reading the Malaysian Property Market outlook as promising, with potential to tap high-end, niche segments; with high value appreciation as well as rental yields



# notice of annual general meeting

NOTICE IS HEREBY GIVEN THAT THE TWENTY-SECOND ANNUAL GENERAL MEETING OF DRB-HICOM BERHAD ("THE COMPANY") WILL BE HELD AT THE GLENMARIE BALLROOM, HOLIDAY INN KUALA LUMPUR GLENMARIE, NO. 1, JALAN USAHAWAN U1/8, SEKSYEN U1, 40250 SHAH ALAM, SELANGOR DARUL EHSAN ON THURSDAY, 20 SEPTEMBER 2012 AT 9.00 A.M. FOR THE FOLLOWING PURPOSES:-

.....

## ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 March 2012 together with the Reports of Directors and Independent Auditors thereon.
2. To approve the declaration of a final gross dividend of 4.0 sen per share, less taxation of 25% for the financial year ended 31 March 2012. (Resolution 1)
3. To re-elect the following Directors who retire by rotation in accordance with Article 79 of the Company's Articles of Association:-
  - (i) YBhg Dato' Noorizan binti Shafie. (Resolution 2)
  - (ii) Mr Ooi Teik Huat. (Resolution 3)
4. To consider and if thought fit, to pass the following Ordinary Resolutions in accordance with Section 129 of the Companies Act, 1965:-
  - (i) "THAT YBhg Datuk Haji Abdul Rahman bin Mohd Ramli, retiring pursuant to Section 129 of the Companies Act, 1965, be and is hereby reappointed a Director of the Company to hold office until the conclusion of the next Annual General Meeting." (Resolution 4)
  - (ii) "THAT Mr Ong Ie Cheong, retiring pursuant to Section 129 of the Companies Act, 1965, be and is hereby reappointed a Director of the Company to hold office until the conclusion of the next Annual General Meeting." (Resolution 5)
5. To reappoint Messrs Ernst & Young as Auditors of the Company and to authorise the Directors to fix their remuneration. (Resolution 6)

## NOTICE OF DIVIDEND PAYMENT

NOTICE IS HEREBY GIVEN that the final gross dividend of 4.0 sen per share, less taxation of 25% in respect of the financial year ended 31 March 2012, if approved by the shareholders at the Annual General Meeting, will be paid on 19 October 2012 to the shareholders whose names appear in the Record of Depositors of the Company at the close of business on 26 September 2012.

A depositor shall qualify for entitlement to the dividend only in respect of:-

- (a) Shares deposited into the depositor's securities account before 12.30 p.m. on 24 September 2012 in respect of shares exempted from mandatory deposit;

- (b) Shares transferred into the depositor's securities account before 4.00 p.m. on 26 September 2012 in respect of transfers; and
- (c) Shares bought on Bursa Malaysia Securities Berhad on a cum-entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

**By Order of the Board**

**CHAN CHOY LIN, CAROL** (MIA 3930)

Company Secretary

Shah Alam, Selangor Darul Ehsan  
29 August 2012

**NOTES:-**

**1. Agenda 1 – Audited Financial Statements**

This agenda item is meant for discussion only as the provision of Section 169 (1) of the Companies Act, 1965 does not require a formal approval of the shareholders and hence is not put forward for voting.

**2. Proxy**

- a. A member entitled to attend the meeting may appoint not more than two (2) proxies who may but need not be a member of the Company and the provisions of Section 149(1)(b) of the Companies Act, 1965 shall not apply to the Company.
- b. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- c. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised in writing.
- d. The instrument appointing a proxy together with the power of attorney or other authority, if any, under which it is signed or a certified copy thereof, shall be deposited at the Share Registrar's Office, Symphony Share Registrars Sdn. Bhd., Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time set for holding this meeting.

## statement accompanying notice of annual general meeting

**Names of Directors who are standing for re-election/reappointment:-**

**Under Article 79 of the Company's Articles of Association**

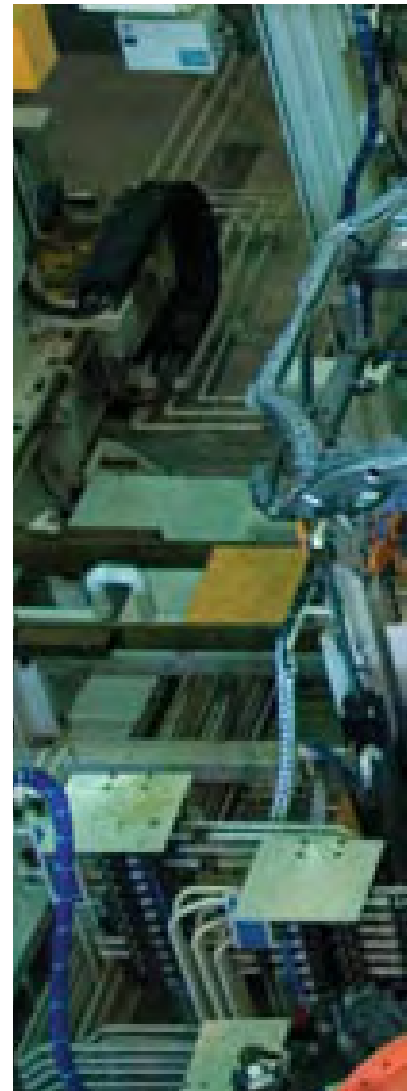
YBhg Dato' Noorizan binti Shafie  
Mr Ooi Teik Huat

**Under Section 129 of the Companies Act, 1965**

YBhg Datuk Haji Abdul Rahman bin Mohd Ramli  
Mr Ong Ie Cheong

The details of the abovenamed Directors who are standing for re-election/reappointment are set out in the Profile of Directors (pages 32 to 37 of the Annual Report).

our vision  
to be number 1 and  
continuously excel in all  
that we do



## shared values

- excellence
- decorum
- teamwork
- integrity
- innovation
- quality
- transparency

mission statement  
to lead in the growth of the  
nation in the areas of  
DRB-HICOM's core  
businesses

Automated plant operations at PROTON Tanjung Malim



# corporate profile

DRB-HICOM

No. of Employees  
**52,000**

Incorporated in  
**1980**

# who we are

Over the last three decades, DRB-HICOM Berhad (DRB-HICOM) has evolved to emerge as one of the important engines of growth for the nation. Listed on the Main Board of Bursa Malaysia, with a market capitalisation of RM5.0 billion (as at 31 July 2012), our endeavour has been to positively contribute to national wealth and sustainability agenda in keeping with the Government's Economic Transformation Programme (ETP).

Our stability and seamless performance is a result of our diverse business interests, as well as our integrated approach with inclusive strategies. As a brand, DRB-HICOM exemplifies innovation, quality and excellence in the three core sectors: Automotive; Services; and Property, Asset and Construction.

In the Automotive sector, we are proud to be the only establishment involved in the industry's entire ecosystem and value chain. Today, our foothold in the automotive industry is stronger with the recent addition of the national car manufacturer PROTON Holdings Berhad as our subsidiary. Overall, with our world-class expertise and facilities, our aspiration has been to help position Malaysia as a regional hub of excellence for automotive solutions.

Similarly, our strength in the Services sector lies in our ability to deliver services under Government concessions in an effective and efficient manner. Our credible track-record in Islamic Banking and the

recent acquisition of Pos Malaysia Berhad (Pos Malaysia) add a new dimension to our business sustainability and growth of this sector in particular.

Also, DRB-HICOM has built a reputation as a developer of niche properties in Malaysia, each supported by capabilities in providing good infrastructure, facilities and amenities. We have an established track-record for timely delivery, quality finishes and workmanship. Over the past two decades, the Group has been recognised as a trusted brand in residential, commercial, industrial, hospitality and integrated township developments.

Guided by the entrepreneurial vision of our Leaders and the commitment of our talent pool, we are well positioned to pursue our organisational blueprint of growth and expansion supported by our diversification strategy. As a Group with over 52,000 employees, our focus continues to be on human capital development, through innovative learning platforms such as @theAcademy training centre, which will be critical to our future aspirations and successes.

Beyond our own community of employees, our attempt has been to positively reach out and benefit cross-sections of the society at large through our Corporate Responsibility (CR) ideas and initiatives under four broad areas or pillars of community, environment, marketplace and workplace.

# media highlights



## DRB-Hicom to make more profit from CKD VW car

**PETALING JAYA:** DRB-Hicom Bhd can expect higher margins and revenue from local assembly of Volkswagen cars, according to motor analysts. However, analysts said car buyers do not expect the prices of Volkswagen cars to



Straits Malaysia

## Mahu kuasai segmen kurier

DRB-HICOM



DRB-Hicom is looking to expand its presence in the courier segment, according to industry sources. The company is currently evaluating various options to improve its logistics and delivery services.

RM1 billion for car plant and college

## DRB-HICOM profit breaches RM700m

**Glennorie plans RM1b projects over next 5 years**



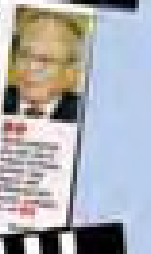
## Modenas launches electric bike

Modenas has launched its first electric bicycle, the Modenas e-Bike. The bike is designed for urban commuting and offers a range of up to 50 kilometers on a single charge.



## Pendapatan DRB-Hicom meningkat

DRB-Hicom's revenue has increased significantly due to strong performance in its core automotive and insurance divisions. The company's strategic investments are beginning to pay off.



## DRB-Hicom banks on M&As for future growth

DRB-HICOM



DRB-Hicom buys Peugeot at RM1.5b

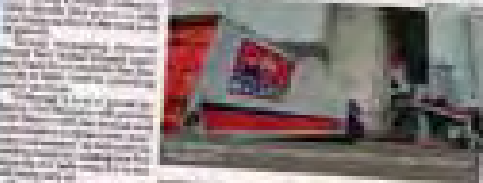
## DRB-HICOM plans RM1b capex

DRB-Hicom is planning to invest RM1 billion in capital expenditure over the next five years. The investment will focus on expanding production capacity and upgrading infrastructure to support the company's growth strategy.



CGMA, Puspakom in part for second round of vehicle inspection

## DRB-Hicom to take Pos Malaysia to next level of growth



## Jepu Hutan Belum eratkan hubungan media, DRB-HICOM

The forest department in Jepu has not yet established a media relationship with DRB-Hicom. The company is looking to improve its communication and public relations in the region.



## Smooth start to Puspakom's new inspection programme

Puspakom's new vehicle inspection programme has started smoothly. The programme aims to improve road safety and ensure that all vehicles on the road meet the required standards.

### DRB-Hicom among top gainers

**BERSEKUTUAN** DRB-Hicom dan EON Group telah mencatatkan pertumbuhan yang signifikan dalam pasaran leasing dan pembiayaan. DRB-Hicom mencatatkan peningkatan pendapatan sebanyak RM1.1 bilion manakala EON Group mencatatkan peningkatan sebanyak RM1.2 bilion.

### EON launches leasing services

**BERSEKUTUAN** DRB-Hicom dan EON Group telah mengumumkan kerjasama strategik dalam pasaran leasing dan pembiayaan. DRB-Hicom akan menguruskan operasi harian manakala EON Group akan menguruskan pemasaran dan penjualan.



### DRB-HICOM bina kolej RM592.5j Faster Puspakom inspection

**DRB-HICOM** telah mengumumkan bahawa ia akan membina kolej pemeriksaan kenderaan yang lebih pantas di seluruh negara. Kolej ini akan dilengkapi dengan peralatan canggih dan staf yang berpengalaman. Projek ini dijangka siap dalam masa beberapa bulan.



Pejabat Menteri dan Pui Indonesia sign pact

### Bank Muamalat dan EON Group bekerjasama dalam pasaran leasing

**DRB-HICOM** dan EON Group telah mengumumkan kerjasama strategik dalam pasaran leasing dan pembiayaan. Bank Muamalat akan menguruskan operasi harian manakala EON Group akan menguruskan pemasaran dan penjualan.



Kumpulan DRB-Hicom tarai Jarak RM5.5 bilion

### Alam Flora secures 22-year concession

**ALAM FLORA** telah berjaya mendapatkan lesen lesen 22 tahun untuk menguruskan kawasan alam semula jadi di seluruh negara. Lesen ini akan membolehkan Alam Flora menguruskan kawasan tersebut dengan lebih baik dan memastikan kelestariannya.

### Kumpulan DRB-Hicom dan EON Group bekerjasama dalam pasaran leasing

**DRB-HICOM** dan EON Group telah mengumumkan kerjasama strategik dalam pasaran leasing dan pembiayaan. DRB-Hicom akan menguruskan operasi harian manakala EON Group akan menguruskan pemasaran dan penjualan.

### Bank Muamalat eyes 15pc growth

**BANK MUAMALAT** telah mengumumkan bahawa ia akan mencatatkan pertumbuhan sebanyak 15 peratus dalam pasaran perbankan. Bank ini akan memperluas rangkaian cawangan dan meningkatkan perkhidmatan kepada pelanggan.



### DRB-Hicom pasar Volkswagen

**DRB-HICOM** telah mengumumkan bahawa ia akan memasarkan kereta Volkswagen di seluruh negara. Kereta ini akan ditawarkan dengan harga yang kompetitif dan perkhidmatan pelanggan yang terbaik.



### Sambutan Tahun Baru Cina DRB-HICOM meriah

**DRB-HICOM** telah mengadakan sambutan Tahun Baru Cina yang meriah di seluruh negara. Sambutan ini telah menarik ramai pengunjung dan menghasilkan pendapatan yang tinggi.

### DRB-Hicom bags Proton

**DRB-HICOM** telah mengumumkan bahawa ia akan memasarkan kereta Proton di seluruh negara. Kereta ini akan ditawarkan dengan harga yang kompetitif dan perkhidmatan pelanggan yang terbaik.

### Puspakom signs MoU with Govt on HP inspection services

**PUSPAKOM** telah menandatangani perjanjian kerjasama dengan kerajaan untuk menguruskan perkhidmatan pemeriksaan kenderaan. Perjanjian ini akan memastikan pemeriksaan kenderaan dijalankan dengan lebih pantas dan efisien.

### Suzuki lancar model sedan pertama Kizashi

**SUZUKI** telah mengumumkan bahawa ia akan memasarkan kereta Suzuki Kizashi di seluruh negara. Kereta ini akan ditawarkan dengan harga yang kompetitif dan perkhidmatan pelanggan yang terbaik.





**13** April 2011



**28** May 2011



June 2011 **07**



June 2011 **16**



# DRB-HICOM



**01** July 2011



**16** July 2011



July 2011 **24**



July 2011 **25**



### 13 April 2011

Signing of MOU on higher purchase inspection (HPI) between PUSPAKOM and Ministry of Domestic Trade, Cooperative and Consumerism in Kuala Lumpur.

### 28 May 2011

During the annual *Majlis Anugerah Kecemerlangan*, DRB-HICOM awarded 230 children who achieved academic excellence in their PMR, SPM & STPM examinations. A total of RM106,100 was contributed to reward these high achievers.

### 7 June 2011

As a responsible and caring corporate citizen and in its continuous effort in helping to keep the country clean thus preserving nature, Alam Flora has further strengthened its commitment through a dedicated *gotong-royong* programme named *Gerak Tumpu*.

### 16 June 2011

MODENAS launched its first Electric Motorcycle, MODENAS CTric, at an event honoured by YB Dato' Seri Kong Cho Ha, Minister of Transport, Malaysia.

### 1 July 2011

DRB-HICOM Berhad announced that it has completed the acquisition of 32.21% stake in Pos Malaysia Berhad from Khazanah Nasional Berhad

(Khazanah), the investment arm of the Government. As of today, DRB-HICOM Berhad has replaced Khazanah as the single largest shareholder of Pos Malaysia. In April this year, DRB-HICOM was successful in its bid to acquire Khazanah's strategic stake in Pos Malaysia and the Group acquired Khazanah's 172,997,399 ordinary shares of RM0.50 each in Pos Malaysia for a consideration of approximately RM622.8 million based on the price of RM3.60 per Pos Malaysia share.

### 16 July 2011

In conjunction with the World Earth Day celebrations, MODENAS organised a ride to its flagship Glenmarie Cove with a convoy of 50 new environment-friendly CTric motorcycles to plant 30 Ketapang and Khaya trees along Sungai Langat.

### 24 July 2011

As a leader in automotive, DRB-HICOM sponsored the Royal Pahang Kart Prix 2011 to promote Malaysia internationally.

### 25 July 2011

PUSPAKOM inaugurated its 11th branch in Selangor and 80th branch overall in Section 2, Shah Alam. Officially opened by YB Dato' Seri Kong Cho Ha, Minister of Transport, the new branch has the capacity to accommodate 1,000 cars a day with 16 inspection lanes, complete with an air-conditioned customer service centre.

July 2011 28



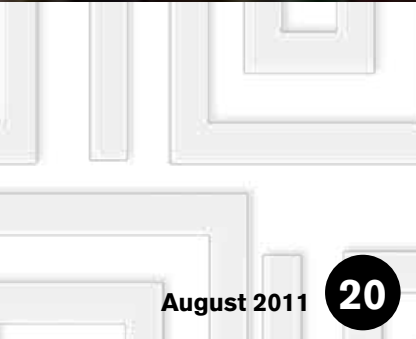
August 2011 09



16 August 2011



19 August 2011



August 2011 20



August 2011 24



08 September 2011



09 September 2011

**28 July 2011**

Phase II of Glenmarie Gardens was launched, introducing 23 units of 2 and 3 storey exclusive bungalows. Phase I was launched in November 2010.

**9 August 2011**

DRB-HICOM Defence Technologies Sdn. Bhd. (DEFTECH) presented a cheque of RM50,000 to Tabung Kebajikan Angkatan Tentera towards the sponsorship of Sumbangan Aidil Fitri to Malaysian Armed Forces.

**16 August 2011**

More than 500 DRB-HICOM employees and their family members attended the *Majlis Berbuka Puasa* which was held at Holiday Inn Kuala Lumpur, Glenmarie. Special invitations were also extended to the children of *Rumah Raudhatul Ikhwan* and *Maahad Tahfiz Al-Muqri*.

**19 August 2011**

Around 40 members from *Persatuan Ibu Tunggal, Wilayah Persekutuan* and their children attended the *Majlis Berbuka Puasa* at Islamic Arts Museum Malaysia organised by DRB-HICOM.

**20 August 2011**

Prime Minister, YAB Dato' Sri Mohd Najib Tun Abdul Razak and YABhg Datin Sri Rosmah Mansor graced the *Majlis Berbuka Puasa* with more than 700 *Warga DRB-HICOM* in Masjid Sri Maulana. At the event, donations were handed out to *Warga DRB-HICOM* who have special children or are single mothers.

**24 August 2011**

Signing of Memorandum of Understanding (MOU) between PUSPAKOM and Land Public Transport Commission to share information on tracking, recording and follow-up of public transport and commercial vehicles witnessed by Dato' Sri Haji Mohd Khamil Jamil, Group Managing Director of DRB-HICOM and YB Tan Sri Syed Hamid Albar, Chairman of Land Public Transport Commission.

**8 September 2011**

21st Annual General Meeting of DRB-HICOM was convened.

**9 September 2011**

The all new Audi A6 - with efficient 3.0 TFSI, teamed with S-tronic transmission and Quattro permanent all-wheel drive was launched by YB Tan Sri Syed Hamid Albar, Chairman of Land Public Transport Commission.

# calendar of events



**15** September 2011



**19** September 2011



September 2011 **23**



October 2011 **22**



**21** November 2011



**19** November 2011



December 2011 **18**



January 2012 **20**



**15 September 2011**

DRB-HICOM together with its subsidiaries organised a *Majlis Rumah Terbuka Kumpulan DRB-HICOM*. The event was graced by KDYTM Tengku Mahkota Pahang and was attended by 1,300 corporate clients, government officials, bankers, lawyers and media among others.

**19 September 2011**

Alam Flora signed a concession agreement for the privatisation of solid waste management with the Federal Government at Putrajaya International Convention Centre (PICC), witnessed by Deputy Prime Minister YAB Tan Sri Dato' Haji Muhyiddin Haji Mohd Yassin.

**23 September 2011**

The Sports and Recreational Club of DRB-HICOM organised a memorable *Majlis Aidilfitri* and was attended by more than 900 tenants and *Warga* DRB-HICOM in the building.

**22 October 2011**

DRB-HICOM Annual Dinner – Themed 'Men in Black and Lady in Red' was organised with active support and participation from more than 1,000 *Warga* DRB-HICOM.

**19 November 2011**

As Title Sponsor, DRB-HICOM supported a Charity Golf Tournament organised by the Malaysian Ladies Golf Association (MALGA) to raise funds for the development of junior team players throughout the country.

**21 November 2011**

ICAM's Adjunct Programme was launched in the presence of YBhg Dato' Sri Haji Mohd Khamil Jamil, Group Managing Director as well as the Management members of DRB-HICOM, lecturers, staff and selected students of ICAM. More than 150 people witnessed the launch.

**18 December 2011**

DRB-HICOM Media Golf Challenge took place at the Glenmarie Golf and Country Club as part of the media relations enhancement initiatives. A total of 47 Editors and representatives from 12 media organisations took part in the Challenge.

**20 January 2012**

DRB-HICOM had initiated a visit to Leprosy Hospital at the National Leprosy Control Centre (NLCC) in Sungai Buloh in conjunction with Chinese New Year (CNY) celebration.



February 2012

01



February 2012

01



09

February 2012



27

February 2012



March 2012

11

March 2012

14



**DRB-HICOM**



16

March 2012

**1 February 2012**

The Chinese New Year Open House was organised with participation from more than 500 corporate clients, members of the media and government officials among others. The event was graced by YBhg Datuk Seri Dr Chua Soi Lek, President of Malaysian Chinese Association.

**1 February 2012**

USF-HICOM launched the locally-assembled Bombardier Recreational Products (BRP) Cam-Am SPYDER roadster. The event was graced by the Minister of Defence, YB Dato' Seri Dr Ahmad Zahid Hamidi.

**9 February 2012**

Signing of an International Collaborative Agreement between ICAM and Liverpool John Moores University (LJMU) at Crowne Plaza Kuala Lumpur. Mrs Michele Ibbs, Pro Vice Chancelor of LJMU signed on its behalf.

**27 February 2012**

EON introduced new leasing and fleet management services under the brand name EON MyLease, which was officially launched by YB Dato' Seri Kong Cho Ha, Minister of Transport.

**11 March 2012**

YAB Dato' Seri Mohd Najib Tun Abdul Razak launched the locally-assembled VW Passat 1.8 TSI at DRB-HICOM Automotive Complex, Pekan.

**14 March 2012**

Shareholders today approved DRB-HICOM's acquisition of Khazanah Nasional Berhad's 42.74% stake in PROTON Holdings Berhad.

**16 March 2012**

DRB-HICOM completed the acquisition of 42.74% stake in PROTON Holdings Berhad (PROTON) from Khazanah with the additional 7.27% stake in PROTON acquired from the open market on 17 January 2012, PROTON became a 50.01% subsidiary of DRB-HICOM Berhad. In January 2012, DRB-HICOM was successful in its bid to acquire 42.74% stake in PROTON from Khazanah. On 26 June 2012, PROTON became a wholly-owned subsidiary of DRB-HICOM pursuant to a mandatory general offer (MGO) for the rest of the PROTON shares not already owned by DRB-HICOM.

# awards & recognitions fy 2012



#### ALAM FLORA SDN. BHD.

- Concession Agreement with the Government of Malaysia for solid waste collection and public cleansing management services for 22 years covering the federal territories of Kuala Lumpur, Putrajaya and the state of Pahang

#### BANK MUAMALAT MALAYSIA BERHAD

- Malaysia 1000 Awards, Industry Excellence Award in Banking and Finance category
- *Hadiah Bahasa Institusi Perbankan Kategori Bank Islam, Bulan Bahasa Kebangsaan 2011*

#### DRB-HICOM AUTO SOLUTIONS SDN. BHD. (DHAS)

- MS ISO 9001:2008 Certification

#### DRB-HICOM DEFENCE TECHNOLOGIES SDN. BHD.

- ISO 9001:2008 certification for the assembly, fabrication, maintenance, repair and overhaul (MRO) and spare parts supply of armoured vehicles

#### EUROMOBIL SDN. BHD.

- Live Drive Car of the year award for Audi A8
- Autocar ASEAN Awards Small Luxury hatchback for Audi A1
- Asian Auto Best Performance Compact Car of the year for Audi A1 Award
- Premium Luxury Limosine for Live Life Drive Car of the year award (Audi A8)
- Small Luxury hatchback for Autocar ASEAN awards (Audi A6)
- Best Performance Compact Car for the Asian Auto – Auto Industry Award (Audi A7)

#### GLENMARIE ASSET MANAGEMENT SDN. BHD.

- ISO 9001: 2008 Certification

#### GLENMARIE GOLF & COUNTRY CLUB

- Top 5 Best Club House/Facilities by Golf Malaysia Course Poll 2011/2012



**HICOM AUTOMOTIVE MANUFACTURERS (MALAYSIA) SDN. BHD.**

- BS OHSAS 18001:2007 Certification
- ISO 14001 Certification
- “Customs Golden Client” by Malaysian Royal Custom Pahang, for the highest customs contribution of RM564 million for the year 2011
- Gold Medal Award, National ICC (Innovative, Creative Circle) Convention
- Start of production (SOP) for Volkswagen Passat B7 on 20 October 2011
- The 5,000th unit of Mercedes-Benz was rolled out on 20 December 2011
- First Prize, Asian Auto Magazine Fuel Efficiency Award for Compact City Cars, for Suzuki Alto

**HICOM DIECASTINGS SDN. BHD.**

- Quality Campaign & Zero Defect Certificate of Achievement by PROTON
- ‘Most Supportive Vendor’ Award by Modenas
- HMS Executive Assessment FY 2011/12 – Gold
- 5S Audit FY 2011/12 – Gold

**HICOM-HONDA MANUFACTURING MALAYSIA SDN. BHD.**

- ISO14001/OHSAS18001 Certification

**HICOM-YAMAHA MANUFACTURING SDN. BHD.**

- Winner for the Practice Solution Award of NafMA 2011 (National Award for Management Accounting)

**HOLIDAY INN KUALA LUMPUR GLENMARIE**

- Top 3 Hospitality Asia Platinum Awards (HAPA) 2010-2012 awards, HAPA Best Purchasing Department
- Top 5 in HAPA Best Hotel and Golf Course of the Year
- Top 10 HAPA Best 4 star Hotel/ Resort
- Top 10 HAPA General Manager of the Year
- ISO 14001:2004 Certification
- OHSAS 18001:2007 Certification
- Earthcheck Silver Certification for Environmental Practices
- Top 5 Award, HAPA Best Hotel and Golf Course of the Year
- Malaysia’s Best Restaurants for Japanese cuisine for the year 2011 by Malaysia Tatler for Fu-Rin Japanese Restaurant

# awards & recognitions fy 2012



## HONDA MALAYSIA SDN. BHD.

- Putra Brand Awards 2011 – The People’s Choice - Automotive Category – Gold
- Reader’s Digest Trusted Brands 2011 – Gold Award for Automobiles
- JD Power Asia Pacific 2011 Malaysia Sales Satisfaction Index (SSI) Study – Highest in New Vehicle Sales Satisfaction
- JD Power Asia Pacific 2011 – Ranked Highest in the Initial Quality Study (IQS)
- Asian Auto – VCA Auto Industry Awards 2011 – Best Value for Money Hybrid Car – Honda Insight
- Shell V-Power Autoworld Car of the Year Awards 2011 – Best Alternative Energy Vehicle - Honda Insight
- Shell V-Power Autoworld Car of the Year Awards 2011 – Best Sub-Compact Passenger Car – Honda Insight
- Asian Auto Fuel Efficiency Awards 2011 – Compact MPV Category – 1st Place – Honda Freed
- Asian Auto Fuel Efficiency Awards 2011 – Small Family Cars Category – 2nd Place – Honda City
- Asian Auto Fuel Efficiency Awards 2011 – Hybrids Category – 3rd Place – Honda Insight

## ISUZU HICOM MALAYSIA SDN. BHD.

- ISO 9001:2008 Certification
- IMM (ISUZU Manufacturing Management) Bronze Medal by ISUZU Motors Limited, Japan

## ISUZU MALAYSIA SDN. BHD.

- Asian Auto Fuel Efficiency Award 2011 for the Isuzu D-Max
- Vehicle of the Year for Isuzu D-Max

## ISUZU MALAYSIA SDN. BHD. (continued)

- Winner (fourth consecutive year), Asian Auto Fuel Efficiency Award in 2011 for Isuzu D-Max
- “Vehicle of the Year” for Isuzu D-Max for exhibiting amazing prowess in Borneo Safari 2011 (the toughest off-road event in Malaysia)

## KL AIRPORT SERVICES SDN. BHD.

- Gold Medal, Airport Customer Satisfaction Performance Programme 2011 by Malaysia Airport Holdings Berhad for Langkawi Airport.
- 92 letters of compliments from our customer airlines for the excellent services provided

## KLAS ENGINEERING SERVICES SDN. BHD.

- Gold Medal from Malaysia Airport Holdings Berhad for Airport Customer Satisfaction Performance Programme 2011

## MITSUBISHI MOTORS MALAYSIA SDN. BHD.

- First prize in the Premium SUV category at the Asian Auto / Am Bank Fuel Efficiency Awards 2012 for the Pajero Sport VGT
- Second prize in Compact/SUV category for Mitsubishi ASX
- Third prize in Luxury SUV category for Pajero

## MOTOSIKAL DAN ENJIN NASIONAL SDN. BHD. (Modenas)

- Gold Award, Innovative and Creative Circle (ICC)/Quality Environment (QE), National level by Malaysian Productivity Centre (MPC)
- Gold Award, ICC East Coast Region
- Gold Award, ICC/Quality Environment (QE), Northern Region
- 3 Star, ICC/Quality Environment (QE), Northern Region
- Malaysia Good Design Mark 2011 by MRM



**ORIENTAL SUMMIT INDUSTRIES SDN. BHD.**

- Outstanding Quality Performance 2011, 17th Toyota Suppliers' Conference
- One star rated company for SME OSH Award 2011
- SIRIM OHSAS 18001 and ISO 14001 Certification Award 2011
- HMS Executive Assessment FY 2011/12 – Gold
- 5S Audit FY 2011/12 – Gold

**PHN INDUSTRY SDN. BHD.**

- FMM – Excellence Award 2011 – Manufacturer of the Year (Large Category)
- Proton – Winner, Best Overall Performance
- Proton – Best Overall Vendor
- Proton – Winner, Best QCD Performance (Non-SMI)
- Proton – 2nd Runner Up, Vendor ICC Convention
- Honda – 2nd Runner Up, Procurement NHC Convention
- *Konvensyen ICC Kebangsaan 2011 – Emas 3 Bintang (RESQ United)*
- SME Corporation – Top 5 Companies MAJAICO A-1 Programme
- DRB-HICOM – Champion of 7th QIT Convention

**POS MALAYSIA BERHAD**

- First in the Best Counter Services Competition during Innovation Day organised by the Ministry of Information, Communications and Culture
- Second place as the World's Most Touching Stamp, recognised by [www.stampnews.com](http://www.stampnews.com) for Upin and Ipin cartoon series stamps
- Gold Award Domestic Courier Market, Reader's Digest Trusted Brand 2011
- Frost & Sullivan Asia Pacific Transportation & Logistics Award for Domestic Express Service Provider (for the third consecutive year)

**PROTON HOLDINGS BERHAD**

- Winner, RAC Future Car Challenge 2011 for Exora REEV
- Winner, Most Efficient Multi-Purpose Car (Prototype) for Exora REEV
- Winner, Best Overall Extended Range Vehicle (E-REV) for Exora REEV

**PUSPAKOM SDN. BHD.**

- MS ISO/IEC 17020:1998 Accreditation, Head Office and Wangsa Maju Branch
- MS ISO 9001: 2008, Head Office and 47 Branches by SIRIM QAS International.
- Gold 3 Star Award, ICC (Innovative Creative Circle) Convention for PUSPAKOM Time Saver team

**REBAK ISLAND RESORT, LANGKAWI**

- Tripadvisor, Traveller's Choice 2012 Winner
- Tripadvisor, Certificate of Excellence 2012
- 5 star re-certification by Ministry of Tourism
- Health Licence for Rebak by Ministry of Health
- Coveted 'Earth Check' certification with high number of above benchmark category citations – certifying Rebak as a Green Hotel
- Nominated for the prestigious 'Travel and Leisure' awards for resorts

# financial calendar

## **FINANCIAL YEAR END**

31 March 2012

## **ANNOUNCEMENT OF RESULTS**

### **First Quarter**

25 August 2011

### **Second Quarter**

24 November 2011

### **Third Quarter**

24 February 2012

### **Fourth Quarter**

29 May 2012

## **PUBLISHED ANNUAL REPORT AND FINANCIAL STATEMENTS**

29 August 2012

## **ANNUAL GENERAL MEETING**

20 September 2012

## **DIVIDENDS**

For the financial year ended 31 March 2012

### **Interim**

2.0 sen gross per share

### **Announcement Date**

24 February 2012

### **Entitlement Date**

14 March 2012

### **Payment Date**

30 March 2012

### **Final**

4.0 sen gross per share

### **Announcement Date**

29 August 2012

### **Entitlement Date**

26 September 2012

### **Payment Date**

19 October 2012





Glenmarie Gardens high-end villa development

# corporate information

As at 23 July 2012

## DIRECTORS

Dato' Syed Mohamad bin Syed Murtaza  
Chairman/Senior Independent  
Non-Executive Director

Dato' Sri Haji Mohd Khamil bin Jamil  
Group Managing Director

Dato' Noorizan binti Shafie  
Non-Independent Non-Executive Director

Dato' Ibrahim bin Taib  
Non-Independent Non-Executive Director

Datuk Haji Abdul Rahman bin Mohd Ramli  
Independent Non-Executive Director

Ong Ie Cheong  
Independent Non-Executive Director

Tan Sri Marzuki bin Mohd Noor  
Independent Non-Executive Director

Ooi Teik Huat  
Independent Non-Executive Director

## AUDIT COMMITTEE

**Chairman**  
Datuk Haji Abdul Rahman bin Mohd Ramli

**Members**  
Tan Sri Marzuki bin Mohd Noor  
Ong Ie Cheong  
Ooi Teik Huat

## NOMINATION AND REMUNERATION COMMITTEE

**Chairman**  
Dato' Syed Mohamad bin Syed Murtaza

**Members**  
Tan Sri Marzuki bin Mohd Noor  
Ong Ie Cheong

## RISK COMMITTEE

**Chairman**  
Tan Sri Marzuki bin Mohd Noor

**Members**  
Datuk Haji Abdul Rahman bin Mohd Ramli  
Ooi Teik Huat

## SECRETARY

Chan Choy Lin, Carol (MIA 3930)  
Tel : (03) 2052 7695  
Fax : (03) 2052 7696  
E-mail : cclin@drb-hicom.com

## REGISTERED OFFICE

Level 5, Wisma DRB-HICOM  
No. 2, Jalan Usahawan U1/8  
Seksyen U1, 40150 Shah Alam  
Selangor Darul Ehsan  
Tel : (03) 2052 8000  
Fax : (03) 2052 8099

## WEBSITE

www.drb-hicom.com

## INTERNAL AUDIT

Abdul Jamil bin Johari  
Head, Internal Audit  
Tel : (03) 2052 8962  
Fax : (03) 2052 8959  
E-mail : jamil@drb-hicom.com

## INVESTOR RELATIONS

Mohd Khalid bin Yusof  
Head, Investor Relations  
Tel : (03) 2052 8193  
Fax : (03) 2052 8228  
E-mail : m.khalid@drb-hicom.com

## REGISTRAR

Symphony Share Registrars Sdn. Bhd.  
(Company No: 378993-D)  
Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Tel : (03) 7841 8000  
Fax : (03) 7841 8151/52  
E-mail : ask\_us@symphony.com.my

## AUDITORS

Ernst & Young  
Chartered Accountants  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Tel : (03) 7495 8000  
Fax : (03) 2095 5332

## PRINCIPAL BANKERS

Malayan Banking Berhad  
CIMB Bank Berhad  
AmBank Berhad  
RHB Bank Berhad  
Hong Leong Bank Berhad

## PRINCIPAL SOLICITORS

Naqiz & Partners  
Hisham Sobri & Kadir  
Kadir Andri & Partners  
Chooi & Co  
Cheah Teh & Su

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities  
Berhad  
(Listed since 4 September 1992)  
Stock Code : 1619

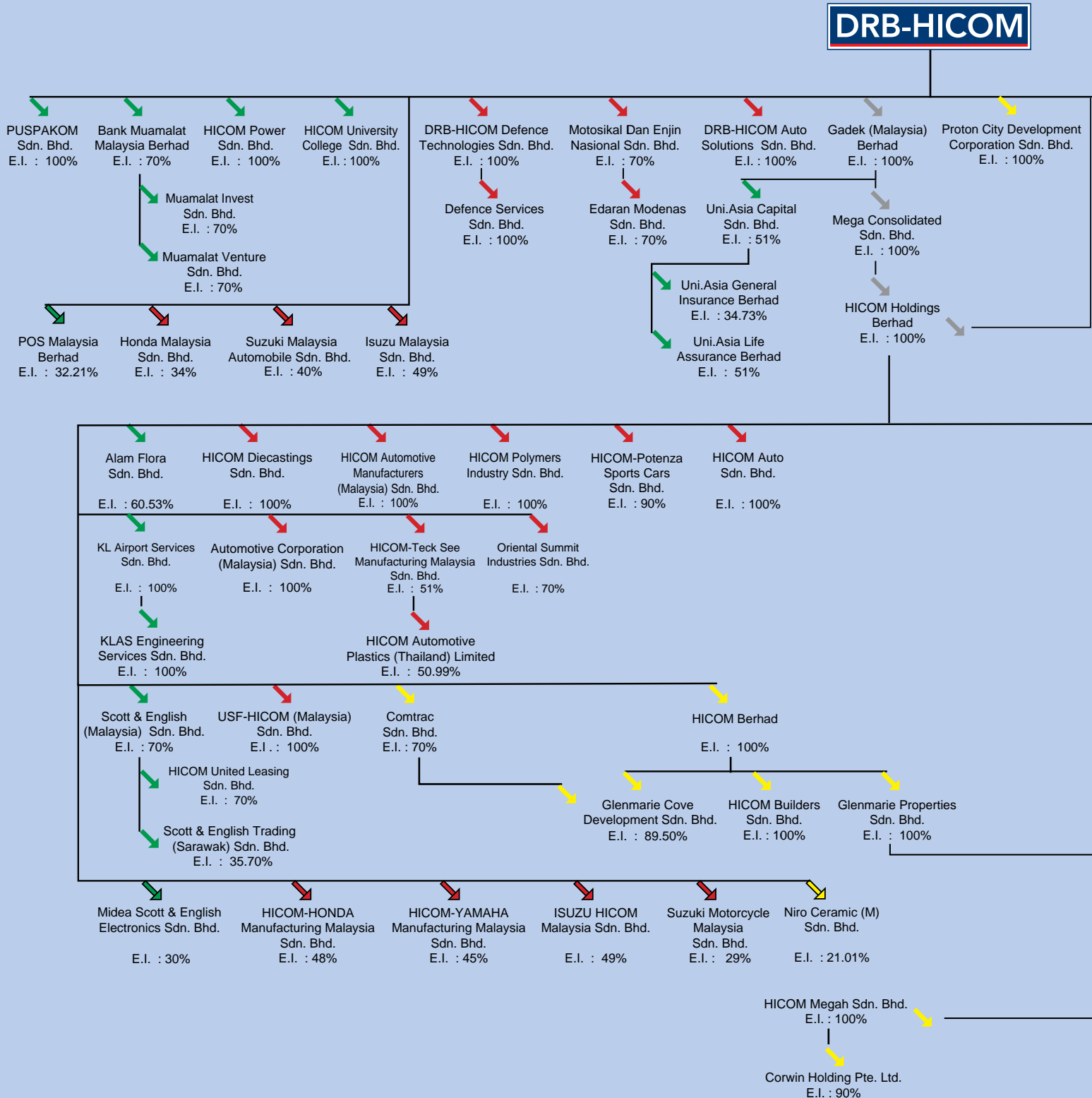
## AGM HELPDESK

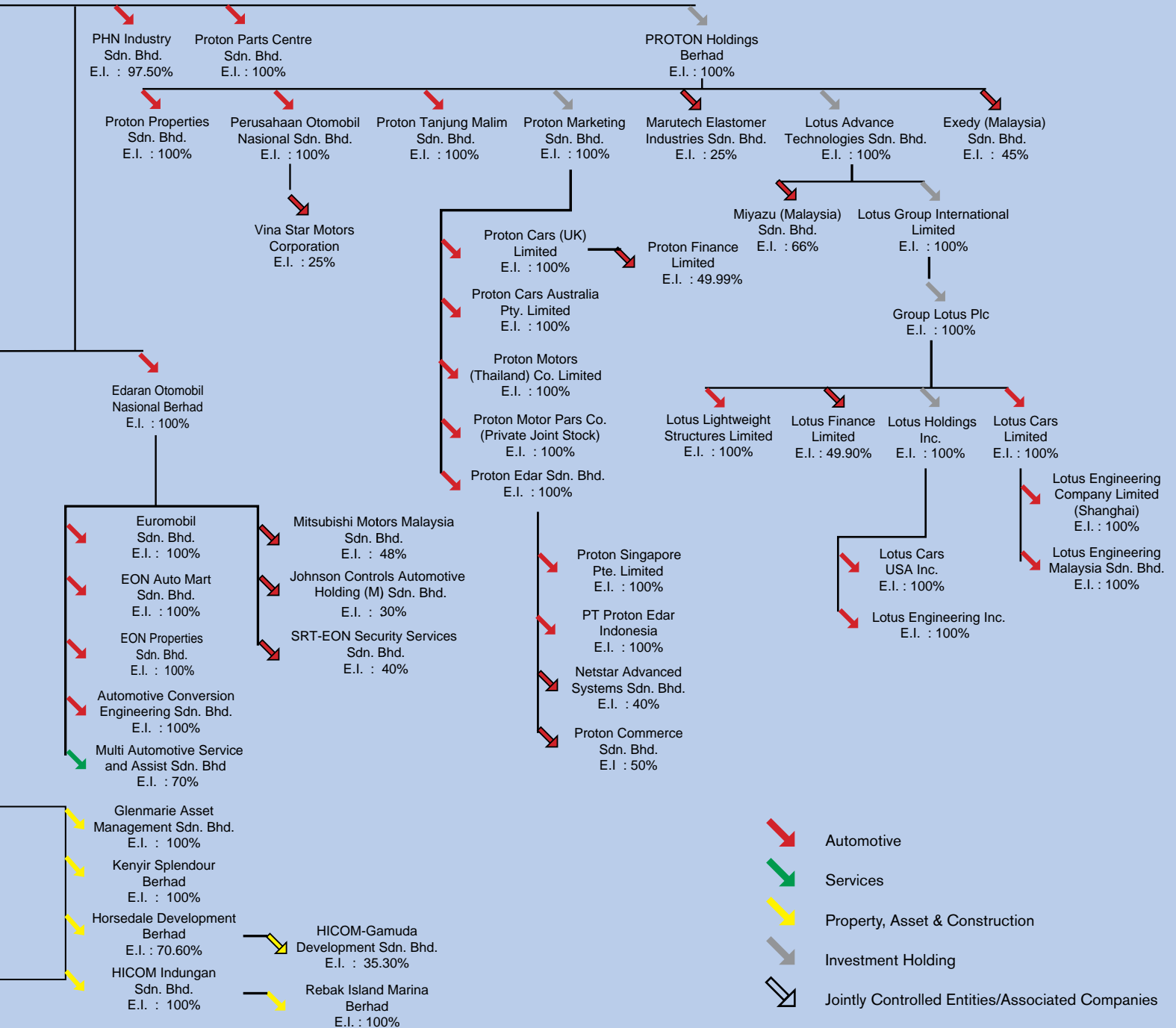
Tel : (03) 2052 8936/7695  
Fax : (03) 2052 8099



# Group corporate structure

(Operating Companies) as at 31 March 2012





Note: E.I. – DRB-HICOM Group's Effective Interest

Kindly refer to pages 152 to 167 for the full listing of Group companies.

# Group corporate structure by sector

(Significant Operating Companies) as at 31 March 2012

## Automotive

100.00%	Automotive Corporation (Malaysia) Sdn. Bhd.	97.50%	PHN Industry Sdn. Bhd.
100.00%	Defence Services Sdn. Bhd.	70.00%	Motosikal Dan Enjin Nasional Sdn. Bhd.
100.00%	DRB-HICOM Auto Solutions Sdn. Bhd.	70.00%	Edaran Modenas Sdn. Bhd.
100.00%	DRB-HICOM Defence Technologies Sdn. Bhd.	70.00%	Oriental Summit Industries Sdn. Bhd.
100.00%	Edaran Otomobil Nasional Berhad	51.00%	HICOM-Teck See Manufacturing Malaysia Sdn. Bhd.
100.00%	Euromobil Sdn. Bhd.	50.99%	HICOM Automotive Plastics (Thailand) Ltd.
100.00%	EON Auto Mart Sdn. Bhd.	50.00%	Proton Commerce Sdn. Bhd.
100.00%	HICOM Auto Sdn. Bhd.	49.90%	Lotus Finance Limited
100.00%	HICOM Automotive Manufacturers (Malaysia) Sdn. Bhd.	49.00%	Isuzu Malaysia Sdn. Bhd.
100.00%	HICOM Diecastings Sdn. Bhd.	48.00%	HICOM-HONDA Manufacturing Malaysia Sdn. Bhd.
100.00%	Perusahaan Otomobil Nasional Sdn. Bhd.	48.00%	Mitsubishi Motors Malaysia Sdn. Bhd.
100.00%	Proton Edar Sdn. Bhd.	45.00%	HICOM-YAMAHA Manufacturing Malaysia Sdn. Bhd.
100.00%	Proton Cars (UK) Limited	66.00%	Miyazu (Malaysia) Sdn. Bhd.
100.00%	Proton Cars Australia Pty. Limited	49.99%	Proton Finance Limited
100.00%	Proton Holdings Berhad	49.00%	ISUZU HICOM Malaysia Sdn. Bhd.
100.00%	Proton Motors (Thailand) Co. Limited	45.00%	Exedy (Malaysia) Sdn. Bhd.
100.00%	Proton Motor Pars Co. (Private Joint Stock)	40.00%	Netstar Advanced Systems Sdn. Bhd.
100.00%	Proton Parts Centre Sdn. Bhd.	40.00%	Suzuki Malaysia Automobile Sdn. Bhd.
100.00%	Proton Singapore Pte. Limited	34.00%	Honda Malaysia Sdn. Bhd.
100.00%	Proton Tanjung Malim Sdn. Bhd.	30.00%	Johnson Controls Automotive Holding (M) Sdn. Bhd.
100.00%	PT Proton Edar Indonesia	29.00%	Suzuki Motorcycle Malaysia Sdn. Bhd.
100.00%	Lotus Cars Limited	25.00%	Marutech Elastomer Industries Sdn. Bhd.
100.00%	Lotus Cars USA Inc.	25.00%	Vina Star Motors Corporation
100.00%	Lotus Engineering Inc.		
100.00%	Lotus Engineering Malaysia Sdn. Bhd.		
100.00%	Lotus Lightweight Structures Limited		
100.00%	USF-HICOM (Malaysia) Sdn. Bhd.		

# Services

- 100.00% HICOM Power Sdn. Bhd.
- 100.00% HICOM University College Sdn. Bhd.
- 100.00% KL Airport Services Sdn. Bhd.
- 100.00% PUSPAKOM Sdn. Bhd.
- 70.00% Bank Muamalat Malaysia Berhad
- 70.00% Scott & English (Malaysia) Sdn. Bhd.
- 60.53% Alam Flora Sdn. Bhd.
- 51.00% Uni.Asia Life Assurance Berhad
- 34.73% Uni.Asia General Insurance Berhad
- 32.21% Pos Malaysia Berhad
- 30.00% Midea Scott & English Electronics Sdn. Bhd.

- 100.00% Glenmarie Asset Management Sdn. Bhd.
- 100.00% Glenmarie Properties Sdn. Bhd.
- 100.00% HICOM Berhad
- 100.00% HICOM Builders Sdn. Bhd.
- 100.00% HICOM Indungan Sdn. Bhd.
- 100.00% Kenyir Splendour Berhad
- 100.00% Proton City Development Corporation Sdn. Bhd.
- 100.00% Rebak Island Marina Berhad
- 90.00% Corwin Holding Pte. Ltd.
- 89.50% Glenmarie Cove Development Sdn. Bhd.
- 70.60% Horsedale Development Berhad
- 70.00% Comtrac Sdn. Bhd.
- 35.30% HICOM-Gamuda Development Sdn. Bhd.
- 21.01% Niro Ceramic (M) Sdn. Bhd.

# Property, Asset and Construction

- Subsidiary Companies
- Jointly Controlled Entities
- Associated Companies

Note: % – DRB-HICOM Group's Effective Interest

Kindly refer to pages 152 to 167 for the full listing of Group companies.

# investor relations

DRB-HICOM recognises the importance of developing and maintaining good relationships with domestic and international investors as part of its corporate governance framework. In ensuring stakeholders are provided with timely, accurate and reliable information of Group's performance, DRB-HICOM is committed in maintaining an active dialogue with investors through a planned programme of investor relations activities and engagement.

DRB-HICOM, through its Investor Relations ("IR") Unit, proactively disseminates relevant and timely information to the investment community to keep investors abreast of the Group's performance, updates and key business activities.

## INVESTOR ENGAGEMENT

Key Investor Relations initiatives undertaken in 2011/2012 aimed at improving corporate governance included:

### Presentation Slides on Quarterly Financial Results

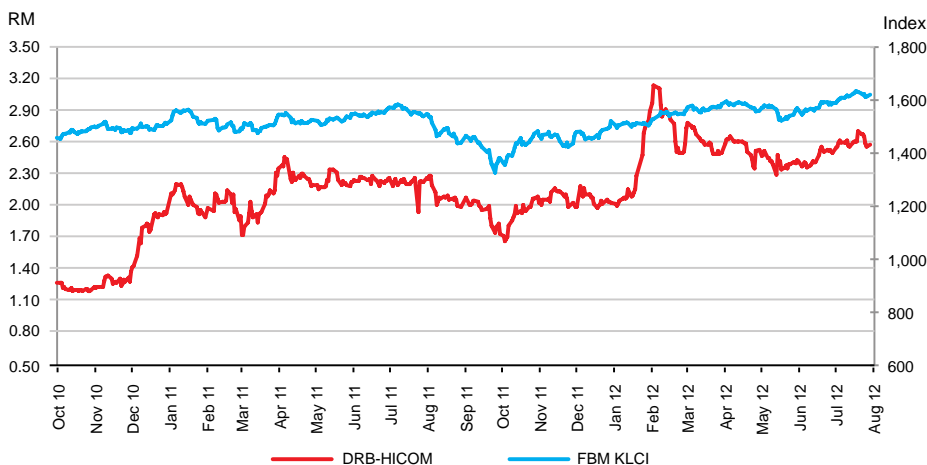
The quality of disclosure of information has seen improvements reflecting DRB-HICOM's multi-faceted businesses. Presentation slides of the announced results are prepared in an investor-friendly manner to aid understanding of the Group's financial results and performance. These were aimed at providing an avenue for a clear understanding of the financial and operational performance of the Group and made available promptly on the Company's website following the release of the financial results to Bursa Malaysia.

### One-on-One Meetings, Conference Calls and Roadshows

DRB-HICOM senior management team led by Dato' Sri Haji Mohd Khamil bin Jamil, Group Managing Director together with IR team involved in Investor Relations activities through regular meetings with institutional investors and analysts. DRB-HICOM has participated in investor roadshows held in Malaysia and abroad. Throughout 2012, more than 100 meetings and conference calls with investors and analysts were held.

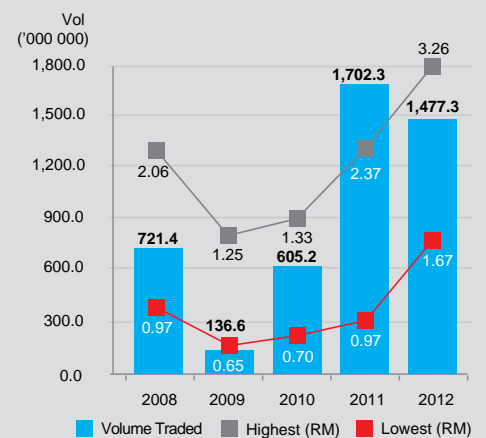
DRB-HICOM will continue to reach out to wider investor audience both domestically and internationally by participating in future Non-Deal Roadshows and Investor/Equity conferences.

### DRB-HICOM SHARE PRICE PERFORMANCE vs. FBM KLCI

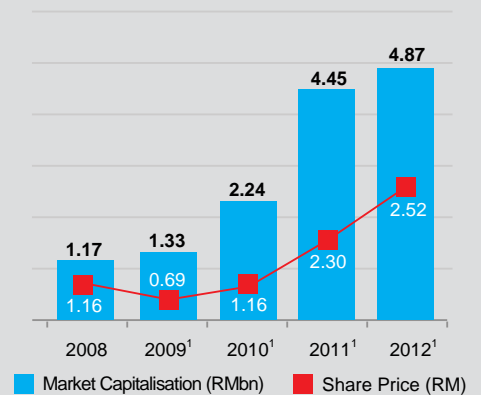


### SHARE PRICE & VOLUME TRADED

2008 – 2012 Yearly Trading Volume & Highest – Lowest Share Price (Intra-day)



### MARKET CAPITALISATION / SHARE PRICE

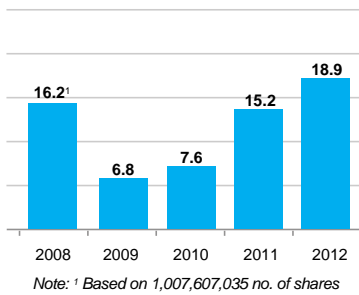


Note: <sup>1</sup> Based on enlarged share capital of 1,933,237,051 ordinary shares

## SHAREHOLDER BASE

DRB-HICOM has a large shareholder base comprising 44,150 institutional, private and retail shareholders. Our substantial shareholders are Etika Strategi Sdn Bhd and Employees Provident Fund (EPF) which together account for 63.8% holding of the Group. Meanwhile, our foreign shareholding base stood at 18.9% as at 31 March 2012, up from 15.2% and 7.6% over the same period in 2011 and 2010 respectively.

### FOREIGN SHAREHOLDING



## TRANSPARENCY

As a responsible corporate citizen committed to conserving the environment, DRB-HICOM published our Sustainability Report in 2011, which was accorded the Global Reporting Initiatives (GRI) rating of A+.

In addition, in the Minority Shareholders Watchdog Group (MSWG) survey on the level of governance and transparency among public listed companies (PLCs) in Malaysia in 2011, DRB-HICOM was presented with the Best Conduct of AGM Award and Companies Rated "A" for scoring high marks on the Malaysian Corporate Governance (MCG) Index.

## RETURN TO SHAREHOLDERS

DRB-HICOM is committed to continuously creating value for shareholders. To that end, the Board has proposed a final dividend of 4.0 sen gross per share, in addition to the interim dividend of 2.0 sen gross per share paid in March 2012.

	2008	2009	2010	2011	2012
Total gross dividend per share (sen)	5.0	15.8	4.0	6.0	<b>6.0</b>
Share Price (RM)	1.16	0.69	1.16	2.30	<b>2.52</b>
Dividend Yield (%)	4.3	22.9	3.4	2.6	<b>2.4</b>
No. of shares ('000)	1,007,607	1,933,237	1,933,237	1,933,237	<b>1,933,237</b>

## DIVIDEND POLICY

We reiterate our dividend commitment through the Dividend Policy statement as follows:-

"It is the Group's intention to create value for shareholders through a sustainable dividend policy. In line with this, the Board acknowledges the importance of rewarding shareholders with a stable dividend and to sustainability grow dividend over time.

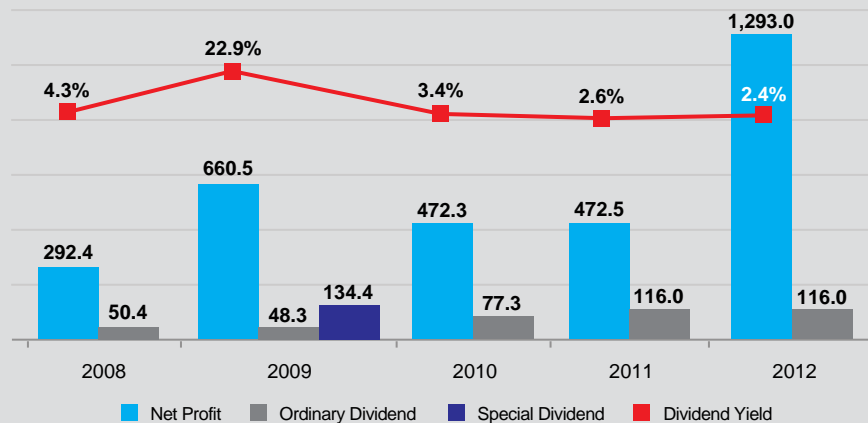
Considering the Group is currently undertaking major investments, the dividend payout target will be between **20% to 30% of the operational net profit**. The dividend policy shall be reviewed by the Board periodically. In determining the annual dividend level, the Board will take into consideration

the availability of cash, retained earnings, operating cash flow requirements, business prospect, future capital expenditure, investment plan and financing requirements. The Board will ensure a good balance sheet management with gearing kept at acceptable level."

## FEEDBACK

The perception of the investment community on the Group is utmost important in shaping the Group's reputation and successes. To further enhance our Investor Relations function and better serve the investment community, DRB-HICOM recognises and highly values constructive feedback and ideas which can be e-mailed to [invest@drb-hicom.com](mailto:invest@drb-hicom.com)

## RETURN TO SHAREHOLDERS



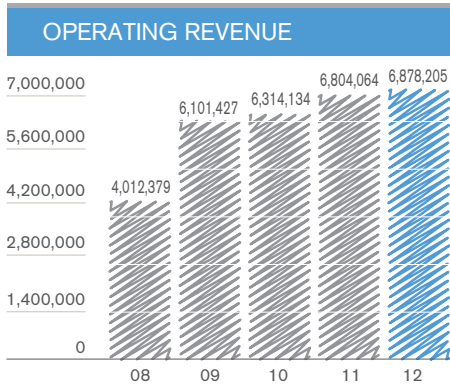
# Group 5 years Financial Highlights

	2012 RM'000	2011 RM'000	2010 RM'000	2009 RM'000	2008 RM'000
Operating Revenue	<b>6,878,205</b>	6,804,064	6,314,134	6,101,427	4,012,379
Profit Before Taxation	<b>1,521,102</b>	701,524	657,894	774,943	376,073
Earnings Per Share (sen) (Basic)	<b>66.88</b>	24.44	24.43	47.41	29.02
Dividend Per Share ^ (sen)	<b>6.00</b>	6.00	4.00	15.83	5.00
Total Assets	<b>39,821,066</b>	28,295,919	26,126,380	21,665,548	9,329,041
Shareholders' Equity	<b>6,161,650</b>	4,980,344	4,579,736	4,160,744	2,911,368
Net Assets Per Share (RM)	<b>3.19 *</b>	2.58 *	2.37 *	2.15	2.89
Total Borrowings	<b>5,345,545</b>	1,309,732	1,489,635	1,505,994	2,229,492
Gearing Ratio (Times)	<b>0.87</b>	0.26	0.33	0.36	0.77

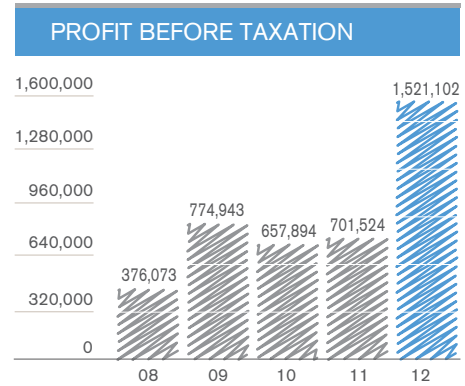
^ Dividend per share (gross) consists of interim and final dividend declared and proposed for the designated financial year.

\* Based on enlarged share capital of 1,933,237,051 ordinary shares.

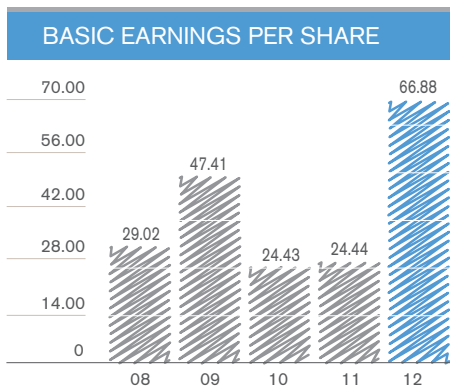
2012 (RM'000)  
**RM6,878,205**



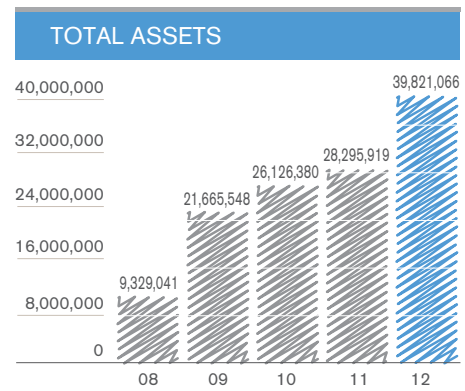
2012 (RM'000)  
**RM1,521,102**



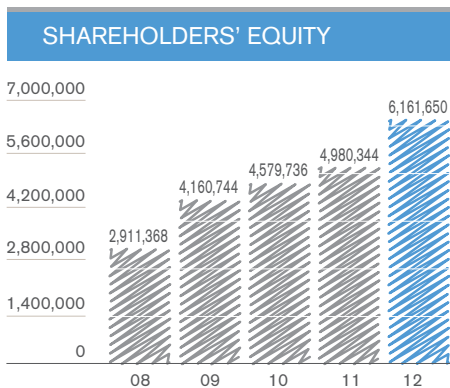
2012 (Sen)  
**66.88**



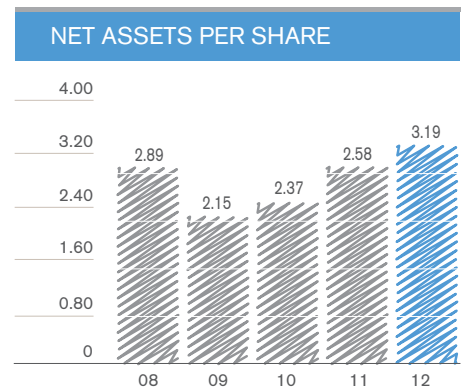
2012 (RM'000)  
**RM39,821,066**



2012 (RM'000)  
**RM6,161,650**



2012 (RM)  
**RM3.19**





01

**01**  
**DATO' SYED MOHAMAD BIN SYED MURTAZA**  
**Chairman / Senior Independent Non-Executive Director**  
**Chairman of Nomination and Remuneration Committee**

**DATE OF APPOINTMENT**  
**28 October 2005 (Director)**  
**1 July 2009 (Chairman)**

**NATIONALITY / AGE**  
**Malaysian / 64 years**

Dato' Syed Mohamad bin Syed Murtaza has more than 40 years' experience in the business, corporate and entrepreneurial sectors. After completing his education at the Penang Free School, he joined Kah Motors and was subsequently appointed to key positions in various business and non-business organisations, both locally and internationally. He has also served multinational companies such as Shell Malaysia and was Chairman of the Penang Port Commission. He is highly experienced in a diverse range of businesses, from automotive and manufacturing to exports, trading, property and oil and gas.

Dato' Syed Mohamad is the Managing Director of Armstrong Auto Parts Sdn. Bhd. He also heads Penang Tourists Centre Berhad, MITTAS Berhad, Motorcycle, Scooter Assembly & Distributor Association of Malaysia and the Usains Group of Companies. He is President of both The Federation of Asian Motorcycle Industries and the International Motorcycle Manufacturers Association.

His current directorships in companies within the DRB-HICOM Group include HICOM Holdings Berhad, HICOM Berhad and several private limited companies. He is also the Chairman of Master-Pack Group Berhad and sits on the Boards of Yayasan Bumiputra Pulau Pinang Berhad, Boon Siew Credit Berhad, Tourism Entrepreneur Centre Berhad, PBA Holdings Berhad, Globetronics Technology Berhad and several private limited companies. In addition, he has held many appointments at state and national levels.

Dato' Syed Mohamad does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Dato' Syed Mohamad attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.

# profile of directors

02

**DATO ' SRI HAJI MOHD KHAMIL BIN JAMIL**  
Group Managing Director

**DATE OF APPOINTMENT**

**19 July 2005 (Director)**  
**1 March 2006 (Group Managing Director)**

**NATIONALITY / AGE**

**Malaysian / 56 years**

Dato' Sri Haji Mohd Khamil bin Jamil holds a Bachelor of Laws (Honours) from the University of London and is a Barrister-at-Law at Gray's Inn, England, and was called to the English Bar in 1983.

Dato' Sri Haji Mohd Khamil began his executive career at Bank Bumiputra Malaysia Berhad in August 1980, where he served until December 1989. He was called to the Malaysian Bar in September 1990, following which he became a practising partner of several legal firms before venturing into business in 2001.

He was recently appointed as Executive Chairman of PROTON Holdings Berhad and Chairman of Lotus Group International Limited as well as Group Lotus Plc. He is also the Chairman of Pos Malaysia Berhad. His current directorships in companies within the DRB-HICOM Group include Edaran Otomobil Nasional Berhad, HICOM Holdings Berhad, HICOM Berhad, Horsedale Development Berhad, Uni.Asia General Insurance Berhad, Uni.Asia Life Assurance Berhad and several private limited companies.

Dato' Sri Haji Mohd Khamil is a Director of Etika Strategi Sdn. Bhd., the holding company of DRB-HICOM Berhad in which he has a 10% shareholding.

Dato' Sri Haji Mohd Khamil does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Dato' Sri Haji Mohd Khamil attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.

# profile of directors

**03**  
**OOI TEIK HUAT**  
**Independent Non-Executive Director**  
**Member of Audit Committee**  
**Member of Risk Committee**

**DATE OF APPOINTMENT**  
**1 November 2008**

**NATIONALITY / AGE**  
**Malaysian / 52 Years**

Mr Ooi Teik Huat is a member of the Malaysian Institute of Accountants and CPA Australia and holds a Bachelor of Economics degree from Monash University, Australia.

Mr Ooi started his career with Messrs Hew & Co (now known as Messrs Mazars), Chartered Accountants, before joining Malaysian International Merchant Bankers Berhad (now known as MIMB Investment Bank Berhad). He subsequently joined Pengkalen Securities Sdn. Bhd. (now known as PM Securities Sdn. Bhd.) as Head of Corporate Finance, before leaving to set up Meridian Solutions Sdn. Bhd. where he is presently a Director.

Mr Ooi also sits on the boards of Tradewinds Plantation Berhad, Tradewinds (M) Berhad, MMC Corporation Berhad, Zelan Berhad, Johor Port Berhad, Malakoff Berhad and several private limited companies.

Mr Ooi does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no conviction for offences within the past ten years.

Mr Ooi attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.

**04**  
**DATO' NOORRIZAN BINTI SHAFIE**  
**Non-Independent Non-Executive Director**

**DATE OF APPOINTMENT**  
**28 November 2006**

**NATIONALITY / AGE**  
**Malaysian / 56 years**

Dato' Noorrizan binti Shafie holds a Bachelor of Economics (Honours) and a Master of Business Administration from the National University of Malaysia (UKM).

Dato' Noorrizan is currently the Under Secretary, Remuneration Policy, Public Money and Management Service Division, Treasury, Ministry of Finance. She started her career in the Civil Service in 1981 and has served in various positions with the Economic Planning Unit in the Prime Minister's Department, Public Services Department and Ministry of Finance.

Dato' Noorrizan is a Non-Independent Director nominated by the Ministry of Finance. She also sits on the Board of HICOM Holdings Berhad. She does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. She has had no convictions for offences within the past ten years.

Dato' Noorrizan attended five out of eight Board Meetings of the Company held in the financial year ended 31 March 2012. She was absent from two (2) meetings due to medical leave.



05  
**DATO' IBRAHIM BIN TAIB**  
Non-Independent Non-Executive Director

**DATE OF APPOINTMENT**  
18 March 2004

**NATIONALITY / AGE**  
Malaysian / 58 years



04

05

Dato' Ibrahim bin Taib holds a Bachelor of Laws (Honours) Degree from the University of Malaya and a Master of Laws (LLM) from the University of London.

Dato' Ibrahim started his career in the judicial service in 1978 as a Magistrate in the Magistrate Court, Jalan Duta, Kuala Lumpur. Thereafter, he was transferred to the Magistrate Court in Segamat. In 1982, he became a Legal Advisor with the Road Transport Department; and continued in the same role in the Ministry of Human Resources in 1986.

In October 1989, he was attached to the Attorney-General Chambers as a Deputy Public Prosecutor for Selangor. In 1992, he served as a Judge in the Sessions Court, Kota Bharu. In July 1992, he was posted to the Employees Provident Fund, where he is currently Deputy Chief Executive Officer.

He sat on the Board of Kumpulan Wang Amanah Pencen until his resignation on 28 February 2007. Dato' Ibrahim also sits on the Board of Bandar Eco-Setia Sdn. Bhd., Iskandar Investment Berhad and KWASA Properties Sdn. Bhd.

Dato' Ibrahim is a Non-Independent Director nominated by the Company's substantial shareholder, the Employees Provident Fund. He does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Dato' Ibrahim attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.



06

**06**  
**ONG IE CHEONG**  
 Independent Non-Executive Director  
 Member of Audit Committee  
 Member of Nomination and  
 Remuneration Committee

**DATE OF APPOINTMENT**  
 28 October 2005

**NATIONALITY / AGE**  
 Malaysian / 71 years



07

**07**  
**TAN SRI MARZUKI BIN MOHD NOOR**  
 Independent Non-Executive Director  
 Chairman of Risk Committee  
 Member of Audit Committee  
 Member of Nomination and  
 Remuneration Committee

**DATE OF APPOINTMENT**  
 28 November 2006

**NATIONALITY / AGE**  
 Malaysian / 64 years

Mr Ong Ie Cheong holds a Bachelor of Science Degree from the University of Malaya.

Mr Ong was the Executive Chairman of PPB Group Berhad, Managing Director of Central Sugars Refinery Sdn. Bhd. and a Board member of PPB Oil Palms Berhad and Tradewinds (M) Berhad prior to joining the DRB-HICOM Board.

His current directorships in the companies within the DRB-HICOM Group include HICOM Holdings Berhad, HICOM Berhad and several private limited companies.

Mr Ong does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Mr Ong attended seven out of eight Board Meetings of the Company held in the financial year ended 31 March 2012.

Tan Sri Marzuki bin Mohd Noor holds a Bachelor of Arts (Honours) Degree from the University of Malaya.

Tan Sri Marzuki started his career in the Administrative and Diplomatic Service of Malaysia in 1972, retiring in August 2006. From 1972 to 1988, he served as Second/First Secretary at the Embassy of Malaysia in Rome and in Baghdad; Assistant High Commissioner in Chennai, India; Commissioner in Hong Kong; and later as Minister-Counselor in Brussels, Belgium.

In 1990, Tan Sri Marzuki was appointed Deputy Director General ASEAN I, Ministry of Foreign Affairs Malaysia and later, in 1992, as Ambassador of Malaysia to Argentina with concurrent accreditation to Paraguay and Uruguay. In 1996, he was appointed High Commissioner of Malaysia to India (concurrently accredited as Ambassador to Nepal).

Prior to his retirement, he was the Ambassador of Malaysia to Japan from 1999 to July 2006. His current directorships include being the Chairman of Edaran Otomobil Nasional Berhad and Director of Horsedale Development Berhad, HICOM Holdings Berhad and several private limited companies.

Tan Sri Marzuki does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Tan Sri Marzuki attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.

# profile of directors

08



**08**  
**DATUK HAJI ABDUL RAHMAN BIN MOHD RAMLI**  
**Independent Non-Executive Director**  
**Chairman of Audit Committee**  
**Member of the Risk Committee**

**DATE OF APPOINTMENT**  
**28 October 2005**

**NATIONALITY / AGE**  
**Malaysian / 73 years**

Datuk Haji Abdul Rahman bin Mohd Ramli is a member of the Institute of Chartered Accountants in Australia (ACA), the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA).

Datuk Haji Abdul Rahman was General Manager of United Asian Bank Berhad, Group Managing Director of Pemas Sime Darby Sdn. Bhd., Group Chief Executive of Golden Hope Plantations Berhad and Chairman of Johore Tenggara Oil Palm Berhad prior to joining the DRB-HICOM Board.

His current directorships in companies within the DRB-HICOM Group include being the Chairman of Horsedale Development Berhad, PUSPAKOM Sdn. Bhd. and Director of several private limited companies. He also sits on the Board of Kuala Lumpur-Kepong Berhad. He was appointed as an Independent Member of Investment Committee of Felda Global Ventures Holdings Sdn. Bhd. on 5 August 2010.

Datuk Haji Abdul Rahman does not have any family relationship with any other Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has had no convictions for offences within the past ten years.

Datuk Haji Abdul Rahman attended all eight Board Meetings of the Company held in the financial year ended 31 March 2012.

# profile of management team



**01**  
**DATO' SRI HAJI MOHD KHAMIL BIN JAMIL**  
Group Managing Director

**02**  
**DATO' SRI CHE KHALIB BIN MOHAMAD NOH**  
Chief Operating Officer  
Finance, Strategy & Planning

The former President and Chief Executive Officer of Tenaga Nasional Bhd is a Fellow of the Association of Chartered Certified Accountants (United Kingdom) and a member of the Malaysian Institute of Accountants.

Throughout his career, he had helmed several public-listed companies including Ranhill Utilities Berhad, and KUB Malaysia Berhad prior to his appointment as President/Chief Executive Officer of Tenaga Nasional Berhad (TNB) in 2004. He has also served on the Board of Directors in several of the United Engineers Malaysia Berhad Group of Companies, in Bank Industri & Teknologi Malaysia Berhad and in Khazanah Nasional Berhad from 2000 to 2004, where he also served on the Executive Committee.

Dato' Sri Che Khalib is the recipient of several prestigious awards and recognitions, such as Malaysia's CEO of the Year 2008, by the New Straits Times and American Express; CEO of the Year of the inaugural Asia Power and Electricity Awards 2010; and in 2012, he was named recipient of the Lifetime Achievement Award at the Asian Utility Industry Awards.

**03**  
**DATO' MOHAMED HAZLAN BIN MOHAMED HUSSAIN**  
Group Director, Services

Dato' Mohamed Hazlan bin Mohamed Hussain obtained a Bachelor of Engineering in Civil from the Imperial College of Science and Technology, University of London in 1988.

During his career of almost 25 years; Dato' Mohamed Hazlan held several high-ranking positions to include Senior General Manager in PLUS Expressways Berhad's Highway Operations, Chief Operating Officer of RapidKL, Chief Corporate Strategist of Offshore Works Sdn. Bhd. and Chief Operating Officer of Posmel, a subsidiary of Pos Malaysia Berhad. He was also a Director for Rangkaian Pengangkutan Integrasi Deras (RAPID) Sdn. Bhd.

Prior to joining DRB-HICOM as Group Director of Services in 2012, he was the Group Director of Commercial Division at Prasarana Berhad.

**04**  
**DATO' ABDUL HARITH BIN ABDULLAH**  
Group Director, Automotive and Defence

A graduate in Arts and Design from Universiti Teknologi MARA (UiTM) in 1985, Dato' Abdul Harith bin Abdullah pursued a postgraduate degree in the same field at the Royal College of Art (RCA) in London, United Kingdom in 1990 where he earned a Masters of Design in Vehicle Design. During his Masters studies, he received the Wilkins Campbell Chavant Clay Automotive Modelling Award at the Royal Albert Hall of London.

Prior to joining DRB-HICOM Corporate Office as the Group Head of Automotive Distribution, he had led several companies under the Group, namely Automotive Corporation (M) Sdn. Bhd. (ACM), Motosikal Dan Enjin Nasional Sdn. Bhd. (MODENAS), DRB-HICOM Defence Technologies Sdn. Bhd. (DEFTECH).

At present, his portfolio in DRB-HICOM has expanded to include defence, as the Group Director of Automotive and Defence.

**05**  
**CHAN CHOY LIN, CAROL**  
Group Director, Corporate Affairs

Ms Chan Choy Lin, Carol is a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants. She began her career as an auditor with a public accounting firm and subsequently assumed the role of accountant and company secretary in various public listed companies.

For 20 years prior to joining DRB-HICOM, she had gained remarkable experience in the area of auditing, accounting, finance, treasury and corporate secretarial through her employment with numerous public-listed companies such as Innovest Berhad, MBf Holdings Berhad, MBf Capital Berhad, AmBank (M) Berhad (formerly known as MBf Finance Bhd) and Tradewinds Corporation Berhad.

Ms Chan joined DRB-HICOM as Principal Company Secretary in 2006 and was promoted to Group Director of Corporate Affairs in June 2011. In the current position, she oversees the Group's corporate secretarial, legal affairs, corporate responsibility matters and Group Security.

**06  
RADZAIF BIN MOHAMED  
Group Director, Manufacturing & Engineering**

Encik Radzaif Mohamed graduated with a Bachelor of Science (Mechanical Engineering) from University of Leeds, United Kingdom and obtained his Masters of Science from Cranfield Institute of Technology, United Kingdom in 1983.

As a Chartered Engineer and a member of The Welding Institute, United Kingdom, Encik Radzaif began his career with DRB-HICOM in 2004 as Chief Operating Officer of HICOM Teck See Manufacturing (M) Sdn. Bhd. With proven track-record in business performance and industry leadership, Encik Radzaif was appointed Chief Executive Officer of the company in 2009.

He was then appointed to head the Manufacturing and Engineering Division, a position he held since July 2010. His industry experience had earned him seats on the Boards of several of the Group's Companies which include HICOM Automotive Manufacturers (Malaysia) Sdn. Bhd., HICOM Diecastings Sdn. Bhd. and HICOM-Teck See Manufacturing (M) Sdn. Bhd. At present, En. Radzaif is the Group Director of Manufacturing & Engineering.

**07  
NORKIAH BINTI OTHMAN  
Head, Group Procurement**

Puan Norkiah binti Othman holds a Diploma in Electrical (Electronics) from Universiti Teknologi MARA (UiTM), a Bachelor of Science (Electrical & Computers) from University of Miami, USA and a Master of Business Administration from University of Bath, United Kingdom. She is also a Certified Internal Auditor, a professional certification established by The Institute of Internal Auditors, USA.

She joined PUSPAKOM Sdn. Bhd. (PUSPAKOM) in December 1997, as the Southern Regional Manager overseeing the operations of PUSPAKOM branches in the three southern states, before being transferred to the Enterprise Improvement Program (EIP) Department of DRB-HICOM Corporate Office.

Puan Norkiah played an important role in setting up of the International College of Automotive (ICAM). She was then seconded to HICOM University College Sdn. Bhd. as the Acting Chief Operating Officer. In October 2010, Puan Norkiah was called to the Corporate Office to head Group Procurement.

**08  
CHEAH CHEE KONG  
Head, Risk Management**

Mr Cheah Chee Kong graduated with a Bachelor of Science (Hons) in Operations Research from Carleton University, Ottawa, Canada. He is currently an Associate Member with the Institute of Internal Auditors, Malaysia.

Mr Cheah's foray into internal audit started in 1996 when he joined Acmar Group of Companies as Assistant Manager, Audit & Systems. This led to his subsequent engagement with Salcon Berhad (a subsidiary of Kumpulan Emas Group) in 1997 as Manager, Audit & Systems Improvement, where he was responsible for setting up both the internal audit and risk management functions for the Group. He was also instrumental in spearheading and championing the achievement towards the ISO9001 Quality Management System and ISO14001 Environmental Management System accreditation processes for Salcon Berhad.

In 2009, Mr Cheah joined DRB-HICOM as Senior Manager, Risk Management and is now the Head, Risk Management responsible for overseeing and managing the entire risk management portfolio within the Group.

**09  
ZAMRI BIN YUSOF  
Head, Property, Asset & Construction**

Encik Zamri bin Yusof holds an Advanced Diploma in Civil Engineering from Universiti Teknologi MARA (UiTM), Malaysia and had spent most of his career in steel structure engineering design and analysis.

His previous work experience includes supervising a development project in the 500 acres of land in Shah Alam under TTDI Development Sdn. Bhd. as a Project Manager where he was responsible for project planning, implementation and supervision. He later joined Proton City Development Corporation Sdn. Bhd. as Senior Project Manager in January 2002 to manage property development projects undertaken by the Company. His achievements through the years had earned him a promotion as the Chief Operating Officer of the company in July 2010.

In April 2012, Encik Zamri was appointed as the Head of Property, Asset and Construction (PAC), and is in charge of the management and business operations of all subsidiaries within the sector.

**10  
SULAIMAN BIN YAHYA  
Head, Corporate Communications**

Encik Sulaiman bin Yahya obtained a Bachelor of Science in Data Processing and Management in 1987 from University of Leeds, United Kingdom.

His wide range of experience in communications and branding includes overseeing the communications functions of Renong Berhad (currently known as UEM Land Berhad), Malaysian Resources Corporation Berhad (MRCB) and Scomi Group Berhad. Prior to that, he had a 4-year stint as a foreign exchange dealer and treasury officer at Affin Bank Berhad.



## profile of management team

In 2011, he joined Unit Peneraju Agenda Bumiputera which is a Government unit under the Prime Minister's Department as special Officer to the CEO. In 2012, Encik Sulaiman joined DRB-HICOM as Head, Corporate Communications.

### 11 AZLIZA BINTI ABDUL RAHMAN Head, Human Capital – Operations

Cik Azliza binti Abdul Rahman obtained an Advanced Diploma in Business Administration (Transport) from Universiti Teknologi MARA (UiTM) in 1985 and Masters in Human Resources Management from the United Kingdom.

Her career in the automotive industry started with her role as a Management Trainee with Federal Auto Holdings Berhad in 1985. Subsequently, she garnered 27 years of solid experience in Human Resources Management, covering HR Strategy and Talent Planning, Total Remuneration Management, Succession Planning and Leadership Development and Human Resources Advocacy and Communications.

Prior to joining DRB-HICOM as General Manager, Human Capital – Operations, Cik Azliza had served in Uni.Asia Life Assurance Berhad as Senior Manager, Human Resources and Administration and later Assistant General Manager, Human Resources and Administration.

### 12 BENEDICT HO KOK KEONG Head, Business Development

A graduate from Universiti Kebangsaan Malaysia (UKM), Mr Benedict Ho Kok Keong started his career holding various executive and managerial positions in EON Berhad. His last position in EON Berhad was Marketing Service Manager

before moving on to become the Assistant General Manager of Group Corporate Communications of RHB Capital Berhad.

His leadership and management ability had earned him a DRB-HICOM Group level position as the Head of Public Affairs and Investor Relations Department of DRB-HICOM Group.

Today, he holds the strategic position of Head of Business Development for the Group. Prior to rejoining the corporate office of DRB-HICOM Group, Mr Benedict Ho was seconded to Bank Muamalat for two and a half years to head the Business Development Department and subsequently the Consumer Banking Division. He was also an alternate Board member of Malaysia Electronic Payment System (MEPS) during his service in Bank Muamalat.

### 13 AMINAH BINTI OTHMAN Head, Treasury

Puan Aminah binti Othman is a certified Chartered Accountant and obtained her professional accounting qualification as a member of the Association of Chartered Certified Accountants (ACCA) in the United Kingdom in 1990. She also earned Fellowships with reputable industry bodies such as the Association of Chartered Certified Accountants (FCCA) and Malaysia Institute of Accountants (MIA) in 2001.

Puan Aminah joined DRB-HICOM 14 years ago as an Assistant Manager for Financial Services and Treasury. Within a span of 14 years, she gradually moved up the ranks to take up higher responsibilities and reached the current position of Senior General Manager & Head, Treasury which she held since 2008. She is also the Group Director's nominee on the Boards of Glenmarie

Asset Management Sdn. Bhd., Glenmarie Development (Pahang) Sdn. Bhd., KLAS Engineering Services Sdn. Bhd., Corwin Holding Pte. Ltd. and DRB-HICOM Leasing Sdn. Bhd. (formerly known as EON Inovasi Sdn. Bhd.).

She has strong knowledge and experience in the subjects of Treasury, Corporate Finance, Bonds/Debt Securities Markets, Trade Finance and Foreign Exchange and Risk Management.

### 14 MOHD KHALID BIN YUSOF Head, Investor Relations

Encik Mohd Khalid bin Yusof holds a Bachelor of Business Administration majoring in Finance from Universiti Teknologi MARA (UiTM) and also obtained a Diploma in Investment Analysis from the same institution.

A Telekom Malaysia Berhad (TM) scholar, Encik Mohd Khalid started his career with TM where he had served for 16 years with various departments within the Group Finance Division. He assumed his first role with TM as an Assistant Manager in the Treasury department in 1994.

Subsequently, he moved up the ranks to become an Assistant General Manager in Corporate Finance department and was part of the key team in acquisition of strategic assets in Indonesia, India and Singapore; and was also responsible in overseeing the funding and hedging requirement of the foreign subsidiaries.

In 2008, Encik Mohd Khalid was appointed as TM's Head of Investor Relations and later in 2010, he joined DRB-HICOM as Head of Investor Relations and was instrumental in establishing proper Investor Relations function for the Group.

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