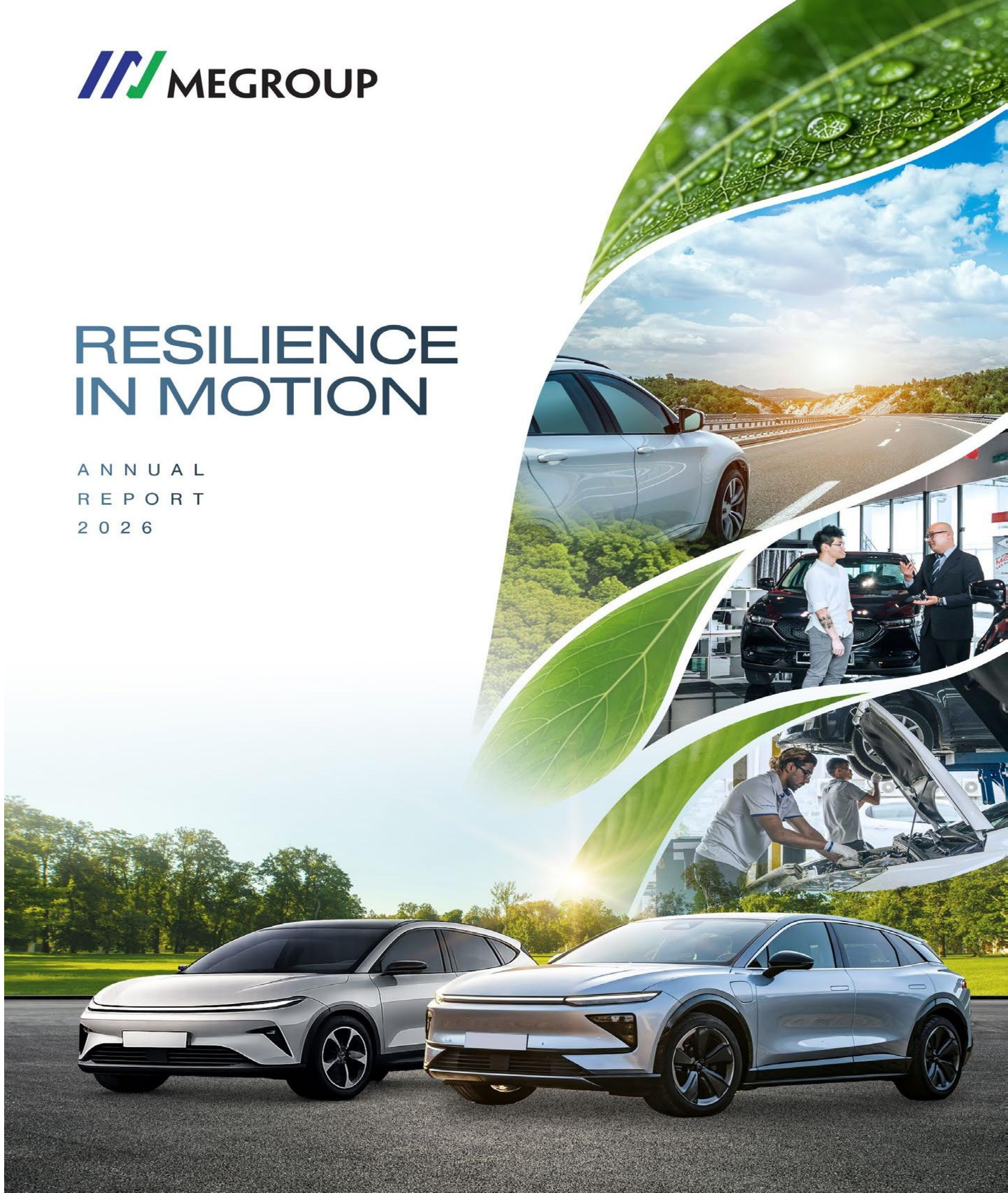
8TH ANNUAL GENERAL MEETING

Resilience in Motion

Friday, 31 July 2026 | 11.00 a.m.
RNN Conference Centre, Singapore

Financial year ended 31 March 2026



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MEETING FLOW

Today’s discussion

01

FY2026 review

Headline results and key drivers

02

Business performance

Manufacturing, dealerships and cash generation

03

Resilience & outlook

Fire response, growth priorities and sustainability

04

Formal business

Resolutions and shareholder questions

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GROUP AT A GLANCE

A diversified automotive group with two complementary engines

MANUFACTURING

NVH and non-NVH components

- 5 facilities across Balakong, Kulim and Alor Gajah
- In-house thermobonded felt capabilities
- Malaysia’s only NVH manufacturer with its own acoustic sound test lab

DEALERSHIP

Multi-brand retail and after-sales network

- GWM, Honda, Omoda & Jaecoo, Jetour, Mazda, MG Motor and Mitsubishi Motors
- 3S and 4S dealerships in Kuala Lumpur and Selangor
- After-sales revenue supports a more diversified earnings base

PERFORMANCE OVERVIEW

FY2026 was challenging, but the underlying business remained profitable

REVENUE	GROSS PROFIT	ADJUSTED EBITDA	NET RESULT
RM342.01m	**RM40.34m**	**RM20.53m**	**RM(1.71)m**
▼ 12.9% year on year	▼ 16.5% year on year	▼ 24.3% year on year	FY2025: RM6.97m

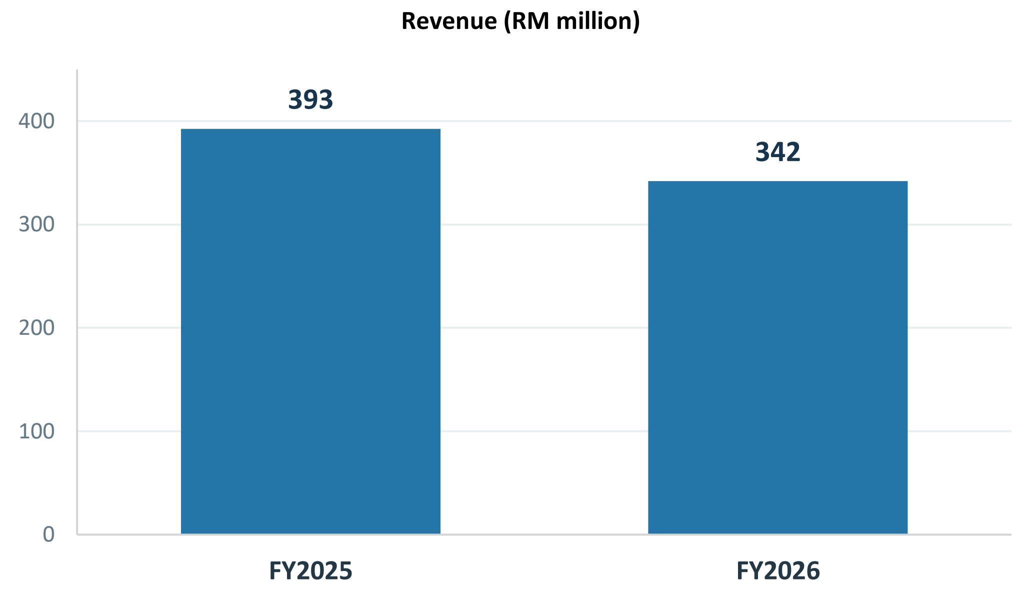
UNDERLYING PROFITABILITY

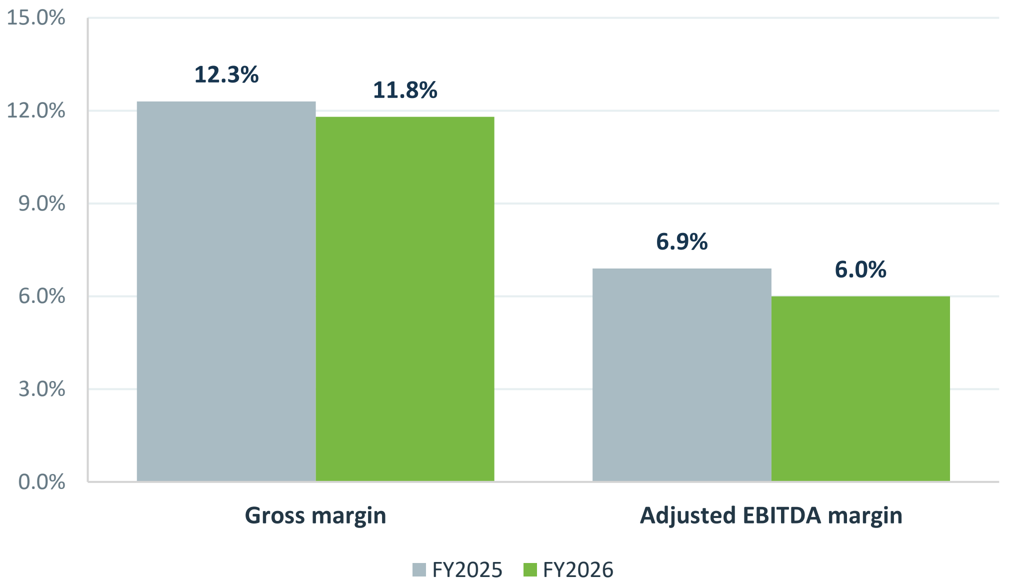
RM2.46 million

profit before tax excluding fire-related asset write-offs

TWO-YEAR FINANCIAL TREND

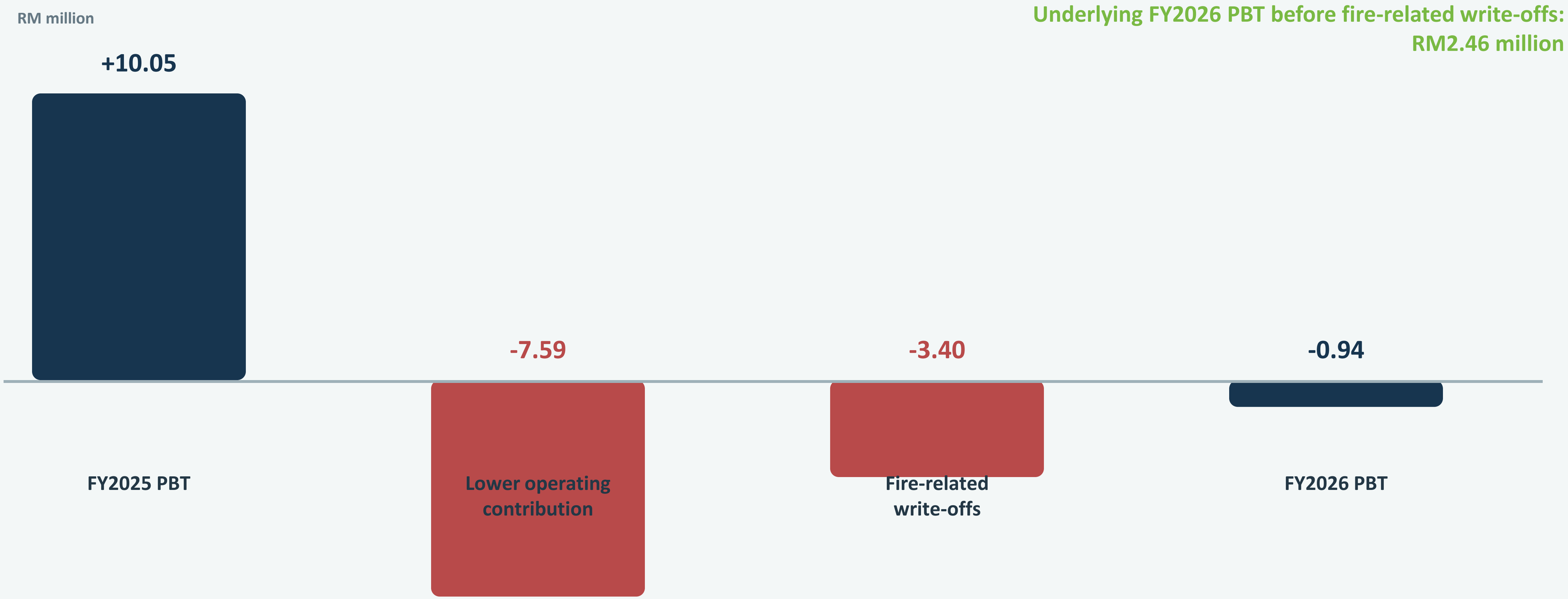
Lower volumes and margin pressure reduced earnings





PROFITABILITY BRIDGE

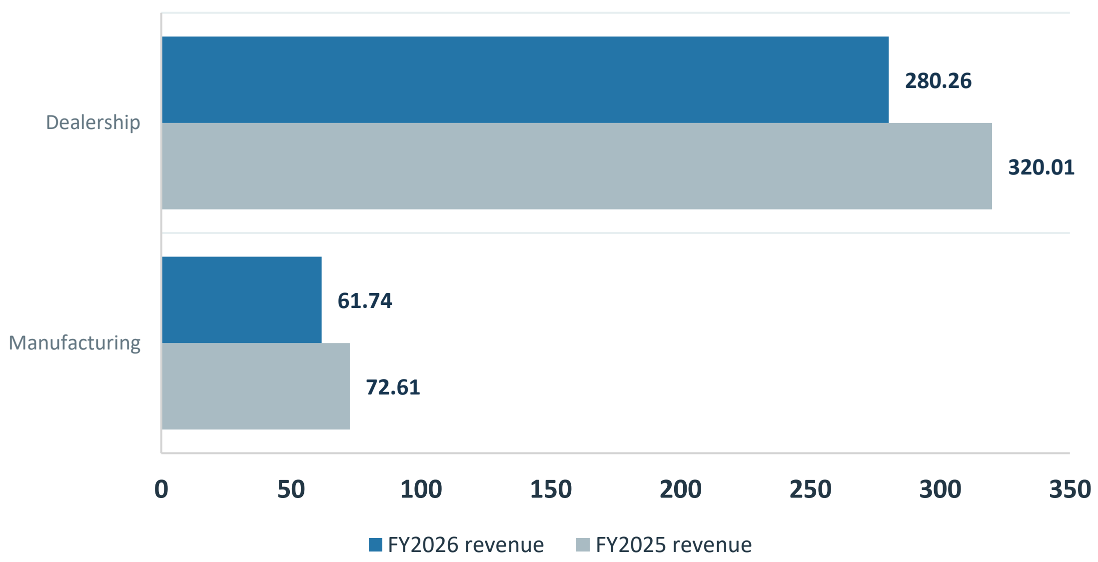
The reported loss reflects both operating pressure and one-off fire write-offs



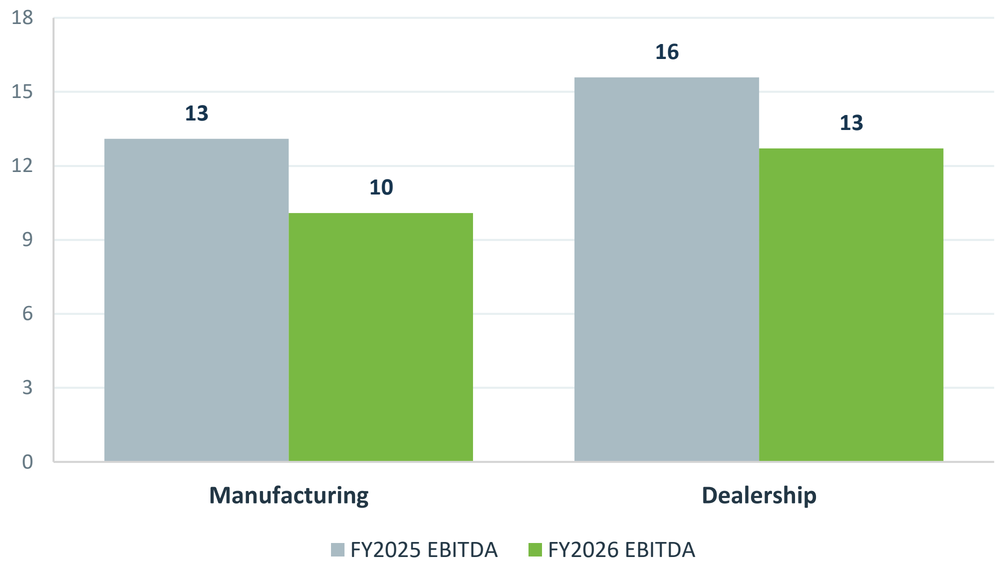
SEGMENT PERFORMANCE

Both operating segments remained EBITDA-positive

Revenue (RM million)



Adjusted EBITDA (RM million)



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MANUFACTURING REVIEW

Manufacturing is positioned for localisation-led growth

FY2026 REVENUE	GROSS MARGIN
RM61.74m	23.7%
▼ 15.0%	FY2025: 25.7%

- New project mass-production delays weighed on revenue
- R&D and acoustic testing capabilities remain differentiators
- CKD localisation trends support the medium-term opportunity

DEALERSHIP REVIEW

Portfolio actions are sharpening the dealership growth platform

FY2026 REVENUE	GROSS MARGIN	AFTER-SALES REVENUE	ADJUSTED EBITDA
RM280.26m	9.2%	RM46.49m	RM12.71m
▼ 12.4%	FY2025: 9.3%	Resilient revenue base	FY2025: RM15.58m

- Second Jetour 4S outlet in Kajang commenced sales in March 2026
- Honda dealership upgrade to 4S targeted for Q2 FY2027
- Peugeot operations ceased on 31 January 2026; resources redirected to higher-growth brands

BALANCE SHEET AND CASH FLOW

Operating cash generation supported continued investment

TOTAL ASSETS	TOTAL EQUITY	CASH & EQUIVALENTS	NAV PER SHARE
RM186.60m	RM60.22m	RM21.27m	47.86 sen
▲ 3.2%	▼ 3.4%	▲ 4.8%	FY2025: 49.60 sen

RM14.49m	RM10.03m	RM8.48m	RM7.75m
net operating cash flow	capital additions	net investing outflow	net financing outflow

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14 MARCH 2026 FIRE INCIDENT

The Balakong response demonstrated operational resilience

No loss of life or injuries

Teams worked through the festive period to restore operations and protect customer commitments.

01

People first

Safety and immediate incident response

02

Restore

Rebuild operations and coordinate technical recovery

03

Protect customers

Work closely with customers, suppliers and partners

04

Recover value

Interim insurance payment received in April 2026; final settlement in progress

ESG PRIORITIES

Sustainability investments are delivering measurable progress

Solar share of electricity

7%

FY2026

Up from 6% in FY2025

Practical priorities

- Expand renewable energy integration where commercially viable
- Use operational efficiency to lower cost and environmental impact
- Strengthen measurable ESG practices across both segments
- Maintain the long-term aspiration of net zero emissions by 2050

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FY2027 OUTLOOK

Near-term caution is balanced by structural opportunities

WATCHPOINTS

- MAA 2026 TIV expected to moderate to approximately 790,000 units
- Cost-of-living and subsidy changes may weigh on big-ticket purchases
- Competition from new market entrants remains intense
- Inventory and working capital require continued discipline

OPPORTUNITIES

- CKD localisation supports manufacturing demand
- Diversified dealership brands capture changing preferences
- Supportive financing environment after OPR reduction to 2.75%
- Selective network investment strengthens future capacity

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MANAGEMENT PRIORITIES

Four priorities guide the next phase of execution

01

Restore & strengthen

Complete operational recovery and reinforce business continuity.

02

Convert the pipeline

Support customers in moving delayed manufacturing projects into mass production.

03

Sharpen the portfolio

Scale higher-growth dealership brands and expand after-sales contribution.

04

Invest selectively

Advance strategic properties, 4S upgrades and productivity initiatives with capital discipline.

SHAREHOLDER VALUE

Capital allocation balances shareholder returns and growth

0.3 sen

interim one-tier tax-exempt dividend per share

Unchanged from FY2025

RM13.995m

Proposed acquisition of two freehold commercial properties in Klang

To expand and relocate selected dealerships

Balanced approach

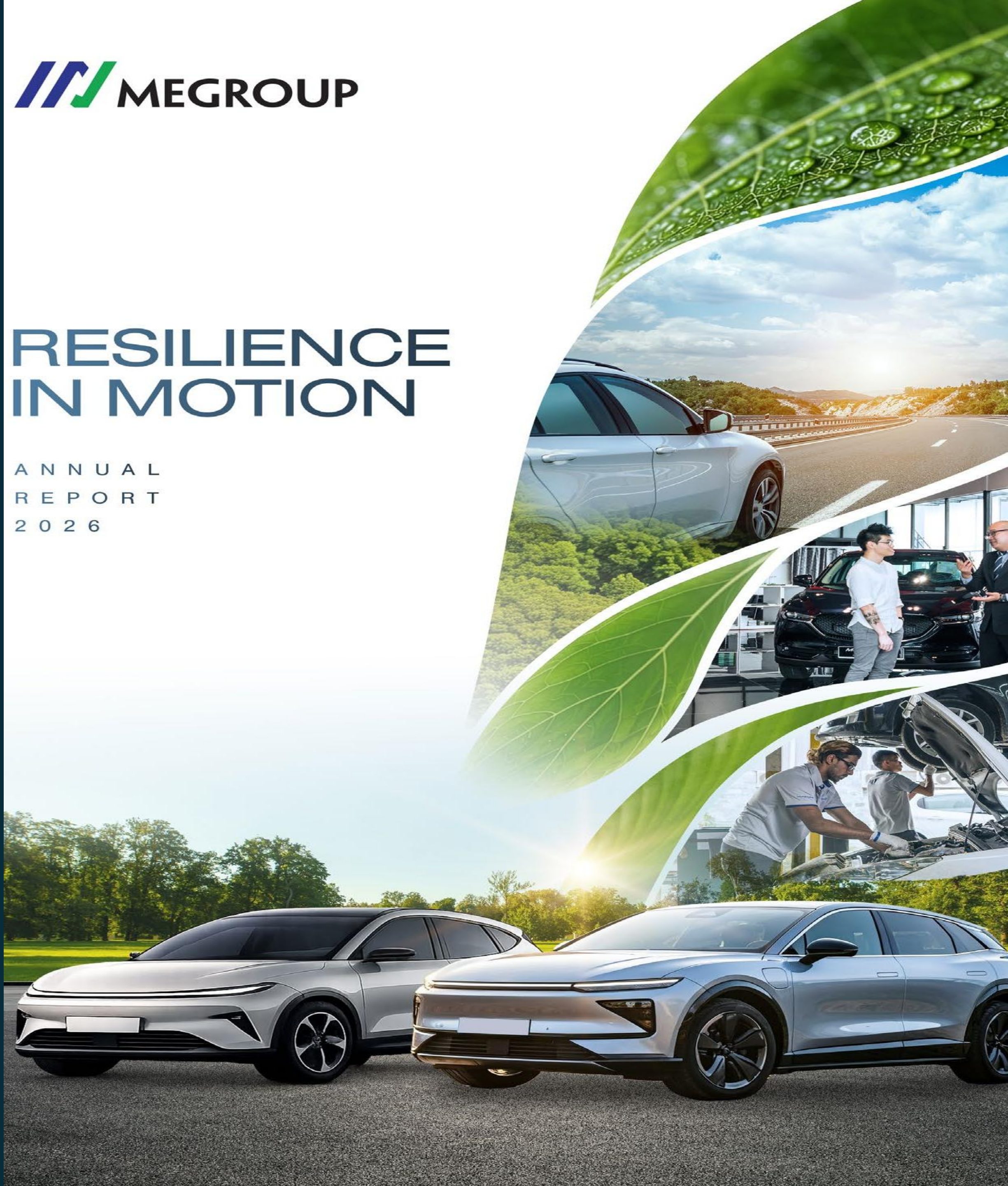
- Reward shareholders prudently
- Retain financial flexibility
- Fund strategic growth priorities

RESILIENCE
IN MOTION

Moving forward with discipline,
agility and purpose.

Questions from shareholders

Thank you for your continued trust and support.



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AGM BUSINESS

The meeting will now proceed to the formal resolutions

ORDINARY BUSINESS

(Resolution 1) Adopt FY2026 audited financial statements

(Resolution 2 – 4) Re-elect retiring Directors

(Resolution 5) Approve Directors’ fees of S$150,000

(Resolution 6) Re-appoint CLA Global TS as auditor

SPECIAL BUSINESS

(Resolution 7) General share issue mandate

(Resolution 8) MeGroup ESOS share issue authority

(Resolution 9) MeGroup PSP share issue authority

(Resolution 10) Renew share buy-back mandate

The exact wording and effect of each resolution are set out in the Notice of Annual General Meeting and the accompanying documents.