

FY2020 Fourth-quarter financial results

Cautionary Statement with Respect to Forward-Looking Statements

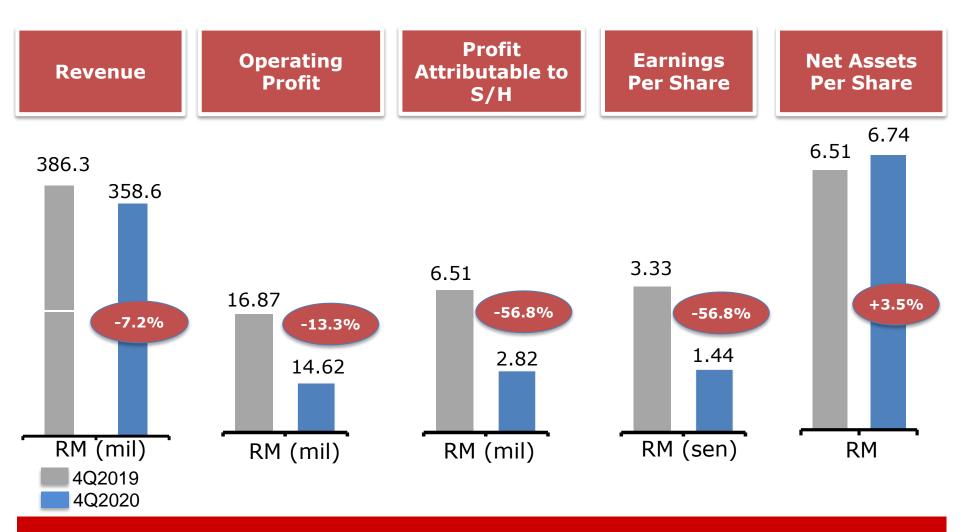
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These factors include (i) changes in economic conditions, currency exchange rates, the laws, regulations, government policies, or political instability in the market place, (ii) circumstances relating to our ability to introduce, in a timely manner, and achieve market acceptance of new products, and (iii) shortage of fuel or interruptions in transportation systems, labor strikes, work stoppages, or other interruptions to or difficulties in the employment of labor in the major markets where we purchase materials, components, and supplies for the production of our products or where our products are produced, distributed, or sold.



Key performance indicators



Lower profit (YoY) due to decrease in revenue as a result of Covid-19 pandemic.



4Q20 Operation & Financial Review

Business Update



4Q20 Financial review

				QoQ	YoY
RM'000	4Q20	3Q20	4Q19	4Q20 vs 3Q20	4Q20 vs 4Q19
Revenue	358,615	333,816	386,302	7.4%	-7.2%
Profit before Tax	14,379	23,453	16,861	-38.7%	-14.7%
Net Income	9,088	18,986	11,930	-52.1%	-23.8%
Profit Attributable to Shareholders	2,815	13,799	6,513	-79.6%	-56.8%
Earnings per Share (Sen)	1.44	7.06	3.33	-79.6%	-56.8%
Net Assets per Share	6.74	6.35	6.51	6.1%	3.5%
Return on Equity (Annualised)	0.86%	4.44%	2.05%		
Net Profit Margin	2.53%	5.69%	3.09%		

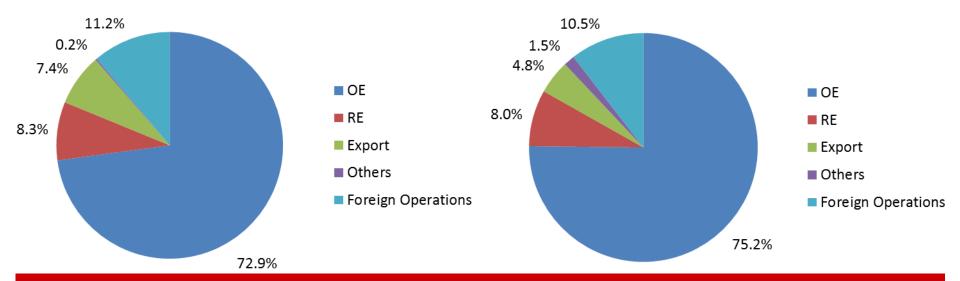
Lower profit (QoQ) mainly due to higher provision for suspension product warranty claims and certain machines and equipment of Indonesia operation were impaired during the quarter.



Segmental sales

REVENUE (RM'000)	Q4 2020	%	Q4 2019	%
OE	261,321	72.9%	290,420	75.2%
RE	29,875	8.3%	30,789	8.0%
Export	26,654	7.4%	18,569	4.8%
Others	739	0.2%	6,017	1.5%
Foreign Operations	40,026	11.2%	40,507	10.5%
TOTAL REVENUE	358,615	100%	386,302	100%

Q4 2020 Q4 2019



Decrease in revenue due to lower demand from OEMs.



Segmental performance

REVENUE (RM'000)	Q4 2020	Q4 2019	Change
Suspension	20,414	17,627	15.8%
Interior & Plastics	217,862	250,091	-12.9%
Electrical & Heat Exchange	25,031	27,645	-9.5%
Marketing	53,032	43,106	23.0%
Others	2,250	7,326	-69.3%
Malaysia Operations	318,589	345,795	-7.9%
Operations outside Malaysia	40,026	40,507	-1.2%
TOTAL REVENUE	358,615	386,302	-7.2%

Sales continued to recover in Q4'20 albeit still lower than the corresponding period in previous year.

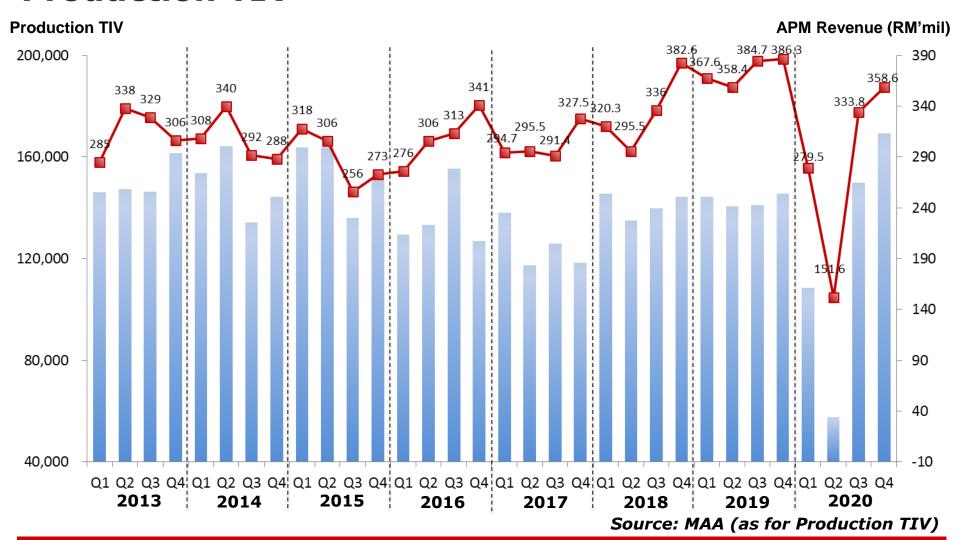


4Q20 Operation & Financial Review

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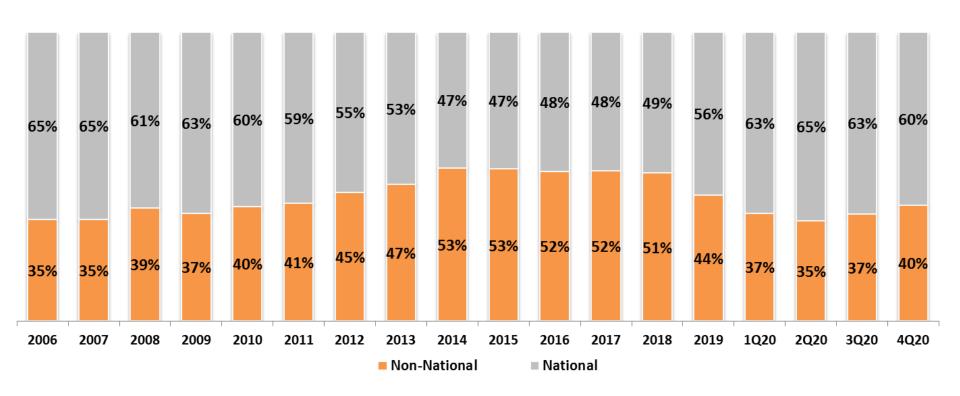


Production TIV



Revenue has slowly gained back as a result of the recovery in production TIV in Malaysia.

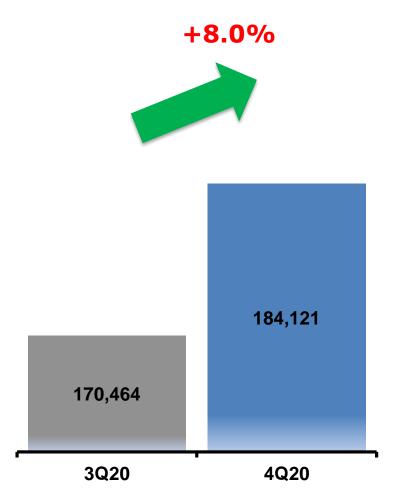
National & Non-national Market Share



National brands regaining market share.



4Q20 TIV



	Q-o-Q %
Perodua	6.1%
Proton	-4.1%

	Q-o-Q %
Toyota	16.3%
Nissan	4.3%
Honda	47.2%
Mitsubishi	15.2%
Isuzu	-11.5%
Mazda	19.0%

	Q-o-Q %
Ford	-16.9%
VW	-42.6%
BMW	-10.0%

Sales recovery and TIV increased across all brands.



FY20 business update

- 4Q20 TIV 184.1K; +8.0% QoQ helped by the vehicles sales tax exemption on both CKD (100% exemption) and CBU (50% exemption) under the PENJANA economic recovery plan, which is now extended till 30 June 2021.
- The Group has embarked in a joint venture with Hyundai Transys Inc. to manufacture and supply automobile seats and its related parts and components to PT Hyundai Motor Manufacturing Indonesia through PT. Hyundai Transys Indonesia. As of 31 December 2020, the Group has invested RM28.3 million into the Joint Venture and the plant is expected to be fully operational in FY2021.
- The Group remains vigilant and will continue with its' cost rationalization and deferring capital expenditure to conserve cash flow.



M&A Opportunities

Strategic Purpose	Our Vision Our Strategy		
Environment			Malaysia Market Review
Market Assessment		Tier 1 Local	
Target Opportunities	Ta	rgeted Researd	ch
Growth Opportunities	M&A Opportunities	Tier 1 Supplier	Tier 2 Supplier
Risk Management	Due Diligence Pro	IP Legal & Partners	_
Implementation Plan	.IV	Local Quotationsources Proposa	

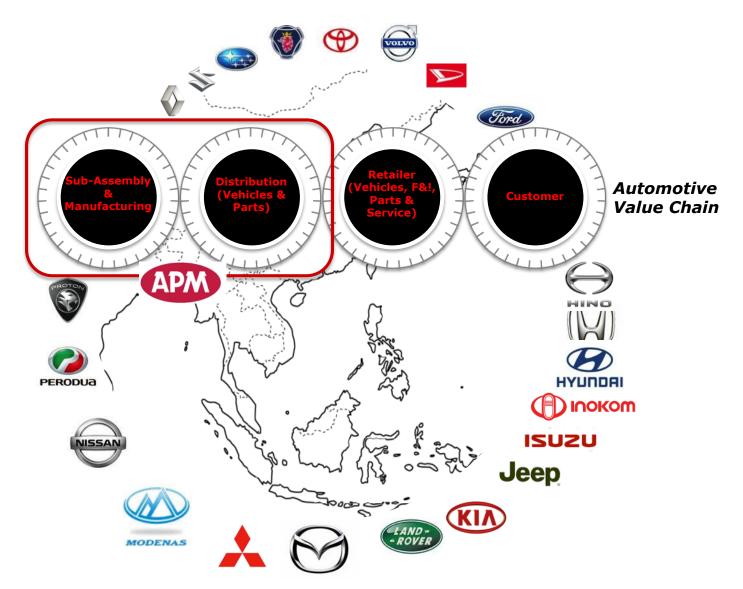


Moving Forward



Geographical Diversification Netherlands Bago Rayong **Binh Duong** Springs, absorbers **Interior & Plastics** Plastics & and coil-overs Suspension & Seats Components **Da Nang Kulim** Seats Interior & Plastics **Bkt Beruntung Indianapolis** Interior & Plastics Europe Electrical & Heat Exchange Asia **New Jersey Tanjong Malim** Middle East California California and Seats **Indiana** Distribution Centre Sri Kembangan Aluminium Injection **Port Klang** Suspension & Heat Exchange **Brisbane** Pekan **North Coburg** Seats Australia Seats **Karawang Lippo Cikarang** Coil Spring Kota **Plant** Cikampek **Deltamas Leaf Spring** Proposed new plant Interior & Seats Seats Shock **Plastics** Absorber 15

Integral Player within Local Automotive Eco-systems





Consumer

Auto Cycle Investing

Global OEM

- Brand owner
- Patent rights
- Product development
- Technology provider

Cost Plus

High risk high return – product acceptance vs. model development cost

Localization Partner

- Manufacturing & assembly capability
- Parts supplier & integrator
- Ensure quality compliance
- Made to order.
 Guaranteed Offtaker

Cost Plus

High barriers to entry for CBU. Minimum local content. Optimal risk-adjusted returns.

Distributor

- Managing Principal Relationship
- □ Sourcing & Localization
- Quality assurance
- Managing sellthrough process
- SSI
- Sales mgmt
 - After-sales mgmt
- Inventory mgmt

Cyclical returns.
Working capital risk.
Margin volatility –
boom-bust cycles (FX,
Rates, GDP, π).



Thank You

