

HONG LEONG ASIA LTD.

Co. Reg. No. 196300306G
(Incorporated in the Republic of Singapore)

Minutes of the Sixty-First Annual General Meeting (“**AGM**” or the “**Meeting**”) of HONG LEONG ASIA LTD. (“**HLA**” or the “**Company**”) held on Wednesday, 27 April 2022 at 3.00 p.m. by way of electronic means *via* live audio-visual webcast and live audio-only stream.

Present:

On-site

Board of Directors	:	Mr Kwek Leng Peck	- Executive Chairman
		Mr Stephen Ho Kiam Kong	- Executive Director and Chief Executive Officer (“ CEO ”)
		Mr Tan Chian Khong	- Lead Independent Director and Chairman of the Audit and Risk Committee
		Ms Kwong Ka Lo @ Caroline Kwong	- Independent Director and Chairman of the Nominating Committee
		Mr Ng Sey Ming	- Independent Director and Chairman of the Remuneration Committee and the Hong Leong Asia Share Option Scheme 2000 Committee

Via audio-visual webcast

In Attendance	:	<u>Company Secretaries</u> Ms Jaslin Ng Siew Ping Ms Joanne Yeo Swee Gim
By Invitation	:	<u>Auditors – Ernst & Young LLP</u> Mr Chan Yew Kiang Ms Belinda Teo
	:	<u>Independent Scrutineers - TS Tay Public Accounting Corporation</u> Mr Andrew Teoh Mr Chien Soon Leong

The full attendance list of shareholders and observers who had attended the AGM *via* live audio-visual webcast and audio conference is separately maintained by the Company Secretaries.

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

CHAIRMAN'S WELCOME

Mr Kwek Leng Peck, the Executive Chairman of the Board of Directors (the "**Board**") of the Company, welcomed the shareholders to the AGM of the Company. He informed shareholders that the AGM had been convened and was being held by electronic means *via* live audio-visual webcast and live audio-only stream in accordance with the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.

There being a requisite quorum, he called the Meeting to order and introduced Mr Stephen Ho Kiam Kong, also a Board member and the CEO and the other members of the Board who were present in person with him at the site of the webcast.

The Chairman informed the Meeting that the Company Secretaries, together with the representatives of the Company's auditor, Ernst & Young LLP ("**EY**"), were also in attendance online at the Meeting.

Shareholders accessing the Meeting *via* electronic means would be recorded in the minutes of the Meeting as having attended the Meeting.

NOTICE

The Notice convening the Meeting ("**AGM Notice**") which had been made available to all shareholders by electronic means *via* publication on the Company's website and on the website of Singapore Exchange Securities Trading Limited ("**SGXNET**") was taken as read.

QUESTIONS AND ANSWERS

The Chairman informed the Meeting that the Company had not received any questions from shareholders as at 13 April 2022, being the cut-off date for shareholders to submit questions. However, the Company had received questions from the Securities Investors Association (Singapore) relating to the Company's Annual Report 2021 ("**AR**") and had published its responses on SGXNET and on its corporate website on 20 April 2022.

PRESENTATION BY THE CEO

The Chairman called upon the CEO to brief the shareholders on the Group's business and financial performance for the financial year ended 31 December ("**FY**") 2021. The CEO provided the update by way of a slides presentation (a copy of which annexed to these minutes as **Annexure A** was released *via* SGXNET after the Meeting on 27 April 2022, and has also been uploaded onto the Company's corporate website) and reported, *inter alia*, the following:

I. The Group

The Group's revenue and profit after tax and minority interest (PATMI) for FY 2021 increased respectively by 9.7% and 28.6% year-on-year. Net cash flow generated from operating activities was \$130.7 million. For FY 2021, earnings per share increased to 8.04 cents from 6.25 cents for FY 2020. The Company had declared a higher dividend per share of 2 cents for FY 2021 *vis-à-vis* 1 cent for FY 2021, subject to shareholders' approval at the AGM.

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II. Diesel Engines Unit (“Yuchai”)

- a. Yuchai recorded an increase of 6.2% in sales volume for FY 2021 as compared to FY 2020, which was mainly due to higher sales in bus and passenger vehicles engines as well as the agriculture, marine and power generation engines, typically called the “off-road segments”. The increase offset the unit sales decline in the truck engine segment.
- b. Growth in the engines was weighted towards the first half of FY 2021 due to China’s transition to the new National VI engines, effective from July 2021, which resulted in a strong pre-buy of National V vehicles. This led to inventory buildup in distribution channels, and slower demand thereafter.
- c. Yuchai’s profit after tax (“PAT”) fell by 44.9% for FY 2021 as compared to FY 2020, attributed mainly to higher input cost and higher start-up cost for the National VI engines.

III. Building Materials Unit (“BMU”)

- a. As the construction sector in Singapore recovered from a low base in FY 2020, BMU reported a revenue of \$471.1 million for FY 2021, an increase of 29.8% year-on-year. The increase was attributed to higher demand for precast and ready-mix concrete (“RMC”) in Singapore, boosted by the substantial increase in government tenders for dwelling units and the restart of projects, although the shortage of workers for most construction companies continued to delay project completions. It ended the year with PAT rose by 121.0% year-on-year and order books for precast and RMC remained strong.
- b. In Malaysia, the operating environment remained challenging due to the rise in COVID-19 infections as well as the re-imposition of the Movement Control Order by the Malaysian government on 1 June 2021. The sector showed signs of recovery only in November 2021.

IV. Rigid Packaging Unit (“Rex”)

Although Rex’s performance was affected by higher input cost and freight cost, its sales improved by 17.3% year-on-year.

V. Corporate and Others

A gain of \$5.9 million was recorded, mainly due to the sale and disposal of non-core assets.

The CEO also briefed the Meeting on highlights of the Group’s cash flow and key businesses as well as the receipt of Corporate Excellence and Resilience Award by HLA and the vision 2025 driving HLA’s sustainability agenda, details of which were set out in the CEO’s update.

VOTING

The Chairman thanked shareholders who had taken the effort to submit their proxy forms to cast their votes for the resolutions as contained in the AGM Notice and informed that each of the resolutions would be taken as duly tabled, proposed and seconded for voting. As the

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

Chairman had been appointed as proxy for these shareholders, he had voted on all the resolutions in accordance with their specific instructions.

The Company had appointed Trusted Services Pte Ltd as the polling agent and TS Tay Public Accounting Corporation as the independent scrutineers. All proxy votes cast had been reviewed by the polling agent and verified by the scrutineers.

The Chairman proceeded to announce the results of the votes cast for each of the resolutions contained in the AGM Notice.

ORDINARY BUSINESS:

1. DIRECTORS' STATEMENT AND AUDITED FINANCIAL STATEMENTS FOR FY 2021 AND THE AUDITOR'S REPORT THEREON

1.1 The AR had been published on the Company's website and on SGXNET.

1.2 IT WAS RESOLVED:

That the Directors' Statement and Audited Financial Statements of the Company and its subsidiaries (the "**Group**") for FY 2021 together with the Auditor's Report thereon be and are hereby received.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
602,617,037	602,440,937	99.97	176,100	0.03

The Chairman declared the resolution carried.

2. FIRST AND FINAL DIVIDEND

IT WAS RESOLVED:

That a first and final one-tier tax exempt dividend of 2 cents per ordinary share in respect of FY 2021 as recommended by the Directors be and is hereby declared for payment on 17 May 2022 to the shareholders registered on 5 May 2022.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,231,957	603,227,957	100.00	4,000	0.00

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

The Chairman declared the resolution carried.

3. DIRECTORS' FEES

IT WAS RESOLVED:

That the Directors' Fees of \$380,290 for FY 2021 be and are hereby approved.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,231,957	603,227,957	100.00	4,000	0.00

The Chairman declared the resolution carried.

4. RE-ELECTION OF DIRECTORS

- 4.1 The Chairman informed the Meeting that Ms Kwong Ka Lo @ Caroline Kwong and himself were due to retire by rotation in accordance with the Company's Constitution at the AGM and being eligible, had offered themselves for re-election. Information on the Directors seeking re-election could be found in the AR and the AGM Notice. The Nominating Committee had recommended their re-election as Directors.

- 4.2 IT WAS RESOLVED:

That Mr Kwek Leng Peck who is due to retire at this Meeting, be and is hereby re-elected as a Director of the Company.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
594,361,257	589,546,099	99.19	4,815,158	0.81

The Chairman declared the resolution carried.

- 4.3 IT WAS RESOLVED:

That Ms Kwong Ka Lo @ Caroline Kwong who is due to retire at this Meeting, be and is hereby re-elected as a Director of the Company.

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,231,957	585,930,716	97.13	17,301,241	2.87

The Chairman declared the resolution carried.

5. RE-APPOINTMENT OF AUDITOR

5.1 The Meeting noted that the Audit and Risk Committee had recommended the re-appointment of EY as Auditor of the Company and EY had expressed their willingness to accept re-appointment.

5.2 IT WAS RESOLVED:

That Ernst & Young LLP, Public Accountants and Chartered Accountants, be and is hereby re-appointed as Auditor of the Company to hold office until the conclusion of the next AGM and that the Directors be authorised to fix their remuneration.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,231,957	603,227,957	100.00	4,000	0.00

The Chairman declared the resolution carried.

SPECIAL BUSINESS:

ORDINARY RESOLUTIONS

6. AUTHORITY FOR DIRECTORS TO ISSUE SHARES AND/OR MAKE OR GRANT OFFERS, AGREEMENTS OR OPTIONS PURSUANT TO SECTION 161 OF THE COMPANIES ACT 1967 AND THE LISTING MANUAL OF SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

6.1 The Chairman informed the shareholders that the resolution under item 6 of the AGM Notice related, *inter alia*, to the grant of authority for Directors to issue shares and/or make or grant Instruments that might require shares to be issued up to a number not exceeding 50% of the Company's total number of issued shares, excluding treasury shares and subsidiary holdings, with a limit of 20% for any issue of shares not made on a *pro rata* basis to shareholders. This authority would expire at the next AGM of the Company, unless revoked or varied at a general meeting.

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

6.2 IT WAS RESOLVED:

That authority be and is hereby given to the Directors to:

- (a) (i) issue shares in the capital of the Company ("**shares**") whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may, in their absolute discretion, deem fit; and

- (b) (notwithstanding the authority conferred by this Ordinary Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Ordinary Resolution is in force,

provided that:

- (1) the aggregate number of shares to be issued pursuant to this Ordinary Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Ordinary Resolution but excluding shares which may be issued pursuant to any adjustments effected under any relevant Instrument) does not exceed 50% of the total number of issued shares, excluding treasury shares and subsidiary holdings, of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a *pro rata* basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Ordinary Resolution but excluding shares which may be issued pursuant to any adjustments effected under any relevant Instrument) does not exceed 20% of the total number of issued shares, excluding treasury shares and subsidiary holdings, of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by Singapore Exchange Securities Trading Limited ("**SGX-ST**")) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of issued shares shall be based on the total number of issued shares, excluding treasury shares and subsidiary holdings, of the Company at the time this Ordinary Resolution is passed, after adjusting for:
 - (i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time this Ordinary Resolution is passed; and
 - (ii) any subsequent bonus issue, consolidation or subdivision of shares;

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and, in sub-paragraph (1) above and this sub-paragraph (2), “subsidiary holdings” has the meaning given to it in the Listing Manual of SGX-ST;

- (3) in exercising the authority conferred by this Ordinary Resolution, the Company shall comply with the provisions of the Listing Manual of SGX-ST for the time being in force (unless such compliance has been waived by SGX-ST) and the Constitution for the time being of the Company; and
- (4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Ordinary Resolution shall continue in force until the conclusion of the next annual general meeting (“**AGM**”) of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,231,957	590,113,731	97.83	13,118,226	2.17

The Chairman declared the resolution carried.

7. AUTHORITY FOR DIRECTORS TO OFFER AND GRANT OPTIONS TO ELIGIBLE PARTICIPANTS UNDER THE HONG LEONG ASIA SHARE OPTION SCHEME 2000 (THE “SOS”) OTHER THAN PARENT GROUP EMPLOYEES AND PARENT GROUP NON-EXECUTIVE DIRECTORS AND TO ISSUE SHARES IN ACCORDANCE WITH THE PROVISIONS OF THE SOS

- 7.1 The Chairman informed the Meeting that the resolution under item 7 related to the grant of authority for Directors to offer and grant options to eligible participants under the SOS other than Parent Group Employees and Parent Group Non-Executive Directors.
- 7.2 Shareholders who were eligible to participate in the SOS and were not Parent Group Employees and Parent Group Non-Executive Directors had abstained from voting on this resolution.
- 7.3 IT WAS RESOLVED:

That approval be and is hereby given to the Directors to offer and grant options in accordance with the provisions of the Hong Leong Asia Share Option Scheme 2000 (the “**SOS**”) to eligible participants under the SOS other than Parent Group Employees and Parent Group Non-Executive Directors (each as defined under the terms of the SOS) and to allot and issue from time to time such number of shares of the Company as may be required to be issued pursuant to the exercise of the options granted under the SOS, provided that the aggregate number of shares to be issued pursuant to the SOS shall not exceed 15% of the total number of issued shares excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of SGX-ST), of the Company from time to time.

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
593,669,157	576,316,016	97.08	17,353,141	2.92

The Chairman declared the resolution carried.

8. RENEWAL OF SHARE PURCHASE MANDATE

- 8.1 The Chairman informed the shareholders that the Share Purchase Mandate, which was renewed at the last AGM of the Company held on 28 April 2021, would expire at this AGM.
- 8.2 The Share Purchase Mandate is intended to empower the Directors to purchase or acquire issued shares of the Company from time to time. Such authority would continue in force until the next AGM of the Company, unless previously revoked or varied at a general meeting.
- 8.3 IT WAS RESOLVED:

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 of Singapore (the “**Companies Act**”), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares of the Company (the “**Shares**”) not exceeding in aggregate the Maximum Limit (as hereinafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereinafter defined), whether by way of:

- (i) market purchase(s) on SGX-ST and/or any other stock exchange on which the Shares may for the time being be listed and quoted (“**Other Exchange**”); and/or
- (ii) off-market purchase(s) (if effected otherwise than on SGX-ST or, as the case may be, Other Exchange) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they may, in their absolute discretion, deem fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws, regulations and rules of SGX-ST or, as the case may be, Other Exchange as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

time to time during the period commencing from the date of the passing of this Ordinary Resolution and expiring on the earliest of:

- (i) the date on which the next AGM of the Company is held or required by law to be held;
- (ii) the date on which the authority conferred by the Share Purchase Mandate is varied or revoked in general meeting; or
- (iii) the date on which the purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

- (c) in this Ordinary Resolution:

“Average Closing Price” means the average of the closing market prices of a Share for the five consecutive market days on which the Shares are transacted on SGX-ST or, as the case may be, Other Exchange immediately preceding the date of market purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the off-market purchase, and deemed to be adjusted in accordance with the listing rules of SGX-ST for any corporate action which occurs during the relevant five-day period and the day on which the purchase is made;

“date of the making of the offer” means the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from holders of Shares, stating therein the purchase price (which shall not be more than the Maximum Price) for each Share, and the relevant terms of the equal access scheme for effecting the off-market purchase;

“Maximum Limit” means that number of issued Shares representing 10% of the total number of issued Shares of the Company (excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of SGX-ST)) as at the date of the passing of this Ordinary Resolution; and

“Maximum Price” in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, stamp duties (if applicable), commission, applicable goods and services tax and other related expenses (if applicable)) which shall not exceed:

- (i) in the case of a market purchase of a Share, 105% of the Average Closing Price of the Shares; and
 - (ii) in the case of an off-market purchase of a Share pursuant to an equal access scheme, 110% of the Average Closing Price of the Shares; and
- (d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution.

Minutes of the 61st Annual General Meeting held on 27 April 2022 – cont'd

The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
603,174,214	603,170,214	100.00	4,000	0.00

The Chairman declared the resolution carried.

9. RENEWAL OF SHAREHOLDERS' MANDATE FOR INTERESTED PERSON TRANSACTIONS ("IPT")

9.1 The Chairman informed the shareholders that the IPT Mandate, which was last renewed on 28 April 2021, would expire at this AGM. The IPT Mandate if approved, would continue in force until the next AGM of the Company, unless revoked or varied at a general meeting.

9.2 The Chairman further informed that the Directors, CEO and those companies under the Hong Leong Investment Holdings Pte Ltd group that held shares in the Company as well as the controlling shareholders of the Company and their associates had abstained from voting on this resolution.

9.3 IT WAS RESOLVED:

- (a) That approval be and is hereby given for the purpose of Chapter 9 of the Listing Manual of SGX-ST, for the Company, its subsidiaries and its associated companies that are not listed on SGX-ST, or an approved exchange, over which the Company, its subsidiaries and/or its interested person(s), have control, or any of them, to enter into any of the transactions falling within the category of Interested Person Transactions, particulars of which are set out in the Letter to Shareholders dated 29 March 2022 (the "**Letter to Shareholders**") with any party who is of the class or classes of Interested Persons described in the Letter to Shareholders; provided that such transactions are entered into in accordance with the review procedures for Interested Person Transactions as set out in the Letter to Shareholders, and that such approval (the "**IPT Mandate**"), shall unless revoked or varied by the Company in general meeting, continue in force until the next AGM of the Company; and
- (b) That the Directors and each of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they or he may consider expedient or necessary or in the interests of the Company to give effect to the IPT Mandate and/or this Ordinary Resolution.

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The detailed voting results for the above resolution were as follows:

Total Number of Shares represented by Votes Cast	No. of Shares FOR	% FOR	No. of Shares AGAINST	% AGAINST
30,952,100	30,948,100	99.99	4,000	0.01

The Chairman declared the resolution carried.

As there was no other business, the Meeting was declared closed at 3.25 p.m.

Read and signed as correct

(Signed by Mr Kwek Leng Peck)

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Chairman



61ST ANNUAL GENERAL MEETING CEO REVIEW

27 APRIL 2022 | MR. STEPHEN HO, CEO

2021 FINANCIALS

	FY 2021	FY 2020	%▲
Revenue (S\$'000)	4,932,589	4,496,207	9.7%
Net Profit (S\$'000)	119,431	155,207	(23.1%)
Net Profit Excluding Discontinued Operation (S\$'000)	118,743	152,993	(22.4%)
PATMI (S\$'000)	60,121	46,745	28.6%
Earnings Per Share (Cent)	8.04	6.25	28.6%
Dividends Per Share (Cent)	2.00	1.00	100.0%
Net Cash Flow Generated from Operating Activities (S\$'000)	130,666	306,072	(57.3%)
	31 Dec 2021	31 Dec 2020	%▲
Net Debt ¹ / Equity Ratio	(0.37)	(0.66)	(43.9%)

¹ Net Debt is defined as Loans and Borrowings, less Cash and Deposits. The Group is in a Net Cash position of \$342M (31 Dec 2020: \$551M)

	Unless specified, figures are in S\$'000	FY 2021	FY 2020	%▲
Diesel Engines	Volume (Units)	456,791	430,320	6.2%
	Revenue	4,428,830	4,102,795	7.9%
	Profit After Tax	85,687	155,537	(44.9%)
Building Materials	Revenue	471,130	362,988	29.8%
	Profit After Tax	28,179	12,748	121.0%
Rigid Packaging	Revenue	30,171	25,732	17.3%
	Loss After Tax	(974)	(560)	73.9%
Corporate and Others	Revenue	2,458	4,692	(47.6%)
	Profit/(Loss) After Tax	5,851	(14,732)	N.M.
Discontinued Operation	Revenue	-	10,206	N.M.
	Profit After Tax	688	2,214	(68.9%)

	FY 2021 (S\$'000)	FY 2020 (S\$'000)
Operating Cash Flow before Working Capital Changes	334,790	404,777
Net Cash Flow Generated from Operating Activities	130,666	306,072
(Less)/Add:		
Capital Expenditure (PPE, Right-of-Use Assets and Intangible Assets)	(200,672)	(242,415)
Purchase of Other Investments	(12,651)	-
Net Cash Inflow from Disposal of PPE, Right-of-Use Assets and Other Investments	12,088	22,833
Acquisition of Non-Controlling Interests in Subsidiaries	-	(49,147)
Contribution by Non-Controlling Interests	-	11,149
Additional Investment in Associates and Joint Ventures	(71,822)	-
Dividends Received from Associate, Joint Ventures and Other investments	1,531	1,123
Dividends Paid to Shareholders of the Company	(7,478)	(7,478)
Dividends Paid to Non-Controlling Interests of Subsidiaries	(94,144)	(69,459)
Net Proceeds from Shares Issue	48	-
Net Increase from Borrowings	58,307	39,921
Net Release of Deposits with Banks	5,999	14,344
Interest Paid, Net	(3,651)	(2,597)
Repayment of Obligations under Lease Liabilities	(11,426)	(13,454)
Net Cash Flow	(193,205)	10,892
Free Cash Flow	(70,006)	63,657

KEY BUSINESS UPDATES

Business Segment

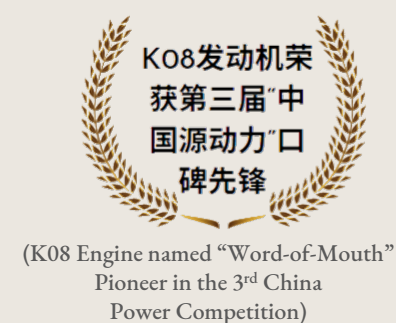
Business Updates

Diesel Engines / New Energy Powertrains

- Yuchai sold 456,791 engine units in FY 2021, an increase of 6.2% YoY, but with much of the growth weighted towards 1H21 ahead of China's transition to National VI engines.
- Less favorable product mix, transition costs for National VI, rising input costs crimped margins.
- Continues with Research and Development initiatives to develop New Energy powertrains. These include e-CVT power-split hybrid powertrain, integrated electric drive axle powertrain and hydrogen fuel cell systems and hydrogen powered engines.

Some Key Developments:

- ❖ Venture with Beijing Xing Shun Da Bus to develop hydrogen fuel-cell powered systems/bus in the Beijing, Tianjin and Hebei markets (Oct 2021)
- ❖ Partnership with Nanning Government under Yuchai Xin-Lan New Energy Power Technology for hydrogen fuel cell powertrains (Sep 2021)
- ❖ Strategic partnership with Sunlong Bus to develop Electric Vehicles (June 2021)



Business Segment

Business Updates

Building Materials

- Demand for concrete and related products in Singapore rebounded as construction activities picked up in 2021. In Malaysia, demand was impacted by rounds of lockdowns but begun to see recovery in late 2021.
- Order books for Precast and Ready Mix Concrete business in Singapore remain strong.
- Digitalisation of business processes and automation continues. The Group's automated Integrated Construction and Prefabrication Hub will be ready end 2022.
- In Malaysia, Tasek (integrated cement plant and ready-mix concrete plant) continues to work on operational improvements and cost discipline to counter the industry's tough conditions.

Some Key Developments:

- ❖ Acquisition of 20% in BRC Asia (Oct 2021)
- ❖ Addition of limestone reserves with acquisition of MCB Quarries (Dec 2021)

2021 AWARDS & ACCOLADES



HLA CEO, Stephen Ho receiving award from Minister, Prime Minister's Office, Ms Indranee Rajah at the 2021 Singapore Corporate Awards (Special Edition) Ceremony [Image Credit: The Singapore Corporate Awards]

At Hong Leong Asia, our vision is to develop and deliver sustainable and innovative urban solutions for cities of the future.
In pursuit of this vision, we are committed to integrating sustainability into our business strategy. Empowering our people and driving innovation in low carbon and circular solutions for the built environment and transport sectors are crucial focus areas of our strategy.

KEEP THE
CUSTOMER FIRST

MIND THE
DETAILS THAT MATTER

DO THE RIGHT
THINGS

THINK FAST,
WORK FASTER

CREATE AND IMPACT
BEYOND THE BUSINESS





THANK YOU

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