



HONG LEONG ASIA LTD.

# SUSTAINING GROWTH FUTURE FORWARD

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## Important Notice

This presentation shall be read in conjunction with the financial results for the full year ended 31 December 2024 (“FY2024”) set out in the Annual Report for FY2024 of Hong Leong Asia Ltd (“HLA” and together with its subsidiaries, the “Group”) released on the SGXNET on 27 March 2025. This presentation does not constitute, or form any part of any offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities in HLA or any entity in the Group in any jurisdiction nor shall it or any part of it form the basis of, or be relied on in connection with, any investment decision, contract or commitment whatsoever in any jurisdiction.

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# WHO WE ARE

- Part of **Singapore-based Hong Leong Group**, a globally diversified company with gross assets of over S\$40 billion in property investment and development, hotel ownership and management, financial services and industrial businesses across Asia Pacific including China, Middle East, Europe and North America.
- Listed on the Singapore Stock Exchange since 1998, HLA is an **established Asian Multinational**, known for our **Market Leadership and Financial Strength**.
- We operate within the industrial space with a **portfolio of core businesses that include the manufacture and supply of powertrain solutions and building materials** across China, Singapore and Malaysia.

## 2025 Vision

Develop and  
Deliver Sustainable  
and Innovative  
Urban Solutions for  
Cities of the Future

# DIVERSIFIED BOARD PROFILE ENSURES ROBUST GOVERNANCE

## COMPOSITION

HLA Board comprises **8 members** :

- **3** executive directors
- **5** independent non-executive directors

## DIVERSITY

**37%** of the members of the HLA Board are **women**

## TENURE

**Maximum of 9 years**

Oversees the business and performance of HLA with collective responsibility to provide oversight and overall direction of HLA, ensuring high-level transparency and accountability groupwide that are aligned with shareholder interest.



Skills and competence of the Board profile is broad and well-diversified:

Leadership & management, strategic planning, finance and accounting, risk management, sustainability, corporate finance, M&As, digitalisation and IT, legal, human resource and manufacturing & trading of consumer/industrial products & building materials.

# HOW WE CREATE VALUE

## What Sets Us Apart

At HLA, we see immense business opportunities to grow and create positive impact beyond our business.

Competitive advantages as a **diversified Asian multinational** with core expertise in powertrain solutions and building materials

Industry leader in **pioneering and innovating sustainable urban solutions** for cities and communities

Diverse team of **reliable, resilient and responsible** employees providing urban solutions for various customer industries

## What We Do

Key strategic growth thrusts to achieve HLA's aspiration of becoming a provider of sustainable and innovative urban solutions for cities of the future:



## What We Deliver

We harness our competitive strengths to responsibly build scale and grow our businesses to create long-term shareholder value.

### FY2024 Highlights

#### Financials



**S\$4.2 billion (+4.1%)**  
Group Revenue



**S\$87.8 million (+35.3%)**  
Net Profit Attributable to the Owners of the Company



**S\$1.0 billion**  
Equity Attributable to the Owners of the Company

#### Sustainability



**27%**  
Reduction in CO<sub>2</sub> Emission Intensity versus 2016 Baseline



**3.4%**  
New Energy Products Sold Against Total Powertrain Solutions Sales



**0.88**  
Clinker-to-Cement Ratio



**18%**  
Coal Substitution by Alternative Fuels

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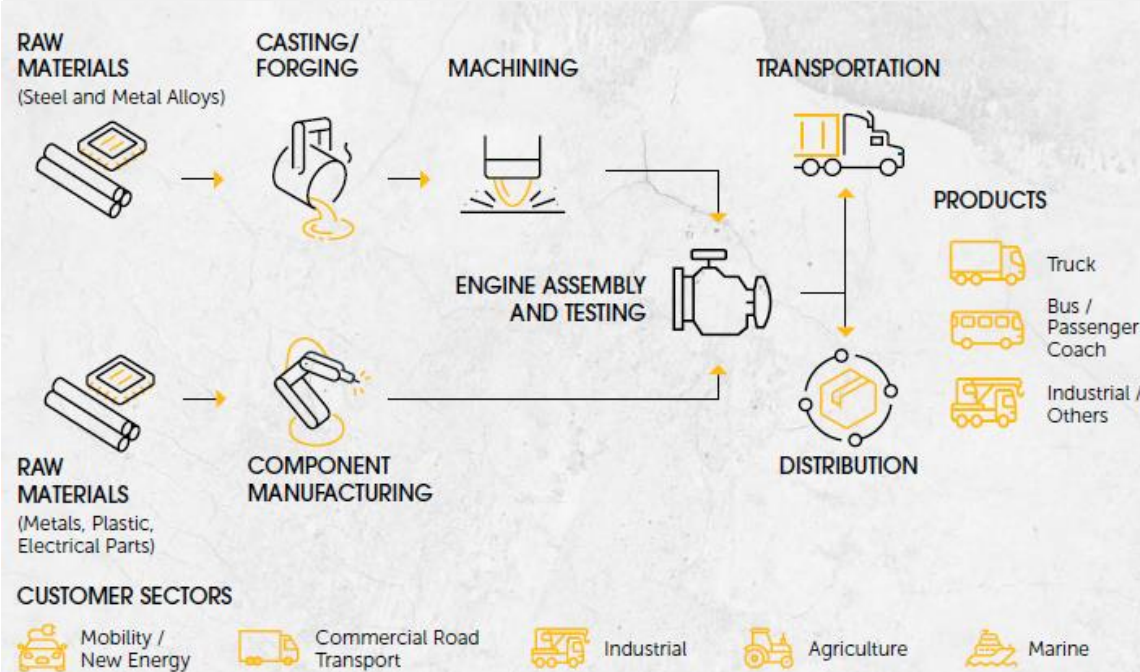
# Overview: Our Core Businesses



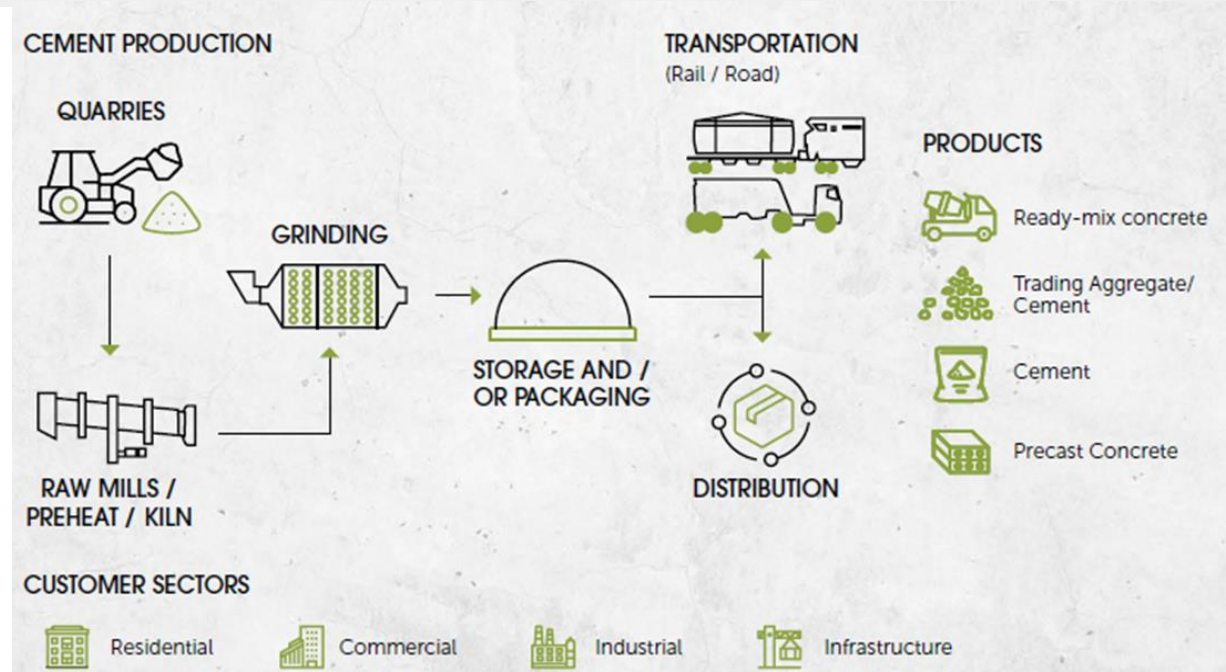
# WHAT WE DO

## Core Businesses

### Powertrain Solutions



### Building Materials



Vertically Integrated Value Chains Across Portfolio Of Businesses

# WELL POSITIONED FOR GROWTH

## POWERTRAIN SOLUTIONS

### CAPTURING ADJACIENCES

Leveraging casting capabilities to manufacture wind turbine shafts

### R&D / INNOVATION

GYMCL, China: Ignition of 15.9L hydrogen engine

### EXPORTS

Collaborating with Powertrain customers to expand to new markets:

- Signed technology licensing agreement with Kim Long Motor Hue of Vietnam
- Set up new engine assembly plant in Thailand



### ESTABLISHED INDUSTRY PLAYER



**China Yuchai**  
International Limited

*Yuchai's Powertrain Lab, Yulin*



# WELL POSITIONED FOR GROWTH



## BUILDING MATERIALS

### GEOGRAPHICAL EXPANSION

Tasek, Malaysia : Expanding into new regions

### VERTICAL INTEGRATION

Shoring up raw material reserves through MCB Quarries Sdn Bhd and Tasek Corporation Berhad in Ipoh, Perak, Malaysia

### CAPTURING ADJACIENCES

BRC Asia Limited, Singapore : Acquisition facilitates access to steel reinforcement bars

### INCREASING AUTOMATION

Trial of autonomous wheel loaders for ready-mixed concrete batching plant at Jurong Port and automated integrated precast facility at Punggol Barat

## PORTFOLIO OF LEADING INDUSTRY BRANDS



# POISED FOR FUTURE-READINESS

FOCUSED  
INVESTMENTS  
FOR EFFICIENCY  
AND PRODUCT  
DEVELOPMENT



**R3 Precast**

**Integrated Construction  
and Prefabrication Hub, Singapore**

Automated integrated precast plant with cutting-edge technology to cast the full range of components required for HDB projects.



**Island Concrete**

**Ready-Mixed Concrete Ecosystem  
Jurong Port**

State-of-the-art batching facility supported by automated systems and integrated aggregate and cement facilities.



**Guangxi Yuchai Machinery  
Company Limited**

**R&D Centre, China**

R&D facilities and partnerships in Nanning, Yulin, Beijing and Wuxi with 700-engineer R&D team.

PRACTICAL  
INNOVATION FOR  
SUSTAINABILITY



Increased use of supplementary cementitious materials such as fly-ash or GGBS in cement products and concrete mixes.



Rolled out Singapore's 1<sup>st</sup> 12 cubic metre ready-mix concrete truck in 2022 to improve operational and diesel usage efficiency and reduce traffic in Singapore.



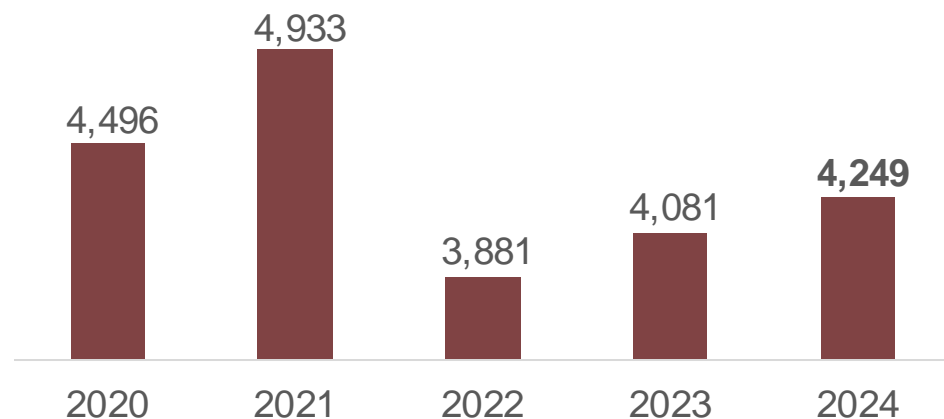
The Yuchai Range Extender series is an alternate hybrid engine with fuel saving potential of up to 50% compared to traditional engines.

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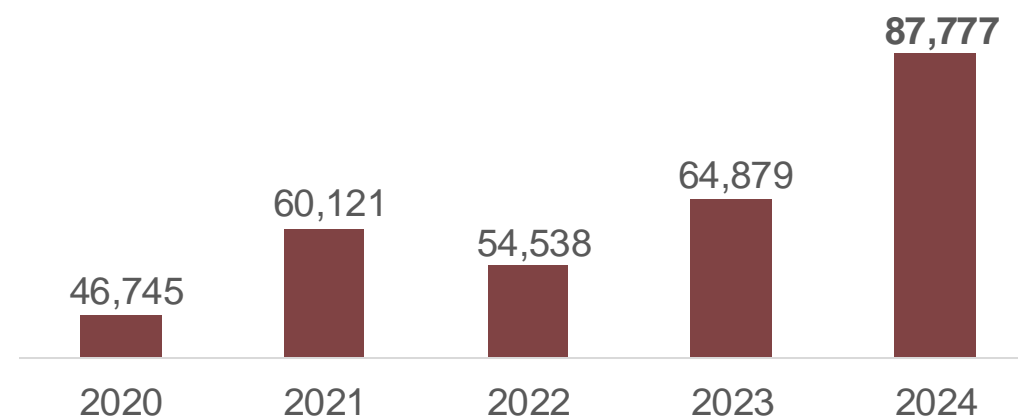
# Financial Performance Snapshot

# FINANCIAL HIGHLIGHTS

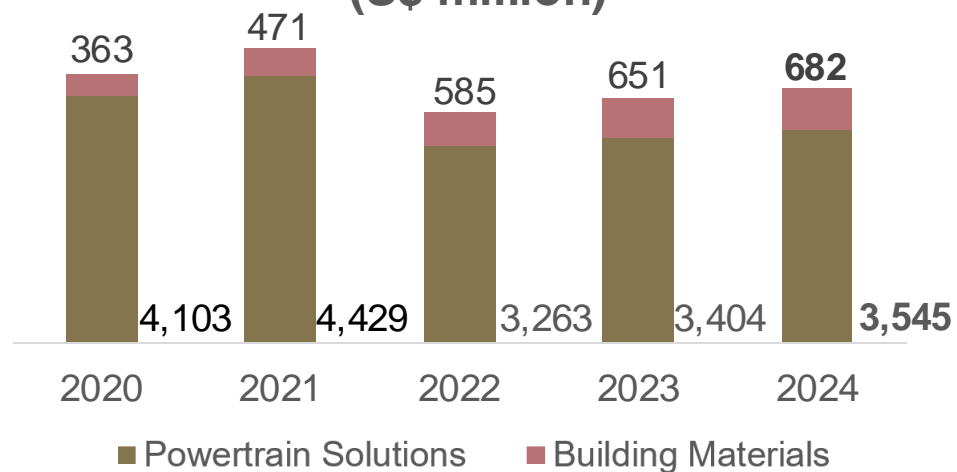
## Revenue (S\$ million)



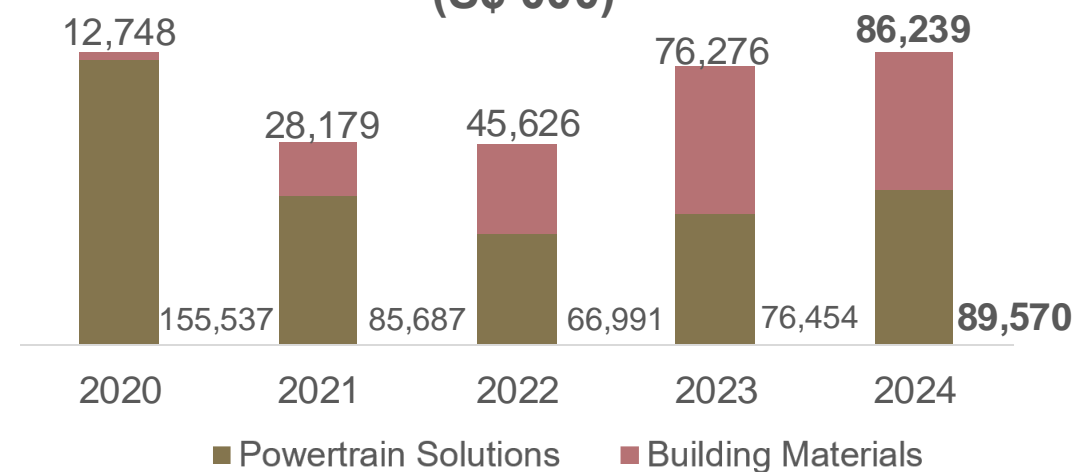
## PATMI (S\$'000)



## Revenue Breakdown of Core Businesses (S\$ million)



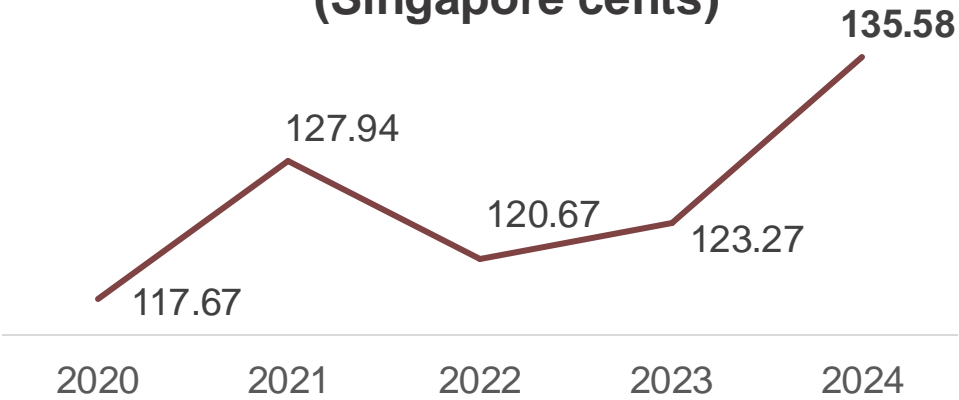
## PAT Breakdown of Core Businesses (S\$'000)



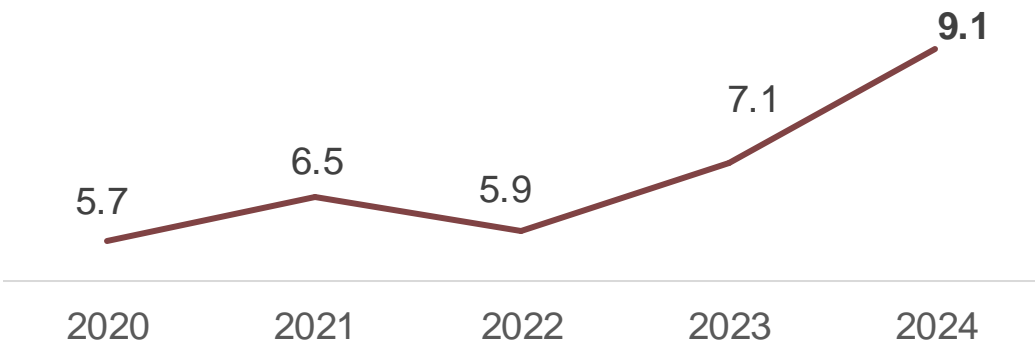


# KEY FINANCIAL INDICATORS

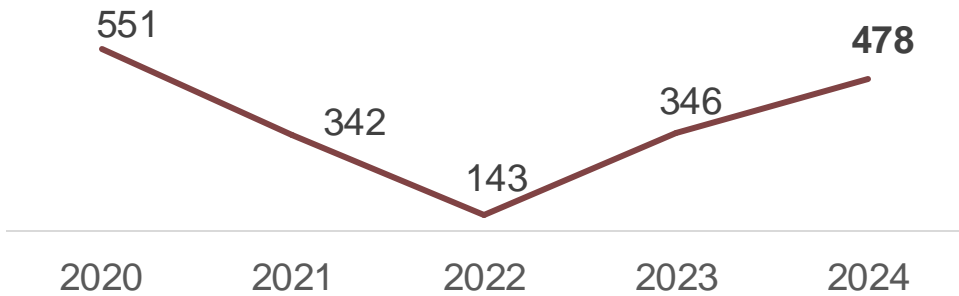
Net Asset Value/Share  
(Singapore cents)



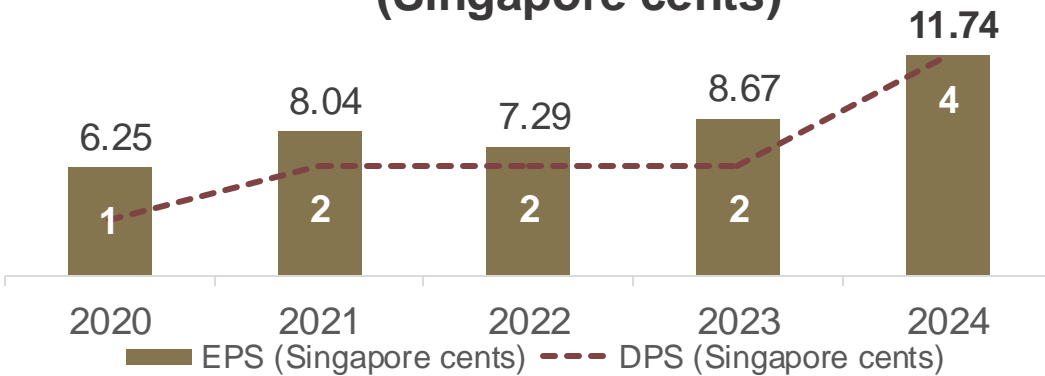
Return on Equity  
(%)



Net Cash Position  
(S\$ million)



Earnings Per Share/Dividend Per Share  
(Singapore cents)



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# Key Sustainability Highlights

# SUSTAINABILITY FRAMEWORK

SUPPORT THE TRANSITION TOWARDS LONG-TERM SUSTAINABLE GROWTH

At HLA, our vision  
is to develop and  
deliver sustainable  
and innovative  
urban solutions for  
cities of the future.



## Driving Innovation for a Low-Carbon and Circular Economy

We are investing in solutions  
to transition our core  
industries from brown to  
green, focusing on circularity  
and decarbonisation across  
our value chain.

## Empowering our People and Communities

Through BeyondHLA, we  
will drive employee  
volunteerism and leverage our  
expertise and resources to  
create lasting positive impacts.

## Building Resilience for the Long-Term

Sustainability is at the core of  
our operations, ensuring  
responsible business practices,  
workplace safety and climate  
risk management.

# OUR KEY TRANSFORMATION LEVERS

TO ENABLE PROGRESSIVE CARBON REDUCTION FOR A SUSTAINABLE FUTURE

## ADVANCING CIRCULARITY

- **Using Alternative Raw Materials (ARM) and Alternative Fuels(AF)** : Tasek Cement used 65k tons ARM, 18% calorie substitution via AF in 2024
- **Lower-Carbon Blends utilising Supplementary Cementitious Materials** : Inter-grinding with Pulverised Fly Ash (PFA) to minimise carbon footprint
  - Island Concrete achieved first commercial success with large-scale PFAC application at CapitaSky, a Grade A office building project in Singapore. The project's 9,000m<sup>3</sup> 3-metre thick raft foundation was casted using low-heat PFAC Grade C35/34 concrete mix.
  - Tasek certified lower-carbon cement mix was launched as the Green Buaya series and most recently, incorporated a new subsidiary, ReGen Sustainable Solutions Sdn Bhd to improve our capabilities to take in alternative raw materials.

## INNOVATIVE SOLUTIONS

- **New Energy Powertrains** : Launched 50 fuel cell powered bus with Beijing Xingshunda (82KW & 120KW versions)
  - Shipped 12,100 units of New Energy powertrains in FY2024, +50% YoY.
  - Deployed 500 range extender powered bus in Macau (CYI, China).
- **Smart Partnerships** : Driving innovative solutions through high-quality collaborations
  - Collaboration with Tsinghua University on fuel cell development
  - MTU Rolls Royce JV to supply high horsepower generators for data centres.
  - Collaboration with external technology providers to pilot and develop a route optimisation software for Singapore's ready-mix concrete operations.

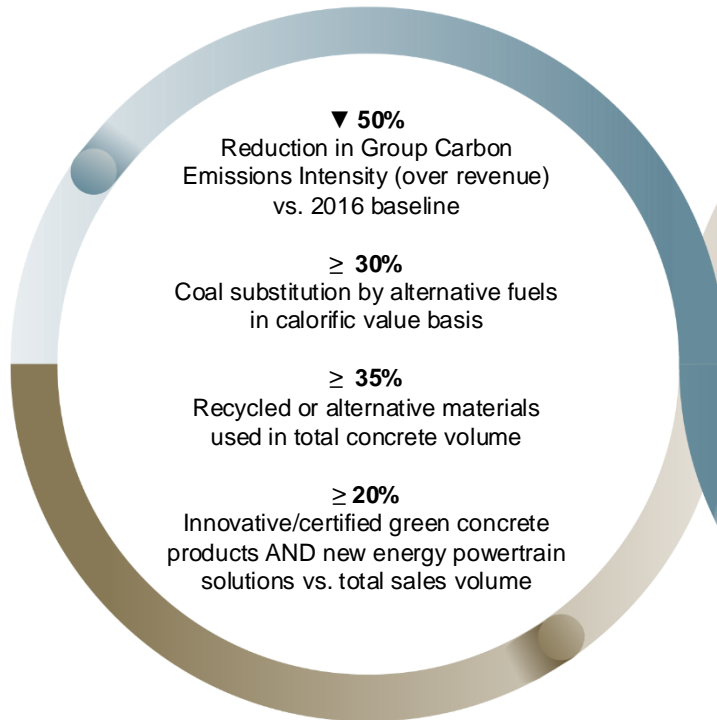


# KEY 2025 SUSTAINABILITY TARGETS

SUPPORT THE TRANSITION TOWARDS LONG-TERM SUSTAINABLE GROWTH



DRIVING INNOVATION FOR A LOW-CARBON AND CIRCULAR ECONOMY



EMPOWERING OUR PEOPLE AND COMMUNITIES



BUILDING RESILIENCE FOR THE LONG-TERM



*Further details of sustainability performance can be found at <https://www.hlasia.com.sg>*

# AWARDS & ACCOLADES

- Awarded Silver Standard in Employee Experience & Well-being by Singapore Human Resources Institute at the 17<sup>th</sup> Singapore HR Awards 2024, *September 2024*
- Ranked 14<sup>th</sup> out of 477 SGX-listed companies on the Singapore Governance and Transparency Index, *August 2024*
- Awarded “Best Managed Board” (Gold Award, S\$300 million to less than S\$1 billion market capitalisation category) by Singapore Corporate Awards 2024, *August 2024*
- Awarded “Best Annual Report” (Silver Award, S\$300 million to less than S\$1 billion market capitalisation category) at the Singapore Corporate Awards, *August 2024*
- Named Asia’s top 350 Asia Pacific Climate Leaders 2024 for the third consecutive year by Financial Times and Statista for transparency in reporting and achieving greatest reduction in Scope 1 and Scope 2 Greenhouse Gas emissions intensity from 2017 to 2022, *June 2024*
- Ranked 118<sup>th</sup> in the inaugural Fortune Southeast Asia 500 companies list in 2024, *June 2024*
- Named one of “Singapore’s Best Employer” for the second consecutive year by The Straits Times Singapore’s Best Employers 2024, *April 2024*



# HLA VALUE PROPOSITION

1

Growth opportunities in Powertrain Solutions and Building Materials sectors, underscoring urbanisation and mobility needs across three Asian economies

2

Well-positioned with long established and reputable brand names in key markets China, Singapore and Malaysia

3

Healthy, growing order books which provide forward visibility

4

Long history of innovation with strong sustainability focus in R&D and practical innovation

5

Improving shareholder returns

EPS



**11.7**

Singapore cents

ROE



**9.1%**

Committed to long-term growth and value

NAV



**135.58**

Singapore cents

Dividends



**4**

Singapore cents



# Q&A

Hong Leong Asia | Investor Presentation