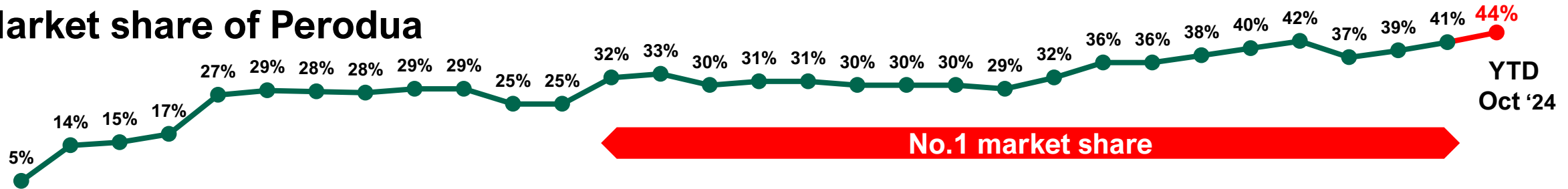


Introduction of activities by each panellist

Automotive market in Malaysia

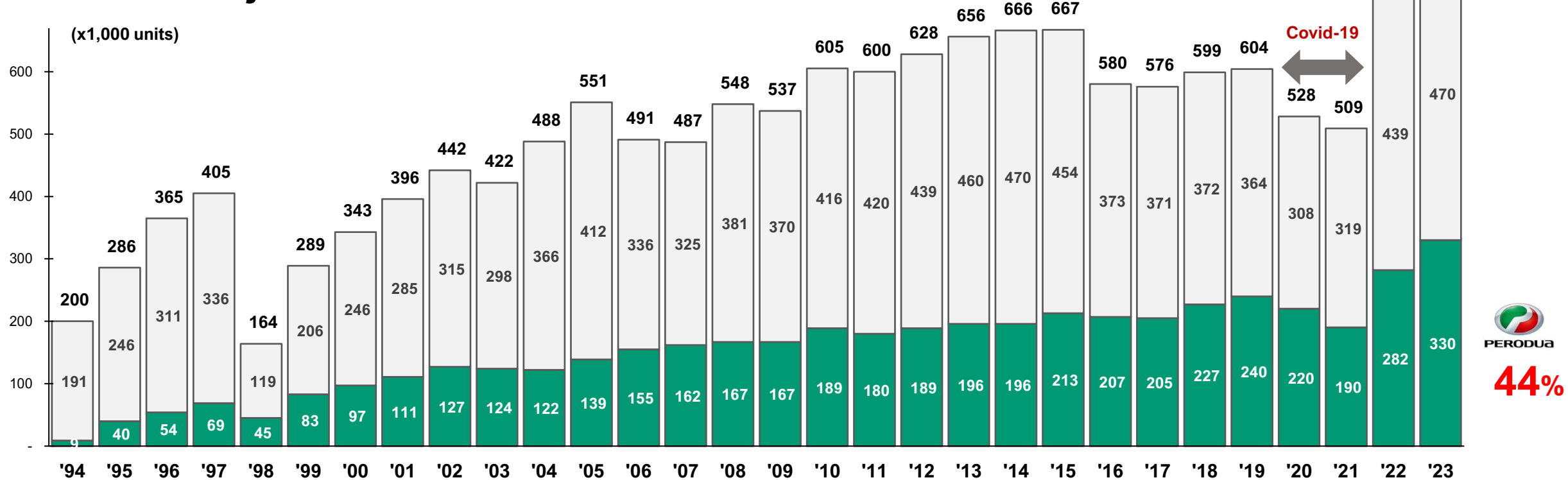
1

Market share of Perodua



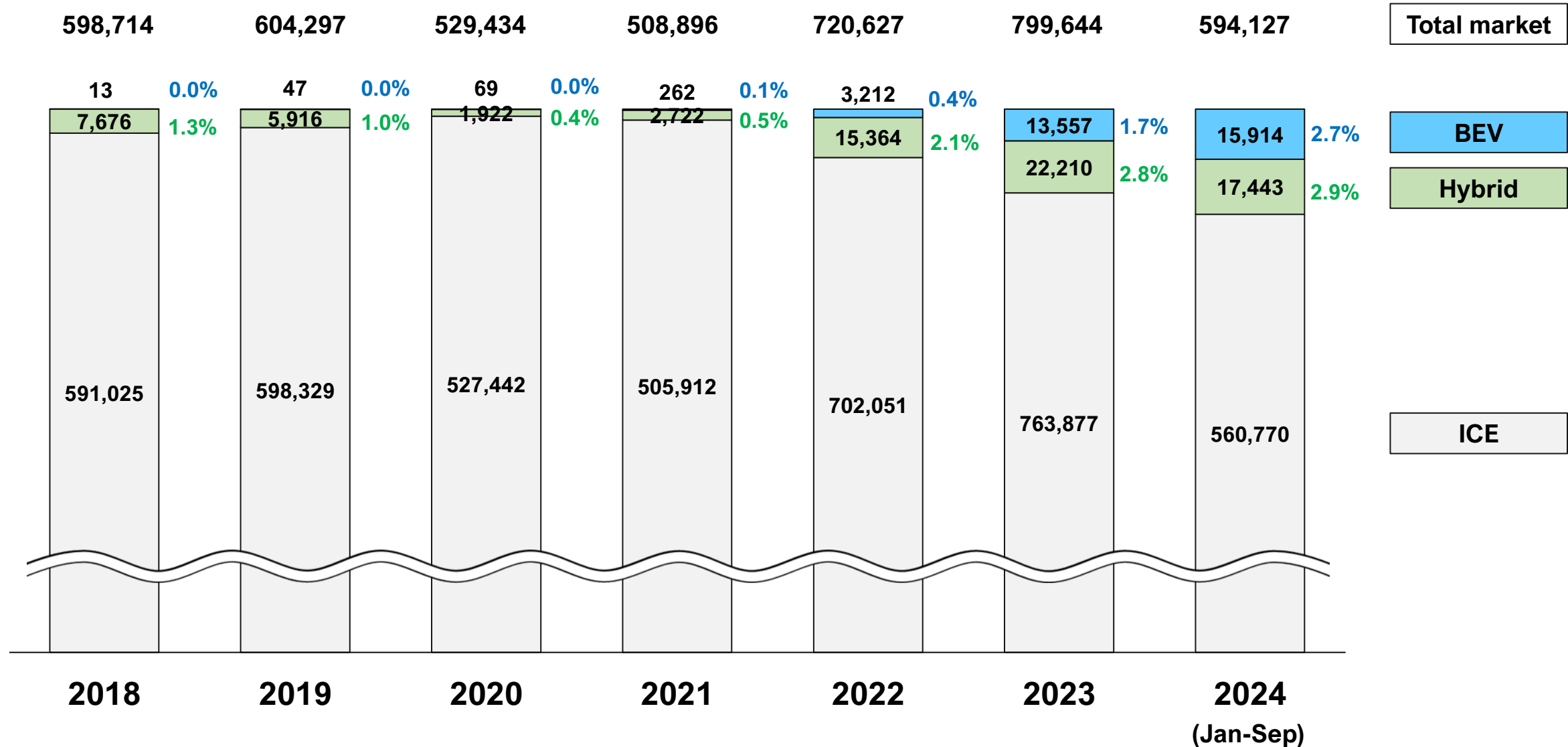
Perodua has been driving market expansion as the No. 1 share brand for 18 years.

Total industry volume



44%

■ New car sales by powertrain



■ Malaysia's national car project

LOOK EAST POLICY

National Car Projects for industrialization, spin-off technologies and experience and knowledge to Malaysian people.

A Quote by YAB Tun Dr. Mahathir Mohamad in business times: 19th Nov 1982

“Well, we consider the capacity to produce vehicles a necessary component of our **INDUSTRIALIZATION** program. If it is a necessary component, then we must have it. It does not matter when...

... we want to go into motorcar industry **not so much because of the car but because of the technology**. The industry gives rise to **a lot of spin-off effects, experience and knowledge** to our people”

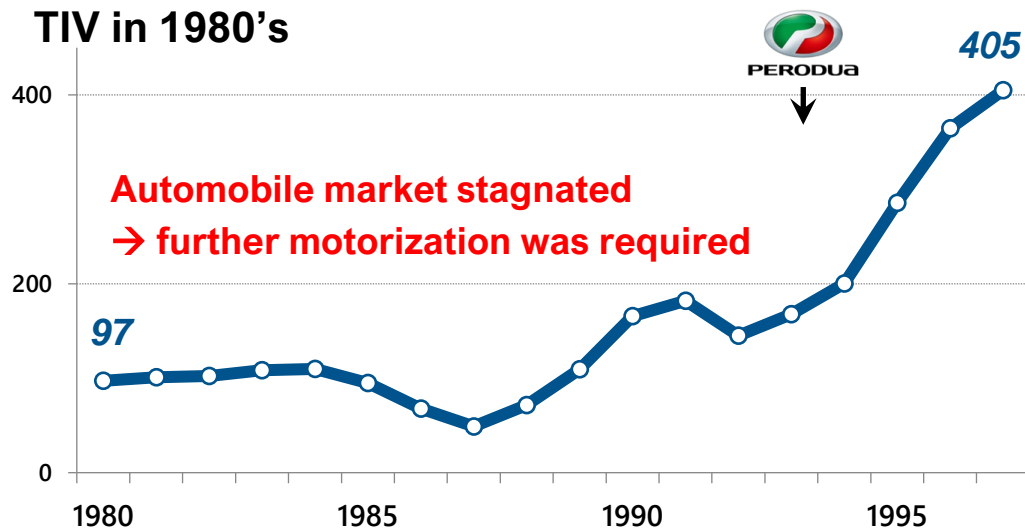


1 August 1994 – Perodua Plant, Sungai Choh

■ Establishment of the second national car company

Affordable A & B segment cars = ORIGIN of PERODUA

- Expectations of Malaysian government: Desire to provide more affordable cars
 - K-cars are popular in Japan as an affordable and convenient form of transportation.
 - Need to introduce the similar compact cars in Malaysia to promote motorization.
- Provide A & B segment cars (= Origin of PERODUA) to more people.



K-cars in Japan

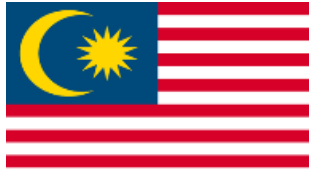


Perodua's domain area = A & B-low segment



■ Perodua group of companies

Number of employees as of Dec 2023



Dato' Sri Zainal Abidin Ahmad
President & CEO
(Jan 2019 -)



Perusahaan Otomobil Kedua Sdn. Bhd. (POSB) Perodua Group holding company

Established in 1993
Malaysia : Japan = 73% : 27%



Perodua Sales Sdn. Bhd. (PSSB)

Distribution / retail sales led by Malaysia

Established in 1993
100% owned by POSB



Business Field

- Wholesale
- Retail sale
- Service

No. of employees: 3,701



Perodua Auto Corporation Sdn. Bhd. (PCSB)

Manufacturing holding company led by Japan

Established in 2001
Malaysia : Japan = 49% : 51%



Masaki Ogita
President
(Jun 2023 -)



No. of employees: 8,665

Business Field

- R&D
- Purchasing
- Vendor development
- Vehicle manufacturing
- Engine manufacturing

Company introduction – Outline of PERODUA

Land area : 2,100,000m² (560 acres)
Prod capacity : 320,000 units (normal – 2 shift cycle)
Takt time : PMSB 1.75 / PGMSB 1.1
No. of employees : Mfg. 8,665 / Sales 3,701 (as of Dec 2023)

Total circuit length 4.3km

Test course

IATSB
(Press parts)

RDC NDC NETC

Head office

R&D

Press

Body

Body

Painting

Assembly

Logistic




Logistic

Painting

PDKM
(Resin parts)







Assembly

Engine

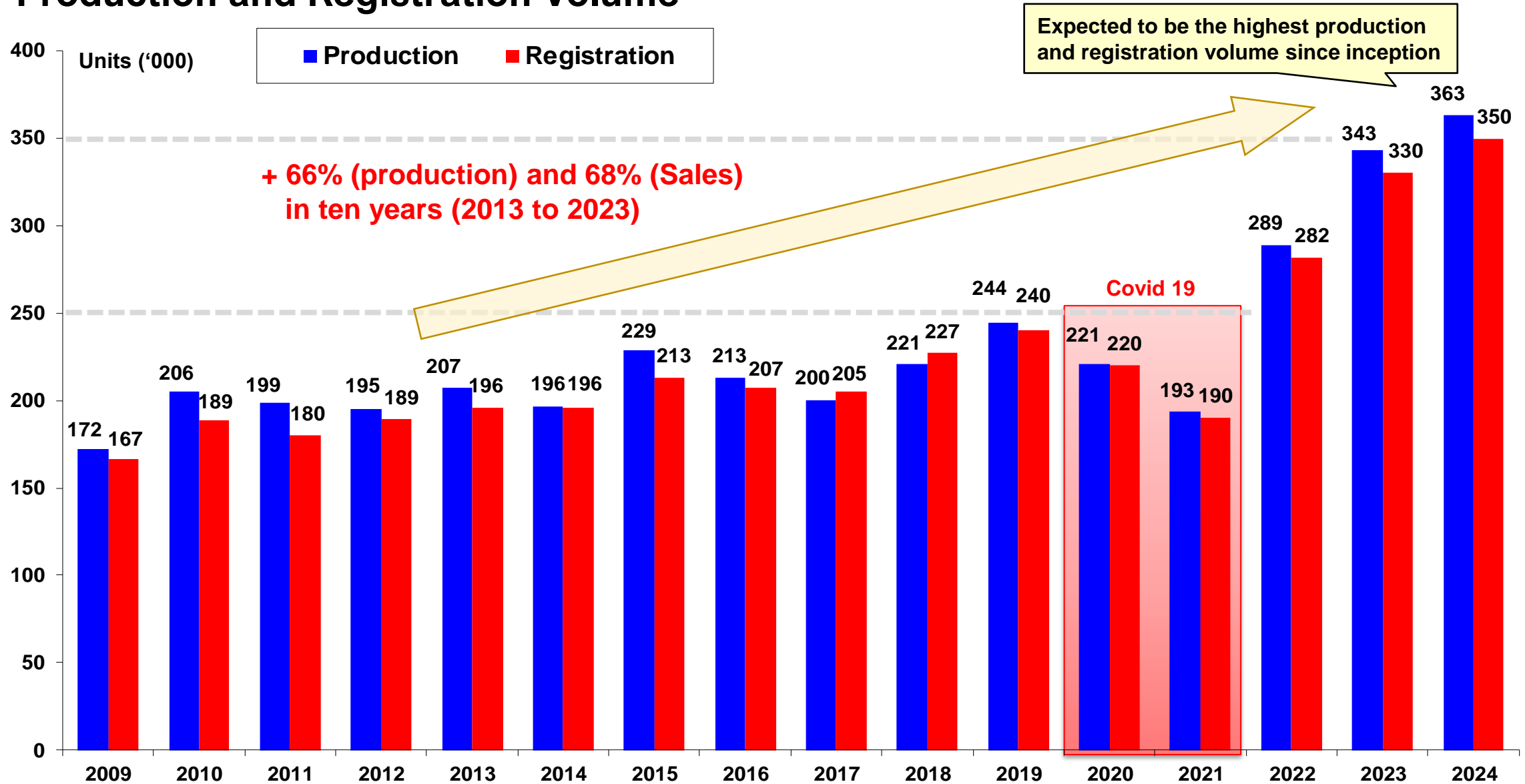
	PMSB
	PEMSB
	PGMSB

■ Perodua current product line-up

- Exterior and interior of all models are designed independently by Perodua reflecting the taste and preference of local customers.

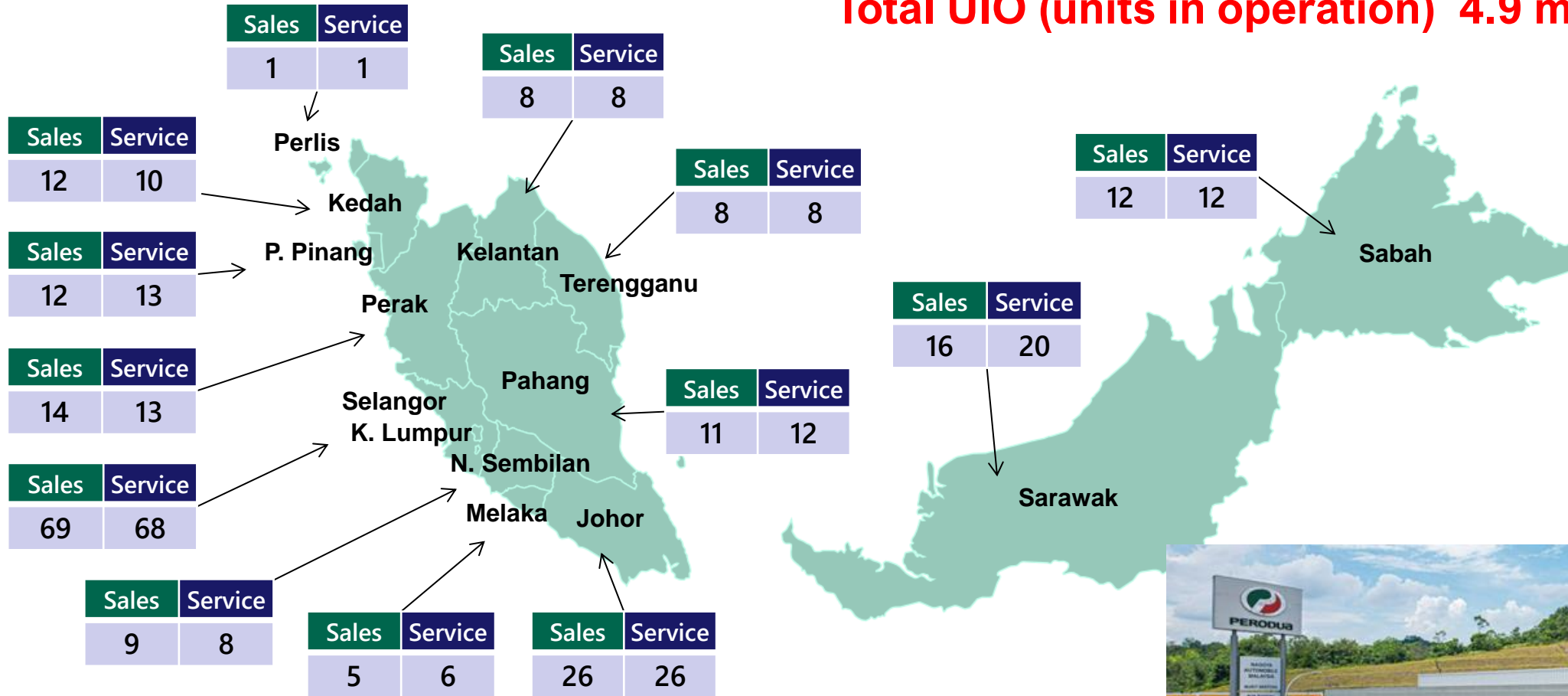
	AXIA 1.0L	BEZZA 1.0/1.3L	MYVI 1.3/1.5L	ARUZ 1.5L	ATIVA 1.0L TC	ALZA 1.5L
	A-segment Hatchback	A-segment Sedan	B-segment Hatchback	B-segment SUV	A-segment SUV	B-segment MPV
Production start	2023 (current model)	2016	2017 (current model)	2018	2021	2022 (current model)
Plant	PGMSB	PGMSB	PMSB	PMSB	PGMSB	PMSB
Areas of engineering by PERODUA						
	Exterior / Interior	Rear part of upper body Exterior / Interior	Full upper body	Exterior / Interior	Exterior	Exterior / Interior

■ Production and Registration Volume



■ Sales & service network

Total UIO (units in operation) 4.9 million units



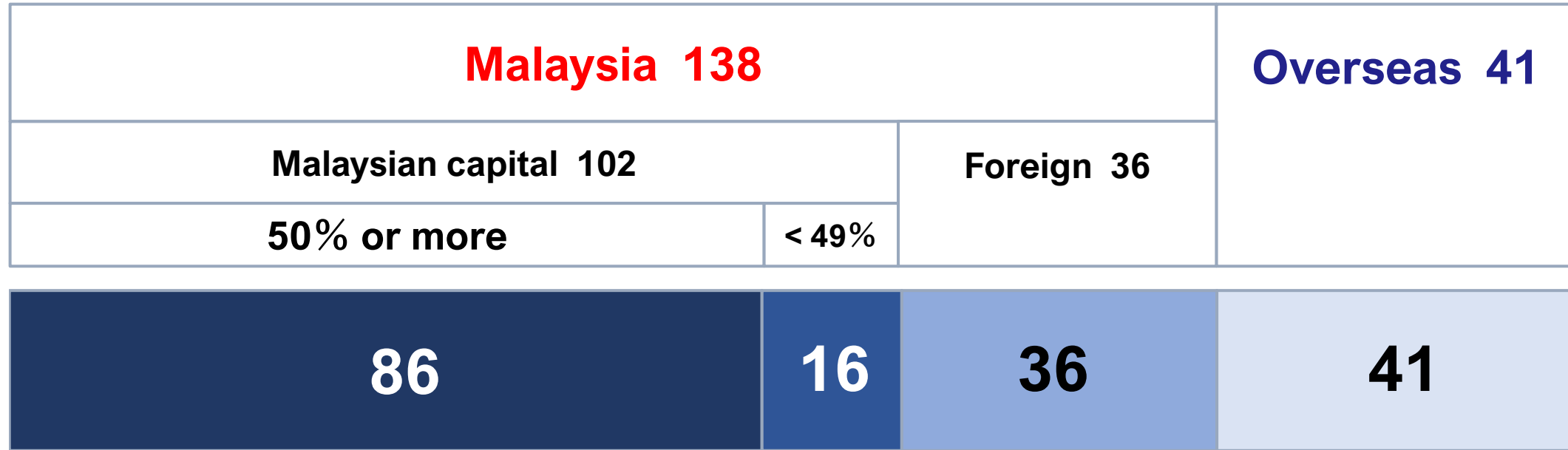
Nationwide total

- As of Jan 2024 (incl. sub outlets)

Sales	Service
203	205



■ Perodua suppliers 179 in total (as of Dec 2023)

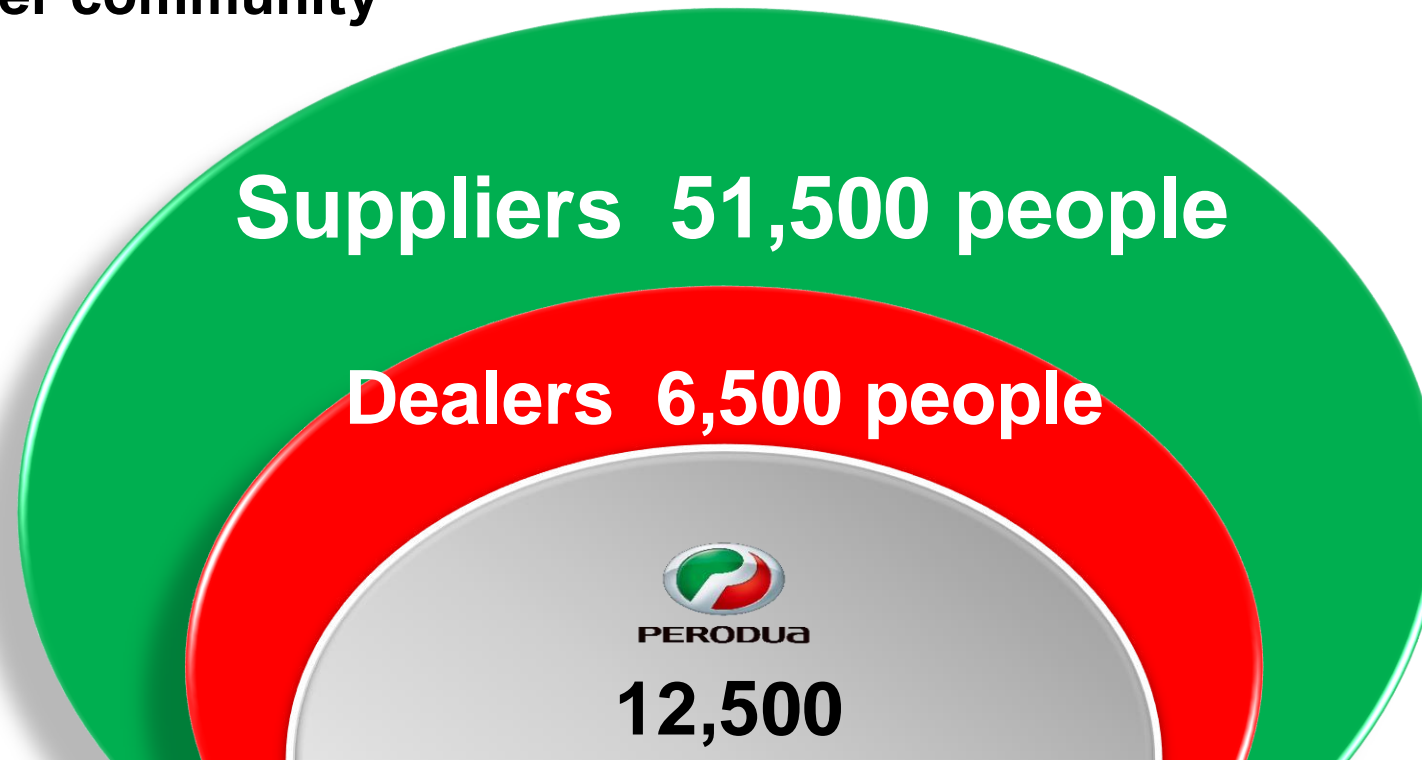


■ Localization ratio

More than 90% for all models

(Value based on Malaysian standards)

■ Perodua's greater community



Category	Persons	%
Perodua	12,500	18%
Dealers	6,500	9%
Suppliers	51,500	73%
Total	70,500	

Discussion 1

Direction of ASEAN auto industry

Video – BEV ‘Dumping’ at a Port in East Coast, M’sia



Source: Undisclosed

Discussion 2

**Technology focus of ASEAN auto industry
towards the direction**

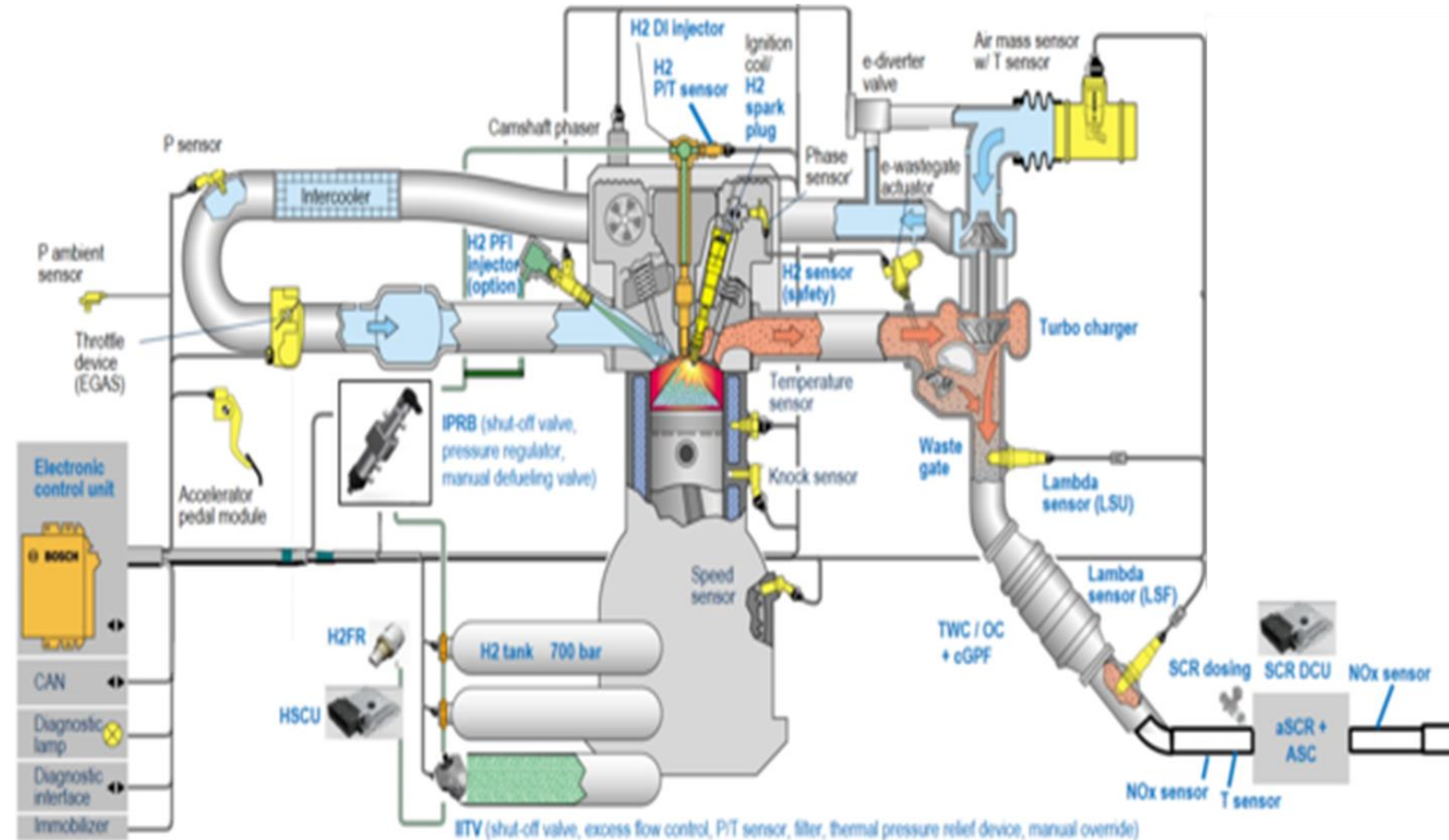
HICEV is a type of hydrogen vehicle that use an internal combustion engine:

Advantages:

- ✓ Compatible with current ICE technology
- ✓ Reduced training and manufacturing costs
- ✓ Lower cost for retrofitting
- ✓ Better suited for heavy loads

Disadvantages:

- ✗ Large storage space for hydrogen tanks
- ✗ Susceptible to internal parts erosion
- ✗ Mass production challenges



Source: Graz University of Technology, Austria (Bosch)

Two major hydrogen manufacturing projects:



Both projects are targeted to produce:

- **240,000 tonnes of green hydrogen/annum for export to Japan and South Korea as early as 2028.**
- **9,000 tonnes of green hydrogen/annum for domestic distribution and utilization – for 100 multi-fuel station by 2030 (6 by 2025), hydrogen-powered Autonomous Rapid Transit (ART) vehicles (Q4 2025) and buses (55 feeder buses – Q3 2025).**

Discussion 3

Co-Creation area of ASEAN and Japan

The Battery Passport - **digital birth certificate.**

- A comprehensive **record of its entire lifecycle**
- To ensures **transparency and accountability**
- **Extended Producer Responsibility [EPR]**
(correct process in repair or recycling) by the vehicle manufacturer.



The CCUS process

