

ANNUAL
REPORT

2026



ADVANCING AI MOBILITY
SUSTAINING
GROWTH

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16TH ANNUAL GENERAL MEETING

Meeting Venue

Glenmarie Ballroom,
Hilton Shah Alam Glenmarie,
No. 1, Jalan Usahawan U1/8,
Seksyen U1, 40250 Shah Alam,
Selangor Darul Ehsan, Malaysia

Date and Time

Wednesday | 7 October 2026 | 10.00 a.m.

Feedback

For more information on the report or to provide your feedback, please email any questions you may have to <https://bauto.com.my/contact.php>

SCAN QR CODE
to download the
Annual Report
2026



COVER STORY

ADVANCING AI MOBILITY SUSTAINING GROWTH

The future of mobility is being shaped by a convergence of technology, electrification, digitalisation and changing expectations of how people move and experience mobility. As this transformation gathers momentum, Bermaz Auto Berhad ("BAuto") continues to evolve by building upon established strengths while preparing its business and capabilities for what lies ahead.

Advancing AI Mobility. Sustaining Growth. Captures this continuing journey.

For BAuto, advancing mobility means understanding emerging mobility trends, strengthening organisational capabilities and progressively adapting the Group's portfolio and operations to an increasingly technology-driven automotive environment.

Over the years, BAuto has established its foundations through trusted automotive partnerships, extensive distribution and after-sales capabilities, deep industry experience and a clear commitment to delivering a rewarding customer ownership experience. These strengths remain fundamental as the Group navigates a new generation of mobility shaped by electrification, smarter technologies and increasingly sophisticated consumer expectations.

As the automotive landscape evolves, BAuto continues to strengthen its readiness for the future through developing technical capabilities, enhancing customer engagement, supporting new mobility technologies and building expertise to serve an increasingly diverse and technologically advanced vehicle portfolio.

BAuto advances with a clear focus on sustainable, long-term value creation.

The Group sustains growth by strengthening the foundations for long-term value creation through sharpening its operational capabilities, exercising disciplined stewardship, responding to evolving market dynamics and balancing emerging opportunities with commercial realities.

It is this balance between advancement and resilience, innovation and experience, opportunity and discipline that continues to shape the Group's journey forward.

The mobility landscape will continue to evolve. Technologies will advance, expectations will rise and new possibilities will emerge. BAuto's ability to adapt, build capability and remain responsive to these shifts will be increasingly important in sustaining its relevance and competitiveness.

With experience as its foundation and transformation as its opportunity, BAuto continues to move forward, advancing mobility for a more intelligent future while sustaining the foundations for long-term growth.

ABOUT THIS REPORT

Bermaz Auto Berhad ("BAuto" or "the Company") presents its Annual Report 2026 ("Report") for the financial year ended 30 April 2026 ("FY2026").

This Report provides stakeholders with a comprehensive overview of the Group's business, strategic direction, financial and operational performance, sustainability practices and governance. By connecting these areas more clearly, the Report provides greater insight into the factors influencing BAuto's performance, resilience and ability to create long-term value.

REPORTING SCOPE & BOUNDARY :

This Report covers the financial year from 1 May 2025 to 30 April 2026, unless otherwise stated, and presents information relating to BAuto and its subsidiaries' ("Group") principal business activities.

The financial information follows the reporting boundary applied in the Group's audited financial statements.

Non-financial and sustainability disclosures follow the respective reporting scopes, boundaries and methodologies stated within the relevant sections of this Report. The Sustainability Statement on pages 32 to 195 provides further information on its reporting boundary, including the entities and operations covered and other relevant reporting considerations.

REPORTING FRAMEWORKS & GUIDELINES :

BAuto prepares this Report in accordance with applicable statutory requirements, regulations, reporting standards and recognised guidelines relevant to the Group, including:

- Companies Act 2016 ("CA")
- Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad
- Malaysian Code on Corporate Governance ("MCCG")
- Bursa Malaysia Corporate Governance Guide (4th Edition)
- Malaysian Financial Reporting Standards ("MFRS")
- International Financial Reporting Standards ("IFRS")

For sustainability-related disclosures, the Group also draws on the following frameworks, standards and recognised guidance:

- National Sustainability Reporting Framework ("NSRF")
- IFRS Sustainability Disclosure Standards, comprising IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures
- Recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD")
- Bursa Malaysia Sustainability Reporting Guide (3rd Edition)
- Global Reporting Initiative ("GRI") Standards 2021
- Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard
- ISO 26000:2010 - Guidance on Social Responsibility
- United Nations Sustainable Development Goals ("UN SDGs")

The Company also references recognised sustainability benchmarks, including the FTSE4Good Bursa Malaysia Index, in assessing and communicating the Group's sustainability performance.

Further information on the frameworks, standards and methodologies applied specifically to sustainability disclosures is provided within the Sustainability Statement in this Report.

ASSURANCE STATEMENT :

BAuto applies internal review and external assurance processes to strengthen the integrity and reliability of information presented in this Report.

Ernst & Young PLT independently audited the Group's financial statements for FY2026. Further details on the scope of the audit and the auditor's opinion are provided in the Independent Auditors' Report on pages 332 to 335.

Bureau Veritas Certification (M) Sdn. Bhd. independently provided reasonable assurance over selected sustainability information for FY2026. Its assurance engagement covers selected quantitative and qualitative sustainability information and the related definitions, methodologies, boundaries, assumptions and explanatory information within the agreed scope.

Further details on the assurance scope, criteria, methodology, limitations and conclusion are provided in the Independent Assurance Statement on pages 191 to 195.

FORWARD-LOOKING STATEMENTS :

This Report contains forward-looking statements relating to the Group's strategies, priorities, plans, targets, expectations, market outlook and anticipated future performance.

BAuto develops these statements based on information, assumptions and expectations available at the time of reporting. Changes in economic and market conditions, competitive dynamics, technology, regulations, supply chains and other risks and uncertainties may cause actual outcomes to differ materially from those expressed or implied in these statements.

Readers should therefore exercise appropriate caution when considering forward-looking information and should not regard such statements as guarantees of future performance.

BAuto undertakes no obligation to publicly update or revise any forward-looking statement following subsequent events or circumstances, except where applicable laws or regulations require otherwise.

BUILDING A RESILIENT & COMPETITIVE MOBILITY BUSINESS

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[Mazda CX-60]

OUR PURPOSE, OUR PRINCIPLES

MANAGING
CUSTOMERS'
SATISFACTION TO
PROVIDE A RICH
AND REWARDING
OWNERSHIP
EXPERIENCE



Reputable
Brands



Emotional Driving
Experience



Value For
Money



Great After-Sales
Services



Green
Technology

OUR MISSION STATEMENT

Seek to be the
automotive & mobility
distributor of choice
by managing
customers' ownership
experience.

5 CORE VALUES

HONESTY

INTEGRITY

OF THE GROUP
TO ACHIEVE ITS
MISSION
STATEMENT

COMMITMENT

HUMANITY

LOYALTY

WHO WE ARE, WHAT DRIVES US



[Mazda CX-60]

Corporate Profile

Bermaz Auto Berhad ("BAuto" or "Company")

BERMAZ AUTO BERHAD ("BAUTO" OR "COMPANY") WAS INCORPORATED IN MALAYSIA ON 11 MAY 2010 AS A PRIVATE LIMITED COMPANY AND WAS CONVERTED INTO A PUBLIC COMPANY ON 11 JULY 2011.

The Company was listed on the Main Market of Bursa Malaysia Securities Berhad on 18 November 2013 and is a constituent of the FTSE4Good Bursa Malaysia Index (since June 2020) and the FTSE4Good Bursa Malaysia Shariah Index (since July 2021). The Company is rated four (4) stars (the highest rating) by FTSE Russell since 2020.

In January 2026, BAuto was selected as a constituent of the Bursa Malaysia Quality 50 Index ("BMQ") and its Shariah variant, the Bursa Malaysia Quality 50 Shariah Index ("BMQ-S"). BMQ and BMQ-S (collectively the "Quality Indexes") are new indexes launched by Bursa Malaysia Berhad, which recognises listed companies that demonstrate superior financial quality, assessed using key quantitative measures including Return on Equity, Debt to Equity ratio, and Operating Cash Flow strength relative to Profit After Tax and Minority Interests. These core metrics highlight financial discipline, sustainable earnings, and overall resilience.

CORPORATE PROFILE (Cont'd)

There is growing interests amongst investors which focus on companies with systematic and factor-based strategies. As such, companies selected in the Quality Indexes would benefit from:

- Increased visibility among institutional and quantitative investors searching for quality driven outperformance.
- Enhanced market credibility, backed by a transparent and rules-based methodology.
- Access to a broader investor base, particularly among investors who look beyond headline benchmarks like the FBMKLCI.
- Regular reaffirmation of financial strength, reinforcing market confidence.
- Strengthened visibility via targeted Bursa initiatives, including digital amplification, key roadshows, issuer spotlights, webinars and focused knowledge-sharing.



The Quality Indexes are reviewed semi-annually in June and December by Bursa Malaysia Berhad.

THE GROUP IS PRIMARILY ENGAGED IN THE FOLLOWING ACTIVITIES:

- (i) Distribution and retailing of completely built-up ("CBU") Mazda and Xpeng vehicles in Malaysia; 
- (ii) Distribution and retailing of completely knocked-down ("CKD") Mazda and semi-knocked-down ("SKD") Xpeng vehicles in Malaysia; 
- (iii) Provision of after-sales services and sale of spare parts for Mazda and Xpeng vehicles in Malaysia; 
- (iv) Distribution of Mazda CBU vehicles and spare parts through appointed dealers in the Philippines; and 
- (v) Wholesale and retail of automotive spare parts in Malaysia. 

BAuto's associated companies are primarily engaged in the production and/or assembly of Mazda and Kia CKD vehicles in Malaysia using locally sourced parts as well as imported parts supplied by the respective Mazda and Kia principal manufacturers.

The Group had ceased to be the distributor for Kia and Deepal vehicles in Malaysia in November 2025 and June 2026 respectively.

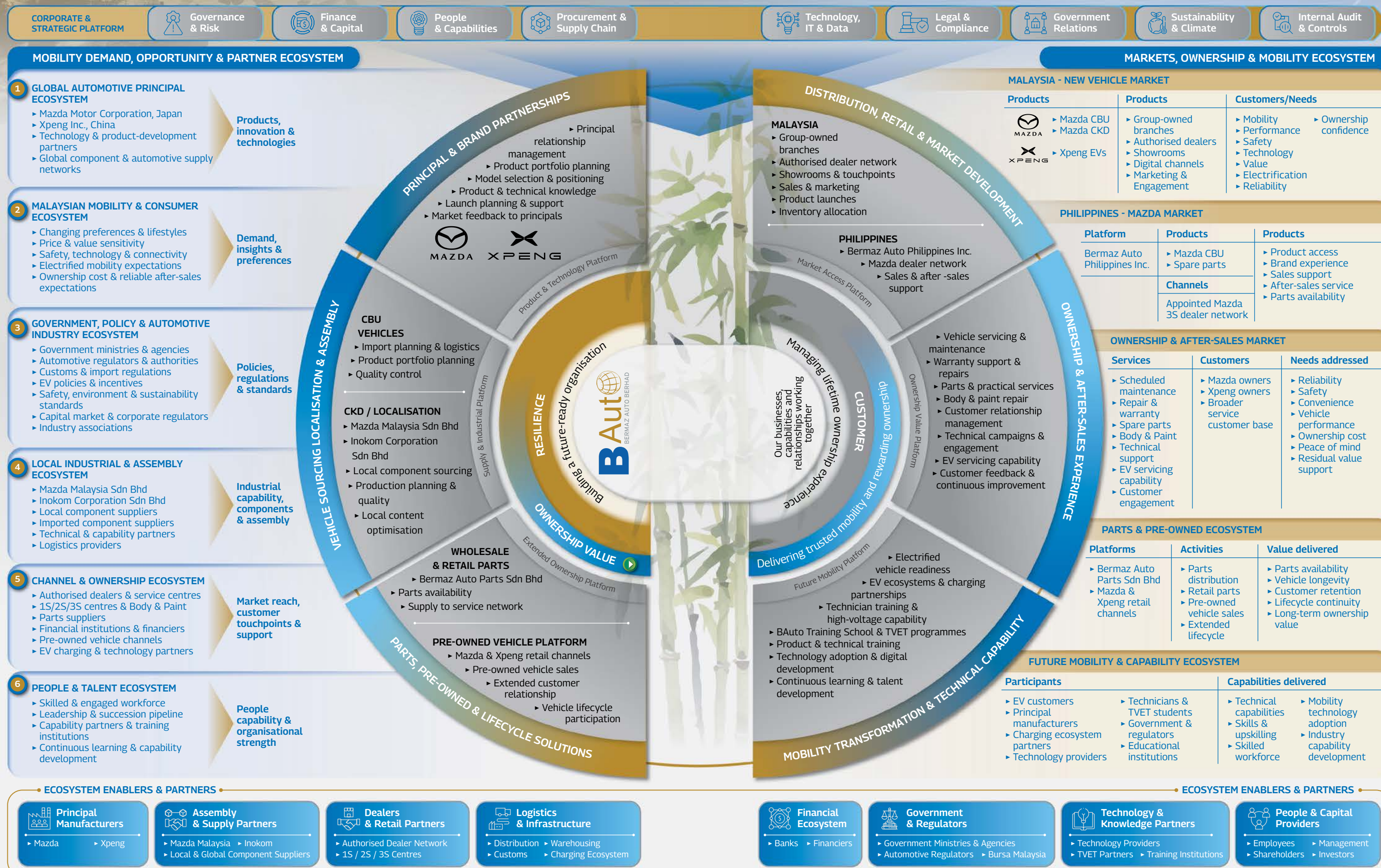
As at 30 April 2026, the number of BAuto branches and dealer centres in Malaysia and in the Philippines are as follows:

	BAuto	Mazda vehicles (Malaysia)	Mazda vehicles (Philippines)	Xpeng vehicles (Malaysia)
No. of Branches:				
1.	3S Centres	7	-	2
2.	2S Centres	5	-	-
3.	1S Centres	-	-	-
	Total	12	-	2

No. of Dealer Centres:				
1.	3S Centres	38	13	2
2.	2S Centres	15	-	1
3.	1S Centres	23	-	6
	Total	76	13	9

Notes:

- i) 3S denotes "sales, sale of spare parts and provision of after-sales services"; 2S denotes "sale of spare parts and provision of after-sales services"; and 1S denotes "sales" only.
- ii) For Malaysia operations, there are in total 13 Body & Paint services, of which 3 are operated by the branches whilst the balance 10 are operated by the dealer centres.



MILESTONES OF RESILIENCE

FINANCIAL HIGHLIGHTS

GROUP REVENUE

RM2,274

MILLION

FY2025: RM2,622 million



PROFIT BEFORE TAX

RM174

MILLION

FY2025: RM221 million



PROFIT FOR THE YEAR

RM117

MILLION

FY2025: RM165 million



TOTAL ASSETS

RM1,661

MILLION

FY2025: RM1,688 million



NET EQUITY FUNDS

RM680

MILLION

FY2025: RM642 million



TOTAL EQUITY

RM754

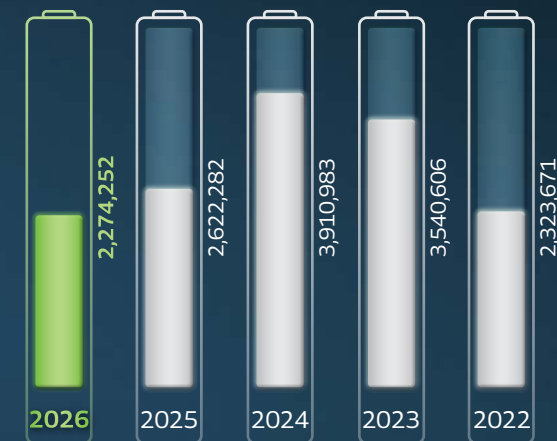
MILLION

FY2025: RM733 million

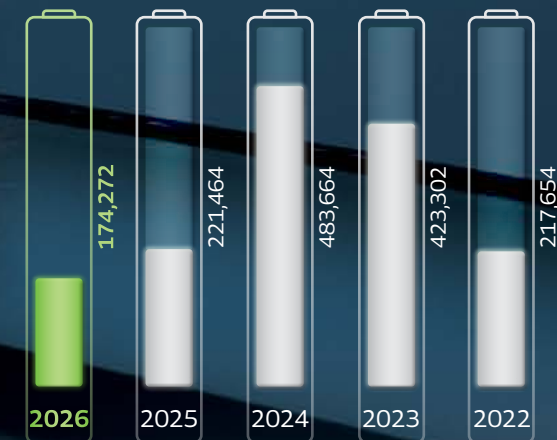


MILESTONES OF RESILIENCE (Cont'd)

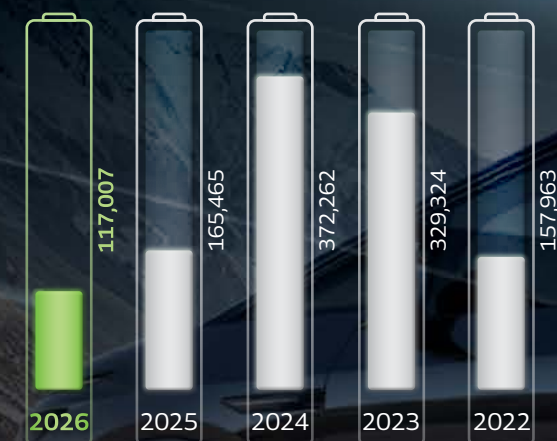
GROUP REVENUE (RM '000)



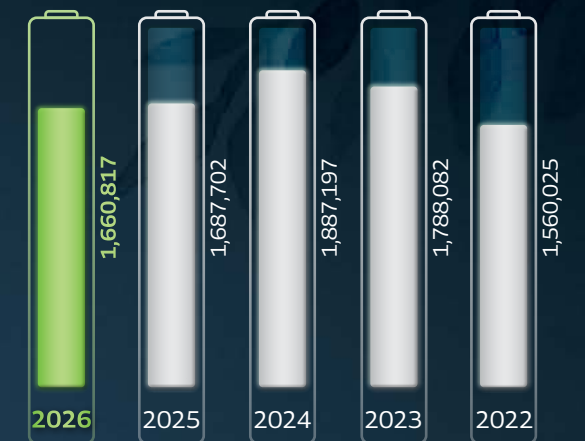
PROFIT BEFORE TAX (RM '000)



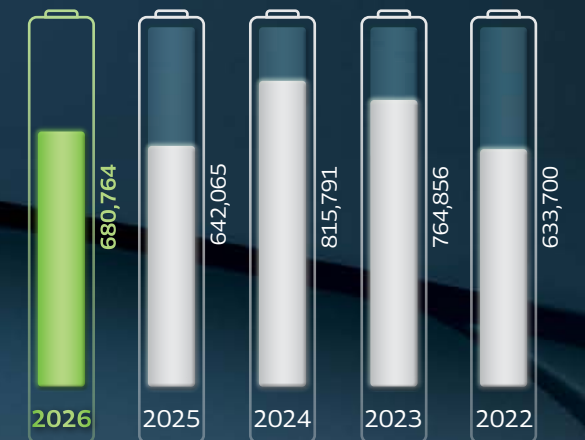
PROFIT FOR THE YEAR (RM '000)



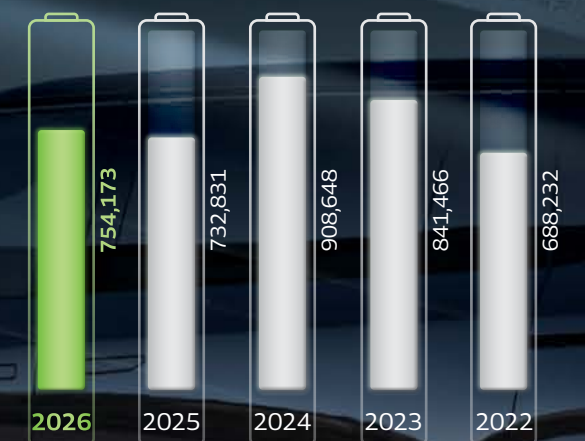
TOTAL ASSETS (RM '000)



NET EQUITY FUNDS (RM '000)



TOTAL EQUITY (RM '000)



MILESTONES OF RESILIENCE (Cont'd)

GROUP FINANCIAL SUMMARY

Descriptions	2026 US\$'000	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Revenue	572,715	2,274,252	2,622,282	3,910,983	3,540,606	2,323,671
Profit before tax	43,886	174,272	221,464	483,664	423,302	217,654
Profit for the year	29,465	117,007	165,465	372,262	329,324	157,963
Profit attributable to shareholders	26,374	104,730	153,595	345,583	305,843	155,113
Share capital	158,511	629,447	629,367	626,237	619,614	609,443
Reserves	21,007	83,420	27,338	195,995	147,276	27,038
Equity funds	179,518	712,867	656,705	822,232	766,890	636,481
Treasury shares	(8,084)	(32,103)	(14,640)	(6,441)	(2,034)	(2,781)
Net equity funds	171,434	680,764	642,065	815,791	764,856	633,700
Non-controlling interests	18,487	73,409	90,766	92,857	76,610	54,532
Total equity	189,921	754,173	732,831	908,648	841,466	688,232
Non-current liabilities	105,232	417,877	368,542	387,214	343,687	395,627
Current liabilities	123,084	488,767	586,329	591,335	602,929	476,166
Total equity and liabilities	418,237	1,660,817	1,687,702	1,887,197	1,788,082	1,560,025
Non-current assets	131,552	522,392	532,376	609,730	538,486	481,276
Current assets	286,685	1,138,425	1,155,326	1,277,467	1,249,596	1,078,749
Total assets	418,237	1,660,817	1,687,702	1,887,197	1,788,082	1,560,025
Total number of shares with voting rights in issue ('000)	1,135,115	1,135,115	1,161,197	1,167,599	1,167,069	1,162,193
Net assets per share (US\$/RM)	0.15	0.60	0.55	0.70	0.66	0.55
Net earnings per share (Cents/Sen)	2.30	9.13	13.16	29.62	26.29	13.35
Dividend per share (Cents/Sen)	1.83	7.25	16.75	26.00	22.00	8.75
Net dividend payout (US\$'000/RM'000)	20,746	82,382	195,547	303,627	256,594	101,687
Weighted average number of shares with voting rights in issue ('000)	1,146,854	1,146,854	1,167,494	1,166,857	1,163,226	1,161,769

Note:
Exchange rate US\$1.0000 = RM3.9710

[Mazda CX-5 interior]

BEYOND NUMBERS: THE VALUE WE CREATE



RM928,450

FUNDED HAEMODIALYSIS
FOR 65 PATIENTS;
OCCUPATIONAL
HEALTH AND WELL-
BEING PROGRAMMES
ACROSS ALL SITES.



RAINWATER HARVESTING IN MALAYSIA AND THE
PHILIPPINES CUT DAILY WATER
CONSUMPTION BY ABOUT

30%.



30.8%

OF THE WORKFORCE

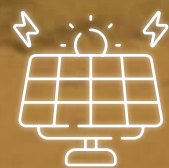
ARE WOMEN;

1:1

FEMALE-TO-MALE
SALARY RATIO
MAINTAINED.



331 KWP OF SOLAR
GENERATED
393,269
KWH, SAVING
RM210,792



BEYOND NUMBERS: THE VALUE WE CREATE (Cont'd)

NET ZERO BY 2050 WITH 2030 TARGETS

APPROVED; EMISSIONS FELL 13.8% TO

5,792 TCO₂E.

TOTAL EMISSIONS COMPRISE SCOPE 1, SCOPE 2,
AND SCOPE 3 EMISSIONS FROM CATEGORIES 6
AND 7 ONLY.



ZERO CONFIRMED

CORRUPTION

INCIDENTS;

90.9%

OF OPERATIONS
ASSESSED FOR
CORRUPTION RISK.



NON-DISCRIMINATION
AND EQUAL
OPPORTUNITY IN
RECRUITMENT,
DEVELOPMENT AND
ADVANCEMENT.



NAVIGATING AND ADVANCING AI-DRIVEN MOBILITY & SUSTAINED VALUE CREATION

Chairman's Letter: Stewarding Long-Term
Value In An Evolving Mobility Landscape

- Navigating Uncertainty,
Sustaining Confidence 17
- Balancing Growth with
Governance Discipline 19
- Strength Through Partnerships
& Ecosystem 20
- Positioning for Long-Term
Value Creation 21

Management Discussion & Analysis:
Analysing Financial & Operational
Performance

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[Mazda CX-80]

CHAIRMAN'S LETTER:

STEWARDING LONG-TERM VALUE IN AN EVOLVING MOBILITY LANDSCAPE

Dear Valued Shareholders,

IT IS MY DISTINCT PRIVILEGE TO PRESENT OUR COMPANY'S ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026 ("FY2026"). THIS PAST FINANCIAL YEAR WAS DEFINED BY ADAPTABILITY AND PROFOUND RESILIENCE AS THE GROUP SKILLFULLY NAVIGATED A COMPLEX GLOBAL LANDSCAPE, TRANSFORMING MACROECONOMIC SHIFTS, GEOPOLITICAL HEADWINDS, AND INTENSIFIED MARKET COMPETITION INTO OPPORTUNITIES TO REINFORCE OUR CORE STRENGTHS.

For FY2026, the Group recorded revenue of RM2.27 billion and a profit before tax of RM174.3 million. This is lower than the RM2.62 billion in revenue and RM221.5 million in profit we achieved in FY2025. This decrease was mostly because some of our older vehicle models reached the end of their sales life, and we stopped distributing KIA vehicles in November 2025.

However, we successfully cushioned this impact by launching exciting new fully imported CBU models. New arrivals like the premium Mazda3 1.5L high, along with the highly popular Xpeng G6 and X9 electric models, have been a major hit with customers. We are confident about keeping up this momentum with a strong lineup of upcoming launches, including the all-new Mazda CX-5 2.5G internal combustion engine ("ICE") and the Mazda CX-80 3.3G mild hybrid electric vehicle ("MHEV").



CHAIRMAN'S LETTER (Cont'd)

NAVIGATING UNCERTAINTY, SUSTAINING CONFIDENCE

Economic Landscape and Automotive Sector Outlook

In 2025, the Malaysian economy registered positive growth, driven primarily by robust domestic demand and favourable exports. The Philippine economy also expanded, albeit at a more moderate pace. However, growth in both nations for 2026 is projected to face headwinds from inflationary pressures and external risks. Notably, the ongoing geopolitical conflict in the Middle East has triggered higher energy prices and supply chain disruptions. The automotive sector faces these macro challenges alongside the continued influx of Chinese automotive brands utilizing aggressive pricing strategies.

Core Mission and Human Capital Development

To navigate this landscape, the Group remains dedicated to its core mission: to be the **"Automotive & Mobility Distributor of Choice by Managing Customers' Ownership Experience."** We continue to invest heavily in human capital, product marketing, and information technology. These initiatives focus on reskilling and upskilling our workforce with the latest product and technical expertise, ensuring superior sales and after-sales service, driving operational efficiency, and accelerating competitive growth.

Technical and Vocational Education Training ("TVET") Initiatives

Recognizing that talent is our greatest asset, the Company continues to deliver TVET programmes to technicians, mechanics, and students through the BAUTO Training School ("BTS"). BTS maintains its competitive edge through a rigorous, triple-accredited curriculum. The institution's training programs are fully certified by the *Jabatan Pembangunan Kemahiran, Malaysia ("JPK")*, the *Institute of the Motor Industry, United Kingdom ("IMI")*, and the *proprietary Mazda Master Certification framework*.

We actively encourage individuals passionate about building a career in the automotive sector to enrol in our diverse apprenticeship programmes. Demonstrating our industry leadership, our Group Head of After-Sales, Dato' Haji Shamsuddin bin Haji Amran, has served as the Chairman of the Main Career Choice Education and TVET Cluster under the *Kongres Ekonomi Bumiputera ("KEB")* for three (3) consecutive years since 2024.

“ We actively encourage individuals passionate about building a career in the automotive sector to enrol in our diverse apprenticeship programmes. ”



[Mazda3]

CHAIRMAN'S LETTER (Cont'd)

BALANCING GROWTH WITH GOVERNANCE DISCIPLINE

Advanced Management and Workforce Empowerment

To further empower our workforce with industry-recognized credentials and operational excellence, the Company had sponsored employees for the IMI's International Level 4 Certificate in Automotive Management ("L4CAM"). L4CAM is a comprehensive, knowledge-based vocationally related qualification ("VRQ") that provides automotive professionals with advanced management frameworks and is designed for people already working in first line management roles and normally have a basic general degree. Developed by the IMI alongside global automotive manufacturers, dealer groups, and the IMI Sector Skills Council, this programme is specifically designed to cultivate and upskill the automotive managers of the future.

National Sustainability Reporting Framework ("NSRF") Alignment

In September 2024, the Securities Commission Malaysia introduced the NSRF. This framework adopts the International Financial Reporting Standard ("IFRS") Sustainability Disclosure Standards issued by the International Sustainability Standards Board specifically IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) as the baseline standards and assurance requirements for Malaysian listed companies.

Sustainability Steering Committee ("SSC") Governance

To align with these standards and elevate our corporate governance, the Company established an SSC in June 2026. The SSC supports the Sustainability Committee by overseeing the execution of the Group's sustainability strategy and reporting, while ensuring effective cross-functional coordination. The SSC is chaired by the Group Chief Executive Officer and supported by the Group Chief Financial Officer, the Group Head of Sustainability and Investment, and the Group Head of Risk Management and Investor Relations.

“ The SSC supports the Sustainability Committee by overseeing the execution of the Group's sustainability strategy and reporting, while ensuring effective cross-functional coordination. ”

Strategic Planning Group ("SPG") Integration

The SSC works closely with the SPG, which was established in May 2026. Comprising key operational departmental heads and led by the Executive Chairman, the SPG is tasked with reviewing and recommending the Group's strategic direction, long-term business plans, and growth initiatives to the Board. It integrates sustainability metrics directly into strategic decision-making to foster long-term value creation, business resilience, and sustainable growth.



[Xpeng X9]

CHAIRMAN'S LETTER (Cont'd)

STRENGTH THROUGH PARTNERSHIPS & ECOSYSTEM

NSRF Compliance Timeline and Achievements

Under the NSRF implementation timeline, the Company is classified under Group 2 (Main Market listed issuers with a market capitalisation below RM2.0 billion). This tier mandates compliance with IFRS S1 and IFRS S2 disclosures, alongside obtaining external reasonable assurance for Scope 1 and Scope 2 greenhouse gas ("GHG") emissions, starting from FY2028. We are pleased to report that the Company has obtained reasonable assurance over its Scope 1 and Scope 2 GHG emissions in FY2026,—two years ahead of the mandated national timeline.

ESG Ratings and Bursa Malaysia Index Constitutions

BAuto proudly remains a constituent of both the FTSE4Good Bursa Malaysia Index (since June 2020) and the FTSE4Good Bursa Malaysia Shariah Index (since July 2021). We have maintained the highest 4-star rating since 2020. Furthermore, in January 2026, Bursa Malaysia Berhad selected the Company as a constituent of the newly launched Bursa Malaysia Quality 50 Index ("BMQ") and its Shariah variant, the Bursa Malaysia Quality 50 Shariah Index ("BMQ-S"). These premier indexes recognize listed issuers that exhibit superior financial quality based on key quantitative performance metrics, including Return on Equity ("ROE"), Debt-to-Equity ratio, and Operating Cash Flow strength relative to Profit After Tax and Minority Interests. These indicators underscore our financial discipline, earnings sustainability, and overall corporate resilience.

“

These premier indexes recognize listed issuers that exhibit superior financial quality based on key quantitative performance metrics, including Return on Equity ("ROE"), Debt-to-Equity ratio, and Operating Cash Flow strength relative to Profit After Tax and Minority Interests.

”

[Mazda CX-8]

Sustainability and Governance Cross-References

The Group's Economic, Environmental, and Social responsibilities are detailed on pages **32** to **195** of the Sustainability Statement. Corporate governance practices are outlined on pages **196** to **250** across the Corporate Governance Overview Statement, the Statement on Risk Management and Internal Control, and the Audit Committee Report in this Annual Report.

Macroeconomic Outlook

Economic growth in Malaysia and the Philippines for calendar year 2026 will be influenced by external headwinds. Most notably, the ongoing geopolitical conflict in the Middle East has triggered higher energy prices and supply chain disruptions during the first half of 2026. Despite heightened global uncertainties arising from this conflict, the macroeconomic outlook for both nations remains positive. For calendar year 2026, GDP growth is projected to range between **4.0% and 5.0% for Malaysia**, and **3.5% and 4.5% for the Philippines** (Sources: Independent economic reports on the Malaysian and Philippine economies).

Automotive Sector and Group Outlook

The automotive sector is anticipated to experience moderated growth in calendar year 2026. This slowdown is driven by persistent inflationary pressures and weaker global growth stemming from geopolitical uncertainties, both of which have adversely impacted global trade and supply chains. Closer to home, the industry faces an influx of aggressively priced Chinese vehicle brands. This oversupply has created an inventory overhang, resulting in a disorderly pricing environment characterized by continuous discounting.

Furthermore, shifting domestic government policies—including rationalizations of petrol and diesel subsidies, revisions to electricity tariffs, and adjustments to Open Market Value ("OMV") excise duty calculations—will further impact the broader economy and the automotive landscape. Consequently, the Company maintains a cautious stance toward this evolving operating environment.

However, we remain confident that the Group's strategic resilience will allow us to safeguard our competitive market position and sustain profitability for the financial year ending 30 April 2027.

CHAIRMAN'S LETTER (Cont'd)

POSITIONING FOR LONG-TERM VALUE CREATION

Strategic Outlook, Vision and Ecosystem Growth

As we look ahead, our Group's strategy will be to remain focused on maximizing returns to our stakeholders, providing a sustainable and profitable business and realizing our Company's mission to be **"the Automotive & Mobility Distributor of Choice"**. The Company remains dedicated to generating sustainable, long-term stakeholder value by advancing Malaysia's automotive ecosystem. To advance this objective, we are accelerating our strategic localization initiatives. By partnering closely with our associated companies and vendor network, we continue to enhance domestic sourcing capabilities and increase the integration of locally manufactured components.

We remain committed to fostering digital transformation, enhancing operational agility, and exploring new avenues for sustainable growth. Moving forward, we will continue to invest in our people and deepen engagement with our partners to ensure long-term, inclusive success.

Acknowledgements and Appreciation

None of our achievements would have been possible without the collective effort of our community. I extend my sincere gratitude to our valued customers and business partners for their ongoing trust and confidence. To our dedicated employees, thank you for your relentless commitment, dedication, and hard work. I also wish to express my appreciation to my colleagues on the Board for their invaluable guidance, wisdom, and foresight. Furthermore, I wish to extend our deep appreciation to the relevant authorities for their continuous guidance, regulatory support, and cooperation.

We look forward to building upon this foundation, driving sustainable long-term value, and sharing the journey ahead with all of you.

Notice of Annual General Meeting ("AGM")

The Company's AGM for FY2026 will be held on Wednesday, 7 October 2026, 10.00 a.m. at Glenmarie Ballroom, Hilton Shah Alam Glenmarie, No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan, Malaysia. The Notice of AGM and Form of Proxy are enclosed in this Annual Report while the Administrative Details for the AGM are available on the Company's website at www.bauto.com.my. I look forward to meeting you all on that day.

Tan Sri Dato' Sri Yeoh Choon San

Executive Chairman
5 August 2026



[Mazda CX-30]

MANAGEMENT DISCUSSION & ANALYSIS

ANALYSING FINANCIAL & OPERATIONAL PERFORMANCE

GROUP FINANCIAL PERFORMANCE

Financial Results

Key indicators	FY2026	FY2025
Vehicle Sales	Units	Units
- Malaysia	11,997	13,687
- Philippines	1,526	1,779
Total	13,523	15,466
	RM	RM
Revenue	2.27 billion	2.62 billion
Profit before tax	174.3 million	221.5 million
Profit attributable to owners of the parent	104.7 million	153.6 million
Basic Earnings per share	9.13 sen	13.16 sen
Dividend per share	7.25 sen	16.75 sen
Dividend payout as a percentage of Profit attributable to owners of the parent	78.7%	127.3%
Dividend payout as a percentage of Profit attributable to owners of the parent from its active domestic operations	66.6%	159.4% ^a

^a Included a 7 sen special dividend (RM81.9 million) ("Special Dividend"), which was paid in December 2024 following the receipt by the Company of a special dividend income from an associated company. If the Special Dividend is excluded, the adjusted dividend payout ratio for FY2025 will be 92.7%.

For the financial year ended 30 April 2026 ("FY2026"), the Group reported a lower revenue and profit before tax of RM2.27 billion and RM174.3 million respectively as compared to the preceding financial year ended 30 April 2025 ("FY2025") which reported a Group revenue and profit before tax of RM2.62 billion and RM221.5 million respectively.

Group revenue declined by RM0.35 billion (-13.4%) largely due to lower sales volume in the first half of the financial year under review as certain Mazda and Kia vehicles were nearing their end of product lifecycles and the cessation of Kia distributorship in November 2025. This was reflected by the lower sales volume registered for both its Malaysian operations (FY2026: 11,997 units; FY2025: 13,687 units) and Philippines operations (FY2026: 1,526 units; FY2025: 1,779 units). The said decrease was however mitigated by the increase in sales volume of the Mazda and Xpeng domestic operations in the second half of the financial year due to the continued good response from customers for the Mazda3, Xpeng G6 and X9 models.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

[Xpeng X9]



In line with the decrease in Group revenue, the Group's Profit attributable to owners of the parent had also declined by RM48.9 million (-31.8%) from RM153.6 million in FY2025 to RM104.7 million in FY2026 largely due to lower profit contribution from its Mazda domestic operations and share of losses from its associated companies compared to share of profits in the preceding financial year.

FINANCIAL POSITION AND LIQUIDITY

Key indicators	FY2026 (RM'million)	FY2025 (RM'million)
Non-current Assets	522.4	532.4
Current Assets	1,138.4	1,155.3
Total Assets	1,660.8	1,687.7
Non-current Liabilities	417.9	368.6
Current Liabilities	488.7	586.3
Total Liabilities	906.6	954.9
Net Equity Funds	680.8	642.0
Non-controlling interests	73.4	90.8
Total Equity	754.2	732.8
Net Cash	219.4	208.1
Gearing	0%	0%

Non-current Assets in FY2026 declined by RM10.0 million (-1.9%) over FY2025 largely due to share of losses from its associated companies, decrease in right-of-use assets and deferred tax assets, and partly offset by the acquisition of land and building and from revaluation surplus of freehold lands during the financial year. Current Assets declined by RM16.9 million (-1.5%) in FY2026 compared to FY2025 largely due to lower trade and other receivables and tax recoverable, and partly offset by higher inventory level.

Non-current Liabilities in FY2026 increased by RM49.3 million (13.4%) largely due to the issuance of Sukuk Wakalah Islamic Medium Term Notes, and partly offset by lower contract liability and lease liabilities. Current Liabilities in FY2026 declined by RM97.6 million (-16.6%) largely due to the maturity of Sukuk Wakalah Islamic Commercial Papers and lower short-term borrowings of banker acceptances, and partly offset by the increase in trade and other payables.

The Group's financial position registered a strong and healthy Net Equity Funds for the current financial year which improved from RM642.0 million as at end of FY2025 to RM680.8 million as at end of FY2026. The increase in Net Equity Funds in FY2026 by RM38.8 million (6.0%) was largely due to the increase in retained earnings where the Profit attributable to owners of the parent was higher than the total dividends paid and payable during the financial year.

The increase in net cash position from RM208.1 million in FY2025 to RM219.4 million in FY2026 was largely due to the movement in the net tax position, which changed from a net tax asset to a net tax liability during the financial year.

[Xpeng New X9 interior]



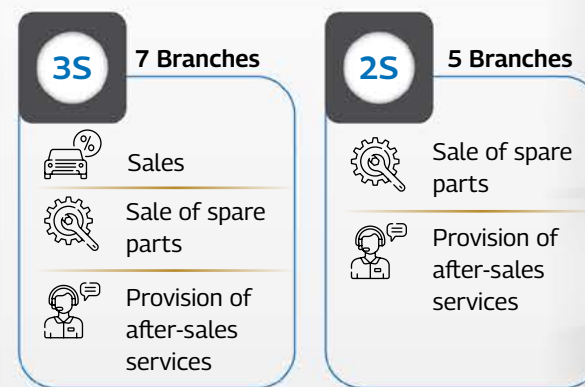
MALAYSIA - MAZDA OPERATIONS

THE GROUP'S WHOLLY OWNED SUBSIDIARIES, BERMAZ MOTOR SDN BHD AND BERMAZ MOTOR TRADING SDN BHD (COLLECTIVELY "BERMAZ SUBSIDIARIES") ARE PRINCIPALLY INVOLVED IN THE DISTRIBUTION, RETAILING AND PROVISION OF AFTER-SALES SERVICES OF MAZDA VEHICLES.

As at 30 April 2026, Bermaz Subsidiaries owns 12 branches, of which 7 are 3S ("sales, sale of spare parts and provision of after-sales services") centres and 5 are 2S ("sale of spare parts and provision of after-sales services") centres. It also has 76 dealer centres nationwide, operated by third parties, of which 38 are 3S centres, 15 are 2S centres and 23 are 1S ("sales") centres. There are a total of 13 Body and Paint Repair centres, out of which 3 are operated by Bermaz Subsidiaries and the remaining 10 are operated by dealer centres. The Group is involved in the assembly of Mazda completely knocked-down ("CKD") vehicles through its associated companies namely, Mazda Malaysia Sdn Bhd ("MMSB") and Inokom Corporation Sdn Bhd ("Inokom"). MMSB owns the rights to assemble Mazda CKD vehicles through Inokom, a third party contract assembler, for local distribution and export to ASEAN region. Inokom is primarily engaged in the manufacture and assembly of light commercial and passenger vehicles, and contract assembly of Mazda, Kia and other passenger vehicles at its vehicle assembly plant in Kulim, Kedah.

As explained earlier, the Group reported a lower revenue in FY2026 compared to FY2025. In line with this, Bermaz Subsidiaries' revenue also decline (FY2026: RM1.60 billion; FY2025: RM1.93 billion) largely due to lower sales volume in the first half of the financial year as certain Mazda vehicles were nearing their end of product lifecycles, and was partly mitigated by the increase in sales volume of Mazda3 in the second half of the financial year.

12 Branches



In the Group's continuous pursuit to enhance value proposition for Mazda's customers in the areas of ownership experience and ownership cost, all new Mazda vehicles sold in Malaysia now comes with a 5-Year Warranty and 5-Year Free Service Maintenance (save for BT-50 model). To bring additional peace of mind to Mazda customers and to further enhance their ownership experience, the Mazda Extended Service Maintenance Plan programme was introduced where an existing customer could, subject to certain terms and conditions, purchase a plan to extend the 5-Year Free Service Maintenance by a further 2 years. With Mazda vehicles kept in road worthiness conditions, the residual value of these vehicles will be sustainable over a longer life span. Under this programme, Mazda customers and the Group's mutual interest will also be sustainable through the economic cycle.

“ the Mazda Extended Service Maintenance Plan programme was introduced where an existing customer could, subject to certain terms and conditions, purchase a plan to extend the 5-Year Free Service Maintenance by a further 2 years.

”

[Mazda3 interior]

In line with the decline in Bermaz Subsidiaries' revenue as explained above, profit before tax in FY2026 had also declined by RM40.5 million (-25.8%) from RM156.7 million in FY2025. In addition, associated company, MMSB, had contributed a lower share of results (FY2026: RM3.5 million; FY2025: RM11.4 million) largely due to the decline in sales volume for both domestic and export market.

Going forward, Bermaz Subsidiaries will continue to train its sales and after-sales service workforce to provide a better ownership experience for its Mazda customers. In addition, Bermaz Subsidiaries will work closely with Mazda Motor Corporation of Japan ("Mazda Japan") to bring in newer generation of Mazda CBU models at relatively competitive prices to optimize product lifecycle management and to satisfy diverse market demands. The parties will also collaborate with MMSB to explore ways to increase local content and reduce the cost of its CKD models to be more competitive. MMSB and Inokom will assess their existing plant facilities to plan for production of upcoming CKD model(s) as well as to improve on efficiency and quality. Bermaz Subsidiaries will also continue to explore and improve its operations to remain sustainable and will incorporate the main pillars of environmental, social and governance ("ESG") into its operations whenever possible and/or applicable.



THE PHILIPPINES - MAZDA OPERATIONS

BERMAZ AUTO PHILIPPINES INC ("BAP"), A 66.46% OWNED SUBSIDIARY OF THE GROUP, IS PRIMARILY ENGAGED IN THE DISTRIBUTION OF MAZDA VEHICLES AND SPARE PARTS IN THE PHILIPPINES THROUGH APPOINTED THIRD-PARTY DEALERS WHO ACT AS RETAILERS AND PROVIDERS OF AFTER-SALES SERVICES FOR THE MAZDA VEHICLES TO END CUSTOMERS.

All its dealer centres are 3S centres which offer full services comprising showrooms, provision of after-sales vehicle servicing facilities, and sale of Mazda spare parts and accessories. BAP currently has a network of 13 dealerships operated by third party dealers located nationwide.

For FY2026, as a result of lower sales volume of 1,526 units (FY2025: 1,779 units), BAP had reported a lower revenue and profit before tax of Php2.95 billion (about RM209.8 million) and Php235.4 million (about RM16.8 million) respectively as compared to FY2025 which reported a revenue and profit before tax of Php3.47 billion (about RM269.4 million) and Php555.8 million (about RM43.1 million) respectively.

BAP will continue to explore and improve its operations to remain competitive and sustainable and will incorporate the main pillars of ESG into its operations whenever possible and/or applicable.



[Mazda3]



MALAYSIA - XPENG OPERATIONS

BERMAZ XPENG SDN BHD ("BXPENG"), AN 85% OWNED SUBSIDIARY OF BAUTO, IS PRINCIPALLY INVOLVED IN THE DISTRIBUTION AND RETAILING OF XPENG VEHICLES AND THE PROVISION OF AFTER-SALES SERVICES OF XPENG VEHICLES IN MALAYSIA.

2 Branches



2 Branches



Sales



Sale of spare parts



Provision of after-sales services

As at 30 April 2026, BXPeng owns 2 3S centres and has 9 dealer centres nationwide, operated by third parties, of which 2 are 3S centres, 1 is 2S centre and 6 are 1S centres.

For FY2026, BXPeng registered a higher revenue and profit before tax of RM331.0 million and RM47.3 million (FY2025: RM151.3 million and RM16.2 million) respectively largely due to a full-year impact compared to FY2025, where the Xpeng G6 and X9 models were only launched in August 2024 and March 2025 respectively.

Revenue

RM311.0

MILLION

FY2025:
RM151.3 million

Profit before tax

RM47.3

MILLION

FY2025:
RM16.2 million

In the Group's continuous pursuit to enhance value proposition for Xpeng customers in the areas of ownership cost and experience, all Xpeng vehicles sold in Malaysia now comes with a 5-Year Warranty (8-Year Warranty on EV battery and drive motor) and either a 3-Year or 5-Year Free Service Maintenance (depending on model) programme. With Xpeng vehicles kept in road worthiness conditions, the residual value of these vehicles will be sustainable over a longer life span. Under this programme, Xpeng customers and the Group's mutual interest will also be sustainable through the economic cycle.

Going forward, BXPeng will continue to train its sales and after-sales service workforce to provide a better ownership experience for Xpeng customers.

BXPeng will also continue to explore and improve its operations to remain competitive and sustainable and will incorporate the main pillars of ESG into its operations whenever possible and/or applicable.



[Xpeng G6]

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

AWARDS

The various models under the brands distributed by the Group continue to win awards and recognition locally and internationally (including in the Philippines), some of which are as follows:



Malaysia

Month	Model	Award Name	Award Organization
December 2025	Mazda CX-60	➔ 'Wapcar.my Editor's Choice Awards 2025 - Best 5-seater SUV	Carlist.my & Wapcar.my
December 2025	Mazda CX-80	➔ 'Wapcar.my Editor's Choice Awards 2025 - Best 7-seater SUV	Carlist.my & Wapcar.my
December 2025	Mazda CX-60	➔ 'Wapcar.my Editor's Choice Awards 2025 - Overall Editor's Choice Winner	Carlist.my & Wapcar.my
February 2026	Xpeng X9	➔ Rakyat's Choice Roadshow - MPV Category Winner 2025	Malaysia Car of the Year Award
April 2026	Mazda CX-80	➔ 'DSF.my VOTY 2025 - Luxury PHEV SUV of the Year	'DSF.my



Philippines

Month	Model/Company	Award Name	Award Organization
June 2025	Mazda MX-5 Miata	➔ 6-Hour Kalayaan Cup - Overall Class Champion ➔ 12-Hour Kalayaan Cup - Overall Class Champion	The Philippines Petron Makabayan Endurance Challenge
August 2025	Team MSCC Mazda MX-5	➔ 4-Hour Kagitingan Cup - Overall Class Second Runner Up ➔ 8-Hour Kagitingan Cup - Overall Class First Runner Up	The Philippines Petron Makabayan Endurance Challenge
November 2025	Mazda MX-5 Miata	➔ 8-Hour Bonifacio Cup - Overall Class Champion	The Philippines Petron Makabayan Endurance Challenge
December 2025	Mazda MX-5 Miata	➔ Makabayan Cup - Overall Champion	The Philippines Petron Makabayan Endurance Challenge

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)



International

Month	Model	Award Name	Award Organization
July 2025	XPeng G6	➔ Electric Car of the Year 2025	Car of the Year Egypt 2025 awards
September 2025	XPeng X9	➔ Best Luxury Electric Car Award 2025	Carvaganza Editors' Choice Awards 2025 (Indonesia)
September 2025	Mazda CX-60	➔ Best Medium SUVs 2025: Over \$40K	Which Car? By Wheels Magazine
October 2025	Mazda CX-80	➔ Car of the Year 2025	Diesel & EcoCar Magazine, UK
November 2025	Mazda CX-80	➔ Best Large SUV of 2025	DRIVEN Car Guide New Zealand Car of the Year
December 2025	Mazda CX-80	➔ Best Large Car	Scottish Car of the Year (SCOTY) Awards
December 2025	Mazda CX-80	➔ Large SUV of the Year	SG Car Mart - Car of the Year Awards
January 2026	XPeng G6	➔ Executive Car of the Year	Company Car & Van Magazine
February 2026	XPeng X9	➔ Best Premium MPV	Indonesia International Motor Show (IIMS) 2026
March 2026	XPeng G6	➔ Car of the Year 2026	Thailand Car of the Year 2026
March 2026	XPeng G6	➔ Best Compact Coupe SUV EV (AWD)	Thailand Car of the Year 2026
March 2026	XPeng X9	➔ Best Coupe MPV EV	Thailand Car of the Year 2026
March 2026	Mazda3 (Hatch & Sedan), Mazda CX-30	➔ 2026 IIHS TOP SAFETY PICK+ AWARD	Insurance Institute for Highway Safety

[Mazda CX-60]

MAZDA CX-60

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

DIVIDEND

The Company has been consistently declaring dividends for each financial quarter to maximise returns to its shareholders and to reward them for their continued support to the Group. For FY2026, the Company had declared and paid a total dividend of 7.25 sen single-tier dividend per share (FY2025: 16.75 sen single-tier dividend per share).

For FY2026, the total dividend distribution of RM82.4 million (FY2025: RM195.5 million) represents a dividend payout ratio of 66.6% (FY2025: 159.4%) over the Profit attributable to owners of the parent from its active domestic operations. For FY2025, the total dividend distribution included a 7 sen special dividend (RM81.9 million) paid in December 2024, which if excluded, the adjusted total dividend payout ratio for FY2025 would be 92.7%.

The total dividend distribution for FY2026 and FY2025 are in line with the Company's Dividend Policy of distributing at least 50% of the Profit attributable to owners of the parent from its active domestic operations for each financial year.

FUTURE OUTLOOK AND PROSPECTS

1 Macroeconomic Outlook and Growth Projections for Calendar Year 2026

Despite heightened global uncertainties arising from the ongoing geopolitical conflict in the Middle East, the macroeconomic outlook for both Malaysia and the Philippines remains structurally positive. For calendar year 2026, Real Gross Domestic Product (GDP) growth trajectories are projected within the following corridors:

**Malaysia**

Projected growth within a range of **4.0% to 5.0%**.

**The Philippines**

Projected growth within a range of **3.5% to 4.5%**.

2 Automotive Sector Performance and Industry Dynamics

2.1 Total Industry Volume ("TIV") Revisions

In July 2026, the Malaysian Automotive Association ("MAA") revised its calendar year 2026 TIV forecast upward to 800,000 units, from an earlier projection of 790,000 units, driven by stronger-than-expected domestic demand. However, this updated target marks a contraction compared to the historical baseline of 820,752 units recorded in calendar year 2025.



[Xpeng G6]

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

2.2 Systemic Headwinds and Market Constraints

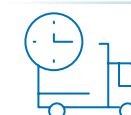
The automotive sector is expected to register lower growth due to several compounding macroeconomic and market factors:

**Global Macroeconomic & Supply Chain Disruptions**

Softening global growth and persistent inflationary pressures—compounded by geopolitical friction in the Middle East—have triggered critical shortages in oil supplies, adversely impacting international logistics networks and the global economy.

**Competitive Landscape Intensification**

The continuous influx of Chinese brand vehicles presents a structural market challenge, negatively impacting the sales volumes and market share of existing car brands in the country.

**Product Pipeline Latency**

The commercial rollout of new models and planned facelift variants remains highly dependent on prevailing market sentiments and broader economic conditions

3 Strategic Mitigation Framework and Operational Objectives

To address an aging product portfolio and maintain market positioning amidst a challenging environment, the Group has mobilized a definitive strategic framework:

**Portfolio Refreshment via CBU Pipeline**

The Group will prioritize the immediate introduction and optimization of new Completely Built-Up ("CBU") models, specifically focusing on the immediate deployment of the all-new Mazda CX-5 2.5G ICE and the Mazda CX-80 3.3G MHEV as soon as they become available.

**Network Optimization & Customer Retention**

Management will focus heavily on improving its dealerships and after-sales service network to strengthen brand positioning and protect customer lifetime value.

**Brand Value Amplification**

Core efforts will continue to focus on targeted promotional activities and structured training initiatives to ensure the Group competes effectively and provides a rewarding ownership experience to its customers.

OUTLOOK FOR FINANCIAL YEAR ENDING 30 APRIL 2027

While remaining highly cognizant of this demanding operational environment, the Board maintains a cautious yet positive outlook. Management remains confident that the execution of these strategic initiatives will enable the Group to preserve its competitive advantages and maintain its fundamental profitability for the financial year ending 30 April 2027.

Sustaining Growth Through Innovation & Responsible Mobility

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Sustainability Statement:

ABOUT THIS REPORT

RISING CLIMATE RISKS, EVOLVING REGULATIONS AND INCREASING INVESTOR FOCUS ON SUSTAINABILITY-RELATED FINANCIAL IMPACTS CONTINUE TO RESHAPE HOW COMPANIES OPERATE AND REPORT. AGAINST THIS BACKDROP, BERMAZ AUTO BERHAD ("BAUTO" OR "THE COMPANY") SETS OUT HOW IT MANAGES SUSTAINABILITY- AND CLIMATE-RELATED RISKS, OPPORTUNITIES AND PERFORMANCE ACROSS ITS BUSINESS.

THIS YEAR MARKS A STEP CHANGE IN THE REPORTING APPROACH OF BAUTO AND ITS SUBSIDIARIES (COLLECTIVELY, THE "GROUP"). THIS SUSTAINABILITY STATEMENT ("STATEMENT") ADVANCES ALIGNMENT WITH THE INTERNATIONAL FINANCIAL REPORTING STANDARDS ("IFRS") SUSTAINABILITY DISCLOSURE STANDARDS AND STRENGTHENS THE CONNECTION BETWEEN SUSTAINABILITY-, CLIMATE-RELATED MATTERS AND FINANCIAL PERFORMANCE.

FOCUSING ON MATTERS THAT DIRECTLY AFFECT OPERATIONS, RISK EXPOSURE AND LONG-TERM VALUE REFLECTS A MORE DISCIPLINED, FINANCIALLY RELEVANT APPROACH TO SUSTAINABILITY REPORTING.

REPORTING PERIOD

This Statement covers the financial year from 1 May 2025 to 30 April 2026 ("FY2026"), follows the previous edition published in August 2025 and includes comparative information where relevant.

REPORTING SCOPE AND BOUNDARY

Unless stated otherwise, this Statement encompasses the Group's key operating subsidiaries:

- Bermaz Motor Sdn Bhd ("BMSB") (100% owned subsidiary): Distributor of Mazda vehicles in Malaysia;
- Bermaz Motor Trading Sdn Bhd ("BMTSB") (100% owned subsidiary): Distributor and retailer of new and pre-owned Mazda vehicles and provision of after-sales services and sale of spare parts in Malaysia;
- Bermaz Xpeng Sdn Bhd ("BXpeng") (85% owned subsidiary): Distributor and retailer of new and pre-owned Xpeng vehicles and provision of after-sales services and sale of spare parts in Malaysia;
- Dinamikjaya Motors Sdn Bhd ("DJMSB") (65% owned subsidiary): Up to November 2025, the distributor and retailer of new and pre-owned Kia vehicles and provision of after-sales services and sale of spare parts in Malaysia;
- Bermaz Auto Parts Sdn Bhd ("BAPSB") (51% owned subsidiary): Distributor and retailer of automotive spare parts in Malaysia;
- Bermaz Auto Philippines Inc ("BAP") (66.46% owned subsidiary): Distributor of Mazda vehicles and spare parts in the Philippines.

The Group also shares key sustainability efforts and performance updates from its principal manufacturer, namely Mazda Motor Corporation, Japan ("Mazda Japan") and Xpeng Inc., China ("Xpeng China"), whose operations are integral to the BAuto Group's business. Where relevant, this Statement also highlights contributions from associated companies such as Mazda Malaysia Sdn Bhd ("MMSB") and Inokom Corporation Sdn Bhd ("Inokom").



Following the cessation of the Kia brand distributorship by DJMSB in November 2025, the sustainability activities undertaken by Kia's principal manufacturer and main supplier, Kia Corporation, Korea, have accordingly been excluded from this Statement save for the BAuto Performance Indicators which included information on DJMSB's operations up to the date of cessation of its Kia business activities.

SUSTAINABILITY STATEMENT (Cont'd)

REPORTING FRAMEWORK

The following key frameworks and standards guide the preparation of this Statement, in compliance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Malaysia"):

 Malaysian Code on Corporate Governance ("MCCG") issued by the Securities Commission Malaysia	 ISO 26000:2010 – Guidance on Social Responsibility
 Sustainability Reporting Guide and Toolkits (3rd Edition) by Bursa Malaysia	 United Nations Sustainable Development Goals ("UNSDGs")
 Global Reporting Initiative (GRI) Standards – Core Option	 Reference to international benchmarks such as the FTSE4Good Bursa Malaysia Index
 IFRS Sustainability Disclosure Standards, namely, IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures	

CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ("UNSDG")

The Group's FY2026 activities contribute to the United Nations Sustainable Development Goals as follows.

UNSDG	BAUTO'S FY2026 CONTRIBUTION
 SDG 1: NO POVERTY	Mazda Medicare Fund disbursed RM928,450 for 65 haemodialysis patients; BAP scholarships for disadvantaged students.
 SDG 2: ZERO HUNGER	Mazda Charity Drive 2025 provided meals and support to care homes in Pahang and Kelantan.
 SDG 3: GOOD HEALTH AND WELL-BEING	RM928,450 funded haemodialysis for 65 patients; occupational health and well-being programmes across all sites.

SUSTAINABILITY STATEMENT (Cont'd)

UNSDG	BAUTO'S FY2026 CONTRIBUTION
 SDG 4: QUALITY EDUCATION	750 participants completed Electric Vehicle ("EV") training; 10 scholarship students graduated in the Philippines.
 SDG 5: GENDER EQUALITY	30.8% of the workforce are women; 1:1 female-to-male salary ratio maintained.
 SDG 6: CLEAN WATER AND SANITATION	Rainwater harvesting in Malaysia and the Philippines cut daily water consumption by around 30%.
 SDG 7: AFFORDABLE AND CLEAN ENERGY	331 kWp of solar generated 393,269 kWh, saving RM210,792; 270 further panels in the Philippines generated 130,827 kWh.
 SDG 8: DECENT WORK AND ECONOMIC GROWTH	Technical upskilling through BAUTO Training School across the dealer and service network.
 SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE	Electrified portfolio and EV servicing capability expanded; local assembly of vehicles.
 SDG 10: REDUCED INEQUALITY	Non-discrimination and equal opportunity in recruitment, development and advancement.

SUSTAINABILITY STATEMENT (Cont'd)

UNSDG	BAUTO'S FY2026 CONTRIBUTION	
11 SUSTAINABLE CITIES AND COMMUNITIES	SDG 11: SUSTAINABLE CITIES AND COMMUNITIES	EV-charging access expanded nationwide through DC Handal, JomCharge and MyZEVA.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION	Waste diverted from disposal rose to 31 tonnes; biomaterials adopted in vehicle interiors.
13 CLIMATE ACTION	SDG 13: CLIMATE ACTION	Net zero by 2050 with 2030 targets approved; emissions within the FY2030 target scope fell 13.8% to 5,792 tCO ₂ e.
15 LIFE ON LAND	SDG 15: LIFE ON LAND	Zoo Negara habitat programme engaged 89 employees and contributed RM17,350; 300 cacao seedlings planted in Laguna, Philippines.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS	Zero confirmed corruption incidents; 90.9% of operations assessed for corruption risk.
17 PARTNERSHIPS FOR THE GOALS	SDG 17: PARTNERSHIPS FOR THE GOALS	EV-charging, TVET and reforestation partnerships across Malaysia and the Philippines.



SUSTAINABILITY STATEMENT (Cont'd)

IFRS READINESS

Progress under IFRS S2 Climate-related Disclosures represents a key milestone for the Group. During the year, BAuto enhanced the identification, assessment and disclosure of climate-related risks and opportunities in line with Bursa Malaysia's phased prioritisation timeline. The Group also expanded its Scope 3 emissions coverage and undertook an extensive climate scenario analysis to strengthen its understanding of climate resilience, transition pathways and potential financial implications.

These developments mark meaningful progress in improving the quality, transparency and decision-usefulness of BAuto's climate-related disclosures.

DATA COLLECTION AND REFERENCES

All references to the "BAuto Group" or "the Group" refer collectively to BAuto, BMSB, BMTSB, BXpeng, DJMSB, BAPSB and BAP. "Bermaz Group" refers to BAuto, BMSB, BMTSB, BXpeng, DJMSB and BAPSB.

Data in this Statement is sourced from the Group's internal management systems and compiled to ensure accuracy, relevance and consistency. Where applicable, the Group also includes data from operations under its indirect influence, such as dealer networks and upstream transportation and distribution expenses incurred by importers. The Group provides comparative figures wherever practicable to support meaningful reporting.

PROCESS FOR DEFINING CONTENT

In developing its sustainability disclosures, the Group applies professional judgement to determine materiality thresholds and align economic, environmental, social and governance ("EESG") disclosures with financial reporting and corporate strategy. Internal policies and stakeholder engagement outcomes support these assessments, with focus placed on matters most relevant to the Group's operations, risk profile and long-term value creation.

The Group also recognises that estimation techniques and data limitations may create measurement uncertainties. Where applicable, the Group discloses these uncertainties, along with actions taken to address them, including methodological refinements and data system enhancements.

The Group discloses minor restatements of prior-year data where relevant, primarily arising from refinements to methodologies or improvements to systems.

ACCURACY AND RELIABILITY OF DISCLOSED INFORMATION

The Group applies a structured validation process to maintain the quality and integrity of its disclosures. Relevant departments, coordinated by the Sustainability team, review the information internally to ensure accuracy, completeness and consistency with reporting standards.

Bureau Veritas Certification (M) Sdn. Bhd. conducted independent assurance on the Selected Sustainability Information described in its statement, and expressed an unqualified reasonable assurance conclusion. The engagement was conducted in accordance with International Standard on Assurance Engagements ("ISAE") 3000 (Revised) and ISAE 3410 for greenhouse gas information. The assured information covers the Group's anti-corruption, supply chain, cybersecurity and customer, energy, emissions, water, waste, diversity, training, occupational safety and health, community, customer health and safety and human rights disclosures, with assured Scope 3 emissions comprising categories 1 to 8 and 11 to 15. Details of the assurance scope and findings are set out in the Assurance Statement on pages 191 to 195.

The assurance engagement did not extend to prior-period comparatives, restatements, targets, commitments, scenarios, other forward-looking information, or carbon credits and offsets.

The Board of Directors of BAuto ("Board") reviewed and approved this Statement, reinforcing accountability and oversight at the highest level.

FEEDBACK

The Group welcomes stakeholders' feedback on this Statement and its sustainability practices as part of its ongoing effort to strengthen disclosures and performance. Stakeholders may direct comments and suggestions to:

Investor Inquiries

No. 7, Jalan Pelukis U1/46
Temasya Industrial Park, Seksyen U1
40150 Shah Alam
Selangor Darul Ehsan
Malaysia

Website: <https://www.bauto.com.my/contact.php>



SUSTAINABILITY STATEMENT (Cont'd)

SUSTAINABILITY APPROACH
AND STRATEGIC CONTEXT

BAUTO EMBEDS SUSTAINABILITY INTO ITS BUSINESS STRATEGY TO SUPPORT LONG-TERM PERFORMANCE, STRENGTHEN OPERATIONAL RESILIENCE AND DELIVER SUSTAINABLE SHAREHOLDER VALUE. GUIDED BY ITS MISSION, VISION AND CORE VALUES OF INTEGRITY, LOYALTY, HUMANITY, COMMITMENT AND HONESTY, THE GROUP INTEGRATES SUSTAINABILITY INTO ITS OPERATIONS, STAKEHOLDER RELATIONSHIPS AND RESPONSES TO INDUSTRY DEVELOPMENTS.



[Mazda CX-60]

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability Mission

Integrating sustainable values and principles in the strategic execution and operational decision-making processes



Safeguarding and protecting operations by ensuring a healthy, safe and secure work environment while remaining efficient and effective



Supporting the professional, developmental and personal growth of employees



Developing an environmental agenda and plans and integrating them into business operations



Formalising the sustainability management system, including measures to monitor material sustainability matters



Instituting sustainability initiatives through effective leadership and proper stakeholder engagement



Promoting the use of locally sourced and sustainable products, services and other resources



Sustainability Vision

To strengthen the Group's sustainability initiatives through a more holistic approach for the future of the automotive industry and succeeding generations



SUSTAINABILITY STATEMENT (Cont'd)

SUSTAINABILITY
CORE VALUES**HONESTY:**

Trust is the foundation of the Group interactions with its customers and stakeholders

1

HUMANITY:

Putting people first

5

INTEGRITY:

Transparent and ethical in the Group's conduct at all times

2

3

COMMITMENT:

Actively striving to meet the Group's responsibilities

4

LOYALTY:

Mutual respect and dedication in working together

Operating in the automotive distribution and retail sector, BAuto recognises that the transition towards lower-emission mobility, evolving regulatory requirements and changing customer preferences increasingly shape sustainability priorities. The Group embeds these considerations across product strategy, supply chain management and operational activities.

[Mazda CX-60]

SUSTAINABILITY STATEMENT (Cont'd)

BAuto puts sustainability strategy into practice by focusing on key economic, environmental and social priorities across its value chain.

ECONOMIC



Addressing the nation's and industry's demand for competitive, clean, efficient, safe and reliable products

Strengthening the brand position and expanding the sales dealership network

Encouraging the Group's value chain partners to embrace sustainable practices

Committing to ensuring full compliance to maintain accreditation

Providing the highest standards of customer service

ENVIRONMENTAL



Focusing on environmentally-conscious manufacturing and assembly processes by the principal manufacturers

Supporting green supply chain, recyclable packaging, environmental protection and proper waste management

Promoting energy efficiency across the Group's operations and optimising renewable energy where possible

Complying with environmental laws and regulations

Reducing or minimising greenhouse gas emissions ("GHG")

SOCIAL



Fulfilling its responsibilities as a good corporate citizen

Reducing health and safety impacts at its operations

Sourcing materials from local suppliers

Adhering to all relevant laws and legislations pertaining to employment and employees' welfare

Providing support for literacy and education, such as Technical and Vocational Education and Training ("TVET")

FROM RISKS TO STRATEGY: HOW BAUTO CREATES LONG-TERM VALUE

THE GROUP USES AN INTEGRATED FRAMEWORK TO PRESENT SUSTAINABILITY- AND CLIMATE-RELATED RISKS, VALUE-CREATION IMPACTS AND STRATEGIC RESPONSES.

TOGETHER, THESE ELEMENTS PROVIDE A CLEAR VIEW OF HOW BAUTO IDENTIFIES RISKS, UNDERSTANDS THEIR IMPLICATIONS AND IMPLEMENTS STRATEGIES TO SUPPORT LONG-TERM VALUE CREATION.

Sustainability-Related and Climate-Related Risks and Opportunities

This section outlines BAUTO's key sustainability- and climate-related risks, their potential financial impacts and the Group's management approach. The value creation table translates these risks into operational impacts affecting performance. The sustainability roadmap sets out the Group's strategic priorities and responsive actions.

Through its Enterprise Risk Management ("ERM") framework, BAUTO identifies and manages sustainability- and climate-related risks while evaluating opportunities arising from regulatory developments, evolving customer preferences and technological advancements.



CAPTURING KEY OPPORTUNITIES THROUGH BAUTO'S DRIVE PRIORITIES

DIVERSIFY LOWER-EMISSION MOBILITY OFFERINGS	Strengthening market position through expanded electrified vehicle offerings, including plug-in hybrids.
REDUCE ENERGY INTENSITY AND OPERATING COSTS	Improving energy efficiency and reducing operating costs through renewable energy adoption.
INTENSIFY STRATEGIC TECHNOLOGY PARTNERSHIPS	Establishing partnerships with sustainable automotive technology providers.
VALUE LOCAL SUPPLY CHAIN CAPABILITIES	Building capabilities with local supply chain partners to support resilience and industry development.
ENABLE CIRCULAR ECONOMY INITIATIVES	Advancing circular economy initiatives, including parts remanufacturing and battery recycling.

These opportunities support long-term competitiveness and alignment with industry transition trends.



[Xpeng G6]

RISK	IFRS Classification	Description	Potential Financial Impact	Time Horizon	Management Approach
CLIMATE CHANGE					
	IFRS S2 (Physical & Transition)	Climate-related events and transition pressures affecting operations, supply chain and regulatory expectations	Disruption to operations and revenue; increased costs (e.g. insurance, compliance)	Short-term, with potential medium-term impact	Ongoing climate monitoring, sustainability practices and facility resilience measures (e.g. drainage and flood mitigation)
GOVERNMENT REGULATIONS AND POLICY CHANGES					
	IFRS S2 (Transition)	Changes in CKD policies, emissions standards and government regulations affecting the automotive sector	Increased compliance costs; impact on pricing, localisation strategy and margins	Short- to medium-term (up to 10 years)	Continuous monitoring of regulatory developments, engagement with regulators and principals, localisation planning
TECHNOLOGICAL ADVANCES (EV TRANSITION)					
	IFRS S2 (Transition)	Rapid technological developments, including electrification and automotive innovation	Investment requirements; risk of product misalignment; impact on long-term revenue	Medium-term, extending into long-term	Engagement with principals, workforce upskilling and monitoring of technology trends
LACK OF EV MODELS					
	IFRS S2 (Transition)	Limited EV product availability relative to evolving market demand	Reduced competitiveness and potential impact on sales and market share	Medium-term, extending into long-term	Monitoring EV demand and competitor developments, coordination with principals and preparation of EV capabilities

SUSTAINABILITY STATEMENT (Cont'd)

RISK	IFRS Classification	Description	Potential Financial Impact	Time Horizon	Management Approach
GEOPOLITICAL RISKS					
	IFRS S1	Global geopolitical developments affecting supply chains, tariffs and logistics	Supply disruption, increased costs and delivery delays affecting revenue	Short-term, with potential medium-term impact	Monitoring geopolitical developments, supply chain coordination and operational planning
COMPETITION (E.G. CHINESE AUTOMAKERS)					
	IFRS S1	Intensifying competition, including pricing and technological pressure from new entrants	Margin compression and loss of market share	Short- to medium-term (up to 10 years)	Strengthening customer experience, product positioning and monitoring competitor strategies
INVENTORY AND COMPLETELY KNOCKED-DOWN ("CKD") VEHICLE OPERATIONS					
	IFRS S1	Inventory management and CKD vehicle-related planning affecting supply, demand and working capital	Inventory ageing, cash flow pressure and operational inefficiencies	Short-term	Demand forecasting, coordination with principals and monitoring of stock levels and sales performance
ENVIRONMENTAL, SAFETY AND HEALTH ("ESH") RISK					
	IFRS S1	Workplace safety, environmental compliance and regulatory requirements	Operational disruption, penalties and reputational impact	Short-term, with ongoing impact	ESH monitoring, training, audits and emergency response procedures
FOREIGN EXCHANGE RISK					
	IFRS S1	Currency fluctuations affecting imported vehicles and parts	Increased cost of goods and pressure on margins	Short-term	Monitoring FX exposure and pricing adjustments

SUSTAINABILITY STATEMENT (Cont'd)

RISK	IFRS Classification	Description	Potential Financial Impact	Time Horizon	Management Approach
CYBERSECURITY AND DATA PROTECTION RISK					
	IFRS S1	IT system vulnerabilities and data protection risks	Operational disruption, financial loss and reputational damage	Short-term	Cybersecurity controls, data protection measures and system recovery planning

The Group applies time horizons that align with its strategic planning cycles, including automotive product lifecycles, dealership investments and the expected pace of industry transition.

How Sustainability- and Climate-related Risks Affect Value Creation

Sustainability- and climate-related risks may affect the Group's operations, cost structure, revenue generation and long-term resilience, thereby influencing its ability to create value. The following table summarises how these risks may translate into operational impacts and affect the Group's financial performance and long-term value creation.

	Sustainability- and Climate-related Risk	Potential Business Impact	Potential Effect on Value Creation
	Climate: Physical	Extreme weather events may disrupt dealership and operational activities.	Interrupt sales and operations, increase repair and insurance costs and affect business continuity.
	Climate: Transition	Regulatory changes and the shift towards electrified vehicles require changes to product strategy and operations.	Require additional investment, affect product mix and influence long-term revenue growth and competitiveness.
	Supply Chain Disruptions	Global supply chain constraints may affect vehicle availability and delivery timelines.	Delay sales, increase procurement and logistics costs and affect customer satisfaction.
	Market Competition	Increasing competition and price sensitivity affect demand and pricing strategies.	Reduce margins, affecting market share and revenue stability.
	Foreign Exchange	Currency fluctuations affect the cost of imported vehicles and components.	Increase costs and require pricing adjustments, affecting margins.
	Compliance: ESH and Regulatory	Non-compliance with environmental, safety or health requirements may result in operational and legal consequences.	Lead to penalties, operational disruption and reputational impact.
	Technology and Data Risks	IT system failures or cybersecurity incidents may affect operations and customer data.	Disrupt operations, result in financial losses and affect customer trust.

Value Creation Model

OUR MISSION STATEMENT

Seek to be the automotive & mobility distributor of choice by managing customers' ownership experience.

5 CORE VALUES

HONESTY

INTEGRITY

COMMITMENT

LOYALTY

HUMANITY

OUR CAPITALS

FINANCIAL

- Financial resources and liquidity
- Investment capacity for growth and transition
- Working capital to support operations and inventory

MANUFACTURED

- Showrooms, service centres and operating facilities
- Parts & logistics infrastructure
- EV charging infrastructure
- Solar energy installations (331 kWp) and other equipment

INTELLECTUAL

- Automotive know-how and technical expertise
- BAuto Training School and learning systems
- Digital platforms, data and operational processes
- Brand and principal relationships

HUMAN

- 937 employees
- Technical, managerial, sales and after-sales expertise
- Training and development culture
- Health, safety and well-being

SOCIAL

- Principal manufacturers
- Dealers and business partners
- Suppliers and local assemblies
- Customers and communities
- Regulators, institutions & media

NATURAL

- Energy, fuel and water
- Raw materials and components
- Environmental resources and ecosystem services

KEY ACTIVITIES

Product and Market

Expansion of EV, mild hybrid and Plug-in Hybrid Electric Vehicle ("PHEV") portfolios, aligned with customers' demand and regulatory trends, supported by strong after-sales services.

Operations

Energy-efficient dealership and CKD operations, including solar energy adoption and compliance with environmental and operational requirements.

Supply Chain

Close collaboration with principals and suppliers, with increasing integration of environmental and social considerations and strengthened supply chain resilience.

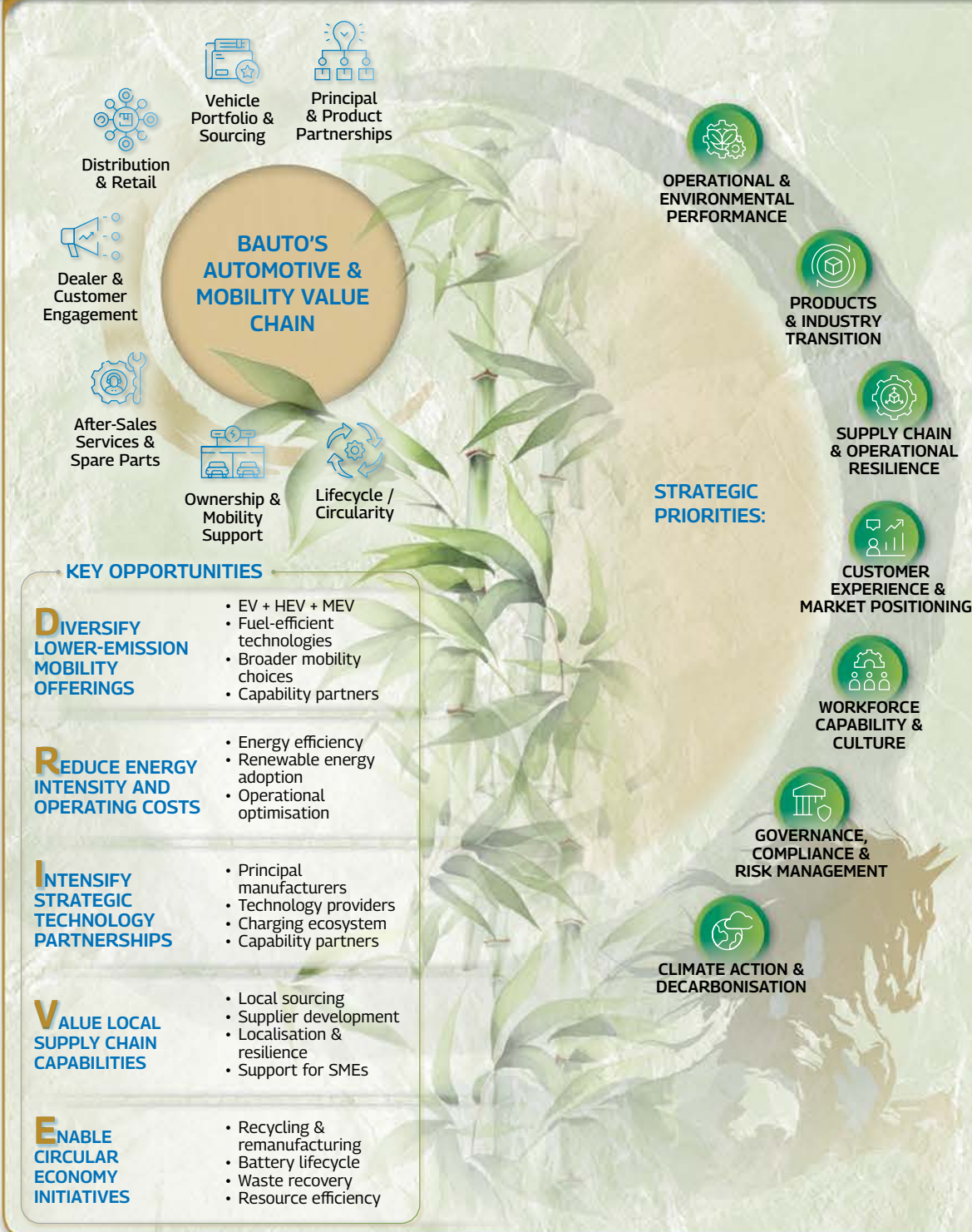
People

Ongoing employee training and upskilling, including EV-related technical capabilities, alongside a focus on safety and wellbeing.

Innovation and Transition

Investment in EV infrastructure and capabilities, participation in the automotive ecosystem and exploration of circular economy initiatives.

VALUE CREATION ENGINE



KEY VALUE DRIVERS

ECONOMIC

Value Drivers

- Market transition
- Supply chain & geopolitical developments
- Foreign exchange

FY2026 Outputs

- Solar-related cost savings : **RM210,792**
- Charging points across network: **20**
- Stronger distribution, retail and ownership support ecosystem

ENVIRONMENTAL

Value Drivers

- Electrification & technology transition
- Climate change

FY2026 Outputs

- Renewable energy capacity installed: **331 kWp**
- Renewable electricity generated: **393,269 kWh**
- Waste diverted from disposal: **31 tonnes**

SOCIAL

Value Drivers

- Customer mobility needs and ownership experience
- Workforce capability development
- Local supply chain and community participation

FY2026 Outputs

- EV Training participants: **750**
- BTS graduates: **10**
- Women in workforce: **30.8%**
- Fatalities: **0**

GOVERNANCE

Value Drivers

- Regulatory transition
- Digitalisation & cybersecurity

FY2026 Outputs

- Strengthened compliance, risk management and operational continuity
- Governance oversight supporting sustainable growth

OUTCOMES

CUSTOMERS

Access to evolving mobility technologies, quality ownership experience, safety, reliability and after-sales support.

EMPLOYEES

Future-ready skills, career development, fair opportunities, workplace safety and well-being.

DEALERS & SUPPLIERS

Capability development, local economic participation and stronger supply chain resilience.

PRINCIPAL MANUFACTURERS & PARTNERS

Market development, technology deployment and stronger ecosystem collaboration.

SHAREHOLDERS

Competitiveness, operational efficiency, resilience and sustainable long-term performance.

GOVERNMENT BODIES & REGULATORS

Industry development, localisation, workforce development and alignment with lower-carbon mobility.

LOCAL COMMUNITIES

Education, health, employment pathways, TVET support and community investment.

ENVIRONMENT

Renewable energy adoption, lower operational emissions, resource efficiency and increased circularity.

SHORT-TERM | Up to 2030

Strengthen foundations, improve efficiency and deliver early impact.

MEDIUM-TERM | 2031 - 2040

Scale capabilities, expand core markets and build resilience.

LONG-TERM | 2041 - 2050

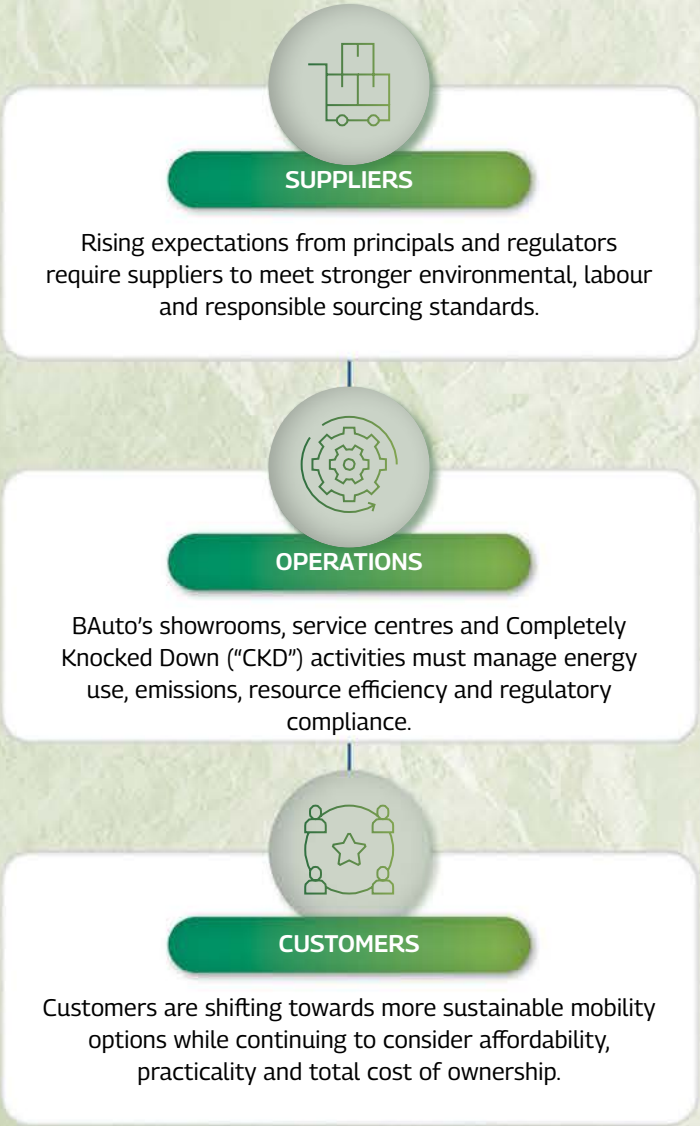
Lead sustainable mobility and create enduring value for future generations.

SUSTAINABILITY STATEMENT (Cont'd)

IMPLICATIONS FOR THE BUSINESS MODEL AND VALUE CHAIN

Sustainability-related developments are influencing the Group's business model by shaping product offerings, cost structures and customer engagement strategies.

Value Chain Areas Most Affected by Sustainability Developments



Sustainability Roadmap

BAuto's sustainability roadmap outlines the strategic focus areas, enablers and expected value creation over the coming years. This roadmap guides the Group towards long-term sustainability by integrating environmental, social and governance responsibilities into every aspect of its operations, where applicable.

The following diagram highlights key focus areas, the enablers that will drive progress, the value created through these initiatives and the timeframe for achieving the outlined goals.



SUSTAINABILITY STATEMENT (Cont'd)

Strategic Priority	Key Actions	Expected Outcomes	Time Horizon
Operational and Environmental Performance	Improve energy efficiency across dealerships and service centres; adopt renewable energy, including solar power where feasible; strengthen environmental management practices.	Reduced energy consumption and emissions intensity; improved operational efficiency and environmental compliance.	Short-term, with ongoing impact
Product and Industry Transition	Expand the EV, mild hybrid and plug-in hybrid vehicle portfolio; build EV-related technical and after-sales capabilities; collaborate with principals on product development.	Stronger product offering aligned with evolving customer demand; enhanced competitiveness in the automotive market.	Medium- to long-term
Supply Chain and Operational Resilience	Strengthen supply planning and coordination with principals; enhance inventory and logistics management; integrate sustainability considerations into supplier engagement.	Improved supply continuity and operational stability; enhanced resilience to external disruptions.	Short- to medium-term
Customer Experience and Market Positioning	Enhance after-sales services; strengthen customer engagement; optimise pricing and product positioning strategies.	Improved customer satisfaction and retention; stronger brand position and revenue sustainability.	Short- to medium-term
Workforce Capability and Culture	Provide continuous training and upskilling, including EV-related technical skills; promote safety, wellbeing and employee engagement.	Enhanced workforce capability, safety performance and employee retention.	Short-term, with ongoing impact
Governance, Compliance and Risk Management	Strengthen governance frameworks; integrate sustainability into ERM; enhance transparency in reporting and disclosures.	Improved regulatory compliance; strengthened stakeholder confidence and trust.	Short- to medium-term
Climate Action and Decarbonisation	Implement emissions-reduction initiatives; improve energy efficiency; assess supply-chain decarbonisation opportunities.	Reduced GHG emissions intensity; improved alignment with climate-related expectations and regulatory developments.	Medium- to long-term

The Group also monitors regulatory developments, geopolitical conditions, currency fluctuations, technological advancements and evolving customer preferences, particularly regarding electrified vehicles, as part of its ongoing assessment of risks and opportunities.

SUSTAINABILITY STATEMENT (Cont'd)

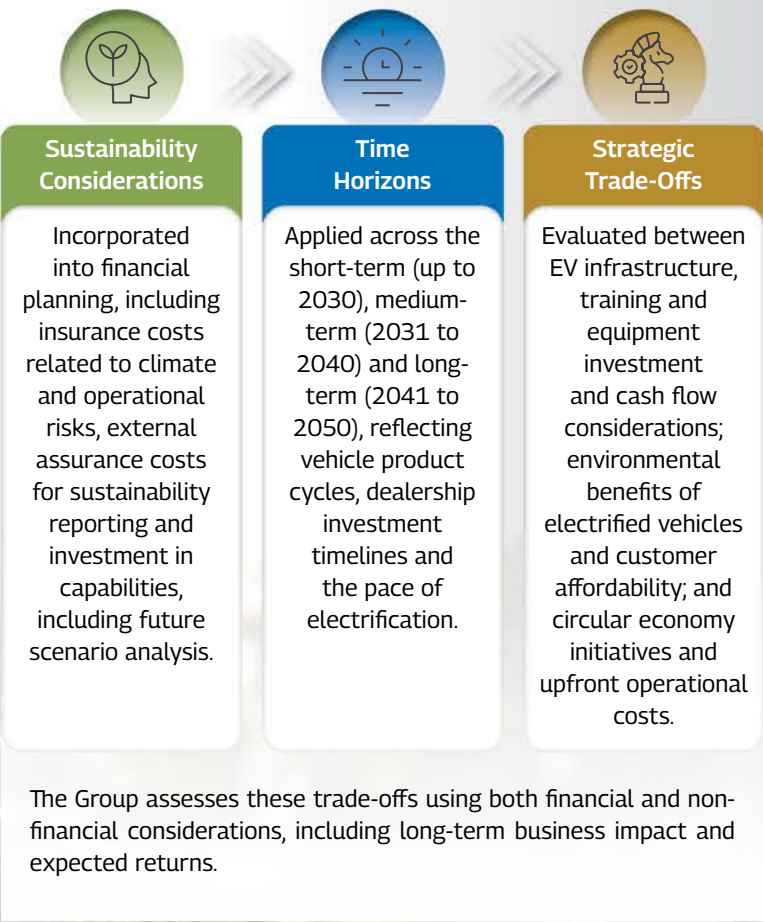
STRATEGIC RESPONSE AND EXECUTION

The Group has taken steps to respond to these developments through targeted strategic and operational actions.

- 1 Product and Technology
- Expanded the electrified vehicle portfolio, including EV and plug-in hybrid models, while aligning product offerings with customer demand and regulatory trends.
- 2 Investment and Ecosystem Positioning
- Invested in EV infrastructure, technical capabilities and after-sales readiness, while supporting EV component manufacturing.
- 3 Operations and Supply Chain
- Improved energy efficiency, adopted solar energy, integrated social and governance considerations into supplier engagement and strengthened supply chain coordination.
- 4 People and Organisation
- Upskilled and reskilled employees for EV-related service requirements and conducted sustainability awareness, community engagement and volunteer programmes.

These actions support the Group's ability to adapt to industry transition and to remain competitive while maintaining operational effectiveness.

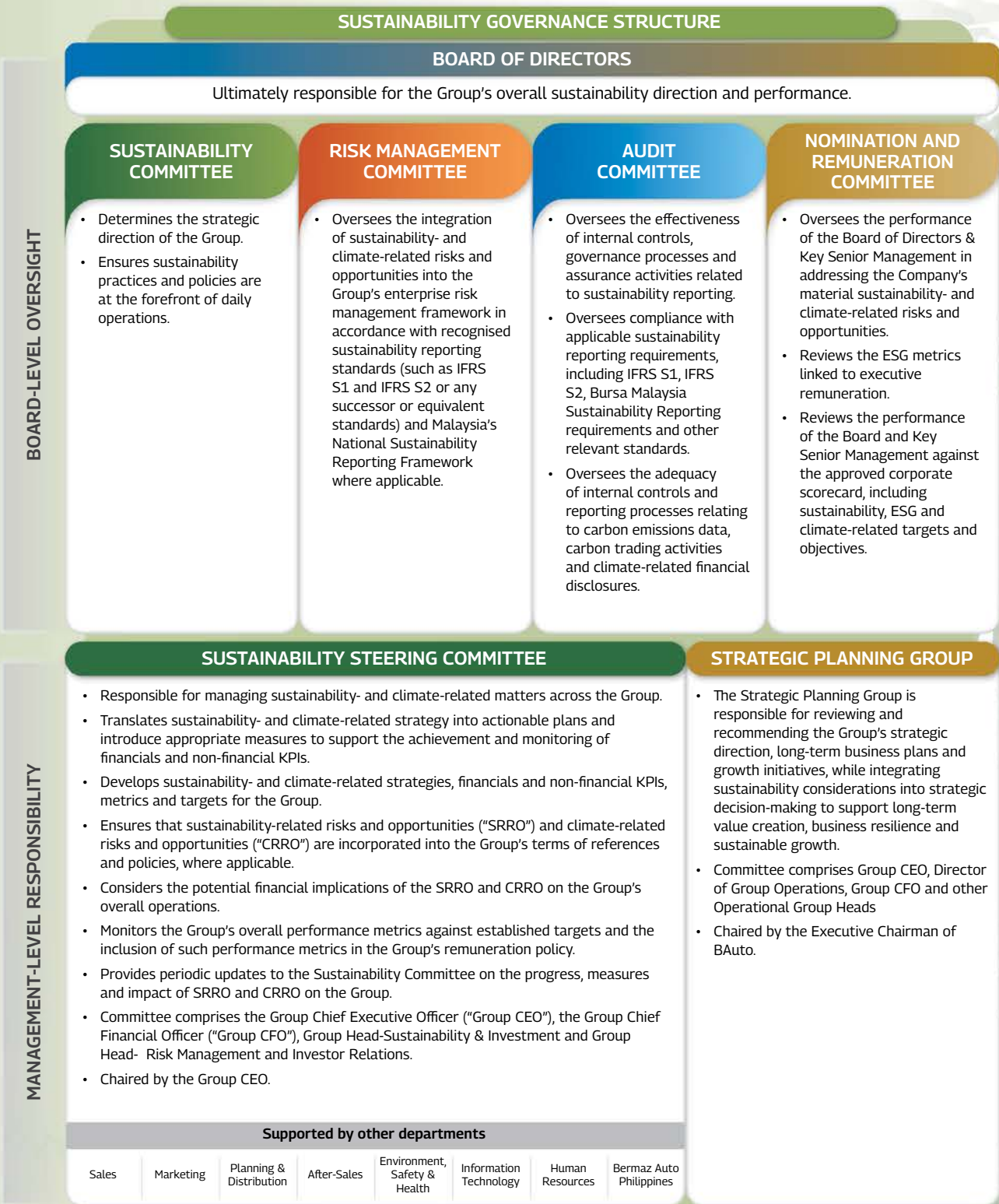
FINANCIAL CONSIDERATIONS, TRADE-OFFS AND TIME HORIZONS



SUSTAINABILITY STATEMENT (Cont'd)

SUSTAINABILITY GOVERNANCE

Board Oversight and Sustainability Governance Structure



SUSTAINABILITY STATEMENT (Cont'd)

BAuto's Board holds ultimate responsibility for sustainability governance, including oversight of sustainability- and climate-related risks and opportunities. The Board sets the Group's governance standards and policies and reviews its sustainability strategy, performance, key ESG matters and progress against targets.

The Board is supported by the Sustainability Committee, which oversees the Group's sustainability direction and reporting and the Risk Management Committee, which monitors sustainability risks through the enterprise risk management framework. The Board and Sustainability Committee also receive periodic updates on the Company's progress in complying with the National

Sustainability Reporting Framework ("NSRF"), which incorporates the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"). During the year, the Board closely monitored the Group's preparations for compliance with the NSRF.

At the management level, the Executive Directors and Management are responsible for implementing the Group's sustainability agenda. The Group CEO leads the Sustainability Steering Committee ("SSC"), established in June 2026, in coordinating sustainability- and climate-related matters across the Group.

The Executive Chairman leads the Strategic Planning Group, established

in May 2025, which integrates sustainability considerations into the Group's strategic direction, short-, medium- to long-term business plans and growth initiatives. The Board reviews and approves Management's proposed strategic plans quarterly.

Each functional department is responsible for implementing sustainability initiatives and reporting the performance within its respective area.

BAuto formalises its governance responsibilities in its Board Charter, Code of Conduct, Sustainability Policy, Supplier Code of Conduct, Anti-Bribery and Corruption Policy, Fit and Proper Policy and the Terms of Reference of each Board Committee.

Board Engagement and Information Flow

The Board maintains regular visibility over sustainability matters through ongoing engagement with management. Periodic updates from the newly formed SSC provide insight into ESG performance, ongoing initiatives and the Group's risk profile, including developments captured in the Group Risk Register. These updates are supplemented by input from the ESH Committee and broader Board discussions on strategy and risk.

Sustainability- and climate-related matters are reported to the Board and the Sustainability Committee at least twice a year, with additional updates provided as required. Reporting typically covers:

- 1/ ESG (including ESH) initiatives undertaken during the year
- 2/ Performance data, including energy, water consumption and waste
- 3/ Existing and emerging risks, together with mitigation actions and plans

Meanwhile, existing and emerging risks, together with mitigation actions and plans, are reported periodically to the Board/Risk Management Committee. Depending on the nature of the matter, the Board considers sustainability both as a standalone agenda item and as part of wider discussions on strategy and risk.



Directors continue to strengthen their understanding of sustainability- and climate-related issues through ongoing training and industry engagement. During the year, all Board members completed the Mandatory Accreditation Programme Part II - Leading for Impact. External consultants and auditors, such as Ace CSR Sdn Bhd, the Institute of Corporate Directors Malaysia, the Securities Industry Development Corporation, and Bureau Veritas Certification (M) Sdn Bhd, support the Board and enhance oversight quality.

SUSTAINABILITY STATEMENT (Cont'd)

Strategy and Decision-Making

The Board integrates sustainability considerations into its evaluation of strategy, investments and key business decisions, with impacts assessed across the short-, medium- and long-term.

This approach is reflected in two key areas:

Transition readiness	Renewable energy and emissions reduction
As the automotive industry shifts from internal combustion engine ("ICE") vehicles to battery electric vehicles ("BEVs"), BAuto recognises the importance of human capital development. The Group has invested in continuous learning through BAuto Training School ("BTS"), to reskill and upskill employees to meet evolving technical and operational requirements.	The Group continues to implement renewable energy initiatives to improve energy efficiency and reduce emissions. In Malaysia, installed solar photovoltaic systems with a combined capacity of 331 kWp generated 393,269 kWh and delivered total cost savings of approximately RM210,792, an increase from RM126,000 in the previous year. These installations contributed to absolute CO ₂ emissions reductions of 94 tonnes in FY2024, 112 tonnes in FY2025 and 187 tonnes in FY2026.

Regionally, the Group has also implemented solar initiatives in the Philippines, installing 270 solar panels to support energy efficiency efforts.

The Group assesses further expansion of renewable energy initiatives based on site suitability, including space availability, as well as cost savings, installation costs and operational feasibility.

Alongside its quantified FY2030 reduction target, the Group has set short-term process targets to FY2030 to:

-  Extend solar photovoltaic generation to all branches assessed as suitable
-  Transition Group-owned vehicles to mild hybrid, hybrid or electric, where appropriate
-  Complete the recording of refrigerant purchases to bring fugitive emissions into the Scope 1 inventory

SUSTAINABILITY STATEMENT (Cont'd)

Targets, Performance and Evaluation

The Board has approved sustainability- and climate-related targets to guide BAuto's short-, medium- and long-term direction. These include the Group's commitment to achieve net zero carbon emissions by 2050, supported by the following 2030 targets:

Product Electrification	Ensure all products have some level of electrification.	Management monitors progress against these targets through periodic updates provided at least bi-annually and as required, enabling the Board to track performance and respond where necessary. As part of its annual performance assessment, the Nomination and Remuneration Committee evaluates the effectiveness of the Board and key senior management in overseeing and managing sustainability- and climate-related risks and opportunities. The assessment considers progress against sustainability priorities and material ESG risks. The Company has incorporated sustainability considerations into executive remuneration as part of performance evaluations, thereby supporting alignment between leadership performance and the Group's sustainability direction.
EV Sales	Achieve EV sales of 10% of total sales.	
Emissions and Waste Reduction	Deliver a minimum 3% reduction in emissions and waste from a FY2024 baseline.	
Safety Performance	Maintain zero major accidents.	

Management Execution and Risk Integration

BAuto delegates day-to-day sustainability responsibilities to senior management, led by the Group CEO and supported by the Group CFO and functional Group Heads. The SSC coordinates the implementation of sustainability-related matters across the Group.

Specific sustainability- and climate-related risks and associated actions are tracked and reviewed as part of this process, with updates provided to the Board through periodic risk reporting. Sustainability data collected by the Sustainability team supports the assessment of the effectiveness of actions taken and informs ongoing monitoring and review.

Sustainability- and climate-related risks are managed through the Group's existing risk management framework. Risks are identified by senior management, with input from functional and operational heads, particularly in response to evolving regulatory requirements. The Risk Management team coordinates with relevant teams from other departments to establish appropriate controls, processes and action plans, with implementation monitored and reported through established channels.

The Group will continue to strengthen ESG awareness and capabilities at the operational level. Enhancing cross-functional coordination remains a focus to support more comprehensive identification and management of sustainability- and climate-related risks and opportunities.

Commitment to Sustainability and ESG Excellence



BAuto maintains its 4-Star FTSE Russell Rating, the highest rating category, demonstrating strong sustainability performance and alignment with global ESG standards.

In January 2026, the Company was selected as a constituent of the Bursa Malaysia Quality 50 Index and its Shariah variant, the Bursa Malaysia Quality 50 Shariah Index.

SUSTAINABILITY STATEMENT (Cont'd)

DRIVEN BY
STAKEHOLDERS' FEEDBACK

BAUTO ENGAGES REGULARLY WITH STAKEHOLDERS TO UNDERSTAND EVOLVING EXPECTATIONS, STRENGTHEN RELATIONSHIPS AND SUPPORT INFORMED DECISION-MAKING. ONGOING DIALOGUE AND FEEDBACK ALLOW THE GROUP TO GAIN INSIGHTS INTO MATTERS THAT MAY INFLUENCE BUSINESS PERFORMANCE, STRATEGY AND LONG-TERM VALUE CREATION.

STAKEHOLDER ENGAGEMENT HELPS BAUTO RESPOND TO EMERGING RISKS AND OPPORTUNITIES, ENHANCE CUSTOMER AND DEALER EXPERIENCES, STRENGTHEN BUSINESS PARTNERSHIPS AND SUPPORT SUSTAINABLE GROWTH. THESE TWO-WAY ENGAGEMENTS ENABLE THE GROUP TO CONSIDER STAKEHOLDER PERSPECTIVES IN KEY DECISIONS AND BUSINESS PRIORITIES.

[Mazda CX-80]

STAKEHOLDER ENGAGEMENT MATRIX

Engagement Goal	Communication Channels	Key Interests and Concerns	How Feedback was Considered
EMPLOYEES			
 Recognising and valuing human capital development and enhancing competencies to drive competitiveness	• Town hall meetings chaired by the Executive Chairman and Group CEO • Continuous learning, education and training programmes - Performance Management System ("PMS") and BAuto Academy (Go1) • Onboarding and orientation • Sports and recreational activities • Materiality surveys • Employee commuting surveys	• Career development and progression • Training and skills development • Fair remuneration and performance assessment • Employee wellbeing, health and safety • Workplace culture, diversity and inclusion • Work-life balance • Employment security	Feedback informs training and development programmes, employee engagement initiatives, workplace policies, wellbeing activities and improvements to internal communication.
CUSTOMERS AND DEALERS			
 Ensuring customers have a rich and rewarding ownership experience	• Customer Satisfaction Index • Dealer conferences - Service channels (face-to-face) • Customer Care Department • Live Chat and Virtual Showrooms • Feedback via website, email and social media • Materiality surveys	• Product quality, safety and reliability • Pricing and value for money • Customer service and after-sales support • Availability of spare parts • Data privacy and cybersecurity • Fuel efficiency and vehicle emissions • Dealer capabilities and service standards	Customer and dealer feedback informs improvements to sales and after-sales processes, service delivery, product offerings, dealer training, customer communication and complaint resolution. Market feedback also supports decisions relating to lower-emission vehicle offerings and supporting infrastructure.
PRINCIPAL MANUFACTURERS, APPROVED PERMIT ("AP") HOLDERS AND LOCAL ASSEMBLERS			
 Building mutually rewarding business partnerships and creating joint value	• Business meetings and alliance events • Risk and opportunity discussions • Materiality surveys	• Sales and market performance • Brand positioning and reputation • Product quality and compliance • Supply continuity and inventory management • Technology transfer and product innovation • Vehicle emissions and environmental requirements • Transition towards hybrid and electric mobility • Responsible business conduct	Feedback and discussions inform product planning, market strategies, operational improvements, risk management, vehicle allocation and the introduction of new technologies and lower-emission models.
SHAREHOLDERS			
 Building a rewarding and trusting relationship	• Physical Annual General Meetings • Announcements to Bursa Malaysia • Annual reports • Conferences and roadshows • Direct investor engagements (calls, emails, meetings) • Corporate website • Materiality surveys	• Financial performance and dividends • Business strategy and growth prospects • Corporate governance and ethical conduct • Risk management • Sustainability- and climate-related risks and opportunities • Regulatory compliance • Capital allocation • Transparency and quality of disclosure	Shareholder feedback informs investor communications, governance practices, strategic planning and the scope and quality of corporate and sustainability disclosures. Material concerns are communicated to Management and the Board and Board Committees, where appropriate.

Engagement Goal	Communication Channels	Key Interests and Concerns	How Feedback was Considered
GOVERNMENT BODIES AND REGULATORS			
Ensuring full compliance with relevant laws and regulations	- Regulatory meetings - Seminars, briefings and discussions - Materiality surveys	- Compliance with automotive, environmental, employment, tax and corporate regulations - Vehicle safety and emissions standards - Reporting requirement - Corporate governance - Anti-corruption and responsible business practices - Development of the local automotive industry - Transition towards lower-carbon transportation	Regulatory developments and feedback are reviewed by the relevant departments and incorporated into policies, procedures, internal controls, compliance programmes and reporting practices. Key developments are escalated to Management and the Board and Board Committees, where appropriate.
LOCAL COMMUNITIES			
Supporting healthcare and addressing funding challenges	- Community activities via the Group and Mazda Medicare Fund ("MMF") - Materiality surveys	- Community investment - Support for vulnerable groups - Education and social development - Local employment opportunities - Environmental and social impacts of business operations	Community needs and feedback help guide the selection and design of community programmes, healthcare assistance and charitable contributions. Programme outcomes are reviewed to improve the relevance and effectiveness of future initiatives.
MEDIA			
Communicating policies, practices and products transparently	- Media releases and interviews - Annual General Meetings - Corporate events (e.g., vehicle launches) - Materiality surveys	- Accurate and timely corporate information - Business and financial performance - New products and technologies - Vehicle safety and environmental performance - Corporate and sustainability performance - Responses to emerging issues	Media feedback and enquiries inform external communication, disclosure priorities and the clarification of matters of public interest. The Group uses these insights to improve the accessibility, consistency and timeliness of corporate information.
LOCAL VENDORS			
Creating job opportunities and ensuring supply chain efficiency	- Vendor engagements - Corporate visits - Events - Materiality surveys	- Fair and transparent procurement - Timely payment - Clear contractual requirements - Long-term business opportunities - Product and service quality - Health and safety expectations - Ethical business conduct - Environmental and sustainability requirements - Capacity building and operational support	Vendor feedback informs procurement practices, supplier communication, performance requirements and efforts to improve supply chain efficiency. Relevant issues may also be considered in vendor assessments, contractual requirements and supplier development activities.

SUSTAINABILITY STATEMENT (Cont'd)

REVIEWING MATERIAL MATTERS FOR CONTINUED RELEVANCE

Why materiality matters

Materiality enables BAuto to focus on the sustainability matters that matter most to stakeholders and have the greatest potential to influence the Group's performance, strategy and long-term value creation.

How the FY2025 assessment was conducted

In FY2025, BAuto conducted an online materiality assessment using a double materiality approach. The assessment considered stakeholder importance, as well as the potential ESG and financial impacts of each matter on the Group.

The assessment drew on feedback from internal and external stakeholders through online stakeholder surveys, as well as input from the Board and Management on sustainability- and climate-related risks and opportunities relevant to BAuto's business, including consideration of the Group's expansion into the EV segment.

FY2026 relevance review

In FY2026, BAuto reviewed the continued relevance of these material matters. The Group determined that a full reassessment was not required, as its business model, operating environment and stakeholder priorities remained broadly unchanged.

Accordingly, the material matters identified in the FY2025 assessment continue to guide the Group's sustainability priorities.

Refining the mapping for IFRS alignment

To strengthen alignment with IFRS Sustainability Disclosure Standards, BAuto refined the mapping of its material matters to provide clearer context on each topic's relevance to the Group's business, strategy, risks and long-term value creation.

The table under the heading "Materiality Topics Assessed" below goes beyond topic descriptions by outlining why each material matter is relevant to BAuto, the key sustainability- and climate-related risks and opportunities associated with the topic, and the time horizon over which it may reasonably affect the Group.

Time horizon definitions

For the materiality assessment, BAuto assigns each material matter a time horizon based on when its sustainability- and climate-related risks and opportunities could affect the Group's business, strategy, financial performance or prospects. These time horizons help BAuto assess when the impacts of each material matter are likely to emerge, supporting the prioritisation of management actions and resource allocation.

BAuto defines its time horizons as follows:

- Short-term ("S")
Up to Year 2030
- Medium-term ("M")
Year 2031 to 2040
- Long-term ("L")
Year 2041 to 2050

The assigned time horizons reflect Management's current assessment of the expected duration over which a material matter may remain relevant as a risk and/or opportunity to the Group. Some material matters may span multiple time horizons where BAuto expects their impacts to persist or evolve.

Stakeholder Groups Engaged

- 1/ Employees
- 2/ Customers
- 3/ Dealers
- 4/ Principal manufacturers, AP holders and local assemblers
- 5/ Shareholders
- 6/ Government bodies and regulators
- 7/ Local communities
- 8/ Media
- 9/ Vendors

SUSTAINABILITY STATEMENT (Cont'd)

Link between Materiality and the Group's Key Performance Indicators ("KPIs")

BAuto uses the outcomes of its materiality assessment to determine the sustainability matters that require ongoing management, performance monitoring and target-setting. The related KPI areas translate these material matters into measurable indicators, analytical findings, strategic responses and short-, medium- and long-term targets. Certain material matters are linked to more than one KPI area because they cover several operational dimensions. Where BAuto has not yet established a dedicated KPI, the Group may progressively develop relevant indicators as its sustainability data and management processes mature. Further details on the related KPIs and targets are provided in the Metrics, Targets and Related Impacts section on page 148 of this Annual Report.

Materiality Topics Assessed

	Strategic Relevance	Key Sustainability-related Risks and Opportunities/Strategies	Related Metrics and Targets
ECONOMIC	Material Matter: Industrial & Market Development ST MT LT		
	Supports the development of Malaysia's automotive ecosystem through localisation, technology transfer and regional market growth, while strengthening supply chain resilience and competitiveness.	Risks: Supply chain disruption, slower localisation, changing trade policies. Opportunities: EV growth, technology partnerships, market expansion and stronger local sourcing.	- Supply chain management - Emissions management
ENVIRONMENT	Material Matter: Energy & Climate Change ST MT LT		
	Energy use, fuel consumption and climate-related expectations may affect operating costs, emissions performance and preparedness for the low-carbon transition.	Risks: Rising energy costs, climate regulation, carbon pricing and stakeholder expectations. Opportunities: Energy efficiency, lower emissions, cost savings and EV transition readiness.	- Emissions management - Energy management
	Material Matter: Water Stewardship ST MT LT		
	Efficient water management supports operational continuity and responsible resource use across facilities. BAuto does not undertake manufacturing activities or industrial processes that generate effluent.	Risks: Water disruptions, inefficient consumption and increasing resource costs. Opportunities: Resource efficiency and improved operational resilience.	Water management

Time Horizon: ST Short-Term MT Medium-Term LT Long-Term



[Xpeng X9]

SUSTAINABILITY STATEMENT (Cont'd)

	Strategic Relevance	Key Sustainability-related Risks and Opportunities/Strategies	Related Metrics and Targets
ENVIRONMENT	Material Matter: Waste & Circular Resource Management ST MT LT		
	Responsible waste management supports operational efficiency and reduces environmental impact across operations.	Risks: Rising waste management costs and regulatory expectations. Opportunities: Increased recycling, greater resource efficiency and reduced reliance on landfills.	Waste management
	Material Matter: Talent Attraction, Development & Well-being ST MT LT		
SOCIAL	A skilled, engaged and healthy workforce supports service quality, operational performance and long-term competitiveness.	Risks: Talent shortages, attrition and skills gaps. Opportunities: Workforce capability building, retention and employee engagement.	- Labour practices and standards - Health and safety
	Material Matter: Diversity, Equity, Inclusion & Human Rights ST MT LT		
	Inclusive workplaces and responsible employment practices support employee well-being, organisational culture and responsible business conduct.	Risks: Workplace grievances, discrimination and supply chain human rights concerns. Opportunities: Broader talent attraction, workforce engagement and stronger culture.	- Diversity - Labour practices and standards - Supply chain management
	Material Matter: Occupational Safety & Health ST MT LT		
	Safe workplaces support employee well-being, productivity and business continuity across operations.	Risks: Workplace injuries, operational disruption and compliance breaches. Opportunities: Stronger safety culture, lower incidents and workforce well-being.	Health and safety
	Material Matter: Community Investment & Societal Contributions ST MT LT		
	Community initiatives strengthen relationships with local communities and support social development.	Risks: Reduced stakeholder trust or concerns about social licence. Opportunities: Stronger community relationships and positive brand perception.	Community

Time Horizon: ST Short-Term MT Medium-Term LT Long-Term

SUSTAINABILITY STATEMENT (Cont'd)

	Strategic Relevance	Key Sustainability-related Risks and Opportunities/Strategies	Related Metrics and Targets
	Material Matter: Product Safety & Quality ST MT LT		
	Vehicle safety, reliability and after-sales support influence customer trust, satisfaction and brand reputation. As a distributor, BAuto reinforces principal-led safety standards through responsible handling, communication and operational practices.	Risks: Product recalls, customer dissatisfaction and reputational damage. Opportunities: Customer trust, brand loyalty and stronger after-sales experience.	Related management and disclosure areas (KPIs or targets to be determined)
	Material Matter: Responsible Marketing & Data Privacy ST MT LT		
	Transparent communication and responsible data management support customer trust and digital security.	Risks: Data breaches, cybersecurity incidents and reputational harm. Opportunities: Enhanced customer confidence and stronger digital engagement.	Data privacy and security
	Material Matter: Anti-Corruption & Ethical Conduct ST MT LT		
	Ethical conduct and strong controls support responsible business practices and stakeholder confidence.	Risks: Fraud, bribery, legal penalties and reputational damage. Opportunities: Stronger governance, trust and operational integrity.	Anti-corruption
	Material Matter: Governance & Regulatory Compliance ST MT LT		
	Effective oversight and compliance support operational continuity and responsible decision-making across jurisdictions.	Risks: Regulatory breaches, penalties and governance failures. Opportunities: Stronger governance, improved resilience and stakeholder confidence.	- Anti-corruption - Supply chain management

Time Horizon: ST Short-Term MT Medium-Term LT Long-Term

SUSTAINABILITY STATEMENT (Cont'd)

Materiality Outcomes

The materiality matrix plots each issue based on:

- X-axis: Stakeholder importance (survey-based)
- Y-axis: Combined ESG and financial impact (management assessment)



All topics shown in the materiality matrix are considered important to stakeholders and relevant to their impacts on the Group. Further information on how the Group addresses each topic through its activities and operations may be found in the relevant sections of this Statement, with greater emphasis placed on the topics identified as more material in the top-right quadrant of the matrix.

SUSTAINABILITY STATEMENT (Cont'd)

ECONOMIC SUSTAINABILITY

BAUTO CONTRIBUTES TO MALAYSIA'S ECONOMIC AND INDUSTRIAL LANDSCAPE THROUGH ITS ROLE IN THE AUTOMOTIVE DISTRIBUTION SECTOR. THE GROUP SUPPORTS EMPLOYMENT, BUSINESS ACTIVITY AND GROWTH ACROSS ITS DEALER AND SERVICE NETWORK, WHILE CONTRIBUTING TO RELATED INDUSTRIES SUCH AS LOGISTICS, MAINTENANCE, SPARE PARTS AND FINANCING.

Beyond vehicle sales, BAUTO introduces new mobility technologies, including EVs, mild hybrid and plug-in hybrid vehicles, to support industry development and the transition towards lower-emission mobility.

The Group also invests in technical capability building and workforce development to strengthen long-term industry resilience. Through continuous improvements in products, services and partnerships, BAUTO supports a competitive and evolving automotive ecosystem in Malaysia.

ELECTRIFYING GROWTH IN A TRANSFORMING AUTOMOTIVE MARKET

Market Momentum

EV market share reached approximately 5.5% in 2025, with 44,813 registrations.

Xpeng Growth

Xpeng emerged as one of Malaysia's top ten EV registration contributors in FY2026.

Malaysia's automotive market is entering a new phase of electrification. According to the Road Transport Department Malaysia, the EV market share rose to approximately 5.5% in 2025, with total registrations reaching 44,813 units, more than double the previous year's figure. This growth signals a structural shift in consumer adoption and the country's transition towards lower-emission mobility.

BAUTO is responding to this shift through both fully electric and electrified internal combustion offerings. Xpeng has emerged as one of the top ten contributors to EV registrations in Malaysia, strengthening the Group's presence in one of the fastest-growing segments of the automotive market.

Alongside its EV expansion, the Group continued to strengthen its core Mazda portfolio. During the year, BAUTO launched the all-new Mazda CX-60 2.5L and CX-80 (electrified Plug-in Hybrid Electric Vehicle "PHEV"), as well as the premium Mazda3 1.5L variant. BAUTO is targeting expansion in 2026/2027 with the CBU all new Mazda CX-5 2.5G ICE and the CBU Mazda CX-80 3.3G MHEV, reinforcing its focus on fuel efficiency and lower-emission mobility.

BAUTO contributes to economic value creation by driving industry growth, generating jobs, developing the local ecosystem and supporting Malaysia's transition to a lower-carbon transport system, while aligning its portfolio with evolving consumer preferences.

SUSTAINABILITY STATEMENT (Cont'd)

AUTOMOTIVE INDUSTRY ADVANCEMENT

Driving Industry Development

BAuto supports the growth of Malaysia's automotive industry through technology adoption, capability building and workforce development. As the sector evolves towards lower-emission mobility, the Group expands its readiness in electrified vehicle technologies, contributing to Malaysia's transition to a more sustainable transport ecosystem aligned with national climate goals.

Sustainability-Linked Operating Highlights

331 kWP	Solar Capacity Installed	Generated approximately 393,269 kWh of renewable electricity in Malaysia, delivering RM210,792 in cost savings.
750	EV Training Participants	Completed the Group's specialised electric vehicle training programmes, strengthening workforce capabilities for the transition to mobility electrification.
13.8%	Reduction in GHG Emissions	Total reported greenhouse gas emissions decreased to 5,792 tCO ₂ e during FY2026.

Strengthening Workforce Capabilities

Recognising the growing demand for specialised automotive skills, BAuto invests in continuous technical training to enhance workforce capability and service quality. The Group collaborates with Politeknik Sultan Azlan Shah and Politeknik Port Dickson, the Centre for Instructor and Advanced Skill Training ("CIAST") and the German-Malaysian Institute ("GMI") to promote industry-relevant learning and advance Malaysia's Technical and Vocational Education and Training ("TVET") agenda.

750 participants completed BAuto's specialised EV training programme in FY2026, gaining technical knowledge and practical skills to support the expanding EV ecosystem.

In the Philippines, the BAP Mazda-MFI Automotive Technology scholarship programme has supported 180 graduates, with 10 students enrolled in the 11th intake.

Collaborating on National Initiatives

Beyond internal capability building, BAuto contributes to broader industry development through active participation in national programmes. Dato' Haji Shamsuddin Bin Haji Amran, BAuto's Group Head of After-sales, chairs the TVET Career Path Cluster under the Kongres Ekonomi Bumiputera, helping align technical and vocational education with evolving industry needs under national transformation programmes such as Pelan Transformasi Ekonomi Bumiputera 2035, which is a ten-year national roadmap spearheaded by the Ministry of Economy and aims to radically uplift the Bumiputera community through strategic participation and human capital development in high-growth industries.

Electrification and EV Readiness

As electrification reshapes the automotive landscape, BAuto strengthens its focus on EV readiness to meet evolving technical requirements. The Group invests in EV-related equipment, structured training and coaching programmes, equipping personnel with the skills required for EV diagnostics and repair.

BAuto Training School ("BTS")

Central to this effort, BTS is one of the few technical institutions in Malaysia equipped to train technicians in EV servicing. BTS has produced a growing pool of EV-certified trainers, strengthening after-sales service capability and building confidence in EV ownership.

SUSTAINABILITY STATEMENT (Cont'd)

SUSTAINABLE SUPPLY CHAIN

BAuto promotes responsible supply chain practices to safeguard product quality, operational efficiency and business continuity. Ethical, social and environmental factors are integrated into supplier engagement and procurement activities.

The Group sets clear expectations through its Supplier Code of Conduct, covering working conditions, internationally recognised human rights, environmental protection, occupational health and safety, business ethics, quality standards and regulatory compliance. Suppliers must:

1. Acknowledge and comply with these standards
2. Communicate them to employees and value chain partners
3. Demonstrate ongoing adherence



[Xpeng G6 Interior]

BAuto communicates these expectations to suppliers globally and translates the relevant materials into appropriate languages where necessary to support clear understanding. The expectations cover the following areas:

Working with Suppliers

BAuto Suppliers' Environmental and Social Principles, Codes and Expectations

Environmental Responsibility

- ▶ Environmental policy is integrated with suppliers through regular communication, training and awareness
- ▶ Supplier assessments cover energy use, GHG emissions, water use, biodiversity, pollution, waste reduction, resource efficiency and other environmental factors.
- ▶ Suppliers must comply with environmental laws, conduct business responsibly, use energy and natural resources efficiently and manage waste, emissions and discharges.
- ▶ Structured self-assessments cover major suppliers, enhancing visibility across the broader value chain.
- ▶ Periodic audits include site visits and document verification to validate compliance.
- ▶ Environmental risk assessment across supply chain as part of due diligence especially those identified as high risk.

Social Responsibility & Human Rights

- ▶ Suppliers adhere to Malaysian Labour Law and ILO conventions.
- ▶ Addressing health and safety standards through strict implementation of safety policy and codes according to local laws
- ▶ Eliminating excessive working hours through policy on fair overtime pay, limiting working hours and exceeding the national law on minimum wage and minimum legal working age.
- ▶ Policies cover child and forced labour prevention, equal opportunities, non-discrimination, respect for freedom of association and collective bargaining as well as safe and healthy workplaces.
- ▶ Supplier performance is assessed on efficiency, quality, responsiveness and professionalism; no non-compliance was recorded during FY2026.
- ▶ Human rights and labour-standards impacts are assessed on an ongoing basis as part of core business processes: labour-standards evaluations are conducted annually for current and prospective business partners, and social risk assessments and audits are applied to existing major suppliers, with 29 suppliers assessed against social criteria in FY2026.
- ▶ Social risk assessment across supply chain as part of due diligence especially those identified as high risk.
- ▶ Requirements are integrated into purchasing documents and supplier contracts.

SUSTAINABILITY STATEMENT (Cont'd)

Training, Engagement & Compliance Support

- ▶ Suppliers receive training on social and environmental issues and share best practices.
- ▶ Engagement occurs through emails, workshops, meetings and translated materials to strengthen understanding.
- ▶ Health and safety standards are implemented via strict policies and codes aligned with local laws.
- ▶ Working hours are monitored, including fair overtime pay, minimum wage and legal working age.
- ▶ Suppliers are encouraged to disclose social and environmental impacts, including mitigation initiatives.
- ▶ The Group participates in workshops with industry peers to address social and environmental issues.
- ▶ These practices reinforce alignment, capacity building and a resilient, ethical and sustainable supply network.

Where a supplier fails to meet the standards set out in the Supplier Code of Conduct, including its human rights and labour requirements, BAuto reserves the right to suspend, discontinue or terminate the relationship.

BAuto gives preference to suppliers with recognised certifications, including ISO 9001:2015, ISO/TS 16949:2009, IATF 16949:2016, ISO 14001:2015 and OHSAS 18001:2007.



BAuto conducts periodic supplier audits, which may include site visits and document verification, to assess social and environmental conduct. Suppliers are required to provide valid licences, including manufacturing permits and local council approvals, as evidence of regulatory compliance.

The Group also assesses supplier performance based on efficiency, quality, responsiveness and professionalism. Structured self-assessments cover environmental management practices, resource efficiency, emissions, waste handling and compliance with relevant standards. Expanding these assessments enhances visibility across the broader value chain and reinforces compliance with the Supplier Code of Conduct ("SCoC").

Social and environmental risk assessments of existing major suppliers help BAuto identify higher-risk suppliers and proactively manage potential supply chain impacts. During the financial year, the Risk Management team conducted a site visit to the Group's warehouse provider to validate the assessment outcomes and strengthen oversight. No incidence of non-compliance was reported.

Supplier training and workshops across the Group support capacity building through supplier mentoring, training and the sharing of best practices. During the financial year, these activities covered the social and environmental requirements of the SCoC, including environmental management, resource efficiency, pollution control, waste handling and labour practices.

The Group engages with suppliers and dealers through emails, training, workshops and meetings, with translated materials provided where necessary. The Group expects suppliers to comply with all relevant Malaysian laws covering quality management, material selection, worker welfare and responsible business conduct. Suppliers are encouraged to:

- Monitor and manage social and environmental impacts
- Disclose material impacts where appropriate
- Communicate workplace responsibilities and social obligations to employees in a language they understand

The Group encourages suppliers to report and disclose their social and environmental impacts, including the initiatives taken to reduce and mitigate them. No significant incidents of non-compliance were observed during FY2026.

SUSTAINABILITY STATEMENT (Cont'd)

Local Procurement and Economic Contribution

BAuto prioritises local employment across its operations, supporting workforce development, community livelihoods and economic resilience.

The Group sources most goods and services locally, with limited exceptions for royalty fees and spare parts or automotive solutions from principals. This approach:

Supports domestic businesses

Strengthens local supply chains

Retains economic value in the markets where BAuto operates

Locally registered suppliers are engaged for the installation of accessories, including carpets, number plates, safety kits, wallboxes and tinting services, supporting Small and Medium Enterprises ("SMEs") and related service industries.

BAuto's involvement with Xpeng supports the growth of Malaysia's electrified mobility market by expanding access to advanced electric vehicles. In line with the Government and the Group's objective of supporting domestic automotive business, the principal manufacturer of Xpeng had recently commenced localising the development, production and assembly of certain Xpeng G6 and X9 models in Malaysia.

Regionally, the same approach applies. In the Philippines, BAP sources materials, services and expertise domestically where available.

Local Personnel

100% – All personnel involved in planning, distribution and aftersales services are Malaysian.

CKD Local Content

100% – All CKD local contents are sourced from domestic suppliers.

Local Supplier Engagement

- ▶ Accessory installation by local suppliers: carpets, number plates, safety kits, wallboxes, tinting services
- ▶ Supports SMEs and related service industries

Xpeng Collaboration

- ▶ Local manufacturing and assembly drives job creation and technology transfer
- ▶ Strengthens Malaysia's automotive manufacturing ecosystem and EV capabilities

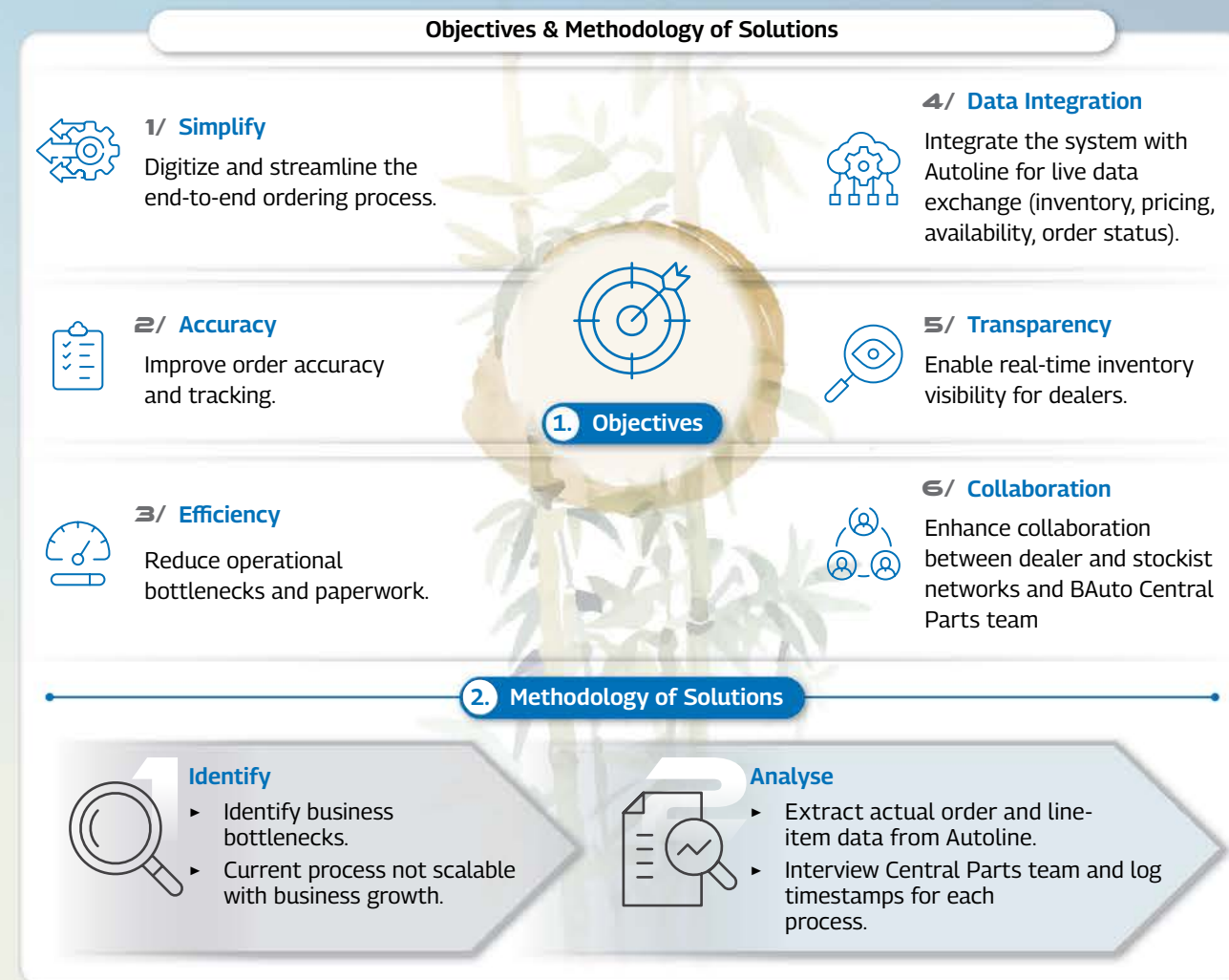
Regional Approach (Philippines)

- ▶ Materials, services and expertise sourced domestically where available

[Mazda CX-80 Adaptive LED Headlight]

SUSTAINABILITY STATEMENT (Cont'd)

Level Up Efficiency



During FY2026, BAUTO implemented a Kaizen project to digitalise and streamline parts ordering for dealers and stockists through a new Parts Ordering System. The initiative replaced manual processes involving emails, telephone calls and manual data entry, which had contributed to delays, miscommunication, inefficient inventory management and a weaker dealer experience.

The self-service platform integrates with Autoline, a dealer management system used by automotive retailers globally, and centralises order processing, inventory information and historical transaction data.

Parts Ordering System (Integrated with Autoline)

Dealer & Stockist Functions	Expected Benefits
- Create orders - Check stock availability - Search parts and pricing - Monitor order status - Access order history	- Improve order accuracy - Enhance operational efficiency - Increase inventory visibility - Strengthen collaboration with the Central Parts Department - Real-time ordering - Inventory visibility - Order tracking and history - Reduced paper usage (~4,136 sheets/month) - Streamlined communication between dealers, stockists and central parts department - Improved operational efficiency and workflow accuracy

SUSTAINABILITY STATEMENT (Cont'd)

ETHICAL BUSINESS CONDUCT

BAUTO upholds high standards of integrity across all operations. The Board oversees the Group's Anti-Bribery and Corruption ("ABC") Policy, setting clear expectations for ethical conduct. Internal policies, including the Code of Conduct and Business Ethics, Employee Handbook, Whistle Blowing Policy, Conflict of Interest Policy and Fit & Proper Policy, support the policy and guide behaviour across the organisation.

The Group communicates these policies to employees and extends them (where applicable) throughout its value chain, ensuring that suppliers, contractors and business partners understand and comply with the same standards. Third parties undergo due diligence and corruption risk assessments, declare their commitment to ethical practices and are screened periodically to manage compliance risks.

BAUTO embeds controls to prevent and detect bribery, fraud, money laundering and improper influence, promoting transparency, fairness and compliance with applicable laws and regulations.

The Group delivers anti-bribery and corruption training and ethics awareness sessions during new employee orientation, ensuring expectations are clearly understood and consistently applied. These initiatives reinforce a culture of accountability, trust and ethical conduct throughout the organisation.

Embedding Ethical Culture from Day One

1. New Employee Onboarding Includes:

- Receiving the Employee Handbook and formally acknowledging receipt
- Completing a virtual induction programme covering key policies, including:
 - Code of Conduct and Business Ethics
 - ABC Policy
- Passing an ABC Policy awareness quiz with a minimum score of 90%
- Completing the Conflict of Interest Declaration Form

2. Ongoing Awareness and Reinforcement:

- Periodic anti-corruption training
- Periodic awareness quiz on ABC Policy and Conflict of Interest Policy
- Regular engagement sessions on ethical conduct

3. Results

- All 32 new employees successfully completed the induction
- Demonstrates BAUTO's proactive commitment to an ethical and compliant workplace culture

Raising Concerns and Reporting Misconduct

Step 1: Raise Concerns or Seek Guidance	Step 2: Direct Reports To	Step 3: Outcome
- Human Resource Department - Whistleblowing channels (confidential)	Malaysia: - Executive Chairman - Group CEO - Chairman of the Audit Committee - Group Head of Human Resource - Group Head of Risk Management & Investor Relations Philippines: - President/CEO - Head of Human Resource	Employees found guilty of bribery will face disciplinary action(s), including termination

BAUTO continues to strengthen its anti-corruption framework by assessing corruption-related risks, implementing appropriate mitigation measures and directing resources to areas requiring greater attention. Continued training reinforces ethical conduct, governance and compliance across the Group. The Group's Conflict of Interest Policy further requires Directors, employees and business associates to disclose any actual, potential or perceived conflicts promptly. Disclosures are independently assessed, with appropriate measures taken to avoid, mitigate, monitor or resolve identified conflicts.

In FY2026, BAUTO recorded zero cases of corruption, bribery or whistleblowing, reflecting the effectiveness of its governance practices and commitment to ethical business conduct.

SUSTAINABILITY STATEMENT (Cont'd)

PARTNERSHIPS AND COLLABORATIONS

BAuto strengthens strategic partnerships to support the EV ecosystem, enhance customer experience and contribute to broader industry growth.

Xpeng has expanded partnerships with charging infrastructure providers, including DC Handal, JomCharge and MyZEVA, improving accessibility to EV charging networks nationwide. These initiatives support broader EV adoption and enable downstream economic activity across mobility, services and infrastructure.

These partnerships collectively drive economic growth, industry building and value chain development, while positioning the Group to capture opportunities arising from the transition towards electrified mobility.



[Xpeng G6 Charging Port]



[Xpeng G6]

SUSTAINABILITY STATEMENT (Cont'd)



ENVIRONMENTAL SUSTAINABILITY

BAUTO RECOGNISES THE IMPORTANCE OF MANAGING ENVIRONMENTAL IMPACTS ACROSS ITS OPERATIONS WHILE SUPPORTING EVOLVING MOBILITY NEEDS. THE GROUP PROMOTES MORE EFFICIENT MOBILITY SOLUTIONS THROUGH A DIVERSE VEHICLE PORTFOLIO, INCLUDING CONVENTIONAL, HYBRID AND EV TECHNOLOGIES, WHILE STRENGTHENING RESPONSIBLE ENVIRONMENTAL PRACTICES ACROSS ITS OPERATIONS.

The Group focuses on energy efficiency, responsible waste management and efficient resource use across its business activities. Integrating environmental considerations into operational decision-making supports continuous improvement and the transition towards lower-emission mobility.



[Xpeng G6 Interior]

ENVIRONMENTAL GOVERNANCE

BAuto integrates environmental considerations into its governance and operational processes. The Board oversees environmental matters and maintains accountability across the Group.

At the operational level, the ESH Committee oversees environmental initiatives, regulatory compliance and environmental risk management. Guided by BAuto's Environmental Policy, the Committee promotes resource efficiency, pollution prevention and continuous improvement through structured processes and performance monitoring.



SUSTAINABILITY STATEMENT (Cont'd)

EXPANDING OUR ELECTRIFIED VEHICLE PORTFOLIO

BAuto strengthens its electrified vehicle offering by adding new lower-emission models across its portfolio.

In FY2026, the Group expanded its portfolio with plug-in hybrid and mild hybrid models, including the CBU Mazda CX-80 2.5G PHEV and the CBU Mazda CX-60 2.5G ICE, to support lower-emission driving.

The CX-80 PHEV features Mazda's e-Skyactiv technology, integrating an electric motor with a battery system to enhance fuel efficiency and reduce emissions. It achieves approximately 1.6 L/100 km fuel consumption and

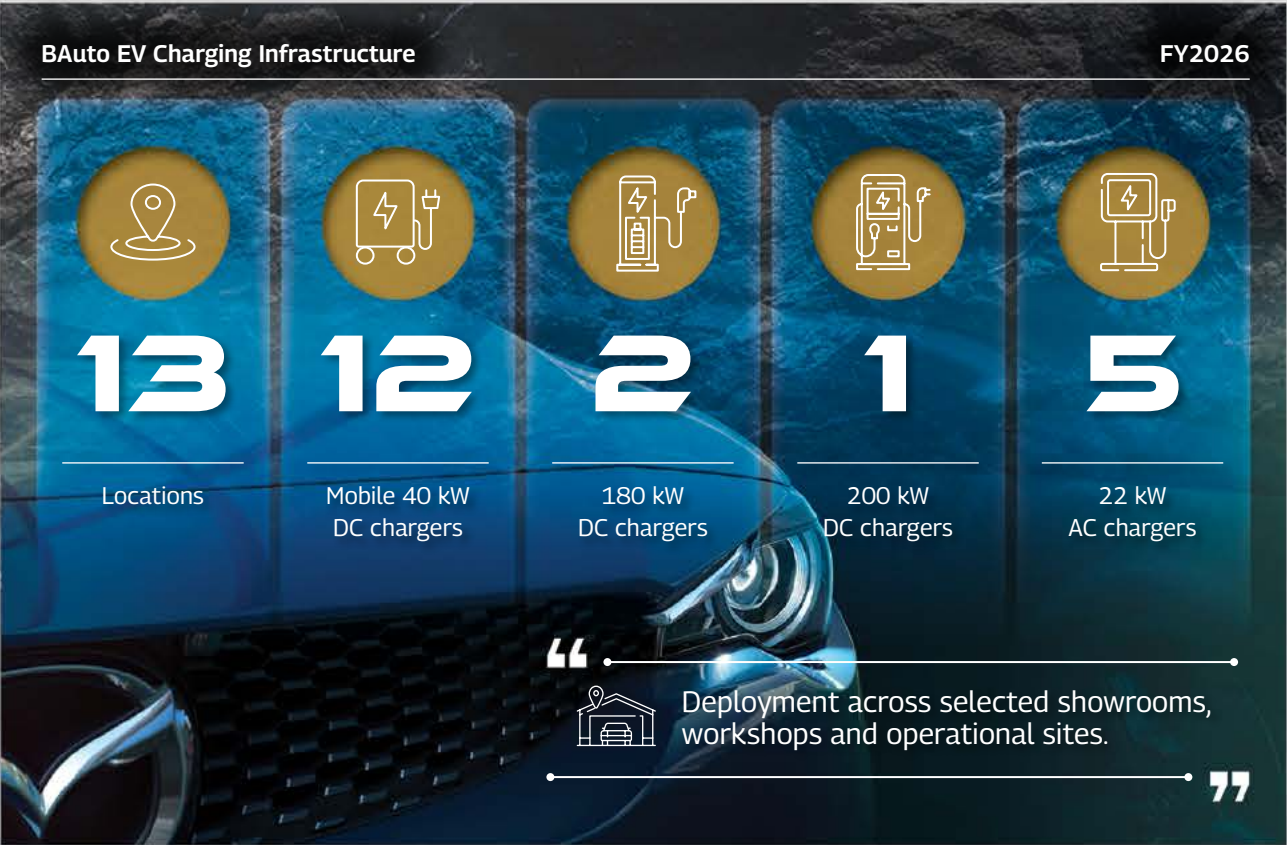
35 g/km CO₂ emissions under the Worldwide Harmonised Light Vehicles Test Procedure ("WLTP"), representing a significant improvement over conventional internal combustion engine vehicles. These technologies improve fuel economy and reduce CO₂ emissions while maintaining driving performance, aligning with customer expectations and regulatory requirements.

Regionally, the Group broadens access to electrified mobility. In the Philippines, BAP offers hybrid-electric vehicle models, namely the Mazda CX-60 and CX-90 Mild Hybrid, as well as

SUSTAINABILITY STATEMENT (Cont'd)

lower-emission models such as the Mazda3, CX-30, CX-60 and CX-90. These additions strengthen BAuto's ability to offer practical electrification solutions, supporting improved fuel efficiency and reduced emissions across the vehicle portfolio.

During FY2026, BAuto continued to expand EV-charging infrastructure across selected showrooms, workshops and operational sites. The chargers support vehicle servicing, showroom activities and the Group's growing electric vehicle operations.



SUSTAINABILITY STATEMENT (Cont'd)

ADVANCING LOW-CARBON MOBILITY IN MALAYSIA

Climate change continues to shape the transition towards low-carbon transportation. BAuto is committed to supporting Malaysia's national sustainability ambitions. Recognising that the transport sector is a key contributor to GHG emissions, BAuto focuses on avoiding environmental impacts and improving efficiency by providing Malaysian consumers with efficient, low-emission mobility solutions.

Vehicle Technology Initiatives

BAuto promotes the adoption of hybrid and electric vehicles in Malaysia, aligning with Mazda's global decarbonisation strategy while tailoring solutions to the local market. The Group's portfolio includes fuel-efficient vehicles and electrified models that balance performance with reduced lifecycle emissions. In addition, BAuto collaborates with local partners to expand EV charging infrastructure and support customer adoption of cleaner technologies.

Operational Efficiency

Across Malaysian operations, BAuto continues to enhance energy efficiency in showrooms, service centres and offices. Initiatives include optimising energy use in facilities and integrating renewable energy solutions where feasible, contributing to lower operational emissions and a reduced environmental footprint.

Market Engagement

BAuto actively engages with Malaysian consumers to raise awareness of sustainable mobility options. Educational campaigns and customer outreach emphasise the benefits of low-emission vehicles, encouraging choices that support national sustainability goals and the gradual decarbonisation of the Malaysian transport sector.

Progress and Goals

Area	Target / Goal	Progress in Malaysia
Electrified Vehicle Adoption	Increase hybrid and EV sales	Growing availability and uptake of hybrid and EV models across Malaysian showrooms
Fuel Efficiency	Promote vehicles with improved fuel economy	Customers offered low-emission options with lifecycle efficiency benefits
Market Engagement	Raise awareness of low-carbon mobility	Educational campaigns and partnerships with local EV infrastructure providers

BAuto remains committed to contributing to a low-carbon transport ecosystem in Malaysia, supporting both national objectives and the evolving expectations of Malaysian consumers for sustainable mobility solutions.

Hybrid Technology: Balancing Convenience, Efficiency and Environmental Impact

Hybrid vehicles offer a practical pathway towards lower-emission mobility by combining the strengths of both electric and conventional powertrains. This balance allows drivers to benefit from improved fuel efficiency and reduced emissions without compromising on convenience or driving range.

PHEVs enable electric-only driving for short, everyday journeys, reducing fuel consumption and tailpipe emissions in typical urban use. For longer distances, the conventional engine provides seamless support, eliminating range anxiety and the need for frequent charging.

MHEVs further enhance efficiency by supporting the engine during acceleration and stop-start conditions, optimising fuel use in real-world driving scenarios.

Together, these technologies offer a balanced solution that improves driving efficiency, lowers fuel costs and supports the transition towards reduced environmental impact, while maintaining the flexibility drivers expect.

[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

ENERGY AND CLIMATE MANAGEMENT

BAuto aligns its climate-related commitments and reporting disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and evolving IFRS Sustainability Disclosure Standards.

Climate Governance

Board of Directors

- ▶ Retains ultimate responsibility for sustainability- and climate-related risks and opportunities
- ▶ Oversees Sustainability Committee
- ▶ Reviews risk registers quarterly
- ▶ Balances short-term costs and long-term value creation

Sustainability Committee ("SC")

- ▶ Monitors sustainability- and climate-related strategy and performance against targets
- ▶ Aligns initiatives with IFRS S1 and IFRS S2
- ▶ Reviews decarbonisation strategies and emissions targets
- ▶ Monitors regulatory developments and stakeholder expectations
- ▶ Escalates material issues to the Board

Sustainability Steering Committee ("SSC")

- ▶ Oversees day-to-day climate management
- ▶ Coordinates cross-functional collaboration
- ▶ Supports scenario analysis for operational and financial planning
- ▶ Tracks energy and climate data, sustainability initiatives and emerging risks
- ▶ Provides updates to SC and Board periodically

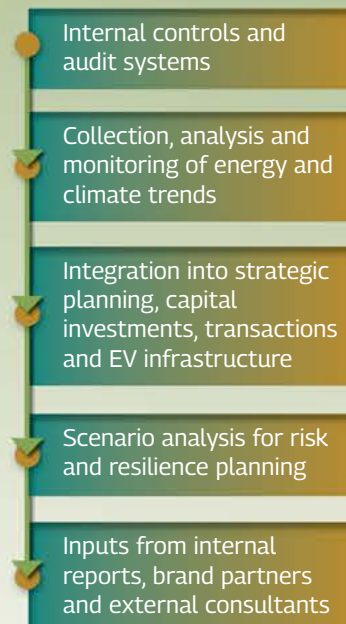
BAuto's Board of Directors retains ultimate responsibility for sustainability- and climate-related risks and opportunities. The Board delegates oversight to the SC, which is supported by the SSC. The Board documents its oversight responsibilities in the Board Charter and the Terms of Reference of the SC and the Risk Management Committee ("RMC"), reviewing them periodically to align with evolving climate priorities and regulatory requirements.

The SSC manages day-to-day sustainability- and climate-related matters, chaired by Dato' Sri Lee Kok Chuan, the Group CEO and supported by the Group CFO and Group Heads from the Sustainability and Investment Department and Risk Management and Investor Relations Department. The SSC coordinates sustainability- and climate-related strategies, monitors performance against targets, ensures alignment with IFRS S1 and IFRS S2 and facilitates cross-functional collaboration across departments.

The newly established SSC is expected to deliver bi-annual updates to the SC and Board on climate matters, including regulatory developments, data collection, sustainability initiatives and emerging risks. Material issues shall be escalated to the Board for input, approval or strategic decision-making. BAuto reinforces climate oversight through internal controls and audit systems, while the sustainability team collects, analyses and monitors energy and climate-related trends.

BAuto integrates sustainability- and climate-related risks and opportunities into strategic planning, scenario analysis, significant transactions, capital investments and business expansion, including dealership development and EV infrastructure. The SSC oversees sustainability- and climate-related risks and opportunities, reviews decarbonisation strategies and emissions-reduction targets, monitors regulatory developments and stakeholder expectations, and embeds sustainability- and climate-related considerations into business planning and risk management.

The Board reviews the Group's risk registers quarterly to ensure that key and material risks, including sustainability- and climate-related risks, are monitored and managed while balancing short-term costs with long-term value creation. Management briefs the Board periodically on sustainability- and climate-related matters, including sustainability initiatives, the transition from internal combustion engine vehicles to EVs, physical risks such as flood exposure and workplace safety. BAuto monitors climate developments through internal management reports, external consultant insights, brand partner inputs from Japan and China, internal audits and benchmarking.



SUSTAINABILITY STATEMENT (Cont'd)

Climate Strategy

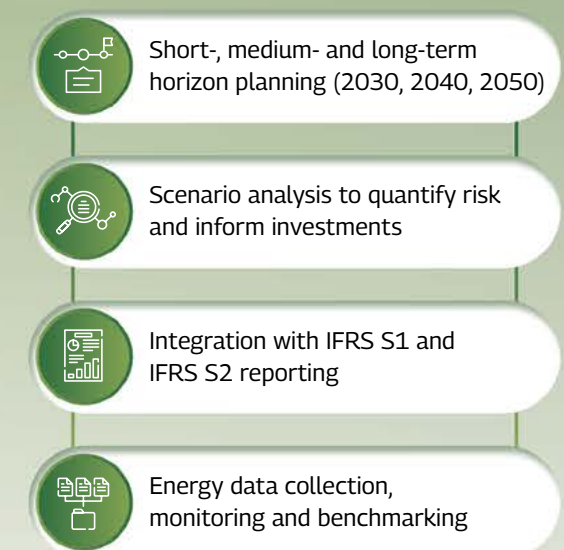
BAuto commits to reducing its environmental footprint through improved energy efficiency and proactive climate action. The Group works with employees and supply chain partners to enhance fuel efficiency, conduct climate risk assessments and introduce technologies that mitigate short-, medium- and long-term climate-related impacts.

The Group addresses energy use and climate change, including CO₂ and GHG emissions, through improved efficiency and responsible business practices across operations. BAuto considers changes in climate conditions, regulatory requirements and market expectations, which introduce both physical and transition risks as well as opportunities that may affect operations, cost structures and long-term competitiveness.

Physical risks include extreme weather events, such as flooding, which may damage assets or affect employee safety and extreme heat, which may impact vehicles stored in uncovered areas and affect employee performance. Transition risks arise from increasing energy costs, potential carbon pricing and taxation, evolving climate regulations, supply chain disruptions, changes in customer preferences and the need to reskill and upskill employees.

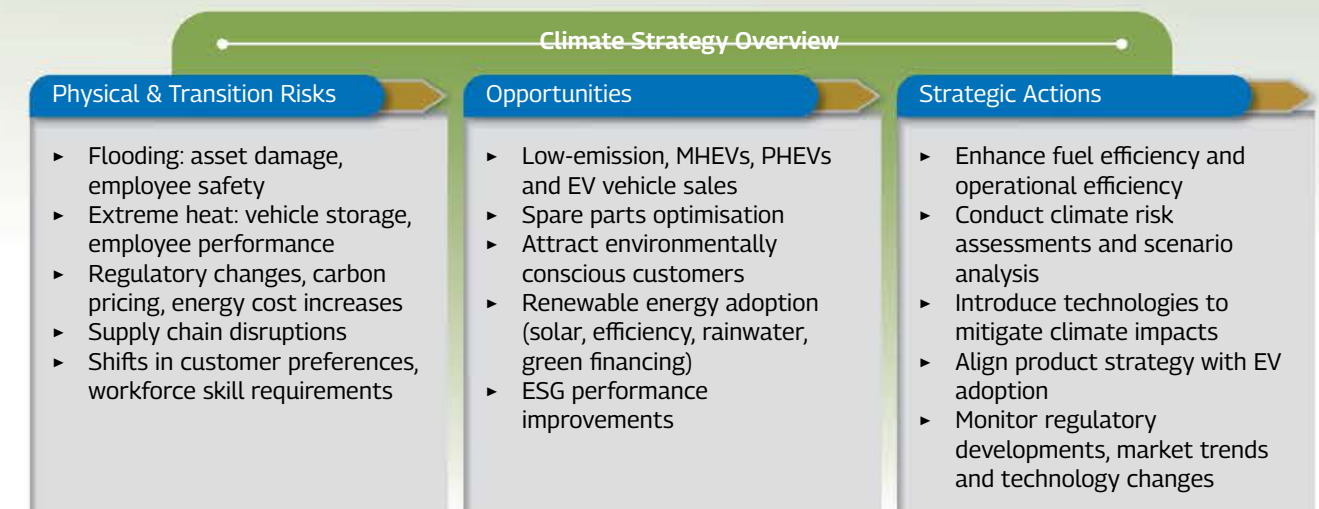
At the same time, these developments create opportunities, including the:

- ▶ Introduction and sale of low-emission vehicles, MHEVs, PHEVs and EVs
- ▶ Optimisation of spare parts inventory as EVs require fewer components
- ▶ Ability to attract environmentally conscious customers
- ▶ Exploration of renewable energy adoption (solar, energy efficiency, rainwater harvesting, green or sustainability-linked financing)
- ▶ Improved ESG performance to strengthen investor confidence and support long-term growth



BAuto ensures its sustainability- and climate-related commitments remain consistent with external positions that may influence the automotive sector and responds appropriately when differing climate-related views arise.

BAuto supports Malaysia's national net-zero 2050 ambition and the country's low-carbon mobility policy direction and gives effect to that position by expanding its electrified vehicle portfolio, investing in solar generation and EV charging infrastructure, and aligning its Scope 1 and Scope 2 reduction pathway with the national target.



SUSTAINABILITY STATEMENT (Cont'd)

Implications for the Business

BAuto considers climate-related factors when reviewing and evolving its business model. While the core business model remains unchanged, the Group strengthens operational resilience, improves supply chain planning and prepares for evolving climate regulations. At the same time, it explores opportunities within its existing business, including the distribution of sustainable vehicles and the provision of sustainability-focused services.

Across the value chain, the most affected areas include suppliers, logistics and operational facilities:

Suppliers face increasing environmental and social compliance requirements

Fuel-related considerations influence logistics

Energy use, waste management and asset-related risks impact operational facilities

The Group's climate scenario analysis assessed 116 operating locations, 101 in Malaysia and 15 in the Philippines, against eight physical hazards and an integrated flood view, under four climate scenarios at 2030, 2040 and 2050. It identifies physical climate exposure that increases materially over time. Extreme heat is the principal exposure, with the share of assessed locations classified as High rising from 9.5% at the 2025 baseline to 81.0% by 2050 under SSP5-8.5. Flooding is the next most significant: by 2050, 36 locations (31.0% of the portfolio) are classified as High on the integrated flood view. Exposure is concentrated in dealer sites, reflecting the Group's distribution footprint.

To date, no material disruption or significant cost has been recorded from physical climate events. Locations with potential exposure, including low-lying outlets, outdoor vehicle storage and customer vehicles held on premises, are managed through existing prevention and business continuity measures. The assessment applies a resolution appropriate to each hazard: temperature, precipitation and the derived heat and drought indices are modelled on a 0.25-degree climate grid, while flood exposure is screened on finer data — river inundation depth at approximately one kilometre, terrain and height above nearest drainage at 30 metres, and coastal exposure at point-asset elevation. To supplement the modelled results, the Group compiled the Department of Irrigation and Drainage (JPS) flash-flood location register and matched 98 of its 101 Malaysian locations against it; 25 lie within one kilometre of a recorded flash-flood location and seven within 500 metres. That register informs the prioritisation of site-level review but is not yet a scored input to the models, and screening at any resolution does not capture site-specific drainage, defences or existing operational controls. Site-level validation against local conditions will therefore begin with the Malaysian locations that screen High on the integrated flood view, cross-referenced against proximity to recorded flash-flood points.

Transition-related impacts are more evident. Potential carbon pricing, regulatory requirements and technological changes may increase operating costs and capital expenditure. Shifts in customer preferences and increased competition from new market entrants may affect revenue and margins. The extent of future impacts, including geographical or operational concentration, will depend on further assessments, including scenario analysis.



[Mazda CX-60 Engine See Through]



[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

Strategic Response

BAuto integrates climate considerations into strategic planning and investment decisions, implementing initiatives such as solar panels, rainwater-harvesting systems and EV charging infrastructure as part of the annual budgeting process. The Group also integrates scenario analysis into planning to assess climate-related risks and opportunities and strengthen operational and long-term business resilience.

The Group aligns its product strategy with the transition to lower-carbon mobility, expanding electrified vehicle offerings and optimising operations to support EV adoption. BAuto monitors regulatory developments, market trends and technological changes to respond promptly to evolving conditions. These initiatives also support improved ESG performance and strengthen investor confidence.

BAuto is progressively strengthening its decarbonisation strategy to support its short-, medium- and long-term GHG reduction targets. The Group is working to identify and quantify the contribution of key actions across its major emissions sources, including relevant Scope 3 emissions, through measures such as changes in vehicle technology and product mix, supply chain engagement and operational improvements. BAuto also intends to consider its long-term climate objectives when evaluating future capital expenditure, including opportunities to prioritise lower-carbon assets, technologies and products and reduce exposure to more carbon-intensive investments.

The decarbonisation strategy is structured across short-, medium- and long-term horizons:

Short-term	Medium-term	Long-term
Improve energy efficiency and strengthen climate-related data collection	Expand electrified vehicle offerings, enhance EV-related infrastructure, increase renewable energy adoption	Align operations and the business model with the Group's net zero 2050 ambition

BAuto evaluates trade-offs between costs and emissions reductions, accounting for return on investment and alignment with the long-term net-zero objective.

BAuto expects key actions, including renewable energy adoption, energy-efficient upgrades, expansion of electrified vehicles and operational efficiency improvements, to reduce GHG emissions across major sources over time. The Group will continue refining the quantification of emissions reductions as climate-related data maturity and measurement capabilities strengthen.

Trade-Off	Long-Term Benefit
Upfront costs of EV service retrofits	Regulatory compliance & emissions targets
Investment in energy-efficient upgrades	Operational resilience & cost savings
Extended payback period for new tech	Alignment with evolving customer demand for clean mobility
Higher local content sourcing costs	Support for the domestic supply chain & carbon footprint reduction

These assessments are integrated into Board deliberations, ensuring sustainability and profitability go hand in hand.



[Mazda CX-60]

SUSTAINABILITY STATEMENT (Cont'd)

Financial Considerations and Outlook

BAuto incorporates sustainability- and climate-related considerations into its business strategy and financial planning. Through its ERM framework, scenario analysis and strategic planning processes, the Group evaluates climate-related risks and opportunities in areas such as:



Financial Planning Considerations

Consideration	Description
Insurance coverage	
	Costs associated with coverage for climate-related risks
Carbon pricing and taxation	
	Potential exposure to regulatory carbon costs
Energy-efficient investments	
	Capex on equipment to improve efficiency and reduce emissions
Compliance requirements	
	Costs to maintain adherence to environmental, safety and regulatory obligations
Long-term alignment	
	Investments supporting operational efficiency, resilience and low-emission solutions

Future capital expenditure decisions consider alignment with long-term climate objectives. Where relevant and commercially viable, BAuto prioritises investments that support decarbonisation and reduce exposure to carbon-intensive activities. These impacts are assessed over short-, medium- and long-term horizons. While transition-related investments may increase capital expenditure, cost savings are expected over time from improved energy efficiency and reduced exposure to carbon-related charges.

Factor	Purpose / Focus
Operational needs	Ensure business functions and site operations remain effective
Regulatory developments	Consider evolving laws, carbon pricing and reporting requirements
Emissions reduction potential	Prioritise investments with measurable reductions
Return on investment	Evaluate financial viability and efficiency of capital deployment
Long-term sustainability alignment	Support net-zero ambition, EV adoption and low-carbon initiatives

SUSTAINABILITY STATEMENT (Cont'd)

Climate Adaptation and Strategic Trade-Offs

BAuto recognises that climate adaptation requires balancing near-term investments with longer-term resilience and business continuity. As climate-related risks, regulations and market expectations evolve, the Group continues to evaluate adaptation measures across different time horizons to strengthen operational resilience and support long-term competitiveness.

Time-Based Climate Adaptation Response

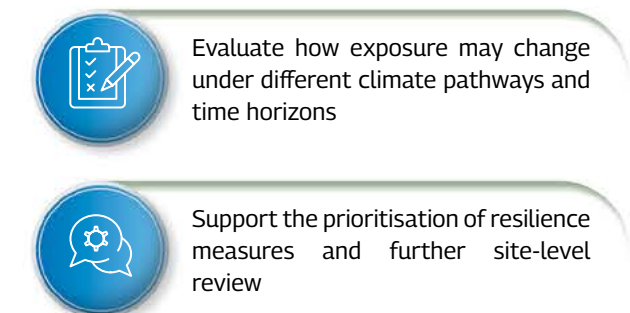


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SCENARIO ANALYSIS AND CLIMATE RESILIENCE

During FY2026, BAuto conducted a portfolio-level climate scenario analysis to strengthen its assessment of climate-related physical and transition risks. The analysis supports the Group's ongoing preparation for climate-related disclosures aligned with IFRS S2 Climate-related Disclosures and the recommendations of the TCFD.

The assessment was designed to identify where climate-related exposure is concentrated across the Group's operations:



Scope and methodology

The physical climate assessment covered 116 operating locations, comprising 101 locations in Malaysia and 15 in the Philippines. These comprised 96 dealer locations, 13 branches, four body and paint centres, and three yards. Bermaz screened all locations supplied for the assessment, representing 100% asset coverage.

The Group assessed the following physical climate hazards:

Temperature-related hazards	Flooding-related hazards
▶ Extreme heat ▶ Extreme cold	▶ Pluvial or surface-water flooding ▶ River flooding ▶ Coastal flooding
Severe weather and geophysical hazards	Water-related hazards
▶ Tropical cyclones ▶ Landslides	▶ Drought

SUSTAINABILITY STATEMENT (Cont'd)

An integrated flood view combines the higher of the river and pluvial flood classifications for each location. This provides a single management-level view of locations exposed to either flood mechanism while retaining the underlying results separately.

The assessment considered four Shared Socioeconomic Pathways used in the Intergovernmental Panel on Climate Change's Sixth Assessment Report:

SSP1-2.6

Representing strong and early mitigation

SSP2-4.5

Representing a middle-of-the-road pathway

SSP3-7.0

Representing limited mitigation and regional rivalry

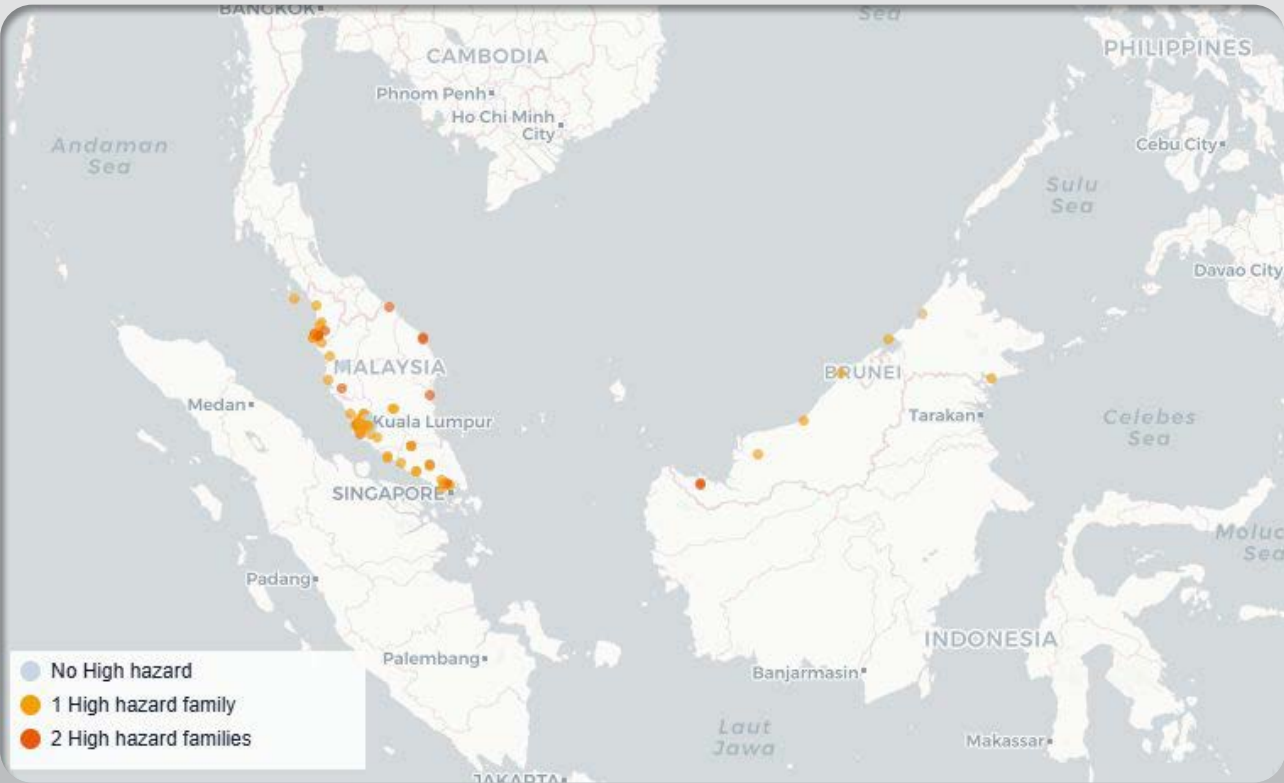
SSP5-8.5

Representing a very-high-emissions stress case

Exposure was assessed against a 2025 baseline and the 2030, 2040 and 2050 time horizons. These horizons represent near-term operational exposure, medium-term planning exposure and longer-term strategic and asset-lifecycle exposure.

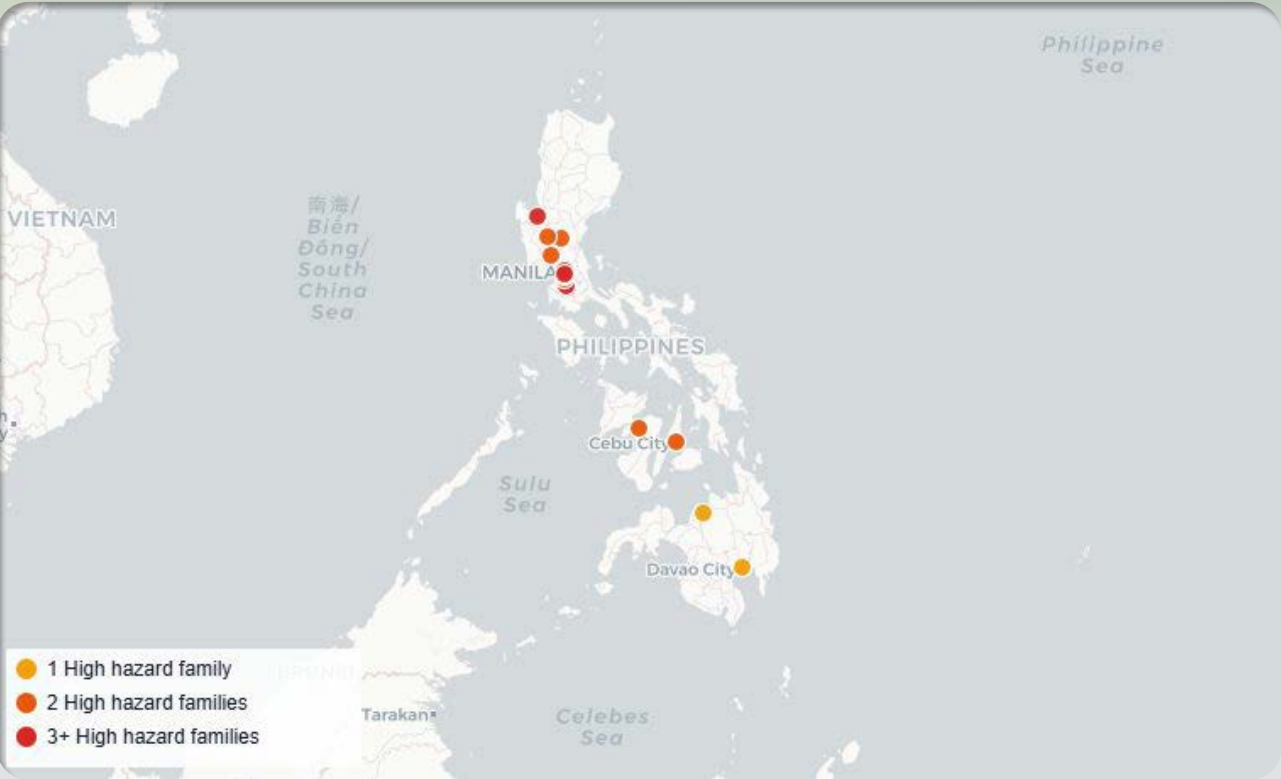
Each location was classified as Low, Medium or High exposure under governed, version-controlled hazard models. The results represent screening-level exposure and do not constitute site-specific engineering, hydraulic or catastrophe-loss assessments.

Projected Climate Risk Exposure of the Malaysia Portfolio under SSP5-8.5 by 2050



SUSTAINABILITY STATEMENT (Cont'd)

Projected Climate Risk Exposure of the Philippines Portfolio under SSP5-8.5 by 2050



Assessment scope	Detail
Locations	116 operating locations: 101 in Malaysia and 15 in the Philippines (100% asset coverage)
Physical hazards	8 governed hazards plus one integrated flood view
Scenarios	SSP1-2.6, SSP2-4.5, SSP3-7.0 and SSP5-8.5
Time horizons	2030, 2040 and 2050, against a 2025 baseline



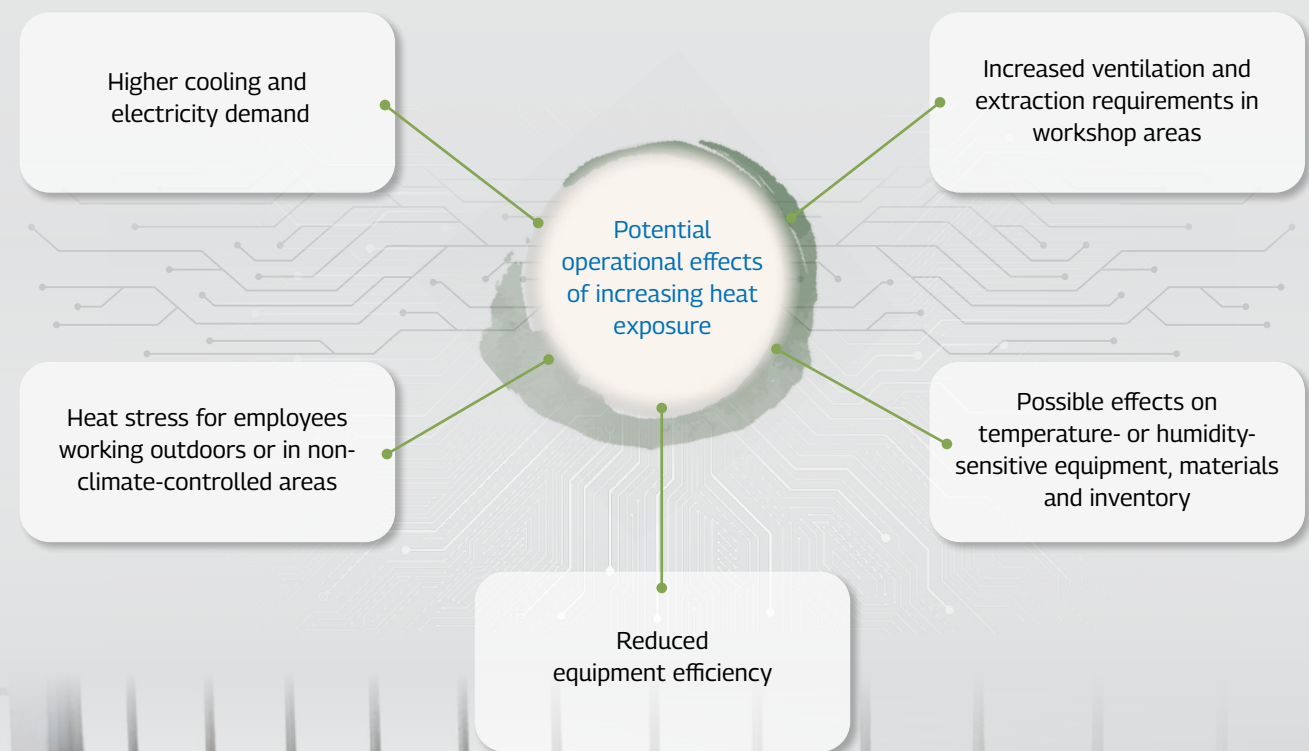
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SUSTAINABILITY STATEMENT (Cont'd)

Principal Physical Climate Risks

Extreme heat was identified as the Group's principal physical climate exposure. Under SSP5-8.5, the proportion of assessed locations classified as High for extreme heat increases from 9.5% at the 2025 baseline to 21.6% in 2030, 53.4% in 2040 and 81.0% in 2050.

By 2050, 80 of the 101 assessed Malaysian locations and 14 of the 15 assessed locations in the Philippines are classified as High for extreme heat under SSP5-8.5. Malaysia therefore accounts for 80 of the 94 High-exposure locations, and 76 of those 94 are dealer sites, concentrating the exposure in the operations that combine showroom, sales and workshop functions.



[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

Pluvial flooding was the next most significant individual hazard, with 22.4% of assessed locations classified as High under SSP5-8.5 by 2050, compared with 13.8% at baseline. The share dips slightly at 2040 before rising again; this reflects the shape of the underlying hazard model across horizons rather than a risk reduction, and the long-term direction is upward. Exposure is markedly higher in the Philippines (60.0% of assessed locations) than in Malaysia (17.0%). Intense short-duration rainfall may exceed local drainage capacity and disrupt access, parking, loading areas and ground-floor operations.

The integrated flood assessment, which combines river and pluvial flooding into a single view, identified 36 locations, or 31.0% of the portfolio, as High by 2050, up from 24.1% at the 2025 baseline. Of these, 27 are in Malaysia and 9 in the Philippines. 29 are dealer locations. Potential consequences include temporary closure, damage to vehicles, equipment and inventory, disruption to access routes and interruption to utilities and service operations.

Tropical cyclone exposure is confined to the Philippines, where 11 of the 15 assessed locations (73.3%) are classified as High. No Malaysian location is classified as High for this hazard. At portfolio level, this represents 9.5% of assessed locations and remains stable across the assessed horizons. Potential effects include wind damage to structures and roofing, interruptions to power and communications, increased employee safety risks and delays in resuming operations.

River flooding was classified as High at 16.4% of assessed locations by 2050, comprising 17.8% of Malaysian locations and 6.7% of Philippines locations. Drought, coastal flooding, landslides and extreme cold were assessed across the portfolio and did not result in any location being classified as High under SSP5-8.5 in 2050.

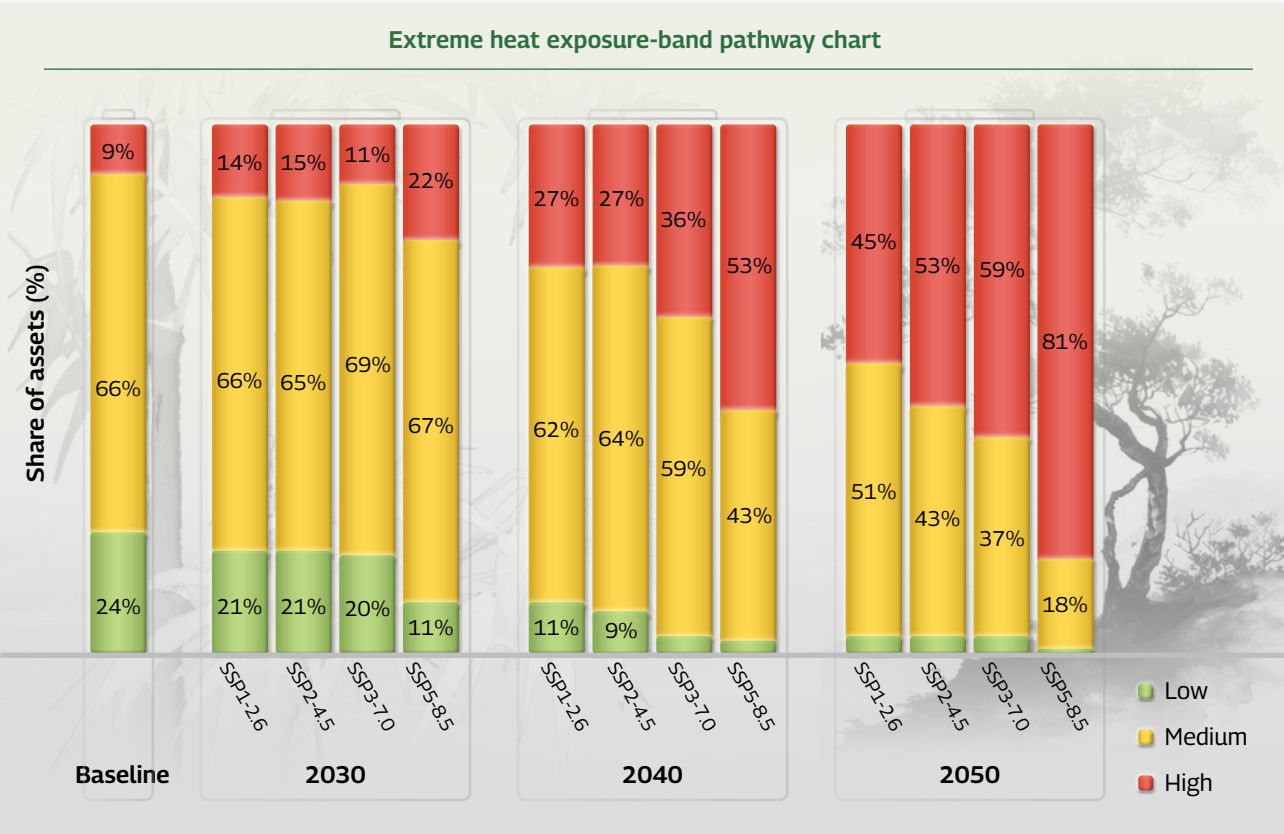


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SUSTAINABILITY STATEMENT (Cont'd)

High-exposure share by hazard and horizon					
Hazard	Baseline High	2030 High	2040 High	2050 High	Δ 2050-Baseline
Extreme Heat	9.5%	21.6%	53.4%	81.0%	+71.5 pp
Pluvial Flooding	13.8%	19.8%	19.0%	22.4%	+8.6 pp
Tropical Cyclone	9.5%	9.5%	9.5%	9.5%	+0.0 pp
River Flooding	15.5%	16.4%	16.4%	16.4%	+0.9 pp
Drought	0.0%	0.0%	0.0%	0.0%	+0.0 pp
Coastal Flooding	0.0%	0.0%	0.0%	0.0%	+0.0 pp
Landslides	0.0%	0.0%	0.0%	0.0%	+0.0 pp
Extreme Cold	0.0%	0.0%	0.0%	0.0%	+0.0 pp

Note:
Δ 2050-Baseline represents the difference between the projected climate exposure in 2050 and the baseline climate exposure.



SUSTAINABILITY STATEMENT (Cont'd)

Multi-hazard exposure and geographic concentration

Under SSP5-8.5 in 2050:

- 101 locations, or 87.1% of assessed locations, are classified as High for at least one hazard family
- 34 locations, or 29.3%, are classified as High for two or more hazard families
- 6 locations, or 5.2%, are classified as High for three or more hazard families

The highest-priority locations for further review are the 6 sites classified as High across 3 or more hazard families. All 6 are dealer locations in the Philippines, each exposed to tropical cyclone, extreme heat and flooding in combination. A further 28 locations are classified as High for 2 hazard families: 23 for extreme heat with flooding, predominantly in Malaysia, and 5 for extreme heat with tropical cyclone exposure in the Philippines.

BAuto will use the multi-hazard results to prioritise locations for more detailed review. Before making final investment or resilience decisions, the Group will also consider employee numbers, operational criticality, existing controls, feasibility of adaptation, downtime tolerance and the availability of alternative locations.

Climate resilience and management response

The scenario analysis indicates that the Group's resilience priorities differ according to the nature and location of each operation.

For dealer and service locations, areas for further consideration include:

- Cooling and ventilation performance in showrooms and workshops;
- Heat-management procedures for exposed employees;
- Flood protection for vehicles, inventory and ground-floor equipment;
- Drainage and access-route resilience; and
- Continuity of electricity, communications and other critical utilities.

For the body and paint centres, which account for 13 of the assessed sites, the assessment also highlights the importance of workshop heat management, ventilation and extraction capacity; the protection of paint and other temperature- or humidity-sensitive materials; and the continuity of equipment and utilities.

For branch and yard locations, which together account for 16 of the assessed sites, the assessment supports site-level resilience review for the hazards on which each location screens High, protection of critical equipment and access routes, and maintenance of operational-continuity procedures.

The Group will progressively validate the screening results against site-specific conditions and existing controls. Where appropriate, BAuto may incorporate climate exposure into future lease, fit-out, refurbishment and capital-planning decisions.

The analysis indicates that many identified exposures may be manageable through site-level measures. However, whether an exposure is manageable or could represent a more significant structural vulnerability depends on factors that are not yet fully accounted for, including asset criticality, existing adaptation measures, implementation costs and the availability of operational alternatives.

SUSTAINABILITY STATEMENT (Cont'd)

Potential financial-effect pathways

The physical climate risks identified may affect the Group's financial position and performance through several channels.

Extreme heat may increase operating expenditure through higher cooling and energy consumption and may require capital expenditure on ventilation, shading, insulation or cooling-system resilience. It may also affect employee productivity and the efficiency or service life of equipment.

Flooding may result in repair costs, inventory or vehicle damage, interruption to revenue-generating activities, higher insurance costs and expenditure on drainage or flood-protection measures.

Tropical cyclones may result in structural damage, power and communications disruptions, temporary closures and broader business-interruption effects.

At this stage, the potential financial impacts of physical climate risks have been qualitatively assessed. The exposure percentages represent the proportion of assessed locations classified as High and are not measures of the proportion of asset value, revenue or profit exposed. Quantification of physical climate-related financial effects will require additional asset-level information on financial value, operational criticality, existing controls and potential downtime.

Transition-risk scenario analysis

The Group also conducted preliminary transition-risk screening using scenarios from the Network for Greening the Financial System ("NGFS"). The analysis considered orderly, disorderly, fragmented and current-policy transition pathways and examined the potential effect of carbon pricing on the Group's Scope 1 and Scope 2 emissions.

The assessment applied the NGFS carbon-price trajectories as a shadow carbon price for scenario-testing purposes rather than as a current financial charge. The preliminary analysis used baseline Scope 1 emissions of 989 tCO₂e and Scope 2 emissions of 3,725 tCO₂e, together with assumptions concerning emissions coverage and the proportion of carbon cost borne by the Group.

The highest modelled net carbon cost occurs under the orderly SSP1-2.6-aligned pathway in 2030, at approximately RM1.20 million, representing approximately 0.05% of the entered revenue base and 0.06% of the entered operating-expenditure base. The higher near-term cost under this pathway reflects early and stronger carbon pricing, while projected emissions and absolute carbon costs subsequently decline. These figures price 60% of the Group's Scope 2 emissions, reflecting the proportion expected to be exposed to a carbon price. Where the full Scope 2 inventory to be priced, the peak net carbon cost would rise to approximately RM1.76 million in 2030, still less than 0.09% of either the revenue or the operating-expenditure base. The Group's exposure to carbon pricing therefore remains modest relative to its financial scale across the range of coverage assumptions considered, and is expected to be manageable within normal operating and investment planning.

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The Group applies an internal shadow carbon price of RM60 per tCO₂e when assessing its exposure to potential carbon costs, alongside the NGFS carbon price trajectories used in transition risk scenario testing.



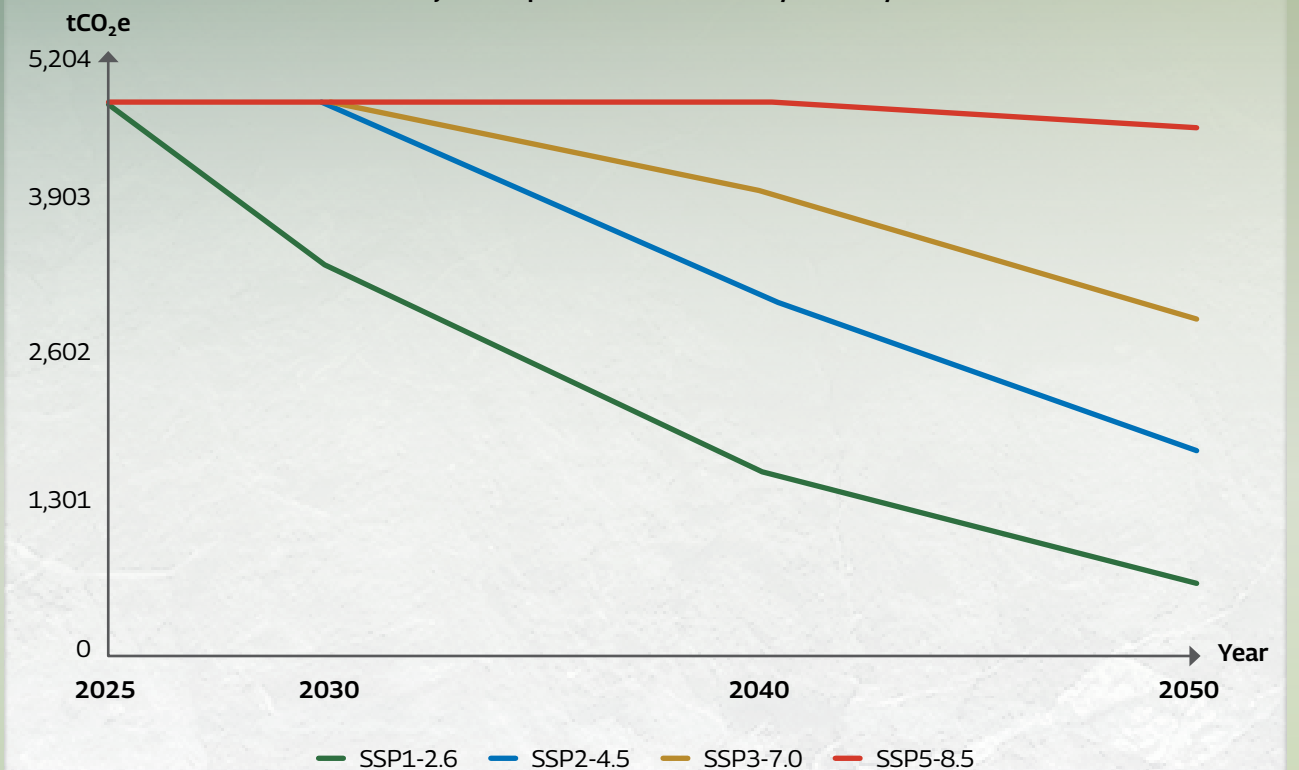
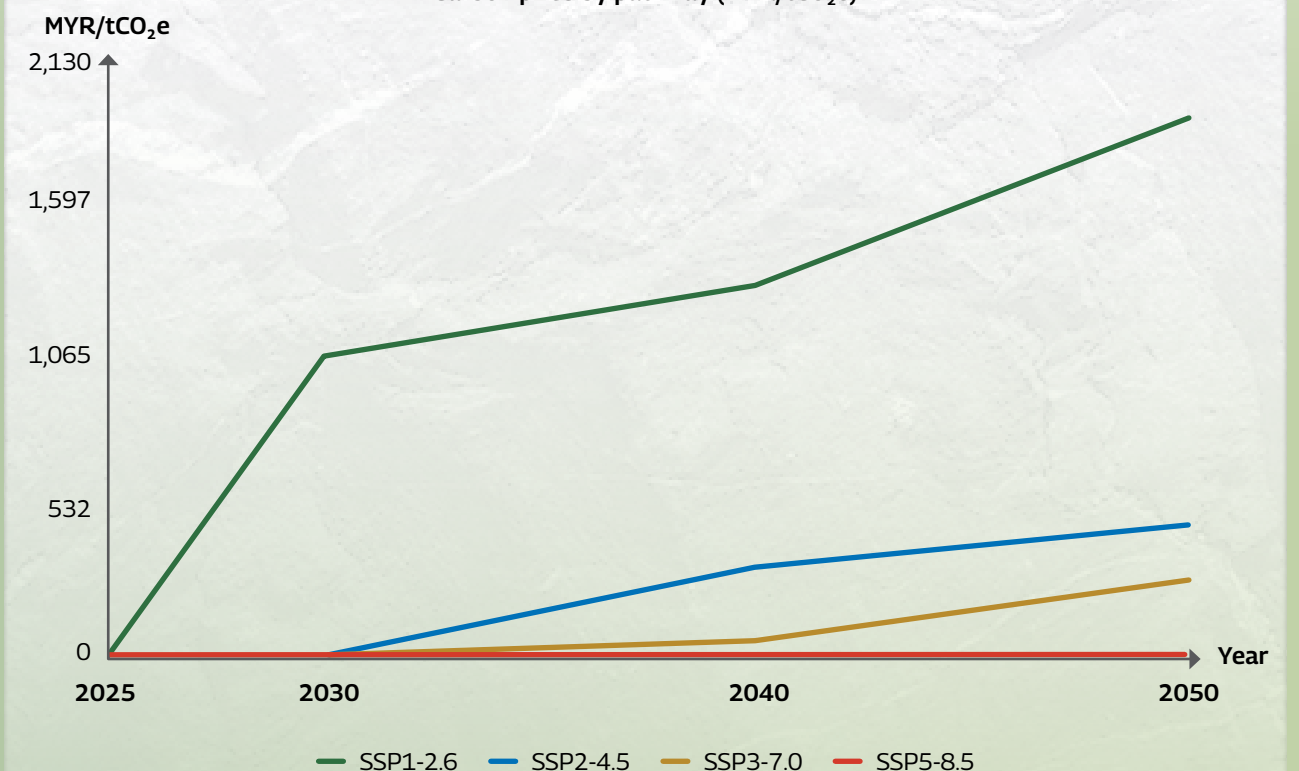
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Under the current-policies pathway aligned with SSP5-8.5, the modelled transition cost is substantially lower because the assumed carbon price remains limited. However, this pathway is associated with the highest longer-term physical climate exposure.

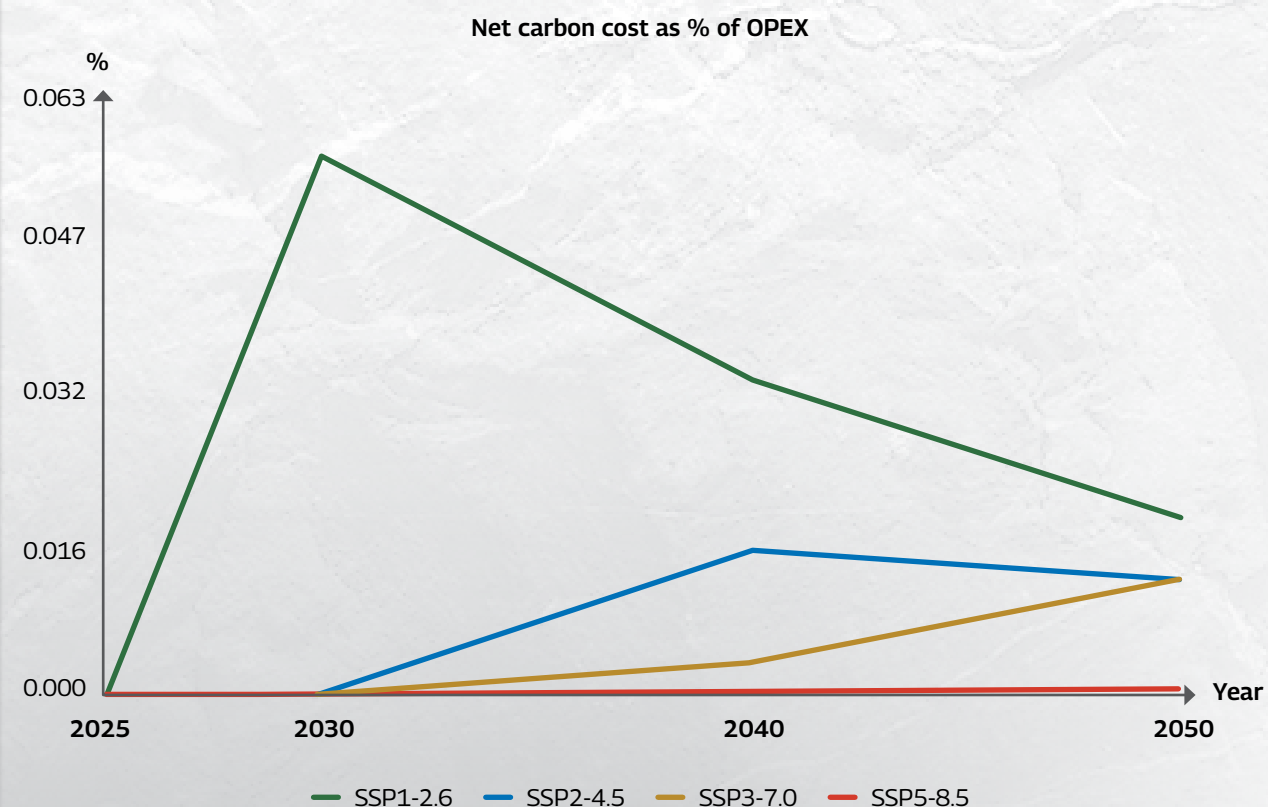
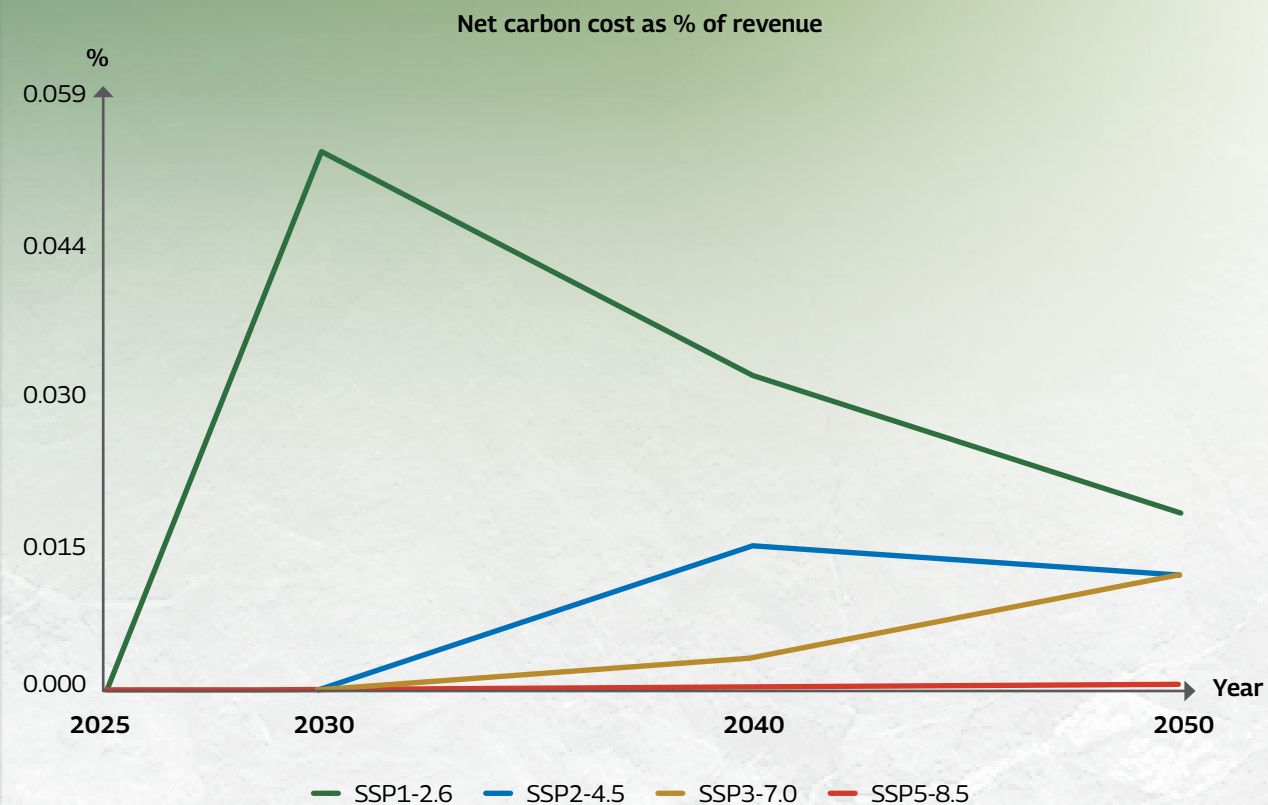
The transition-risk results remain preliminary and subject to validation of the emissions inputs, assumptions and carbon-cost calculations.

SUSTAINABILITY STATEMENT (Cont'd)

Projected Operational Emissions by Pathway

Carbon price by pathway (MYR/tCO₂e)

SUSTAINABILITY STATEMENT (Cont'd)



SUSTAINABILITY STATEMENT (Cont'd)

Basis of preparation and next steps

The climate scenario analysis is a screening-level assessment intended to support the identification, assessment and prioritisation of climate-related risks. The models use climate projections and hazard datasets at varying spatial resolutions and do not fully represent local drainage, flood defences, building standards, micro-topography, existing adaptation measures or site-specific operational controls.

The Group intends to build on the assessment by:

Validating priority-site results against local conditions and existing controls;



Incorporating site-level employee, criticality and financial information where available;



Evaluating practical adaptation measures for the most exposed locations;



Integrating relevant findings into the Group's wider risk-management and capital-planning processes; and



Progressively improving the quantification of current and anticipated climate-related financial effects.



BAuto will review and update this analysis as the underlying data, climate models, operational information and the Group's climate-risk management processes evolve.

Climate Risk Management

BAuto manages climate-related risks through its broader ERM framework, with senior management identifying, assessing and monitoring emerging developments relevant to operations and the market environment. The principal climate-related risks and opportunities are outlined below. Building on these disclosures, the Group uses scenario analysis to assess how climate-related risks may evolve over time and impact operations, supply chain resilience, market competitiveness and long-term business performance.

Assessment of Physical Climate Risks

BAuto maps key operating locations, including branches, dealerships and vehicle storage sites, against climate-related indicators such as flood, storm and heat exposure. The Group monitors and manages locations with higher exposure, including low-lying sites or vehicles stored outdoors, using site-specific operational controls to minimise disruption.

Assessment of Transition Risks

BAuto continuously monitors transition risks, tracking regulatory developments, carbon pricing mechanisms, technological advancements and changing customer preferences in the automotive sector. The Group evaluates how these developments may affect operating costs, capital investment needs, product competitiveness and workforce capability requirements as the market gradually moves toward lower-emission mobility solutions.

Risk Evaluation and Integration

BAuto evaluates climate-related risks alongside other principal business risks using the Group's standard risk matrix, considering likelihood and potential financial, operational, regulatory and reputational impacts. This approach allows the Group to integrate climate-related considerations into strategic planning, capital allocation, insurance reviews, site management and business continuity planning.

Monitoring and Escalation

BAuto embeds climate-related risk monitoring within existing management processes. The Risk Management team coordinates with operational teams to track emerging developments and key indicators. The Risk Management team also conducts reviews periodically and more frequently when there are material changes in regulations, technologies, market conditions or extreme weather patterns. The Group escalates significant climate-related matters and action plans to the Board through the Risk Management Committee and records them in the Group's risk register.

SUSTAINABILITY STATEMENT (Cont'd)



Time Horizon	Business Areas Potentially Affected	Key Indicators Monitored	Potential Trigger Events
Physical climate risks			
Short-term, with potential medium-term implications	Dealerships, service centres, vehicle storage sites, logistics and employee safety	Flood incidents, extreme weather events, insurance claims, site exposure and operational disruptions	Increased flooding frequency, more severe weather events or operational disruptions
Regulatory transition			
Short- to medium-term (up to 10 years)	Product portfolio, compliance processes, pricing and localisation planning	CKD policies, emissions regulations, carbon pricing developments and industry guidance	Introduction of stricter emissions standards, policy shifts or carbon-related regulations
Technology transition			
Medium-term, extending into long-term	Vehicle offerings, technical capability and after-sales services	Electrification trends, principal manufacturers' roadmaps, EV infrastructure developments and workforce readiness	Faster-than-expected technology shifts, accelerated electrification or changes in principal manufacturers' strategies
Market transition			
Medium-term, extending into long-term	Vehicle demand, sales mix and competitiveness	Customer preferences, EV adoption trends, competitor developments and fuel price trends	Significant shifts in customer demand, pricing dynamics or competitor offerings

[Mazda CX-60]

SUSTAINABILITY STATEMENT (Cont'd)

Addressing the 2°C Climate Change Challenge

Mazda Japan's research team utilises the International Energy Agency's ("IEA") 2°C scenario, supplemented by a 1.5°C sensitivity analysis from the IPCC, to assess the potential impacts of climate change. This method enables Mazda Japan to effectively understand and prepare for climate-related risks, ensuring its strategies align with global climate goals.

Similarly, Xpeng China is committed to aligning with national carbon-neutral policies by integrating climate change mitigation across the entire product life cycle from design and procurement to production, sales and operations. Through the "Xpeng Economical Mode", the Company aims to develop low-carbon electric vehicles and drive emission reductions throughout the value chain. This closed-loop approach reinforces Xpeng's commitment to carbon neutrality.



[Xpeng G6]

R&D Focused On Carbon Offset

BAuto, through BAP, continues its collaboration with Pilipinas Shell Petroleum Corporation ("Pilipinas Shell") under the Voluntary Carbon Offset Programme. BAP is the first automotive distributor in the Philippines to participate in the programme.

Under this ongoing initiative, BAP's management vehicles are enrolled to offset unavoidable CO₂ emissions generated from fuel consumption at Shell-branded service stations. During FY2026, BAP spent PHP22,674 (FY2025: PHP31,612) under the programme. Fuel expenditure and the associated CO₂ emissions are calculated and offset through carbon credits purchased by Pilipinas Shell from a global portfolio of nature-based projects.

The collaboration supports Mazda's "Sustainable Zoom-Zoom 2030" vision, which seeks to address challenges affecting the environment, society and people while continuing to deliver driving pleasure, safety and responsible mobility. It also promotes greater awareness and adoption of voluntary carbon-reduction initiatives across BAP's operations.



[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

Climate-Related Opportunities

BAuto identifies and monitors climate-related opportunities by aligning with principal manufacturers on product roadmaps, monitoring regulatory developments and assessing evolving consumer demand. The Group conducts technical and commercial assessments before adopting new technologies or materials and uses scenario analysis to support capital allocation towards decarbonisation and resilience initiatives.

BAuto actively manages climate-related opportunities across its operations and product portfolio. The Group focuses on expanding lower-emission vehicles, MHEVs, PHEVs and EVs, improving resource efficiency, adopting renewable energy and enhancing overall resilience to climate impacts. These initiatives support sustainable mobility, reduce environmental impact and strengthen long-term business performance.

BAuto Climate Actions

Products & Services

- Expand portfolio of lower-emission vehicles (e.g. Mazda3 1.5L and Mazda CX-60 2.5G), including hybrid and electrified models (e.g. Mazda CX-80 2.5L PHEV)
- Supports demand for fuel-efficient mobility solutions and future revenue opportunities

Resource Efficiency

- Introduce Mazda and Xpeng models that uses higher recycled and lower-impact materials such as recycled fabrics, vegan leather or suede
- Supports more sustainable vehicle design

Energy Source

- Explore renewable energy opportunities such as solar panel installations in other locations such as at Lot 9, Petaling Jaya and Lot 14, Glenmarie
- Reduces GHG emissions, lowers energy costs and improves energy resilience

Resilience

- Expand mild hybrid and plug-in hybrid vehicle offerings
- Engage climate specialists to assess climate-related impacts across operations and the value chain under different scenarios
- Allocate resources to support risk mitigation and decarbonisation

Climate Targets and Performance Monitoring

Using FY2024 as the baseline, BAuto has committed to an absolute reduction in net GHG emissions across Scope 1, Scope 2 and selected Scope 3 categories. Base year emissions are reported in the performance data table. The Group monitors progress through key sustainability metrics, including total GHG emissions (tCO₂e), the proportion of electrified vehicles sold, renewable energy usage and waste diversion rates. The SC and Board review performance annually to ensure targets remain relevant and responsive to evolving business conditions.

BAuto aligns its climate ambition with the Paris Agreement goal of limiting global warming to well below 2°C. Science-based principles and structured performance frameworks guide the Group's efforts, including emissions tracking, product electrification, resource efficiency and operational improvements.

“These targets were established in 2025, using FY2024 as the baseline year. On that baseline, BAuto has committed to an absolute reduction in net GHG emissions across Scope 1, Scope 2 and selected Scope 3 categories.”

The Group's decarbonisation pathway prioritises absolute emissions reduction; carbon offsets are used only for residual emissions that cannot yet be avoided, and are currently limited to nature-based carbon credits retired under BAP's Voluntary Carbon Offset Programme with Pilipinas Shell.

The Group monitors progress through key sustainability metrics, including total GHG emissions (tCO₂e), the proportion of electrified vehicles sold, renewable energy usage and waste diversion rates. Base year emissions are reported in the performance data table. The SC and Board review performance annually to ensure targets remain relevant and responsive to evolving business conditions.



SUSTAINABILITY STATEMENT (Cont'd)

Area	Baseline	Time Horizon	Target
Climate ambition	FY2024	Long-term	Align with the Paris Agreement goal of limiting global warming to well below 2°C
Product electrification	FY2024	FY2030	Ensure 100% of products incorporate some form of electrification
Electrified vehicle sales	FY2024	FY2030	Ensure electrified vehicles represent over 10% of total sales
Operational performance	FY2024	FY2030	Achieve at least a 3% improvement across emissions, waste, resource use and workplace health and safety

Measuring and Reporting Emissions

Consolidation method in calculating the carbon footprint

Operational

Organisational boundary in calculating the carbon footprint

Accounts for 100% of GHG emissions, where BAuto has the authority to implement operational policies

Scope 1 and Scope 2 GHG emissions

BASIS OF PREPARATION

SCOPE 1: DIRECT EMISSIONS

The Group measures its direct and energy indirect emissions in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, on an operational control basis. The same consolidation boundary applies to Scope 1, Scope 2 and Scope 3.

Emissions are reported in tonnes of carbon dioxide equivalent ("tCO₂e"), covering carbon dioxide, methane and nitrous oxide. Methane and nitrous oxide are converted using global warming potentials of 27.9 and 273, respectively, being the 100-year values in the IPCC Sixth Assessment Report.

Scope 1 comprises fuel combusted in assets the Group controls: diesel in standby generators, and diesel and petrol in Group-owned vehicles. Consumption is taken from purchase and fuel card records in litres.

Fuel is converted using separate carbon dioxide, methane and nitrous oxide factors rather than a single combined coefficient, so the gas split is measured rather than assumed. Applied factors are 2.6925 kgCO₂e per litre of diesel and 2.2863 kgCO₂e per litre of petrol.

The Group has no process emissions. Fugitive emissions from refrigerants used in building air-conditioning and vehicle servicing are a Scope 1 source under the GHG Protocol, but the Group does not currently record refrigerant purchases or top-up quantities. BAuto has not included these emissions in the reported Scope 1 figures nor quantified their magnitude. The Company will look into establishing the necessary records in the coming years.

SUSTAINABILITY STATEMENT (Cont'd)

SCOPE 2: ENERGY INDIRECT EMISSIONS

Scope 2 comprises purchased grid electricity, reported on a location-based basis using the published grid emission factor for each market: 0.7740 kgCO₂e/kWh for Malaysia and 0.7181 kgCO₂e/kWh for the Philippines.

Electricity generated from the Group's own solar installations is metered and reported separately as renewable energy. It is not netted against grid consumption, and no market-based Scope 2 figure is presented, as the Group holds no energy attribute certificates or contractual instruments that would support such a figure.

ENERGY

Energy consumption is reported in gigajoules and megawatt-hours. Fuel volumes are converted to energy using the net calorific values in the IPCC 2006 *Guidelines for National Greenhouse Gas Inventories*, and electricity at 0.0036 GJ per kWh. Renewable and non-renewable energy are disclosed separately, with renewable comprising the Group's own solar generation.

Own solar generation was 9.8% of total electricity consumption in FY2026.

CONSISTENCY WITH SCOPE 3

The fuel and electricity reported above is the same data used for Scope 3 Category 3, which captures upstream extraction, refining and transmission losses. No consumption is counted twice.

Scope 3 GHG emissions

BASIS OF PREPARATION

Scope 3 emissions are measured in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, on the same operational control basis as Scope 1 and Scope 2.

All 15 categories were assessed for relevance, and 13 are reported. Categories 9 and 10 do not apply, for the reasons below.

Emissions are reported in tonnes of carbon dioxide equivalent ("tCO₂e") covering carbon dioxide, methane, nitrous oxide and, where the factor provides a speciated breakdown, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Global warming potentials are those embedded in the factors applied. Figures throughout are rounded independently, so components may not sum exactly to the totals shown.



[Mazda CX-80]

SUSTAINABILITY STATEMENT (Cont'd)

EMISSIONS BY CATEGORY

	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)	Change	Comments
Category 1 Purchased goods and services*	22,816.7	91,172.4	-75.0%	The decrease was primarily attributable to lower procurement volumes following the cessation of the Kia distributorship in November 2025, the absence of major business expansion activities during FY2026, and a change in the routing of vehicle purchases, with a larger share transacted within the Group and eliminated on consolidation.
Category 2 Capital goods*	267.4	650.6	-58.9%	The decrease was primarily attributable to lower capital expenditure in FY2026, reflecting fewer capital asset purchases and the absence of significant expansion activities.
Category 3 Fuel- and energy-related activities	340.2	342.4	-0.6%	-
Category 4 Upstream transportation and distribution*	3,590.4	4,479.8	-19.9%	The decrease was primarily attributable to lower inbound transportation activities arising from the reduced importation of Completely Built-Up ("CBU") vehicles and Knocked Down ("KD") parts during FY2026.
Category 5 Waste generated in operations*	156.3	155.8	+0.4%	Category 5 has been recalculated using the waste-type-specific method, with waste tonnage by stream and treatment route in place of the previously applied spend-based estimate. The corresponding waste-management expenditure has been excluded from the spend-based calculation to avoid double counting.
Category 6 Business travel	148.3	239.6	-38.1%	The reduction was mainly due to fewer business trips undertaken during FY2026 and to continued use of virtual collaboration, where applicable.

SUSTAINABILITY STATEMENT (Cont'd)

	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)	Change	Comments
Category 7 Employee commuting				
	930.2	1,093.4	-14.9%	The decrease was partly attributed to lower employee headcount coupled with updated employee commuting survey results reflecting changes in commuting patterns during FY2026.
Category 8 Upstream leased assets*				
	1,180.0	1,611.3	-26.8%	The reduction reflects lower operational activity and energy consumption across upstream leased assets during FY2026.
Category 9 Downstream transportation and distribution				
	Not applicable	Not applicable	-	-
Category 10 Processing of sold products				
	Not applicable	Not applicable	-	-
Category 11 Use of sold products				
	609,528.4	629,047.0	-3.1%	FY2026 includes the Philippines for the first time (58,547.8 tCO ₂ e); on a like-for-like Malaysia basis the reduction is 12.4%.
Category 12 End-of-life treatment of sold products				
	12,398.0	13,590.8	-8.8%	The significant reduction was primarily attributable to a lower number of vehicles sold coupled with the mix of vehicles sold during FY2026, resulting in lower estimated end-of-life treatment emissions.
Category 13 Downstream leased assets				
	36.9	35.4	+4.3%	The slight increase was primarily attributable to higher utilisation of vehicles loaned to brand ambassadors of the Group during the reporting period.

SUSTAINABILITY STATEMENT (Cont'd)

	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)	Change	Comments
Category 14 Franchises				
	7,602.8	5,847.9	+30.0%	The increase was primarily attributable to the inclusion of franchise emissions from the Philippines operations, which were previously unavailable in FY2025.
Category 15 Investments				
	7,188.7	14.4	See note	The significant increase was primarily due to the inclusion of investment-related emissions from the Philippines operations, which were previously unavailable in FY2025. In addition, FY2026 reflects a more comprehensive assessment of investment emissions in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard. As such, the FY2025 and FY2026 figures are not directly comparable.
Total Scope 3	666,184.3	748,280.8	-11.0%	

* Spend-based emissions for these categories were calculated using the updated **CEDA 2023 input-output database** on a purchaser-price basis, replacing the previously used EXIOBASE database. While the underlying activity and procurement data remained unchanged, the updated database provides greater sector granularity and a more recent base year, resulting in more representative emission factors.



[Mazda CX-30]

SUSTAINABILITY STATEMENT (Cont'd)

CATEGORIES ASSESSED AS NOT APPLICABLE

Category 9: Downstream transportation and distribution	Category 10: Processing of sold products
Vehicle transportation and delivery are arranged and paid for by the Group and are therefore accounted for under Category 4. No additional downstream transportation or distribution emissions arise after the point of sale.	The Group sells finished vehicles and parts that do not require further processing by third parties before use.

MEASUREMENT APPROACH

Activity-based measurement is applied wherever primary data exist, and spend-based input-output measurement where they do not.

Basis	Categories	FY2026 (tCO ₂ e)	Share
Activity data (primary)	3, 5, 7, 12, 13, 14, 15, and part of 4, 6 and 11	639,366.4	96.0%
Spend-based (secondary)	1, 2, 8, and part of 4, 6 and 11	26,817.9	4.0%

Emission factor sources for each category are set out in the notes to the data performance table.

SUSTAINABILITY STATEMENT (Cont'd)

RESTATEMENT OF PRIOR PERIOD COMPARATIVES

As measurement capability has developed, prior periods have been restated onto the new basis so movements reflect performance rather than method. The restatements below are refinements in approach and expansions of coverage; none arises from an error in the underlying data, which is unchanged.

FY2025 comparatives therefore differ from the FY2025 Annual Report, where Scope 3 totalled 382,792.9 tCO₂e. Restating on the FY2026 basis increases it by 46,905.8 tCO₂e, or 12.3%, reflecting a more granular emission factor database rather than a change in activity.



SUSTAINABILITY STATEMENT (Cont'd)

FY2024 COMPARATIVES AND MEASUREMENT BOUNDARY

FY2024 measurement was limited to two categories: Category 6, Business travel, and Category 7, Employee commuting, totalling 1,931.1 tCO₂e. The other 13 were not assessed and are shown as “NA”, not “0”.

The movement from 1,931.1 tCO₂e to 666,184.3 tCO₂e in FY2026 therefore reflects a broader measurement boundary, not growth in value chain emissions; Category 11 alone is 91.5% of the FY2026 total and was not measured in FY2024.

Only Categories 6 and 7 support comparison across the full period, and both sit within the FY2030 target. FY2024 Category 7 has been re-extrapolated by country rather than group-wide: Malaysia 1,736.6 tCO₂e, the Philippines 78.3 tCO₂e, the Group 0.8% lower.

Category	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)	FY2024 (tCO ₂ e)
6. Business travel	148.3	239.6	116.3
7. Employee commuting	930.2	1,093.4	1,814.9

ESTIMATION AND ASSUMPTIONS

Where primary data was unavailable, the following estimation was applied, each disclosed at transaction level in the verification documentation.

Category 7: Responses extrapolated from 675 respondents to a workforce of 937 per country, at each country's own coverage rate: Malaysia 624 of 856, the Philippines 51 of 81. 28% of the figure is extrapolated rather than surveyed.

Category 13. 12 of 38 vehicles in FY2026 and 7 of 22 in FY2025 had no recorded mileage. Distance was estimated from the average daily distance of the same model, scaled by days in service: 10.7% of FY2026 category distance and 8.8% of FY2025.

Category 11. The lifetime distance is assumed by the vehicle model and will vary by customer and driving pattern.

ASSURANCE READINESS

Transaction-level verification documentation is maintained for each period, disclosing, for each emission source, the activity data, the applied factor, the dataset and edition used, and the resulting emissions.



[Mazda CX-80]

SUSTAINABILITY STATEMENT (Cont'd)

Non-GHG air emissions

BASIS OF PREPARATION

The Group also estimates value chain emissions of non-greenhouse gas air pollutants, substances affecting air quality and human health rather than the climate. They are estimated from procurement expenditure using environmentally-extended input-output factors, over the same expenditure as Scope 3 Categories 1, 2, 5 and 8 and the spend-based parts of Categories 4 and 6. Amounts are measured in kilogrammes, are not comparable between pollutants and are not additive with greenhouse gas figures. Figures are rounded independently, so components may not sum exactly to the totals shown.

EMISSIONS BY POLLUTANT GROUP			
Pollutant group	FY2026 (kg)	FY2025 (kg)	Change
Criteria air pollutants	87,146.9	161,689.7	-46.1%
Hazardous organic pollutants	906.2	2,855.1	-68.3%
Other air pollutants	637.8	2,037.0	-68.7%
Acid and reactive gases	108.8	237.4	-54.2%
Heavy metals	14.9	24.2	-38.6%
Total non-GHG air emissions	88,814.5	166,843.3	-46.8%

[Mazda CX-80 Sunroof]



SUSTAINABILITY STATEMENT (Cont'd)

Criteria air pollutants are 98.1% of the total and are reported individually below. The decrease across all groups reflects lower procurement expenditure, particularly Category 1.

Criteria air pollutant	FY2026 (kg)	FY2025 (kg)
Nitrogen oxides (NO _x)	41,191.1	69,718.7
Carbon monoxide (CO)	21,328.3	38,901.4
Sulphur dioxide (SO ₂)	15,920.5	27,124.7
Volatile organic compounds (VOC)	5,482.8	20,324.0
Particulate matter (PM _{2.5})	2,519.7	4,433.8
Particulate matter (PM ₁₀)	566.8	951.9
Ammonia (NH ₃)	137.7	235.2

MEASUREMENT APPROACH

Coefficients come from the USEEIO satellite dataset, derived from the United States Environmental Protection Agency's National Emissions Inventory, applied to the same expenditure as the spend-based Scope 3 categories.



OZONE-DEPLETING SUBSTANCES

Substances controlled under the Montreal Protocol are reported separately, weighted by ozone-depletion potential and expressed as kilogrammes of CFC-11 equivalent. These are not additive with the mass-based amounts above and arise from releases embedded in purchased goods and services.

Substance	Montreal Protocol Annex	ODP	FY2026 (kg CFC-11 eq)	FY2025 (kg CFC-11 eq)
Methyl bromide	Annex E	0.6	0.1664	0.2438
1,1,1-Trichloroethane	Annex B Group III	0.1	0.1244	0.6854
Carbon tetrachloride	Annex B Group II	1.1	0.0059	0.0169
Total			0.2966	0.9460

SUSTAINABILITY STATEMENT (Cont'd)

LIMITATIONS

These are estimates from expenditure, not measurements, using United States industrial intensities applied to suppliers in Malaysia and the Philippines. They are not suitable for comparison against regulatory limits or local air quality assessment, and no comparative exists before FY2025.

ADVANCING LOWER-EMISSION MOBILITY ACROSS OUR AUTOMOTIVE BRANDS

BAuto continued to strengthen its portfolio of lower-emission mobility solutions across its automotive brands, supporting evolving customer preferences, principal manufacturers' product strategies and broader decarbonisation trends within the automotive sector. During the year, the Group continued to expand the availability of electrified vehicle technologies while showcasing vehicle innovations designed to improve fuel efficiency, optimise energy use and support lower lifecycle emissions.

Environmental Highlights Across Selected Models

Brand/Model	Contribution to Lower-emission Mobility
Mazda CX-80 PHEV 	Supports lower-emission mobility through plug-in hybrid technology, electric-only driving capability and regenerative braking, while balancing larger vehicle practicality and efficiency
Mazda CX-60 & CX-90 Mild Hybrids 	Incorporate mild hybrid systems that improve fuel efficiency through energy recovery and engine assistance during low-load driving conditions
Xpeng G6 & X9 	- Feature lightweight vehicle construction and energy-efficient engineering designed to support lower lifecycle emissions and improved driving efficiency - Incorporate battery optimisation and regenerative energy systems that enhance energy efficiency and driving range

Mazda continues to advance its multi-solution approach to lower-emission mobility through hybrid and plug-in hybrid technologies, while Xpeng supports the transition towards fully electric mobility through intelligent electric vehicle technologies, lightweight design and battery optimisation. These technologies support improved energy efficiency, lower emissions and evolving mobility preferences without compromising driving performance and practicality.

SUSTAINABILITY STATEMENT (Cont'd)

Advancing Onboard Carbon Capture Technology

Mazda continues to develop its Mobile Carbon Capture system, which combines lower-carbon fuel with onboard technology that captures CO₂ directly from vehicle exhaust gases. During the June 2026 Fuji 24-hour race, the system captured 804 grams of CO₂, compared with 84 grams during its first test in November 2025, representing a 9.6-fold increase. Mazda has indicated that the technology can capture approximately 20% of CO₂ from a vehicle's exhaust.

Mazda is also developing microalgae-based biofuel, which could reduce CO₂ emissions by approximately 90% compared with conventional petrol. When combined with onboard carbon capture, Mazda estimates that a vehicle emitting approximately 100 grams of CO₂ per kilometre could achieve net emissions of around -10 grams per kilometre. The current prototype weighs approximately 50 kilograms, while current biofuel production yields about 1 litre of fuel from 1,000 litres of algae culture over two weeks. Mazda aims to refine the technology and support mobility that reduces CO₂ the more a vehicle is driven by 2035.

Expanding Charging Accessibility

Charging accessibility continued to improve through ecosystem partnerships that support EV adoption and ease of ownership. The Group currently provides access to 20 charging points across its network, including AC and DC charging facilities.

Supporting Sustainable Vehicle Design

Selected vehicle models continue to incorporate sustainability-focused materials and design features to reduce environmental impact and improve efficiency. Examples include lightweight materials, recycled or bio-based components and health-conscious cabin features, such as OEKO-TEX®-certified interior materials and advanced air filtration systems that support occupant well-being.



[Mazda CX-80]

TOWARDS CARBON NEUTRALITY ACROSS THE VEHICLE LIFECYCLE

Mazda Japan, the Group's principal manufacturer, aims to achieve carbon neutrality across the entire vehicle lifecycle by 2050, with an interim target of making all its factories globally carbon-neutral by 2035.

BAuto commits to reducing CO₂ emissions across the entire lifecycle of its vehicles, from raw material sourcing and vehicle assembly to usage, recycling and end-of-life disposal. The Group tailors its multi-solution approach to local energy sources, generation methods and customer needs, guided by well-to-wheel and life cycle assessment perspectives.

The Group focuses on reducing energy consumption and diversifying energy sources across assembly and logistics operations. This commitment extends beyond vehicles to include emissions from factories, offices and transportation networks. Achieving these reductions requires collaboration across the supply chain; BAuto works closely with local governments and industry partners to accelerate progress.

In line with Malaysia's low-carbon mobility goals, BAuto integrates green technologies and fuel-efficient solutions through its product offerings to reduce emissions and improve efficiency. Implementing an adaptation and mitigation strategy drives impactful change across operations and the vehicle lifecycle, advancing the global transition toward climate resilience.

Life Cycle Assessments: A Comprehensive Evaluation of Environmental Impact

Mazda Japan conducts Life Cycle Assessments ("LCAs") to evaluate a vehicle's environmental impact across its entire lifecycle, from raw material procurement and manufacturing to use, recycling and disposal. Since 2009, these assessments have helped Mazda identify opportunities to reduce environmental impacts at every stage. All evaluations follow ISO 14040 and ISO 14044 international standards, ensuring objectivity, reliability and consistency.

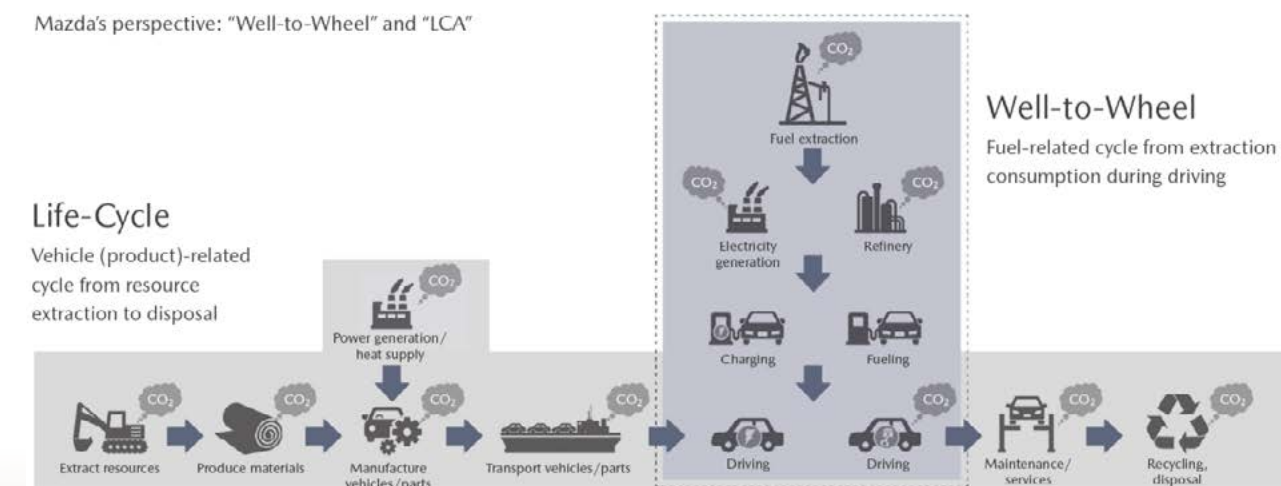
Mazda Japan's LCA studies cover both internal combustion engine ("ICE") vehicles and EVs across five global regions. Results demonstrate that CO₂ emissions vary significantly depending on local conditions, including electricity generation, fuel economy and total travel distance. These insights now guide Mazda's region-specific technology development, delivering the most efficient solutions tailored to local needs.

SUSTAINABILITY STATEMENT (Cont'd)

Well-to-Wheel Approach: A Holistic View Of Emissions Reduction

Mazda Japan extends its commitment to reducing CO₂ emissions beyond vehicle operation by adopting a well-to-wheel approach. The Group addresses emissions not only from driving (tank-to-wheel) but also from fuel extraction, refining and power generation. By tackling emissions across the entire fuel supply chain, Mazda reduces greenhouse gases at every stage of energy production and consumption.

Mazda's perspective: "Well-to-Wheel" and "LCA"



Through life-cycle assessments and a well-to-wheel perspective, Mazda Japan remains fully committed to cutting CO₂ emissions at every stage of the vehicle lifecycle. This multi-solution approach delivers the most suitable solutions for each market's energy profile, accelerating the shift towards a more sustainable automotive future. This alignment is consistent with BAuto's sustainability goals.

[Mazda CX-5]

SUSTAINABILITY STATEMENT (Cont'd)

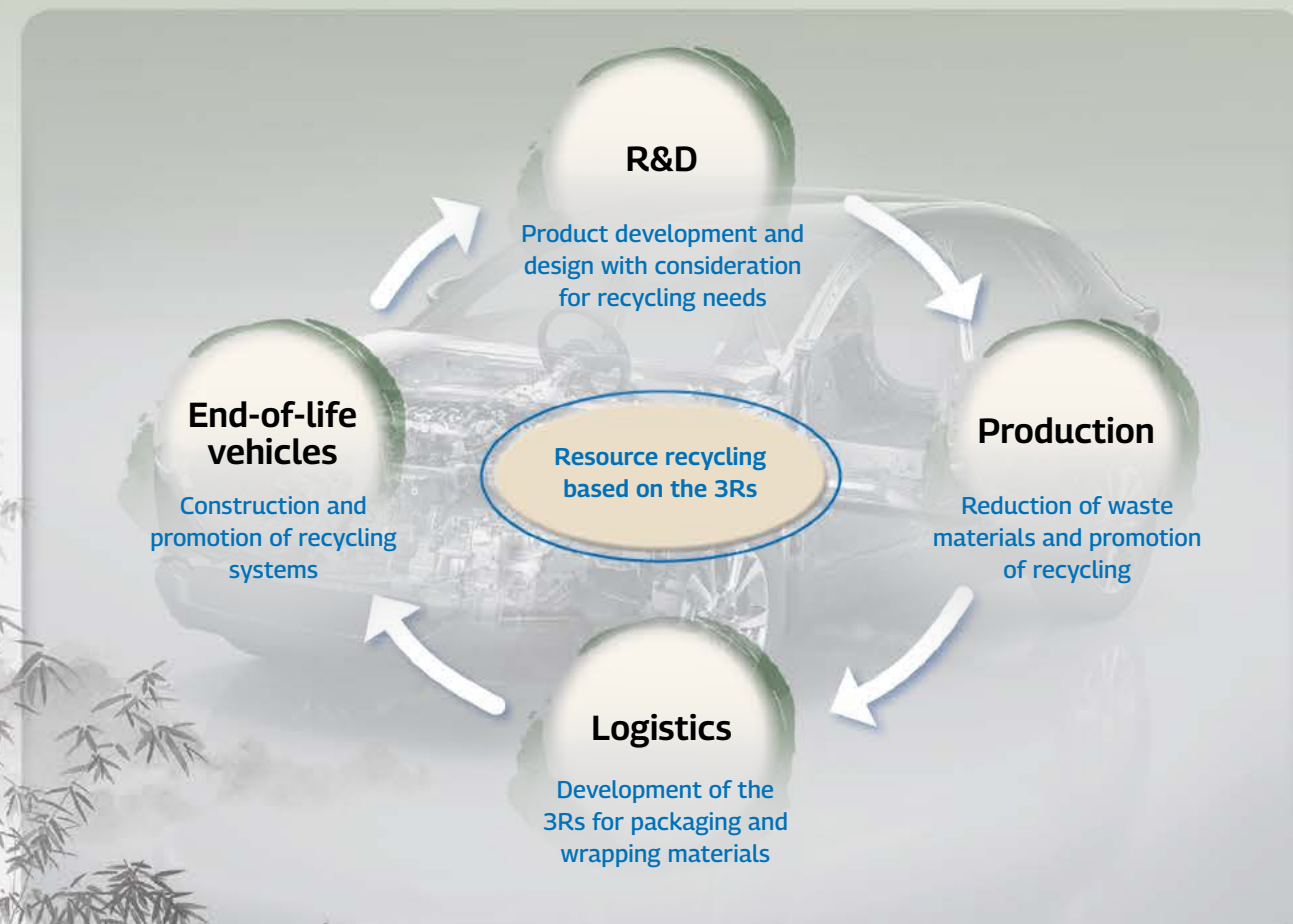
MATERIALS MANAGEMENT

Mazda integrates recyclability into vehicle design by applying the 3Rs: reduce, reuse and recycle across the full vehicle lifecycle.

Vehicles are developed with materials such as steel, aluminium, plastics and rare metals in mind, with a focus on improving recyclability at end-of-life by designing components for easier dismantling and separation and increasing the use of recyclable materials, particularly plastics, which form a significant portion of automobile shredder residue ("ASR").

These efforts support efficient resource use and reduce waste across the automotive value chain.

* ASR refers to the residue remaining after the crushing or shredding of what is left of the vehicle body (following the removal of batteries, tyres, fluids and other parts requiring appropriate processing, as well as the removal of engines, bumpers and other valuable parts) and separating and recovering metals.



SUSTAINABILITY STATEMENT (Cont'd)

Design Provisions for Simplified Dismantling and Separation of Vehicle Parts

Instrument Panel

Instrument panel fasteners are constructed to disengage simply, so that they can be removed easily when pulled during dismantling

Bumpers

Thin-walled construction of fasteners underneath the bumper makes the bumper easy to demount by pulling its opening



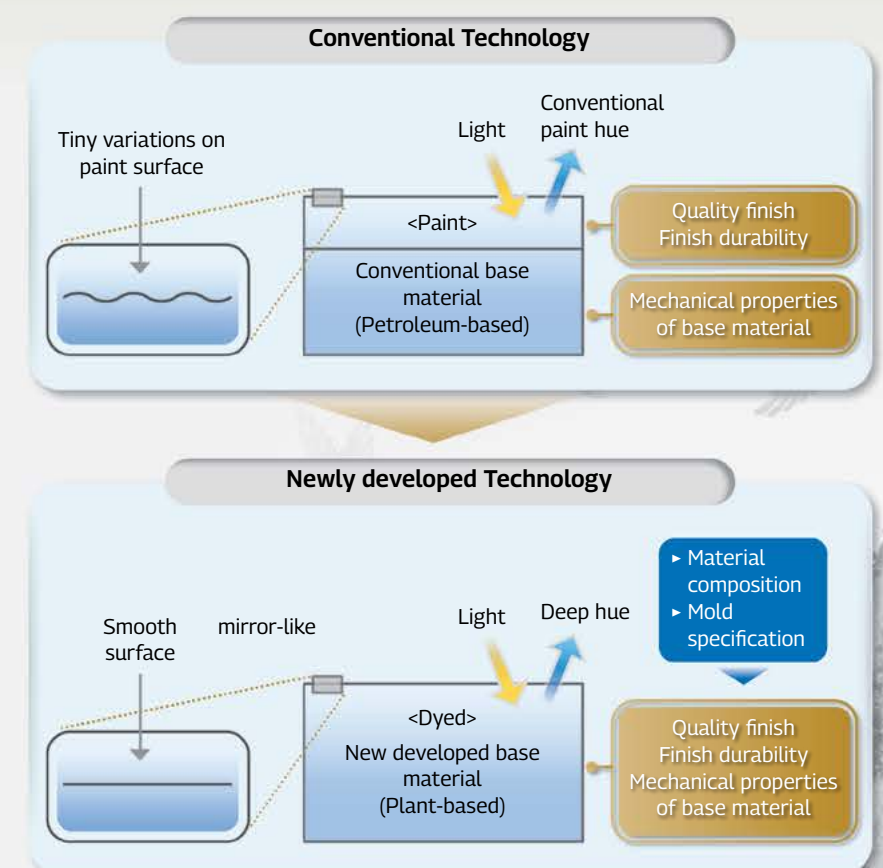
Easily Dismantled Earth Terminals

Terminals are designed to break off when the harness is pulled out to prevent breakage of the harness

Expanded Adoption of Biomaterials

Mazda develops plant-derived biomaterials to reduce environmental impacts by lowering reliance on fossil fuels and reducing CO₂ emissions. Early innovations include high-heat-resistant bioplastics for interior parts, plant-based biofabric for seat covers and bio-based engineering plastics for exterior applications. Mazda continues to expand the adoption of these materials across its vehicle portfolio.

Since 2014, Mazda has advanced bio-based engineering plastics, enabling paint-less finishes, improved formability for complex exterior parts and enhanced design flexibility through advanced moulding technologies. These developments reduce environmental impact and production costs while maintaining high-quality finishes and have been recognised through multiple national and industry awards.



SUSTAINABILITY STATEMENT (Cont'd)

WATER MANAGEMENT

BAuto integrates responsible water management into its operations, even as its core business focuses on vehicle distribution, after-sales services and spare parts. The Group implements conservation measures, including routine inspections, prompt repair of leaks, continuous efficiency improvements and rainwater harvesting systems.

The Group's water consumption totalled 46,476 m³, comprising 46,285 m³ in Malaysia and 191 m³ in the Philippines.

Rainwater harvesting reduces reliance on potable water. In Malaysia, BAuto began implementation in 2024 at its Lot 7, Glenmarie headquarters, where collected water is filtered and stored for non-potable use, including vehicle washing. In the Philippines, BAP uses a rainwater harvesting system that treats water to a turbidity level of 3 NTU, suitable for car wash operations, cutting daily water consumption by approximately 30%.

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In FY2026, rainwater harvesting systems collected and reused 778 m³ of water for non-potable purposes across the Group, comprising 758 m³ in Malaysia and 20 m³ in the Philippines.



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These initiatives are reinforced through awareness campaigns and regular monitoring, promoting efficient water use and minimising wastage across all operations.

None of the 116 operating locations assessed in the Group's physical climate screening (101 in Malaysia and 15 in the Philippines) was classified as High exposure for drought under any scenario or time horizon, and the Group therefore withdrew no water in water-stressed locations during FY2026; the Group's FY2030 target to reduce water consumption by 3%, or approximately 1,400 m³, applies across all of these locations.

WASTE MANAGEMENT AND RESOURCE EFFICIENCY

BAuto's ESH team leads the monitoring and management of waste and pollutant discharge across operations, ensuring compliance with environmental regulations. The Group applies a structured reduce, reuse, recycle approach to minimise environmental impact and improve operational efficiency, supported by partnerships with licensed waste vendors and recycling organisations.

“

Of the 388.3 tonnes of waste generated in FY2026, 355.1 tonnes was scheduled (hazardous) waste regulated under the Environmental Quality (Scheduled Wastes) Regulations 2005 and 33.1 tonnes was non-hazardous solid waste.



”

1/ End-to-end battery recycling processes manage waste across the vehicle lifecycle

2/ Improvements in packaging and logistics eliminated approximately 1.27 million plastic bags in 2025

Environmental Performance Monitoring Committees at each branch oversee scheduled waste disposal activities, with all data tracked through the Electronic Scheduled Waste Information System (“eSWIS”) to ensure traceability and compliance.

Xpeng China complements these efforts through initiatives focused on reducing waste and improving resource efficiency:

SUSTAINABILITY STATEMENT (Cont'd)

In manufacturing, Xpeng China reduces waste through quality management and energy optimisation. Recognised as a National Green Supply Chain Management Enterprise, the company integrates clean energy solutions, including 43,544 MWh generated via photovoltaic systems, while its ISO 9001-certified system minimises defects and associated material waste.

These initiatives strengthen resource efficiency and support broader sustainability objectives across the Group's value chain.

Green Recycling

As EV adoption accelerates, BAuto emphasises safe and sustainable disposal of used batteries to reduce environmental impact, conserve resources and maintain public trust in clean mobility.

Xpeng China operates a full-cycle battery recycling system. Xpeng China sends batteries returned via aftermarket sales or customer handovers to authorised service centres, where its trained technicians perform diagnostics. Certified partners dismantle end-of-life batteries and process them for reuse or material recovery.

In FY2025, Xpeng China recycled over 690 self-produced battery packs, achieving a recovery rate exceeding 95%.

This closed-loop system reinforces Xpeng China's commitment to sustainability and long-term growth in the EV sector.

1 Domestic Waste

- Regular non-hazardous waste from office operations
- Disposed through municipal waste channels
- Promotes recycling and reduces landfill contributions

2 Scheduled and Hazardous Waste

- Generated by after-sales service centres and paint booths (paint sludge, oil sludge, used engine oil, used oil filters, oil-contaminated containers, rags, gloves)
- Handled under Environmental Quality (Scheduled Waste) Regulations 2005
- Fluids collected in waste oil drainer tanks, then transferred to labelled intermediate bulk containers (IBCs) or steel drums for temporary storage
- Licensed contractors remove scheduled waste within the 180-day legal timeframe

3 EV Battery Waste

- Poses unique challenges: limited shelf life, safety risks and temperature-controlled storage
- BAuto implements dedicated EV battery waste protocols for storage, retrieval and recycling of replacement batteries
- Collaborates with local specialist companies to reduce transportation-related emissions and ensure safe, sustainable battery disposal



[Xpeng G6]

SUSTAINABILITY STATEMENT (Cont'd)

AIR EMISSIONS AND POLLUTION MANAGEMENT

BAuto conducts periodic air emissions monitoring to ensure compliance with regulatory requirements and to verify the effectiveness of its pollution control systems. In addition to operations in the Klang Valley, the Group carried out stack sampling at the Batu Maung branch on 31 October 2025.

The monitoring team assessed total particulate matter emissions from key operational units, including the spray booth, surface preparation bay and paint mixing room, under normal operating conditions. The Group evaluated the results against the emission limits set out in the Environmental Quality (Clean Air) Regulations 2014 to ensure compliance and assess the performance of its air pollution control systems.

The Group's air pollution control systems at its body and paint operations help control particulate emissions from the spray booth, surface preparation bay and paint mixing room. In parallel, the progressive transition of Group-owned vehicles to mild hybrid, hybrid and electric models helps reduce nitrogen oxide and sulphur oxide emissions from the Group's operations. Performance is verified through periodic monitoring against the applicable limits under the Environmental Quality (Clean Air) Regulations 2014.



[Mazda CX-60]

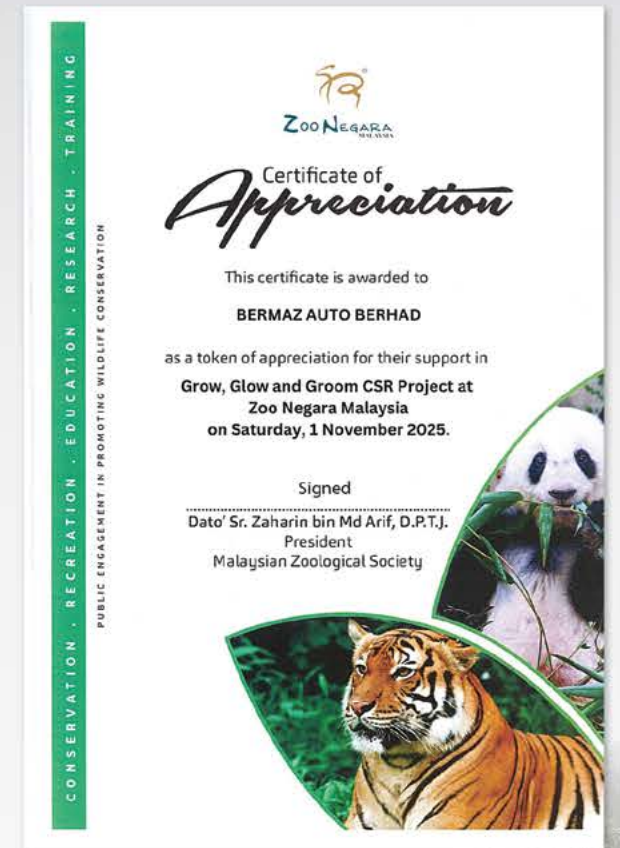
SUSTAINABILITY STATEMENT (Cont'd)

BIODIVERSITY AND CONSERVATION INITIATIVES

Protecting biodiversity is essential to maintaining ecosystem balance, supporting wildlife conservation and preserving natural habitats for future generations. BAuto contributes to these efforts through community-based initiatives that enhance conservation areas while fostering environmental awareness among employees.

Under its Supplier Code of Conduct, BAuto requires suppliers to conserve natural resources and the environment and to avoid deforestation, the destruction of ecosystems and any activity that results in biodiversity loss. The Group applies the same expectations to its own operations.

On 1 November 2025, the Group organised the "BAuto Sustainability Day - Zoo Negara CSR Programme" at Zoo Negara Malaysia, involving 89 employees. BAuto acted as both organiser and sponsor, contributing RM17,350 towards the initiative. The programme focused on habitat enhancement and conservation through three key activity streams: Grow, Glow and Groom.



[BAuto Sustainability Day - Zoo Negara CSR Programme]

SUSTAINABILITY STATEMENT (Cont'd)

Key Activity Stream:



Focus Area

Landscaping and habitat enhancement

Key Activities

Soil preparation, weeding, pruning and planting of *Loropetalum chinense* (200 bags), *Excoecaria cochinchinensis* (200 bags) and *Duranta gold* (200 bags)

Outcomes

Enhanced greenery, improved habitat quality and supported sustainable landscaping practices



SUSTAINABILITY STATEMENT (Cont'd)

Key Activity Stream:



Focus Area

Facility enhancement and maintenance

Key Activities

Scraping, brushing and repainting of road curbs, walls and surrounding areas at the Giant Panda Conservation Centre

Outcomes

Improved appearance of conservation areas and created a cleaner, more welcoming environment



SUSTAINABILITY STATEMENT (Cont'd)

Key Activity Stream:



Focus Area

Cleaning and environmental upkeep

Key Activities

Sweeping, moss removal, hydro blasting, washing of public amenities and plant maintenance near animal enclosures

Outcomes

Improved cleanliness, safety and overall environmental conditions within the zoo



These activities enhanced and maintained conservation spaces, strengthened employee engagement and raised awareness of biodiversity protection.

Beyond Malaysia, operations in the Philippines (via BAP) support wildlife conservation and animal welfare initiatives, and collaborated on efforts to protect endangered species, support reforestation and advance animal rescue and welfare programmes, as follows.

SUSTAINABILITY STATEMENT (Cont'd)

Supporting Animal Welfare Initiatives

BAP supports community welfare and animal rescue through Pawssion Project Foundation Inc., a Philippines-based non-profit dedicated to animal welfare.

To aid daily rescue operations, BAP provided a Mazda BT-50 pickup for transportation, animal rescue and logistical needs across shelters and outreach programmes.

Founded in 2018, Pawssion Project responds to the growing number of abused, abandoned and neglected animals facing euthanasia. Since its establishment, the organisation has rescued over 3,000 animals and rehomed more than 2,000.

Through this contribution, BAP enhances the organisation's rescue capacity while reinforcing its commitment to community support and animal welfare.



Supporting Reforestation and Environmental Conservation

BAP supports reforestation and environmental conservation through collaboration with the Department of Environment and Natural Resources ("DENR").

Under a Memorandum of Agreement signed on 18 May 2022, BAP committed to a five-year tree-planting initiative to rehabilitate one hectare of land in Siniloan, Laguna.

In FY2026, employees participated in tree-planting activities, contributing to environmental restoration while strengthening sustainability awareness and engagement. On 27 November 2025, 32 BAP employees planted 300 cacao seedlings at the project site.



SUSTAINABILITY STATEMENT (Cont'd)

WITH OUR SOCIETY

BAUTO DRIVES POSITIVE IMPACT BEYOND THE ROAD BY ALIGNING ITS COMMUNITY INVESTMENT WITH ITS BROADER BUSINESS STRATEGY. THE GROUP'S FOCUS AREAS INCLUDE COMMUNITY WELLBEING AND HEALTHCARE, EDUCATION AND YOUTH DEVELOPMENT, AND SPORTS, ENGAGEMENT AND LIFESTYLE, REFLECTING ITS AUTOMOTIVE OPERATIONS AND LONG-TERM SUSTAINABILITY PRIORITIES.

Recognising the value of employee volunteerism, BAUTO facilitates engagement in charitable and community activities through structured programmes, strategic partnerships and organised outreach initiatives. The Group recognises and rewards employees for their volunteerism, reinforcing a culture of compassion, shared responsibility and meaningful community involvement.

COMMUNITY WELLBEING AND HEALTHCARE

Mazda Medicare Fund ("MMF")

Established in 2015, the MMF is jointly managed by BAUTO and Prima Merdu Sdn. Bhd. ("PMSB") to provide humanitarian aid and medical assistance to underprivileged communities across Malaysia.

MMF focuses on subsidising life-saving haemodialysis treatment for financially challenged patients

with end-stage renal disease ("ESRD") through its partnership with B. Braun Avitum Renal Services Sdn. Bhd., eligible patients access essential dialysis treatment at 13 B. Braun dialysis centres nationwide. Beyond medical assistance, MMF also extends support to welfare homes, orphanages, elderly care centres and other charitable causes.

In FY2026, MMF disbursed RM928,450 to support 65 patients requiring life-sustaining haemodialysis treatment. Over the past decade, MMF has contributed RM6,499,120, benefiting 273 patients across Malaysia.

Key Beneficiaries - FY2026

Pusat Penjagaan Orang Tua Grannies	Rumah Kebajikan Anak Yatim & Dhuafa' Siti Aminah	Mount Miriam Cancer Hospital TKPKMM	Persatuan Kebajikan Ahsana Kuala Lumpur	House of Love	Pusat Jagaan Kasih Murni	Pertubuhan Kebajikan dan Bimbingan At-Taqwa
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Details	FY2024	FY2025	FY2026
Current year dialysis treatment (RM)	478,400	842,050	928,450
Helped dialysis beneficiaries (No.)	35	60	65
Cumulative dialysis treatment (RM)	4,728,620	5,570,670	6,499,120
Cash & in-kind (Non-dialysis) (RM)	725,962	340,631	207,180

SUSTAINABILITY STATEMENT (Cont'd)

Mazda Charity Drive

The Mazda Charity Drive 2025, organised by MMF in collaboration with BMTSB, took place from 9 to 10 May 2025 across Pahang and Kelantan, bringing together Mazda car owners, participants and members of Mazda Club Malaysia to support vulnerable communities.

Participants visited local care homes, contributed financial support and engaged directly with residents through meals and activities, reinforcing the programme's social impact and volunteer spirit.



[Mazda Charity Drive 2025]

Locations

- Kuantan, Pahang: Pusat Penjagaan Orang Tua Grannies
- Wakaf Bharu, Kelantan: Rumah Kebajikan Anak Yatim Dan Dhuafa' Siti Aminah



Participants & Engagement

- 12 Mazda car owners
- 20+ participants and Mazda Club Malaysia members
- Shared meals and community interaction with residents



Contributions

- RM15,000 to each home
- Meals, beverages, desserts and Mazda goodie bags
- Reinforces social impact and community support



Mazda Charity Golf Tournament

On 6 October 2025, BMSB hosted the 11th Mazda Charity Golf Tournament at Glenmarie Golf & Country Club, bringing together employees, directors, dealers, vendors, Mazda Club members, customers and business partners in support of the MMF. The tournament was held under the Royal Patronage of His Royal Highness the Sultan of Pahang.



[Mazda Charity Golf Tournament 2025]

Participants

- 200 participants
- Employees, directors, dealers, vendors, Mazda Club members, customers and business partners



Funds Raised

- RM1.4 million in donations
- Proceeds support MMF's humanitarian and medical relief programmes



Beneficiaries

- Haemodialysis patients, welfare homes, orphanages, elderly care centres, cancer-related support initiatives
- Specific beneficiaries: Mount Miriam Cancer Hospital's TKPKMM, Persatuan Kebajikan Ahsana, House of Love



Impact

- Strengthens collaboration across the Mazda community
- Delivers meaningful support to vulnerable communities nationwide



SUSTAINABILITY STATEMENT (Cont'd)

Community Impact through Automotive Passion

BAP participated in the 7th edition of Sports Cars for a Cause ("SCFC") on 8 March 2026 at Bonifacio Global City ("BGC"), supporting charitable fundraising for underprivileged children and educational initiatives. The event brought together automotive enthusiasts, clients, business partners and community members, featuring more than 435 supercars and performance vehicles.

BAP donated to Fr. Al's Children Foundation Inc., reinforcing the Group's commitment to supporting vulnerable communities and charitable causes through community-driven initiatives.



[Sports Cars for a Cause]

Driving Change Together with the Mazda Privilege Card

Introduced in 2018, the Mazda Privilege Card ("MPC") serves as more than a membership; it provides a platform for customers to support Mazda's social sustainability efforts. For every sign-up, BAuto channels the full RM100 fee directly to the MMF, funding medical aid and community outreach initiatives.

Customers participate actively in Mazda's charitable mission simply by enrolling. The MPC programme enables customers to give back while enjoying exclusive privileges as valued Mazda owners.



[Mazda Privilege Card]

In FY2026, BAuto received 1,665 new MPC applications, contributing RM166,500 to the MMF.

Locations

- Date: 8 March 2026
- Location: Bonifacio Global City (BGC)



Participants

- Automotive enthusiasts, clients, business partners, community members
- 435+ supercars and performance vehicles



Contributions

- Donation to Fr. Al's Children Foundation Inc.
- Supports underprivileged children and educational initiatives
- Reinforces community engagement and social impact



Purpose

- 100% of sign-up fee (RM100) goes to MMF
- Supports medical aid & outreach programmes



Tax Benefit

- Fully tax-exempt under LHDN guidelines



Customer Privileges

- 15% off Mazda spare parts & merchandise
- 5% off labour charges at BMSB & PMSB service centres
- Valid for 3 years



Impact

- Helps underprivileged communities across Malaysia
- Enables customers to contribute meaningfully



SUSTAINABILITY STATEMENT (Cont'd)

SPORTS, ENGAGEMENT AND LIFESTYLE

Supporting National Sporting Excellence

BAuto sponsored Toh Ee Wei and Chen Tang Jie in October 2025 following their historic achievement as Malaysia's first mixed doubles world champions at the BWF World Championships. They were appointed as Mazda brand ambassadors and drove Mazda CX-5 2.5L Turbo AWD SUVs.

The sponsorship reflects BAuto's support for national sports development, recognition of Malaysian athletes and the growing role of the private sector in athlete development and sustainable sports ecosystems. It enhances the athletes' professional recognition, visibility and development, strengthens their role as positive role models and promotes national pride, sporting excellence and collaboration across the corporate sector, athletes and communities.



[Vehicle handover ceremony to the newly appointed Mazda brand ambassadors]

Athlete Sponsorship



- Athletes: Toh Ee Wei & Chen Tang Jie
- Event: BWF World Championships, October 2025
- Sponsorship: Mazda CX-5 2.5L Turbo AWD, brand ambassadors

Corporate & Community Impact



- Supports national sports development
- Strengthens corporate-athlete-community collaboration
- Promotes national pride and sporting excellence

Impact on Athletes



- Professional recognition and visibility
- Personal development
- Positive role models for youth

Xpeng Community Sports



- Société 2.0 & 3.0 Padel Tournaments (August 2025 & January 2026)
- Engaged customers, sports enthusiasts, partners and communities for example Xpeng Pickleball Day (March 2026)
- Promoted active lifestyles and social interaction

Inspiring Active Communities



- One of the sponsors for World Pickleball Championship Penang 2026 (April 2026)
- Strengthened Malaysia's position as a regional sports destination
- Supported growth of padel and pickleball
- Encouraged broader community participation in recreational sports such as the tournament programmes.

SUSTAINABILITY STATEMENT (Cont'd)

EDUCATION AND YOUTH DEVELOPMENT

BAP supports youth empowerment and technical education through scholarship programmes that provide underprivileged students with access to automotive training, practical industry exposure and career development opportunities.



[MFI Scholarship Program]

Scholarship Programme with MFI Polytechnic Institute

BAP's partnership with MFI Polytechnic Institute has entered its 11th year through the Mazda-MFI Automotive Technology Scholarship Programme. The programme provides selected students with fully sponsored technical education, hands-on automotive training and pathways into the automotive industry.

To date, the programme has produced 180 graduates. The current and final batch consists of 10 students undergoing On-the-Job Training ("OJT") and expected to graduate by August 2026. The scholarship programme with MFI Polytechnic Institute will conclude in 2026.

SCHOLARSHIP PROGRAMME WITH DON BOSCO COLLEGE INC.

The Mazda-DBC Scholarship Programme is a two-year Diploma in Automotive After-Sales Management, designed to support economically disadvantaged yet deserving students with technical education and industry exposure.

The programme combines academic learning and practical training:

Year 1: Academic studies at Don Bosco College Inc.

Year 2: 500 hours of OJT at BAP and Mazda dealerships to strengthen practical after-sales and automotive skills.

The programme is currently in its second year, with the second batch comprising 10 students. Students from the first batch began their OJT placement in May 2026 and are expected to graduate by July 2026.



[Don Bosco Program]

Through the Mazda-DBC Scholarship Programme, BAP continues to support technical education and workforce development, creating pathways for underprivileged youths to build sustainable careers in the automotive industry.

SUSTAINABILITY STATEMENT (Cont'd)

PEOPLE BEHIND PERFORMANCE

BAuto fosters an inclusive and supportive workplace that encourages collaboration, capability building and continuous improvement to meet evolving business and industry needs. Strong governance supports fair and ethical labour practices across the Group. The Code of Conduct and Business Ethics sets clear expectations for responsible employment and workplace behaviour. BAuto also encourages open communication between employees and management through employee representatives, promoting constructive dialogue and timely resolution of workplace matters.

The Group communicates its labour standards to employees across its global operations and translates the relevant materials into appropriate languages where necessary to support clear understanding and consistent implementation. The Group also conducts labour standards risk assessments for existing operations and potential new operations or projects, and carries out annual labour standards evaluations of current and prospective business partners. No incidents of non-compliance with labour standards were recorded during the reporting period.



[Mazda CX-8]

BUILDING LOCAL AUTOMOTIVE TALENT

BAuto prioritises local hiring to strengthen workforce participation and support the communities in which it operates. A workforce reflecting local communities supports business continuity and contributes to skills development and employment in Malaysia's automotive sector.

The Group participates in career fairs and collaborates with local educational institutions to promote career opportunities in the automotive industry. Internship and practical training programmes provide students with hands-on experience in technical, after-sales and business functions, equipping local talent with industry-relevant skills.

Through these efforts, BAuto continues to strengthen local workforce participation and support the development of skilled talent for Malaysia's automotive industry.



[BAuto Training School EV Training 2026]



Local hiring



Community engagement



Internships



Industry-ready talent

SUSTAINABILITY STATEMENT (Cont'd)

REWARDING AND SUPPORTING OUR PEOPLE

BAuto provides a comprehensive remuneration and benefits package to attract, retain and motivate talent while supporting career development and workplace well-being.

Employee benefits include competitive compensation, medical and insurance coverage, leave entitlements, training and development opportunities and welfare initiatives. The Group benchmarks its packages against industry standards to ensure fairness, competitiveness and relevance. In selected areas, BAuto offers benefits above market levels, reflecting its commitment to a supportive work environment.



FOSTERING DIVERSITY, EQUITY AND INCLUSION ("DEI")

BAuto promotes a diverse, equitable and inclusive workplace that supports collaboration, innovation and equal opportunity. As an international automotive group, BAuto values diverse perspectives to enhance business growth and responsiveness.

The Group maintains a strict non-discrimination approach and provides fair treatment to all employees, regardless of gender, ethnicity, age, religion or background. Equal opportunities cover recruitment, career development, training and advancement, with progression based on merit and performance.

Multinational collaboration with colleagues and partners from Japan and China strengthens knowledge sharing, innovation and responsiveness across the business.

BAuto maintains a 1:1 female-to-male salary ratio, reflecting its commitment to equal pay for equal work and overall pay equity. While remuneration may vary by role, qualifications and experience, the Group monitors its compensation practices to ensure fairness and consistency.



SUSTAINABILITY STATEMENT (Cont'd)

DEVELOPING FUTURE-READY AUTOMOTIVE TALENT

Group employees received an average of 25.1 training hours each in FY2026 (23,516.5 total training hours across 937 employees), compared with 19.0 hours in FY2025.

BAuto continues to develop Malaysia's automotive talent through Bermaz Training School ("BTS"), a certified training centre accredited by Jabatan Pembangunan

Kemahiran ("JPK") and the United Kingdom's Institute of the Motor Industry ("IMI"). BTS delivers industry-focused TVET programmes that equip participants with practical technical competencies aligned with evolving automotive technologies and industry requirements.

BAuto structured the BTS training ecosystem around three core programmes:



Programme	Enrolled since programme inception	Graduated
BAMT (3-year programme)	321	262
BAMP (2-year programme)	242	213
BABP (2-year programme)	232	198
Total	795	673

These programmes combine classroom learning with practical workshop exposure, covering diagnostics, mechanical servicing, body and paint repair and advanced automotive systems. Graduates may pursue careers within BAuto's after-sales and service network, supporting operational standards while building sustainable careers in the automotive sector.

As the industry accelerates towards electrification, BTS is expanding its EV-related capabilities and technical learning modules, strengthening workforce readiness for next-generation mobility solutions.

FY2026 EV & Advanced Automotive Training Programmes Timeline			
Date	Programme	Institution / Partner	Notes
July 2025	IMI Level 4 Electric Vehicle Certification	Universiti Tun Hussein Onn Malaysia ("UTHM")	Advanced EV technical certification
August 2025	Electric Vehicle First Responder Training	TNB Integrated Learning Solution ("ILSAS")	10 training sessions for safety and emergency response
September 2025	Basic ADAS Training	Kolej Vokasional Kajang, Ministry of Education	Focus on Advanced Driver-Assistance Systems
October 2025	Electric Vehicle First Responder Training	Jabatan Pengangkutan Jalan ("JPJ")	Hands-on training for EV safety
October 2025	IMI Level 3 Electric Vehicle Certification	Azam Motor Sdn Bhd, Mazda dealer	Entry-level EV certification

Beyond technical development, BTS supports BAuto's broader social commitment to inclusive education and employability. The Group offers complimentary apprenticeship opportunities to underprivileged youths, including those with limited formal education, providing

structured pathways into long-term skilled employment in the automotive industry. This initiative enhances social mobility, reduces youth unemployment and strengthens local technical talent development.

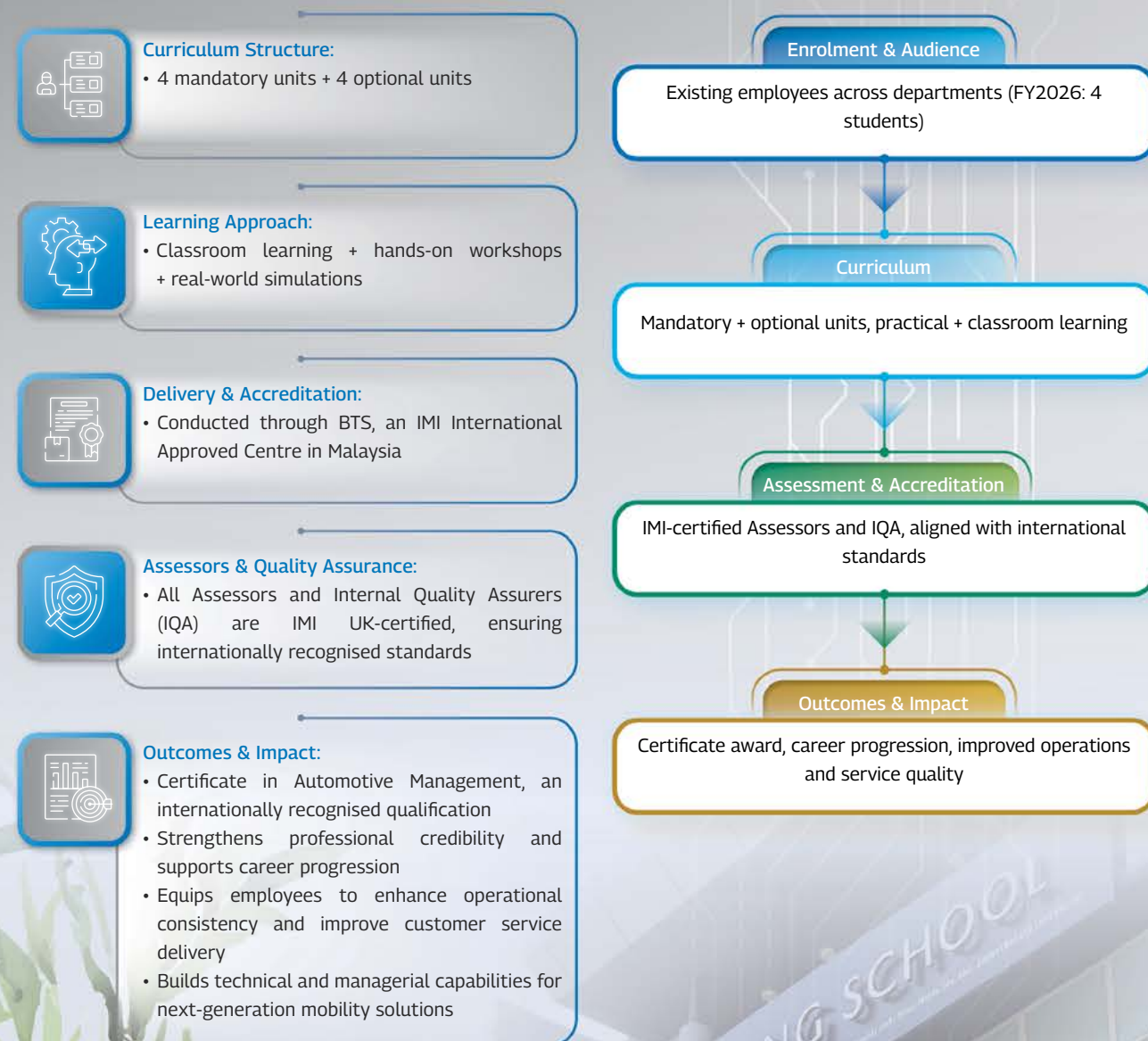
SUSTAINABILITY STATEMENT (Cont'd)

Introducing the Certificate in Automotive Management

BAuto equips its workforce for the future of automotive retail through the Certificate in Automotive Management programme, empowering employees with industry-recognised skills, credibility and operational excellence. 4 employees were enrolled in October 2025 and will be graduating in October 2026.

The programme delivers practical knowledge aligned with real-world automotive operations, combining classroom learning with applied exercises and formal assessment by experienced industry professionals.

[EV Training at BTS 2026]



SUSTAINABILITY STATEMENT (Cont'd)

BAuto-YRMS Youth Empowerment Collaboration

BAuto, in collaboration with Yayasan Raja Muda Selangor ("YRMS"), successfully organised the Self-Discovery Workshop ("SDW") and Strategic Collaboration Ceremony on 14 May 2026 at BTS. The initiative reflects BAuto's ongoing commitment to youth empowerment and TVET education through automotive industry-related skills development programmes aligned with current industry needs.

Since 2023, BAuto and YRMS have worked closely to deliver outreach and talent development initiatives, equipping youth with relevant technical knowledge and practical skills for future careers in the automotive sector.

His Royal Highness Tengku Amir Shah Ibni Sultan Sharafuddin Idris Shah Alhaj graced the event with his presence, engaging with participating students, witnessing the symbolic collaboration ceremony and officiating the handover of the official YRMS Mazda CX-8. The programme also highlighted the strong collaboration and teamwork among BAuto departments in ensuring the initiative's successful execution.

[Yayasan Raja Muda Selangor (Self Discovery Workshop) 2026]



Across its Philippine operations, BAP delivered targeted training to strengthen employee competency, regulatory compliance, workplace safety and service quality. The programmes covered areas such as governance, labour requirements, environmental compliance, digital capability, product knowledge and after-sales service, supporting consistent operating standards across the business.

Empowering Sales through Brand Connection

BAuto strengthens its sales team's capabilities through structured training programmes focused on product knowledge and customer value delivery. Continuous training ensures sales advisers remain aligned with evolving automotive technologies, new model introductions and changing customer expectations across the Group's brands.

During the financial year, training programmes included:

Mazda Sales Training Programme

Jinba-Ittai Practical Drive Programme

人馬一体
JINBA-ITTAI
ONE WITH THE DRIVE.

All-New Mazda CX-60 and CX-80 Product Training

New Mazda BT-50 Facelift and Mazda3 1.5 Product Training

All-New Xpeng X9 Product Training

New Xpeng G6 Product Training

New sales advisers undergo core onboarding programmes covering product familiarisation, technical understanding and customer handling, while existing sales advisors participate in refresher courses and new-product training to strengthen product competency and customer engagement skills.

“ In FY2026, BAuto conducted 38 sales training sessions involving 2,058 participants, contributing 7,135 training man-hours and 1,019 man-days. ”

SUSTAINABILITY STATEMENT (Cont'd)

Building Future Leaders

BAuto strengthens its leadership pipeline through the Succession Planning programme, supporting business continuity and future readiness. In FY2026, the Group identified 31 talents based on performance, leadership potential and readiness for future roles.

Participants undergo job shadowing with senior leaders, cross-functional assignments, coaching sessions and microlearning workshops, integrating practical experience with structured development.



By integrating succession planning into its talent management framework, BAuto continues to develop capable future leaders, strengthen organisational capability and ensure long-term business resilience.

Supporting Holistic Employee Development

Beyond job-related training, BAuto invests in personal development, promoting self-improvement, wellbeing and lifelong learning. Employees strengthen healthy habits, financial literacy, stress management and personal effectiveness through both physical and e-learning platforms, supporting growth both within and beyond the workplace.

The Group conducts the Stephen Covey 7 Habits Programme annually, helping employees cultivate positive habits, strengthen interpersonal skills and develop a proactive, growth-oriented mindset.

In November 2025, BAuto organised a month-long Learning Festival featuring gamified microlearning sessions covering financial literacy, communication skills, creativity and design, adaptive skills and innovation workshops using Lego Serious Play methodology.



SUSTAINABILITY STATEMENT (Cont'd)

SAFETY AND HEALTH

No work-related fatalities were recorded among either employees or contractors across the Group in FY2026.

BAuto remains committed to providing a safe and healthy workplace by embedding safety practices, risk management and continuous awareness across its operations. The Group promotes a safety-first culture and upholds workplace health and safety standards in line with applicable regulations and industry expectations.



[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

Safety Governance

The ESH Committee comprises an ESH Chairman, a Secretary and a Head Coordinator, who oversees Coordinators across the Central and Northern Regions. The ESH Committee includes balanced representation from management, employees and sub-committee members across all brands and key business units, ensuring effective coordination, communication and implementation of ESH initiatives throughout the Group.



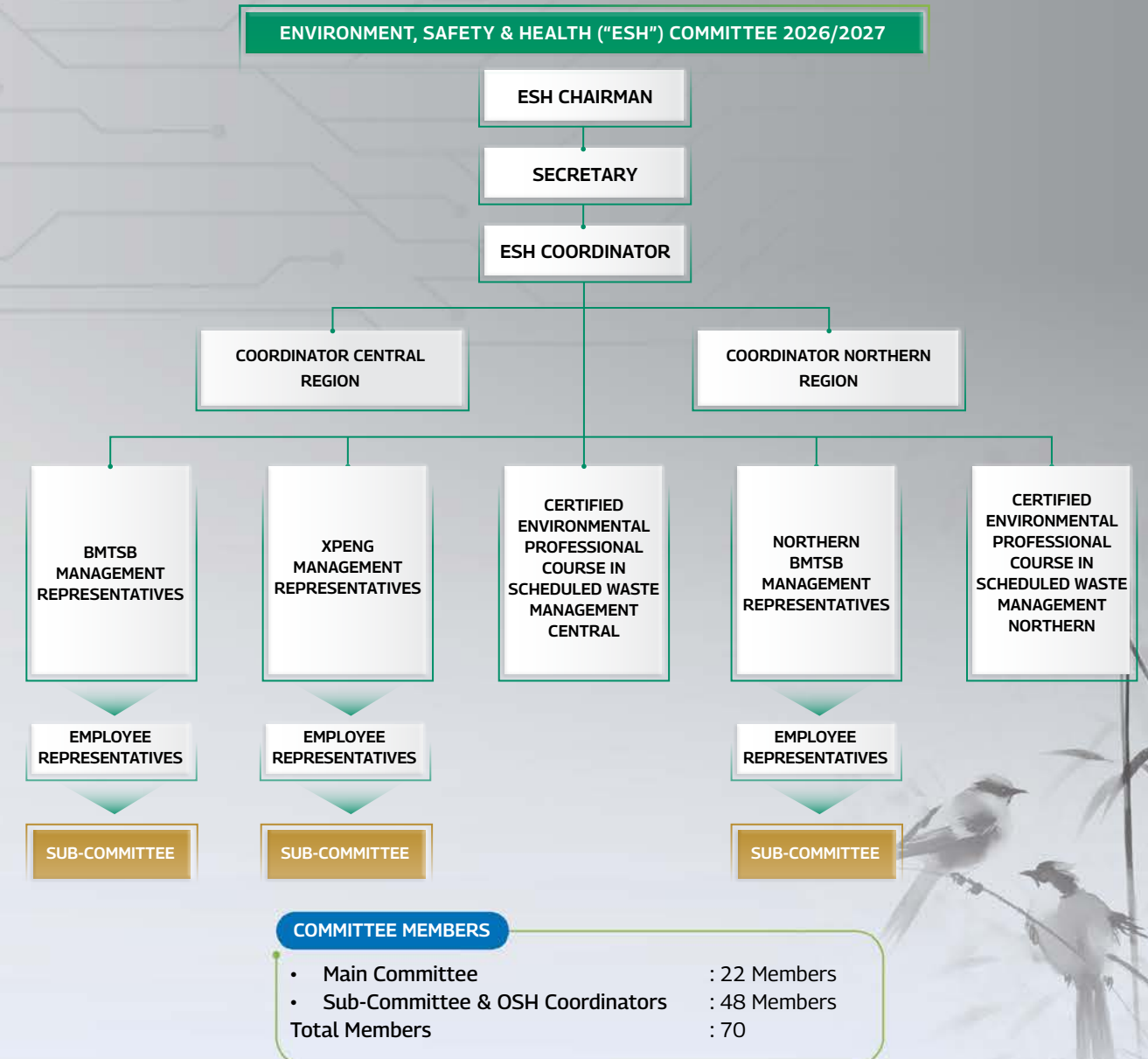
[Initial Ergonomic Risk Assessment 2025]



[Emergency Response Team safely intervened to help put out a fire in a public vehicle]

[AED Training]

SUSTAINABILITY STATEMENT (Cont'd)



Certifications & Standards

BAuto maintains internationally recognised certifications and structured risk management processes to ensure operational excellence, workplace safety and environmental responsibility across its operations and the value chain.

ISO 9001:2015	ISO 14001	Risk Management & Due Diligence
- Supports quality management, customer satisfaction, continuous improvement - Locations: Mazda operations, Lot 7, Glenmarie, Selangor; Planning & Distribution Centre, Shah Alam	- Strengthens environmental management practices - Supports occupational health and workplace safety standards - Location: Inokom (CKD assembler)	- Hazard identification - Risk assessment - Incident investigation - Due diligence for existing operations and new projects
BAuto applies these certifications and risk management processes to reinforce workplace safety, improve compliance and support proactive mitigation of operational and environmental risks.		

SUSTAINABILITY STATEMENT (Cont'd)

Advancing Workplace Safety through Training, Engagement and Operational Excellence

Throughout the financial year, BAuto strengthened workplace safety, health and environmental practices across its automotive distribution, aftersales and workshop operations through:



These initiatives focused on regulatory compliance, hazard identification and control, emergency response readiness and safe working practices across dealerships, service centres, workshops and supporting facilities in the Klang Valley and Northern regions.

Key Safety Activities – FY2026

Activity	Key Details
Safety Walks	- Conducted on quarterly basis across all branches - Covered workshops, car wash areas, scheduled waste storage, body & paint facilities, offices, training centres and showrooms
ESH Committee Meetings	- Four online meetings conducted on 29 July 2025, 7 November 2025, 23 December 2025 and 13 March 2026 - Reviewed workplace safety matters, hazards and risk management coordination
Occupational First Aid, Cardiopulmonary Resuscitation ("CPR") & Automated External Defibrillator ("AED") Training	- Conducted on 15 October 2025 at Lot 7, Glenmarie and Lot 9, Petaling Jaya branches - Strengthened emergency medical response readiness
Stack Air Emission Monitoring	- Conducted on 31 October 2025 at Batu Maung branch - Assessed particulate matter emissions from spray booths, surface preparation bays and paint mixing rooms - Evaluated compliance with the Environmental Quality (Clean Air) Regulations 2014
Emergency Response Team ("ERT") Briefing	- Conducted on 6 February 2026 at Lot 7, Glenmarie 24 employees were trained on emergency coordination, evacuation, reporting lines and fire extinguisher use
Certified Environmental Professional Course in Scheduled Waste Management ("CEPSWAM") – First Meeting	- Online meeting conducted on 2 April 2026 with representatives from Central and Northern regions - Developed internal training modules- Assigned topics for branch staff presentations

SUSTAINABILITY STATEMENT (Cont'd)

Key Safety Activities – FY2026 (Cont'd)

Activity	Key Details
Weighing Scale Purchasing	- Purchased in April 2026 15 Klang Valley and 8 Northern branches received weighing scales - Supported scheduled waste inventory management in compliance with the Scheduled Waste Regulations 2005
EV Fire Blanket Training	- Conducted on 16 April 2026 at Lot 14, Glenmarie 29 staff trained by representative from Bomba Bukit Jelutong organised by external consultants - Focused on EV fire handling and awareness
Internal Training – Scheduled Waste Management	- Online session conducted on 22 April 2026 38 employees from the Central and Northern regions attended the training - Covered storage, labelling, inventory, disposal, eSWIS usage and consignment notes
Internal Evacuation Drills	- Conducted across the branches - Reinforced evacuation procedures and assembly point coordination

On 6 February 2026, through the swift action of the ERT, it successfully managed to contain and extinguish a vehicle which suddenly caught fire along Jalan Pelukis U1/46 before the arrival of the Fire and Rescue Department. The incident demonstrated the effectiveness of the Group's emergency preparedness and training, with no injuries reported and no asset damage.

External Partnerships & Programmes

BAuto collaborates with leading safety authorities and independent consultants to deliver targeted training that strengthens workplace safety, emergency preparedness and occupational health competencies across the Group.

External Safety Training Programmes

Occupational Health & Compliance

- Occupational Safety and Health (OSH) Coordinator Competency Programme
- Safe Chemical Handling & Hearing Conservation Programme



[Scheduled Waste Training 2025]

Emergency Response & First Aid

- CPR & AED Training
- Basic Firefighting, Emergency Preparedness & Response Briefing



[AED Training 2025]

EMPLOYEE ENGAGEMENT AND WELL-BEING

BAuto promotes employee well-being and engagement through initiatives designed to foster teamwork, communication and a positive workplace culture across its operations. The Group also maintains mechanisms that enable employee representatives to engage with management and communicate employees' views and concerns.

Throughout the financial year, the Group implemented specific structures to facilitate employee engagement across Malaysia and the Philippines, providing employees with opportunities to participate, learn and contribute to a collaborative work environment.



Malaysia Initiatives

- Sports activities (football, futsal, badminton) across Central and Northern regions, supporting physical well-being and cross-team interaction
- Annual Dinner attended by 970 employees, strengthening engagement and organisational cohesion
- Employee Engagement Drive (HR sessions, policies, Go1 platform) to clarify workplace matters, address concerns and reinforce organisational values



Philippines Initiatives

- Safety drills and wellness events to strengthen workplace safety and health awareness
- Annual outings and team-building programmes to enhance collaboration and engagement
- Christmas celebration and management planning sessions to strengthen morale and employee involvement



Outcomes & Impact

- Improved physical and mental well-being
- Enhanced teamwork and collaboration
- Reinforced organisational values and culture
- Strengthened employee engagement and inclusion

These initiatives collectively strengthen employee engagement, support well-being and foster a collaborative, inclusive workplace culture across the Group, reflecting BAuto's ongoing commitment to its workforce.



Employee Satisfaction

BAuto conducted its first Employee Satisfaction Survey in December 2025, concluding in January 2026. The survey achieved a strong participation rate, with feedback received from 90% of the employees.

The survey provided insights into employee perceptions across key workplace areas, supporting ongoing efforts to strengthen engagement, workplace culture and organisational development.



[Mazda CX-5]



SUSTAINABILITY STATEMENT (Cont'd)

UPHOLDING HUMAN RIGHTS AND FAIR LABOUR PRACTICES

BAUTO RESPECTS HUMAN RIGHTS AND ENFORCES FAIR LABOUR PRACTICES ACROSS ITS OPERATIONS AND BUSINESS RELATIONSHIPS, GUIDED BY MALAYSIAN LAWS AND INTERNATIONALLY RECOGNISED FRAMEWORKS, INCLUDING THE UNITED NATIONS GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS AND THE INTERNATIONAL BILL OF HUMAN RIGHTS.

These principles are embedded in the Group's Code of Conduct and Business Ethics, which applies to employees, suppliers and business partners across the value chain. The policy is communicated across the Group, including during induction and translated into relevant languages to ensure understanding and consistent implementation.

Oversight of human rights and fair labour practices rests with the Board's Sustainability Committee, whose Terms of Reference give it responsibility for reviewing the Group's workplace policies, including the Code of Conduct and Business Ethics in which the Group's human rights commitments are embedded, and for reviewing the workplace and health and safety practices of key suppliers and contractors.

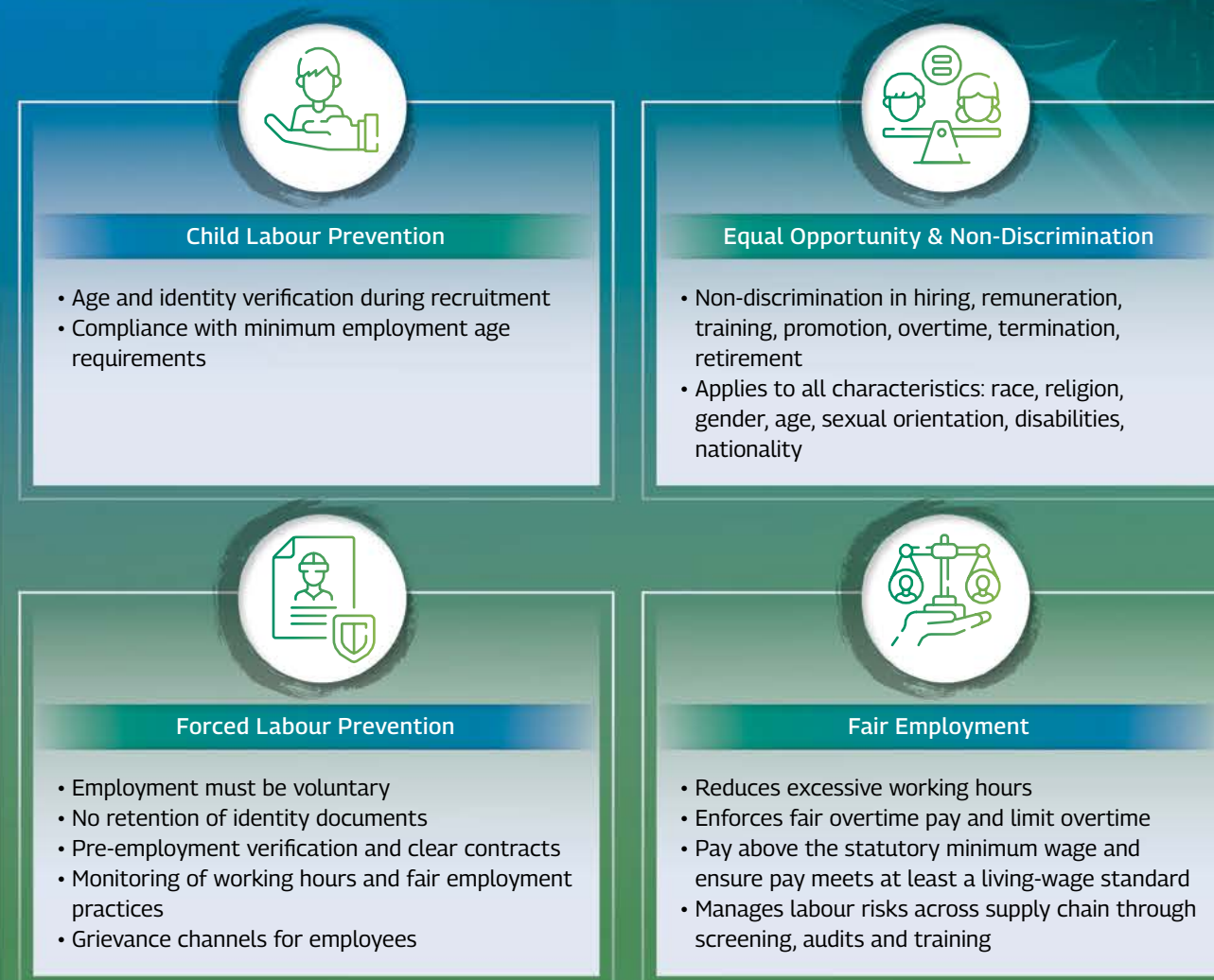
Human Rights & Fair Labour Practices



Given BAUTO's role as an automotive distributor and retailer, its most salient human rights considerations relate to working hours and overtime, workplace bullying, harassment and discrimination and labour standards across its supply chain. The Group prohibits child, forced and compulsory labour throughout its operations and value chain, supported by the Supplier Code of Conduct, supplier screening, audits and site inspections. No cases of child, forced or compulsory labour have been recorded in the Group's history. The following diagram outlines BAUTO's key principles and controls in these areas.

SUSTAINABILITY STATEMENT (Cont'd)

Labour Policies, Principles and Codes with Actions Implemented



BAUTO respects freedom of association and supports employees' right to collective bargaining and union representation in compliance with local laws. The Group also encourages open communication through employee representatives to engage management effectively.

To address workplace risks, BAUTO:

- Reduces excessive working hours and enforces fair overtime pay
- Complies with minimum wage and occupational safety laws
- Addresses bullying and harassment through training and the whistleblowing system
- Proactively manages labour risks across the supply chain via supplier screening, audits and training

Beyond its own operations, BAUTO participates in industry workshops, training programmes and collaborative initiatives to advance labour standards and employment practices across the automotive sector. Recognised international frameworks, including principles promoted by the International Labour Organization, guide BAUTO's labour practices supporting fair treatment, responsible employment and safe working environments in line with applicable laws and regulations.

“No substantiated complaints concerning human rights violations were recorded across the Group in FY2026, and there were no instances of non-compliance with labour standards, no monetary losses from legal proceedings relating to labour law violations and no losses relating to employment discrimination.”

SUSTAINABILITY STATEMENT (Cont'd)

Championing Diversity, Equal Opportunity and Inclusion ("DEI")

BAuto promotes a diverse, equitable and inclusive workplace that supports collaboration, innovation and equal opportunity. As an international automotive group, BAuto values diverse perspectives to enhance business growth and responsiveness.

The Group maintains a strict non-discrimination approach and provides fair treatment to all employees, regardless of gender, ethnicity, age, religion or background. Equal opportunities cover recruitment, career development, training and advancement, with progression based on merit and performance.

Multinational collaboration with colleagues and partners from Japan and China strengthens knowledge sharing, innovation and responsiveness across the business.

BAuto maintains a 1:1 female-to-male salary ratio, reflecting its commitment to equal pay for equal work and overall pay equity. While remuneration may vary by role, qualifications and experience, the Group monitors its compensation practices to ensure fairness and consistency.



BAuto values a diverse workforce and fosters an inclusive workplace that treats employees fairly and respectfully. The Group promotes equal opportunity and does not tolerate discrimination based on race, nationality, religion, gender, age, disability or other personal characteristics.

“ In FY2026, the Group employed one person with a disability, representing 0.11% of the total workforce. ”

Through fair employment practices, workplace facilities and employee support measures, BAuto creates an environment where individuals can contribute, develop and progress based on merit.

Forging a Discrimination-free Working Environment

Race, traits, sexual orientation and nationality
Recruitment, promotion and recognition are based on merit, performance and capability, without discrimination. Equal opportunity practices support fair treatment across the employment lifecycle.

Religion
Workplace facilities, including designated prayer rooms, support diverse religious practices and foster mutual respect in a multicultural workforce.

Age
Equal access to training, performance appraisals, career development and promotion opportunities is provided regardless of age.

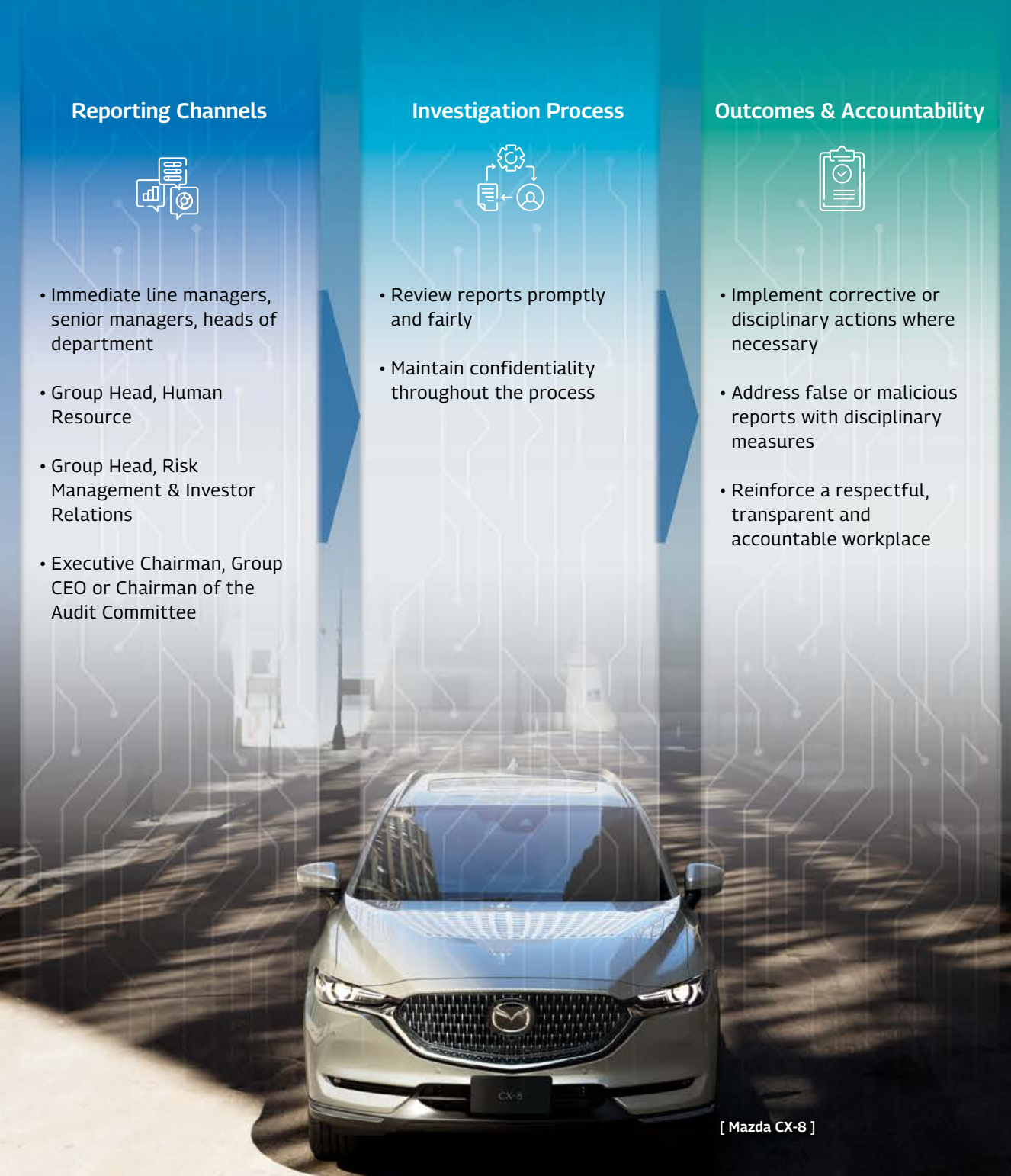
Gender
Workplace support measures, including breastfeeding facilities for nursing mothers, help promote employee wellbeing and an inclusive work environment.

Disabilities
The Group seeks to foster an inclusive workplace by promoting fair employment practices and providing reasonable support where feasible.

SUSTAINABILITY STATEMENT (Cont'd)

Grievance Mechanism and Whistleblowing Policy

BAuto maintains a confidential whistleblowing mechanism that allows employees to report concerns relating to bullying, harassment, discrimination, unethical conduct and other misconduct. Reports can be submitted anonymously or openly without fear of retaliation, in line with the Whistleblower Protection Act 2010. All senior managers receive training on handling reports of bullying and harassment.



[Mazda CX-8]

SUSTAINABILITY STATEMENT (Cont'd)

TRUSTED BRANDS,
EXCEPTIONAL OWNERSHIP

GUIDED BY ITS ASPIRATION TO BE THE AUTOMOTIVE & MOBILITY DISTRIBUTOR OF CHOICE, BAUTO FOCUSES ON DELIVERING QUALITY, RELIABILITY AND VALUE ACROSS EVERY STAGE OF THE CUSTOMER JOURNEY. BEYOND VEHICLE DISTRIBUTION, THE GROUP EMPHASISES RESPONSIVE AFTER-SALES SUPPORT, OPERATIONAL EFFICIENCY AND TRUSTED SERVICE TO STRENGTHEN LONG-TERM CUSTOMER CONFIDENCE.

Representing globally recognised automotive brands, BAUTO enhances the ownership experience through reliable products, service quality and continuous improvement across its distribution and service network. By maintaining strong relationships with brand principals, dealers and customers, the Group delivers a seamless experience that supports customer satisfaction, loyalty and long-term value creation.

STRENGTHENING STAKEHOLDER RELATIONSHIPS THROUGH ENGAGEMENT

BAUTO continues to strengthen relationships with key stakeholders through ongoing engagement initiatives involving customers, dealers, media, investors and the wider automotive community.

Customer Engagement

The customer journey extends beyond the point of sale, with continued engagement, after-sales support and ownership experiences designed to strengthen long-term customer relationships and brand loyalty.

BAUTO engages customers through initiatives such as:



Exclusive brand activations



Loyalty programmes



Test drive experiences



Interactive digital campaigns

SUSTAINABILITY STATEMENT (Cont'd)

Customer Engagement

A flagship initiative is the MazdaSports Academy Advanced Driving Programme, developed for Mazda owners based on the Jinba-Ittai philosophy, which emphasises harmony between driver and vehicle. The programme delivers practical driving sessions focused on driving confidence, vehicle control and responsible driving practices. Two sessions were conducted in June and November 2025.



In the Philippines, BAP organised initiatives bringing together customers, automotive enthusiasts and brand communities through shared interests in motorsports, driving culture and automotive lifestyle. Key initiatives included:

Mazda FanFesta Philippines, held in May, July, September and November 2025



Sports Cars for a Cause



Miata Spec Series, held in May, July, September and November 2025



Mazda Invitational Golf

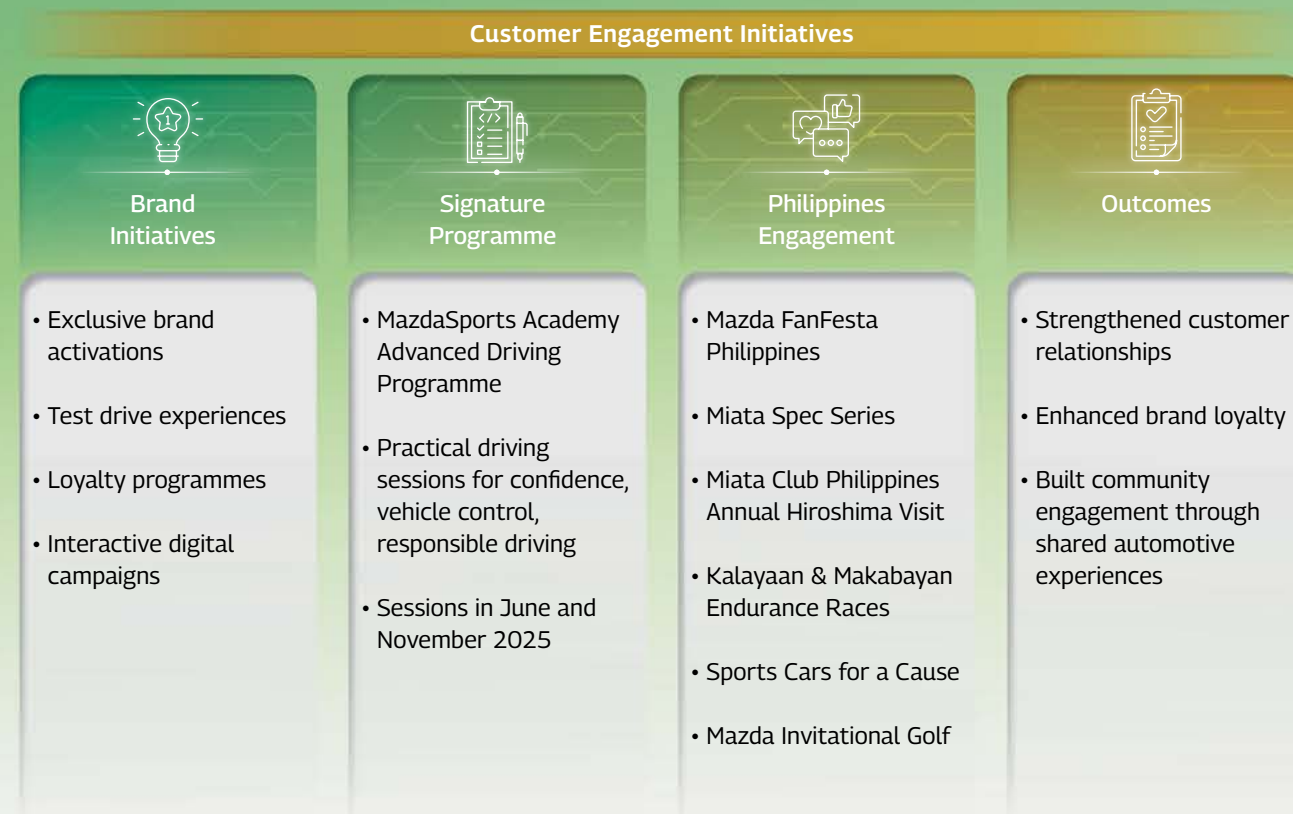


Makabayan Endurance Races held in March, April, June and November 2025



These programmes strengthened engagement with automotive enthusiasts and customers while promoting brand connection through shared automotive and lifestyle experiences.

SUSTAINABILITY STATEMENT (Cont'd)



Dealer Engagement

The Group maintained regular engagement with its dealer network through sales meetings, model launch events and dealer appreciation programmes aimed at strengthening collaboration, product knowledge and business alignment.

Key Initiatives	Objective
- Monthly dealer sales meetings - New model launch events - Dealer Appreciation Night - Sales Incentive Overseas Trip - Dealer Principals Incentive Trip	Provide opportunities to strengthen relationships, recognise dealer performance and enhance collaboration across the dealer network.

Media Engagement

BAuto continues to engage media stakeholders through appreciation and networking events, supporting transparent communication and long-term industry relationships.

On 23 January 2026, BAuto hosted its annual Chinese New Year and Media Appreciation Night, recognising the continued support of automotive media partners. The event

brought together media representatives and automotive industry members for engagement and relationship-building sessions.

In the Philippines, BAP organised a Media Thanksgiving event to strengthen relationships with media partners and acknowledge their continued support.

SUSTAINABILITY STATEMENT (Cont'd)

Investor and Regulatory Engagement

The Group continued to engage investors and market stakeholders through ongoing communication and engagement initiatives. From 14 to 17 April 2026, the Group CEO undertook an investor engagement visit to Taiwan to strengthen relationships with existing investors, support market engagement efforts and attract potential investment interest in BAuto.

INTELLIGENT SAFETY, EVERY DRIVE

Safety remains a core priority for BAuto and the automotive brands it represents. During the year, Mazda and Xpeng received recognition for vehicle safety, technology and product performance.



Mazda received 8 2026 TOP SAFETY PICK+ awards from the Insurance Institute for Highway Safety ("IIHS"), the highest number achieved by any automotive brand that year. This achievement marked the third consecutive year that Mazda led the industry in TOP SAFETY PICK+ awards.

Since 2008, Mazda has received 99 IIHS safety awards, including 73 TOP SAFETY PICK+ recognitions, reflecting its continued investment in human-centric safety engineering.

Mazda models also incorporate advanced safety technologies, including Blind Spot Monitoring, Rear Cross Traffic Alert, Smart Brake Support and Lane Departure Warning.

The Mazda CX-80 received the DSF.my VOTY 2025 Luxury PHEV SUV of the Year award for its premium features, driving performance, plug-in hybrid technology and safety credentials.



[Mazda CX-80]



[Xpeng G6]



[Xpeng X9]



The Xpeng G6 achieved a five-star safety rating from the Australasian New Car Assessment Programme ("ANCAP"). The model demonstrated strong performance across key areas, including Adult Occupant Protection, Child Occupant Protection, Vulnerable Road User Protection and Safety Assist, while achieving excellent crash-test performance.

The Xpeng X9 was also named the Rakyat's Choice Roadshow MPV Category Winner 2025, recognising its innovation, practicality and customer appeal. In addition, it also received a five-star safety rating under the China New Car Assessment Programme ("C-NCAP"), with an overall score of 86.6%. The assessment covered occupant protection, pedestrian protection and active safety.

Further details of the car awards received in FY2026 are set out in the Management Discussion and Analysis section of this Annual Report.

SUSTAINABILITY STATEMENT (Cont'd)

Brand Model	Safety Focus	Key Features	Safety Impact
Mazda CX-60 and CX-80	Enhanced Visibility & Driver Awareness	Mazda i-ACTIVSENSE suite including Adaptive LED Headlights ("ALH"), Lane-Keep Assist System ("LAS"), Lane Departure Warning System ("LDWS"), Smart Brake Support ("SBS"), Blind Spot Monitoring ("BSM"), Rear Cross Traffic Alert ("RCTA"), Front Cross Traffic Alert ("FCTA"), Driver Attention Alert ("DAA"), Mazda Radar Cruise Control ("MRCC") and Cruising & Traffic Support ("CTS")	Enhances visibility, strengthens driver awareness, supports lane stability and helps reduce collision risks across different driving environments
Xpeng G6	Intelligent Safety & Occupant Protection	Autonomous Emergency Braking ("AEB"), lane support systems, intelligent speed assistance, advanced structural protection and battery safety technologies	Improves collision avoidance, enhances occupant protection and strengthens overall vehicle safety performance
Xpeng X9	Advanced Driver Assistance, Structural Safety and Occupant Protection	XPILOT 2.5 driver assistance system supported by 27 intelligent driving sensors, including Autonomous Emergency Braking ("AEB"), Forward Collision Warning ("FCW"), Lane Keep Assistance ("LKA"), Emergency Lane Keeping ("ELK"), Blind Spot Detection ("BSD"), Rear Cross-Traffic Alert ("RCTA") and Driver State Monitoring ("DSM"); six airbags; high-strength steel-aluminium hybrid body; and reinforced battery safety technologies	Supports the prevention of forward, side and rear collisions, enhances driver awareness and lane safety, and strengthens occupant, structural and battery protection

Advocating Children's Rights Through Products And Services

BAuto's marketing and advertising practices follow the same commitment, with communications reviewed to ensure they are truthful, do not target or exploit children and reinforce responsible and safe use of the Group's vehicles.

BAuto supports children's rights in line with the Children's Rights and Business Principles, promoting safety, well-being and responsible mobility through its products and services. The Group prioritises passenger safety and provides safe and welcoming dealership environments, while also educating customers to ensure safer journeys for drivers, passengers and children.

Child Safety Features

- ISOFIX child seat anchor points
- Child safety locks
- Airbags
- Advanced Driver Assistance Systems ("ADAS")

Dealership & Service Centre Safety

- Safe and welcoming premises
- Customer service standards for families

Road Safety Engagement

- Customer education on vehicle safety features
- After-sales support and guidance
- Awareness campaigns for safer journeys

SUSTAINABILITY STATEMENT (Cont'd)

QUALITY THROUGHOUT THE OWNERSHIP JOURNEY

BAuto applies consistent quality and safety standards across vehicle preparation, sales and after-sales services to support customer satisfaction, comfort and confidence.

	Ownership Stage		
	Before Purchase	During Purchase	After Purchase
Customer Priority	Vehicle quality, safety, readiness before delivery	Seamless, professional, consistent dealership experience	Reliable after-sales support, long-term ownership confidence
BAuto Focus	Ensuring vehicles meet quality, safety and operational standards before customer delivery	Deliver consistent customer experience and operational standards across dealerships	Strengthen service reliability, responsiveness and continuous improvement
Key Initiatives	• Prioritise product quality and safety with ISO 9001:2015-aligned Quality Management System ("QMS") • July 2025: Completed SIRIM Surveillance Audit 1 to reaffirm standards and identify process improvements • Competency assessments for Pre-Delivery Inspection ("PDI") personnel • Xpeng safeguards: Process Quality Control Procedures, Vehicle Inspection Control Procedures, annual audits under New Energy Vehicle Safety System Evaluation Procedure • Xpeng G6 Euro NCAP 5-star safety rating reinforces product safety	• Dealer Sales Showroom Operational Audits covering Corporate Identity standards, operational practices, customer touchpoints and brand compliance • Identify operational gaps and opportunities to enhance service quality and professionalism	• Structured after-sales support with continuous service improvement • Systematic customer feedback collection • Timely issue resolution and consistent service standards across dealers to strengthen engagement and long-term brand confidence

[Mazda6]

SUSTAINABILITY STATEMENT (Cont'd)

UPLIFTING CUSTOMERS' MINDS AND BODIES

BAuto supports customers throughout their journey, delivering an ownership experience that extends beyond driving and encompasses every brand the Group represents. Guided by a human-centred philosophy, BAuto builds lasting relationships that begin before purchase, continue through the ownership lifecycle and extend well beyond.

Human-Centred Philosophy

- Emphasises relationships before, during and after purchase
- Anchored in intuitive design and lifelong brand loyalty

Jinba-Ittai (Horse and Rider Unity)

- Embodies harmony between driver and vehicle
- Delivered through Skyactiv Technologies (engine, transmission, chassis, body)

Kodo: Soul of Motion

- Mazda's signature design language
- Evokes movement, energy and emotional connection

Flagship Models (such as Mazda CX-60 and CX-80)

- "Graceful toughness" blends SUV strength with elegance
- Serene interior crafted for emotional comfort and elevated driving

Customer Satisfaction

- 96% of surveyed customers reported positive experiences
- Reflects BAuto's focus on quality, value and care across all brands

ELEVATING AFTER-SALES EXCELLENCE

BAuto continues to exceed expectations by delivering exceptional after-sales service through its Mazda Peaceful Ownership initiative. Reinforcing its commitment to customer satisfaction, BAuto introduced the 6th- and 7th-Year Extended Service Maintenance Package, offering added value and extended peace of mind beyond the standard warranty and maintenance coverage.

Mazda Mobile Service Unit



- On-site vehicle servicing at customers' locations
- Provides flexibility and convenience in line with evolving expectations

Free Tyre Alignment Checks



- Rolled out by BAuto's After-Sales in HQ
- Uses the latest Tyre Balancing Check Equipment
- Enhances performance and safety at no additional cost

New Central Department: Northern Region



- Dedicated after-sales centres for technical and warranty matters
- Reduces response time by removing delays tied to central office coordination

All Xpeng vehicles are offered with up to 5 years of free servicing or 100,000 km, whichever comes first, supporting greater peace of mind throughout the ownership journey.

Beyond Malaysia, the Group maintains a similar focus on after-sales support across its overseas operations. In the Philippines, BAP provides a comprehensive range of services to support vehicle reliability and enhance the customer experience, including:

Periodic maintenance services

General and warranty repairs

Body, paint and accident repairs

Vehicle interior and exterior detailing

These initiatives ensure consistent service quality and contribute to long-term customer confidence across the Group's regional operations.

SUSTAINABILITY STATEMENT (Cont'd)

CUSTOMER SATISFACTION AND ENGAGEMENT

Delivering a positive customer experience remains a key priority. The Group's Customer Relationship Management ("CRM") team conducts customer satisfaction surveys to assess service quality, understand customer experiences and identify areas for improvement.

		Total Surveyed in FY2026	Positive Feedback
Market	Malaysia	2,120	99.4%
	Philippines	14,503	98.0%

CUSTOMER PRIVACY

At BAuto, protecting customer data is a top priority. The Group enforces strict security measures across its digital ecosystem to ensure trust, safety and compliance.

These layered protections ensure customer data security and maintain BAuto's reputation as a trusted and responsible brand.

The Group strengthened its cybersecurity posture through a strategic collaboration with an independent consultant, which provides in-depth insights into the current security trends and threats impacting the Group's network environment. The Threat Intelligence Information ("TIN") plays a crucial role:



Helping the Group stay ahead of potential cyber risks,



Providing timely and actionable intelligence about emerging threats that could impact the Group's systems, networks or data

This information empowers BAuto to take proactive measures to mitigate risks, ensuring a more resilient and secure IT infrastructure.



24/7 Cyber Monitoring:

A dedicated third-party Security Operations Centre ("SOC") and Managed Security Service Provider ("MSSP") constantly monitor network traffic for threats.



Advanced Firewalls:

Automated defences block unauthorised access, sniffing attempts and low-level attacks, keeping digital infrastructure secure.



External Cybersecurity Audits:

Independent annual audits consistently affirm the strength of BAuto's security framework.



Proactive System Updates:

BAuto regularly upgrades its software environment, including operating systems, to patch vulnerabilities as soon as they are detected.

SUSTAINABILITY STATEMENT (Cont'd)

METRICS AND TARGETS

BAUTO MEASURES PERFORMANCE ON SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES USING A DEFINED SET OF METRICS AND TARGETS INTEGRATED INTO EXISTING MANAGEMENT PROCESSES. THE GROUP MONITORS KEY OPERATIONAL INDICATORS, INCLUDING ENERGY CONSUMPTION, WATER CONSUMPTION AND WASTE GENERATION, BIANNUALLY, WHILE PERIODICALLY REVIEWING GOVERNANCE AND SUPPLY CHAIN PRACTICES TO ENSURE ALIGNMENT WITH REGULATORY AND OPERATIONAL REQUIREMENTS.

The Group tracks a core set of sustainability indicators covering environmental, social and governance matters and aligned with Bursa Malaysia requirements, the IFRS Sustainability Disclosure Standards and other relevant good practices.

Management monitors progress against established targets and reports findings to the SSC, which in turn reports them to the SC and Board of Directors periodically.



[Mazda3]

SUSTAINABILITY STATEMENT (Cont'd)

LOOKING AHEAD: METRICS, TARGETS AND RELATED IMPACTS

Effective sustainability management requires more than reporting performance in isolation. It also requires a clear understanding of how each material risk or opportunity affects the Group, how management is responding and whether progress is being achieved against defined targets.

Accordingly, the following table brings together the Group's FY2026 performance, strategic responses, time-bound targets and current or anticipated financial implications. It supports alignment with the metrics and targets and strategy-related disclosure requirements of IFRS S1 and IFRS S2, while providing a basis for tracking progress and strengthening future disclosures.

The following table presents BAuto's key sustainability metrics and targets.

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Emissions Management				
• Risks: Changing consumer preferences, emissions requirements and potential carbon costs may affect operating expenditure, product demand, market share and assets associated with conventional vehicles. Non-compliance may also affect the Group's reputation and ESG standing. • Opportunities: Collaboration with principal manufacturers to introduce lower-emission vehicles, together with solar-powered charging facilities, may strengthen revenue resilience, customer experience and brand positioning.	• Scope 1 emissions were 989 tCO₂e (1.2%) below FY2024; Scope 2 emissions were 3,725 tCO₂e (1.7%) below FY2024; and selected Scope 3 emissions from employee commuting and business travel were 1,078.5 tCO₂e (44.2%) below FY2024. Comparable FY2024 data was not available for the other Scope 3 categories. • Total reported emissions declined by 13.8% to 5,792 tCO₂e, primarily due to lower commuting and business travel emissions. Scope 1 remained broadly stable, indicating the need for further operational reductions.	• Monitor fuel and electricity consumption; strengthen emissions data collection; transition company vehicles to mild-hybrid, hybrid and electric models where feasible; install solar photovoltaic systems at suitable branches; and engage principal manufacturers on lower-emission product offerings.	• FY2030: Reduce Scope 1, Scope 2 and selected Scope 3 emissions by 3%. • FY2040: Work with brand partners to introduce more emission-efficient vehicles and promote products with lower operational emissions. • FY2050: Align Scope 1 and Scope 2 emissions with Malaysia's national net-zero ambition.	• Current utility and logistics costs are exposed to fluctuations in electricity tariffs and fuel prices. • Future requirements may include expenditure on charging infrastructure and solar installations. Delays in lower-emission product roll-outs by principal manufacturers could affect revenue and create obsolescence risks for conventional servicing equipment or inventory. • Using an indicative carbon price of RM60 per tCO₂e, average annual emissions for FY2024, FY2025 and FY2026 of 6,278 tCO₂e represent an estimated exposure of approximately RM0.38 million.

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Waste Management				
• Risks: Ineffective segregation may increase scheduled-waste handling and compliance costs. Future electric-vehicle battery obligations may create disposal liabilities or affect relationships with principal manufacturers. Non-compliance may result in penalties or operational disruption. • Opportunities: Battery lifecycle management, component refurbishment and partnerships with licensed recyclers may improve material recovery and support circular-economy practices.	• Waste diverted from disposal increased to 31 tonnes from 27 tonnes in FY2025, but remained 8.8% below FY2024 levels. Waste directed to disposal remained at 358 tonnes, 2.9% above FY2024, while total waste increased to 389 tonnes, 1.8% above FY2024. • Although diversion improved year on year, total waste and disposal remained above the baseline, requiring stronger reduction and segregation measures.	• Apply a waste-management approach centred on reduction, recycling, three-bin segregation and regulatory compliance; monitor waste performance; and develop circular-economy partnerships with licensed recovery providers.	• FY2030: Reduce waste directed to disposal by 3%. • FY2040: Reduce waste directed to disposal by 3.5%. • FY2050: Reduce waste directed to disposal by 4%.	• Workshop maintenance and waste-disposal volumes directly affect collection and operating costs. • Improved segregation and recycling may stabilise costs and increase scrap recovery. Partnerships with established recyclers may reduce exposure to higher scheduled-waste fees and changing environmental levies. • Existing engagement of licensed waste-management providers currently limits immediate financial exposure.

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Water Management				
• Risks: Water-supply disruption, leakage and changing tariffs may affect vehicle washing, after-sales activities, cleanliness, customer satisfaction and regulatory compliance. • Opportunities: Smart metering, rainwater harvesting, lower-water washing solutions and watershed restoration may reduce consumption, improve resilience and strengthen stakeholder confidence.	• Water consumption decreased by 21.0% from FY2025 and 0.5% from FY2024 to 46,476 m³. • Performance returned below the baseline after the FY2025 increase. Continued site-level monitoring is required to determine whether the improvement is sustained.	• Monitor consumption across operational areas; install smart meters to identify leaks and overflows; assess rainwater-harvesting systems at suitable branches; promote responsible use; and consider partnerships for river, wetland and mangrove restoration.	• FY2030: Reduce water consumption by 3%, and consider mangrove or swamp-replanting projects. • FY2040: Reduce consumption by 3.5%, and assess lower-water vehicle-washing products. • FY2050: Reduce consumption by 4%.	• Consumption fluctuations directly affect operating expenditure through utility charges. Smart metering may reduce leakage-related costs, while wider rainwater harvesting may improve resilience and customer experience. • 4 branches with annual consumption exceeding 200 m³ were identified for assessment. At approximately RM95,000 per system, the indicative investment for 4 systems is approximately RM0.4 million, subject to feasibility and approval.



SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Energy Management				
Risks: Rising tariffs, fuel surcharges, outages, peak-demand constraints and future energy-efficiency or carbon-reporting requirements may increase costs, disrupt operations or create compliance exposure. Inefficient equipment may also increase downtime and maintenance costs. Opportunities: Renewable energy, efficient equipment and stronger monitoring may reduce costs, improve resilience and strengthen ESG performance and stakeholder confidence.	- Total energy consumption decreased by 0.8% from FY2024 to 33,141 GJ. However, energy intensity increased from 8.55 to 14.57 GJ per RM million of revenue, a 70.4% increase. - The decline in absolute consumption was outweighed by lower revenue, indicating that efficiency improvements have not yet translated into stronger intensity performance.	Monitor energy use; expand LED lighting and controls; install high-efficiency cooling systems; assess solar photovoltaic installations; strengthen preventive maintenance; and improve energy monitoring across operational sites.	- FY2030: Reduce energy intensity by 2%. - FY2040: Reduce energy intensity by 2.5%. - FY2050: Reduce energy intensity by 3%.	- Electricity and fuel costs directly affect operating expenditure. Efficiency and renewable-energy projects may reduce exposure to tariffs and operational disruption but require capital investment. - Three branches consuming more than 250,000 kWh annually were identified for potential solar installations. At approximately RM421,000 per site, the indicative investment is approximately RM1.3 million.

[Solar Panel Lot 7]

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Health and Safety				
Risks: Unsafe practices may result in injury, fatality, regulatory action, business interruption, equipment damage, compensation claims, higher insurance costs and reputational harm. Opportunities: Stronger safety systems, training and digital tools may improve employee well-being, productivity, compliance and operational resilience.	- The Group maintained zero fatalities. The lost-time injury rate increased to 0.948, compared with zero in FY2025 and 0.1 in FY2024. A total of 647 employees received occupational safety and health training, compared with 675 in FY2025 and 168 in FY2024. Employees' training for FY2024 was low due to incomplete recordings. - Training remained substantially above the baseline, but the higher injury rate requires investigation and corrective action.	Conduct proactive risk assessments and hazard identification; strengthen safety training and employee engagement; and assess digital incident reporting, CCTV, sensors and other smart safety technologies.	- FY2030: Maintain 0 major work-related accidents and fatalities and work towards 0 lost-time injuries through continuous hazard identification and safety controls. - FY2040: Maintain 0 major work-related accidents and fatalities and introduce ergonomics and well-being programmes. - FY2050: Obtain ISO45001 certification for relevant sites and maintain 0 major work-related accidents and fatalities.	- Incidents may result in medical, compensation, insurance, investigation and productivity costs. - No material capital expenditure has been identified to date for the stated strategies, although additional expenditure may be required following a review of the higher lost-time injury rate.



[AED Training 2025]

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Diversity				
• Risks: Limited diversity, unequal employment opportunities or discriminatory practices may restrict access to talent, reduce engagement and innovation, increase turnover and create legal or reputational exposure. • Opportunities: Inclusive recruitment, development and leadership practices may improve talent attraction, retention, decision-making and organisational resilience.	• Women represented 30.8% of employees, unchanged from FY2025 and above 30.3% in FY2024. The FY2026 workforce comprised 289 women and 648 men. • Female representation remained above the Group's minimum target, although leadership and governance representation should continue to be monitored separately.	• Promote equal opportunity in recruitment, development and career progression; foster an inclusive culture; apply non-discriminatory practices; and formalise diversity commitments.	• FY2030: Maintain at least 30% female representation; ensure equal opportunities in recruitment, training and promotion; and introduce a formal Diversity and Inclusion Policy. • FY2040: Maintain at least 30% female representation. • FY2050: Maintain at least 30% female representation; support diverse leadership and governance; and develop partnerships that strengthen workforce diversity.	• No material incremental financial effect or substantial capital expenditure has been identified.

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Community				
• Risks: Weak community engagement may reduce stakeholder trust and the Group's social licence to operate. Insufficient investment in education and skills may weaken the future talent pipeline, while unmet community expectations may affect reputation and stakeholder relationships. • Opportunities: Community, education and volunteerism programmes may strengthen trust, employee engagement, corporate culture and future workforce readiness.	• Community investment amounted to RM1,142,839, 11.8% below FY2024 and 5.1% below FY2025. Key focus areas remained education, corporate social responsibility programmes and community engagement. • Investment remained substantial, although lower than the baseline.	• Encourage employee participation in corporate social responsibility and volunteerism; prioritise local communities; and support initiatives that generate sustained social value.	• FY2030: Continue community initiatives and TVET programmes • FY2040: Expand environmental projects and partnerships with TVET institutions and non-governmental organisations. • FY2050: Develop more impactful programmes for young people and underserved communities and maintain institutional partnerships.	• No substantial incremental financial effect is anticipated compared with the FY2024 baseline of approximately RM1.3 million annually.

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Labour Practices and Standards				
Risks: Inadequate training may reduce competence, productivity and service quality. Weak labour practices, unclear policies and limited career progression may create compliance risks, increase turnover and constrain access to skilled talent. Opportunities: Structured development, formalised employment practices and succession planning may strengthen capability, retention, operational excellence and corporate reputation.	- FY2026 training comprised 583 hours for top management, 1,155 hours for senior management, 2,162 hours for middle management, 6,340 hours for executives and 13,228 hours for non-executives. - Training continued across all employee categories, although an average-hours-per-employee measure is required to assess progress against the stated target.	Support employee training, upskilling and career progression; formalise human resource and learning commitments; strengthen development pathways, talent management and succession planning; and standardise employment practices.	- FY2030: Provide up to 24 training hours per employee annually. - FY2040: Maintain the training provision of 24 training hours per employee annually. - FY2050: Maintain the training provision of 24 training hours per employee annually.	The Group currently subscribes to an online staff-training programme costing approximately RM135,000 annually for up to 300 employees. Doubling programme capacity would require approximately RM135,000 in additional annual expenditure.



[NSRF Preparers' Programme (Module 3 Training)]

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Supply Chain Management				
Risks: Supply disruption may affect vehicle and parts availability and business continuity. Supplier non-compliance with environmental, social or governance standards may create legal, operational and reputational exposure, while weak supplier governance may reduce quality and increase inefficiency. Opportunities: Alternative sourcing, improved inventory management, supplier assessment and local supplier development may strengthen resilience, quality and responsible procurement.	- Local supplier spending decreased to 79.9%, from 84.3% in FY2025 and 81.0% in FY2024 - Performance was marginally below the Group's minimum 80% target, requiring continued attention to local sourcing where commercially feasible.	Integrate sustainability criteria into supplier selection and evaluation; require key suppliers to acknowledge and comply with the Supplier Code of Conduct; implement supplier audits and screening; and strengthen supplier development and performance monitoring.	- FY2030: Maintain at least 80% sustainable local supplier spending and implement supplier audits and screening. - FY2040: Maintain at least 80% sustainable local supplier spending, where commercially feasible, and establish a local supplier-development programme. - FY2050: Maintain at least 80% sustainable supplier spending and a resilient and responsible local supply chain.	No material financial effect has been quantified. However, supply disruption, supplier replacement and alternative sourcing may affect procurement and inventory costs.



SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Anti-corruption				
• Risks: Bribery, corruption, fraud, conflicts of interest, weak due diligence and ineffective reporting mechanisms may result in legal action, financial penalties, losses and reputational damage. • Opportunities: Stronger controls, ethical culture, due diligence, training and whistleblowing mechanisms may improve stakeholder confidence, governance and long-term resilience.	• The Group recorded zero confirmed corruption incidents. A total of 32 new employees received anti-corruption training, while the proportion of operations assessed for corruption-related risks increased to 90.9%, from 78.3% in FY2025 and 35.7% in FY2024. • Risk-assessment coverage improved substantially, although full Group coverage has not yet been achieved.	• Maintain reporting and whistleblowing mechanisms; provide regular training and awareness; strengthen due diligence and internal controls; and review the anti-corruption policy annually.	• FY2030: Maintain zero confirmed cases and ensure all new employees receive anti-corruption training. • FY2040: Maintain zero confirmed cases; provide periodic refresher training; and conduct regular corruption-risk assessments. • FY2050: Maintain zero confirmed cases; extend regular assessments across the Group; and seek appropriate external assurance	• Corruption incidents could result in penalties, legal costs, remediation expenditure and loss of business. No material current financial effect has been identified.

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability-related Risks, Opportunities and Impacts	FY2026 Performance and Analytical Findings	Strategic Responses	Targets	Current and Anticipated Financial Implications
Material Matter: Data Privacy and Security				
• Risks: Cyberattacks, ransomware, unauthorised access and weak information-security controls may compromise personal or confidential data, disrupt operations and result in regulatory penalties, legal liabilities and reputational damage. • Opportunities: Stronger monitoring, encryption, incident response, privacy governance and advanced detection may enhance resilience, continuity and customer confidence.	• The Group recorded zero customer data-breach complaints in FY2024, FY2025 and FY2026. • This is positive, although the absence of complaints does not indicate the absence of cybersecurity risk or attempted incidents.	• Maintain technological and cybersecurity controls; conduct network, system, web-application and Wi-Fi penetration testing; perform employee phishing simulations; formalise security-operation-centre monitoring and service levels; strengthen encryption, vulnerability management and privacy governance; and embed data-protection responsibilities into systems and vendor onboarding.	• FY2030: Maintain zero reportable breaches; implement severity-based incident logging; formalise security monitoring; embed data-protection responsibilities; and extend encryption and penetration testing. • FY2040: Maintain zero reportable breaches; expand monitoring across branch systems; extend encryption and access controls to third-party data flows; and introduce data-protection impact assessments. • FY2050: Maintain zero reportable breaches; strengthen incident response and advanced threat detection; and maintain compliance with evolving data-protection requirements.	• As there is no prior history of data breach to date, the Group has adopted necessary preventive measures including, but not limited to: a) penetration test (network, system, web application and Wi-Fi network) b) email phishing simulation (to test employee awareness of phishing attacks) The cost required to implement existing and any additional preventive software applications is not expected to be material.

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary

Group-level performance data for the three most recent financial years. Malaysia and Philippines breakdowns, together with FY2024 and FY2025 comparatives, are available in the Group's data performance workbook.

Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2024	FY2025	FY2024	FY2025			
Economic										
Corruption										
Total staff trained in anti-corruption *	No. (%)	132 (13.48%)	50 (5.37%)	32 (3.74%)	17 (21.52%)	8 (10.13%)	81 (100.00%)	149 (14.08%)	58 (5.74%)	113 (12.06%)
Top management trained in anti-corruption *	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	1 (100.00%)	0 (0.00%)	0 (0.00%)	1 (3.70%)
Senior management trained in anti-corruption *	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (100.00%)	0 (0.00%)	0 (0.00%)	4 (8.51%)
Middle management trained in anti-corruption *	No. (%)	3 (4.92%)	1 (1.56%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (100.00%)	3 (4.55%)	1 (1.45%)	4 (5.63%)
Executives trained in anti-corruption *	No. (%)	34 (12.32%)	9 (3.31%)	12 (4.88%)	0 (0.00%)	8 (0.00%)	0 (0.00%)	34 (12.32%)	17 (6.25%)	12 (4.88%)
Non-Executives trained in anti-corruption *	No. (%)	95 (16.64%)	40 (7.65%)	20 (4.22%)	17 (24.64%)	0 (0.00%)	72 (100.00%)	112 (17.50%)	40 (6.76%)	92 (16.85%)
Operations assessed for corruption-related risks	%	35.71%	80.95%	90.00%	0.00%	50.00%	100.00%	35.71%	78.26%	90.91%
Confirmed incidents of corruption and action taken	No.	0	0	0	0	0	0	0	0	0
* Employees receive anti-corruption training upon joining the Group										
Supply Chain										
Proportion of local suppliers	%	97.67%	97.93%	98.00%	95.78%	96.36%	97.21%	97.42%	97.73%	97.87%
Proportion of spending on local suppliers	%	88.11%	91.14%	87.36%	9.06%	12.50%	10.30%	81.03%	84.27%	79.94%
Suppliers that were screened using environmental criteria *	No. (%)	44 (3.95%)	34 (3.06%)	29 (2.76%)	0 (0.00%)	0 (0.00%)	33(15.35%)	44 (3.44%)	34 (2.66%)	62 (4.90%)
Suppliers that were screened using social criteria *	No. (%)	44 (3.95%)	34 (3.06%)	29 (2.76%)	0 (0.00%)	0 (0.00%)	33(15.35%)	44 (3.44%)	34 (2.66%)	62 (4.90%)
New suppliers that were screened using environmental criteria	No. (%)	2 (100.00%)	0 (0.00%)	1 (100.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (100.00%)	0 (0.00%)	1 (2.38%)
New suppliers that were screened using social criteria	No. (%)	2 (100.00%)	0 (0.00%)	1 (100.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (100.00%)	0 (0.00%)	1 (2.38%)

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary

Indicator	Unit	Malaysia		Philippines			Group			
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026	FY2024	FY2025	FY2026
Economic (Cont'd)										
Supply Chain (Cont'd)										
Incidents of non-compliance with regulations or voluntary codes concerning the health & safety impacts of products and services	No.	0	0	0	0	0	0	0	0	0
* In FY2025, BAUTO focused on screening Tier-1 suppliers using environmental and social criteria.										
* In FY2026, BAUTO focused on screening Tier-1 and Tier-2 suppliers using environmental and social criteria.										
Cybersecurity and customers										
Substantiated complaints concerning breaches of customer privacy and losses of customer data	No.	0	0	0	0	0	0	0	0	0
Number of data breaches	No.	NA	NA	0	NA	NA	0	NA	NA	0
Percentage that are personal data breaches	%	NA	NA	0	NA	NA	0	NA	NA	0
Number of customers affected	No.	NA	NA	0	NA	NA	0	NA	NA	0
Environment										
Energy										
Grid Electricity	kWh (%)	4,901,989 (96.14%)	5,070,898 (95.56%)	4,725,586 (92.32%)	123,503 (46.40%)	118,789 (46.95%)	93,438 (41.66%)	5,025,492 (93.67%)	5,189,686 (93.35%)	4,819,024 (90.19%)
Total renewable energy generated	kWh (%)	196,652 (3.86%)	235,639 (4.44%)	393,269 (7.68%)	142,694 (53.60%)	134,241 (53.05%)	130,827 (58.34%)	339,346 (6.33%)	369,880 (6.65%)	524,096 (9.81%)
Total electricity	kWh	5,098,641	5,306,537	5,118,855	266,197	253,030	224,265	5,364,838	5,559,566	5,343,120
Total electricity consumption	GJ	18,355	19,104	18,428	958	911	807	19,313	20,014	19,235
Total direct energy (petrol and diesel) *	GJ	12,751	12,303	12,514	1,357	1,419	1,392	14,107	13,722	13,905
Total renewable energy	GJ	708	848	1,416	514	483	471	1,222	1,332	1,887
Total non-renewable energy	GJ	30,398	30,558	29,526	1,801	1,847	1,728	32,199	32,404	31,254
Total energy	GJ	31,106	31,406	30,942	2,315	2,330	2,199	33,421	33,736	33,141
Total energy	MWh	8,640	8,724	8,595	643	647	611	9,284	9,371	9,206
Energy Intensity	GJ/RM Million							8.55	12.87	14.57
* Calculated using the IPCC 2006 Guidelines for National Greenhouse Gas Inventories										

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary										
Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026	FY2024	FY2025	FY2026
Environment (Cont'd)										
Water										
Municipal water consumption	m³	46,498	57,868	45,527	175	186	171	46,673	58,054	45,698
Amount collected from rainwater harvesting	m³	0	757	758	40	16	20	40	773	778
Total water consumption	m³	46,498	58,625	46,285	215	202	191	46,713	58,827	46,476
Waste										
Solid waste										
Total solid waste generated	tonnes	34.0	26.9	30.5	2.5	1.7	4.0	36.5	28.5	34.4
Scheduled Waste										
SW102 Waste Acid Battery	tonnes	11.7	1.0	3.4	0.0	0.0	0.0	11.7	1.0	3.4
SW305 (Spent lubricating oil)	tonnes	268.4	285.4	277.2	0.8	0.6	1.2	269.2	285.9	278.4
SW307 (Spent mineral oil-water emulsion)	tonnes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SW312 (Oil interceptor sludge)	tonnes	2.1	3.9	3.4	0.0	0.0	0.0	2.1	3.9	3.4
SW322 (Used thinners)	tonnes	1.4	2.0	10.3	0.0	0.0	0.0	1.4	2.0	10.3
SW327 (Waste of thermal fluids (heat transfer) such as ethylene glycol)	tonnes	6.1	5.4	4.3	0.0	0.0	0.0	6.1	5.4	4.3
SW409 (Disposed containers, bags or Equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes)	tonnes	22.6	26.5	24.6	0.0	0.0	0.0	22.6	26.5	24.6
SW410 (Rags, plastics, papers or filters contaminated with scheduled wastes)	tonnes	31.9	31.5	30.5	0.0	0.0	0.1	32.0	31.5	30.6
SW417 (Waste inks, paints, pigments, lacquer, dyes or varnish)	tonnes	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.3
SW418 (Discarded or off-specification inks, paints, pigments, lacquer, dye or varnish products containing organic solvent)	tonnes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total scheduled waste	tonnes	344.2	355.6	353.9	0.8	0.6	1.3	345.0	356.2	355.1

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary										
Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026			
Environment (Cont'd)										
Waste (Cont'd)										
Total Waste										
Total waste generated	tonnes	378.2	382.5	384.4	3.4	2.3	4.0	381.5	384.7	388.4
Total waste diverted from disposal (recycled or repurposed)	tonnes	34.0	26.9	30.5	0.0	0.0	0.0	34.0	26.9	30.5
Total waste directed to disposal	tonnes	344.2	355.6	353.9	3.4	2.3	4.0	347.5	357.8	357.9
GHG Emissions †										
Scope 1										
CO ₂	tCO ₂ e	899.1	870.0	884.6	96.1	100.6	98.4	995.2	970.6	983.0
CH ₄	tCO ₂ e	3.6	3.4	3.5	0.4	0.4	0.4	3.9	3.8	3.9
N ₂ O	tCO ₂ e	2.1	2.0	2.0	0.2	0.2	0.2	2.3	2.2	2.3
CO ₂ e	tCO ₂ e	904.7	875.5	890.2	96.7	101.2	99.0	1,001.4	976.7	989.2
Scope 2	tCO ₂ e	3,715.7	3,924.9	3,657.6	73.8	85.3	67.1	3,789.6	4,010.2	3,724.7
Total operational emissions * (Scope 1 & 2)	tCO ₂ e	4,620.4	4,800.3	4,547.8	170.5	186.5	166.1	4,791.0	4,986.9	4,713.9
Emissions intensity	kgCO ₂ e/ RM Million							1.2	1.9	2.1
* Figures are rounded independently, so components may not sum exactly to the totals shown.										
Scope 3										
1: Purchased goods and services										
CO ₂	tCO ₂ e	NA	70,351.8	17,019.0	NA	693.4	591.7	NA	71,045.2	17,610.7
CH ₄	tCO ₂ e	NA	370.8	263.3	NA	19.4	13.3	NA	390.2	276.7
N ₂ O	tCO ₂ e	NA	193.3	140.0	NA	4.4	4.3	NA	197.7	144.3
HFC	tCO ₂ e	NA	9,742.5	2,163.1	NA	293.9	295.9	NA	10,036.4	2,459.0
PFC	tCO ₂ e	NA	102.9	21.8	NA	0.9	1.0	NA	103.8	22.8
SF ₆	tCO ₂ e	NA	29.9	10.1	NA	0.3	0.3	NA	30.2	10.4
Other F-gases	tCO ₂ e	NA	9,094.5	2,016.7	NA	274.4	276.2	NA	9,368.9	2,292.8
Total CO ₂ e	tCO ₂ e	NA	89,885.8	21,633.9	NA	1,286.6	1,182.7	NA	91,172.4	22,816.7

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary										
Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026			
Environment (Cont'd)										
GHG Emissions † (Cont'd)										
2: Capital goods										
CO ₂	tCO ₂ e	NA	397.9	27.7	NA	0.0	190.7	NA	397.9	218.3
CH ₄	tCO ₂ e	NA	6.6	0.9	NA	0.0	10.0	NA	6.6	10.9
N ₂ O	tCO ₂ e	NA	5.3	0.1	NA	0.0	0.8	NA	5.3	1.0
HFC	tCO ₂ e	NA	94.1	5.7	NA	0.0	13.5	NA	94.1	19.2
PFC	tCO ₂ e	NA	52.7	<0.1	NA	0.0	<0.1	NA	52.7	<0.1
SF ₆	tCO ₂ e	NA	10.9	<0.1	NA	0.0	<0.1	NA	10.9	0.1
Other F-gases	tCO ₂ e	NA	83.1	5.3	NA	0.0	12.6	NA	83.1	17.9
Total CO ₂ e	tCO ₂ e	NA	650.6	39.7	NA	0.0	227.7	NA	650.6	267.4
3: Fuel- and energy-related activities										
Total emissions	tCO ₂ e	NA	314.7	313.4	NA	27.7	26.9	NA	342.4	340.2
4: Upstream transportation and distribution										
CO ₂	tCO ₂ e	NA	4,218.6	1,482.5	NA	NA	0.0	NA	4,218.6	1,482.5
CH ₄	tCO ₂ e	NA	4.3	0.5	NA	NA	0.0	NA	4.3	0.5
N ₂ O	tCO ₂ e	NA	31.6	10.8	NA	NA	0.0	NA	31.6	10.8
HFC	tCO ₂ e	NA	101.3	19.7	NA	NA	0.0	NA	101.3	19.7
PFC	tCO ₂ e	NA	26.1	0.0	NA	NA	0.0	NA	26.1	0.0
SF ₆	tCO ₂ e	NA	6.0	0.0	NA	NA	0.0	NA	6.0	0.0
Other F-gases	tCO ₂ e	NA	91.9	18.4	NA	NA	0.0	NA	91.9	18.4
CO ₂ e (unspeciated)	tCO ₂ e	NA	0.0	1,605.4	NA	NA	453.2	NA	0.0	2,058.6
Total CO ₂ e	tCO ₂ e	NA	4,479.8	3,137.2	NA	NA	453.2	NA	4,479.8	3,590.4
5: Waste generated in operations										
CO ₂ e (unspeciated)	tCO ₂ e	NA	154.5	154.1	NA	1.3	2.3	NA	155.8	156.3
Total CO ₂ e	tCO ₂ e	NA	154.5	154.1	NA	1.3	2.3	NA	155.8	156.3

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary											
Indicator	Unit	Malaysia		Philippines		Group					
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026				
Environment (Cont'd)											
GHG Emissions † (Cont'd)											
6: Business travel											
CO ₂	tCO ₂ e	NA	206.0	128.8	NA	15.2	12.3	NA	221.2	141.0	
CH ₄	tCO ₂ e	NA	0.3	0.1	NA	<0.1	<0.1	NA	0.3	0.1	
N ₂ O	tCO ₂ e	NA	1.1	1.3	NA	0.1	0.2	NA	1.3	1.4	
HFCs	tCO ₂ e	NA	8.6	3.0	NA	0.0	0.0	NA	8.6	3.0	
PFCs	tCO ₂ e	NA	0.1	0.0	NA	0.0	0.0	NA	0.1	0.0	
SF ₆	tCO ₂ e	NA	<0.1	0.0	NA	0.0	0.0	NA	<0.1	0.0	
Other F-gases	tCO ₂ e	NA	8.1	2.8	NA	0.0	0.0	NA	8.1	2.8	
Total emissions	tCO ₂ e	101.5	224.2	135.9	14.7	15.4	12.4	116.3	239.6	148.3	
7: Employee commuting											
CO ₂	tCO ₂ e	NA	1,066.9	896.3	NA	13.0	21.3	NA	1,079.9	917.6	
CH ₄	tCO ₂ e	NA	9.7	7.4	NA	0.1	0.2	NA	9.8	7.5	
N ₂ O	tCO ₂ e	NA	3.7	3.0	NA	<0.1	0.1	NA	3.7	3.1	
Other F-gases	tCO ₂ e	NA	0.0	1.9	NA	0.0	<0.1	NA	0.0	2.0	
Total emissions	tCO ₂ e	1,736.6	1,080.3	908.6	78.3	13.2	21.6	1,814.9	1,093.4	930.2	
8: Upstream leased assets											
CO ₂	tCO ₂ e	NA	1,590.3	1,164.7	NA	NA	0.0	NA	1,590.3	1,164.7	
CH ₄	tCO ₂ e	NA	3.8	2.8	NA	NA	0.0	NA	3.8	2.8	
N ₂ O	tCO ₂ e	NA	9.1	6.4	NA	NA	0.0	NA	9.1	6.4	
HFC	tCO ₂ e	NA	4.2	3.1	NA	NA	0.0	NA	4.2	3.1	
PFC	tCO ₂ e	NA	0.0	0.0	NA	NA	0.0	NA	0.0	0.0	
SF ₆	tCO ₂ e	NA	0.0	0.0	NA	NA	0.0	NA	0.0	0.0	
Other F-gases	tCO ₂ e	NA	3.9	2.9	NA	NA	0.0	NA	3.9	2.9	
Total emissions	tCO ₂ e	NA	1,611.3	1,180.0	NA	NA	0.0	NA	1,611.3	1,180.0	

SUSTAINABILITY STATEMENT (Cont'd)

Indicator	Unit	Malaysia		Philippines		Group	
		FY2024	FY2025	FY2024	FY2025	FY2024	FY2025
Environment (Cont'd)							
GHG Emissions † (Cont'd)							
9. Downstream transportation and distribution							
Total emissions	tCO ₂ e	NA	NA	NA	NA	NA	NA
10. Processing of sold products							
Total emissions	tCO ₂ e	NA	NA	NA	NA	NA	NA
11. Use of sold products							
CO ₂	tCO ₂ e	NA	0.0	908.9	NA	NA	0.0
CH ₄	tCO ₂ e	NA	0.0	34.6	NA	NA	0.0
N ₂ O	tCO ₂ e	NA	0.0	27.6	NA	NA	0.0
HFC	tCO ₂ e	NA	0.0	<0.1	NA	NA	0.0
SF ₆	tCO ₂ e	NA	0.0	3.5	NA	NA	0.0
Other F-gases	tCO ₂ e	NA	0.0	<0.1	NA	NA	0.0
CO ₂ e (unspeciated)	tCO ₂ e	NA	629,047.0	550,005.9	NA	58,547.8	629,047.0
Total CO ₂ e	tCO ₂ e	NA	629,047.0	550,980.6	NA	58,547.8	629,047.0
12. End-of-life treatment of sold products							
Total emissions	tCO ₂ e	NA	13,590.8	11,347.1	NA	1,050.9	13,590.8
13. Downstream leased assets							
CO ₂ e (unspeciated)	tCO ₂ e	NA	35.4	36.9	NA	0.0	35.4
Total CO ₂ e	tCO ₂ e	NA	35.4	36.9	NA	0.0	35.4
14. Franchises							
CO ₂	tCO ₂ e	NA	5,827.2	6,459.3	NA	1,124.9	5,827.2
CH ₄	tCO ₂ e	NA	13.1	10.1	NA	1.6	13.1
N ₂ O	tCO ₂ e	NA	7.7	5.9	NA	0.9	7.7
Total CO ₂ e	tCO ₂ e	NA	5,847.9	6,475.4	NA	1,127.4	5,847.9

Data Performance Summary

SUSTAINABILITY STATEMENT (Cont'd)

Indicator	Unit	Malaysia		Philippines		Group	
		FY2024	FY2025	FY2024	FY2025	FY2024	FY2025
Environment (Cont'd)							
GHG Emissions † (Cont'd)							
15. Investments							
CO ₂	tCO ₂ e	NA	14.4	7,015.6	NA	NA	14.4
CH ₄	tCO ₂ e	NA	0.0	0.1	NA	NA	0.0
N ₂ O	tCO ₂ e	NA	0.0	<0.1	NA	NA	0.0
Total CO ₂ e	tCO ₂ e	NA	14.4	7,015.7	NA	NA	14.4
Total Scope 3 emissions	tCO ₂ e	1,838.1	746,936.7	603,358.4	93.0	1,931.1	748,280.8

Scope 1: Calculated using the IPCC 2006 Guidelines for National Greenhouse Gas Inventories, applying separate carbon dioxide, methane and nitrous oxide emission factors by fuel type

Scope 2: Calculated using the Grid Emission Factor 2022 for Peninsular Malaysia by the Energy Commission and the National Grid Emission Factor CM for the Luzon-Visayas Grid in the Philippines.

1: Emissions for Purchased Goods and Services were calculated using CEDA 2023 environmentally-extended input-output emission factors (purchaser-price basis, converted to USD), mapped to relevant spending categories.

2: Capital Goods emissions were estimated using CEDA 2023 environmentally-extended input-output emission factors (purchaser-price basis, USD), aligned with major capital expenditure classifications.

3: Fuel- and Energy-Related Activities (not included in Scope 1 or 2) were calculated using DEFRA 2025 emission factors (CO₂e).

4: Upstream Transportation and Distribution emissions were calculated using DEFRA 2025 factors for vehicle shipping on a tonne-kilometre basis, with the remaining logistics expenditure estimated using CEDA 2023 input-output factors (purchaser-price basis, USD).

5: Waste Generated in Operations emissions were calculated using the waste-type-specific method, from waste tonnage by stream and treatment route. Solid and recycled waste was priced using US EPA WARM v16 (December 2023) factors by material and disposal route. Malaysian scheduled (hazardous) waste, which represents approximately 92% of tonnage, was priced using a supplier-specific intensity of 0.410 tCO₂e per tonne treated, derived from Cenviro's disclosed FY2024 figure for its Centralised Waste Management Centre; the intensity is blended across treatment routes and gate-to-grave. The corresponding waste-management expenditure was excluded from the spend-based calculation to avoid double counting. FY2025 has been restated on the same basis (previously CEDA 2023 spend-based).

6: Business Travel air-travel emissions were calculated using DEFRA 2025 factors (great-circle distances by airport pair, haul band and cabin class); other (non-air) travel was estimated using CEDA 2023 input-output factors (purchaser-price basis, USD). Air-ticket expenditure was excluded from the spend-based calculation as the same flights are captured in the activity data. Each financial year is priced on the DEFRA edition current during that year — FY2026 on DEFRA 2025 and FY2025 on DEFRA 2024 — so the editions run sequentially and no restatement arises.

7: Employee Commuting emissions were calculated using DEFRA 2025 emission factors, based on a survey capturing mode of transport, distance, vehicle size, fuel type and days worked from home.

8: Upstream Leased Assets emissions were estimated using CEDA 2023 input-output factors (purchaser-price basis, USD), based on relevant lease-related expenditure categories.

9: Downstream Transportation and Distribution emissions were excluded as there were no reportable emissions from such activities.

10: Processing of Sold Products was excluded due to the absence of significant downstream processing emissions.

11: Use of Sold Products emissions were calculated using DEFRA 2025 emission factors, based on the estimated lifetime fuel and electricity consumption of vehicles sold during the reporting year, by model-specific engine capacity and fuel type, applying observed annual mileage over an assumed 15-year vehicle life. Each vehicle is counted once, in its year of sale. FY2025 has been restated on the same basis; it was previously reported on an annual in-use fleet basis.

12: End-of-Life Treatment of Sold Products was calculated using US EPA WARM v16 (December 2023) emission factors for material-specific waste treatment (CO₂e).

13: Downstream Leased Assets emissions were calculated using DEFRA 2025 emission factors, based on the distance travelled by vehicles loaned outside the Group.

14: Franchise emissions were calculated from franchisees' energy consumption using the IPCC 2006 Guidelines for fuel combustion, the 2022 Peninsular Malaysia Grid Emission Factor published by the Energy Commission for Malaysian electricity, and the Philippines Department of Energy National Grid Emission Factor 2015–2017 (Luzon-Visayas) for Philippine electricity. Where data was unavailable, average proxy figures were used based on service level offerings.

15: Investment-related emissions were estimated from investees' energy consumption disclosures using the 2022 Peninsular Malaysia Grid Emission Factor published by the Energy Commission for Malaysian electricity, the Philippines Department of Energy National Grid Emission Factor 2015–2017 (Luzon-Visayas) for Philippines electricity, and the IPCC 2006 Guidelines for fuel combustion.

DEFRA-based categories apply the emission-factor edition current for each reporting year (FY2025: DEFRA 2024; FY2026: DEFRA 2025).

Unless otherwise stated, CEDA 2023-based input-output calculations include all available gases (CO₂, CH₄, N₂O, and high-GWP fluorinated gases — HFCs, PFCs, SF₆). Spend-based categories are priced on a purchaser-price basis, converted to USD and deflated to the factor base year, with intercompany transactions and statutory payments eliminated.

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary							
Indicator	Unit	Malaysia		Philippines		Group	
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026
Environment (Cont'd)							
Air emissions (non-GHG)							
Total criteria air pollutants	kg	NA	161,144	86,517	NA	545	630
Nitrogen oxides (NO _x)	kg	NA	69,657	41,116	NA	61.3	75.3
Sulphur dioxide (SO ₂)	kg	NA	27,124	15,920	NA	0.43	0.49
Carbon monoxide (CO)	kg	NA	38,718	21,124	NA	183	204
Particulate matter (PM ₁₀)	kg	NA	854	442	NA	97.4	125
Particulate matter (PM _{2.5})	kg	NA	4,409	2,490	NA	24.4	29.4
Volatile organic compounds (VOC)	kg	NA	20,148	5,289	NA	176	194
Ammonia (NH ₃)	kg	NA	233	136	NA	2.0	2.2
Total acid and reactive gases	kg	NA	237	108	NA	0.36	0.38
Total heavy metals	kg	NA	239	14.5	NA	0.31	0.34
Total hazardous organic pollutants	kg	NA	2,828	876	NA	27.0	29.9
Total other air pollutants	kg	NA	2,009	607	NA	28.1	30.7
Total non-GHG air emissions	kg	NA	166,242	88,123	NA	601	692
Ozone-depleting substances							
Methyl Bromide	kg CFC-11 eq	NA	0.2323	0.1538	NA	0.0115	0.0126
1,1,1-Trichloroethane	kg CFC-11 eq	NA	0.6831	0.1217	NA	0.0023	0.0026
Carbon Tetrachloride	kg CFC-11 eq	NA	0.0169	0.0059	NA	0.0	0.0
Total ozone-depleting substances	kg CFC-11 eq	NA	0.9322	0.2814	NA	0.0138	0.0153
					NA	0.9460	0.2966

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary										
Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026	FY2024	FY2025	FY2026
Social										
Diversity										
Total Employees	No	979	931	856	79	79	81	1,058	1,010	937
Employees by gender										
Female	No. (%)	286 (29.21%)	279 (29.97%)	254 (29.67%)	34 (43.04%)	32 (40.51%)	35 (43.21%)	320 (30.25%)	311 (30.79%)	289 (30.84%)
Male	No. (%)	693 (70.79%)	652 (70.03%)	602 (70.33%)	45 (56.96%)	47 (59.49%)	46 (56.79%)	738 (69.75%)	699 (69.21%)	648 (69.16%)
Employees by contract										
Full-time	No. (%)	954 (97.45%)	913 (98.07%)	839 (98.01%)	56 (70.89%)	53 (67.09%)	54 (66.67%)	1,010 (95.46%)	966 (95.64%)	893 (95.30%)
Contract/temporary staff	No. (%)	25 (2.55%)	18 (1.93%)	17 (1.99%)	23 (29.11%)	26 (32.91%)	27 (33.33%)	48 (4.54%)	44 (4.36%)	44 (4.70%)
Employees by age										
<30	No. (%)	368 (37.59%)	344 (36.95%)	287 (33.53%)	24 (30.38%)	20 (25.32%)	23 (28.40%)	392 (37.05%)	364 (36.04%)	310 (33.08%)
30-40	No. (%)	403 (41.16%)	367 (39.42%)	364 (42.52%)	23 (29.11%)	27 (34.18%)	25 (30.86%)	426 (40.26%)	394 (39.01%)	389 (41.52%)
40-50	No. (%)	119 (12.16%)	121 (13.00%)	114 (13.32%)	18 (22.78%)	18 (22.78%)	18 (22.22%)	137 (12.95%)	139 (13.76%)	132 (14.09%)
>50	No. (%)	89 (9.09%)	99 (10.63%)	91 (10.63%)	14 (17.72%)	14 (17.72%)	15 (18.52%)	103 (9.74%)	113 (11.19%)	106 (11.31%)
Employees by nationality										
Local employees	No. (%)	979 (100.00%)	931 (100.00%)	856 (100.00%)	78 (98.73%)	78 (98.73%)	80 (98.77%)	1,057 (99.91%)	1,009 (99.90%)	936 (99.89%)
Foreign employees	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	1 (1.27%)	1 (1.27%)	1 (1.23%)	1 (0.09%)	1 (0.10%)	1 (0.11%)
Employees by category										
Top Management	No. (%)	22 (2.25%)	27 (2.90%)	26 (3.04%)	1 (1.27%)	1 (1.27%)	1 (1.23%)	23 (2.17%)	28 (2.77%)	27 (2.88%)
Senior Management	No. (%)	49 (5.01%)	45 (4.83%)	43 (5.02%)	4 (5.06%)	4 (5.06%)	4 (4.94%)	53 (5.01%)	49 (4.85%)	47 (5.02%)
Middle Management	No. (%)	61 (6.23%)	64 (6.87%)	67 (7.83%)	5 (6.33%)	5 (6.33%)	4 (4.94%)	66 (6.24%)	69 (6.83%)	71 (7.58%)
Executive	No. (%)	276 (28.19%)	272 (29.22%)	246 (28.74%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	276 (26.09%)	272 (26.93%)	246 (26.25%)
Non-Executive	No. (%)	571 (58.32%)	523 (56.18%)	474 (55.37%)	69 (87.34%)	69 (87.34%)	72 (88.89%)	640 (60.49%)	592 (58.61%)	546 (58.27%)

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary

Indicator	Unit	Malaysia		Philippines		Group			
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026		
Social (Cont'd)									
Diversity (Cont'd)									
Employees by gender and category									
Female Top Management	No. (%)	5 (22.73%)	6 (22.22%)	7 (26.92%)	0 (0.00%)	0 (0.00%)	5 (21.74%)	6 (21.43%)	7 (25.93%)
Male Top Management	No. (%)	17 (77.27%)	21 (77.78%)	19 (73.08%)	1 (100.00%)	1 (100.00%)	18 (78.26%)	22 (78.57%)	20 (74.07%)
Female Senior Management	No. (%)	15 (30.61%)	14 (31.11%)	13 (30.23%)	1 (25.00%)	1 (25.00%)	16 (30.19%)	15 (30.61%)	14 (29.79%)
Male Senior Management	No. (%)	34 (69.39%)	31 (68.89%)	30 (69.77%)	3 (75.00%)	3 (75.00%)	37 (69.81%)	34 (69.39%)	33 (70.21%)
Female Middle Management	No. (%)	20 (32.79%)	20 (31.25%)	20 (29.85%)	2 (40.00%)	2 (50.00%)	22 (33.33%)	22 (31.88%)	22 (30.99%)
Male Middle Management	No. (%)	41 (67.21%)	44 (68.75%)	47 (70.15%)	3 (60.00%)	3 (60.00%)	44 (66.67%)	47 (68.12%)	49 (69.01%)
Female Executive	No. (%)	142 (51.45%)	136 (50.00%)	128 (52.03%)	0 (0.00%)	0 (0.00%)	142 (51.45%)	136 (50.00%)	128 (52.03%)
Male Executive	No. (%)	134 (48.55%)	136 (50.00%)	118 (47.97%)	0 (0.00%)	0 (0.00%)	134 (48.55%)	136 (50.00%)	118 (47.97%)
Female Non-Executive	No. (%)	104 (18.21%)	103 (19.69%)	86 (18.14%)	31 (44.93%)	29 (42.03%)	135 (21.09%)	132 (22.30%)	133 (24.36%)
Male Non-Executive	No. (%)	467 (81.79%)	420 (80.31%)	388 (81.86%)	38 (55.07%)	40 (57.97%)	505 (78.91%)	460 (77.70%)	413 (75.64%)
Employees by age and category									
<30 Top Management	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-40 Top Management	No. (%)	2 (9.09%)	1 (3.70%)	1 (3.85%)	0 (0.00%)	0 (0.00%)	2 (8.70%)	1 (3.57%)	1 (3.70%)
40-50 Top Management	No. (%)	5 (22.73%)	7 (25.93%)	8 (30.77%)	0 (0.00%)	0 (0.00%)	5 (21.74%)	7 (25.00%)	8 (29.63%)
>50 Top Management	No. (%)	15 (68.18%)	19 (70.37%)	17 (65.38%)	1 (100.00%)	1 (100.00%)	16 (69.57%)	20 (71.43%)	18 (66.67%)
<30 Senior Management	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-40 Senior Management	No. (%)	18 (36.73%)	13 (28.89%)	14 (32.56%)	1 (25.00%)	0 (0.00%)	19 (35.85%)	13 (26.53%)	14 (29.79%)
40-50 Senior Management	No. (%)	15 (30.61%)	15 (33.33%)	14 (32.56%)	3 (75.00%)	4 (100.00%)	18 (33.96%)	19 (38.78%)	18 (38.30%)
>50 Senior Management	No. (%)	16 (32.65%)	17 (37.78%)	15 (34.88%)	0 (0.00%)	0 (0.00%)	16 (30.19%)	17 (34.69%)	15 (31.91%)
<30 Middle Management	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-40 Middle Management	No. (%)	31 (50.82%)	34 (53.13%)	36 (53.73%)	1 (20.00%)	1 (20.00%)	32 (48.48%)	35 (50.72%)	36 (50.70%)
40-50 Middle Management	No. (%)	19 (31.15%)	19 (29.69%)	20 (29.85%)	4 (80.00%)	4 (80.00%)	23 (34.85%)	23 (33.33%)	24 (33.80%)
>50 Middle Management	No. (%)	11 (18.03%)	11 (17.19%)	11 (16.42%)	0 (0.00%)	0 (0.00%)	11 (16.67%)	11 (15.94%)	11 (15.49%)
<30 Executive	No. (%)	63 (22.83%)	64 (23.53%)	49 (19.92%)	0 (0.00%)	0 (0.00%)	63 (22.83%)	64 (23.53%)	49 (19.92%)
30-40 Executive	No. (%)	152 (55.07%)	143 (52.57%)	139 (56.50%)	0 (0.00%)	0 (0.00%)	152 (55.07%)	143 (52.57%)	139 (56.50%)

BERMAZ AUTO BERHAD | Registration No. 201001016854 (900557-M)

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary

[illegible]

* Turnover rate = Employee turnover / average number of employees

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary							
Indicator	Unit	Malaysia		Philippines		Group	
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026
Social (Cont'd)							
Employee turnover by gender							
Female	No. (rate *)	20 (7.21%)	14 (4.96%)	33 (12.38%)	6 (18.18%)	5 (14.93%)	23 (7.46%)
Male	No. (rate *)	47 (7.04%)	50 (7.43%)	63 (10.05%)	6 (13.33%)	1 (2.17%)	9 (19.35%)
Employee turnover by age							
<30	No. (rate *)	35 (9.68%)	27 (7.58%)	46 (14.58%)	5 (24.39%)	3 (13.64%)	7 (32.56%)
30-40	No. (rate *)	19 (5.07%)	24 (6.23%)	37 (10.12%)	3 (12.24%)	3 (12.00%)	6 (23.08%)
40-50	No. (rate *)	7 (5.79%)	4 (3.33%)	6 (5.11%)	1 (5.88%)	1 (5.56%)	1 (5.56%)
>50	No. (rate *)	6 (6.78%)	9 (9.57%)	7 (7.37%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Turnover							
Employee turnover by category							
Top Management	No. (rate *)	0 (0.00%)	0 (0.00%)	2 (7.55%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Senior Management	No. (rate *)	1 (2.30%)	3 (6.38%)	2 (4.55%)	0 (0.00%)	0 (0.00%)	1 (2.11%)
Middle Management	No. (rate *)	0 (0.00%)	2 (3.20%)	1 (1.53%)	1 (25.00%)	0 (0.00%)	1 (22.22%)
Executive	No. (rate *)	20 (7.38%)	15 (5.47%)	40 (15.44%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Non-Executive	No. (rate *)	46 (8.46%)	44 (8.04%)	51 (10.23%)	8 (11.94%)	7 (10.14%)	13 (18.44%)
Turnover type							
Voluntary turnover	No.	64	61	92	9	7	14
Involuntary turnover	No.	3	3	4	0	0	0
New hires							
Total new employees hired	No.	162	79	32	17	8	15

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary											
Indicator	Unit	Malaysia		Philippines		Group					
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026	FY2024	FY2025	FY2026	
Social (Cont'd)											
Training and Development											
Total training time	Hours	11,697	19,150	23,468	8	72	49	11,705	19,222	23,517	
Total training for Top Management	Hours	132	290	583	3	0	6	135	290	589	
Total training for Senior Management	Hours	1,203	902	1,155	5	6	9	1,208	908	1,164	
Total training for Middle Management	Hours	1,979	2,342	2,162	5	4	8	1,984	2,346	2,170	
Total training for Executive	Hours	3,790	5,411	6,340	0	0	0	3,790	5,411	6,340	
Total training for Non-Executive	Hours	4,593	10,205	13,228	8	110	49	4,601	10,315	13,277	
Total employees trained	No.	543	930	855	61	31	178	604	961	1,033	
Average training hours per employee *	Hours	12	21	27	0	1	1	11	19	25	
Average training days per employee **	Days	1	3	3	0	0	0	1	2	3	
* Total training hours for all programmes conducted ÷ total employee headcount											
** Total training hours per employee ÷ 8											
Occupational Safety and Health											
Fatality Cases	No.	0	0	0	0	0	0	0	0	0	
Lost Workday Cases ("LWC")	No.	1	0	1	0	0	0	1	0	1	
Restricted Workday Cases ("RWC")	No.	0	0	0	0	0	0	0	0	0	
First Aid Cases ("FAC")	No.	0	0	1	0	0	0	0	0	1	
Near Miss Cases	No.	0	0	0	0	0	0	0	0	0	
Dangerous Occurrence Cases	No.	0	0	0	0	0	0	0	0	0	
Fire Cases	No.	0	0	0	0	0	0	0	0	0	
Property Damage Cases	No.	0	0	0	0	0	0	0	0	0	
Vehicle Accident Cases	No.	0	0	0	0	0	0	0	0	0	
Days Lost	Days	14	0	4	0	0	0	14	0	4	

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary										
Indicator	Unit	Malaysia		Philippines		Group				
		FY2024	FY2025	FY2026	FY2024	FY2025	FY2026			
Social (Cont'd)										
Occupational Safety and Health (Cont'd)										
Hours worked by all employees (Safe man hours)	Hours	1,911,008	1,897,661	2,910,960	153,576	154,840	156,968	2,064,584	2,052,501	3,067,928
Lost time incident rate (LTIR_1M) *	Rate	0.52	0.00	0.34	0.00	0.00	0.00	0.48	0.00	0.33
Lost time incident rate (LTIR_200K) **	Rate	0.10	0.00	0.07	0.00	0.00	0.00	0.10	0.00	0.07
Employees trained on health and safety standards	No.	148	664	631	20	11	16	168	675	647
Incidents of non-compliance with regulations or voluntary codes concerning the health & safety impacts of products and services	No.	0	0	0	0	0	0	0	0	0
* LTIR_1M = lost time injuries / total hours worked x 1,000,000										
** LTIR_200K = lost time injuries / total hours worked x 200,000										
Community										
Total amount invested in the community	RM	1,204,362	1,182,681	1,135,630	92,107	22,126	7,209	1,296,469	1,204,807	1,142,839
Total beneficiaries of the investment in communities	No.	35	60	65	1	2	3	36	62	68
Human rights										
Substantiated complaints concerning human rights violations	No.	0	0	0	0	0	0	0	0	0

Data Performance Summary

SUSTAINABILITY STATEMENT (Cont'd)

Data Performance Summary												
Indicator	Unit	Malaysia		Philippines		Group						
		FY2024	FY2025	FY2024	FY2025	FY2024	FY2025					
Social (Cont'd)												
Customer Health & Safety / Product Responsibility												
Total significant product and service categories		No.	NA	19	20	NA	12	10	NA	31	30	
- Mazda	Models no. of vehicles		0	3,7219	0		0	1,924	1,495	0	48,143	48,144
- Kia	Models no. of vehicles		35,066	59,494	4 : 1,878		-	NA	NA	35,066	59,494	59,495
- Xpeng	Models no. of vehicles		0	0	0		0	NA	NA	0	0	0
- All vehicles	Models no. of vehicles		35,066	816,713	4 : 1,878		0	1,924	1,495	35,066	917,637	917,639

Data Performance Summary

SUSTAINABILITY STATEMENT (Cont'd)

BURSA MALAYSIA
PRESCRIBED TABLE REPORT

Date & Time: 2026-08-19 18:50:14
Main Market | Group 2 | FYE 30/04/2026

BERMAZ AUTO BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Top Management	Percentage	0.00	3.70	FY2030: Maintain zero confirmed cases and ensure all new employees receive anti-corruption training. FY2040: Maintain zero confirmed cases; provide periodic refresher training; and conduct regular corruption-risk assessments. FY2050: Maintain zero confirmed cases; extend regular assessments across the Group; and seek appropriate external assurance.	External (Reasonable)	
	Anti-Corruption	Percentage	0.00	8.51	Same as above.	External (Reasonable)	
	Anti-Corruption	Percentage	1.45	5.63	Same as above.	External (Reasonable)	
	Anti-Corruption	Percentage	6.25	4.88	Same as above.	External (Reasonable)	
	Anti-Corruption	Percentage	6.76	16.85	Same as above.	External (Reasonable)	

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SUSTAINABILITY STATEMENT (Cont'd)

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Main Market | Group 2 | FYE 30/04/2026

BERMAZ AUTO BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	76.26	90.91	Same as above.	External (Reasonable)	
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	Same as above.	External (Reasonable)	
Community	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,204,80700	1,142,838.67	FY2030: Continue community initiatives and Technical and Vocational Education and Training (TVET) programmes. FY2040: Expand environmental projects and partnerships with TVET institutions and non-governmental organisations. FY2050: Develop more impactful programmes for young people and underserved communities and maintain institutional partnerships.	External (Reasonable)	
		Number	62	68	Same as above.	External (Reasonable)	

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SUSTAINABILITY STATEMENT (Cont'd)

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Main Market | Group 2 | FYE 30/04/2026

BERMAZ AUTO BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Top Management Under 30	Percentage	0.00	0.00	FY2030: Maintain at least 30% female representation; ensure equal opportunities in recruitment, training and promotion; and introduce a formal Diversity and Inclusion Policy. FY2040: Maintain at least 30% female representation; ensure equal opportunities in recruitment, training and promotion; and introduce a formal Diversity and Inclusion Policy. FY2050: Maintain at least 30% female representation; support diverse leadership and governance; and develop partnerships that strengthen workforce diversity.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Top Management Between 30-40	Percentage	3.57	3.70	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Top Management Between 40-50	Percentage	25.00	29.63	Same as above.	External (Reasonable)	

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Top Management Above 50	Percentage	71.43	66.67	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Senior Management Under 30	Percentage	0.00	0.00	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Senior Management Between 30-40	Percentage	26.53	29.79	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Senior Management Between 40-50	Percentage	38.78	38.30	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Above 50	Percentage	34.69	31.91	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Under 30	Percentage	0.00	0.00	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Between 30-40	Percentage	50.72	50.70	Same as above.	External (Reasonable)	

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SUSTAINABILITY STATEMENT (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Middle Management Between 40-50	Percentage	33.33	33.80	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Above 50	Percentage	15.94	15.49	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Executive Under 30	Percentage	23.53	19.92	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Executive Between 30-40	Percentage	52.57	56.50	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Executive Between 40-50	Percentage	16.18	16.26	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Executive Above 50	Percentage	7.72	7.32	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Under 30	Percentage	50.68	47.80	Same as above.	External (Reasonable)	

SUSTAINABILITY STATEMENT (Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Between 30-40	Percentage	34.12	36.45	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Between 40-50	Percentage	7.77	7.69	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Above 50	Percentage	7.43	8.06	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Top Management Male	Percentage	78.57	74.07	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Top Management Female	Percentage	21.43	25.93	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Senior Management Male	Percentage	69.39	70.21	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Senior Management Female	Percentage	30.61	29.79	Same as above.	External (Reasonable)	

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by gender group, for each employee category - Middle Management Male	Percentage	68.12	69.01	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Middle Management Female	Percentage	31.88	30.99	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Executive Male	Percentage	50.00	47.97	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Executive Female	Percentage	50.00	52.03	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive Male	Percentage	77.70	75.64	Same as above.	External (Reasonable)	
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive Female	Percentage	22.30	24.36	Same as above.	External (Reasonable)	
Diversity	Percentage of directors by gender group - Male	Percentage	71.43	50.00	Same as above.	External (Reasonable)	
Diversity	Percentage of directors by gender group - Female	Percentage	28.57	50.00	Same as above.	External (Reasonable)	
Diversity	Percentage of directors by age group -Under 30	Percentage	0.00	0.00	Same as above.	External (Reasonable)	

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of directors by age group - Between 30-40	Percentage	0.00	0.00	Same as above.	External (Reasonable)	
Diversity	Percentage of directors by age group - Between 40-50	Percentage	0.00	0.00	Same as above.	External (Reasonable)	
Diversity	Percentage of directors by age group - Above 50	Percentage	100.00	100.00	Same as above.	External (Reasonable)	
Energy management	Total energy consumption	Megawatt	9,37110	9,205.76	FY2030: Reduce energy intensity by 2%. FY2040: Reduce energy intensity by 2.5%. FY2050: Reduce energy intensity by 3%.	External (Reasonable)	
Health and Safety	Number of work-related fatalities	Number	0	0	FY2030: Maintain zero major work-related accidents and fatalities and work towards zero lost-time injuries through continuous hazard identification and safety controls. FY2040: Maintain zero major work-related accidents and fatalities and introduce ergonomics and well-being programmes. FY2050: Obtain ISO 45001 certification for relevant sites and maintain zero major work-related accidents and fatalities.	External (Reasonable)	

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Health and Safety	Lost time incident rate ("LTIR")	Rate	0.00	0.07	Same as above.	External (Reasonable)	
Health and Safety	Number of employees trained on health and safety standards	Number	675	647	Same as above.	External (Reasonable)	
Labour practices and standards	Total hours of training by employee category - Top Management	Hours	290	589	FY2030: Provide up to 24 training hours per employee annually. FY2040: Maintain the training provision of 24 training hours per employee annually. FY2050: Maintain the training provision of 24 training hours per employee annually.	External (Reasonable)	
	Total hours of training by employee category - Senior Management	Hours	908	1,164	Same as above.	External (Reasonable)	
	Total hours of training by employee category - Middle Management	Hours	2,346	2,170	Same as above.	External (Reasonable)	
Labour practices and standards	Total hours of training by employee category - Executive	Hours	5,411	6,340	Same as above.	External (Reasonable)	
Labour practices and standards	Total hours of training by employee category - Non-Executive	Hours	10,315	13,277	Same as above.	External (Reasonable)	
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	4.36	4.70	—	External (Reasonable)	

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour practices and standards	Total number of employee turnover by employee category - Top Management	Number	0	2	—	External (Reasonable)	
Labour practices and standards	Total number of employee turnover by employee category - Senior Management	Number	3	2	—	External (Reasonable)	
Labour practices and standards	Total number of employee turnover by employee category - Middle Management	Number	2	2	—	External (Reasonable)	
Labour practices and standards	Total number of employee turnover by employee category - Executive	Number	15	40	—	External (Reasonable)	
Labour practices and standards	Total number of employee turnover by employee category - Non-Executive	Number	51	64	—	External (Reasonable)	
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	External (Reasonable)	

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BERMAZ AUTO BERHAD

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Supply chain management	Proportion of spending on local suppliers	Percentage	84.27	79.94	FY2030: Maintain at least 80% sustainable local supplier spending and implement supplier audits and screening.	External (Reasonable)	
					FY2040: Maintain at least 80% sustainable local supplier spending, where commercially feasible, and establish a local supplier development programme.		
					FY2050: Maintain at least 80% sustainable local supplier spending and a resilient and responsible local supply chain.		

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	FY2030: Maintain zero reportable breaches; implement severity-based incident logging; formalise security monitoring; embed data-protection responsibilities; and extend encryption and penetration testing.	External (Reasonable)	
					FY2040: Maintain zero reportable breaches; expand monitoring across branch systems; extend encryption and access controls to third-party data flows; and introduce data-protection impact assessments.		
					FY2050: Maintain zero reportable breaches; strengthen incident response and advanced threat detection; and maintain compliance with evolving data-protection requirements.		
Water	Total volume of water used	Megalitres	58.83	46.48	FY2030: Reduce water consumption by 3%, and consider mangrove or swamp-replanting projects.	External (Reasonable)	
					FY2040: Reduce consumption by 3.5%, and assess lower-water vehicle-washing products.		
					FY2050: Reduce consumption by 4%.		

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Waste management	Total waste generated	Tonnes	384.69	388.32	FY2030: Reduce waste directed to disposal by 3%.	External (Reasonable)	
					FY2040: Reduce waste directed to disposal by 3.5%.		
					FY2050: Reduce waste directed to disposal by 4%.		
Waste management	Total waste diverted from disposal	Tonnes	26.85	30.46	Same as above.	External (Reasonable)	
Waste management	Total waste directed to disposal	Tonnes	357.84	357.86	Same as above.	External (Reasonable)	
Emissions management	Scope 1 emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	976.68	989.15	FY2030: Reduce Scope 1, Scope 2 and selected Scope 3 emissions by 3%.	External (Reasonable)	
					FY2040: Work with brand partners to introduce more emission-efficient vehicles and promote products with lower operational emissions.		
					FY2050: Align Scope 1 and Scope 2 emissions with Malaysia's national net-zero ambition.		
Emissions management	Scope 2 emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	4,010.18	3,724.70	Same as above.	External (Reasonable)	
Emissions management	Scope 3 emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	•748,280.81	666,184.29	Same as above.	External (Limited)	•FY2025 Scope 3 emissions restated from 382,792.90 tCO2e.

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BERMAZ AUTO BERHAD

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	976.68	989.15	FY2030: Reduce Scope 1, Scope 2 and selected Scope 3 emissions by 3%.	External (Reasonable)	
					FY2040: Work with brand partners to introduce more emission-efficient vehicles and promote products with lower operational emissions.		
					FY2050: Align Scope 1 and Scope 2 emissions with Malaysia's national net-zero ambition.		
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	4,010.18	3,724.70	Same as above.	External (Reasonable)	
GHG emissions	Scope 3 Cat.1: Purchased goods and services	Metric tonnes of carbon dioxide equivalents (tCO2e)	•91772.37	22,816.67	Same as above.	External (Limited)	•Restated following the adoption of CEDA 2023 emission factors in place of EXOBASE.
GHG emissions	Scope 3 Cat.2: Capital goods	Metric tonnes of carbon dioxide equivalents (tCO2e)	•650.60	267.41	Same as above.	External (Limited)	•Restated following the adoption of CEDA 2023 emission factors in place of EXOBASE.
GHG emissions	Scope 3 Cat.3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)	Metric tonnes of carbon dioxide equivalents (tCO2e)	342.37	340.22	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.4: Upstream transportation and distribution	Metric tonnes of carbon dioxide equivalents (tCO2e)	•4,479.79	3,590.38	Same as above.	External (Limited)	•Restated following the adoption of CEDA 2023 emission factors in place of EXOBASE.

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BERMAZ AUTO BERHAD
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
GHG emissions	Scope 3 Cat.5: Waste generated in operations	Metric tonnes of carbon dioxide equivalents (tCO2e)	•155.77	156.34	Same as above.	External (Limited)	•Restated to a mass basis: waste tonnages priced using US EPA WARM v16 and Cenviro (Kualiti Alam CVMC) SR2024, replacing the spend-based estimate.
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	239.59	148.33	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	1,093.44	930.20	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.8: Upstream leased assets	Metric tonnes of carbon dioxide equivalents (tCO2e)	•1,611.32	1,180.01	Same as above.	External (Limited)	•Restated following the adoption of CEDA 2023 emission factors in place of EXOBASE.
GHG emissions	Scope 3 Cat.11: Use of sold products	Metric tonnes of carbon dioxide equivalents (tCO2e)	629,047.03	609,528.40	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.12: End-of-life treatment of sold products	Metric tonnes of carbon dioxide equivalents (tCO2e)	13,590.80	12,397.97	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.13: Downstream leased assets	Metric tonnes of carbon dioxide equivalents (tCO2e)	•35.41	36.92	Same as above.	External (Limited)	•Restated to exclude employee assigned vehicles to avoid double counting, as already disclosed in Scope 1.
GHG emissions	Scope 3 Cat.14: Franchises	Metric tonnes of carbon dioxide equivalents (tCO2e)	5,847.95	7,602.77	Same as above.	External (Limited)	
GHG emissions	Scope 3 Cat.15: Investments	Metric tonnes of carbon dioxide equivalents (tCO2e)	14.38	7,188.66	Same as above.	External (Limited)	

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INDEPENDENT ASSURANCE STATEMENT



To the Board of Directors and Stakeholders of BERMAZ AUTO BERHAD

1. Introduction and Objectives of Work (Test)

BUREAU VERITAS CERTIFICATION (M) SDN. BHD. (“Bureau Veritas”) has been engaged by BERMAZ AUTO BERHAD (“Bermaz Auto” or “the Group”) to provide reasonable assurance of selected sustainability information for the reporting period from 1 May 2025 to 30 April 2026 (“FY2026”). The selected information is presented in the Sustainability Statement contained in Bermaz Auto Berhad’s Annual Report 2026 (the “Sustainability Statement”).

The objective of the engagement is to express a reasonable assurance conclusion on whether the selected sustainability information described below has been prepared, presented, in all material respects, in accordance with the applicable reporting criteria.

2. Scope of Work

The engagement covered the following quantitative and qualitative FY2026 sustainability information, including the related definitions, methodologies, boundaries, assumptions, and explanatory notes necessary to understand that information (collectively, the “Selected Sustainability Information”).

Area	Selected FY2026 Sustainability Information
Anti-corruption	Operations assessed for corruption-related risks; communication and training on anti-corruption policies and procedures; confirmed incidents of corruption and actions taken.
Supply chain	Supplier populations and expenditure; local and foreign supplier classification; proportion of expenditure on local suppliers; new suppliers; and environmental and social supplier assessment information.
Cybersecurity and customers	Material cybersecurity and customer-data incidents; substantiated complaints concerning breaches of customer privacy; identified losses of customer data; and associated customer information within the agreed scope.
Energy	Grid electricity, renewable energy, stationary and mobile fuel use, total energy consumption, energy intensity and associated conversion and consolidation information.
Emissions	Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, emissions intensity and related methodology. Scope 3 comprises categories 1, 2, 3, 4, 5, 6, 7, 8, 11, 12, 13, 14, and 15 within the Group’s FY2026 emissions inventory.
Water	Water withdrawal and consumption by source, including municipal or landlord-billed water, groundwater or deep-well water and harvested rainwater, together with the relevant measurement and conversion basis.
Waste	Waste generated, diverted from disposal and directed to disposal; scheduled or hazardous waste streams; disposal routes; quantities and unit conversions.
Diversity	Workforce and governance-body composition by gender, age group, employee category, nationality, and other diversity characteristics reported by the Group, including employees with disabilities where applicable.
Training and development	Training hours, average training hours, employees or participants trained, learning and skills programmes, and performance or career-development information.
Occupational safety and health	Occupational safety and health management information; fatalities, incidents, injuries, lost-workday cases and days, working hours, rates and employees trained on health and safety standards.
Community	Community programmes, beneficiaries, community investment, donations, and related recognition and cut-off information.



SUSTAINABILITY STATEMENT (Cont'd)

Customer health and safety	Significant product and service categories, health and safety assessment information, product recalls, affected units, complaints and incidents of non-compliance.
Human rights	Human-rights policies and due-diligence information; non-discrimination; freedom of association; child labour; forced or compulsory labour; training, assessments, grievances, and substantiated complaints.

3. Reporting Boundary

The organisational boundary comprised Bermaz Auto Berhad and the following entities included in the controlled FY2026 assurance dataset: Bermaz Motor Sdn. Bhd.; Bermaz Motor Trading Sdn. Bhd.; Bermaz Xpeng Sdn. Bhd.; Dinamikjaya Motors Sdn. Bhd.; Bermaz Auto Parts Sdn. Bhd.; and Bermaz Auto Philippines. The operational boundary included the relevant offices, branches, workshops, yards, pre-delivery inspection centres, and other controlled operations in Malaysia and the Philippines.

Suppliers, dealers, franchisees, service providers, landlords, and other value-chain participants were included only to the extent that their information formed part of a selected supply-chain, environmental, customer, community, or Scope 3 emissions metric under the applicable criteria.

4. Limitations and Exclusions

The engagement did not extend to information in the Annual Report 2026 that is not included in the Selected Sustainability Information; prior-period comparatives or restatements; prospective information; forecasts, targets, commitments, scenarios or statements of future performance; carbon credits or offsets; external website content; or the Group's financial statements. Such information was considered only where necessary to assess consistency with the Selected Sustainability Information.

The following limitations should be noted:

- Non-financial sustainability information is subject to inherent limitations arising from the nature of the information and the methods used to measure, estimate, calculate, or evaluate it.
- Certain indicators, particularly Scope 3 greenhouse gas emissions, rely on estimates, proxies, extrapolations, allocation methods, third-party information, and professional judgement. Different acceptable measurement techniques may produce different results and affect comparability between entities or periods.
- The engagement involved the use of professional judgement and risk-based testing. A reasonable assurance engagement provides a high level of assurance but does not provide absolute assurance that every material misstatement, error, omission, or irregularity will be detected.
- Our conclusion is on the Selected Sustainability Information and does not constitute a separate opinion on the design or operating effectiveness of the Group's internal controls, the effectiveness of its sustainability strategy, the achievement of targets or commitments, or future performance.

5. Responsibilities of Management

Management of Bermaz Auto is responsible for measuring or evaluating the underlying sustainability subject matter against the Criteria and for preparing and fairly presenting the Selected Sustainability Information. This responsibility includes selecting suitable Criteria and making them available to intended users; defining the reporting boundary; applying appropriate consolidation and cut-off rules; designing, implementing and maintaining internal control relevant to the preparation of information that is free from material misstatement, whether due to fraud or error; making reasonable estimates and judgements; and maintaining sufficient supporting records. Management is also responsible for the other information in the Annual Report 2026.

SUSTAINABILITY STATEMENT (Cont'd)

6. Bureau Veritas' Responsibilities

Our responsibility is to plan and perform the engagement to obtain reasonable assurance about whether the Selected Sustainability Information is free from material misstatement, whether due to fraud or error, and to express an independent conclusion based on the procedures performed and evidence obtained. Reasonable assurance is a high, but not absolute, level of assurance and therefore is not a guarantee that an engagement conducted in accordance with the applicable standards will always detect a material misstatement when it exists.

7. Applicable Reporting Criteria

The criteria used to evaluate the Selected Sustainability Information (the "Criteria") comprised Bermaz Auto's stated definitions, organisational, and operational boundaries, consolidation and cut-off rules, measurement bases, calculation methodologies, assumptions, estimates, proxy methods, unit-conversion conventions and presentation basis, as set out in the Sustainability Statement and the Group's final controlled methodology and calculation records. These Criteria were applied with reference to:

- the Global Reporting Initiative (GRI) Standards applicable to the selected topics;
- the relevant Sustainability Accounting Standards Board (SASB) requirements adopted by the Group;
- Bursa Malaysia sustainability reporting requirements and guidance applicable to the reporting period;
- the GHG Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard for greenhouse gas information; and
- the emission factors, global warming potentials, and other technical sources documented in the final controlled greenhouse gas calculation records.

The entity-developed components of the Criteria were prepared for the information needs of Bermaz Auto's intended stakeholders. Consequently, the Selected Sustainability Information may not be suitable for another purpose.

8. Summary of Work Performed

The nature, timing, and extent of our procedures were determined by our assessment of the risks of material misstatement. The procedures performed included, as applicable:

- reviewing the engagement scope, reporting period, organisational and operational boundaries, Selected Sustainability Information and Criteria;
- assessing the suitability and consistent application of definitions, measurement bases, consolidation and cut-off rules, conversion methods, and significant assumptions;
- conducting interviews and process walkthroughs with personnel responsible for sustainability reporting, risk management, human resources, learning and development, finance, procurement, information technology, environmental data, occupational safety and health, community programmes, and product responsibility;
- obtaining an understanding of the systems, processes and controls used to collect, compile, review, approve, and report the Selected Sustainability Information, and evaluating the design and implementation of relevant controls;
- performing risk-based tests of source records, system extracts, registers, invoices, bills, logbooks, attendance records, consignment notes, and controlled workbooks to assess completeness, accuracy, cut-off, classification, and traceability;
- reperforming selected formulae, aggregations, rates, percentages, unit conversions, currency translations, intercompany eliminations and group consolidations, and investigating identified variances or corrections;

SUSTAINABILITY STATEMENT (Cont'd)

- assessing evidence supporting nil, zero, and not-applicable disclosures across the defined reporting channels and entities;
- for greenhouse gas information, assessing organisational and operational boundaries, source completeness, activity data, emission-factor selection, global-warming potentials, assumptions, estimates, proxies, category classifications, potential double-counting, and selected calculations; and
- reconciling the final controlled information to its presentation in the Sustainability Statement and obtaining written representations from management concerning responsibility, completeness, corrections, subsequent events, and approval of the final information.

9. Assurance Standards and Level

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and, in relation to the greenhouse gas statement and related emissions information, ISAE 3410, Assurance Engagements on Greenhouse Gas Statements. These standards require that we plan and perform the engagement to obtain sufficient appropriate evidence to reduce assurance engagement risk to an acceptably low level and to support a positive-form reasonable assurance conclusion.

10. Materiality and Risk Assessment

The engagement was planned and performed using a risk-based approach. Misstatements, including omissions and inappropriate presentation were considered material if they could reasonably be expected, individually or in aggregate, to influence decisions of intended user made on the basis of the Selected Sustainability Information. Materiality was considered using quantitative thresholds and qualitative factors appropriate to each topic, including the nature of the information, stakeholder sensitivity, legal or regulatory significance, and the risk that a nil, zero, or not-applicable value could be misleading.

11. Conclusion

The conclusion of this assurance is on the basis of, and is subjected to, the material outlined in this report. Bureau Veritas believes that the evidence is sufficient and appropriate to provide the conclusion.

Bureau Veritas Malaysia concludes independent opinion statement that Bermaz Auto Berhad and its subsidiaries' FY2026 Sustainability Statements are fairly stated and materially accurate within the scope of this engagement.

12. Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company specialising in quality, health, safety, social and environmental management. Bureau Veritas has implemented a Code of Ethics to maintain high ethical standards and to prevent conflicts of interest.

No member of the assurance team has a business relationship with Bermaz Auto Berhad, its Directors or Managers beyond that required for this engagement. The engagement team has the appropriate competence and experience to perform this reasonable assurance engagement.

The independent assurance opinion statement has been prepared for the stakeholder of Bermaz Auto Berhad only for the purpose of verifying its statement relating to the Scope detailed above.

Bureau Veritas complied to ISO 17021-1:2015 Conformity assessment — Requirements for bodies providing audit and certification of management systems where it has founded the principle of independence of accessor, competency, impartiality, confidentiality and accessor professional behaviour.

SUSTAINABILITY STATEMENT (Cont'd)

13. Restriction of liability

This independent assurance statement has been prepared for Bermaz Auto for inclusion in its Annual Report 2026 and for the information of its intended stakeholders. It relates only to the Selected Sustainability Information described in this statement. The statement should not be reproduced in part or used for another purpose without the prior written consent of Bureau Veritas.

Our responsibility for the engagement and this statement is to Bermaz Auto in accordance with the terms of our engagement; we do not assume or accept responsibility or liability to anyone other than Bermaz Auto, for our work, for this report, or for the conclusion we have reached. We do not accept responsibility to any other party except where expressly agreed in writing.

For and on behalf of Bureau Veritas Certification (M) Sdn. Bhd.

Issue Date: 4 August 2026



Terence Ang Wai Sheng
Sustainability Manager



Bureau Veritas Certification (M) Sdn. Bhd.

Level 19, CIMB Hub,
No. 26, Jalan Sultan Ismail, 50250,
Kuala Lumpur, MALAYSIA

MANAGING RISK IN A TRANSFORMING MOBILITY LANDSCAPE

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

OVERVIEW

THE BOARD OF DIRECTORS ("BOARD") OF BERMAZ AUTO BERHAD ("BAUTO" OR THE "COMPANY") RECOGNISE THE IMPORTANCE OF PRACTICING A HIGH STANDARD OF CORPORATE GOVERNANCE TO PROMOTE CORPORATE ACCOUNTABILITY, BUSINESS GROWTH; TO INCREASE FINANCIAL STRENGTH AND WELL-BEING; TO PROTECT THE INTEREST OF THE COMPANY AND ITS SUBSIDIARY COMPANIES (COLLECTIVELY KNOWN AS THE "BAUTO GROUP" OR "GROUP"); AND TO ENHANCE SHAREHOLDERS' VALUE.

This Corporate Governance Overview Statement ("Statement") provides a summary of the corporate governance practices of the Group for the financial year ("FY") ended 30 April 2026 ("FY2026") and where applicable, up to the date of approval of the Board of this Statement with reference to the three (3) key principles of good corporate practices as set out in the Malaysian Code on Corporate Governance ("MCCG") as follows:

PRINCIPLE A

Board Leadership and Effectiveness



PRINCIPLE B

Effective Audit and Risk Management



PRINCIPLE C

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders



This Statement should be read in conjunction with the Company's Corporate Governance Report ("CG Report") which is available on its website at www.bauto.com.my and on Bursa Malaysia Securities Berhad ("Bursa Securities")'s website at www.bursamalaysia.com. The CG Report sets out the various practices under the MCCG, their applicability and departure (if any) including reasons, measures and/or timeframes to address such departures by the Company. For FY2026, the Company has applied with most of the recommended practices including step-up practices encapsulated in the MCCG save for the followings:

PRACTICE 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management

PRACTICE 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000

PRACTICE 8.3 (STEP-UP)

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis

PRACTICE 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board is responsible for the performance and affairs of the Group. It also provides leadership and guidance for setting strategic direction and control systems of the Group and delegates the implementation and monitoring of these set directions and control systems to the management.

The Board delegates the day-to-day management of the Group to the management, comprising the Executive Chairman and Group Chief Executive Officer/Executive Director ("Group CEO"), who manages them in accordance with the approved Board strategies and policies. The Executive Chairman and Group CEO lead the management in deciding, implementing and managing the Group's daily operations, its resources and any associated risks thereof while pursuing the corporate objectives of the Group.

Board leadership

The Board is led by the Executive Chairman who has extensive industrial knowledge and is supported by the Group CEO and other Board members who have a wide range of experience and expertise, and they collectively play an important role in the stewardship of the direction and operations of the Group.

Separation of positions of the Executive Chairman and Group CEO

The positions of the Executive Chairman and Group CEO are separately held by two (2) different individuals. The roles and responsibilities of the Executive Chairman and Group CEO are distinct and separated to ensure that there is a balance of power and authority.

The Executive Chairman is responsible for providing leadership to the Board and ensuring the smooth and effective functioning of the Board. He also leads the Board in establishing and monitoring good corporate governance practices in the Group. With his vast experience and extensive knowledge in the automotive industry, he advises the Group CEO on certain divisional functions and manages specific operational functions in the Group in his capacity as Executive Director.

The Group CEO is responsible for the day-to-day management of the Group's businesses and implementation of the Board's policies and decisions.

The Executive Chairman and Group CEO conduct regular meetings with the management to review, discuss and monitor the Group's performances and its operations and will brief and seek the Board's approval on strategic matters during quarterly Board meetings.

In executing the delegated authority from the Board, the Executive Chairman and Group CEO, who are also part of the Key Senior Management ("KSM"), are supported by the management to ensure operational optimisation and efficiency. The roles and responsibilities of the Executive Chairman and Group CEO are formalised in the Board Charter of the Company.

Non-Executive Directors

Non-Executive Directors are not involved in the daily operations of the Group. They have however contributed their invaluable expertise and experience in the development of the Group's overall business strategies and policies. They made insightful contributions and participated actively in Board and Board Committees' meetings, which further enhanced the Group's corporate governance and controls.

Senior Independent Non-Executive Director

The duties of a Senior Independent Non-Executive Director ("SINED") include, among others, the followings:

1. acting as a sounding Board for the Executive Chairman;
2. support the Executive Chairman in matters of governance and board performance;
3. as intermediary to other Directors, when necessary; and
4. serve as designated point of contact for shareholders and other stakeholders.

Company Secretaries

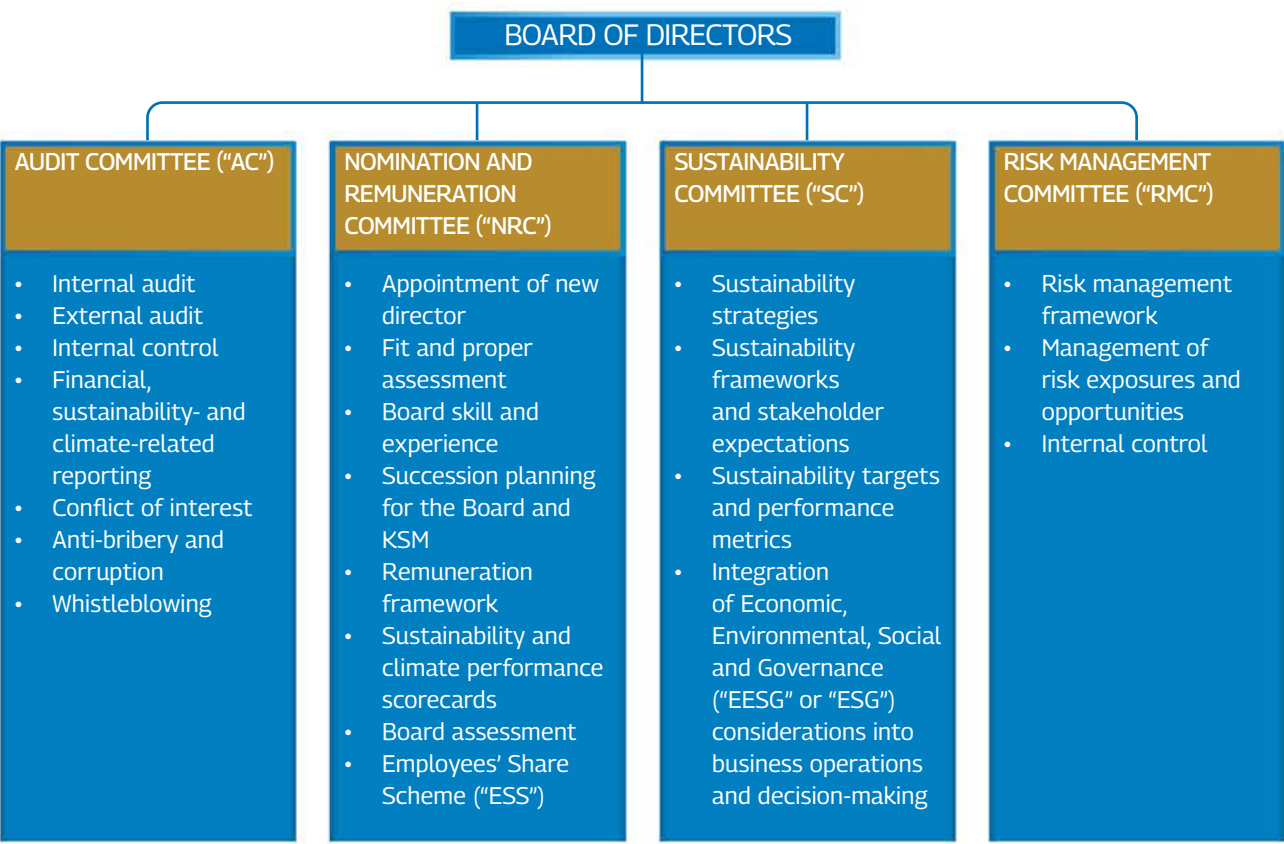
The Board is supported by suitably qualified, experienced and competent Company Secretaries who advise the Board and Board Committees on issues relating to compliances with the relevant statutory requirements, rules and regulations affecting the Group. Board members have unlimited access to the professional advice and services of the Company Secretaries. The Company Secretaries ensure that all Board and Board Committees' meetings are properly convened, and that accurate and proper records of the proceedings and resolutions passed are recorded and maintained in the statutory register of the Company. Matters arising from the Board and/or Board Committees' meetings are communicated to the management for appropriate actions. The roles and responsibilities of the Company Secretaries have been formalized in the Board Charter of the Company.

The Company Secretaries, who oversee adherence with Board policies and procedures, brief the Board on the proposed contents, timing of adoption and/or material announcements to be made to the regulators as well as keeping the Board and principal officers of the Company informed of the closed periods for trading in the Company's shares.

The Company Secretaries also advise the Board on the adoption of corporate governance best practices as recommended under the MCCG and have been attending the necessary training programmes, conferences, seminars and/or forums so as to keep themselves abreast with the current changes in laws and regulatory requirements that are relevant to their profession and enabling them to provide the necessary advisory role to the Board.

Board Committees

The following Board Committees were established to facilitate the Board in discharging its oversight functions, promoting clear lines of accountability and in ensuring that appropriate checks and balances are in place:



CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Majority of the Board members are Independent Non-Executive Directors ("INEDs") and the Chairman of the Board is not a member of the AC nor the NRC, which is aligned with the recommendation of the MCCG. The AC and NRC comprise solely of INEDs whilst the RMC and SC comprise a majority of INEDs. Hence, the current Board and Board Committees composition provide an effective oversight over management and ensures that there is independence in judgement and decision making processes.

The Board Committees play a significant role in reviewing matters within respective Board Committee's Terms of Reference ("TOR") and facilitate the Board Committees in discharging its duties and responsibilities. Each Board Committees operates under specific TORs with clearly defined scopes and authorities to review relevant matters and report their recommendations to the Board. The Board may also form such other Board Committee(s) from time to time as dictated by business imperatives and/or to promote operational efficiency. Notwithstanding the above, the ultimate responsibility for decision making still lies with the Board.



The TORs for each of the Board Committees are available on the Company's website at www.bauto.com.my. Details of Board Committees' members are set out in the Corporate Information section of this Annual Report.

Board Meetings and Meeting Materials

In order to discharge its responsibilities effectively, the Board meets regularly on a quarterly basis. Board and Board Committees' meetings are scheduled and communicated in advance before the commencement of each calendar year to encourage maximum attendance rates. Besides the quarterly meetings, additional Board and/or Board Committees' meetings may be convened as and when necessary to consider urgent proposals or matters that requires their consideration and/or approvals. Board and/or Board Committees' members will deliberate and assess the viability, rationale and impact of such proposals/matters to the Group. All Board approvals and/or Board Committees' recommendations sought are supported by relevant information, supporting documents, rationale, justifications and/or explanations required for an informed decision to be made.

Key highlights of the Board activities and priorities for the FY2026 are summarised as follows:

Governance, Oversight & Compliance

- ➔ Sustainability material matters and EESG performance updates / sustainability initiatives and updates and risk management related matters (including sustainability and climate related risks and opportunities)
- ➔ Quarterly internal audit findings reviews
- ➔ Annual Board and KSM assessments
- ➔ Overall risk reviews of the Group's operations
- ➔ Conflict of Interest, Anti-bribery Corruption and Whistleblowing report
- ➔ Appointment of independent external assurance provider for the validation of the Group's sustainability performance data report
- ➔ Sustainability Policy review
- ➔ Board remuneration framework
- ➔ Board Charter and TOR(s) reviews
- ➔ Board Composition review

Financial Matters

- ➔ Approvals of press releases relating to financial results
- ➔ Dividend policy and declaration decisions
- ➔ Quarterly results announcement reviews
- ➔ Group annual budget review
- ➔ Pre-concurrence on Non-Assurance Services

Strategic Direction

- ➔ Group's strategies reviews and approvals
- ➔ Implementation of digitalisation plan
- ➔ Potential growth opportunities / exploration of new opportunities briefings
- ➔ Property investment(s) reviews

In the intervals between Board and/or Board Committees' meetings, any matters requiring urgent Board approvals and/or Board Committees' recommendations will be sought via circular resolutions to the Board and/or Board Committees' members together with the relevant information, supporting documents, rationale, justifications and/or explanations for an informed decision to be made.

For predetermined Board and/or Board Committees' meetings, the relevant agenda and papers will be provided at least five (5) business days in advance prior to the meeting date to allow sufficient time for the Board and/or Board Committees to read through, understand the purpose/rationale and to discuss and/or seek further clarification at the meeting. The agendas and/or papers normally tabled to the Board and/or Board Committees include, inter-alia, minutes of preceding meetings; summary of dealings in shares by Directors; affected persons and/or principal officers; circular resolutions; reports on the Group's financials and/or operations; corporate developments/ proposals and reports from external parties.

The Group Chief Financial Officer ("Group CFO") and Director of Group Operations are invited to attend all Board meetings to report on the Group's financial performance, operation and matters pertaining to their respective areas of responsibility.

Agendas and/or papers pertaining to Board Committees will be tabled by the respective Chairpersons of the Board Committees during Board meetings and the Board will be briefed on, inter-alia, salient matters discussed, key issues identified/deliberated on, recommendations made and/or conclusions reached during the Board Committee meetings as well as any decisions requiring the Board's attention, deliberation, direction and/or approval.

After the respective Chairpersons of Board Committees had tabled and completed their briefing and recommendations to the Board on their agendas and/or papers, the Executive Chairman and/or Group CEO would then proceed to brief on matters reserved for Board's oversight, deliberation and approval such as on the current and future strategies and priorities of the Group to ensure that the strategic plans support long term value creation and include strategies on EESG considerations underpinning sustainability. Other matters may include briefings on business performances, new and cessation of business ventures and approvals for material acquisition and/or disposal of undertakings or assets by the Group.

The proceedings of all meetings, including any issues discussed, decisions and conclusions as well as any dissenting views made and whether any Director had abstained from voting or deliberating on a particular matter at the Board meetings with required actions to be taken by the relevant parties are properly documented in the minutes by the Company Secretaries.

Access to information and advice

The Directors have unrestricted access to the advice and services of the Company Secretaries and management staff in the Group to assist them in carrying out their duties. They may also seek independent professional advice at the Company's expense in furtherance of their duties whenever the need arises.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Policies

The Board has the following in place:

(a) Board Charter

The Board has adopted a Board Charter to promote the standards of corporate governance to set out, among others, the roles and responsibilities of the Board, Board Committees, individual Directors and Company Secretaries.

The Board Charter is reviewed periodically by the Board to ensure that it remains relevant and consistent with the Board's roles and responsibilities and reflects the latest updates on the prevailing legislation and practices.



The Board Charter is available on the Company's website at www.bauto.com.my.

The Board Charter was last revised on 11 September 2025 to reflect the changes in the regulatory requirements and the updated MCGG.

(b) Code of Ethics for Directors

The Board has also adopted a Code of Ethics for Directors which was incorporated into the Board Charter. The Code of Ethics was formulated to enhance the standard of corporate governance and to promote ethical conducts for the Directors.

(c) Code of Conduct and Business Ethics

The Group has established and adopted a Code of Conduct and Business Ethics to cover business ethics, workplace safety and employees' personal conducts for the Executive Directors and employees of the Group. This is to ensure that the Executive Directors and employees maintain and enforce the highest standards of ethics and professional conducts in the performance of their duties and responsibilities throughout the organisation. All Executive Directors and employees of the Group are required to declare that they have received, read and understood the provisions of the Code of Conduct and Business Ethics and agreed to comply with its terms throughout their employment or tenure with the Group.



The Code of Conduct and Business Ethics is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

d) Whistleblowing Policy and Procedures

The Company acknowledges the importance of instilling lawful and ethical behaviours in all the Group's business activities and is committed to adhere to the values of transparency, integrity, impartiality and accountability in the conduct of the Group's business affairs and workplace.

The Group has in place a Whistleblowing Policy which serves as an internal disclosing channel in relation to whistleblowing at work place to enable employees to raise genuine concerns, disclose alleged, suspected or actual wrongdoings or known improper conducts at the workplace on a confidential basis and in accordance with the Malaysian Whistleblower Protection Act 2010 or other similar prevailing law in the countries where the Group operates, without fear of any form of victimization, harassment, retribution or retaliation.

Employees may raise concern of any non-compliances either to their immediate reporting Line/Senior Manager or directly to the Group Head of Human Resource, Group Head of Risk Management & Investor Relation, Group CEO or the Executive Chairman.

The Chairman of AC was also included as a point of contact to further enhance the effective implementation of the Whistleblowing Policy.



The Whistleblowing Policy is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

e) Anti-Bribery and Corruption Policy

The Company has adopted a zero-tolerance approach against all forms of bribery and corruption in all the Group business dealings.

The establishment of the Anti-Bribery and Corruption Policy demonstrates the Company's commitment to the highest possible standards of openness, honesty, transparency and accountability in all the Group's business dealings and operations.

The Anti-Bribery and Corruption Policy sets out the Company's expectations of its Directors and employees and the requirements relating to the prohibition, recognition, reporting and investigation of suspected bribery, corruption and other similar irregularities in the Group.



The Anti-Bribery and Corruption Policy is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

f) **Fit and Proper Policy**

The Company has adopted a Fit and Proper Policy to ensure a formal and transparent process for the appointment and re-election of Directors and the appointment of KSM of the Group. The execution is delegated to the NRC, which will then be reviewed and approved by the Board.



The Fit and Proper Policy is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

h) **Sustainability Policy**

The Company has defined its sustainability directions into four main pillars namely EESG as the Group progress towards a lower carbon and circular development. The Company had on 10 December 2025 revised its Sustainability Policy to align the Group's conduct, practices and performance with the principles, approach and commitment towards sustainability.



The Sustainability Policy is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

g) **Conflict of Interest Policy**

The Board is committed to maintaining the highest ethical standards and prioritizing integrity and transparency in every aspect of the Group's business operations. The Directors, employees and business associates are expected to perform their roles and responsibilities objectively, avoid being biased or influenced by their interests in making decisions or judgment that could undermine the interests of the Group. The Company takes this commitment seriously and expects all the parties concerned to always uphold these values.

The Company had established and adopted the Conflict of Interest Policy as well as introduced the declaration process and principles on how the Group approaches and manages any actual, potential and/or perceived conflict of interest situation in the organization.



The Conflict of Interest Policy is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

(i) **Supplier Code of Conduct**

The Group had adopted the Supplier Code of Conduct ("SCOC") which is basically to inform its suppliers on how the Group conduct its business in an ethical and socially responsible manner, in compliance with applicable laws and regulations.

The SCOC defines the Group's requirements for working conditions, respecting and upholding internationally recognized human rights, environmental protection, safety, business ethics and compliance.

Suppliers are required to acknowledge and communicate the SCOC to their employees and upstream value chain suppliers to ensure their commitment.



The SCOC is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

Sustainability Strategies

The SC is established by the Board and comprises five (5) members. The members are as follows:

SC	Type of membership/ Board designation
Puan Adibah Khairiah Binti Ismail @ Daud	Chairman/Independent Non-Executive Director ("INED")
Tan Sri Dato' Sri Yeoh Choon San	Member/Executive Chairman
Dato' Sri Lee Kok Chuan	Member/Group CEO
Dato' Kalsom Binti Abd. Rahman	Member/SINED
Puan Noor Zita Binti Hassan	Member/INED

The SC assists the Board in overseeing the strategic sustainability direction of the Group and ensures sustainability practices and policies are at the forefront of its daily operations.

The SC is supported by the Sustainability Steering Committee ("SSC"), a management level committee which was established on 11 June 2026. The SSC is chaired by the Group CEO and the members comprise the Group CFO, Group Head of Sustainability and Investment and Group Head of Risk Management and Investor Relations.

In carrying out its mandate, the SSC is supported by the relevant departments within the Company such as sales; marketing, planning and distribution; after-sales; environment, safety and health ("ESH"); information technology; human resource and Bermaz Auto Philippines Inc.; which are the custodians of their respective sustainability performance data.

The Sustainability team coordinates the collection, analysis and interpretation of sustainability performance data across the Group, formulates policy recommendations to support the Group's sustainability objectives and serves as the secretariat to the SSC.

The terms and reference of the SSC include, inter-alia, the following:

- Managing sustainability- and climate-related matters across the Group;
- Translating sustainability- and climate-related strategies into actionable plans;
- Introducing appropriate measures to support the monitoring and achievement of financial and non-financial key performance indicators ("KPIs");
- Monitoring the Group's overall performance metrics against established targets and inclusion of such performance metrics in the Group's remuneration policy, where appropriate; and
- Providing regular updates to the SC on the progress, measures and impact of sustainability- and climate-related risks and opportunities of the Group.

The SSC works closely with the Strategic Planning Group ("SPG"), a management level group which was established on 13 May 2026. The SPG is chaired by the Executive Chairman who is supported by senior personnel in the Group namely, the Group CEO, Director of Group Operations, Group CFO and Group Heads from key operational departments.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Roles and responsibilities of the SPG to the Board include, inter-alia, the followings:

- Review and recommends the Group's strategic priorities;
- Evaluate market trends and growth opportunities;
- Recommends the Group's short-, medium- to long-term business plans and growth initiatives to the Board;
- Integrate sustainability considerations into strategic decision-making to support the Group's long-term value creation, business resilience, and sustainable growth;
- Evaluate key business risks, industry developments, and emerging trends that may impact the Group's strategic objectives and operating environment;
- Provide regular updates and strategic recommendations to the Board, enabling effective oversight of the Group's strategic direction and sustainability agenda.

Through regular assessments of strategic initiatives and investment opportunities by SPG, the Board is able to make informed decisions that balance commercial objectives with long-term sustainability considerations of the Group.

This governance framework ensures that the Group remains responsive to evolving market conditions, regulatory developments, and stakeholder expectations while pursuing its long-term strategic objectives.

A summary of the activities undertaken by the SC in discharging its duties during FY2026 is set out below:

1.	Reviewed and recommended the appointment of independent external assurance providers for the validation of the Group's sustainability performance data report to the Board for approval.
2.	Reviewed the Group's sustainability day program and environmental awareness activities.
3.	Reviewed the Group's half yearly report on energy, water and waste performance data.
4.	Reviewed the half-yearly update from ESH Committee.
5.	Reviewed and recommended the proposed revisions to the Sustainability Policy to the Board for approval.
6.	Reviewed and recommended the independent assurance statement issued by the independent external assurance providers for the validation of the Group's sustainability performance data report to the Board for approval.
7.	Reviewed and recommended the 2025 Sustainability Statement to the Board for approval.
8.	Reviewed the Company's ESG rating performance.
9.	Reviewed and endorsed the Group's double materiality assessment included in the 2025 Sustainability Statement.
10.	Reviewed the enhancement in Scope 3 emission reporting.
11.	Reviewed the International Financial Reporting Standards ("IFRS") compliance status.
12.	Reviewed the annual online Supplier self-assessment form for both Malaysia and Philippines operation.
13.	Reviewed the suppliers' acknowledgement and commitment to the SCOC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

The Board views the commitment to promoting sustainability strategies in EESG aspects as part of its broader responsibility to all stakeholders and the communities in which the Group operates.

The Group strives to achieve a long-term sustainability balance between meeting its business goals, preserving the environment to sustain the ecosystem and improving the welfare of its employees and the communities in which it operates. Such initiatives are set out in the Sustainability Statement section in this Annual Report.



The composition, authority as well as the duties and responsibilities of the SC are set out under the TOR approved by the Board and is available on the Company's website at www.bauto.com.my.

Board Size and Composition

As at 30 April 2026, following the resignation of Dato' Wan Kamaruzaman Bin Wan Ahmad and the retirement of Datuk Syed Hisham Bin Syed Wazir during the financial year under review, the Board consists of six (6) Directors, which is made up of four (4) INEDs, one (1) Group CEO and one (1) Executive Chairman. The Board composition comprises a majority of INEDs. Profile of each Director of the Company are set out in the Profile of Directors section in this Annual Report.

The present composition of the Board is in compliance with Paragraph 15.02 of the Main Market Listing Requirements ("Listing Requirement") of Bursa Securities which requires at least two (2) or one third (1/3) of the board members, whichever is the higher, to be independent directors. The present Board composition is also in compliance with the recommendation by MCCG for large companies to have a majority of Independent Directors. The Company's present Board composition comprises 66.67% of Independent Directors.

The presence of a majority of Independent Directors provides effective checks and balances on the decision-making process of the Board. The significant contributions of the Independent Directors in the decision-making process are evidenced by their active participations in Board and Board Committees' meetings. The Independent Directors perform their roles and duties independently, unfettered and unbiased in judgement or decision making and promote good corporate governance to the Group.

The present Board composition provides an adequate mix of knowledge, skills and expertise which assist the Board in effectively discharging its stewardship, fiduciary duties and responsibilities. The present Board is well balanced with Board members possessing a wide range of experiences and expertise with diverse backgrounds and skill sets in areas such as automotive, investment, finance, treasury, accounting and tax, business advisory, corporate governance and secretarial, consumer products and corporate matters.

Boardroom Diversity

The Board acknowledges the importance of boardroom diversity in terms of age, gender, nationality, ethnicity and recognises the benefits of such diversity.

The Board also recognises the importance of having a range of different skills, backgrounds, experience and diversity which are essential in providing a broad range of viewpoints to facilitate optimal decision making and effective governance.

The Board is of the view that promoting boardroom diversity is essential besides the normal selection criteria of a director, based on an effective blend of competencies, skills, extensive experience and knowledge to strengthen the Board.

Currently, the Board has three (3) women Directors which represents 50% ratio of the Board.

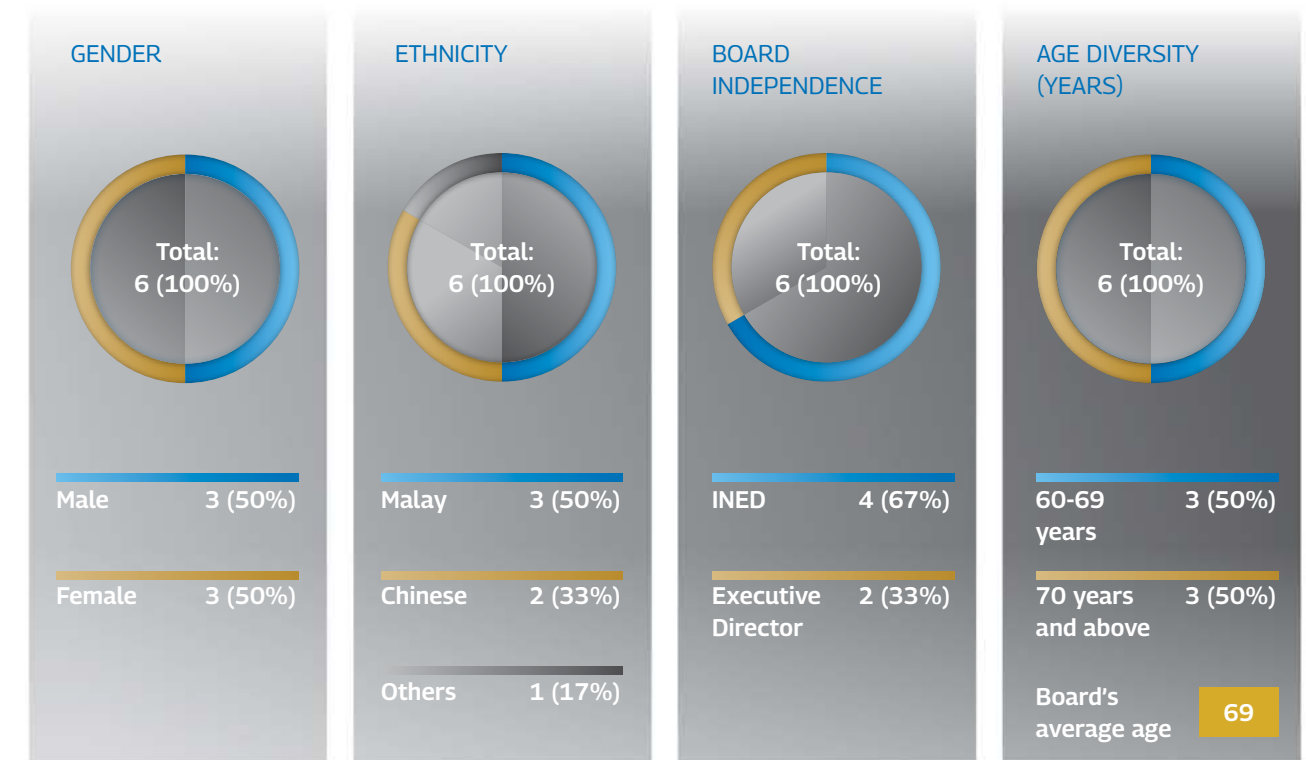
The Company practices diversity not only in the boardroom but throughout the organisation as it is an essential measure of good governance, critically attributing to a well-functioning organisation and sustainable development of the Group.

The Group is committed to maintaining an environment of respect for people regardless of their gender in all business dealings and achieving a workplace environment free of harassment and discrimination on the basis of gender, physical or mental state, ethnicity, nationality, religion or age. The same principle is applied to the selection of potential candidates for appointment to the Board.

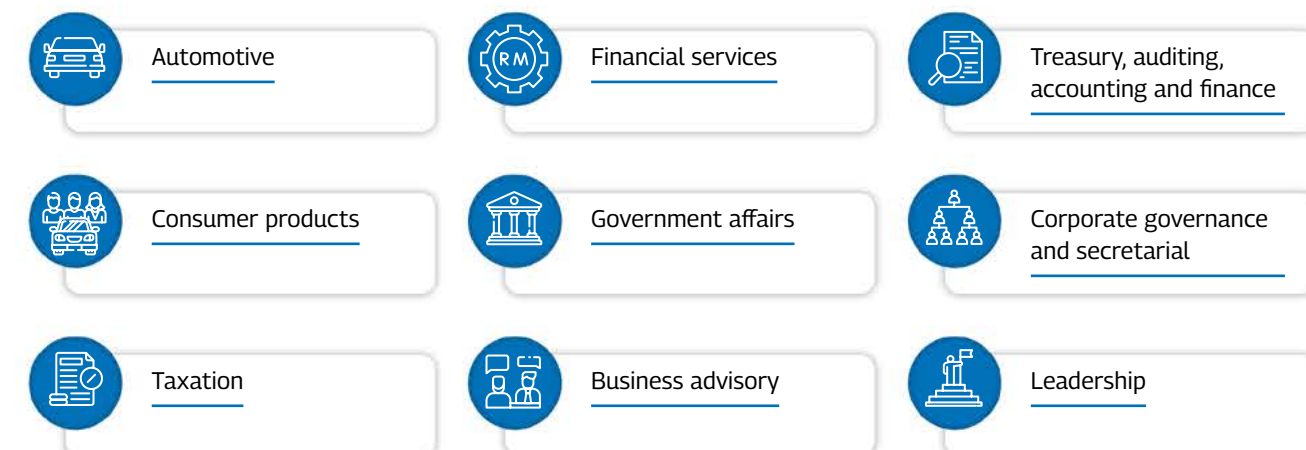


The Board has in place a Board Diversity Policy, a copy of which is available on the Company's website at www.bauto.com.my.

As at 30 April 2026, the diversity of the Board is as follow:



The diversity of the Board members' experience is summarised as follow:



These diverse skills set enable the Board to exercise effective oversight and guidance in delivering the Group's strategic priorities and long-term value creation.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Time Commitment

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their respective roles and responsibilities as Directors of the Company. All pertinent matters discussed at the Board and Board Committees' meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretaries. Attendance of the Directors at the Board and Board Committees' meetings for FY2026 are as follows:

Directors \ Type of Meeting	Board	AC	NRC	SC	RMC
Attendance during tenure in office					
Tan Sri Dato' Sri Yeoh Choon San	6/6	N/A	N/A	3/3	3/3
Dato' Sri Lee Kok Chuan	6/6	N/A	N/A	3/3	3/3
Dato' Kalsom Binti Abd. Rahman	6/6	N/A	4/4 ^{^1}	1/1 ^{***1}	3/3
Puan Adibah Khairiah Binti Ismail @ Daud	6/6	5/5	4/4	3/3 ^{^2}	N/A
Mr Martin Giles Manen	6/6	5/5	1/1 ^{***3}	2/2 ^{***3}	3/3
Puan Noor Zita Binti Hassan	6/6	2/2 ^{***4}	N/A	1/1 ^{***4}	1/1 ^{***4}
Dato' Wan Kamaruzaman Bin Wan Ahmad (Resigned on 30 September 2025)	4/4 ^{***5}	N/A	2/3 ^{***5}	2/2 ^{***5}	N/A
Datuk Syed Hisham Bin Syed Wazir (Retired on 8 October 2025)	3/4 ^{***6}	2/3 ^{***6}	2/3 ^{***6}	1/2 ^{***6}	1/1 ^{***6}

Notes: -
^1 Reflects the attendance and the number of meetings held during the financial year under review in which the Director held office.
^1 During FY2026, Dato' Kalsom Binti Abd. Rahman was appointed as the new SINED, the new Chairperson of NRC and a member of the SC on 9 October 2025.
^2 During FY2026, Puan Adibah Khairiah Binti Ismail @ Daud was appointed as the Chairperson of SC on 9 October 2025.
^3 During FY2026, Mr Martin Giles Manen was appointed as a member of the NRC and resigned as a member of the SC on 9 October 2025.
^4 During FY2026, Puan Noor Zita Binti Hassan was appointed as a member of AC, SC and RMC on 9 October 2025.
^5 During FY2026, Dato' Wan Kamaruzaman Bin Wan Ahmad had resigned as a Director of the Company on 30 September 2025 and accordingly ceased to be a member of the relevant Board Committees held by him prior to his resignation.
^6 During FY2026, Datuk Syed Hisham Bin Syed Wazir had retired as the SINED of the Company at the conclusion of the Company's Fifteenth (15th) AGM held on 8 October 2025 and accordingly ceased to be the Chairpersons and/or members of the relevant Board Committees held prior to his retirement.

All the Directors have remained fully committed in carrying out their duties and responsibilities and are able to provide sufficient time commitment to their duties and responsibilities as reflected in their attendance at the Board and Board Committees' meetings held during FY2026.

All the Directors of the Company have confirmed that they do not hold more than five (5) directorships in listed issuers pursuant to Paragraph 15.06 of the Listing Requirements of Bursa Securities. They are required to notify the Executive Chairman of the Board before accepting any new directorships outside the Group to determine if there is any conflict of interest situation, as well as their role and involvement in the new directorship, if any. Similarly, the Executive Chairman of the Board shall also do likewise before taking up any additional appointment of directorships outside the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

Directors' Training

As at 30 April 2026, all the existing six (6) Directors of the Company have completed the Mandatory Accreditation Programme Part I and Part II : Leading for Impact, as required by Bursa Securities. The Board and/or the Directors individually will, on a continuous basis, evaluate and determine their respective training needs to assist them in the discharge of their duties as Directors.

The Board believes that continuous training for Directors is vital for the Board members to enhance their skills and knowledge and to enable them to discharge their duties effectively. As such, the Directors will attend the necessary training programmes, conferences, seminars and/or forums so as to keep themselves abreast with the latest developments in the automotive and related industries as well as on any updates, revisions or amendments in the statutory and regulatory requirements.

The Company Secretaries will update the Board on the relevant training programmes relating to regulatory, corporate governance, risk management, sustainability and climate change, and current topics pertaining to the latest automotive developments and related industries. The Directors are also regularly updated on any new requirements which may affect their responsibilities and are constantly reminded of their obligations.

The training programmes, seminars and conferences attended by the Directors during FY2026 were as follows:

Directors	Training Programmes/Seminars/Conferences
Tan Sri Dato' Sri Yeoh Choon San	➔ NSRF Preparers' Programme ("NPP") Module 3: Climate Risk Identification and Scenario Analysis by Securities Industry Development Corporation ("SIDC")
Dato' Sri Lee Kok Chuan	➔ NSRF Preparers' Programme ("NPP") Module 3: Climate Risk Identification and Scenario Analysis by SIDC
Dato' Kalsom Binti Abd. Rahman	➔ The Journey into AI Age: Game Changer for Your Digital Transformation Era by Bursa Malaysia ➔ Boardroom Blindspots: How Our Perceptions of Risk Influence Our Boardroom Effectiveness organised by Institute of Corporate Directors Malaysia ("ICDM") ➔ NSRF Preparers' Programme ("NPP") Module 3: Climate Risk Identification and Scenario Analysis by SIDC
Puan Adibah Khairiah Binti Ismail @ Daud	➔ SSM National Conference 2025 - Leading Governance for Sustainable Growth by Suruhanjaya Syarikat Malaysia ("SSM") ➔ Harmony or Power Play? Decoding Board - Management Relationship by ICDM ➔ Forum - Leading for Impact ("LIP") Alumni Sharing and Networking Session by ICDM ➔ MIA Townhall 2025/2026 (Session 2) by Malaysian Institute of Accountants ("MIA") ➔ Tax Implications and Audit Issues on Cross Border Transactions - What's New In 2026 by MIA

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Directors	Training Programmes/Seminars/Conferences
Mr Martin Giles Manen	➔ The Broader Application of Taawun Concept in Takaful by Hong Leong MSIG Takaful Berhad ➔ AI Leadership Conference by PricewaterhouseCoopers ("PwC") ➔ Sasana Symposium 2025 - Structural Reforms: Building a Resilient Malaysia by Bank Negara Malaysia ("BNM") ➔ Webinar - Indirect Tax: Exploring the expanded scope of Sales and Service Tax by PwC ➔ BOS Portfolio Summit: Reimagining the Investment Landscape by BOS Wealth Management Malaysia Berhad ("BOSWMM") and Bank of Singapore Ltd ("BOS") ➔ Cyber Risk and Cybersecurity Briefing for Board Members by Asian Institute of Insurance ➔ Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level by Bursa Malaysia Berhad ➔ "Climate First... or Last?" A report published by Sustainable Finance Institute Asia and Governance for Stakeholders on the assessment and disclosure of sustainability-related risks and opportunities by Financial Institutions Directors in Malaysia Forum / ICLIF Executive Education Center at Asia School of Business ➔ Anti-money Laundering ("AML")/Countering Financing of Terrorism ("CFT") Training by BOSWMM ➔ Anti Bribery & Corruption by Hong Leong Financial Group ➔ Audit Oversight Board's Conversation with Audit Committees by Securities Commission Malaysia ➔ Corporate Readiness 2026: From Tax Compliance to Competitive Advantage by Boardroom Corporate Services Sdn Bhd and Shearn Delamore & Co. ➔ AML/CFT/Countering Proliferation Financing ("CPF") & Targeted Financial Sanctions ("TFS"): Balancing Risk & Business in Protecting Compliance Standards by Hong Leong Assurance Berhad ➔ Beyond 2026 - Bridging Worlds by BOSWMM and BOS ➔ BNM Annual Dialogue with Chairpersons and CEOs of Insurers and Takaful Operators and Industry Partners, in conjunction with release of BNM Annual Report 2025 by BNM ➔ NSRF Preparers' Programme ("NPP") Module 3: Climate Risk Identification and Scenario Analysis by SIDC
Puan Noor Zita Binti Hassan	➔ Boardroom Blindspots: How Our Perceptions of Risk Influence Our Boardroom Effectiveness by ICDM ➔ Mandatory Accreditation Programme Part II: Leading for Impact ("LIP") by ICDM ➔ ESG Evolution: Developments, Obligations and Reporting Requirements for Sustainable Organizations by MIA ➔ Corporate Governance and ESG Integrity by MIA ➔ Tax Corporate Governance in Practice by MIA ➔ Understanding EPF Savings, Benefits & Retirement Support by MIA ➔ Overview on IPSASB SRS Climate-related Disclosures by MIA ➔ Synergies in Assurance: Bridging Shariah Governance and ESG for Greater Impact by MIA ➔ Beyond Compliance: Leading with AI and Sustainability by MIA

The Company Secretaries kept the Board informed of any revisions, amendments and updates issued by the relevant regulatory authorities from time to time through emails, briefings and/or printouts.

Board induction programme

Board induction programme ("BIP") will be conducted for each newly appointed Director to enable them to better understand the Group's businesses and operations, organizational structure and management functions as well as issues and challenges facing the Group and the industry. Newly appointed Director(s) will undergo on-boarding programmes which include briefings on the Group's organization structure, introduction to key management personnel and overall operations, site visits and introduction to governance, duties, responsibilities and liabilities of directors of public listed companies.

The BIP enabled the newly appointed Director(s) to gain better insights, understanding and appreciation of the Group's core activities, its management and operational landscape.

Appointment to the Board

The Nomination Committee and Remuneration Committee was merged and renamed as the NRC in June 2023 to streamline the functions of these committees and to enhance the efficiency and effectiveness of the NRC in discharging its duties and responsibilities. Dato' Kalsom Binti Abd. Rahman, the SINED of the Board, was appointed as the Chairperson of NRC on 9 October 2025.

Dato' Kalsom Binti Abd. Rahman was recommended by the NRC to the Board as the SINED of the Company due to her vast board experiences and knowledge in the public services, leadership skills and is the longest serving INED of the Company. As the SINED, shareholders and other Directors may approach her should they have any concerns regarding the Group and its Management.

The NRC comprises exclusively of Non-Executive Directors, all of whom are INEDs and the composition is as follows:

NRC	Type of membership/ Board designation
Dato' Kalsom Binti Abd. Rahman	Chairman/SINED
Puan Adibah Khairiah Binti Ismail @ Daud	Member/INED
Mr Martin Giles Manen	Member/INED



The TOR of the NRC was last revised on 5 August 2026. It is available on the Company's website at www.bauto.com.my and is reviewed periodically by the Board to ensure that it remains effective and relevant.

Among the duties of the NRC is to oversee the recommendation on the appointment of new Director(s) for the Board's deliberation and approval. The NRC is responsible to ensure that the procedures for such appointments are transparent, rigorous and are made based on merits and in the best interest of the Group.

In compliance with the Listing Requirements of Bursa Securities, the Company had, on 13 June 2022, adopted the Fit and Proper Policy, which sets out the selection criteria that NRC uses as part of its assessment for the appointment and/or re-election of Directors and appointment of KSM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

The processes for the appointment of a new Director are summarised as follows:

1. The candidate(s) is/are identified upon the recommendation by the existing Directors, KSM, major shareholders and/or other independent source such as external consultants;
2. If the selection of the candidate(s) is/are solely based on recommendations from the existing Directors, KSM and/or major shareholders of the Company, the NRC should explain why these source(s) suffice and other sources were not used;
3. In evaluating the suitability of a candidate to the Board, the NRC considers, inter alia, the competency, experience, commitment, contribution and integrity of the candidate, and in the case of a candidate proposed for appointment as INED, the candidate's independence;
4. Recommendation to be made by NRC to the Board including on the appointment as Board Committee member(s), where applicable; and
5. Deliberation to be made by the Board on the proposed new appointment (including on the appointment to the various Board Committee(s), where applicable) upon recommendation from the NRC.

Appointment of KSM

The NRC is tasked to perform the fit and proper assessment in accordance with the Fit and Proper Policy of the Company on any candidate to be appointed as a KSM based on the following fit and proper criteria:

1. Probity, personal integrity and reputation;
2. Competence and capability; and
3. Financial integrity

Annual Assessment

The NRC reviews annually the effectiveness of the Board and Board Committees, the performance of each Director, as well as the independence of each Independent Director through a Board and Directors Effectiveness Evaluation ("BDEE") exercise. Once in every three (3) years, the NRC shall obtain an independent insight and external perspective of the effectiveness of the Board and Board Committees in terms of the oversight and governance processes and how forward-looking agendas of the Group are being addressed. In this respect, the Board endeavours to engage a professional, experienced and independent party to conduct the BDEE exercise to ensure greater objectivity to the assessment. The last BDEE exercise was conducted by an external independent consultant (ICDM) in FY2023. For FY2026, in line with the Practice 6.1 of the MCCG and Company's policy of appointing an external independent consultant once in every (3) years to conduct the BDEE exercise, ICDM was reappointed following the recommendation and approval of the NRC and Board respectively.

The objective of the review assessment by ICDM was to provide the Board with an independent insight and external perspective of the effectiveness of the Board and Board Committees in terms of the oversight and governance processes, as well as on how they are addressing the forward-looking agenda of the Group. From the observations and findings of the review processes by ICDM, suggestions for improvements and recommendations in accordance with the best practices were put forward to further support the journey towards becoming a high-performing and value creating Board.

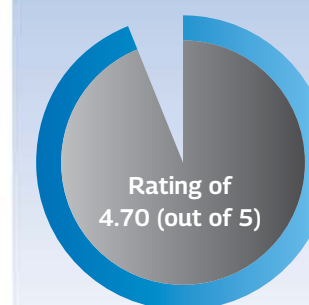
All the Board members and KSM participated in a comprehensive set of online questionnaires organized by ICDM, followed by a confidential one-on-one interview by the representatives of ICDM that garnered candid insights and in-depth perspectives. The processes addressed the performance of the Board and its Board Committees, together with an individual performance review of each Director. Based on twelve (12) fundamental board parameters, the ICDM questionnaires were designed to encourage thought-provoking and honest responses of the Board's overall performance in their oversight role, as well as an additional emphasis on how they integrate sustainability considerations into the Group's corporate strategy, in line with the emphasis of the MCCG.

The FY2026 Board and Directors Effectiveness Evaluation ("2026 BDEE") report basically covers the following parameters:

- ➔ Board Leadership
- ➔ Board Composition, Skills and Development
- ➔ Board Committees
- ➔ Board Governance, Oversight and Processes
- ➔ Board Agendas, Meetings and Information
- ➔ Board Dynamics and Culture
- ➔ Board and Management Relationship
- ➔ Board and Stakeholder Engagements
- ➔ Board and Sustainability Matters
- ➔ Board Crisis Management Responses
- ➔ People and Culture
- ➔ Technology, Cybersecurity and Digital Oversight

The 2026 BDEE exercise conducted by ICDM entails the following:

1. Circulation of online questionnaires and conduct interviews on effectiveness of the Board, Board Committees and individual Directors
2. Collation of results and findings
3. Identification of key areas and suggestion of action plans
4. Presentation of findings and recommendations to the NRC
5. Deliberation by the NRC and tabling for approval at Board meeting



The Board achieved a total average rating of 4.70 (out of 5) in the 2026 BDEE report. The results of the 2026 BDEE report reflect a highly effective mature Board, demonstrating sustained governance strength and consistency.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Based on the comments and results gathered from the 2026 BDEE online questionnaires and interview sessions with the Directors and the KSM, the 2026 BDEE report identified the following key strengths in the Board, Board Committees and individual Directors as follows:

- ➔ Strong Board and management relationship underpinned by trust and constructive challenge
- ➔ Robust governance, compliance, and oversight processes
- ➔ Structured, disciplined Board meetings supported by quality information
- ➔ Effective stakeholder communication and transparency

Although the Board is deemed effective, it had decided to adopt the following recommendations in the 2026 BDEE report to strengthen the Group's capabilities for future resilience as the automotive industry undergoes structural transformation driven by electric vehicles ("EV") transition, digitalization, artificial intelligence ("AI") adoption, evolving competitive dynamics and regulatory shifts:

1.

 Deepen forward-looking strategic shaping
2.

 Formalise succession and leadership pipeline oversight

Concurrent with the 2026 BDEE, the NRC, with the support from the Company Secretaries, had also initiated the annual internal evaluation for the Board, Board Committees and KSM of the Company where the evaluation criteria are based on the prevailing Corporate Governance Guide issued by Bursa Securities which mainly covered the following areas:

1.

Reviewed the independence of the Independent Directors;
2.

Reviewed the performance of the AC and its members;
3.

Reviewed the performance of the Internal Auditors;
4.

Reviewed the financial literacy assessment for each of the AC members;
5.

Reviewed the fit and properness of Directors seeking for re-election;
6.

Recommended to the Board, the Directors who are retiring and being eligible for re-election; and
7.

Reviewed the character, experience, integrity, competence, time commitment and EESG of KSM.

The outcome of the assessments and feedback on the evaluation exercise from the Directors and KSM were consolidated into a report and discussed during the NRC meeting. The NRC then tabled the said report together with its recommendation to the Board for its deliberation and approval. The assessment results from the evaluation exercise formed the basis of the NRC's recommendation to the Board for the re-election and/or re-appointment of Directors and Board Committee members, as well as to facilitate further development of the Board, Board Committees and individual Directors.

The NRC and the Board were satisfied with the overall performance of the Board and the Board Committees as they have contributed positively and continued to operate effectively towards fulfilling their fiduciary duties and responsibilities as members of the Board and Board Committees.

A summary of key activities undertaken by the NRC in discharging its duties during FY2026 is set out below:

NOMINATION

1. Reviewed and recommended to the Board on the re-election of Directors who are due for retirement by rotation for shareholders' approval at the forthcoming Annual General Meeting ("AGM") of the Company.
2. Reviewed and considered the fit and properness of the Directors who are retiring and seeking re-election at the forthcoming AGM of the Company in accordance with the provisions of the Companies Act 2016, the Constitution and the Fit and Proper Policy of the Company.
3. Reviewed and approved the award of share grants and options under the ESS.
4. Reviewed the Board composition following the resignation and retirement of Directors during FY2026.

GOVERNANCE AND STRATEGIC PLANNING

1. Reviewed and assessed the mix of skills, expertise, composition, size and experience of the Board.
2. Reviewed and assessed the performance of Directors and KSM, the independence of the Independent Directors as well as the effectiveness of Board and Board Committees.
3. Reviewed the performance and terms of office of the Audit Committee and its members.
4. Reviewed and assessed the financial literacy of the Audit Committee members.
5. Reviewed the Director's Training Programme for FY2026.
6. Reviewed the 2026 BDEE report prepared by ICDM.

REMUNERATION

1. Reviewed Directors' fees and remuneration to be approved by shareholders.
2. Reviewed the performance scorecard of the Executive Directors.
3. Reviewed the employees' salary increment ratio for the Malaysian operations.
4. Reviewed the pay ranges and benchmarking report.
5. Reviewed the proposal in relation to INED's remuneration framework.

Re-elections of Directors

Clause 117 of the Company's Constitution provides that one-third (1/3) of the Directors shall retire by rotation and they are eligible to seek for re-election at the AGM and that each Director shall submit himself/herself for re-election once in every three (3) years. In addition, Clause 107 of the Company's Constitution provides that a Director who was appointed during the financial year shall retire and be eligible to seek for re-election at the AGM to be held following his/her appointment.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

At the forthcoming AGM of the Company, the following Directors are due for retirement ("Retiring Directors") and are eligible to seek for re-election pursuant to Clause 117 of the Company's Constitution:

No.	Director(s)	Retiring pursuant to
1)	Dato' Kalsom Binti Abd. Rahman	Clause 117
2)	Mr Martin Giles Manen	Clause 117

The NRC had undertaken an annual assessment and evaluation of the Retiring Directors in accordance with the provisions of the Companies Act 2016, the Constitution and the Fit and Proper Policy of the Company. The Retiring Directors have completed their respective declarations in accordance to the Fit and Proper Policy to affirm that they have fulfilled the fit and proper criteria relating to their probity, personal integrity and reputation, competence and capability and financial integrity. From the results of the assessment conducted, the NRC was satisfied with the overall performance and contribution of the Retiring Directors to the Group and had accordingly recommended to the Board for their re-election at the forthcoming AGM of the Company.

Based on the outcome of the self-independent assessment, the NRC was satisfied that the Retiring Directors who are also Independent Directors, have complied with the independence criteria as set out in the Listing Requirements of Bursa Securities and continue to provide independent and objective judgment in the Board's deliberations.

The Board then deliberated and concurred with the NRC's recommendation and agreed to table the resolution for the re-election of the Retiring Directors for shareholders' approval at the forthcoming AGM of the Company. Information on the Retiring Directors are set out on in the Profile of Directors in this Annual Report.

Tenure of Independent Directors

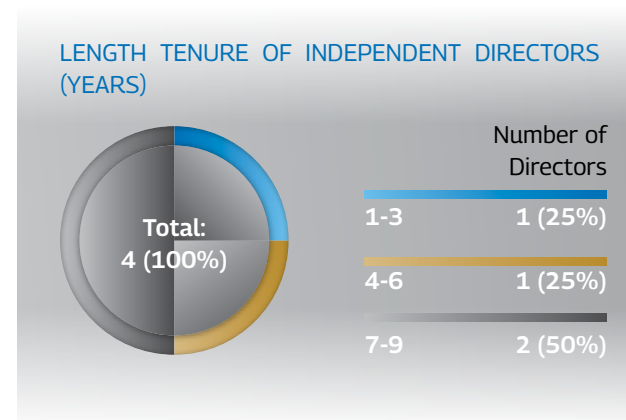
Pursuant to Practice 5.3 of the MCGG, the tenure of an independent director shall not exceed a cumulative term of nine (9) years. Upon completion of nine (9) years, the independent director may continue to serve on the board as a non-independent director.

With effect from FY 30 April 2022, to further enhance its Board diversity and strike an appropriate balance between continuity of experience and Board refreshment, the

Company had adopted the policy to limit the tenure of Independent Directors to a cumulative term of not more than nine (9) years in its Board Charter, which is in line with the practice of the MCGG on tenure of Independent Directors.

The Board is also confident that the Independent Directors themselves, after having provided all the relevant confirmations on their independence, will be able to determine if they can continue to provide independent and objective judgement during Board deliberations and decision makings.

As at 30 April 2026, the tenures of the four (4) INEDs of the Company are as follows:

**Annual Assessment of Independence**

The Board recognises the importance of independence and objectivity in its decision making process. The presence of INEDs is essential in providing unbiased and impartial opinion, advice and judgment to ensure that the interests of the Group's stakeholders namely, the shareholders, employees, customers and suppliers are well represented and taken into account.

The independence of the INEDs is assessed annually by the Board (through the NRC) based on criteria set out in the Listing Requirements of Bursa Securities and the Fit and Proper Policy of the Company. The Board will only recommend the re-appointment of an Independent Director after it is satisfied that the independent director concerned continues to fulfil the independence criteria.

The current INEDs of the Company have fulfilled the criteria of "independence" as prescribed under Chapter 1 of the Listing Requirements of Bursa Securities.

Remuneration policy and procedures

The Board has in place a Remuneration Policy which contains the guiding principles for determining the remuneration for Executive Directors and KSM and to ensure that the same remains competitive, appropriate and in alignment with the prevalent market practices. The Remuneration Policy is formulated with the aim to support the Executive Directors and KSM in carrying out their responsibilities and fiduciary duties in steering the Group to achieve its long-term goals and enhance shareholders' value. The Board's objective in this respect is to offer competitive remuneration packages to the Executive Directors and KSM to attract, motivate, retain and reward them to better manage and drive the Company's success.

The NRC is responsible for reviewing and recommending to the Board, the remuneration packages and terms of employment for the Executive Directors and KSM. The Remuneration Policy is reviewed regularly by the NRC and will be amended as appropriate to align with the current market practices and requirement of the MCGG and other regulatory bodies.



The Remuneration Policy is available on the Company's website at www.bauto.com.my.

The remuneration packages for the Executive Directors and KSM comprises salaries, allowances and performance-based incentives including bonuses and other customary long-term benefits as appropriate. The salary level for Executive Directors and KSM takes into account, among others, the scope of duties and responsibilities, corporate performance, individual performance and market conditions within the industry and market capitalisation. The remuneration packages are determined at a level which enables the Group to attract, develop and retain high performing and talented individuals with the relevant experience, level of expertise and level of responsibilities.

The remuneration packages of the Executive Directors and KSM include incentives which are tied to longer term performances such as share grants and share options awarded under the Company's ESS which are vested over a period of five (5) years to align their interest with the strategic goals of the Group.

The Non-Executive Directors' remuneration is in the form of fixed annual fees and payable on a monthly basis in arrears and/or as and when upon services are rendered by the Non-Executive Directors as members of the Board and Board Committees. Additional fee such as meeting allowance is payable to the Board and Board Committee members as incidental cost for attending Board and Board Committees' meetings. The Directors' fees and other benefits payable to Non-Executive Directors are subject to shareholders' approval on an annual basis at the forthcoming AGM of the Company in accordance with Section 230(1) of the Companies Act 2016.

The Directors' fees are reviewed annually and the fee structure for the Non-Executive Directors and SINED is as follow:

Board Designation	Director's fees per annum per Director (RM)
Non-Executive Directors	100,000
Additional fee as SINED	20,000

The aforementioned Directors' and SINED fees will be presented to the shareholders for approval at the forthcoming sixteenth ("16th") AGM of the Company in accordance with Section 230(1) of the Companies Act 2016.

The Non-Executive Directors have abstained and will continue to abstain from all Board and NRC meetings in relation to the resolutions pertaining to their respective Non-Executive Directors' fees and remuneration.

They will also abstain and will ensure persons connected to them (where applicable) will abstain from voting at the forthcoming 16th AGM of the Company in relation to the resolutions pertaining to proposed payment of Directors' fees and remuneration.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Directors' remuneration

Details of Directors' remuneration paid/payable to Directors of the Company and the Group for FY2026 are as follows:

Company	RM						
	Fees	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
Executive / Chief Executive							
Tan Sri Dato' Sri Yeoh Choon San	-	-	-	-	-	-	-
Dato' Sri Lee Kok Chuan	-	-	-	-	-	-	-
Non-Executive							
Dato' Kalsom Binti Abd. Rahman [^]	111,178	17,762	-	-	-	-	128,940
Puan Adibah Khairiah Binti Ismail @ Daud	100,000	23,762	-	-	-	-	123,762
Mr Martin Giles Manen	100,000	22,862	-	-	-	-	122,862
Puan Noor Zita Binti Hassan	100,000	13,562	-	-	-	-	113,562
Dato' Wan Kamaruzaman Bin Wan Ahmad [*]	41,918	11,200	-	-	-	-	53,118
Datuk Syed Hisham Bin Syed Wazir ^{**}	52,932	13,300	-	-	-	-	66,232
Total as Directors of the Company	506,028	102,448	-	-	-	-	608,476

Notes: -

[^] During FY2026, Dato' Kalsom Binti Abd. Rahman was appointed as the SINED of the Company on 9 October 2025.

^{*} During FY2026, Dato' Wan Kamaruzaman Bin Wan Ahmad resigned as a Director of the Company on 30 September 2025.

^{**} During FY2026, Datuk Syed Hisham Bin Syed Wazir retired as the SINED of the Company at the conclusion of the Company's Fifteenth ("15th") AGM held on 8 October 2025.

Group	RM						
	Fees	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
Executive / Chief Executive							
Tan Sri Dato' Sri Yeoh Choon San	-	40,700	2,962,003	2,000,000 [@]	24,600	805,428 [#]	5,832,731
Dato' Sri Lee Kok Chuan	-	37,376	2,627,036	542,119 [@]	24,600	464,152 [#]	3,695,283
Total as Directors of Subsidiaries	-	78,076	5,589,039	2,542,119	49,200	1,269,580	9,528,014
Non-Executive							
Dato' Kalsom Binti Abd. Rahman [^]	111,178	17,762	-	-	-	-	128,940
Puan Adibah Khairiah Binti Ismail @ Daud	100,000	23,762	-	-	-	-	123,762
Mr Martin Giles Manen	100,000	22,862	-	-	-	-	122,862
Puan Noor Zita Binti Hassan	100,000	13,562	-	-	-	-	113,562
Dato' Wan Kamaruzaman Bin Wan Ahmad [*]	41,918	11,200	-	-	-	-	53,118
Datuk Syed Hisham Bin Syed Wazir ^{**}	52,932	13,300	-	-	-	-	66,232
Total as Directors of the Company	506,028	102,448	-	-	-	-	608,476
Total as Directors of the Group	506,028	180,524	5,589,039	2,542,119	49,200	1,269,580	10,136,490

Notes: -

[#] Comprise employers' provident fund contributions, social security welfare contributions and other benefits.

[@] Comprise performance incentives and bonus received from BAUTO subsidiaries.

[^] During FY2026, Dato' Kalsom Binti Abd. Rahman was appointed as the SINED of the Company on 9 October 2025.

^{*} During FY2026, Dato' Wan Kamaruzaman Bin Wan Ahmad resigned as a Director of the Company on 30 September 2025.

^{**} During FY2026, Datuk Syed Hisham Bin Syed Wazir retired as the SINED of the Company at the conclusion of the Company's Fifteenth ("15th") AGM held on 8 October 2025.

In addition, the Directors are covered under the Directors' and Officers' Liability Insurance in respect of any liabilities arising from acts committed in their capacity as directors and officers of the Group as their benefit, provided that such director/officer has not acted negligently, fraudulently or dishonestly, or in breach of his/her duty of trust.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

The remuneration of top five (5) KSM in bands of RM50,000 on an aggregate basis

The KSM received their remuneration from BAuto subsidiaries. Remuneration of the top five (5) KSM in bands of RM50,000 are as follows:

Range of remuneration	Number of KSM
RM5,800,001 to RM5,850,000	1
RM3,650,001 to RM3,700,000	1
RM950,001 to RM1,000,000	1
RM700,001 to RM750,000	1
RM650,001 to RM700,000	1
	5

MCCG had recommended that companies should disclose on named basis and the detailed remuneration of the top five (5) KSM. However, the Board is of the view that such disclosures will not be in the best interest of the Group as talented and/or top performing KSM who have been contributing to the Group's performance may be lured away and risk losing them to competitors. Furthermore, such detailed disclosures may cause disharmony and/or unhealthy rivalry among the KSM and will have an adverse effect on the Group's operations and performances.

As an alternative, the Board believes that the transparency and accountability aspects of corporate governance as applicable to the KSM's remuneration are appropriately served by disclosure in various bands.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee

The AC is established by the Board and comprises three (3) members, all of whom are INEDs. The members are as follows:

AC	Type of membership/ Board designation
Mr Martin Giles Manen	Chairman/INED
Puan Adibah Khairiah Binti Ismail @ Daud	Member/INED
Puan Noor Zita Binti Hassan	Member/INED

The Chairman of the AC is appointed by the Board and is not the Chairman of the Board. In addition, none of the AC members were former key audit partners from the External Auditors. If so, that person is then required to observe a cooling-off period of at least three (3) years before he/she can be considered for appointment as a member of the AC and/or the Board in accordance with the TOR of the AC.

Members of the AC possess a mix of skills, knowledge and experience which enable them to discharge their duties and responsibilities effectively pursuant to the TOR of the AC. All three (3) members of the AC are also Chartered Accountants of the Malaysian Institute of Accountants by profession. All members of the AC are financially literate and are able to understand, analyse and challenge matters under the purview of the AC including the financial reporting process.

The AC assisted the Board in overseeing the process and quality of the financial reporting of the Group and Company and in ensuring that the financial statements comply with the provisions of the Malaysian Companies Act 2016 and the applicable Malaysian Financial Reporting Standards and International Financial Reporting Standards. The quarterly financial results of the Group are also reviewed by the AC before they are tabled to the Board for deliberation and approval.

A summary of the activities undertaken by the AC during the financial year are set out in the AC Report in this Annual Report.

The performance of the AC is reviewed annually by the NRC and cover aspects such as the members' financial literacy levels, its quality and composition, skills and competencies and the conduct and administration of the AC meetings. For FY2026, the NRC has evaluated and concluded that the AC and its members have effectively performed their duties in accordance with the External Auditors' Policy and TOR of the AC.



The composition, authority as well as the duties and responsibilities of the AC are set out under the TOR approved by the Board and is available on the Company's website at www.bauto.com.my.

In presenting the annual audited financial statements to the shareholders, the Board takes responsibility to present a balanced and meaningful assessment of the financial performances and prospects of the Group and the Company and ensure that the financial statements are prepared in accordance with the provisions of the Companies Act 2016, the applicable Malaysian Financial Reporting Standards and International Financial Reporting Standards so as to present a true and fair view of the financial positions, financial performances and cash flows of the Group and Company.

A statement by the Directors regarding their responsibilities in the preparation of the financial statements is set out in the Statement of Directors' Responsibility in Respect of the Audited Financial Statements in this Annual Report.

Assessment of External Auditors

The Board maintains a transparent and professional relationship with the External Auditors through the AC. The AC invited the External Auditors to attend its meetings and discussed their audit plans and findings on the financial statements of the Group and the Company. In addition, the AC had private sessions with the External Auditors without the presence of the Executive Chairman, Group CEO, Group CFO and other senior management to enable exchange of views on any issues requiring attention.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

The AC has been tasked by the Board to perform annual assessment of the quality of audit which encompassed the performance and calibre of the External Auditors and their independence, objectivity and professionalism. The assessment process involved identifying the areas of assessment, setting the minimum standards and devising tools to obtain the relevant data. The areas of assessment included, among others, the External Auditors' calibre, quality processes, audit team, audit scope, audit communication, audit governance and independence as well as audit fees. Assessment questionnaires are used as a tool to obtain input from the Company's personnel who had constant contact with the External Auditors' team throughout the year.

The External Auditors Policy ("EA Policy") dated 12 March 2025 was reviewed and recommended by the AC to the Board which was approved on even date. It outlines the policies and procedures governing the assessment, appointment and monitoring the performance, calibre, independence, objectivity and professionalism of the External Auditors. Pursuant to the EA policy, prior approval is required from the Executive Chairman/Group CEO/Group CFO/AC for the annual reporting on any non-audit services engagement to be performed by the External Auditors and its affiliates as well as for the rotation of the External Audit engagement partner. In addition, if any former key audit partner is to be appointed as a member of the AC and/or the Board, he/she is required to observe a cooling-off period of at least three (3) years prior such appointment.

To support the AC's assessment of their independence, the External Auditors provided the AC with a written assurance confirming their independence throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements. The External Auditors also declared their independence annually to the AC as specified in the By-Laws issued by the Malaysian Institute of Accountants and have included such declaration in their presentation of the annual audit plan to the AC.

The AC had also ensured that the External Auditors are independent of the activities they audit and had pre-approved the non-audit services to be performed by the External Auditors and its affiliates for the ensuing financial year. The management are also authorized by the AC to execute the relevant engagement letters for the pre-approved non-audit services that are below the threshold of RM100,000.00 as per the EA Policy. Any other non-audit services not pre-approved by the AC shall seek its approval prior to the engagement of such services. The recurring non-audit services performed by the External Auditors and its affiliates were in respect of the annual reviews for tax compliance and the Statement on Risk Management and Internal Control.

During FY2026, the amount of the statutory audit fees and non-audit fees paid/payable to the External Auditors and its affiliates by the Company and the Group are as follows:

	Company		Group	
	FY2026 RM	FY2025 RM	FY2026 RM	FY2025 RM
Statutory audit fees paid/payable to:-				
-Ernst & Young PLT ("EY") Malaysia	94,300	66,000	442,100	414,730
-Affiliates of EY Malaysia	-	-	44,868	41,104
Total (a)	94,300	66,000	486,968	455,834
Non-audit fees paid/payable to:-				
-EY Malaysia	9,200	8,700	9,200	8,700
-Affiliates of EY Malaysia	5,100	4,900	72,688	73,486
Total (b)	14,300	13,600	81,888	82,186
% of non-audit fees (b/a)	15%	21%	17%	18%

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

In considering the nature and scope of the non-audit fees, the AC was satisfied that such fees will not result in any conflict of interest situation or impair the independence and objectivity of the External Auditors in the performance of their audit on the Company and the Group.

Following completion of the assessment, the AC then recommended the re-appointment of the External Auditors to the Board for its deliberation and approval. The Board concurred with the AC's recommendation and agreed to table the proposed re-appointment of the External Auditors to the shareholders for approval at the Company's forthcoming AGM.

Risk Management and Internal Control Framework

The Board has established a RMC which comprises a majority of INEDs. The members are as follows:

RMC	Type of membership/ Board designation
Mr Martin Giles Manen	Chairman / INED
Tan Sri Dato' Sri Yeoh Choon San	Member / Executive Chairman
Dato' Sri Lee Kok Chuan	Member / Group CEO
Dato' Kalsom Binti Abd. Rahman	Member / SINED
Puan Noor Zita Binti Hassan	Member / INED

The Board regards risk management and internal controls as integral parts of the overall management process. The following represents the key elements of the risk management and internal control framework:

- An organisational structure in the Group with formally defined lines of responsibility and delegation of authority;
- Quarterly review of the Group's business performance by the Board, which also covers the assessment of the impact of changes in business and competitive environment;
- Oversee the integration of sustainability- and climate-related risks and opportunities into the Group's enterprise risk management framework in accordance with the applicable standards;
- Active participation and involvement by the Executive Chairman, Group CEO and Group CFO on the day-to-day business operations including regular discussions with management on operational matters; and
- Monthly financial reporting to the Executive Chairman and Group CEO.

The Board has tasked the RMC the responsibility to oversee the risk management framework of the Group, reviews the risk management policies formulated by management and makes appropriate recommendations to the Board for approval. This enables management to identify, evaluate, control, monitor and report to the RMC and Board on the principal business risks faced by the Group on an "on-going" basis, including remedial measures taken to address the risks. The RMC continues to maintain and review its risk management and internal control procedures to ensure that the Group's assets and shareholders' investments are adequately protected as far as possible.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

The RMC has adopted the Enterprise Risk Management ("ERM") framework to proactively identify, evaluate and manage key risks to an optimal level. In line with the Group's commitment to deliver sustainable value, this framework aims to provide an integrated approach entity-wide. It outlines the ERM methodology focussing on risk ownership and continuous monitoring of key risks identified.

Internal Audit Function

The Board acknowledges the role of the Internal Auditors in reviewing the effectiveness, adequacy and integrity of the overall internal control system to safeguard the Group's assets and shareholders' investments. The Company has continued to outsource its Internal Audit Functions to an external professional firm, PKF Risk Management Sdn Bhd ("Internal Auditors"), to maintain independency and integrity of the Internal Audit Function.

For FY2026, the AC has reviewed and is satisfied with the effectiveness of the Internal Audit Function, which was facilitated internally. In addition to the assessment review, the AC had also reviewed and approved the Internal Audit Report and audit plans prepared by the Internal Auditors.

Details of the Group's Risk Management and Internal Control Framework are set out in the Statement on Risk Management and Internal Control in this Annual Report.



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CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Board engages with stakeholders to understand their priorities and concerns through a range of engagement activities.

Navigating stakeholders' priorities

The Company conducts double materiality assessment in alternate years (biennially) for both internal and external stakeholders to identify, refine and assess potential economic and EESG material issues that may impact the Group. These material issues are aligned with the corresponding global megatrends in order to identify potential risks and opportunities for the Group. Responding to stakeholders' priorities and concerns, the Group addresses the material issues through various stakeholders' engagement strategies.

Communication with Stakeholders

The Company maintains an effective channel of communication with its stakeholders such as shareholders, institutional investors, suppliers, employees and the public at large with the objective of providing a clear and concise picture of the Group's performance and financial position. The provision of timely information is of paramount importance to assist stakeholders to make an informed decision on the Group's operations, financial position and its direction. However, whilst the Company endeavours to provide as much information as possible to its stakeholders, it is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

The normal channels of communications are through quarterly announcements on the Group's financial results to Bursa Securities, relevant announcements and circulars, meetings with dealers, analysts and fund managers, general meetings of shareholders, "townhall" meetings with employees and through the Company's website at www.bauto.com.my where stakeholders can access, among others, corporate information, annual reports, press releases, financial information and announcements by the Company on a timely basis.

Following the release of the quarterly financial results of the Group to Bursa Securities, financial results briefings (via call, online and in-person meetings) are usually organized for the investment communities such as analysts and institutional fund managers, to facilitate clarification and interaction with the Group CEO and designated management. For FY2026, the Company had conducted

four (4) financial results briefings following the release of the quarterly results to Bursa Securities in each quarter. Some of the analyst reports were uploaded onto the Company's corporate website under the "Investor Relation" section. The Group has a relatively high level of coverage and exposure to the investment community.

As at 30 April 2026, there are thirteen (13) analysts covering the Company's stock:

Analysis Coverage List:

- ➔ Affin Hwang Investment Bank Berhad
- ➔ Bank Islam Investment Berhad
- ➔ CGS International Securities Malaysia Sdn. Bhd.
- ➔ Citibank Berhad
- ➔ Hong Leong Investment Bank Berhad
- ➔ CIMB Securities Sdn Bhd
- ➔ Kenanga Investment Bank Berhad
- ➔ Maybank Investment Bank Berhad
- ➔ MBSB Investment Bank Berhad
- ➔ Public Investment Bank Berhad
- ➔ RHB Investment Bank Berhad
- ➔ TA Securities Holdings Berhad
- ➔ UOB Kay Hian (M) Sdn Bhd

The above channel of communication will enable stakeholders to have a better understanding of the Group's overall business and its operations and facilitate them in making an informed decision.

Conduct at General Meetings

The Company regards the AGM as the principal forum for dialogue and interactions with private and institutional shareholders and aims to ensure that the AGM provides an important avenue for effective communication and constructive feedback between the shareholders and the Company. At each AGM, the Group CFO will briefly present the Group's performance for the financial year concerned.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Pursuant to the Listing Requirements of Bursa Securities, with effect from 1 March 2025 all public listed companies are required to hold either a physical or hybrid general meeting. In line with this requirement and consistent with the previous financial year arrangement, the Company has decided to continue holding a physical general meeting for its forthcoming 16th AGM, thus allowing shareholders/proxy(ies)/ corporate representative(s) to attend the meeting in person.

The AGM is the main platform for the shareholders to seek clarifications from the Board and its management on the information set out in the Company's Annual Report, the Group's operations and/or its businesses. Shareholders are encouraged to participate in the AGM and pose questions to the Executive Chairman and the Board.

Shareholders are provided with the opportunity to pose questions or make comments prior to/during the AGM. In each AGM, the Executive Chairman, Group CEO, Board members and Group CFO are present to provide meaningful responses to the questions posed by the shareholders. The External Auditors are also present to provide professional and independent clarification on concerns raised by the shareholders in connection with the Audited Financial Statements. Questions that were not addressed during the AGM due to time constraint were accordingly responded in the Minutes of AGM. The Board also noted the feedback and suggestions from shareholders.

The minutes of the AGM together with the replies to queries from the Minority Shareholders Watch Group and the shareholders were published on the Company's corporate website within 30 business days after the AGM.

The Company despatches its notice of meeting at least twenty-eight (28) days before the AGM together with a copy of the Administrative Details which sets out details of the voting procedures to the shareholders of the Company. The notice of AGM is circulated in a nationally circulated newspaper together with an announcement on the website of Bursa Securities. The Company's Annual Report and Circular/Statement to Shareholders can be viewed and downloaded from the website of the Company and Bursa Securities at www.bauto.com.my and www.bursamalaysia.com respectively.

The additional time given to shareholders allow them to make the necessary arrangements to attend and participate in person or through corporate representatives, proxies or attorneys. More importantly, it enables the shareholders to have sufficient time to consider the resolutions and make an informed decision in exercising their voting rights at the AGM. Each item of special business included in the Notice of AGM is accompanied by a brief explanatory statement to provide an overview of resolution being proposed.

Poll voting

Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Listing Requirements of Bursa Securities, the Company is required to ensure that all resolutions set out in the notice of general meetings are voted by poll.

For FY2025, voting at the 15th AGM was conducted by poll via e-polling systems and shareholders were briefed on the voting procedures at the AGM. Counting of the poll voting was conducted entirely via electronic means and results of the poll are verified by an independent scrutineer. Details on the number of votes cast for and against for each resolution together with the respective percentages are displayed on the meeting platform for the shareholders' information. The poll results were announced to Bursa Securities on the same day after the conclusion of the AGM.

To enhance shareholders' engagement, promote environmental sustainability and reduce carbon footprint, the Company will continue to leverage on digital platforms whenever possible such as for its annual reports and e-lodgement of proxy forms by shareholders for the AGMs.

Shareholders may register as users with Boardroom Smart Investor Portal ("BSIP") at <https://investor.boardroomlimited.com> and submit their proxy forms electronically.

The Company remains committed to enhancing accessibility, transparency, and stakeholder engagement, leveraging technology to facilitate seamless participation in governance processes.

Key focus and future priorities

The Board will focus on enhancing governance effectiveness and strengthening its oversight on strategic and sustainability matters. Moving forward, the Board remains committed to upholding high standards of corporate governance and these includes, inter-alia:

1. Strengthening Board and Senior Management Succession Planning
2. Deepen forward-looking strategic shaping
3. Sustainability and EESG Integration
4. Compliance with the latest disclosure requirements under the National Sustainability Reporting Framework

This Statement was approved by the Board of Directors of the Company on 5 August 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

THIS STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL ("STATEMENT") IS PREPARED PURSUANT TO PARAGRAPH 15.26(B) OF THE MAIN MARKET LISTING REQUIREMENTS ("LISTING REQUIREMENTS") OF BURSA MALAYSIA SECURITIES BERHAD ("BURSA SECURITIES") AND AS GUIDED BY THE "STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL: GUIDELINES FOR DIRECTORS OF LISTED ISSUERS" AND PRACTICE NOTE 9 ISSUED BY BURSA SECURITIES.

In addition, this Statement has considered relevant leading practices in risk management and sustainability-related disclosures, including the principles underpinning the SORMIC Guide 2025.

This Statement outlines the state of risk management and internal control of Bermaz Auto Berhad and its subsidiaries ("the Group") that are in place for the financial year ended 30 April 2026, and up to the date of approval of this Statement.

The Statement also reflects the Group's ongoing efforts to enhance its risk management practices to address not only financial and operational risks, but also emerging sustainability-related risks and opportunities, including climate-related risks, that may affect the Group's strategy, performance, and long-term value creation.

The Board of Directors ("the Board") is committed to maintaining a sound system of risk management and internal control whilst continuing to uphold and implementing a strong culture and environment for the proper conduct of the Group's business operations.

The Board recognises that an effective risk management and internal control system is integral to the achievement of the Group's strategic objectives and supports informed decision-making through the systematic

identification, assessment, management, and monitoring of risks across the Group. This includes the integration of sustainability-related risks into the Group's enterprise risk management framework, where appropriate, in line with evolving regulatory and stakeholder expectations.

BOARD'S RESPONSIBILITY

The Board acknowledges its overall responsibility for overseeing the Group's system of risk management and internal control ("the System") and for reviewing its adequacy and effectiveness. The Board's objective is to support the achievement of the Group's strategic and business objectives while safeguarding shareholders' interests and ensuring the long-term sustainability of the Group's operations in a dynamic operating environment.

In fulfilling this responsibility, the Board ensures that the System incorporates a structure and continuous process for the identification, assessment, management, and monitoring of risks, including strategic, operational, financial, compliance, and emerging sustainability-related risks and opportunities that may affect the Group's performance and long-term value.

The System is designed to manage risks within the Group's defined risk appetite. However, due to inherent limitations in any system of internal control, it can only provide reasonable, but not absolute, assurance against material misstatement or loss. Accordingly, the System is designed to manage rather than eliminate the risk of failure to achieve the Group's objectives.

The Board has established appropriate governance structures to support effective oversight, including the delegation of specific responsibilities to the Audit Committee ("AC") and the Risk Management Committee ("RMC"). AC comprises solely of Independent Non-Executive Directors whilst RMC comprises majority of Independent Non-Executive Directors. The AC focuses on oversight of financial reporting, internal controls, and assurance processes, while the RMC oversees the Group's risk management framework, policies, and risk profile. Notwithstanding such delegation, the Board retains ultimate responsibility for the System, including disclosures on key risks and internal controls in the Group's annual report.

The Board also ensures that risk management processes are integrated into the Group's overall governance and decision-making framework, enabling consideration of risk exposures in the formulation of strategies and business plans. Where relevant, this includes the assessment of emerging risks such as sustainability and climate-related risks, taking into account evolving regulatory and stakeholder expectations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Board's assessment of the adequacy and effectiveness of the System is based on continuous reporting and assurances provided by the Management, which is responsible for the design, implementation, and ongoing monitoring of the System. The management of the Group, led by the Executive Chairman ("EC") and the Group Chief Executive Officer ("Group CEO"), regularly reports to the Board on the Group's risk profile, key risks, and mitigation measures.

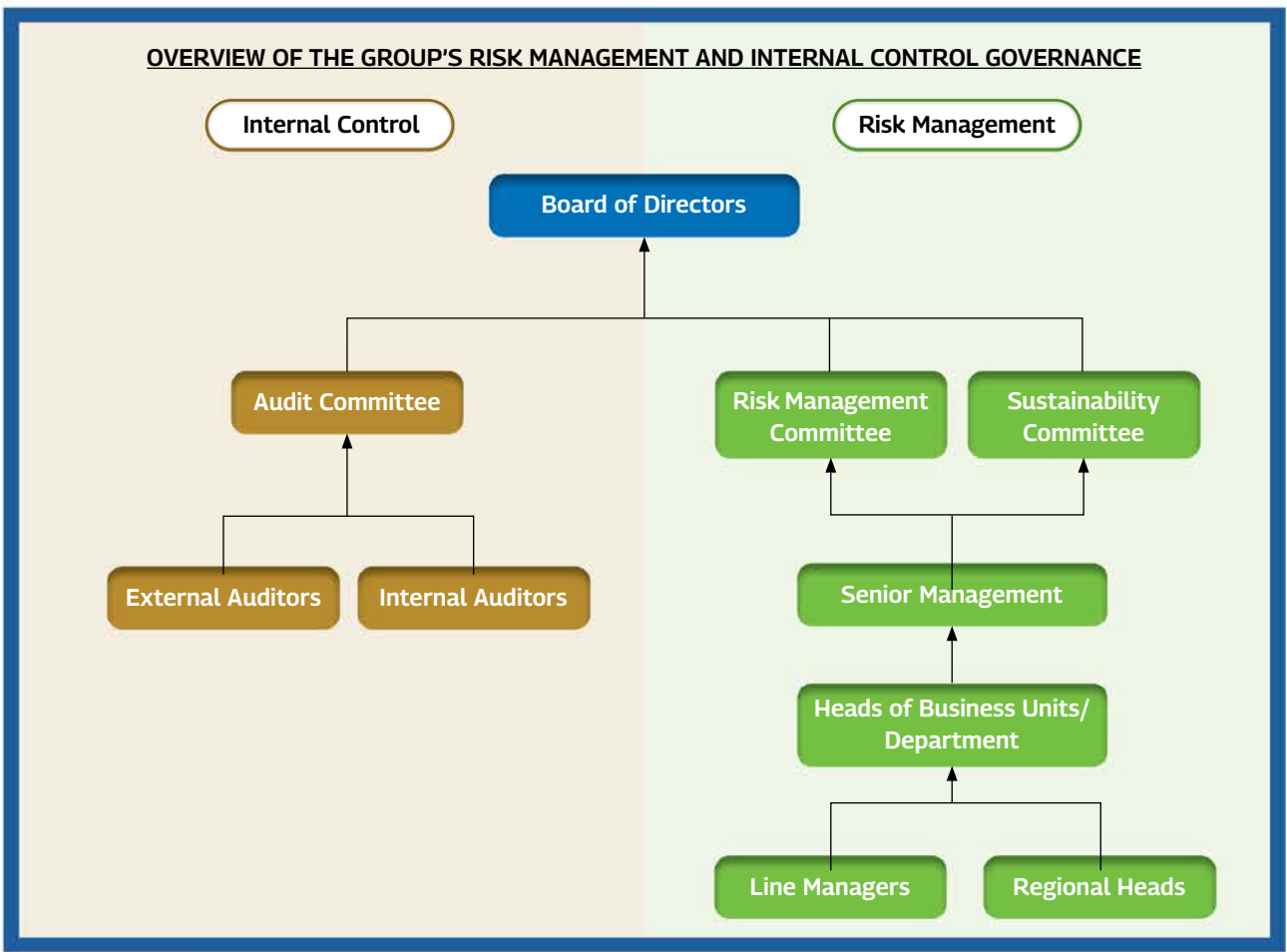
In discharging its oversight responsibilities, the Board, through the AC, reviews the findings and recommendations of the internal audit function based on the approved audit plan and scope of work for the financial year under review. The Board also considers observations from the external auditors in relation to financial reporting risks and internal controls. These inputs support the Board in forming its view on the adequacy and effectiveness of the System during the financial year under review and up to the date of approval of this Statement.

KEY RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The System is designed to support the identification, assessment, management, and monitoring of risks across the Group, taking into consideration the operating environment, regulatory requirements, and evolving risk landscape. This includes, where relevant, emerging risks such as sustainability-related and climate-related risks that may impact the Group's operations, strategy, and long-term value creation.

The scope of the System covers all subsidiaries within the Group where the Group has operational control. It does not extend to associate companies where the Group does not have direct control over their operations, although the Group continues to monitor its investment exposures in such entities where appropriate.

Risk Management & Internal Control Governance



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Group has established a structured governance framework to support effective oversight and management of risk and internal control. The roles and responsibilities of the key governing bodies are summarised below.

Risk Management Governance

Governance Body	Key Responsibilities
Board of Directors	➔ Provides oversight of the Group's risk management system and overall risk profile. ➔ Approves risk appetite and key risk parameters. ➔ Entrusts oversight of detailed risk management responsibilities to the Risk Management Committee.
Risk Management Committee	➔ Oversees the implementation and effectiveness of the Group's risk management framework. ➔ Monitors, reviews and assesses key risks and mitigation plans to ensure alignment with the Board-approved risk appetite. ➔ Ensures that risk management practices are applied consistently across the Group and comply with relevant regulatory requirements. ➔ Reviews emerging risks, including sustainability-related and climate-related risks, where relevant.
Sustainability Committee	➔ Establishes and oversees the Group's sustainability strategy, framework, and policies. ➔ Escalates material sustainability-related matters to the Board.
Senior Management	➔ Leads the implementation of the Group's risk management framework and policies. ➔ Coordinates with Heads of Business Unit and Heads of Department in identifying, assessing, and managing risks. ➔ Provides regular reporting and assurance to the Board and Risk Management Committee on the adequacy and effectiveness of risk management processes.
Heads of Business Units / Departments	➔ Identify, analyse, and evaluate risks (including sustainability-related risks, where applicable). ➔ Develop and implement risk mitigation plans and internal controls. ➔ Monitor risk exposures and ensure compliance with the Group's policies and procedures.
Line Managers and Regional Heads	➔ Execute day-to-day risk management processes. ➔ Ensure compliance with internal policies and procedures. ➔ Report risk issues and emerging concerns to higher management on a timely basis.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Internal Control Governance

Governance Body	Key Responsibilities
Board of Directors	➔ Provides oversight of the Group's internal control system. ➔ Delegates detailed oversight responsibilities to the Audit Committee.
Audit Committee	➔ Reviews the effectiveness of the Group's internal control system and governance processes. ➔ Reviews and recommends, amongst others, the appointment of external auditors, audit fees. ➔ Reviews audit findings from internal and external auditors. ➔ Reviews quarterly financial results and annual financial statements. ➔ Oversees related party transactions and ensures appropriate disclosure.
External Auditors	➔ Conduct statutory audits and express an opinion on the financial statements. ➔ Provide reasonable assurance that the financial statements are free from material misstatement. ➔ Highlight control deficiencies where identified.
Internal Auditors	➔ Provide independent assurance to the AC on the adequacy and effectiveness of internal controls and risk management processes. ➔ Evaluate compliance with policies and procedures. ➔ Recommend improvements to strengthen internal control systems.

Risk Management System

Risk Management Framework

The Group has adopted an Enterprise Risk Management (“ERM”) framework to support the systematic identification, assessment, management, and monitoring of risks that may affect the achievement of its strategic and business objectives.

The ERM framework is designed to be integrated into the Group's overall governance, strategy-setting, and decision-making processes, enabling risks to be considered in the evaluation of strategic initiatives, business plans, and investment decisions.

The framework provides a structured and consistent approach across the Group, facilitating improved risk analysis, reporting, and oversight. It supports the RMC and the Board in understanding the Group's risk profile, determining appropriate risk responses, and making informed decisions to optimise performance and long-term value creation.

The ERM framework also considers emerging and forward-looking risks, including sustainability-related and climate-related risks and opportunities, where relevant. Such risks are progressively integrated into the Group's risk registers and management processes in line with evolving regulatory expectations and the Group's business context.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Risk classification

To support effective risk management and accountability, risks are categorised into the following broad groups:

Strategic risks

Strategic risks arise primarily from external events and developments that may significantly impact the Group's strategy, business model, and long-term objectives.

These may include, where relevant:

- Changes in economic conditions
- Market competition and industry disruption
- Regulatory and policy developments
- Emerging sustainability and climate-related risks (e.g. transition risks, regulatory changes, or shifts in stakeholder expectations)



Oversight of strategic risks resides with the Board, EC, and Group CEO.

Operational risks

Operational risks arise from the Group's internal processes, systems, and day-to-day operations.

These include:

- Foreign exchange risk
- Credit risk
- Human capital and competency risks
- Technology and cybersecurity risks
- Recruitment and talent risks



Senior management, Heads of Business Units / Departments, and operational personnel are responsible for managing these risks within their respective areas.

Risk Management Approach

The Group adopts a structured risk management process comprising the following key steps:



Where relevant, this process is applied consistently to sustainability-related risks, including the assessment of potential impacts on the Group's financial performance, operations, and long-term prospects.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Summary of Key Risks Management Activities

Key risk management activities carried out during the financial year under review and up to the date of approval of this statement are set out below.

Risk Appetite Approval	
Key activities carried out	
 Strategic risks The Board has approved the Group's risk appetite statements, which define the level of risk the Group is willing to accept in pursuing its strategic and business objectives. The risk appetite also guides risk evaluation, prioritisation, and decision-making, including consideration of emerging risks where relevant.	 Operational risks Not applicable at operational level (guided by Board-approved risk appetite).
Risk identification	
Key activities carried out	
 Strategic risks Senior Management and the Board have identified and reviewed current and emerging strategic risks that may impact the Group's ability to achieve its objectives. These include, among others: • Changes in regulatory requirements and policies • Global economic and trade developments • Competitive environment • Technological changes • Emerging sustainability-related risks, including climate-related risks and evolving stakeholder expectations, where relevant.	 Operational risks Process owners (line managers and regional heads), together with Heads of Business Units / Departments, identify risks arising from business operations, including: • Supply chain management • Dealer network management • Service delivery and customer experience • Health, safety and environmental issues • Cyber-security threats

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Summary of Key Risks Management Activities (Cont'd)

Risk analysis	
Key activities carried out	
 Strategic risks Identified risks are assessed using a structured approach based on: • Likelihood of occurrence • Impact on the Group's operations, financial performance, and reputation. Risk ratings are determined after considering existing mitigation controls and are reviewed and deliberated during RMC meetings. Where relevant, sustainability-related risks are assessed using similar criteria, including consideration of potential impacts over the short, medium, and long term.	 Operational risks Same methodology is applied at the operational level, with risks assessed periodically and escalated to Senior Management where significant exposures are identified.
Risk controls & mitigation	
Key activities carried out	
 Strategic risks Mitigation strategies and controls are developed and implemented to manage risks within acceptable levels in line with the Group's risk appetite.	 Operational risks Controls and mitigation plans are implemented by respective process owners and monitored by Heads of Business Units / Departments.
Risk monitoring	
Key activities carried out	
 Strategic risks The Board and Management monitor changes in the business environment and assess the adequacy of existing mitigation measures on an ongoing basis. Corrective actions and response strategies are implemented where necessary. Stakeholder feedback, including through Investor Relations and Customer Relationship Management functions, is considered in identifying areas for improvement, including sustainability-related matters, product competitiveness, and service quality.	 Operational risks Heads of Business Units / Departments monitor risks through: • Regular meetings with process owners • Operational visits and reviews • Performance and trend analysis • Customer satisfaction surveys Risks are reassessed periodically and control measures are updated where necessary. Senior Management is regularly updated on risk management activities and effectiveness of controls.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Summary of Key Risks Management Activities (Cont'd)

Risk reporting	
Key activities carried out	
 Strategic risks Key risks are documented in the Group's risk registers together with risk ratings and mitigation measures. Risk registers and risk maps are presented to the RMC for review and assessment during its meetings. For the financial year ended 30 April 2026, the RMC held two (2) meetings. The Board has reviewed and noted the minutes of the RMC meetings. The risk reporting process supports the Board and RMC in evaluating the overall risk profile of the Group, including emerging and forward-looking risks where relevant.	 Operational risks Operational risks are reported to Senior Management through regular management reporting channels and escalated where necessary for further deliberation at RMC level.

The Group's Key Risk Exposures

The Group has identified the following key risks:

Changes in competitive landscape	Key Mitigating Measures
Description The Group is exposed to risks arising from increasing competition in its key markets, particularly from the entry and expansion of Chinese automotive manufacturers in Malaysia and the Philippines. This development is reshaping market dynamics, intensifying price competition and accelerating shifts in consumer preferences, which may adversely impact the Group's market share, revenue, and profit margins.	The Group is collaborating closely with principals to introduce a broader and more competitive product portfolio, and leveraging its established brand equity and reputation for strong customer ownership experience. The Group keeps abreast of the market development, industry trends, competitor strategies, and regulatory changes, to keep its business relevant and competitive.
	Risk Appetite The Group adopts a moderate risk appetite, balancing the need to sustain core business performance with selective strategic initiatives to enhance long-term competitiveness, while safeguarding brand value and shareholder interests.
	Risk Trend¹ 

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Group's Key Risk Exposures (Cont'd)

Macroeconomic condition and policy changes	Key Mitigating Measures
Description The Group is exposed to macroeconomic risks, including fluctuations in economic growth, inflation, interest rates, exchange rates, and consumer confidence. These factors may affect vehicle demand, sales volumes, and margins. Changes in local policies, including taxation and incentives, may also impact pricing, cost structures, and market competitiveness.	The Group continues to monitor policy developments, adjust business strategies, manage cost structure and operational efficiency, and engage with authorities.
	Risk Appetite The Group adopts a moderate risk appetite, maintaining flexibility in its strategies while prioritising financial resilience, compliance, and long-term value.
	Risk Trend¹ 
Technology advancement and industry transformation	Key Mitigating Measures
Description The industry is undergoing rapid transformation driven by electrification, digitalisation, and evolving mobility solutions. Government initiatives promoting electric vehicles further accelerate this transition. Failure to respond effectively may impact competitiveness, product relevance, and long-term growth opportunities.	The Group maintains ongoing collaborations with its principals, exchanging market insights for product alignment. The Group is also upskilling workforce to support new technologies.
	Risk Appetite The Group adopts a moderate risk appetite, balancing targeted investments with prudent capital allocation and execution discipline.
	Risk Trend¹ 

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Group's Key Risk Exposures (Cont'd)

Turbulent geopolitical and trade conditions	Key Mitigating Measures The Group is monitoring geopolitical development and trade policy changes. It is also working closely with principals to proactively manage any supply chain disruptions; at the same time, maintaining operational flexibility.
Description The Group is exposed to risks arising from geopolitical uncertainties and trade disruptions, including international conflicts, trade tensions, sanctions, and shifts in global economic and political dynamics. These developments may disrupt global supply chains, affect the cost and availability of vehicles and components, increase operating costs, and dampen consumer demand, potentially impacting the Group's revenue, margins, and overall performance.	Risk Appetite The Group adopts a moderate risk appetite, focusing on maintaining operational resilience and supply chain flexibility while managing exposures within acceptable levels.
	Risk Trend¹ 
Operational disruptions and supply chain risk	Key Mitigating Measures The Group continues to enhance operational resilience, strengthen internal controls, maintain close collaboration with business partners, and timely monitor performance and control effectiveness.
Description The Group is exposed to risks arising from operational disruptions, including supply chain constraints as well as disruptions in internal processes, systems, and compliance controls. Such disruptions may result in delays, increased operating costs, reduced customer satisfaction, and potential regulatory exposure, which could adversely impact the Group's financial performance and reputation.	Risk Appetite The Group adopts a moderate risk appetite, focusing on operational resilience and continuity of supply while managing costs and customer satisfaction.
	Risk Trend¹ 

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Group's Key Risk Exposures (Cont'd)

Climate change	Key Mitigating Measures The Group is integrating climate considerations into strategy and risk management, investing in renewable energy and resource efficiency, and actively monitoring regulatory developments. The Group is also supporting transition to low-carbon vehicle offerings.
Description The Group is exposed to risks arising from climate change, including physical risks (extreme weather, disruptions) and transition risks (regulatory changes and market shifts towards low-carbon solutions). These risks may lead to operational disruptions, increased costs, and affect long-term resilience and competitiveness.	Risk Appetite The Group adopts a moderate risk appetite, managing climate-related risks through disciplined sustainability initiatives while ensuring compliance and operational resilience
	Risk Trend¹ 
Cyber-security risks	Key Mitigating Measures The Group implements IT security policies and controls and is investing in secure and resilience IT infrastructure, while monitoring and responding to any potential cybersecurity threats. It is also continuously conducting employee awareness and training.
Description The Group is exposed to cybersecurity risks, including data breaches, unauthorised access, and system disruptions. Such incidents may lead to operational disruption, financial loss, regulatory exposure, and reputational damage.	Risk Appetite The Group adopts a low risk appetite and maintains zero tolerance for material cybersecurity breaches, focusing on strengthening system resilience and data protection.
	Risk Trend¹ 

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

The Group's Key Risk Exposures (Cont'd)

Environmental, social, and governance (ESG) risk Description The Group is exposed to ESG-related risks, including evolving regulatory requirements, stakeholder expectations, and sustainability standards. Failure to manage ESG risks may result in reputational damage, regulatory penalties, and restrictions on access to capital.	Key Mitigating Measures The Group is integrating ESG into its strategic planning and Enterprise Risk Management framework. The Group maintains a robust governance structure and proactive compliance programs to adapt and monitor evolving ESG regulations and reporting requirements. Risk Appetite The Group adopts a moderate risk appetite in managing ESG-related risk, with zero tolerance for regulatory non-compliance, while strengthening sustainability practices. Risk Trend¹ 
Dependence on key principals Description The Group is deriving its revenue from distributorships awarded by Mazda Motor Corporation, Japan and Guangzhou Xiaopeng Motors Technology Co. Ltd. This may expose the Group to risks relating to changes in principals' strategies, product offerings, or contractual arrangements, which could impact revenue and long-term growth.	Key Mitigating Measures The Group continues to strengthen relationships with principals and carry out brand enhancement activities. The Group will also explore for new business opportunities that could further enhance shareholders' value. Risk Appetite The Group adopts a moderate risk appetite by maintaining strong strategic partnerships while diversifying its brand portfolio and revenue base for stable, long-term growth. Risk Trend¹ 

Legend	 Unchanged	 Decreasing
--------	---	--

¹ The trend presented for each key risk reflects the movement of the risk after taking into account the effectiveness of existing mitigation measures.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Internal Control System

Key Features of the Group's Internal Control System

The Group's internal control system comprises, among others, the following key features:

- ➔ Clearly defined organisational structure with established reporting lines and accountability;
- ➔ Competent workforce supported by continuous training and development programmes;
- ➔ Periodic review of financial and operational performance through structured reporting and scheduled management meetings;
- ➔ Staff performance appraisal processes that facilitate two-way communication and align performance with organisational objectives;
- ➔ Formalised policies and standard operating procedures governing key business processes;
- ➔ Periodic and ad hoc reviews, including surprise checks on branch and overseas operations to ensure compliance with the Group's policies and procedures;
- ➔ Independent assurance provided through regular internal audit reviews;
- ➔ Business continuity planning to enhance resilience against disruptions; and
- ➔ Succession planning to ensure continuity in key roles with capable personnel who are well versed in the Group's risks, policies, and procedures.

Collectively, these elements support a structured internal control environment that facilitates the effective management of risks and the achievement of the Group's strategic and operational objectives.

Control Environment & Key Control Activities

Board Committees

The Board has established various committees to assist in discharging its oversight responsibilities, including the RMC, AC, Nomination and Remuneration Committee, and Sustainability Committee.

These committees operate under clearly defined terms of reference approved by the Board, which are available on the Group's website at www.bauto.com.my. The delegation of responsibilities to these committees enables more focused oversight and promotes effective segregation of duties and checks and balances within the governance structure. The roles of these committees collectively support oversight of financial reporting, internal control, risk management, governance practices, and sustainability-related matters, where relevant.

Audit Committee

The Board has delegated to the AC the responsibility for reviewing and monitoring the adequacy and effectiveness of the Group's internal control system.

It is stated in the terms of reference that the AC shall comprise not less than three (3) members, all of whom are Non-Executive Directors, with a majority being Independent Directors, in line with regulatory requirements.

During the financial year under review, the AC discharged its duties in accordance with its terms of reference. Details of the activities carried out by the AC are set out in the Audit Committee Report within this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Control Environment & Key Control Activities (Cont'd)

Management

The EC, Group CEO, and other key management personnel are primarily based at the Group's Head Office in Malaysia.

Management adopts a "close-to-operations" approach, supported by regular engagement with business units and regional offices through physical visits and virtual meetings. Financial and operational performance reports are reviewed periodically to enable timely identification of risks, control gaps, and opportunities for improvement.

Business units and regional operations are managed by experienced personnel who are accountable for implementing the Group's strategies, policies, and internal control measures. Significant matters and risk developments are escalated to the Board by the EC and Group CEO on a timely basis.

This approach facilitates continuous monitoring of operational effectiveness and supports the timely identification and management of both existing and emerging risks, including sustainability-related considerations where relevant.

Internal Audit Function

The Board recognises that ongoing monitoring is a key component of an effective internal control system.

The internal audit function provides independent and objective assurance to the Audit Committee on the adequacy and effectiveness of internal controls and risk management processes across the Group. The internal auditors report functionally to the AC.

The scope of internal audit activities is determined by the AC, with input from the Board and Management, taking into consideration the Group's risk profile. Audit findings, together with management's responses and action plans, are presented to the AC for review. The implementation status of agreed actions is monitored and reported in subsequent audit cycles.

The Group has engaged an external service provider, PKF Risk Management Sdn. Bhd., as Internal Auditors, led by Dr. Wong Ka Fee, to perform its internal audit function. The internal audit work is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing, covering audit planning, execution, documentation, reporting, and follow-up processes.

A summary of the internal audit activities carried out during the financial year under review is disclosed in the Audit Committee Report of this Annual Report.

The internal audit function also supports the identification of control enhancements and contributes to continuous improvement of the Group's governance, risk management, and internal control processes.

Corporate Governance Practices and Policies

The Group has established a range of policies and frameworks to strengthen governance and internal control practices across its operations, including Anti-Bribery & Corruption Policy, Board Charters, Board Diversity Policy, Code of Conduct, Conflict of Interest Policy, Dividend Policy, External Auditors Policy, Fit and Proper Policy, Remuneration Policy, Supplier Code of Conduct, Sustainability Policy, Whistle Blowing Policy.

These policies promote ethical conduct, regulatory compliance, and accountability, and support the maintenance of a strong control environment. A summary of the Group's corporate governance practices is provided in the Corporate Governance Overview Statement of this Annual Report.

Collectively, these policies also support the management of compliance and sustainability-related risks, in line with evolving regulatory expectations and stakeholder considerations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have performed limited assurance procedures on the Statement in accordance with the scope set out in Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG 3"), issued by the Malaysian Institute of Accountants.

Based on the procedures performed, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement, intended to be included in the Annual Report of the Group for the financial year ended 30 April 2026, is not prepared, in all material respects, in accordance with the disclosure requirement set out in Section 7 of the SORMIC : Guidelines for Directors of Listed Companies, or is not factually inaccurate.

The scope of engagement under AAPG3 does not require the external auditors to consider whether Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system. Accordingly, the external auditors do not express an opinion on the adequacy and effectiveness of the Group's system of risk management and internal control, including the assessment and opinion made by the Board and the Management.

The report from the external auditors is made solely to the Board in connection with the Group's compliance with the Listing Requirements of Bursa Malaysia Securities Berhad and for no other purpose. The external auditors do not assume responsibility to any party other than the Board in respect of any aspect of this report.

CONCLUSION

The Board has received assurance from the Group's EC, Group CEO and Chief Financial Officer that the Group's risk/sustainability management and internal control systems are operating adequately and effectively, in all material aspects.

The Board remains committed towards operating a sound system of risk management and internal control and recognises the need for the system to continuously evolve to support the type of business and size of operations of the Group. The Board, in striving for continuous improvement will put in place appropriate action plans, when necessary, to further enhance the Group's system of risk management and internal control.

The system of risk management and internal control were satisfactory and there has been no material losses, contingencies or uncertainties that would require disclosure in the Group's Annual Report.

AUDIT COMMITTEE REPORT

THE BOARD OF DIRECTORS OF BERMAZ AUTO BERHAD ("BAUTO" OR THE "COMPANY") HEREBY PRESENTS THE REPORT OF THE AUDIT COMMITTEE ("AC") FOR THE FINANCIAL YEAR ENDED ("FY") 30 APRIL 2026 ("FY2026").

MEMBERS AND MEETING ATTENDANCE

The current AC comprises three (3) members, all of whom are Independent Non-Executive Director ("INED")s. The composition of the AC complies with the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the principles and practices set out in Practice 9.4 (Step Up) under Principle B of the Malaysian Code on Corporate Governance ("MCCG") that the AC should comprise solely of INEDs.

The AC is chaired by Mr Martin Giles Manen, who is an INED and not the Chairman of the Board. All AC are members of the Malaysian Institute of Accountants ("MIA"). In addition, Mr Martin Giles Manen is also a member of the Malaysian Institute of Certified Public Accountants ("MICPA"). All AC members are financially literate and have the relevant experience and capabilities necessary to discharge their fiduciary duties and responsibilities effectively. None of the AC members is an alternate director of the Company. In this regard, the composition of the AC also fully complies with Paragraphs 15.09 and 15.10 of the Listing Requirements.

The AC's composition further adheres to Practice 9.2 of the MCCG, which prescribes a three-year cooling-off period before a former key audit partner can serve as a member of the AC. Currently, none of the AC members are former key audit partners of BAuto and its subsidiaries ("BAuto Group" or "Group").

The membership and meeting attendance of the AC members for FY2026 are as follows:

AC	Type of membership / Board designation	No. of meetings attended/held during FY2026
Mr Martin Giles Manen	Chairman / INED	5/5
Puan Adibah Khairiah Binti Ismail @ Daud	Member / INED	5/5
Puan Noor Zita Binti Hassan	Member / INED	2/2 ^{**^1}
Datuk Syed Hisham Bin Syed Wazir	Member / Senior INED	2/3 ^{**^2}

Notes:

^{**} Reflects the attendance and the number of meetings during the financial year under review to which the Director held office.

^{^1} During FY2026, Puan Noor Zita Binti Hassan was appointed as a member of the AC on 9 October 2025.

^{^2} During FY2026, Datuk Syed Hisham Bin Syed Wazir ceased to be a member of the AC, following his retirement as Senior INED of the Company at the conclusion of the Company's Fifteenth ("15th") Annual General Meeting held on 8 October 2025.

As shown above, quorum for the AC meetings complied with the minimum requisite of two (2) members as stipulated in the Terms of Reference ("TOR") of the AC.

The AC meetings were convened with proper notices and agenda and these were circulated to all AC members with sufficient notification. The AC Chairman reports on matters deliberated during the AC meetings and made recommendations to the Board for deliberation, notification and/or approval. The minutes of the AC meetings were recorded and tabled for confirmation at the next AC meeting and subsequently tabled to the Board for notation.

AUDIT COMMITTEE REPORT (Cont'd)

SUMMARY OF ACTIVITIES AND WORK UNDERTAKEN BY THE AC

In discharging the duties and responsibilities of the AC as set out in its TOR, the following activities and work were covered during FY2026:

Financial Reporting

- (a) Reviewed the financial results of the Group presented by the Group CFO during FY2026 and thereafter recommended them to the Board for deliberation and approval:

Date of Meetings	Review of the Group's financial results
12 June 2025	Fourth quarter financial results and the 12-month financial results for FY 30 April 2025 ("FY2025")
11 September 2025	First quarter financial results for FY2026
10 December 2025	Second quarter financial results for FY2026
12 March 2026	Third quarter financial results for FY2026

- (b) Reviewed the annual audited financial statements of the Group and of the Company for FY2025 with the External Auditors to ensure they were drawn up under the relevant legislation and applicable approved accounting standards and thereafter recommended to the Board for its deliberation and approval. On 12 June 2025, the AC also reviewed the status report of the statutory audit for FY2025 prepared by the External Auditors.
- (c) Reviewed and deliberated on audit findings raised by the External Auditors and their action plans to address/mitigate them.
- (d) Reviewed and recommended the dividend pay-out rates for each quarter.

AUDIT COMMITTEE REPORT (Cont'd)

External Audit

- (a) Evaluated the performance of the External Auditors for the financial year under review and on areas such as the calibre, quality processes, audit team, audit scope, audit communication, audit governance and independence as well as the audit fees of the External Auditors. The AC, having evaluated and is satisfied with the independence, suitability and performance of the external auditors, Messrs Ernst & Young PLT ("External Auditors"), for the financial year under review, had recommended at the Board meeting held on 5 August 2025 to table and seek the approval from the shareholders of the Company for their re-appointment as the External Auditors for the ensuing FY2026.
- (b) Discussed and considered the accounting adjustments and audit findings during the interim and final audits with the External Auditors including on key audit matter pertaining to the provision for warranty which was raised in the External Auditors' Report for FY2025. Details of the provision for warranty are set out in External Auditors' Independent Auditors' Report in the Annual Report 2025.
- (c) Reviewed the annual audit plan for FY2026 with the External Auditors at the AC's meeting held on 12 March 2026 and outlined the areas of audit emphasis such as basis of provision for warranties, revenue recognition from rendering of maintenance and fitting of motor vehicle accessories services and revenue recognition from sale of motor vehicles and spare parts.
- (d) Reviewed and considered the reasonableness of the proposed audit fees for FY2026 vis-à-vis the size of the Group's operations and audit quality with Management.
- (e) Discussed and re-affirmed the pre-approval list of non-assurance services which may be provided by the External Auditors. Any other non-assurance services which are not included in the pre-approved list of non-assurance services will need the prior approval of the persons within Those Charged With Governance ("TCWG") and/or the AC, based on the approved threshold for such engagement. For FY2026, the non-assurance services rendered by the External Auditors to the Group mainly comprised tax compliances service.

- (f) Reviewed the Company's compliance with the International Financial Reporting Standards (IFRS) Foundation Accounting Standards, Malaysian Financial Reporting Standards (MFRS) Accounting Standards and the requirements of the Companies Act 2016 in Malaysia, including updates to accounting policies and the adoption of new standards.

Internal Audit

- (a) PKF Risk Management Sdn Bhd ("Internal Auditors") was engaged to undertake the internal audit function and had assisted the AC in discharging its duties and responsibilities. During FY2026, the AC had reviewed the Internal Audit Reports which include, among others, audit findings and observations, recommendations, Management responses and targeted deadlines for corrective measures taken/to be taken. The Internal Auditors had also monitored the implementation progress of Management's action plan on outstanding matters through Follow-Up Reports to ensure that they are being properly addressed and for the AC's notation. Set out below are the audit works covered by the Internal Auditors on the Group's operations for FY2026:

Name of entity audited	Audited areas
BAuto Group	Review on adequate procedures pursuant to Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Amendment Act 2018
Bermaz Motor Trading Sdn Bhd and Dinamikjaya Motors Sdn Bhd*	Warehouse and spare parts management for Mazda and Kia operations in Malaysia
Bermaz Auto Philippines Inc.	Dealer management of Mazda marque operation in the Philippines
BAuto Group	Information technology general controls for the Group

* Prior to its cessation of the Kia distributorship in November 2025.

AUDIT COMMITTEE REPORT (Cont'd)

- (b) Reviewed and approved the Internal Audit Plans for FY2026 and FY 30 April 2027 to ensure that the scope and coverage of the internal audit on the Group's operations are adequate, comprehensive and any potential risk areas are monitored and audited annually.
- (c) Assessed the adequacy of the scope, competency and performance of internal audit function and its effectiveness of the audit processes for FY2026 to ensure that the Internal Auditors have the required expertise and professionalism to discharge its duties.
- (d) Evaluated the adequacy and effectiveness of the Company's policies and risk management activities in identifying, assessing, analysing and managing any potential risks arising from corruption and bribery.
- (e) Reviewed and considered the reasonableness of the proposed increment in internal audit fees for FY2026 vis-à-vis the size of the Group's operations and complexity of the internal audit with Management.

Corporate governance

- (a) Reviewed and recommended to the Board for its deliberation and approval of the Corporate Governance Report and for inclusion of the Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, AC Report, Sustainability Statement, Notice of 15th Annual General Meeting and the Form of Proxy thereon in the 2025 Annual Report.
- (b) Reviewed and verified that the allocations of the Company's Employees' Share Scheme ("ESS") for FY2025 are in accordance with the criteria set out in the ESS ByLaws.
- (c) Reviewed and assessed the financial literacy of the AC members for FY2025.
- (d) Reviewed the outcome and measures taken by the Group in addressing the Whistleblowing Reports, if any.
- (e) Reviewed the updates and measures taken by Management in handling the Anti-Bribery and Corruption matters on a quarterly basis.
- (f) Reviewed the Group's annual cash flow forecasts

inclusive of solvency tests for dividend payments to shareholders and share buy-back exercises by the Company.

- (g) Reviewed and recommended the Dividend Policy to the Board for approval.

Conflict of interest ("COI")

- (a) Reviewed and monitored the COI declarations, updates and measures taken by the COI Committee in addressing the COI situations in the Group (inclusive of the Philippines operations) on a quarterly basis.
- (b) For FY2026, there was no COI situation, present or potential, including any transaction, procedure or course of conduct being declared by the Directors and Key Senior Management of the Group which may affect/had affected their integrity.

To discharge its duties and responsibilities more effectively, the AC had undertaken continuous professional development and attended various seminars, training programmes and conferences during the financial year. The list of trainings attended is disclosed in the Corporate Governance Overview Statement of this Annual Report.

The AC was also briefed by the relevant parties such as the management, Internal Auditors, External Auditors and/or the Company Secretaries of any updates or changes in the accounting and auditing standards as well as in the statutory and regulatory requirements that are applicable to the Group and the potential impact or effects thereon.

SUMMARY OF WORK UNDERTAKEN BY THE INTERNAL AUDIT FUNCTION

As mentioned earlier, the Internal Auditors were engaged to undertake the internal audit function and had assisted the AC in discharging its duties and responsibilities. Their role is to provide the AC with independent and objective reports on the adequacy and effectiveness of the Group's system of internal controls, operating procedures and compliances with the relevant laws and regulations.

The internal audit activities are guided by the Annual Internal Audit Plans which are prepared annually using a risk-based approach with focus on high-risk areas. The scope of audit for each financial year is reviewed and approved by the AC.

AUDIT COMMITTEE REPORT (Cont'd)

A summary of the internal audit activities undertaken by the Internal Auditors on the Group's operations for FY2026 is set out in part (a) of the Internal Audit section above. Such activities undertaken by the Internal Auditors include, inter-alia, the followings:

- 1) Tabled and presented the Annual Internal Audit Plan for the AC's review and endorsement.
- 2) Reviewed the existing systems of internal controls and governance processes of selected operating units in the Group in accordance with the Annual Internal Audit Plan.
- 3) Conducted audit reviews and evaluated risk exposures relating to the Group's governance process and system of internal controls on reliability and integrity of financial and operational information, safeguarding of assets, efficiency of operations, compliance with established policies and procedures and statutory requirements.
- 4) Provided recommendations to assist operating units in the Group to comply with the prevailing standard operating procedures and to improve the control processes where appropriate.
- 5) Discussed with the relevant departmental heads on the audit findings, recommendations and Management's responses thereon pertaining to any weaknesses noted in the systems of internal controls.
- 6) Presented the Internal Audit Reports on matters noted in note 5 above at the AC meetings.
- 7) Followed-up reviews on matters noted in note 6 above to ensure that they are properly and effectively implemented/addressed as agreed and informed the AC accordingly.

The fee incurred for the Internal Audit function in respect of FY2026 is RM88,000.00 (FY2025: RM80,000.00).

TOR OF THE AC

The TOR was revised and reviewed by the AC and approved by the Board on 5 August 2026.



The TOR of the AC can be viewed on the Company's website at www.bauto.com.my.

The terms of office and performance of the AC and its members are assessed annually by the Nomination and Remuneration Committee and the assessment report is tabled to the Board for its deliberation and approval. For FY2026, the Board is satisfied that the AC had discharged its duties and responsibilities in accordance with the TOR of the AC.

This AC Report was approved by the Board on 5 August 2026.

ADDITIONAL
COMPLIANCE INFORMATION

MATERIAL CONTRACTS INVOLVING DIRECTORS AND MAJOR SHAREHOLDERS

Neither the Company nor any of its subsidiaries has entered into any contract which is or may be material (not being contracts entered into in the ordinary course of business) involving Directors' and Major Shareholders' interests since the end of the previous financial year up to the date of this Annual Report.

NON-AUDIT FEES

The amount of non-audit fees incurred for services rendered to the Group for the financial year ended 30 April 2026 amounted to RM81,888.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements of Bursa Securities, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

	Remarks	Group	
		2026	2025
Total income		(RM'000)	(RM'000)
Revenue		2,274,252	2,622,282
Other income		75,412	62,203
Share of result of associates		(24,957)	11,769
Total		2,324,707	2,696,254
Total Assets		1,660,817	1,687,702

(B) Business Activities

	Remarks	Group	
		2026	2025
Shariah Non-Compliant Activities		(RM'000)	(RM'000)
Insurance income		2,002	2,068
Interest income		4,895	3,944
Other Shariah non-compliant activities (please specify under the remarks column)	Hire purchase commission	744	697
Total		7,641	6,709

ADDITIONAL COMPLIANCE INFORMATION (Cont'd)

(C) Component of Financial Position

i) Cash Component

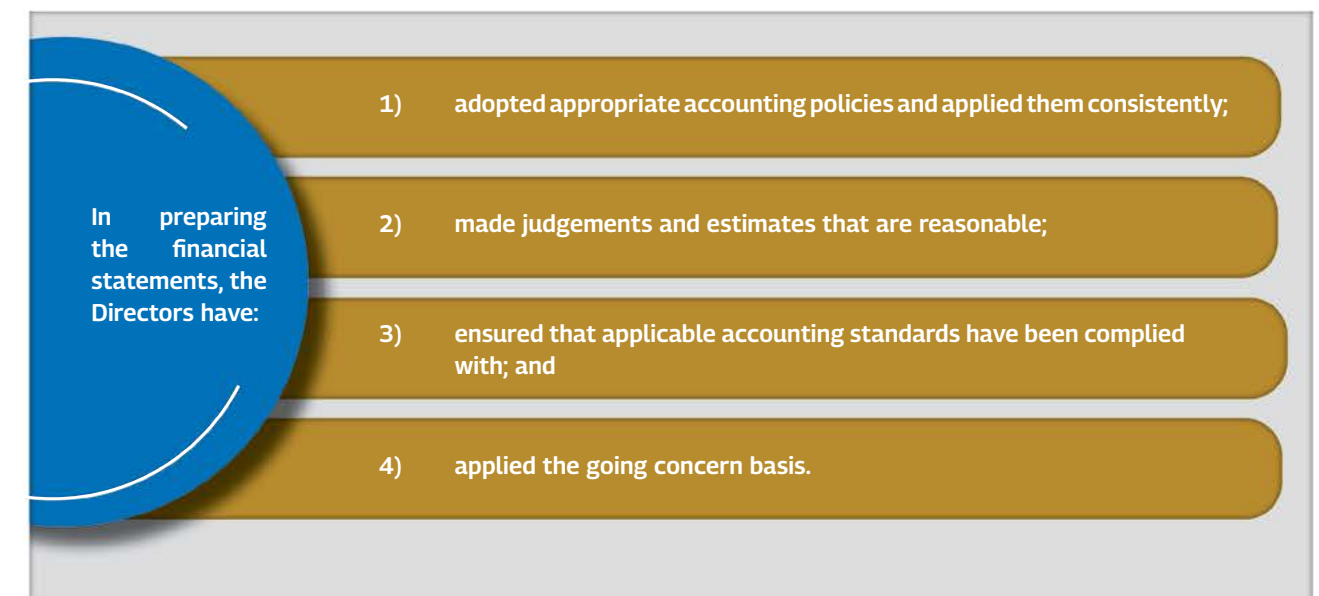
Islamic Account/Instruments	Remarks	Group	
		2026	2025
		(RM'000)	(RM'000)
Cash at bank (exclude cash in hand)		6	133
Deposits with licensed bank		268,581	256,873
Total		268,581	257,006
Conventional Account/ Instruments			
Cash at bank (exclude cash in hand)		54,423	126,206
Deposits with licensed bank		100,900	49,633
Total		155,323	175,839

ii) Debt Component

Islamic Financing	Remarks	Group	
		2026	2025
		(RM'000)	(RM'000)
Current			
Banker's acceptances		74,790	125,621
Islamic Commercial Papers		-	100,000
Non-current			
Islamic medium-term notes		129,730	-
Total		204,520	225,621

STATEMENT OF DIRECTORS'
RESPONSIBILITY IN RESPECT OF THE
AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 to prepare financial statements which give a true and fair view of the state of affairs of the Group and the Company at the end of each financial year and of their results and cash flows for the financial year then ended.



The Directors are responsible for ensuring that the Group and the Company keep proper accounting records, which disclose with reasonable accuracy on the financial positions of the Group and of the Company, and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016.

The Directors are responsible for taking reasonable steps to safeguard the assets of the Group and to prevent and detect fraud and other irregularities

LEADERSHIP & ORGANISATIONAL STRUCTURE

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[Mazda CX-5]

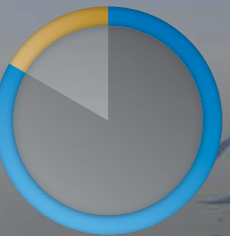
BOARD AT A GLANCE

DESIGNATION



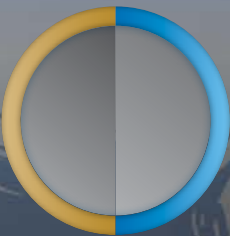
Executive Chairman	1
Group Chief Executive Officer / Executive Director	1
Independent Non-Executive Directors	4

TENURE



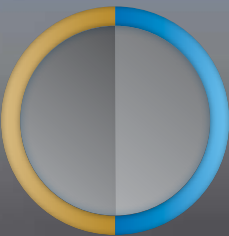
More than 5 years	5
Less than 5 years	1

GENDER DIVERSITY



Male	3
Female	3

AGE PROFILE



60-69 years	3
70 years and above	3



[Mazda3 interior]

PROFILE OF DIRECTORS AS AT 30 APRIL 2026

TAN SRI DATO' SRI YEOH CHOON SAN | Executive Chairman

Malaysian | Male | 75

Date Appointed to the Board

- 27 July 2011

Board Meeting Attendance >>>>>> 6/6

Qualifications

- Higher National Diploma in Automotive Engineering
- Fellow Member of the Institute of the Motor Industry, United Kingdom
- Honorary Fellow by the Institute of the Motor Industry, United Kingdom

Working Experience/Directorships in other Public Companies (where applicable)

- Over 50 years of experience in the automotive industry encompassing various fields of retail, distribution, and manufacturing



Membership of Board Committees in Bermaz Auto Berhad:

RMC

Member

SC

Member

DATO' SRI LEE KOK CHUAN | Group Chief Executive Officer / Executive Director

Malaysian | Male | 67

Date Appointed to the Board

- 27 July 2011

Board Meeting Attendance >>>>>> 6/6

Qualifications

- Bachelor of Economics (Accounting Major), Monash University, Melbourne, Australia
- Fellow Member of the Institute of Chartered Accountants, Australia
- Member of the Malaysian Institute of Accountants

Working Experience/Directorships in other Public Companies (where applicable)

- Over 30 years of combined experience in the fields of accounting and consumer products



Membership of Board Committees in Bermaz Auto Berhad:

RMC

Member

SC

Member

RMC Risk Management Committee

NRC Nomination and Remuneration Committee

SC Sustainability Committee

AC Audit Committee

PROFILE OF DIRECTORS (Cont'd)

DATO' KALSOM BINTI ABD. RAHMAN | Senior Independent Non-Executive Director

Malaysian | Female | 78

Date Appointed to the Board

- 2 April 2018

Board Meeting Attendance >>>>>> 6/6

Qualifications

- Bachelor of Economics (Hons), University of Malaya
- Master of Business Administration (Finance), University of Eugene, Oregon, United States of America

Working Experience/Directorships in other Public Companies (where applicable)

- Over 33 years of combined experience in the public and private sectors
- Chairman/Independent Non-Executive Director of Tashin Holdings Berhad



Membership of Board Committees in Bermaz Auto Berhad:

NRC

Chairman

RMC

Member

SC

Member

PUAN ADIBAH KHAIRIAH BINTI ISMAIL @ DAUD | Independent Non-Executive Director

Malaysian | Female | 61

Date Appointed to the Board

- 8 April 2019

Board Meeting Attendance >>>>>> 6/6

Qualifications

- Bachelor of Commerce, Australian National University, Australia
- Member of the Malaysian Institute of Accountants

Working Experience/Directorships in other Public Companies (where applicable)

- Over 33 years of combined experience in the fields of auditing, accounting and secretarial



Membership of Board Committees in Bermaz Auto Berhad:

SC

Chairman

AC

Member

NRC

Member

PROFILE OF DIRECTORS (Cont'd)

MR MARTIN GILES MANEN | Independent Non-Executive Director

Malaysian | Male | 71

Date Appointed to the Board

- 11 November 2020

Board Meeting Attendance >>>>> 6/6

Qualifications

- Member of the Malaysian Institute of Accountants
- Member of the Malaysian Institute of Certified Public Accountants

Working Experience/Directorships in other Public Companies (where applicable)

- Over 40 years of combined experience in the fields of auditing, accounting, secretarial, tax, and business advisory
- Chairman/Independent Non-Executive Director of Hong Leong MSIG Takaful Berhad
- Independent Non-Executive Director of BOS Wealth Management Malaysia Berhad



Membership of Board Committees in Bermaz Auto Berhad:

AC

Chairman

RMC

Chairman

NRC

Member

PUAN NOOR ZITA BINTI HASSAN | Independent Non-Executive Director

Malaysian | Female | 60

Date Appointed to the Board

- 2 May 2025

Board Meeting Attendance >>>>> 6/6

Qualifications

- Bachelor of Science in Economics with Accountancy Degree, Loughborough University of Technology, United Kingdom
- Master of Accountancy, Charles Sturt University, Australia
- Member of CPA Australia
- Member of the Malaysian Institute of Accountants

Working Experience/Directorships in other Public Companies (where applicable)

- Over 20 years of corporate secretarial experience in the automotive, power, healthcare, trading and insurance broking sectors



Membership of Board Committees in Bermaz Auto Berhad:

AC

Member

RMC

Member

SC

Member

NOTES TO THE PROFILE OF DIRECTORS

None of the Directors has:

1. any family relationship with any Director and/or major shareholder of the Company;
2. any conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries;
3. any conviction for offences within the past 5 years other than traffic offences, if any; and
4. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

TAN SRI DATO' SRI YEOH CHOON SAN ("TSYCS")

Executive Chairman

Malaysian | Male | 75

Please refer to the Profile of Directors section and its accompanying notes in this Annual Report

DATO' SRI LEE KOK CHUAN ("DSLKC")

Group Chief Executive Officer / Executive Director

Malaysian | Male | 67

Please refer to the Profile of Directors section and its accompanying notes in this Annual Report

DATO' WONG KIN FOO

Director of Group Operations

Malaysian | Male | 59

Date of Appointment

- 1 March 2018

Qualifications

- Associate Member of the Chartered Institute of Management Accountants
- Member of the Malaysian Institute of Accountants

Working Experience

- Over 30 years of experience in the automotive industry, mainly in operations and distribution

MR CHONG BOON KIAN

Group Chief Financial Officer

Malaysian | Male | 47

Date of Appointment

- 3 July 2017

Qualifications

- Bachelor of Accounting and Finance, Middlesex University, London, United Kingdom
- Member of the Malaysian Institute of Accountants
- Fellow Member of the Association of Chartered Certified Accountants

Working Experience

- Over 20 years of experience in the field of auditing, accounting, tax, and treasury

MADAM LEE AI HOON

Director of Marketing

Malaysian | Female | 60

Date of Appointment

- 1 July 2008

Qualifications

- Bachelor of Science (Hons) - Majoring in Chemistry & Minor in Marketing, Universiti Sains Malaysia

Working Experience

- Over 30 years of experience in the automotive industry mainly in marketing and customer relationship management

NOTES TO THE PROFILE OF THE KEY SENIOR MANAGEMENT (other than TSYCS & DSLKC)

None of the Key Senior Management has:

1. any directorship in public companies and listed issuers;
2. any family relationship with any Director and/or major shareholder of the Company;
3. any conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries;
4. any conviction for offences within the past 5 years other than traffic offences, if any; and
5. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

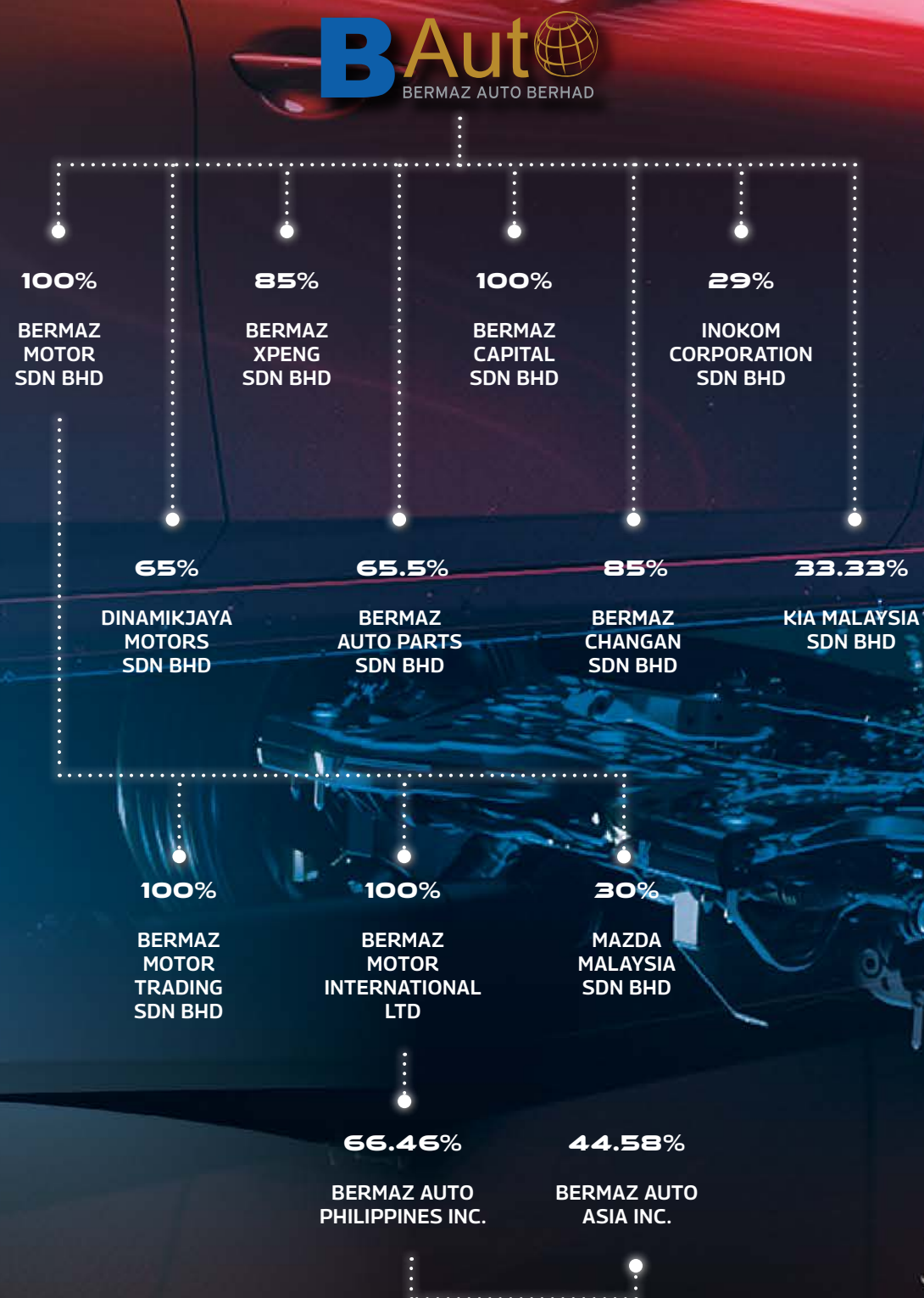
PROFILE OF LEADERS

DATO' HAJI SHAMSUDDIN BIN HAJI AMRAN	MR CHUA VIN TECK
Group Head, After-Sales Malaysian Male 61	Group Head, Sales Malaysian Male 71
Date of Appointment 1 April 2008	Date of Appointment 1 July 2010
Qualifications Fellow Member of the Institute of the Motor Industry, United Kingdom	Qualifications Secondary education
Working Experience - Over 30 years of experience in the automotive industry mainly in after-sales operations - Chairman of Main Career Choice Education and TVET Cluster under Kongres Ekonomi Bumiputera	Working Experience Over 40 years of experience in the automotive industry mainly in marketing and sales
PUAN NOR ASHIKIN BINTI AKBAR	MADAM YOON CHOOI LIANG
Group Head, Corporate Affairs & Government Support Malaysian Female 50	Group Head, Planning & Distribution, Logistics and CBU Business Malaysian Female 65
Date of Appointment 1 July 2014	Date of Appointment 1 April 2008
Qualifications Bachelor of Business Administration (Hons) in International Business, University of Technology MARA	Qualifications Diploma in Secretaryship, Bedford Finishing School, Kuala Lumpur
Working Experience Over 20 years of experience in the field of liaison with various government departments	Working Experience Over 30 years of experience in the automotive industry mainly in the planning, distribution, and procurement department
MR HIEW HOCK NGAN	MR LOW WEN HAN
Group Head, Business Development / CKD Malaysian Male 58	Group Head, Human Resource Malaysian Male 41
Date of Appointment 1 July 2011	Date of Appointment 1 April 2019
Qualifications - Member of the Malaysian Institute of Accountants - Member of CPA Australia - Fellow Member of the Association of Chartered Certified Accountants	Qualifications - Bachelor in Social Science (Hons) majoring in Psychology, Universiti Tunku Abdul Rahman - Executive Diploma in Industrial Relations, Malaysian Employers Federation Academy - Panel Member of the Industrial Court of Malaysia
Working Experience Over 30 years of experience in the fields of accounting, financial management, auditing, information technology and operations	Working Experience Over 15 years of experience in the field of human resource

PROFILE OF LEADERS (Cont'd)

MR FOO CHUEN WAH	MR CHIN BOON CHYE
Group Head, Information Technology & Dealer Development Malaysian Male 59	Group Head, Sustainability & Investment Malaysian Male 61
Date of Appointment 1 April 2008	Date of Appointment 15 April 2020
Qualifications - Graduate of the Malaysian Institute of Chartered Secretaries and Administrators - Master of Business Administration, Cranfield University, United Kingdom	Qualifications - Member of the Malaysian Institute of Accountants - Member of the Malaysian Institute of Certified Public Accountants
Working Experience Over 30 years of experience in the field of information technology	Working Experience Over 30 years of experience in the fields of auditing, accounting and corporate finance
ENCIK SYED NAHMIR MUNAWAR BIN SYED ABUWALMAAL	ENCIK WAN ZIA'UDDIN HAIZAM BIN HARUN
General Manager, Manufacturing Malaysian Male 54	Head of Xpeng Operations Malaysian Male 49
Date of Appointment 1 July 2022	Date of Appointment 1 January 2024
Qualifications Bachelor of Engineering, majoring in Mechanical Engineering (Hons), University of Manchester, Institute of Science and Technology (UMIST), Manchester, United Kingdom	Qualifications Bachelor of Business Administration (Hons) majoring in Marketing with Multimedia, Multimedia University
Working Experience Over 30 years of experience in the fields of automotive industry, encompassing manufacturing of passenger and commercial vehicle, automotive engineering and new project start up	Working Experience Over 20 years of experience in the fields of consumer products and automotive industry

CORPORATE STRUCTURE



Note :

Bermaz Auto Alliance Sdn Bhd, a 55%-owned subsidiary, is currently in the process of being wound up.

CORPORATE INFORMATION

As at 30 April 2026

Board of Directors

TAN SRI DATO' SRI YEOH CHOON SAN
Executive Chairman

DATO' SRI LEE KOK CHUAN
Group Chief Executive Officer / Executive Director

DATO' KALSOM BINTI ABD. RAHMAN
Senior Independent Non-Executive Director

PUAN ADIBAH KHAIRIAH BINTI ISMAIL @ DAUD
Independent Non-Executive Director

MR MARTIN GILES MANEN
Independent Non-Executive Director

PUAN NOOR ZITA BINTI HASSAN
Independent Non-Executive Director

AUDIT COMMITTEE

Mr Martin Giles Manen (Chairman)
Puan Adibah Khairiah Binti Ismail @ Daud
Puan Noor Zita Binti Hassan

NOMINATION AND REMUNERATION COMMITTEE

Dato' Kalsom Binti Abd. Rahman (Chairman)
Puan Adibah Khairiah Binti Ismail @ Daud
Mr Martin Giles Manen

RISK MANAGEMENT COMMITTEE

Mr Martin Giles Manen (Chairman)
Tan Sri Dato' Sri Yeoh Choon San
Dato' Sri Lee Kok Chuan
Dato' Kalsom Binti Abd. Rahman
Puan Noor Zita Binti Hassan

SUSTAINABILITY COMMITTEE

Puan Adibah Khairiah Binti Ismail @ Daud (Chairman)
Tan Sri Dato' Sri Yeoh Choon San
Dato' Sri Lee Kok Chuan
Dato' Kalsom Binti Abd. Rahman
Puan Noor Zita Binti Hassan

COMPANY SECRETARIES

Tai Yit Chan (MAICSA 7009143)
(SSM Practicing Certificate No. 202008001023)
Tai Yuen Ling (LS 0008513)
(SSM Practicing Certificate No. 202008001075)
Teh Pei Fen (MAICSA 7078581)
(SSM Practicing Certificate No. 202208000409)

AUDITORS

Messrs Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants
Level 23A, Menara Milenium, Jalan Damanlela, Pusat
Bandar Damansara
50490 Kuala Lumpur, Malaysia
Tel : (603) 7495 8000
Fax : (603) 2095 5332

REGISTERED OFFICE

Boardroom Corporate Services Sdn. Bhd.
Registration No. 196001000110 (3775-X)
12th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13
46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Tel : (603) 7890 4800
Fax : (603) 7890 4650
Email : boardroom-kl@boardroomlimited.com
Website : www.boardroomlimited.com

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
Registration No. 199601006647 (378993-D)
11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13
46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Tel : (603) 7890 4700
Fax : (603) 7890 4670
Email : bsr.helpdesk@boardroomlimited.com
Website : www.boardroomlimited.com

CORPORATE OFFICE

No. 7, Jalan Pelukis U1/46, Temasya Industrial Park,
Seksyen U1, 40150 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (603) 7627 8888
Fax : (603) 7627 8890
Website : www.bauto.com.my

PRINCIPAL BANKERS

AmBank (M) Berhad
AmBank Islamic Berhad
CIMB Bank Berhad
Maybank Islamic Berhad
OCBC Bank (Malaysia) Berhad
OCBC Al-Amin Bank Berhad
HSBC Amanah Malaysia Berhad
RHB Islamic Bank Berhad
Hong Leong Investment Bank Berhad

PLACE OF INCORPORATION AND DOMICILE

Malaysia

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name : BAUTO
Stock Code : 5248
Stock Sector : Consumer products & services

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

DIRECTORS' REPORT

The directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 April 2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

The principal activities of the subsidiary companies consist of:

- (i) distribution of Mazda vehicles in Malaysia and the Philippines;
- (ii) distribution of XPeng vehicles in Malaysia;
- (iii) distribution of automotive spare parts and provision of after-sales services in Malaysia; and
- (iv) investment holding.

Other information relating to the subsidiaries are disclosed in Note 4 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	<u>117,007</u>	<u>60,310</u>
Attributable to:		
- Owners of the parent	104,730	60,310
- Non-controlling interests	<u>12,277</u>	<u>-</u>
	<u>117,007</u>	<u>60,310</u>

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than the effect arising from impairment loss on investment in associate of the Company as disclosed in Note 23 to the financial statements.

DIRECTORS' REPORT (Cont'd)

DIVIDENDS

The dividends paid by the Company since 30 April 2025 were as follows:

	RM'000
<u>In respect of the financial year ended 30 April 2025</u>	
Third interim dividend of 1.75 sen per share single-tier dividend, paid on 7 May 2025	20,321
Fourth interim dividend of 1.50 sen per share single-tier dividend, paid on 5 August 2025	17,380
	<u>37,701</u>
<u>In respect of the financial year ended 30 April 2026</u>	
First interim dividend of 0.75 sen per share single-tier dividend, paid on 5 November 2025	8,604
Second interim dividend of 1.25 sen per share single-tier dividend, paid on 6 February 2026	14,222
Third interim dividend of 1.75 sen per share single-tier dividend, paid on 7 May 2026	19,865
	<u>42,691</u>
Total dividends paid and payable during the financial year ended 30 April 2026	<u>80,392</u>
The directors declared and approved on 11 June 2026:	
Fourth interim dividend of 1.75 sen per share single-tier dividend and a special dividend of 1.75 sen per share single-tier dividend, paid on 5 August 2026	<u>39,691</u>

The fourth interim and special dividend in respect of the financial year ended 30 April 2026 are not reflected in the current financial year financial statements. The dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 30 April 2027.

DIRECTORS

The names of the directors of the Company in office since the beginning of the financial year to the date of this report are:

Tan Sri Dato' Sri Yeoh Choon San *	
Dato' Sri Lee Kok Chuan *	
Datuk Syed Hisham Bin Syed Wazir	(Retired on 8 October 2025)
Dato' Kalsom Binti Abd. Rahman	
Adibah Khairiah Binti Ismail @ Daud	
Martin Giles Manen	
Dato' Wan Kamaruzaman Bin Wan Ahmad	(Resigned on 30 September 2025)
Noor Zita Binti Hassan	(Appointed on 2 May 2025)

* Directors of the Company and subsidiary companies.

DIRECTORS OF THE COMPANY'S SUBSIDIARIES

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report excluding those who are already the directors of the Company, are:

Tan Teck Wah
Tan Eng Hwa
Jose A. Bernas
Dato' Wong Kin Foo
Chong Tean Woh

DIRECTORS' REPORT (Cont'd)

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate, other than those arising from the shares and share options granted under the Employees' Share Scheme ("ESS").

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amounts of emoluments received or due and receivable by the directors as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

The Company maintained a Directors' and Officers' Liability Insurance in respect of any legal action taken against the directors and officers in the discharge of their duties while holding office for the Company and the Group. The total amount of insurance premium effected for any director and officer of the Company and of the Group during the financial year was RM37,600. The directors and officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them.

The directors' benefits paid to or receivable by directors in respect of the financial year ended 30 April 2026 are as follows:

	Group RM'000	Company RM'000
Directors		
- Fees	506	506
- Salary, incentive and emoluments	11,528	102
- Other short-term employee benefits	49	-
	<u>12,083</u>	<u>608</u>

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in shares and options of the Company and its related corporations during the financial year were as follows:

		Number of ordinary shares			
		At 1.5.25	Acquired	Disposed	At 30.4.26
The Company					
Tan Sri Dato' Sri Yeoh Choon San		4,217,600	24,000 *	-	4,241,600
#		177,367,200	10,511,000	-	187,878,200
Dato' Sri Lee Kok Chuan		4,489,825	400,000 *	-	4,889,825
#		177,367,200	10,511,000	-	187,878,200
		Number of ordinary shares under ESS			
The Company		At 1.5.25	Granted	Exercised	At 30.4.26
ESS Options					
Tan Sri Dato' Sri Yeoh Choon San		864,000	-	-	864,000
Dato' Sri Lee Kok Chuan		720,000	-	-	720,000
ESS Shares					
Tan Sri Dato' Sri Yeoh Choon San		216,000	-	(24,000)	192,000
Dato' Sri Lee Kok Chuan		180,000	-	(20,000)	160,000

Notes:

Indirect interest pursuant to Section 8(4) of the Companies Act 2016.

* Inclusive of shares arising from vesting of ESS Shares.

Other than as disclosed, none of the other directors in office at the end of the financial year had any interest in shares and options of the Company or its related corporations during the financial year.

DIRECTORS' REPORT (Cont'd)

EMPLOYEES' SHARE PLAN**ESS**

At an Extraordinary General Meeting held on 5 October 2023, shareholders approved the ESS for the grant of shares and share options that are settled by delivery of the ordinary shares of the Company, to eligible directors and employees of the Group. The ESS is approved for granting to the eligible employees of the Group, including executive directors of the Company, of the following:

- (i) the right to receive new and/or existing ordinary shares of the Company ("ESS Shares"); and/or
- (ii) option which entitles the grantee the right to exercise and receive the new ordinary shares of the Company ("ESS Options").

The Nomination and Remuneration Committee administering the ESS comprises Dato' Kalsom Binti Abd. Rahman, Puan Adibah Khairiah Binti Ismail @ Daud and Mr. Martin Giles Manen.

The maximum number of ESS Shares (including shares in respect of ESS Options granted which have yet to be exercised) which may be made available under the ESS shall not exceed in aggregate three percent (3%) of the total issued and paid-up ordinary share capital of the Company (excluding treasury shares, if any) at any point in time throughout the duration of the ESS.

The salient features and terms of the ESS, details of ESS movements during the financial year are disclosed in Note 29 to the financial statements. No person to whom the option has been granted has any right to participate by virtue of the option in any share issue of any other company.

ISSUE OF SHARES

During the financial year, the Company did not issue any shares but increased its share capital from RM629,367,000 to RM629,447,000 by way of the inclusion of RM80,000 from employees' share plan reserves upon the forfeiture of ESS.

TREASURY SHARES

The movements in the number of treasury shares during the financial year and held in hand as at 30 April 2026 are as follows:

	Average price per share RM	Number of shares Units'000	Amount RM'000
Balance as at 1 May 2025	1.33	10,980	14,640
Shares bought back during the financial year	0.67	26,569	17,892
Reissued for the vesting of ESS shares	0.88	(487)	(429)
Balance as at 30 April 2026	0.87	37,062	32,103

As at 30 April 2026, the issued and paid-up capital of the Company with voting rights was 1,135,115,078 (2025: 1,161,196,478) ordinary shares.

DIRECTORS' REPORT (Cont'd)

OTHER STATUTORY INFORMATION

- (a) Before the statements of financial position and statements of profit or loss and other comprehensive income of the Group and of the Company were made out, the directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts and that no provision for doubtful debts was necessary; and
 - (ii) to ensure that any current asset which was unlikely to realise its value as shown in the accounting records in the ordinary course of business had been written down to an amount which it might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
 - (i) it necessary to write off any bad debts or to make any provision for doubtful debts in respect of the financial statements of the Group and of the Company; and
 - (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) As at the date of this report, there does not exist:
 - (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
 - (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
 - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

DIRECTORS' REPORT (Cont'd)

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The remuneration of the auditors of the Group and of the Company during the financial year is RM487,000 (2025: RM456,000) and RM94,000 (2025: RM66,000) respectively.

INDEMNIFICATION OF AUDITORS

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young PLT during the financial year nor since the end of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 5 August 2026.

TAN SRI DATO' SRI YEOH CHOON SAN

DATO' SRI LEE KOK CHUAN

**STATEMENT BY
DIRECTORS**

(Pursuant to Section 251(2) of the Companies Act 2016)

We, TAN SRI DATO' SRI YEOH CHOON SAN and DATO' SRI LEE KOK CHUAN, being two of the directors of BERMAZ AUTO BERHAD, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 270 to 331 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and the Company as at 30 April 2026 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 5 August 2026.

TAN SRI DATO' SRI YEOH CHOON SAN

DATO' SRI LEE KOK CHUAN

**STATUTORY
DECLARATION**

(Pursuant to Section 251(1)(b) of the Companies Act 2016)

I, CHONG BOON KIAN, being the officer primarily responsible for the financial management of BERMAZ AUTO BERHAD, do solemnly and sincerely declare that the accompanying financial statements set out on pages 270 to 331 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed CHONG BOON KIAN at Petaling Jaya in Selangor Darul Ehsan on 5 August 2026

CHONG BOON KIAN
MIA No: 26760

Before me:

ZULKIFLY BIN MAHMUD (B384)
Commissioner for Oaths

STATEMENTS OF
FINANCIAL POSITION

As at 30 April 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	3	108,504	45,704	5	1
Right-of-use assets	20	57,431	80,429	-	-
Subsidiary companies	4	-	-	556,009	559,436
Associated companies	5	242,905	281,199	46,668	63,631
Other investment	6	15,861	14,539	-	-
Deferred tax assets	7	97,191	110,005	-	-
Goodwill	8	500	500	-	-
		522,392	532,376	602,682	623,068
Current assets					
Inventories	9	558,949	500,932	-	-
Trade and other receivables	10	149,075	206,151	162,405	145,188
Tax recoverable		6,491	14,500	-	-
Cash and bank balances	12	423,910	433,743	24,984	5,879
		1,138,425	1,155,326	187,389	151,067
TOTAL ASSETS		1,660,817	1,687,702	790,071	774,135
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the parent					
Share capital	13	629,447	629,367	629,447	629,367
Reserves	14	83,420	27,338	42,165	38,500
		712,867	656,705	671,612	667,867
Treasury shares	15	(32,103)	(14,640)	(32,103)	(14,640)
		680,764	642,065	639,509	653,227
Non-controlling interests		73,409	90,766	-	-
Total equity		754,173	732,831	639,509	653,227
Non-current liabilities					
Contract liability	16	166,992	225,055	-	-
Provisions	17	66,087	66,386	-	-
Borrowings	18	129,730	-	129,730	-
Lease liabilities	20	55,068	77,101	-	-
		417,877	368,542	129,730	-
Current liabilities					
Borrowings	18	74,790	225,621	-	100,000
Trade and other payables	19	264,210	225,749	20,732	20,838
Contract liability	16	94,643	92,007	-	-
Provisions	17	28,881	23,743	-	-
Derivative liabilities	11	939	-	-	-
Lease liabilities	20	11,357	13,712	-	-
Income tax payable		13,947	5,497	100	70
		488,767	586,329	20,832	120,908
Total liabilities		906,644	954,871	150,562	120,908
TOTAL EQUITY AND LIABILITIES		1,660,817	1,687,702	790,071	774,135

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	21	2,274,252	2,622,282	79,310	340,630
Cost of sales		(1,861,215)	(2,180,701)	-	-
Gross profit		413,037	441,581	79,310	340,630
Other income		75,412	62,203	5,682	3,490
Selling and distribution expenses		(105,339)	(99,110)	(30)	-
Administrative expenses		(173,458)	(182,654)	(19,301)	(2,307)
		209,652	222,020	65,661	341,813
Finance costs	22	(10,423)	(12,325)	(5,115)	(2,686)
Share of results of associates		(24,957)	11,769	-	-
Profit before tax	23	174,272	221,464	60,546	339,127
Income tax expense	25	(57,265)	(55,999)	(236)	(256)
Profit for the financial year		117,007	165,465	60,310	338,871
Other comprehensive income:					
<u>Item that may be reclassified subsequently to profit or loss (net of tax):</u>					
Foreign currency translation		(32,447)	(10,753)	-	-
<u>Items that will not be reclassified subsequently to profit or loss (net of tax):</u>					
Net changes in fair value reserve of equity investments classified as fair value through other comprehensive income ("FVTOCI")		1,322	(5,394)	-	-
Revaluation of freehold land		29,341	-	-	-
Other comprehensive loss for the financial year		(1,784)	(16,147)	-	-
Total comprehensive income for the financial year		115,223	149,318	60,310	338,871
Profit attributable to:					
- Owners of the parent		104,730	153,595	60,310	338,871
- Non-controlling interests		12,277	11,870	-	-
		117,007	165,465	60,310	338,871
Total comprehensive income attributable to:					
- Owners of the parent		113,448	141,161	60,310	338,871
- Non-controlling interests		1,775	8,157	-	-
		115,223	149,318	60,310	338,871

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (Cont'd)
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

Note	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Earnings per share (sen)				
- Basic	9.13	13.16		
- Diluted	9.10	13.11		
Dividend per share (sen)				
- First interim dividend			0.75	3.50
- Special dividend			-	7.00
- Second interim dividend			1.25	3.00
- Third interim dividend			1.75	1.75
- Fourth interim dividend			1.75	1.50
- Special dividend			1.75	-

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF
CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

Group	Attributable to the equity holders of the Company												
	Share capital (Note 13) RM'000	Employees' share plan reserve RM'000	Exchange reserve RM'000	Consolidation reserve RM'000	FVTOCI reserve RM'000	Revaluation reserve RM'000	Merger deficit RM'000	Distributable		Treasury shares (Note 15) RM'000		Non-controlling interests RM'000	Total equity RM'000
								Retained earnings RM'000	Total RM'000				
At 1 May 2025	629,367	6,251	(7,564)	31,732	(7,173)	-	(424,000)	428,092	(14,640)	642,065	90,766	732,831	
Total comprehensive income	-	-	(21,945)	-	1,322	29,341	-	104,730	-	113,448	1,775	115,223	
Transactions with owners:													
Share-based payment under ESS	-	3,935	-	-	-	-	-	-	-	3,935	-	3,935	
Treasury shares acquired	-	-	-	-	-	-	-	-	(17,892)	(17,892)	-	(17,892)	
ESS options forfeited	80	(80)	-	-	-	-	-	-	-	-	-	-	
Reissued for ESS shares vested	-	(1,186)	-	-	-	-	-	757	429	-	-	-	
Derecognition of non-controlling interests upon liquidation of a subsidiary	-	-	-	-	-	-	-	-	-	-	(5,694)	(5,694)	
Arising from increase in equity interest in a subsidiary company	-	-	-	(721)	-	-	-	-	-	(721)	(5,748)	(6,469)	
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	-	(7,690)	(7,690)	
Dividends paid to the owner of the Company (Note 27)	-	-	-	-	-	-	-	(60,071)	-	(60,071)	-	(60,071)	
At 30 April 2026	80	2,669	-	(721)	-	-	-	(59,314)	(17,463)	(74,749)	(19,132)	(93,881)	
	629,447	8,920	(29,509)	31,011	(5,851)	29,341	(424,000)	473,508	(32,103)	680,764	73,409	754,173	

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (Cont'd)
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

Group	Attributable to the equity holders of the Company									
	Share capital (Note 13) RM'000	Employees' share plan reserve RM'000	Exchange reserve RM'000	Consolidation reserve RM'000	FVTOCI reserve RM'000	Merger deficit RM'000	Distributable		Treasury shares (Note 15) RM'000	Non-controlling interests RM'000
							Retained earnings RM'000	Total equity RM'000		
At 1 May 2024	626,237	1,394	(524)	31,093	(1,779)	(424,000)	589,811	815,791	92,857	908,648
Total comprehensive income	-	-	(7,040)	-	(5,394)	-	153,595	141,161	8,157	149,318
Transactions with owners:										
Share-based payment under ESS	-	6,561	-	-	-	-	-	6,561	-	6,561
Treasury shares acquired	-	-	-	-	-	-	-	(9,181)	-	(9,181)
ESS options exercised	3,085	(424)	-	-	-	-	-	2,661	-	2,661
ESS options forfeited	45	(45)	-	-	-	-	-	-	-	-
Reissued for ESS shares vested	-	(1,235)	-	-	-	-	253	-	-	-
Arising from increase in equity interest in subsidiary companies	-	-	-	575	-	-	-	575	(1,938)	(1,363)
Bonus issue of shares by a subsidiary company	-	-	-	64	-	-	(64)	-	-	-
Capital contribution by non-controlling interest	-	-	-	-	-	-	-	-	285	285
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	(8,595)	(8,595)
Dividends paid to the owner of the Company (Note 27)	-	-	-	-	-	-	(315,503)	(315,503)	-	(315,503)
At 30 April 2025	3,130	4,857	-	639	(7,173)	(424,000)	428,092	642,065	90,766	732,831

Share-based payment under ESS
Treasury shares acquired
ESS options exercised
ESS options forfeited
Reissued for ESS shares vested
Arising from increase in equity interest in subsidiary companies
Bonus issue of shares by a subsidiary company
Capital contribution by non-controlling interest
Dividends paid to non-controlling interests
Dividends paid to the owner of the Company (Note 27)

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENT OF
CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

Company	Share capital (Note 13) RM'000	Employees' share plan reserve RM'000	Distributable	Treasury shares (Note 15) RM'000	Total equity RM'000
			Retained earnings RM'000		
	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 May 2025	629,367	6,251	32,249	(14,640)	653,227
Total comprehensive income	-	-	60,310	-	60,310
Transactions with owners:					
Share-based payment under ESS	-	3,935	-	-	3,935
Treasury shares acquired	-	-	-	(17,892)	(17,892)
ESS options forfeited	80	(80)	-	-	-
Reissued for ESS shares vested	-	(1,186)	757	429	-
Dividends (Note 27)	-	-	(60,071)	-	(60,071)
At 30 April 2026	629,447	8,920	33,245	(32,103)	639,509

Company	Share capital (Note 13) RM'000	Employees' share plan reserve RM'000	Distributable	Treasury shares (Note 15) RM'000	Total equity RM'000
			Retained earnings RM'000		
	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 May 2024	626,237	1,394	8,628	(6,441)	629,818
Total comprehensive income	-	-	338,871	-	338,871
Transactions with owners:					
Share-based payment under ESS	-	6,561	-	-	6,561
Treasury shares acquired	-	-	-	(9,181)	(9,181)
ESS options exercised	3,085	(424)	-	-	2,661
ESS options forfeited	45	(45)	-	-	-
Reissued for ESS shares vested	-	(1,235)	253	982	-
Dividends (Note 27)	-	-	(315,503)	-	(315,503)
At 30 April 2025	629,367	6,251	32,249	(14,640)	653,227

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	2,284,064	2,676,601	-	-
Payment to suppliers and operating expenses	(2,088,308)	(2,374,325)	(2,347)	(1,834)
Short-term lease payments and payments for leases of low-value assets	(696)	(1,257)	-	-
Payment of taxes	(33,260)	(75,488)	(206)	(174)
Net cash flow from/(used in) operating activities	161,800	225,531	(2,553)	(2,008)
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from disposal of property, plant and equipment	1,357	172	-	-
Acquisition of property, plant and equipment (Note 3)	(44,333)	(9,925)	(6)	-
Increase in investments in subsidiaries	-	(1,052)	-	(2,767)
Acquisition of treasury shares by a subsidiary company	(6,469)	-	-	-
Acquisition of other investment	-	(19,933)	-	-
Distribution from a liquidated subsidiary	6,820	-	6,820	-
Interest received	10,582	9,825	5,508	1,746
Dividends received	12,775	90,796	80,685	319,255
Loan to a subsidiary	-	-	(20,000)	(120,000)
Net cash flow (used in)/from investing activities	(19,268)	69,883	73,007	198,234
CASH FLOWS FROM FINANCING ACTIVITIES				
Issuance of share capital	-	2,661	-	2,661
Issuance of share capital to non-controlling interests of a subsidiary company	-	285	-	-
Treasury shares acquired	(17,892)	(9,181)	(17,892)	(9,181)
Payment of principal portion of lease liabilities	(14,473)	(14,838)	-	-
Net movement in borrowings (Note (a))	(21,189)	163,118	29,642	100,000
Interest paid	(8,263)	(12,939)	(2,572)	(3,951)
Dividends paid to owners of the Company	(60,527)	(344,806)	(60,527)	(344,806)
Dividends paid to non-controlling interests	(8,815)	(7,470)	-	-
Net cash flow used in financing activities	(131,159)	(223,170)	(51,349)	(255,277)
NET CHANGE IN CASH AND CASH EQUIVALENTS	11,373	72,244	19,105	(59,051)
EFFECT OF EXCHANGE RATE CHANGES	(21,206)	(3,320)	-	-
CASH AND CASH EQUIVALENTS				
AT BEGINNING OF THE FINANCIAL YEAR	433,743	364,819	5,879	64,930
CASH AND CASH EQUIVALENTS				
AT END OF THE FINANCIAL YEAR (Note 12)	423,910	433,743	24,984	5,879

Note:

(a) Reconciliation of liabilities arising from financing activities:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Borrowings				
<u>Cash movements</u>				
At beginning of the financial year	225,621	62,503	100,000	-
Drawdown of bank borrowings	493,341	1,068,913	129,642	200,000
Repayment of bank borrowings	(514,530)	(905,795)	(100,000)	(100,000)
<u>Non-cash movement</u>				
Amortisation on the transaction cost	88	-	88	-
At end of the financial year (Note 18)	204,520	225,621	129,730	100,000

STATEMENTS OF CASH FLOWS (Cont'd)

FOR THE FINANCIAL YEAR ENDED 30 APRIL 2026

Note: (continued)

(a) Reconciliation of liabilities arising from financing activities: (continued)

	Group	
	2026 RM'000	2025 RM'000
Lease liabilities		
<u>Cash movement</u>		
At beginning of the financial year	90,813	93,788
Payment of principal portion of lease liabilities	(14,473)	(14,838)
<u>Non-cash movements</u>		
- New leases	13,029	21,172
- Foreign exchange movement	(4,654)	(1,976)
- Termination of leases	(18,290)	(7,333)
At end of the financial year (Note 20)	66,425	90,813

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

30 APRIL 2026

1. CORPORATE INFORMATION

The principal activity of the Company is investment holding.

The principal activities of the subsidiary companies consist of:

- (i) distribution of Mazda vehicles in Malaysia and the Philippines;
- (ii) distribution of XPeng vehicles in Malaysia;
- (iii) distribution of automotive spare parts and provision of after-sales services in Malaysia; and
- (iv) investment holding.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal place of business of the Company is located at No. 7, Jalan Pelukis U1/46, Temasya Industrial Park, Seksyen U1, 40150 Shah Alam, Selangor Darul Ehsan.

The registered office of the Company is located at 12th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 5 August 2026.

2. MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared on a historical cost basis unless otherwise indicated in the accounting policies below and comply with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

2.2 Changes in accounting policies

- (a) The accounting policies adopted are consistent with those of the previous financial year, except in the current financial year, the Group and the Company adopted the following amended MFRS mandatory for annual financial periods beginning on or after 1 January 2025:

Description	Effective for annual years beginning on or after
Amendments to MFRS 121 Lack of Exchangeability	1 January 2025

The adoption of the above amendments to standards did not give rise to significant effect on the financial performance or position of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

30 APRIL 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in accounting policies (continued)

(b) Revaluation of freehold land

During the financial year ended 30 April 2026, the Group voluntarily changed its accounting policy for freehold land from the cost model to the revaluation model under MFRS 116 Property, Plant and Equipment ("MFRS 116").

The Group's freehold land represents a significant component of the Group's property, plant and equipment. The Group believes that the revaluation model enables the carrying amount of the Group's freehold land to better reflect their current economic value, provides more relevant information by reflecting the current value of its freehold land. This enhances the relevance of the statement of financial position, improves the representation of the Group's asset base, and provides stakeholders with information that is more useful for decision-making.

The Group applied the revaluation model prospectively in accordance with MFRS 116. As such, no retrospective adjustment has been made to the carrying value of freehold land in prior periods.

The financial effects arising from the change in accounting policy are disclosed in Note 3.

2.3 Standards and interpretations issued but not yet effective

The new and amended standards that are issued but not yet effective are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	Effective for annual years beginning on or after
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.3 Standards and interpretations issued but not yet effective (continued)**

The directors expect the adoption of the above new and amended standards will have no material impact on the financial statements in the period of application, except for the following:

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. MFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

MFRS 18, and the amendments to the other standards, are effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. MFRS 18 will apply retrospectively.

The Group and the Company are currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

2.4 Subsidiaries and basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and all its subsidiary companies, which are prepared up to the end of the same financial year.

Subsidiary companies are consolidated using the acquisition method of accounting except for the business combination with Bermaz Motor Sdn. Bhd. ("Bermaz"), which was accounted for under the pooling of interests method as the business combination of this subsidiary company involved an entity under common control.

Under the pooling of interests method of accounting, the results of the entities under common control are presented as if the entities had been combined throughout the current and previous financial years. The difference between the cost of acquisition and the nominal value of the share capital and reserves acquired are reflected within equity as merger reserve (or adjusted against any suitable reserve in the case of debit differences).

Profit or loss and each component of other comprehensive income are attributed to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

Non-controlling interests represent the equity in subsidiary companies not attributable, direct or indirectly, to the Group which consist of the amount of those non-controlling interests at the date of original combination and the non-controlling interests' share of changes in the equity since the date of the combination.

Non-controlling interests are presented separately in the consolidated statement of financial position within equity, separately from the equity of the owners of the parent.

When there is share buyback by a subsidiary company, the accretion of the Group's interest is recognised as a deemed acquisition of additional equity interest in the subsidiary company. Any differences between the consideration of the share buyback over the Group's revised interest in the net fair value of the identifiable assets acquired and liabilities assumed is recognised directly in equity attributable to owners of the parent.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.4 Subsidiaries and basis of consolidation (continued)**

Changes in the Group's ownership interest in a subsidiary company that do not result in the Group losing control over the subsidiary company are accounted for as equity transactions. The carrying amounts of the Group's interest and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary companies. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of consideration paid or received is recognised directly in equity attributable to the owners of the parent.

In the Company's separate financial statements, investments in subsidiary companies are stated at cost less impairment losses.

2.5 Associated companies

Investment in associated companies are accounted for in the consolidated financial statements using the equity method of accounting based on the latest audited financial statements and supplemented by management financial statements of the associated companies made up to the Group's financial year-end. Uniform accounting policies are adopted for like transactions and events in similar circumstances.

On acquisition of an investment in associated company, any excess of the cost of investment over the Group's share of the net fair value of the identifiable assets acquired and liabilities assumed of the investee is recognised as goodwill and included in the carrying amount of the investment and is not amortised.

Under the equity method, the investment in an associated company is recognised at cost on initial recognition, and the carrying amount is increased or decreased to recognise the Group's share of profit or loss and other comprehensive income of the associated company after the date of acquisition, less impairment losses. The Group's share of comprehensive income of associated companies acquired or disposed of during the financial year, is included in the consolidated profit or loss from the date that significant influence effectively commences or until the date that significant influence effectively ceases, as appropriate.

Unrealised gains and losses on transactions between the Group and the associated companies are eliminated to the extent of the Group's interest in the associated companies.

In the Company's separate financial statements, investments in associated companies are stated at cost less impairment losses.

2.6 Property, plant and equipment and depreciation

All items of property, plant and equipment (except for freehold land) are initially recorded at cost. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group or the Company and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is measured at valuation less impairment losses recognised at the date of revaluation. Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.6 Property, plant and equipment and depreciation (continued)**

A revaluation surplus is recorded in other comprehensive income and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in statements of profit or loss, the increase is recognised in statements of profit or loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings.

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress are also not depreciated as these assets are not available for use.

Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Building	4.0%
Leasehold improvements	16.7% - 33.3%
Plant and machinery and building equipment	10.0% - 33.3%
Furniture and fittings, computers and office equipment	10.0% - 40.0%
Motor vehicles	20.0%

The residual values, useful life and depreciation method are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gains or losses on the derecognition of the asset are included in profit or loss in the year the asset is derecognised.

2.7 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost for vehicles are determined on a specific identification basis and cost for parts and accessories are determined on a weighted average basis.

Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs to completion and costs to be incurred in marketing, selling and distribution.

2.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2.8.1 Financial assets**(i) Initial recognition and measurement**

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income ("FVTOCI") and fair value through profit or loss ("FVTPL").

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.8 Financial instruments (continued)****2.8.1 Financial assets (continued)****(i) Initial recognition and measurement (continued)**

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15 (refer to the accounting policies in Note 2.14 Revenue recognition).

In order for a financial asset to be classified and measured at amortised cost or FVTOCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

(ii) Subsequent measurement**(a) Financial assets at amortised costs**

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include trade and other receivables (excluding other current assets) and cash and bank balances.

(b) Financial assets designated at FVTOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)

Upon initial recognition, the Group and the Company can elect to classify irrevocably its equity investments as equity instruments designated at FVTOCI when they meet the definition of equity under MFRS 132: Financial Instruments - Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established, except when the Group and the Company benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in other comprehensive income ("OCI"). Equity instruments designated at FVTOCI are not subject to impairment assessment.

The Group elected to classify irrevocably its listed and non-listed equity investments under this category.

(iii) Impairment of financial assets

For trade receivables, the Group applies a simplified approach in calculating Expected Credit Losses ("ECLs"). Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.8 Financial instruments (continued)****2.8.1 Financial assets (continued)**(iii) Impairment of financial assets (continued)

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Further disclosures relating to impairment of financial assets are also provided in Note 10.

2.8.2 Financial liabilities(i) Initial recognition and measurement

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definition of a financial liability.

Financial liabilities are recognised in the statements of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument. Financial liabilities are classified as either financial liabilities at FVTPL or amortised cost.

(ii) Subsequent measurement**Amortised cost**

Financial liabilities are measured at amortised cost using the effective interest method, which allocates interest expenses at a constant rate over the term of the financial liabilities. The effective interest rate is calculated at initial recognition and is the rate that exactly discounts the estimated future cash flows (including all fees and points paid that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability to the amortised cost of a financial liability.

Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

2.9 Cash and cash equivalents

Cash comprises cash in hand, at bank and short-term deposits with a maturity of three months or less. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value, against which the bank overdrafts, if any, are deducted.

2.10 Provisions

Provisions are recognised when the Group or the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.11 Leases**

The Group assesses at contract inception whether a contract is, or contains, a lease. A lease, as defined in MFRS 16 Leases, is a contract or part of a contract that conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The cost of right-of-use assets are initially recognised as the amount of lease liabilities recognised adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. Right-of-use assets are subsequently stated at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

(ii) Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate which ranges from 3.92% to 4.36% (2025: 4.39% to 4.51). The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payment made. In addition, the carrying amount of lease liability is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of building (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low-value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.12 Equity instruments**

Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are approved for payment.

The transaction costs of an equity transaction are accounted for as a deduction from equity. Equity transaction costs comprise only those incremental external costs directly attributable to the equity transaction which would otherwise have been avoided.

The consideration paid, including attributable transaction costs on repurchased ordinary shares of the Company that have not been cancelled, are classified as treasury shares and presented as a deduction from equity. No gain or loss is recognised in profit or loss on the sale, re-issuance or cancellation of treasury shares. Treasury shares may be acquired and held by the Company. Consideration paid or received is recognised directly in equity.

2.13 Contract liability

A contract liability is stated at cost and represents the obligation of the Group to transfer goods or services to a customer for which consideration has been received (or an amount of consideration is due) from the customers. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier).

The contract liability of the Group primarily represents a part of the sale proceeds received from customers which relate to service maintenance in which the service has not been rendered. The amount allocated to service maintenance is measured based on estimated standalone selling price, determined with reference to the actual number of vehicles sold and estimated charges for the type of services expected to be provided.

Contract liability is recognised as revenue when the Group performs the services under the contract.

Further details are disclosed in Note 16.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.14 Revenue recognition**

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g., service maintenance, warranties, non-cash consideration and consideration payable to the customer, if any). Depending on the terms of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

Revenue from contracts with customers is measured at its transaction price which is the amount of consideration that the Group expects to be entitled in exchange for transferring the promised goods or services to a customer, net of applicable taxes, returns, rebates and discounts. Transaction price is allocated to each distinct performance obligation on the basis of its relative stand-alone selling price.

If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

The Group also provides warranties for defects that existed at the time of sale. Provisions related to these assurance type warranties are recognised when the product is sold or the service is provided to the customer. Further details of warranty provision are disclosed in Note 2.19 and Note 17.

The Group's revenue from contracts with customers are further described below:

(i) Sale of motor vehicles and spare parts

Revenue from distribution and sale of vehicles is recognised when the Group transfers the control over the vehicles and parts to customers upon delivery of the vehicles and parts to the customers. The retail sales of parts normally occur during performance of after-sales services and is recognised at point in time.

Vehicles may be sold with volume-based discounts and incentives will be given based on achieved targeted sales. Accumulated experience is used to estimate the discounts and incentives using the expected value or most likely methods depending on the type of discounts and incentives. Discounts and incentives are accounted for as a reduction of the transaction price and revenue is recognised to the extent that it is highly probable that a significant reversal will not occur.

(ii) Rendering of services

The Group provides after-sales services or routine vehicle maintenance services within and/or outside of the warranty period in relation to the vehicle sold.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.14 Revenue recognition (continued)****(ii) Rendering of services (continued)**

The sales of vehicles to customers may be bundled together with free services. The free services are separate performance obligations and the transaction price is allocated to the service obligations based on their relative stand-alone selling prices. Considerations collected from customers in advance for the free services are recognised as contract liabilities and will be recognised as revenue over the period when the free services are performed respectively.

Revenue from after-sales services beyond the free service period is recognised upon the performance of services to customers.

(iii) Other income:

- (a) Interest income is recognised on an accrual basis unless recoverability is in doubt;
- (b) Dividend income from investments in subsidiary and associated companies is recognised when the shareholders' rights to receive payment is established;
- (c) Business development fees is recognised as the services are rendered in accordance with the relevant agreements. This represents income arising from marketing, training and dealer development activities and services rendered to the dealers; and
- (d) Other than the above, all other income are recognised on accrual basis.

2.15 Foreign currencies**(i) Functional and presentation currency**

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (i.e. functional currency). The consolidated financial statements are presented in RM, which is also the Company's functional currency.

(ii) Foreign currency transactions

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (i.e. foreign currencies) are recorded in the functional currencies using the exchange rates prevailing at the dates of the transactions.

At each reporting date, monetary items denominated in foreign currencies are translated at the rates prevailing on the reporting date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rate at the date of initial transaction.

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are included in profit or loss for the period except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operation. These are initially taken directly to the exchange reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.15 Foreign currencies (continued)****(ii) Foreign currency transactions (continued)**

Exchange differences arising on monetary items that form part of the Company's net investment in foreign operation are recognised in profit or loss in the Company's financial statements or the individual financial statements of the foreign operation, as appropriate. Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

(iii) Foreign operations

The results and financial position of foreign operations that have a functional currency different from the presentation currency of the consolidated financial statements are translated into RM as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate prevailing at the reporting date;
- Income and expenses for each statement of profit or loss and other comprehensive income are translated at average exchange rates for the financial year, which approximates the exchange rates at the dates of the transactions; and
- All resulting exchange differences are recognised in other comprehensive income and accumulated in a separate component of equity under the header of exchange reserve.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets or liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the reporting date.

2.16 Employees' share scheme

Employees of the Group and of the Company received remuneration in the form of share options as consideration for services rendered. The cost of these equity-settled transactions with employees is measured by reference to the fair value of the shares and share options at the date on which the options are granted. This cost is recognised in profit or loss, with a corresponding increase in the employee share plan reserve over the vesting period. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's and the Company's best estimate of the number of shares and share options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in cumulative expense recognised at the beginning and end of the period.

No expense is recognised for shares and share options that do not ultimately vest, except for those where vesting is conditional upon a market or non-vesting condition, which are treated as vested irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied. The employee share plan reserve is transferred to retained earnings upon expiry of the shares and share options. When the options are exercised, the employee share plan reserve relating to the exercised options is transferred to share capital if new shares are issued, or to treasury shares if the options are satisfied by the reissuance of treasury shares. When the options are forfeited, the employee share plan reserve relating to the forfeited options is transferred to share capital.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.17 Taxes****(i) Current tax**

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiary companies and associates, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiary companies and associates, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)**2.17 Taxes (continued)****(ii) Deferred tax (continued)**

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

(iii) Value Added Tax ("VAT")

Where the VAT incurred in a purchase of assets or services is not recoverable from the respective taxation authorities, it is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable.

The net amount of VAT being the difference between output and input of VAT, payable to or receivable from the respective authorities at the reporting date, is included in trade and other payables or trade and other receivables in the statements of financial position.

2.18 Segmental reporting

For management purposes, the Group is organised into operating segments based on the geographical locations which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Group who regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance.

2.19 Significant accounting estimates and judgements

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Critical judgements made in applying accounting policies

The following are the judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

(i) Revaluation of freehold land

The Group carries its freehold land at fair value, with changes in fair value being recognised in other comprehensive income. The Group engaged professional independent valuers to assess fair value as at 30 April 2026. The fair value was determined using market-based valuation techniques and required significant judgement in selecting and assessing significant unobservable inputs, including the nature, location and condition of the properties.

The key assumptions used to determine the fair value of the freehold land and sensitivity analysis are provided in Note 3.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.19 Significant accounting estimates and judgements (continued)

Critical judgements made in applying accounting policies (continued)

The following are the judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements: (continued)

(ii) Determining the lease term of contracts with renewal and termination options – Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate such as the construction of significant leasehold improvements or significant customisation to the leased asset.

The Group included the renewal period as part of the lease term for leases with shorter non-cancellable period such as three to five years. The Group typically exercise its option to renew for these leases because there will be a significant negative effect on production if a replacement asset is not readily available.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below:

(i) Provision for warranty

The Group recognises provision for warranty for vehicle sold. This required an estimation of the expenditure required to settle the present obligation at the reporting date. In determining the provision, the Group has made assumptions in relation to the expected cost to repair and/or replace the products and the expected timing of those costs.

The provision of warranty of the Group at the reporting date is disclosed in Note 17.

(ii) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available in the future to recover these deferred tax assets. Significant management estimates are required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits, including expectations for future market outlooks. The Group has recognised the deferred tax assets as it is probable that the Group will generate sufficient taxable profits in future which the deferred tax assets can be utilised.

The deferred tax assets of the Group is disclosed in Note 7.

3. PROPERTY, PLANT AND EQUIPMENT

2026 At Net Carrying Amount	Freehold Land RM'000	Building RM'000	Leasehold Improvements RM'000	Plant and Machinery and Building Equipment RM'000	Furniture and Fittings, Computers and Office Equipment RM'000	Motor Vehicles RM'000	Capital Work-in- Progress RM'000	Total RM'000
At beginning of the financial year	6,591	14,106	6,453	5,328	10,914	766	1,546	45,704
Additions	22,208	19,168	598	550	1,292	-	517	44,333
Disposals	-	-	-	(277)	(76)	(391)	-	(744)
Depreciation charge for the financial year (Note 23)	-	(1,223)	(3,275)	(1,743)	(3,241)	(225)	-	(9,707)
Write off (Note 23)	-	-	(203)	(174)	(917)	-	-	(1,294)
Reclassification	-	-	315	1,336	320	-	(1,971)	-
Revaluation adjustment recognised in OCI	32,601	-	-	-	-	-	-	32,601
Exchange difference	-	(2,176)	(9)	-	(204)	-	-	(2,389)
At end of the financial year	61,400	29,875	3,879	5,020	8,088	150	92	108,504
2025								
At Net Carrying Amount								
At beginning of the financial year	6,591	15,978	4,506	3,924	9,176	1,120	6,700	47,995
Additions	-	73	2,236	2,023	3,628	257	1,708	9,925
Disposals	-	-	-	(6)	(44)	(145)	-	(195)
Depreciation charge for the financial year (Note 23)	-	(977)	(3,962)	(1,398)	(3,981)	(466)	-	(10,784)
Write off (Note 23)	-	-	(23)	-	(149)	-	-	(172)
Reclassification	-	-	3,706	785	2,371	-	(6,862)	-
Exchange difference	-	(968)	(10)	-	(87)	-	-	(1,065)
At end of the financial year	6,591	14,106	6,453	5,328	10,914	766	1,546	45,704
As at 30 April 2026								
Cost/Valuation	61,400	35,846	32,149	15,392	34,285	1,139	92	180,303
Accumulated depreciation	-	(5,971)	(28,270)	(10,372)	(26,197)	(989)	-	(71,799)
Net carrying amount	61,400	29,875	3,879	5,020	8,088	150	92	108,504
As at 30 April 2025								
Cost	6,591	19,697	36,979	14,658	37,714	3,036	1,546	120,221
Accumulated depreciation	-	(5,591)	(30,526)	(9,330)	(26,800)	(2,270)	-	(74,517)
Net carrying amount	6,591	14,106	6,453	5,328	10,914	766	1,546	45,704

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group (continued)

- (a) During the financial year ended 30 April 2026, the Group voluntarily changed its accounting policy for freehold land from the cost model to the revaluation model. Other classes of property, plant and equipment continue to be measured using the cost model.

The fair value of freehold land is based on the valuations performed by Savills (Malaysia) Sdn. Bhd. and Rahim & Co International Sdn. Bhd., professional independent valuers, using the comparison method based on observable market transactions for comparable properties.

Significant valuation input:

	Group 2026 RM
Price per square feet for freehold land	190 - 370

A significant increase/(decrease) in the estimated price per square foot would result in a significantly higher/(lower) fair value of the freehold land.

If the freehold land were measured using the cost model, the carrying amount as at 30 April 2026 would have been RM28,799,000.

Fair value measurement disclosures for the revalued freehold land are provided in Note 34.

Company

2026	Computers RM'000
At Net Carrying Amount	
At beginning of the financial year	1
Additions	6
Depreciation charge for the financial year (Note 23)	(2)
At end of the financial year	5
2025	
At Net Carrying Amount	
At beginning of the financial year	6
Depreciation charge for the financial year (Note 23)	(5)
At end of the financial year	1
As at 30 April 2026	
Cost	21
Accumulated depreciation	(16)
Net carrying amount	5
As at 30 April 2025	
Cost	26
Accumulated depreciation	(25)
Net carrying amount	1

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

4. SUBSIDIARY COMPANIES

	Company	
	2026 RM'000	2025 RM'000
Unquoted shares, at cost	510,168	517,146
ESS granted to employees of subsidiary companies	45,841	42,290
	556,009	559,436

- a) On 7 June 2024, the Company acquired an additional 99,900 ordinary shares in its wholly-owned subsidiary, Bermaz Capital Sdn. Bhd. ("BCSB") for a total consideration of RM100,000.
- b) On 24 October 2024, the Company acquired an additional 290 ordinary shares in its 51%-owned subsidiary, Bermaz Auto Parts Sdn. Bhd. ("BAPSB"), from Parts Marketplace Sdn. Bhd. for a total consideration of RM1,052,000. Following the acquisition, the Company's equity interest in BAPSB increased to 65.5%.
- c) On 9 May 2025, the Company subscribed additional 1,615,000 ordinary shares of its 85% owned subsidiary, Bermaz XPeng Sdn. Bhd. ("BXP") for a cash consideration of RM1,615,000. There was no change in the effective interest as the non-controlling shareholder also subscribed to the additional 285,000 ordinary shares for a cash consideration of RM285,000 proportionate to their existing interest.
- d) On 1 July 2025, a 55% owned subsidiary of the Company, Bermaz Auto Alliance Sdn. Bhd. ("BAASB"), had been placed under members' voluntary winding-up pursuant to Section 439(1)(b) of the Companies Act 2016 following the cessation of its business operation in March 2024.

Following the members' voluntary winding-up, the Company has derecognised its interest in BAASB of RM6,978,000. This had also resulted in a decrease in non-controlling interest of RM5,694,000 which was recognised directly in equity.

The winding-up process is still ongoing and interim distributions totalling RM6,820,000 were received by the Company from the liquidators of BAASB during the financial year ended 30 April 2026.

- e) During the financial year, Bermaz Auto Philippines Inc. ("BAP") completed the buy-back of 22,231,111 ordinary shares from its non-controlling interest for a cash consideration of RM6,469,000. Consequently, the Group's effective equity interest in BAP increased from 64.75% to 66.46%. This had resulted in a decrease in non-controlling interests of RM5,748,000 and a decrease in consolidation reserve of the Group of RM721,000, which was recognised directly in equity.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

4. SUBSIDIARY COMPANIES (CONTINUED)

The Group's equity interests in the subsidiary companies, their respective principal activities and country of incorporation are shown below:

Name	Principal place of business/ country of incorporation	Principal activities	Effective interest held by			
			Group		Non-controlling interests	
			% 2026	% 2025	% 2026	% 2025
Subsidiaries of the Company						
Bermaz Motor Sdn. Bhd.	Malaysia	Investment holding and distribution of Mazda vehicles under licence in Malaysia.	100.00	100.00	-	-
Dinamikjaya Motors Sdn. Bhd. ("DJMSB")	Malaysia	Distribution and retailing of new and used Kia vehicles and the provision of after-sales services in respect thereof in Malaysia. Ceased operations during the financial year.	65.00	65.00	35.00	35.00
Bermaz Auto Parts Sdn. Bhd.	Malaysia	Distribution and retailing of automotive spare parts and provision of after-sales services in Malaysia.	65.50	65.50	34.50	34.50
Bermaz Auto Alliance Sdn. Bhd.	Malaysia	Under members' voluntary liquidation.	-	55.00	-	45.00
Bermaz XPeng Sdn. Bhd. ("BXP")	Malaysia	Distribution and retailing of new and used XPeng vehicles and the provision of after-sales services in respect thereof in Malaysia.	85.00	85.00	15.00	15.00
Bermaz Capital Sdn. Bhd.	Malaysia	Investment holding.	100.00	100.00	-	-
Bermaz Changan Sdn. Bhd	Malaysia	Dormant.	85.00	85.00	15.00	15.00
Subsidiaries of Bermaz Motor Sdn. Bhd.						
Bermaz Motor Trading Sdn. Bhd.	Malaysia	Distribution and retailing of new and used Mazda vehicles and the provision of after-sales services in respect thereof in Malaysia.	100.00	100.00	-	-
Bermaz Motor International Ltd.	Malaysia	Investment holding.	100.00	100.00	-	-
Subsidiary of Bermaz Motor International Ltd						
Bermaz Auto Philippines Inc. ("BAP")*	Philippines	Distribution of Mazda vehicles and spare parts through appointed dealers in the Philippines.	66.46	64.75	33.54	35.25

Notes:

* Audited by affiliates of Ernst & Young PLT Malaysia.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

4. SUBSIDIARY COMPANIES (CONTINUED)

Subsidiary companies with material non-controlling interests

Summarised financial information of subsidiary companies which have non-controlling interests that are material to the Group is set out below. The summarised financial information presented below are amounts before inter-company elimination.

Group At 30 April	DJMSB		BXP		BAP	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current assets	-	21,621	5,804	5,939	42,162	53,259
Current assets	24,255	162,529	126,070	63,240	201,369	237,420
Non-current liabilities	-	(32,885)	(4,781)	(2,936)	(43,764)	(54,154)
Current liabilities	(229)	(109,488)	(77,093)	(51,908)	(34,778)	(45,109)
Net assets	24,026	41,777	50,000	14,335	164,989	191,416
Equity attributable to equity holders of the parent	15,665	27,299	42,535	12,196	110,665	125,161
Non-controlling interests	8,361	14,478	7,465	2,139	54,324	66,255
Total equity	24,026	41,777	50,000	14,335	164,989	191,416
Financial year ended 30 April						
Revenue	127,913	213,652	331,043	151,321	209,828	269,436
Profit/(loss) for the financial year	2,521	(11,659)	35,511	12,257	12,362	31,841
Other comprehensive loss	-	-	-	-	(32,447)	(10,754)
Total comprehensive income/(loss) for the financial year	2,521	(11,659)	35,511	12,257	(20,085)	21,087
Profit attributable to:						
- Owners of the parent	1,639	(7,578)	30,184	10,418	8,043	20,581
- Non-controlling interests	882	(4,081)	5,327	1,839	4,319	11,260
	2,521	(11,659)	35,511	12,257	12,362	31,841
Total comprehensive income/(loss) attributable to:						
- Owners of the parent	1,639	(7,578)	30,184	10,418	(13,901)	13,539
- Non-controlling interests	882	(4,081)	5,327	1,839	(6,184)	7,548
	2,521	(11,659)	35,511	12,257	(20,085)	21,087
Financial year ended 30 April						
Net cash generated from/(used in):						
Operating activities	121,389	(67,910)	(29,648)	20,396	12,615	75,793
Investing activities	2,528	533	480	(3,637)	2,074	3,618
Financing activities	(120,885)	60,228	38,311	1,343	(8,104)	(2,368)
Net change in cash and cash equivalents	3,032	(7,149)	9,143	18,102	6,585	77,043

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

4. SUBSIDIARY COMPANIES (CONTINUED)

Subsidiary companies with material non-controlling interests (continued)

	DJMSB RM'000	BXP RM'000	BAP RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
Group - 2026					
NCI percentage of ownership and voting interest	35%	15%	33.54%		
Carrying amount of NCI	8,361	7,465	54,324	3,259	73,409
Profit allocated to NCI	882	5,327	4,319	1,749	12,277
Dividends paid to NCI	(7,000)	-	-	(690)	(7,690)

	DJMSB RM'000	BXP RM'000	BAP RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
Group - 2025					
NCI percentage of ownership and voting interest	35%	15%	35.25%		
Carrying amount of NCI	14,478	2,139	66,255	7,894	90,766
(Loss)/profit allocated to NCI	(4,081)	1,839	11,260	2,852	11,870
Dividends paid to NCI	-	-	-	(8,595)	(8,595)

5. ASSOCIATED COMPANIES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares at cost	95,875	95,875	63,631	63,631
Group's share of post-acquisition reserves	147,030	185,324	-	-
Less: Accumulated impairment loss	-	-	(16,963)	-
	242,905	281,199	46,668	63,631

Management estimated the recoverable amount of its investment in associate companies based on the higher of fair value less costs of disposal ("FVLCD") and value in use, and recognised an impairment loss of RM16,963,000 in respect of Kia Malaysia Sdn. Bhd., as disclosed in Note 23. The recoverable amount was determined based on the FVLCD approach, which approximates the net asset value of the associate.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

5. ASSOCIATED COMPANIES (CONTINUED)

The Group's equity interest in the associated companies, their respective principal activities and country of incorporation are shown below:

Name	Principal place of business/ country of incorporation	Principal activities	Proportion of ownership interest (%)	
			2026	2025
Associated companies of the Company				
Inokom Corporation Sdn. Bhd. ("INOKOM") *	Malaysia	Manufacturing and assembly of light commercial and passenger vehicles, and contract assembly of passenger vehicles.	29.00	29.00
Kia Malaysia Sdn. Bhd. ("KMSB")	Malaysia	Local assembly of Kia vehicles by third party contract assembler using local parts and imported Kia supplied parts and domestic distribution through Dinamikjaya Motors Sdn. Bhd. and export of Kia vehicles assembled in Malaysia.	33.33	33.33
Associated company of Bermaz Motor Sdn. Bhd.				
Mazda Malaysia Sdn. Bhd. ("MMSB") *	Malaysia	Local assembly of Mazda vehicles by third party contract assembler using local parts and imported Mazda supplied parts and domestic distribution through Bermaz Motor Sdn. Bhd. and export of Mazda vehicles assembled in Malaysia.	30.00	30.00
Associated company of Bermaz Auto Philippines Inc.				
Bermaz Auto Asia Inc. ("BAAI")*	Philippines	Distribution and retailing of Kaicene vehicles and the sale of parts and accessories in the Philippines.	44.58	44.58

Note:

* Audited by firms other than Ernst & Young PLT.

The financial year end of INOKOM, KMSB, MMSB and BAAI are 30 June, 31 December, 31 March and 30 April respectively. The results of the associated companies are accounted for in the Group's financial statements under the equity method, based on the most recently available audited financial statements and supplemented by the unaudited management financial statements of the associated companies made up to the Group's financial year end.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

5. ASSOCIATED COMPANIES (CONTINUED)

Summarised financial information in respect of the material associated companies is set out below. The summarised financial information represents the amounts in the financial statements of the associated companies and not the Group's share of those amounts.

Group	INOKOM RM'000	MMSB RM'000	KMSB RM'000
2026			
Non-current assets	570,870	82,633	34,452
Current assets	202,114	539,759	204,971
Non-current liabilities	(105,287)	(4,818)	(1,916)
Current liabilities	(384,306)	(135,560)	(228,395)
Net assets	283,391	482,014	9,112
Equity attributable to:			
Owners of the associated company	201,208	337,410	6,075
Non-controlling interests of the associated company	82,183	144,604	3,037
Total equity	283,391	482,014	9,112
Revenue	273,499	944,471	159,416
(Loss)/profit for the financial year, representing total comprehensive (loss)/income	(14,330)	16,352	(71,803)*
2025			
Non-current assets	485,285	95,468	42,477
Current assets	207,072	527,957	199,341
Non-current liabilities	(98,168)	(8,643)	(2,584)
Current liabilities	(296,468)	(107,061)	(158,319)
Net assets	297,721	507,721	80,915
Equity attributable to:			
Owners of the associated company	211,382	355,405	53,946
Non-controlling interests of the associated company	86,339	152,316	26,969
Total equity	297,721	507,721	80,915
Revenue	229,548	1,091,895	461,359
Profit/(loss) for the financial year, representing total comprehensive income/(loss)	5,779	33,333	(383)

* The loss for the financial year from Kia Malaysia Sdn. Bhd. was primarily arising from idle capacity charges imposed due to lower-than-anticipated Completely Knock-Down ("CKD") production volumes.

Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in the associated companies:

Group	INOKOM RM'000	MMSB RM'000	KMSB RM'000
2026			
Attributable to the owners of associated companies:			
Net assets at beginning of the financial year	297,721	507,721	80,915
Profit for the financial year	(14,330)	16,352	(71,803)
Dividend paid	-	(42,059)	-
Exchange differences	-	-	-
Net assets at end of the financial year	283,391	482,014	9,112
Group's interest in associated companies (net of unrealised profit on transactions with associated company)	82,183	140,170	3,244
Goodwill	13,224	-	-
Carrying value of Group's interest in associated companies	95,407	140,170	3,244
2025			
Attributable to the owners of associated companies:			
Net assets at beginning of the financial year	294,442	774,388	81,298
Profit for the financial year	5,779	33,333	(383)
Dividend paid	(2,500)	(300,000)	-
Exchange differences	-	-	-
Net assets at end of the financial year	297,721	507,721	80,915
Group's interest in associated companies (net of unrealised profit on transactions with associated company)	86,339	149,272	26,833
Goodwill	13,224	-	-
Carrying value of Group's interest in associated companies	99,563	149,272	26,833

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

5. ASSOCIATED COMPANIES (CONTINUED)

Aggregate information of associated companies that are not individually material to the Group

	2026 RM'000	2025 RM'000
The Group's share of total comprehensive loss for the financial year	(729)	(1,007)
Aggregate carrying amounts of the total Group's interests in these associated companies	4,084	5,531

6. OTHER INVESTMENT

	Group 2026 RM'000	2025 RM'000
At fair value through other comprehensive income:		
Quoted shares in Malaysia	15,861	14,539
At beginning of the financial year	14,539	-
Acquisition during the financial year	-	19,933
Fair value gain/(loss) during the financial year	1,322	(5,394)
At end of the financial year	15,861	14,539

On 3 December 2024, Bermaz Capital Sdn. Bhd. ("Bermaz Capital") had subscribed for 33,042,439 new ordinary shares in EP Manufacturing Bhd ("EPM") for a total cash consideration of RM19,933,000. Bermaz Capital currently holds a 11.54% (2025: 11.54%) equity interest in the issued share capital of EPM.

7. DEFERRED TAX ASSETS

	Group 2026 RM'000	2025 RM'000
At beginning of the financial year	110,005	116,646
Recognised in profit or loss (Note 25)	(7,546)	(5,931)
Recognised in other comprehensive income ("OCI")	(3,260)	-
Exchange differences	(2,008)	(710)
At end of the financial year	97,191	110,005

Presented after appropriate offsetting as follows:

	Group 2026 RM'000	2025 RM'000
Deferred tax assets	97,191	110,005

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

7. DEFERRED TAX ASSETS (CONTINUED)

The components and movements of deferred tax assets/liabilities during the financial year are as follows:

Group	Lease liabilities	Contract liability	Provisions and others	Total
	RM'000	RM'000	RM'000	RM'000
Deferred tax assets				
2026				
At beginning of the financial year	21,795	76,450	32,469	130,714
Recognised in profit or loss	(4,736)	(11,837)	3,904	(12,669)
Exchange differences	(1,117)	(1,509)	(187)	(2,813)
At end of the financial year	15,942	63,104	36,186	115,232
Set-off against deferred tax liabilities				(18,041)
				97,191
2025				
At beginning of the financial year	22,509	79,278	36,078	137,865
Recognised in profit or loss	(240)	(2,297)	(3,541)	(6,078)
Exchange differences	(474)	(531)	(68)	(1,073)
At end of the financial year	21,795	76,450	32,469	130,714
Set-off against deferred tax liabilities				(20,709)
				110,005
Group				
	Right-of-use assets	Accelerated capital allowances	Revaluation of freehold land	Total
	RM'000	RM'000	RM'000	RM'000
Deferred tax liabilities				
2026				
At beginning of the financial year	(19,303)	(1,406)	-	(20,709)
Recognised in profit or loss	4,714	409	-	5,123
Recognised in OCI	-	-	(3,260)	(3,260)
Exchange differences	805	-	-	805
At end of the financial year	(13,784)	(997)	(3,260)	(18,041)
Set-off against deferred tax assets				18,041
				-
2025				
At beginning of the financial year	(20,160)	(1,059)	-	(21,219)
Recognised in profit or loss	494	(347)	-	147
Exchange differences	363	-	-	363
At end of the financial year	(19,303)	(1,406)	-	(20,709)
Set-off against deferred tax assets				20,709
				-

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

8. GOODWILL

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year/end of the financial year	500	500

Goodwill relates to the excess of the purchase consideration over the total value of the assets and liabilities of a subsidiary, principally engaged in automotive segment in Malaysia, that was acquired in prior years.

The management performs an annual impairment testing and believes that there is no reasonably possible change in the assumptions on which management has based its determination of the recoverable amount, which would cause the carrying amount to materially exceed its recoverable amount.

9. INVENTORIES

	Group	
	2026 RM'000	2025 RM'000
At cost:		
Motor vehicles ready for sale	427,154	360,834
Spare parts	20,663	30,992
	447,817	391,826
At net realisable value:		
Motor vehicles ready for sale	100,701	101,747
Spare parts	10,431	7,359
	111,132	109,106
	558,949	500,932

The cost of inventories recognised as an expense in profit or loss during the financial year in the Group amounted to RM1,835,025,000 (2025: RM2,153,531,000) and reversal of amount written down was RM1,347,000 (2025: amount written down of RM786,000).

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade receivables	114,484	152,002	-	-
Other receivables				
Deposits	3,832	8,776	-	60
Sundry receivables	12,381	11,596	140	-
Amount due from a subsidiary company	-	-	141,875	121,701
Amount due from associated companies	450	449	-	-
Dividend from subsidiary companies	-	-	20,000	21,375
	16,663	20,821	162,015	143,136
	131,147	172,823	162,015	143,136
Other current assets				
Prepayments	16,333	31,817	390	2,052
Input VAT (net)	1,595	1,511	-	-
	17,928	33,328	390	2,052
	149,075	206,151	162,405	145,188

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**10. TRADE AND OTHER RECEIVABLES (CONTINUED)****(a) Trade receivables**

The Group's normal credit term ranges from 30 to 90 (2025: 30 to 90) days. Other credit terms are assessed and approved on a case-by-case basis.

The Group has no significant concentration of credit risk that may arise from exposure to a single debtor or to groups of trade receivables, other than an amount of RM9,231,000 (2025: RM7,644,000) due from a trade debtor.

Ageing analysis of trade receivables

The ageing analysis of the Group's trade receivables is as follows:

	Group	
	2026 RM'000	2025 RM'000
Neither past due	77,910	119,299
1 to 30 days past due	23,184	21,640
31 to 60 days past due	6,622	6,449
61 to 90 days past due	6,768	4,614
	36,574	32,703
	114,484	152,002

Recognition and measurement of impairment loss

There are trade receivables where the Group has not recognised any provision for expected credit loss as the trade receivables are unlikely to have default in payments.

(b) Other receivables

The amount due from a subsidiary company is unsecured, repayable on demand and non-interest bearing other than the amount of RM140,000,000 (2025: RM120,000,000) which bears an interest at 4.13% (2025: 4.42%) per annum. The amount due from associated companies is unsecured, non-interest bearing and is repayable on demand. All the sundry receivables and deposits are unsecured and non-interest bearing.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**11. DERIVATIVE LIABILITIES**

	Group			
	2026 Contract amount RM'000	Derivative Liabilities RM'000	2025 Contract amount RM'000	Derivative Liabilities RM'000
Non-hedging derivatives				
Current				
Forward currency contracts	37,066	(939)	-	-

The Group uses forward currency contracts to manage some of the transaction exposure. These contracts are not designated as cash flow or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting.

Forward currency contracts are used to hedge certain of the Group's purchases denominated in Japanese Yen for firm commitments existed at the reporting date. The fair value changes relating to those forward currency contracts outstanding at the reporting date would result in the recognition of derivative liabilities or assets at the reporting date.

12. CASH AND BANK BALANCES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash in hand	205	140	-	-
Cash at banks (Note a)	368,900	387,142	24,984	5,879
Deposits with licensed banks (Note b)	54,805	46,461	-	-
Total cash and cash equivalent	423,910	433,743	24,984	5,879

(a) Cash at banks are the overnight placements with licensed banks, which earns interest of 0.75% to 3.50% (2025: 1.00% to 3.50%) and 2.50% to 3.25% (2025: 2.75% to 3.25%) per annum for the Group and the Company respectively.

(b) The Group's deposits with licensed banks has an interest rate ranging from 3.63% to 5.68% (2025: 5.48% to 6.28%) per annum, and maturity period of less than 90 days.

13. SHARE CAPITAL

	Group and Company			
	Number of shares		Share capital	
	2026 '000	2025 '000	2026 RM'000	2025 RM'000
Issued and fully paid up, at no par value				
At beginning of the financial year	1,172,177	1,170,933	629,367	626,237
Employees' share options exercised	-	1,244	-	3,085
Employees' share options forfeited	-	-	80	45
At end of the financial year	1,172,177	1,172,177	629,447	629,367

The holders of ordinary shares (other than treasury shares) are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All the ordinary shares (other than treasury shares) rank equally with regard to the Company's residual assets.

During the financial year, the Company did not issue any shares but increased its share capital from RM629,367,000 to RM629,447,000 by way of the inclusion of RM80,000 from employees' share plan reserves upon the forfeiture of ESS.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

14. RESERVES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Merger deficit (Note a)	(424,000)	(424,000)	-	-
Employee share plan reserve (Note b)	8,920	6,251	8,920	6,251
Consolidation reserve (Note c)	31,011	31,732	-	-
Exchange reserve (Note d)	(29,509)	(7,564)	-	-
FVTOCI reserve (Note e)	(5,851)	(7,173)	-	-
Revaluation reserve (Note f)	29,341	-	-	-
	(390,088)	(400,754)	8,920	6,251
Retained earnings (Note g)	473,508	428,092	33,245	32,249
	83,420	27,338	42,165	38,500

Notes:

(a) Merger deficit

Merger deficit represents the difference between the cost of acquisition and the nominal value of the share capital and reserves of the subsidiary company acquired in prior years.

(b) Employee share plan reserve

The employee share plan reserve represents the equity-settled shares and share options granted to certain directors and employees of the Group. The employee share plan reserve is made up of the cumulative value of services received from those directors and employees recorded over the vesting period commencing from the grant date of the shares and share options and is reduced by the expiry, forfeiture or exercise of the share options.

(c) Consolidation reserve

The consolidation reserve comprises the consolidation effects of changes in the Group's equity interests in subsidiary companies which does not result in loss of control.

(d) Exchange reserve

The exchange reserve represents exchange differences arising from the translation of the financial statements of foreign operation whose functional currency is different from the Group's presentation currency.

(e) FVTOCI reserve

The FVTOCI reserve represents the cumulative fair value changes, net of tax, if applicable, of FVTOCI financial assets until they are disposed of.

(f) Revaluation reserve

The revaluation reserve represents the cumulative net increase in the fair value of land arising from revaluation, net of deferred tax, where applicable.

(g) Retained earnings

The entire retained earnings of the Company is available for distribution as single-tier dividends.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

15. TREASURY SHARES

	Group and Company Ordinary shares			
	2026 Number of shares '000	2025 Number of shares '000	2026 RM'000	2025 RM'000
At beginning of the financial year	10,980	3,334	14,640	6,441
Shares bought back during the financial year	26,569	8,155	17,892	9,181
Reissued for ESS shares vested	(487)	(509)	(429)	(982)
At end of the financial year	37,062	10,980	32,103	14,640

In the Annual General Meeting held on 8 October 2025, the Company has renewed the mandate relating to the share buyback of up to 10% of the existing share capital.

During the financial year, the Company bought back 26,569,200 shares (2025: 8,154,700) from the open market for approximately RM17,892,000 (2025: RM9,181,000) or at an average price of RM0.67 (2025: RM1.13) per share with internal generated funds. The shares bought back are held as treasury shares and none of the shares were cancelled.

During the financial year, 487,800 (2025: 508,600) shares were reissued for the vesting of ESS shares.

16. CONTRACT LIABILITY

Contract liability represents a part of the sale proceeds received from customers which relates to service maintenance in which the service has not been rendered. The amount allocated to service maintenance is measured based on estimated standalone selling price, determined with reference to the actual number of vehicles sold and estimated charges for the type of services expected to be provided.

The Group provides free maintenance service package for 5 years (limited to 100,000 kilometres) on certain Mazda and Kia models, and 3 to 5 years (limited to 60,000 or 100,000 kilometres) on XPeng models.

Commencing from the financial year ended 30 April 2021, all CKD and Completely Built-Up ("CBU") models (except BT-50) sold between July 2020 to December 2020 are entitled to 6-year free maintenance service or upon attainment of 120,000 kilometres, whichever is earlier. Vehicles sold during other periods are entitled to the normal 5-year free maintenance service.

In the Philippines, the Group provides free maintenance package for 5 years or attainment of 100,000 kilometres, whichever is earlier.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

16. CONTRACT LIABILITY (CONTINUED)

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	317,062	328,917
Derecognition during the financial year	(22,373)	-
Deferred during the financial year	68,002	80,882
Recognised during the financial year (Note 21)	(95,020)	(90,614)
Exchange difference	(6,036)	(2,123)
At end of the financial year	261,635	317,062

On 28 November 2025, the Group's distributorship rights for Kia vehicles were terminated pursuant to a Memorandum of Agreement entered into with Kia Corporation and Kia Malaysia Sdn. Bhd..

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at financial year end are as follows:

	Group	
	2026 RM'000	2025 RM'000
<u>At end of financial year:</u>		
Within a year	94,643	92,007
Later than 1 year but not later than 5 years	166,992	225,055
	261,635	317,062

Set out below is the amount of revenue recognised from:

	Group	
	2026 RM'000	2025 RM'000
Amounts included in contract liability at the beginning of the financial year	94,582	89,087

17. PROVISIONS

Group	Incentives RM'000	Warranty RM'000	Restoration cost RM'000	Total RM'000
2026				
At beginning of the financial year	5,133	79,924	5,072	90,129
Provision during the financial year	21,974	29,577	445	51,996
Reversal during the financial year	(7,632)	(3,387)	(562)	(11,581)
Utilisation of provision	(13,680)	(22,025)	-	(35,705)
Unwinding of discount (Note 22)	-	-	130	130
Exchange difference	-	(1)	-	(1)
At end of the financial year	5,795	84,088	5,085	94,968
2026				
Current	5,795	23,086	-	28,881
Non-current	-	61,002	5,085	66,087
	5,795	84,088	5,085	94,968

17. PROVISIONS (CONTINUED)

Group	Incentives RM'000	Warranty RM'000	Restoration cost RM'000	Total RM'000
2025				
At beginning of the financial year	9,928	77,666	4,923	92,517
Provision during the financial year	20,461	27,263	-	47,724
Reversal during the financial year	(4,455)	(93)	-	(4,548)
Utilisation of provision	(20,801)	(24,902)	-	(45,703)
Unwinding of discount (Note 22)	-	-	149	149
Exchange difference	-	(10)	-	(10)
At end of the financial year	5,133	79,924	5,072	90,129
2025				
Current	5,133	18,610	-	23,743
Non-current	-	61,314	5,072	66,386
	5,133	79,924	5,072	90,129

Notes:

(a) Incentives

The Group provides sales incentives for car dealers such as registration incentives and volume incentives for dealers who achieve cumulative sales target level. The incentive entitlement is communicated to the dealers periodically and are paid during and/or after financial year end. The provision for sales incentive is based on the car dealers' progress towards achieving their agreed annual sales targets.

(b) Warranty

Mazda

In Malaysia, the Group provides warranty periods of 5 years or attainment of 100,000 kilometres, whichever is earlier, on locally assembled vehicles and undertakes to repair or replace parts that fail to perform satisfactorily. For imported vehicles, the manufacturer gives to the Group's customers a warranty period of 3 years or attainment of 100,000 kilometres, whichever is earlier. The Group extends an additional warranty period of 2 years in addition to the 3 years provided by the manufacturer.

Commencing from the financial year ended 30 April 2021, all CKD and CBU models (except BT-50) sold between July 2020 to December 2020 are entitled to 6-year free maintenance service or upon attainment of 120,000 kilometres, whichever is earlier. Vehicles sold during other periods are entitled to the normal 5-year free maintenance service.

Kia

The manufacturer provides to the Group's customers a warranty period of 5 years or attainment of 100,000 kilometres, whichever is earlier.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
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17. PROVISIONS (CONTINUED)

Notes: (continued)

(b) Warranty (continued)

XPeng

The manufacturer provides the Group's customers with a warranty period of 5 years or 120,000 kilometres for the vehicle, and 8 years or 160,000 kilometres for the electric vehicle's battery and motor, whichever is earlier.

(c) Restoration cost

A provision for restoration cost is recognised for expected costs to be incurred to restore the rented premise in accordance to the stipulation in the tenancy agreement. The Group provides for the cost to restore the premises to its original state and condition. The provision is based on the best estimate of the direct expenditure to be incurred upon the expiry of tenancy period. Changes in the estimated future costs or in the discount rate applied are added to or deducted from the cost of the asset.

18. BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
<u>Short term borrowings</u>				
<u>Secured:</u>				
Bankers' acceptance	74,790	125,621	-	-
<u>Unsecured:</u>				
Sukuk Wakalah Islamic Commercial Papers ("ICP")	-	100,000	-	100,000
	74,790	225,621	-	100,000
<u>Long term borrowing</u>				
<u>Unsecured:</u>				
Sukuk Wakalah Islamic Medium Term Notes ("IMTN")	129,730	-	129,730	-
	204,520	225,621	129,730	100,000

A subsidiary has bankers' acceptance amounting to RM74,790,000, which are secured by a corporate guarantee provided by the Company. The interest rate per annum during the financial year for bankers' acceptances range from 3.55% to 4.47% (2025: 3.80% to 4.68%).

The IMTN comprise the second tranche of RM130,000,000 Sukuk Wakalah, which was issued on 25 September 2025, with maturity of 3 years from the date of issue and carries profit rate of 3.99% per annum.

In the previous financial year, the ICP comprise the sixth tranche of RM100,000,000 Sukuk Wakalah, which was issued on 25 March 2025, with maturity of 6 months from the date of issue and carries profit rate of 4.03% per annum.

The Group has a standby Sukuk Wakalah facility, comprising 7-year ICP which will expire in 2027 and a Perpetual IMTN Programme, with a combined aggregate limit of RM500,000,000 in nominal value.

19. TRADE AND OTHER PAYABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
<u>Trade payables</u>				
Third parties	159,473	123,167	-	-
Amount due to associated companies	45,097	40,161	-	-
	204,570	163,328	-	-
<u>Other payables</u>				
Sundry payables	30,242	25,464	701	182
Refundable deposits from customers	2,605	2,960	-	-
Amount due to a subsidiary company	-	-	-	118
Dividend payable	19,865	20,321	19,865	20,321
Accruals	6,928	13,676	166	217
	59,640	62,421	20,732	20,838
	264,210	225,749	20,732	20,838

(a) Trade payables

These amounts are non-interest bearing except for interest levied on late payments. Trade payables are normally settled on 30 to 90 (2025: 30 to 90) days.

(b) Refundable deposits from customers

The refundable deposits are received from customers upon booking confirmation and will be set-off against the total invoiced amounts upon delivery of vehicles.

(c) Amount due to a subsidiary company

The amount due to a subsidiary company is unsecured, non-interest bearing and is repayable on demand.

20. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Group as a lessee

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the financial year.

2026	Land RM'000	Building RM'000	Total RM'000
<u>At Net Carrying Amount</u>			
At beginning of the financial year	21,117	59,312	80,429
Additions	-	13,029	13,029
- New leases	-	445	445
- Capitalisation of restoration cost	-	-	-
Depreciation charge for the financial year (Note 23)	(1,421)	(14,284)	(15,705)
Termination	-	(17,412)	(17,412)
Exchange difference	(3,355)	-	(3,355)
At end of the financial year	16,341	41,090	57,431
<u>As at 30 April 2026</u>			
Cost	26,396	118,436	144,832
Accumulated depreciation	(10,055)	(77,346)	(87,401)
Net carrying amount	16,341	41,090	57,431

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
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20. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

Group as a lessee (continued)

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the financial year. (continued)

2025	Land RM'000	Building RM'000	Total RM'000
<u>At Net Carrying Amount</u>			
At beginning of the financial year	24,175	59,825	84,000
Additions	-	21,172	21,172
Depreciation charge for the financial year (Note 23)	(1,548)	(14,621)	(16,169)
Termination	-	(7,064)	(7,064)
Exchange difference	(1,510)	-	(1,510)
At end of the financial year	<u>21,117</u>	<u>59,312</u>	<u>80,429</u>
As at 30 April 2025			
Cost	31,614	138,576	170,190
Accumulated depreciation	(10,497)	(79,264)	(89,761)
Net carrying amount	<u>21,117</u>	<u>59,312</u>	<u>80,429</u>

The right-of-use assets are in respect of lease contracts for buildings such as showrooms, service centres and warehouses.

Set out below are the carrying amounts of lease liabilities recognised and the movements during the financial year.

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	90,813	93,788
Additions	13,029	21,172
Termination	(18,290)	(7,333)
Accretion of interest (Note 22)	3,818	4,557
Lease payments	(18,291)	(19,395)
Exchange difference	(4,654)	(1,976)
At end of the financial year	<u>66,425</u>	<u>90,813</u>
<u>Disclosed as:</u>		
- Current	11,357	13,712
- Non-current	<u>55,068</u>	<u>77,101</u>
	<u>66,425</u>	<u>90,813</u>

The following are the amounts recognised in profit or loss:

	Group	
	2026 RM'000	2025 RM'000
Depreciation of right-of use assets (Note 23)	15,705	16,169
Interest expense on lease liabilities (Note 22)	3,818	4,557
Expenses relating to short-term lease (Note 23)	452	1,032
Expenses relating to leases of low-value assets (Note 23)	244	225
Gain on termination of leases (Note 23)	(878)	(269)
	<u>19,341</u>	<u>21,714</u>

The Group had total cash outflows for leases amounted to RM18,987,000 (2025: RM20,652,000). As at 30 April 2026, the Group had non-cash additions to right-of-use assets and lease liabilities of RM13,474,000 (2025: RM21,172,000).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

21. REVENUE

Revenue consists of the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue from contracts with customers:				
Sale of motor vehicles	1,976,337	2,330,419	-	-
Sale of spare parts	217,085	210,893	-	-
Maintenance and fitting of motor vehicle accessories services	80,673	80,899	-	-
	<u>2,274,095</u>	<u>2,622,211</u>	<u>-</u>	<u>-</u>
Other revenue:				
Dividend income from subsidiaries	-	-	79,310	339,905
Dividend income from an associated company	-	-	-	725
Dividend income from other investment	157	71	-	-
	<u>2,274,252</u>	<u>2,622,282</u>	<u>79,310</u>	<u>340,630</u>
Geographical markets:				
- Malaysia	2,064,267	2,352,775		
- Outside Malaysia	209,828	269,436		
	<u>2,274,095</u>	<u>2,622,211</u>		
Timing of revenue recognition:				
- at a point in time	2,179,075	2,531,597		
- over time (Note 16)	95,020	90,614		
	<u>2,274,095</u>	<u>2,622,211</u>		

22. FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest expense on:				
- bankers acceptances and trust receipts	1,360	4,933	-	-
- IMTN and ICP	5,027	2,686	5,027	2,686
- lease liabilities (Note 20)	3,818	4,557	-	-
Unwinding of discount on provision (Note 17)	130	149	-	-
Other finance costs:				
- Amortisation on the transaction cost	88	-	88	-
	<u>10,423</u>	<u>12,325</u>	<u>5,115</u>	<u>2,686</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

23. PROFIT BEFORE TAX

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax				
is arrived at after charging/(crediting):				
Directors' remuneration (Note 24)				
- emoluments (excluding benefits-in-kind)	11,528	12,400	102	87
- fees	506	520	506	520
Auditors' remuneration				
- statutory audit fee				
- Ernst & Young PLT	442	415	94	66
- Member firm of Ernst & Young Global Limited	45	41	-	-
- Other firms	101	91	82	82
Non-audit service fees				
- Ernst & Young PLT	82	82	14	14
Depreciation of property, plant and equipment (Note 3)	9,707	10,784	2	5
Depreciation of right-of-use assets (Note 20)	15,705	16,169	-	-
(Reversal of)/inventories written down	(1,347)	786	-	-
Demonstration car expenses	31,089	25,219	-	-
Expenses relating to short-term lease (Note 20)	452	1,032	-	-
Expenses relating to leases of low-value assets (Note 20)	244	225	-	-
Staff costs (Note a)	101,316	104,329	-	-
Property, plant and equipment written off (Note 3)	1,294	172	-	-
Fair value adjustment on derivatives	939	(1,293)	-	-
Provision for warranty (net of reversal)	26,190	27,170	-	-
Provision for incentives (net of reversal)	14,342	16,006	-	-
Reversal of restoration cost	(562)	-	-	-
Impairment loss on investment in associate (Note 5)	-	-	16,963	-
Adjustment on contract liability	(14,379)	-	-	-
(Gain)/loss on disposal of property, plant and equipment	(613)	23	-	-
Rental income from an associated company	(264)	(264)	-	-
Business development fees	(25,627)	(34,634)	-	-
Interest income from financial institutions	(10,582)	(9,805)	(347)	(548)
Interest income from a subsidiary	-	-	(5,334)	(2,877)
(Gain)/loss on foreign exchange				
- realised	(763)	(409)	-	-
- unrealised	(1,343)	1,390	-	-
Gain on termination of leases (Note 20)	(878)	(269)	-	-

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

23. PROFIT BEFORE TAX (CONTINUED)

(a) Staff costs consist of the following:

	Group	
	2026 RM'000	2025 RM'000
Wages, salaries, bonuses, relief fund, allowances and other emoluments	78,444	79,280
Social security costs and employees insurance	814	837
Pension costs		
- defined contribution plans	10,095	10,559
Share-based payments under ESS (Note b)	3,423	5,790
Other staff related expenses	8,540	7,863
	<u>101,316</u>	<u>104,329</u>

Note: Staff costs exclude remuneration of executive directors.

(b) Share-based payments under ESS consist of the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Share-based payments for:				
- employees of the Group (Note a)	3,423	5,790	-	-
- directors of the Company	385	579	385	579
- other directors of the Group	127	192	-	-
	<u>3,935</u>	<u>6,561</u>	<u>385</u>	<u>579</u>

24. DIRECTORS' REMUNERATION

The aggregate directors' remuneration for all directors of the Group and of the Company categorised into appropriate components for the financial year are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors of the Company				
Executive				
Salaries and other emoluments	7,479	7,922	-	-
Performance incentive	2,000	2,000	-	-
Benefits-in-kind	49	49	-	-
	<u>9,528</u>	<u>9,971</u>	<u>-</u>	<u>-</u>
Non-executive				
Fees	506	520	506	520
Other emoluments	102	87	102	87
	<u>608</u>	<u>607</u>	<u>608</u>	<u>607</u>
	<u>10,136</u>	<u>10,578</u>	<u>608</u>	<u>607</u>
Other directors of the Group				
Salaries and other emoluments	975	1,382	-	-
Performance incentive	972	1,009	-	-
	<u>1,947</u>	<u>2,391</u>	<u>-</u>	<u>-</u>
Total directors' remuneration (excluding share-based payments)	<u>12,083</u>	<u>12,969</u>	<u>608</u>	<u>607</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

25. INCOME TAX EXPENSE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Income tax:				
- Malaysian	44,106	38,837	231	259
- Foreign tax	4,984	12,315	-	-
	49,090	51,152	231	259
Under/(over) provision in respect of prior years				
- Malaysian income tax	629	(1,084)	5	(3)
	49,719	50,068	236	256
Deferred tax (Note 7)				
- Relating to origination and reversal of temporary differences	7,465	6,009	-	-
- Under/(over) provision in prior years	81	(78)	-	-
	7,546	5,931	-	-
Total income tax expense	57,265	55,999	236	256

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025: 24%) of the estimated assessable profit for the financial year. Taxation for other jurisdictions is calculated at the rate prevailing in the respective jurisdictions.

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax	174,272	221,464	60,546	339,127
Applicable tax rate (%)	24	24	24	24
Taxation at applicable tax rate	41,825	53,151	14,531	81,390
Income not subject to tax	(884)	(534)	(19,034)	(81,751)
Expenses not deductible under tax legislation	3,968	4,854	4,734	620
Effect of different tax rate in other country	176	529	-	-
Deferred tax assets not recognised on unutilised business losses and unabsorbed capital allowances	5,480	1,986	-	-
Effect of share of result of associated companies	5,990	(2,825)	-	-
Under/(over) provision of income tax in prior years	629	(1,084)	5	(3)
Under/(over) provision of deferred tax in prior years	81	(78)	-	-
Income tax expense for the financial year	57,265	55,999	236	256

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

25. INCOME TAX EXPENSE (CONTINUED)

Unrecognised deferred tax assets

Unutilised tax losses to be carried forward until:

- Year of assessment 2035
- Year of assessment 2036

Unabsorbed capital allowances

Group	
2026 RM'000	2025 RM'000
6,520	6,520
21,950	-
1,345	463
29,815	6,983

Deferred tax assets have not been recognised in respect of the above items as it is not probable that future taxable profits will be available against which they may be utilised.

The carrying forward of unused tax losses is restricted to a maximum of ten consecutive years of assessments. The final year of assessment for utilisation of unused tax losses is as disclosed above.

26. EARNINGS PER SHARE

(a) Basic

Basic earnings per share is calculated by dividing profit for the financial year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares with voting rights in issue during the financial year.

	Group	
	2026	2025
Profit attributable to equity holders (RM'000)	104,730	153,595
Weighted average number of ordinary shares with voting rights in issue ('000)	1,146,854	1,167,494
Basic earnings per share (sen)	9.13	13.16

(b) Diluted

For the purpose of calculating diluted earnings per share, the profit for the financial year attributable to ordinary equity holders of the Company and the weighted average number of ordinary shares with voting rights in issue during the financial year, have been adjusted for the dilutive effects of the dilutive instruments of the Group.

	Group	
	2026	2025
Profit attributable to equity holders (RM'000)	104,730	153,595
Weighted average number of ordinary shares with voting rights in issue ('000)	1,146,854	1,167,494
Assumed shares issued from the exercise of employees' share scheme ('000)	3,787	4,487
Adjusted weighted average number of ordinary shares with voting rights ('000)	1,150,641	1,171,981
Diluted earnings per share (sen)	9.10	13.11

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

27. DIVIDENDS

Recognised during the financial year

Single-tier dividends:

In respect of prior financial year

- Fourth interim dividend of 1.50 sen approved in respect of financial year ended 30 April 2025 (2025: Fourth interim dividend of 4.75 sen and special dividend of 7.00 sen approved in respect of financial year ended 30 April 2024)

In respect of current financial year

- First interim dividend of 0.75 sen approved in respect of financial year ended 30 April 2026 (2025: First interim dividend of 3.50 sen approved in respect of financial year ended 30 April 2025)
- (2025: A special dividend of 7.00 sen approved in respect of financial year ended 30 April 2025)
- Second interim dividend of 1.25 sen approved in respect of financial year ended 30 April 2026 (2025: Second interim dividend of 3.00 sen approved in respect of financial year ended 30 April 2025)
- Third interim dividend of 1.75 sen approved in respect of financial year ended 30 April 2026 (2025: Third interim dividend of 1.75 sen approved in respect of financial year ended 30 April 2025)

Company			
2026 Dividend per share Sen	2026 Dividend RM'000	2025 Dividend per share Sen	2025 Dividend RM'000
1.50	17,380	11.75	137,336
0.75	8,604	3.50	40,910
-	-	7.00	81,855
1.25	14,222	3.00	35,081
1.75	19,865	1.75	20,321
5.25	60,071	27.00	315,503

On 11 June 2026, the Company declared and approved a fourth interim single-tier dividend of 1.75 sen per share and a special single-tier dividend of 1.75 sen per share in respect of the financial year ended 30 April 2026 amounting to about RM39,691,000. The financial statements for the current financial year do not reflect these dividends. These dividends will be accounted for in the shareholders' equity as an appropriation of retained earnings in the financial year ending 30 April 2027.

28. SEGMENTAL INFORMATION

The Group operates predominantly in one business segment in Malaysia and outside Malaysia. The primary format, geographical segments, is based on the Group's management and internal reporting structure.

Unallocated assets/liabilities include items relating to investing and financing activities and items that cannot be reasonably allocated to individual segments.

Results	2026 RM'000	2025 RM'000
Malaysia	185,515	170,858
Philippines	15,918	43,688
	201,433	214,546
Unallocated corporate expenses	(2,363)	(2,331)
	199,070	212,215
Interest income	10,582	9,805
Finance costs	(10,423)	(12,325)
Share of results of associates	(24,957)	11,769
Profit before tax	174,272	221,464
Income tax expense	(57,265)	(55,999)
Profit for the financial year	117,007	165,465

	Revenue RM'000	Capital expenditure RM'000	Assets RM'000	Liabilities RM'000
2026				
Malaysia	2,064,424	43,687	1,068,007	814,201
Philippines	209,828	646	229,862	78,496
	2,274,252	44,333	1,297,869	892,697
Unallocated items	-	-	362,948	13,947
Total	2,274,252	44,333	1,660,817	906,644
2025				
Malaysia	2,352,846	9,153	993,211	851,517
Philippines	269,436	772	273,748	97,857
	2,622,282	9,925	1,266,959	949,374
Unallocated items	-	-	420,743	5,497
Total	2,622,282	9,925	1,687,702	954,871

29. EMPLOYEES' SHARE SCHEME

The Company implemented an Employees' Share Scheme ("ESS" or "Scheme") which came into effect on 19 November 2018 for a period of 5 years. The ESS may be extended for a maximum period of five (5) years if so recommended by the ESS Committee and approved at the discretion of the Board. The ESS was approved by the shareholders at an Extraordinary General Meeting held on 3 October 2018. The ESS is administered by a committee ("ESS Committee").

At an Extraordinary General Meeting held on 5 October 2023, shareholders approved the ESS offer from 1 December 2023 to 30 November 2028 for the grant of shares and share options that are settled by delivery of the ordinary shares of the Company, to eligible directors and employees of the Group.

The maximum number of ESS Shares (including shares in respect of ESS Options granted which have yet to be exercised) which may be made available under the ESS shall not exceed in aggregate three percent (3%) of the total issued and paid-up ordinary share capital of the Company (excluding treasury shares, if any) at any point in time throughout the duration of the ESS.

The main features of the Scheme for ESS are as follows:

- (a) The aggregate maximum number of ESS Shares and ESS Options that may be granted to any eligible director or employee of the Group shall be determined by the ESS Committee provided that:
 - (i) the directors and eligible employees do not participate in the deliberation and discussion of their own allocation and the allocation to any person connected with them;
 - (ii) no allocation of more than seventy percent (70%) of the total of ESS Shares and ESS Options shall be made in aggregate to the directors and/or senior management of the Group; and
 - (iii) no allocation of more than ten percent (10%) of the ESS Shares and ESS Options shall be made to any eligible directors or employee of the Group who, either single or collectively through persons connected with them, hold more than twenty percent (20%) of the issued and paid-up share capital of the Company (excluding treasury shares, if any).
- (b) An eligible employee shall pay a sum of RM1.00 as consideration for acceptance of that offer. The ESS options shall be exercisable at a price which is the five-day weighted average market price of the shares in the Company on the date of offer, with a discount not exceeding ten per cent.
- (c) The ESS Committee may in its absolute discretion and subject to compliance with the provisions of the Companies Act 2016 and the Company's Constitution and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, decide that the ESS Shares to be satisfied by issuance of new ordinary shares of the Company, acquisition of existing issued ordinary shares of the Company from the market, payment of cash or a combination of the above.
- (d) The new ordinary shares issued upon the ESS will be subject to the provisions of the Constitution of our Company and will, upon allotment and issuance, rank equally in all respects with the existing new ordinary shares, save and except that the new ordinary shares issued will not be entitled for any dividends, rights, allotments and/or other distributions that may be declared, made or paid to shareholders of our Company, the entitlement date of which is prior to the date of allotment and issuance of the new ordinary shares to the participants.
- (e) If an ESS granted is satisfied via a transfer of existing ordinary shares, the participants will not be entitled to any entitlement attached to such ordinary shares in respect of which the entitlement date is prior to the effective date of transfer of such ordinary shares to the participants.

29. EMPLOYEES' SHARE SCHEME (CONTINUED)

The ESS consists of ESS Options and Shares as below:

(i) ESS OptionsMovement of share options

The following table illustrates the number and weighted average exercise price ("WAEP") of, and movements in, ESS Options:

ESS which came into effect on 1 December 2023

	Group		WAEP RM
	2026 Units	2025 Units	
Outstanding at beginning of the financial year	18,714,610	21,040,000	2.14
- Forfeited	(260,600)	(1,081,600)	2.14
- Exercised	-	(1,243,790)	2.14
Outstanding at end of the financial year	18,454,010	18,714,610	2.14

The exercise price for ESS Options outstanding at the end of the financial year was RM2.14 per share option.

(ii) ESS SharesMovement of shares

The following table illustrates the number and movements in ESS Shares:

ESS which came into effect on 1 December 2023

	Group	
	2026 Units	2025 Units
Outstanding at beginning of the financial year	4,487,400	5,260,000
- Forfeited	(212,400)	(264,000)
- Vested	(487,800)	(508,600)
Outstanding at end of the financial year	3,787,200	4,487,400

Fair value of ESS granted

The following table lists the fair values of the options and shares granted, which were estimated at the grant dates.

ESS which came into effect on 1 December 2023

	Group	
	Options RM	Shares RM
Fair values of options and shares to be vested		
On the grant date	0.34	-
1 year from the grant date	0.32	2.43
2 years from the grant date	0.28	2.43
3 years from the grant date	0.24	2.43
4 years from the grant date	0.20	2.43
5 years from the grant date	-	2.43

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**29. EMPLOYEES' SHARE SCHEME (CONTINUED)**

The fair values of the options and shares granted is estimated at the grant date using a binomial option pricing model, taking into account the terms and conditions upon which the instruments were granted.

The following table lists the inputs to the option pricing model:

ESS which came into effect on 1 December 2023

	Grant dates 25.03.2024 to 16.04.2024
Dividend yield (%)	10.10 - 10.56
Expected volatility (%)	21.47
Risk-free interest rate (% p.a.)	3.58 - 3.76
Expected life of options (Years)	4.69
Underlying share price (RM)	2.39 - 2.50

The expected life of the ESS Shares and ESS Options is based on the contractual life of the shares and options. The expected volatility reflects the assumption that the historical volatility, over a period similar to the life of the options, is indicative of future trends, which may not necessarily be the actual outcome.

30. SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the transactions detailed elsewhere in the notes to financial statements, the Group and the Company had the following significant transactions with related parties during the financial year:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Transactions with MMSB* :				
Purchase of motor vehicles	802,835	976,427	-	-
Management fee income received	(2,222)	(2,222)	-	-
Rental income received	(264)	(264)	-	-
Transaction with KMSB* :				
Purchase of motor vehicles	46	178,635	-	-
Transaction with BMSB^ :				
Interest income received	-	-	(5,334)	(2,877)

Note:

* Associated companies of the Group.

^ Subsidiary of the Company.

The directors are of the opinion that the above transactions are in the normal course of business and at terms mutually agreed between parties.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**31. KEY MANAGEMENT PERSONNEL COMPENSATION**

The compensation of the key management personnel, who are the directors and other senior management personnel of the Group and of the Company, are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Short-term benefits	16,693	18,168	608	607
Post-employment benefits	2,338	2,550	-	-
	19,031	20,718	608	607

32. COMMITMENTS

	Group	
	2026 RM'000	2025 RM'000
Capital expenditure		
Property, plant and equipment		
- approved and contracted for	586	88

33. CONTINGENT LIABILITIES

The Company has provided corporate guarantees to banks in respect of credit facilities granted to its subsidiary companies. Included within these facilities is a trade financing facility that allows utilisation by third-party suppliers. As at the reporting date, the amount utilised by the supplier was RM152,288,000 (2025: RM182,737,000). The Company has assessed the financial guarantee contracts and concluded that the likelihood of default is remote. All of the Company's financial guarantees are either due within one year or repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**34. FAIR VALUE MEASUREMENT**

The Group and the Company measure the fair values using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements:

Level 1	Quoted (unadjusted) market price in active markets for identical assets or liabilities
Level 2	Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
Level 3	Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

Assets and liabilities that are measured at fair value

The table below analyses the assets and liabilities measured at fair value at the reporting date, according to the level in the fair value hierarchy:

Group	Quoted prices in active markets for identical instruments Level 1 RM'000	Significant observable inputs other than quoted price Level 2 RM'000	Significant unobservable inputs Level 3 RM'000	Total RM'000
2026				
Assets carried at fair value				
Other investment - Quoted shares	15,861	-	-	15,861
Freehold land classified as property, plant and equipment	-	-	61,400	61,400
Liability carried at fair value				
Derivative liabilities	-	(939)	-	(939)
2025				
Asset carried at fair value				
Other investment - Quoted shares	14,539	-	-	14,539

There has been no transfer between levels of fair value measurements during the financial years ended 30 April 2026 and 30 April 2025.

Derivative liabilities

Forward currency contracts are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing model, using present value calculations. The model incorporates various inputs including foreign exchange spot and forward rates as well as forward rate curves.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**35. FINANCIAL INSTRUMENTS****(a) Classification of financial instruments**

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The principal accounting policies in Note 2.8 describe how the classes of financial instruments are measured, and how income and expense, including fair value gains and losses, are recognised. The following table analyses the financial assets and financial liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

Group	Note	2026 RM'000	2025 RM'000
Financial assets - At amortised cost			
Trade and other receivables (excluding prepayment and input VAT(net))	10	131,147	172,823
Cash and bank balances	12	423,910	433,743
		<u>555,057</u>	<u>606,566</u>
Financial liabilities - At amortised cost			
Borrowings	18	204,520	225,621
Trade and other payables	19	264,210	225,749
Lease liabilities	20	66,425	90,813
		<u>535,155</u>	<u>542,183</u>
Company			
Financial assets - At amortised cost			
Trade and other receivables (excluding prepayments)	10	162,015	143,136
Cash and bank balances	12	24,984	5,879
		<u>186,999</u>	<u>149,015</u>
Financial liabilities - At amortised cost			
Borrowings	18	129,730	100,000
Trade and other payables	19	20,732	20,838
		<u>150,462</u>	<u>120,838</u>

(b) Fair value**(i) Financial instruments that are measured at fair value**

Information of financial instruments of the Group that are measured at fair value is disclosed in Note 34.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

35. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Fair value (continued)

- (ii)
- Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair values

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair values:

	Note
Trade and other receivables	10
Cash and bank balances	12
Borrowings (Current)	18
Trade and other payables	19

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to either insignificant impact of discounting from their short term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

Financial instruments that are not measured at fair value and whose carrying amounts are not reasonable approximation of fair value.

Financial liability
Long term borrowings

Group and Company	
2026 Carrying amount RM'000	2026 Fair value RM'000
129,730	127,762

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The financial risk management policies of the Group seek to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its market risk (including interest rate risk and foreign currency risk), liquidity risk and credit risk. The Group operates within clearly defined guidelines and the Group's policy is not to engage in speculative transactions.

(a) Market risk

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The interest-bearing assets are made up of deposits with licensed financial institutions.

The Group manages the interest rate risk of its deposits with licensed financial institutions by placing them at the most competitive interest rate obtainable, which yield better returns than cash at bank and by maintaining deposits and actively reviewing its portfolio of deposits.

The Group manages its interest risk exposure by actively reviewing its debt portfolio, taking into account the investment holding period and nature of its assets. This strategy allows it to capitalise on cheaper funding in a low interest rate environment and achieve a certain level of protection against rate hikes.

The information on maturity dates and effective interest rates of financial assets and liabilities are disclosed in their respective notes.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Market risk (continued)

(i) Interest rate risk (continued)

(a) Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not measure any fixed rate instruments at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect the income statement.

(b) Sensitivity analysis for floating rate instruments

A change of 25 basis points in interest rates at the reporting date would result in the profit or loss before tax of the Group and of the Company to be higher/lower by RM922,000 (2025: RM968,000) and by RM417,000 (2025: RM319,000), respectively. This analysis assumes that all other variables remain constant.

At the reporting date, the interest rate profile of the interest-bearing financial instruments was:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fixed rate instruments				
Financial assets				
Deposits with licensed banks	54,805	46,461	-	-
Financial liability				
Borrowings	204,520	225,621	129,730	100,000
Floating rate instruments				
Financial assets				
Amount due from a subsidiary	-	-	141,875	121,701
Cash at banks	368,900	387,142	24,984	5,879
	368,900	387,142	166,859	127,580

(ii) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (where revenue or expense is denominated in a different currency from the Group's functional currency) and the Group's net investment in a foreign subsidiary.

The Group is exposed to transactional currency risk primarily through purchases that are denominated in a currency other than the functional currency of the Group. The currency giving rise to risk is primarily Japanese Yen ("JPY").

The Group uses forward currency contracts to eliminate currency exposures resulting from fluctuations in foreign currency rates for which payment is anticipated more than one month after the Group has entered into a firm commitment for purchase. It is the Group's policy not to enter into forward contracts until a firm commitment is in place. It is the Group's policy to negotiate the terms of the derivatives to match the terms of the payments to minimise the exposure to foreign currency risk.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Market risk (continued)

(ii) Currency risk (continued)

The net unhedged financial assets/(financial liabilities) of the Group that is not denominated in their functional currencies are as follows:

	Group	
	2026 RM'000	2025 RM'000
JPY	(52,836)	3,516

Sensitivity analysis for currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in JPY exchange rate against the functional currencies of the Group, with all other variables held constant:

	2026 RM'000	2025 RM'000
Group		
<u>Increase/(decrease) to profit before tax</u>		
JPY/MYR - Strengthened by 5% (2025: 5%)	(3,373)	(642)
- Weakened by 5% (2025: 5%)	3,373	642
JPY/Philippine Peso ("PHP")		
- Strengthened by 5% (2025: 5%)	729	817
- Weakened by 5% (2025: 5%)	(729)	(817)

The Group is also exposed to currency translation risk arising from the Company's net investment in foreign operation, BAP. As at reporting date, with all other variables held constant, a 1% fluctuation in PHP against RM would cause the Group's net investment to be higher or lower by RM1,649,898 (2025: RM1,914,160) than its net carrying amount.

(b) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's credit risk is primarily attributable to trade receivables.

Receivables

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure.

New vehicles sales are still largely derived from authorised car dealers and as such, the Group has a normal credit policy in place and the exposure is monitored on a bi-weekly basis. The Group also extends credit risk to spare parts dealers, selective corporate purchasers and finance companies. Bank guarantees are required on a selective basis to secure the line of credit from the Group.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Credit risk (continued)

Exposure to credit risk, credit quality and collateral

As at 30 April 2026, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statements of financial position.

Management has taken reasonable steps to ensure that receivables that are neither past due nor impaired are measured at their realisable values. A significant portion of these receivables are regular customers that have been transacting with the Group. The Group uses ageing analysis to monitor the credit quality of the receivables. Any receivables having significant balances past due more than 90 days, which are deemed to have higher credit risk, are monitored individually.

The Group has no significant concentration of credit risk that may arise from exposure to a single debtor or to groups of trade receivables, other than one particular trade debtor as disclosed in Note 10. An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses.

The Group has applied the simplified approach to calculate expected credit losses which uses a lifetime expected loss allowance on all trade receivables. The Group's provision matrix is based on its historical credit loss experience with trade receivables of similar credit risk characteristics.

(c) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds.

The Group actively manages its operating cash flows and the availability of fund so as to ensure that all funding needs are met. As part of its overall prudent liquidity management, the Group maintains sufficient levels of cash to meet its working capital requirements.

All financial liabilities of the Group and of the Company are either due within one year or repayable on demand, except for borrowings and lease liabilities as disclosed below.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)**

(c) Liquidity risk (continued)

Analysis of financial liabilities by remaining contractual maturities

Group	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
2026				
Financial liabilities				
Borrowings	82,965	137,816	-	220,781
Trade and other payables	264,210	-	-	264,210
Lease liabilities	15,736	35,547	38,113	89,396
	<u>362,911</u>	<u>173,363</u>	<u>38,113</u>	<u>574,387</u>
2025				
Financial liabilities				
Borrowings	230,947	-	-	230,947
Trade and other payables	225,749	-	-	225,749
Lease liabilities	17,671	47,977	48,112	113,760
	<u>474,367</u>	<u>47,977</u>	<u>48,112</u>	<u>570,456</u>
Company	On demand or within one year RM'000	One to five years RM'000		Total RM'000
2026				
Financial liabilities				
Borrowings	5,187	137,816		143,003
Trade and other payables	20,732	-		20,732
	<u>25,919</u>	<u>137,816</u>		<u>163,735</u>
2025				
Financial liabilities				
Borrowings	100,000	-		100,000
Trade and other payables	20,838	-		20,838
	<u>120,838</u>	<u>-</u>		<u>120,838</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)
30 APRIL 2026**37. CAPITAL MANAGEMENT**

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic condition. To maintain or adjust its capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group monitors capital using a gearing ratio, which is net debt divided by total equity. Net debt represents borrowings less deposits with financial institutions and cash and bank balances and exclude lease liabilities arising from MFRS 16. Total equity represents net equity attributable to the owners of the parent plus non-controlling interests.

	Note	Group	
		2026 RM'000	2025 RM'000
Cash and bank balances	12	423,910	433,743
Borrowings	18	(204,520)	(225,621)
Net cash		<u>219,390</u>	<u>208,122</u>
Equity attributable to the owners of the parent		680,764	642,065
Non-controlling interests		73,409	90,766
Total equity		<u>754,173</u>	<u>732,831</u>

At the reporting date, the Group's cash and bank balances exceeded its borrowings. Therefore, gearing ratio is not meaningful to the Group.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERMAZ AUTO BERHAD (Incorporated in Malaysia)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERMAZ AUTO BERHAD (Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Bermaz Auto Berhad, which comprise the statements of financial position as at 30 April 2026 of the Group and of the Company, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information as set out on pages 270 to 331.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 April 2026, and of their financial performance and cash flows for the financial year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current financial year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit matter for the audit of the financial statements of the Group is described below. This matter was addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Provision for warranty

(Refer to Note 17 to the financial statements – Provisions)

The Group provides warranties on vehicles sold to either repair or replace parts for a specified period of time. The Group recognises a provision for warranty when it has a present obligation as a result of past events and it is probable that an outflow of economic resources will be required to either repair or replace any parts of the vehicles covered under warranty. As at 30 April 2026, the provision for warranty amounted to RM84,088,000, representing 9.3% of the total liabilities of the Group.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERMAZ AUTO BERHAD (Cont'd) (Incorporated in Malaysia)

Key audit matter (cont'd)

Provision for warranty (cont'd)

The provision for warranty represents the Group's best estimate of contractual obligations arising from the warranties provided on the vehicles sold for a specified period of time to the end customers. This estimate includes making assumptions on the timing of warranty claims and the cost to either repair or replace any parts of the vehicles covered by the warranty taking into consideration the historical claims made by customers for various models of the vehicles and applying a discount rate to present value the provision for warranty.

The assumptions used in determining the provision for warranty involves significant management judgements and estimates. Accordingly, we consider this to be an area of audit focus.

Our procedures to address this area of focus include, amongst others, the following:

- Obtaining an understanding of the relevant internal controls of the Group over the provision for warranty process;
- Discussing the basis of provision and assumptions with the management to obtain an understanding of the related data (such as claims histories) used as inputs to the provision computation;
- Testing the utilisation of the provision for warranty by comparing actual claims recorded to the approved claim forms on a sample basis;
- Assessing the provision for warranty made by management by comparing the estimates made with the average historical claim rates per vehicle; and
- Assessing the discount rates in calculating the present value of the provision for warranty and whether the rates used, reflects current market assessments of the time value of money and the risks specific to the liability.

We have also evaluated the adequacy of the disclosure as presented in the Note 17 to the financial statements.

Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors' report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the annual report, which is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERMAZ AUTO BERHAD (Cont'd)
(Incorporated in Malaysia)**Report on the audit of the financial statements (cont'd)***Responsibilities of the directors for the financial statements*

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities of audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERMAZ AUTO BERHAD (Cont'd)
(Incorporated in Malaysia)**Report on the audit of the financial statements (cont'd)***Auditors' responsibilities of audit of the financial statements (cont'd)*

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also: (cont'd.)

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Kuala Lumpur, Malaysia
5 August 2026

Tseu Tet Khong @ Tsau Tet Khong
03374/06/2028 J
Chartered Accountant

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INVESTOR RELATIONS

FINANCIAL CALENDAR

For the financial year ended 30 April 2026

1st Quarter, 2026 Announcement Date 11 September 2025 Quarter ended 31 July 2025	2nd Quarter, 2026 Announcement Date 10 December 2025 Quarter ended 31 October 2025	3rd Quarter, 2026 Announcement Date 12 March 2026 Quarter ended 31 January 2026	4th Quarter, 2026 Announcement Date 11 June 2026 Quarter ended 30 April 2026
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DIVIDENDS

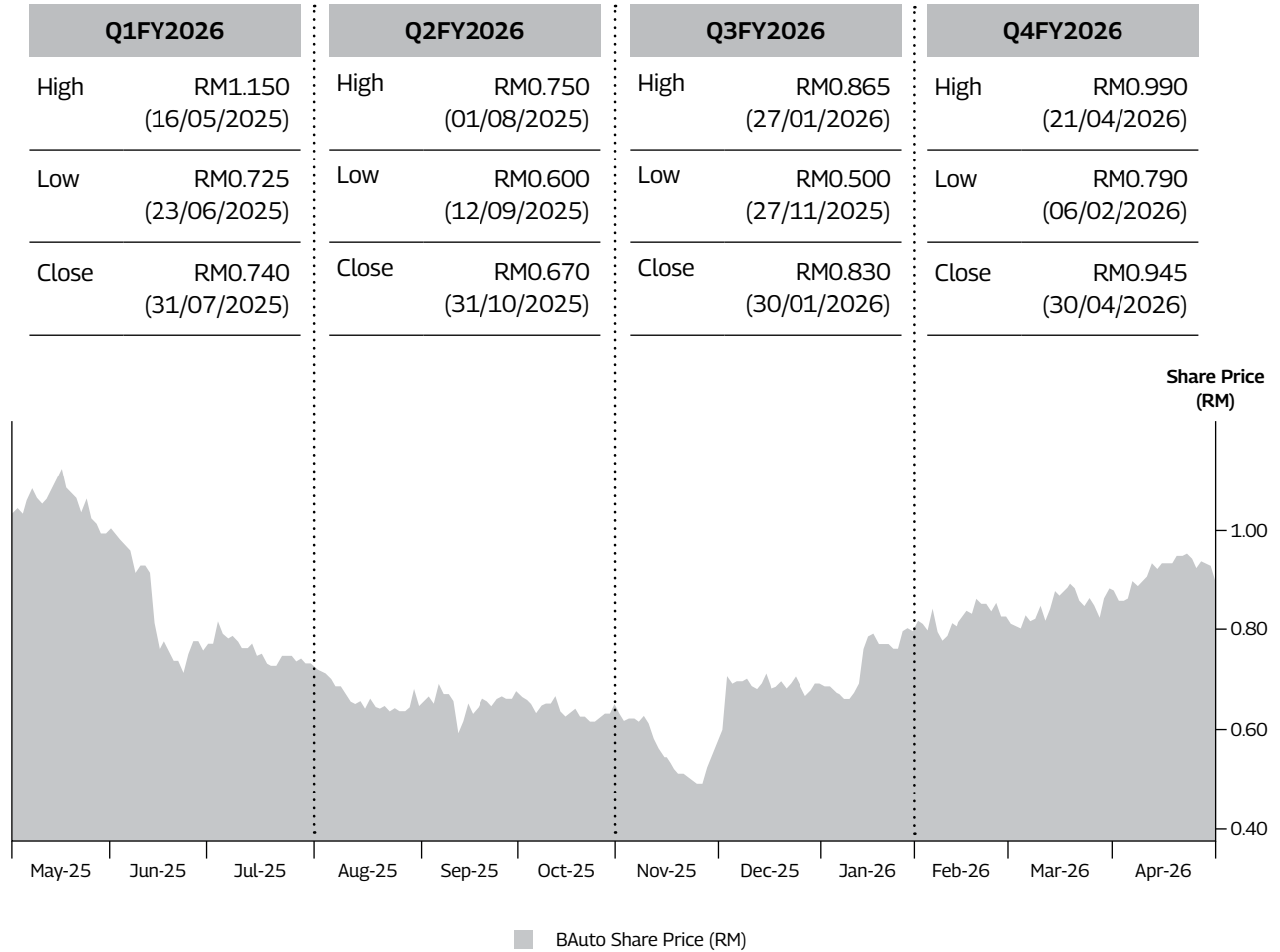
1st Interim First interim dividend of 0.75 sen per share, single-tier dividend Announcement date on the notice of entitlements: 11 September 2025 <table> <tr> <td>Date of Entitlement</td> <td>Payment Date</td> </tr> <tr> <td>17 October 2025</td> <td>5 November 2025</td> </tr> </table>	Date of Entitlement	Payment Date	17 October 2025	5 November 2025	4th Interim Fourth interim dividend of 1.75 sen per share, single-tier dividend Announcement date on the notice of entitlements: 11 June 2026 <table> <tr> <td>Date of Entitlement</td> <td>Payment Date</td> </tr> <tr> <td>22 July 2026</td> <td>5 August 2026</td> </tr> </table>	Date of Entitlement	Payment Date	22 July 2026	5 August 2026
Date of Entitlement	Payment Date								
17 October 2025	5 November 2025								
Date of Entitlement	Payment Date								
22 July 2026	5 August 2026								
2nd Interim Second interim dividend of 1.25 sen per share, single-tier dividend Announcement date on the notice of entitlements: 10 December 2025 <table> <tr> <td>Date of Entitlement</td> <td>Payment Date</td> </tr> <tr> <td>23 January 2026</td> <td>6 February 2026</td> </tr> </table>	Date of Entitlement	Payment Date	23 January 2026	6 February 2026	Special dividend of 1.75 sen per share, single-tier dividend Announcement date on the notice of entitlements: 11 June 2026 <table> <tr> <td>Date of Entitlement</td> <td>Payment Date</td> </tr> <tr> <td>22 July 2026</td> <td>5 August 2026</td> </tr> </table>	Date of Entitlement	Payment Date	22 July 2026	5 August 2026
Date of Entitlement	Payment Date								
23 January 2026	6 February 2026								
Date of Entitlement	Payment Date								
22 July 2026	5 August 2026								
3rd Interim Third interim dividend of 1.75 sen per share, single-tier dividend Announcement date on the notice of entitlements: 12 March 2026 <table> <tr> <td>Date of Entitlement</td> <td>Payment Date</td> </tr> <tr> <td>21 April 2026</td> <td>7 May 2026</td> </tr> </table>	Date of Entitlement	Payment Date	21 April 2026	7 May 2026					
Date of Entitlement	Payment Date								
21 April 2026	7 May 2026								

INVESTOR RELATIONS (Cont'd)

Investor Relation Events

No	Event Venue	Date
1	➡ Citi's 2025 ASEAN Summit: Kuala Lumpur Edition	December 2025
2	➡ Engagement with UOB Kay Hian Securities (M) Sdn Bhd - Taipei Roadshow	April 2026

SHARE PERFORMANCE



Source: https://www.bursamalaysia.com/bm/trade/trading_resources/listing_directory/company-profile?stock_code=5248

LIST OF PROPERTIES

Location	Tenure	Size	Description	Date of Acquisition/ Valuation*	Net book value RM'000
Lot No. 765 Jalan Padang Jawa Section 16 40200 Shah Alam Selangor Darul Ehsan	Freehold	4.49 acres	Single storey detached factory/warehouse with an annexed 2-storey office building & ancillary buildings	Acquisition: 30 June 2008 Valuation: 20 January 2026	39,094
No. 7, Jalan Pelukis U1/46 Temasya Industrial Park Section U1 40150 Shah Alam Selangor Darul Ehsan	Freehold	1.40 acres	An intermediate plot of detached industrial land which is built upon with a 4.5 storey purpose-built 3S centre cum headquarters of BAuto accommodating a showroom/service centre/ office and a guard house	Acquisition: 30 November 2025 Valuation: 30 April 2026	41,548

* Valuation on freehold land only



[Xpeng X9]

OTHER INFORMATION

Employees' Share Schemes ("ESS")

During the financial year ended ("FYE") 30 April 2026, the Company has one (1) ESS in existence.

The ESS was approved by the Company's shareholders at an extraordinary general meeting held on 5 October 2023 and is for a period of 5 years commencing on 1 December 2023 and expiring on 30 November 2028. Total numbers of ESS Options and Share Grants offered and accepted are set out below:

	ESS Options	Share Grants	Total Options & Share Grants
Total number of options/share grants offered	21,168,000	5,292,000	26,460,000
Total number of options/share grants accepted	21,040,000	5,260,000	26,300,000

Details of the total ESS Options and Share Grants vested and outstanding are set out below:

	During the FYE 30 April 2026			Since commencement of ESS		
	ESS Options	Share Grants	Total Options & Share Grants	ESS Options	Share Grants	Total Options & Share Grants
Total number of options/share grants vested	4,208,000	526,000	4,734,000	8,416,000	1,052,000	9,468,000
Total number of options exercised/share grants transferred	0	487,800	487,800	1,243,790	996,400	2,240,190
Total number of options/share grants forfeited	566,200	38,200	604,400	771,000	55,600	826,600
Total number of options/share grants outstanding				6,401,210	0	6,401,210

Granted to Directors & Chief Executive	During the FYE 30 April 2026			Since commencement of ESS		
	ESS Options	Share Grants	Total Options & Share Grants	ESS Options	Share Grants	Total Options & Share Grants
Aggregate options/share grants vested	352,000	44,000	396,000	704,000	88,000	792,000
Aggregate options exercised/share grants transferred	0	44,000	44,000	176,000	88,000	264,000
Aggregate options/share grants outstanding				528,000	0	528,000

Granted to Directors & Senior Management	During the FYE 30 April 2026			Since commencement of ESS		
	ESS Options	Share Grants	Total Options & Share Grants	ESS Options	Share Grants	Total Options & Share Grants
Aggregate maximum allocation in percentage	54.6%	54.6%	54.6%	54.6%	54.6%	54.6%
Actual percentage granted	11.2%	5.8%	10.1%	23.0%	11.7%	20.7%

ANALYSIS OF SHAREHOLDINGS AS AT 31 JULY 2026

SHARE CAPITAL

Issued shares	:	1,172,176,878 ordinary shares
Voting shares	:	1,134,016,478 ordinary shares (Excluding 38,160,400 treasury shares held)
Voting rights	:	One (1) vote per ordinary share on a poll
No. of shareholders	:	17,264

STATEMENT OF DIRECTORS' SHAREHOLDINGS (Based on Register of Directors' Shareholding)

Name	Number of Ordinary Shares			
	Direct Interest	% [#]	Deemed Interest	% [#]
Tan Sri Dato' Sri Yeoh Choon San	4,241,600	0.374	188,742,400 ^(a)	16.644
Dato' Sri Lee Kok Chuan	4,889,825	0.431	188,742,400 ^(a)	16.644

Name	Number of Ordinary Shares under Employees' Share Scheme ("ESS")			
	Direct Interest	% [#]	Deemed Interest	% [#]
ESS Options				
Tan Sri Dato' Sri Yeoh Choon San	864,000	0.076	-	-
Dato' Sri Lee Kok Chuan	720,000	0.063	-	-
ESS Share Grant				
Tan Sri Dato' Sri Yeoh Choon San	192,000	0.017	-	-
Dato' Sri Lee Kok Chuan	160,000	0.014	-	-

Note: ^(a) Deemed interested by virtue of his interest in Dynamic Milestone Sdn Bhd
[#] Calculated based on voting shares in the Share Capital section above.

Save as disclosed, none of the other Directors of the Company has any interest in the shares of the Company and or related corporations.

KEY SENIOR MANAGEMENT SHAREHOLDINGS (Based on Record of Depositors)

Name	Number of Ordinary Shares			
	Direct Interest	% [#]	Deemed Interest	% [#]
Dato' Wong Kin Foo	28,000	0.002	42,000 ^(b)	0.004
Mr Chong Boon Kian	188,000	0.017	-	-
Madam Lee Ai Hoon	1,685,425	0.149	-	-

Name	Number of Ordinary Shares under ESS			
	Direct Interest	% [#]	Deemed Interest	% [#]
ESS Options				
Dato' Wong Kin Foo	560,000	0.049	-	-
Mr Chong Boon Kian	324,000	0.029	-	-
Madam Lee Ai Hoon	324,000	0.029	-	-
ESS Share Grant				
Dato' Wong Kin Foo	112,000	0.010	-	-
Mr Chong Boon Kian	72,000	0.006	-	-
Madam Lee Ai Hoon	72,000	0.006	-	-

Note: ^(b) Indirect interest pursuant to Section 59(11)(c) of the Companies Act 2016
[#] Calculated based on voting shares in the Share Capital section above.

ANALYSIS OF SHAREHOLDINGS (Cont'd)

SUBSTANTIAL SHAREHOLDERS

(Based on Register of Substantial Shareholders)

Name	Number of Ordinary Shares			
	Direct Interest	%#	Deemed Interest	%#
Dynamic Milestone Sdn Bhd	188,742,400	16.644	-	-
Tan Sri Dato' Sri Yeoh Choon San	4,241,600	0.374	188,742,400 ^(a)	16.644
Dato' Sri Lee Kok Chuan	4,889,825	0.431	188,742,400 ^(a)	16.644
Dato' Sri Amer Hamzah Bin Ahmad	4,444,000	0.392	188,742,400 ^(a)	16.644
Employees Provident Fund Board	74,172,158	6.541	-	-
Lembaga Tabung Haji	80,363,800	7.087	-	-
Kumpulan Wang Persaraan (DiPerbadankan)	55,013,372	4.851	2,655,960	0.234

Note: ^(a) Deemed interested by virtue of his interest in Dynamic Milestone Sdn Bhd
[#] Calculated based on voting shares in the Share Capital section above.

DISTRIBUTION OF SHAREHOLDINGS

(Based on Record of Depositors)

Size of Shareholdings	No. of Shareholders	No. of Ordinary Shares		
		%#		%#
Less than 100	526	3.047	12,258	0.001
100-1,000	5,426	31.430	2,477,377	0.218
1,001-10,000	7,685	44.515	35,138,513	3.099
10,001-100,000	3,068	17.771	94,091,986	8.297
100,001-56,700,823 (*)	555	3.215	717,894,186	63.305
56,700,824 and above (**)	4	0.023	284,402,158	25.079
Total	17,264	100.000	1,134,016,478	100.00

Note: * Less than 5% of issued shares
 ** 5% and above of issued shares
[#] Calculated based on voting shares in the Share Capital section above.

ANALYSIS OF SHAREHOLDINGS (Cont'd)

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

(Based on Record of Depositors)

(without aggregating the securities from different securities accounts belonging to the same Registered Holder)

	Name of Shareholders	No. of Shares	%
1	DYNAMIC MILESTONE SDN BHD	88,850,000	7.835
2	LEMBAGA TABUNG HAJI	76,761,300	6.769
3	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR DYNAMIC MILESTONE SDN.BHD. (SMART)	60,114,200	5.301
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	58,676,658	5.174
5	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	54,398,519	4.797
6	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE FOR PANGOLIN ASIA FUND	41,019,300	3.617
7	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR DYNAMIC MILESTONE SDN BHD (PB)	39,669,500	3.498
8	CIMB GROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR DBS BANK LTD (SFS)	33,205,600	2.928
9	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA 3	25,155,500	2.218
10	CITIGROUP NOMINEES (ASING) SDN BHD UBS EUR SE FOR HAMCO SICAV -GLOBAL VALUE FUND	22,513,300	1.985
11	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA 2	18,817,800	1.659
12	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR UBS SWITZERLAND AG (CLIENTS ASSETS)	18,065,500	1.593
13	CITIGROUP NOMINEES (ASING) SDN BHD USB FOR TERRA NOVA HIDDEN GEMS FUND LP	16,000,000	1.411
14	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PRIMA MERDU SDN BHD (CBD TEAM 4(1))	15,897,112	1.402
15	PRIMA MERDU SDN BHD	15,884,900	1.401
16	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	15,698,061	1.384
17	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA	15,557,000	1.372
18	LADIES' OWN SDN. BHD.	14,500,000	1.279
19	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	13,528,601	1.193
20	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	12,412,200	1.095
21	HSBC NOMINEES (ASING) SDN BHD J.P. MORGAN SECURITIES PLC	11,854,851	1.045

ANALYSIS OF SHAREHOLDINGS (Cont'd)

	Name of Shareholders	No. of Shares	%
22	SONG KIM LEE	10,000,000	0.882
23	CARTABAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR BARCLAYS CAPITAL SECURITIES LTD (SBL/PB)	8,550,710	0.754
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (F TEMPLETON)	7,563,000	0.667
25	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	6,877,100	0.606
26	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIGROUP GLOBAL MARKETS INC (PRIME FINC CLR)	5,567,100	0.491
27	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA FAMILY TAKAFUL BERHAD (FAMILY)	5,452,800	0.481
28	CARTABAN NOMINEES (ASING) SDN BHD THE BANK OF NEW YORK MELLON FOR ACADIAN EMERGING MARKETS SMALL CAP EQUITY FUND, LLC	5,321,100	0.469
29	CIMSEC NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR CIMB COMMERCE TRUSTEE BERHAD (PB-BTR2038)	5,000,000	0.441
30	CITIGROUP NOMINEES (ASING) SDN BHD UBS EUR SE FOR HAMCO SICAV-QUALITY FUND	4,917,400	0.434
	Total	727,829,112	64.182

NOTICE OF
ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Sixteenth Annual General Meeting (“16th AGM”) of Bermaz Auto Berhad (“BAuto” or the “Company”) will be held at Glenmarie Ballroom, Hilton Shah Alam Glenmarie, No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan, Malaysia on Wednesday, 7 October 2026 at 10.00 a.m. for the following purposes:

AGENDA

As Ordinary Business

- | | | |
|----|---|--|
| 1. | To receive the Audited Financial Statements of the Company for the financial year ended 30 April 2026 together with the Reports of the Directors’ and Auditors’ thereon. | (Explanatory Note 1) |
| 2. | To approve the monthly payment of Directors’ fees (payable in arrears) to the Non-Executive Directors of the Company for an amount of up to RM412,055.00 for the period from 1 May 2026 up to 30 April 2027. | (Explanatory Note 2)
Ordinary Resolution 1 |
| 3. | To approve the payment of Directors’ remuneration (excluding Directors’ fees) to the Non-Executive Directors of the Company for an amount of up to RM121,300.00 for the period from 8 October 2026 until the next Annual General Meeting of the Company to be held in 2027. | (Explanatory Note 2)
Ordinary Resolution 2 |
| 4. | To re-elect the following Directors who retire by rotation pursuant to Clause 117 of the Company’s Constitution:

(i) Dato’ Kalsom Binti Abd. Rahman
(ii) Mr Martin Giles Manen | (Explanatory Note 3)

Ordinary Resolution 3
Ordinary Resolution 4 |
| 5. | To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the ensuing year and to authorize the Directors to fix their remuneration. | (Explanatory Note 4)
Ordinary Resolution 5 |

As Special Business

To consider and, if thought fit, pass the following Ordinary Resolution:

- | | | |
|----|---|---|
| 6. | Proposed renewal of authority for the Company to purchase its own shares

“THAT, subject always to the Companies Act 2016 (“Act”), rules, regulations and orders made pursuant to the Act, provisions of the Company’s Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the requirements of any other relevant authority, the Directors of the Company be and are hereby authorised to purchase such number of ordinary shares in the Company (“BAuto Shares”) through Bursa Securities and to take all such steps as are necessary (including the opening and/or maintaining of a central depositories account under the Securities Industry (Central Depositories) Act, 1991, where applicable) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time and to do all such acts and things in the best interests of the Company, subject further to the following:- | (Explanatory Note 5)
Ordinary Resolution 6 |
|----|---|---|

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

- (i) the maximum number of ordinary shares which may be purchased and held by the Company shall be equivalent to ten per centum (10%) of the total number of issued shares of the Company;
- (ii) the maximum funds to be allocated by the Company for the purpose of purchasing the ordinary shares shall not exceed the total retained profits of the Company;
- (iii) the authority shall commence immediately upon passing of this ordinary resolution until:-
 - (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the AGM at which such ordinary resolution was passed, at which time it will lapse, unless by ordinary resolution passed at that general meeting, the authority is renewed, either unconditionally or subject to conditions; or
 - (b) the expiration of the period within which the next AGM of the Company after that date it is required by law to be held; or
 - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occurs first;

AND THAT upon completion of the purchase(s) of the BAuto Shares or any part thereof by the Company, the Directors of the Company be and are hereby authorised to deal with any BAuto Shares so purchased by the Company in the following manner:-

- (a) cancel all the BAuto Shares so purchased; or
- (b) retain all the BAuto Shares as treasury shares (of which may be dealt with in accordance with Section 127(7) of the Act); or
- (c) retain part thereof as treasury shares and subsequently cancelling the balance; or
- (d) in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other relevant authority for the time being in force."

BY ORDER OF THE BOARD

TAI YIT CHAN (SSM Practicing Certificate No. 202008001023) (MAICSA 7009143)
 TAI YUEN LING (SSM Practicing Certificate No. 202008001075) (LS 0008513)
 TEH PEI FEN (SSM Practicing Certificate No. 202208000409) (MAICSA 7078581)
 Company Secretaries

Selangor Darul Ehsan
 28 August 2026

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

EXPLANATORY NOTES:

1. Audited Financial Statements

The Audited Financial Statements are meant for discussion only as it does not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Act. Hence, this item on the Agenda is not put forward for voting.

2. Ordinary Resolutions 1 and 2: Directors' fees and remuneration

Section 230(1) of the Act provides that the "fees" and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Approval from shareholders of the Company was obtained at the Fifteenth ("15th") AGM held on 8 October 2025 for the payment of Directors' fees amounting to RM564,110.00 to the Non-Executive Directors of the Company for the period from 1 May 2025 up to 30 April 2026. Upon obtaining such approval, the said fees were paid on a monthly basis in arrears wherein the May 2025 Directors' fees were paid in October 2025 while the April 2026 Directors' fees will only be paid in September 2026 (i.e. until the next AGM to be held in 2026).

For the forthcoming 16th AGM, similar approval is being sought from the shareholders of the Company for the payment of Directors' fees to the Non-Executive Directors for the period from 1 May 2026 up to 30 April 2027. Subject to shareholders' approval being obtained, the said fees will be payable on a monthly basis in arrears from October 2026 up to September 2027 (i.e. until the next AGM to be held in 2027) to the following Non-Executive Directors of the Company as set out below:

Non-Executive Directors	Proposed Directors' fees (RM) / per annum
1) Dato' Kalsom Binti Abd. Rahman ("Dato' Kalsom")*: - Director's fee computed from 1 May 2026 up to 1 April 2027	92,055.00
- Additional fee payable as the Senior Independent Non-Executive Director ("SINED") computed from 1 May 2026 up to 1 April 2027	18,411.00
- Additional fee payable to a Non-Executive Director to be determined and designated as the SINED in place of Dato' Kalsom computed from 2 April 2027 up to 30 April 2027	1,589.00
2) Puan Adibah Khairiah Binti Ismail @ Daud	100,000.00
3) Mr Martin Giles Manen	100,000.00
4) Puan Noor Zita Binti Hassan	100,000.00
Total	412,055.00

Note:

* Dato' Kalsom's term as an Independent Non-Executive Director will reach a cumulative term of nine (9) years on 1 April 2027.

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

The proposed Ordinary Resolution 1, if passed, will allow the Company to pay the Directors' fees on a monthly basis to the Non-Executive Directors for the relevant period in arrears.

The proposed Directors' remuneration payable to the Non-Executive Directors of the Company is in respect of meeting allowance for attending the Board and Board Committees' meetings as set out in the table below:

Meeting attendance allowance (per meeting attended):		Board	Board Committee(s)
		RM	RM
a)	As Chairman*	1,600	1,500
b)	As a member of the Board and where applicable, Board Committee(s)	1,300	1,200

Note: *Only payable provided the Board and/or Board Committee(s) meetings are chaired by a Non-Executive Director

In arriving at the estimated total remuneration payable to Non-Executive Directors, the Board took into consideration, among others, the number of scheduled meetings for the Board, Board Committees and general meetings of the Company, the number of Non-Executive Directors involved in these meetings and the appointment of additional Director(s) and unscheduled Board and/or Board Committees' meetings, if any. The proposed meeting attendance allowance fees payable to Non-Executive Directors are the same as in previous financial year.

Subject to the passing of the proposed Ordinary Resolution 2 at the forthcoming 16th AGM of the Company, payment for the proposed Directors' remuneration will be made as and when incurred. The Company shall seek shareholders' approval for additional fee to meet any shortfall in the proposed payment (for example, due to additional meetings or increased in Board composition) at the next AGM, if applicable.

The Nomination and Remuneration Committee ("NRC") had reviewed and recommended the proposed Directors' fees and remuneration payable to the Non-Executive Directors to the Board for deliberation. The Board concurred with the NRC that it is just and equitable for the proposed payments to be made on such basis as the Non-Executive Directors have been diligently discharging their responsibilities and rendering their services to the Company.

3. Ordinary Resolutions 3 and 4: Re-election of Directors pursuant to Clause 117

Pursuant to Clause 117 of the Constitution of the Company, one third (1/3) of the Directors shall retire from office at least once in every three (3) years at each AGM of the Company and the retiring Directors can then offer themselves for re-election ("Retiring Directors").

The proposed Ordinary Resolutions 3 and 4 are to seek shareholders' approval at the forthcoming 16th AGM of the Company for the re-election of the Retiring Directors. The NRC has assessed the performance and contribution of the Retiring Directors and their independence (as the case may be) seeking for re-election at the forthcoming 16th AGM inclusive of their skills, experience, character, integrity, competency, commitment and contribution. Based on the findings of the Board and Board Committees' assessment and evaluation for the financial year ended 30 April 2026, the performance and contribution of the Retiring Directors were found to be satisfactory and they are competent and able to effectively discharge their fiduciary duties as Directors of the Company. The NRC is satisfied that the Retiring Directors fulfilled the fit and proper criteria as set out in the Fit and Proper Policy of the Company.

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

The Board has deliberated and endorsed the NRC's recommendation and supports the re-election of the Retiring Directors namely, Dato' Kalsom and Mr Martin Giles Manen and recommended the re-election of these Retiring Directors for approval by the shareholders of the Company at the forthcoming 16th AGM. The Retiring Directors had abstained from all deliberations and decisions on their own eligibility to stand for re-election at the relevant Board and Board Committee meetings.

The profiles of the Retiring Directors are set out in the Profile of Directors section in this Annual Report.

4. Ordinary Resolution 5: Re-appointment of Auditors

The present Auditors, Messrs Ernst & Young PLT ("EY"), has indicated their willingness to continue their services for another year. The Audit Committee has considered and recommended to the Board on their re-appointment as Auditors of the Company based on the results of the External Auditors Evaluation for the financial year ended 30 April 2026 wherein EY had satisfactorily performed their audit and had discharged their professional responsibilities in accordance with the rules on professional conduct and ethics and the By-Laws (on Professional Ethics, Conducts and Practice) issued by the Malaysian Institute of Accountants. The Board had in a meeting held on 5 August 2026 deliberated on the Audit Committee's recommendation and had approved to table the re-appointment of EY as Auditors of the Company for the ensuing financial year for shareholders' approval at the forthcoming 16th AGM as set out in the proposed Ordinary Resolution 5.

5. Ordinary Resolution 6: Proposed Renewal of Authority for the Company to purchase its own shares

The proposed Ordinary Resolution 6, if passed, will provide the mandate for the Company to buy back its own shares up to a limit of 10% of the total number of issued shares of the Company ("Proposed Share Buy-Back Renewal"). Detailed information on the Proposed Share Buy-Back Renewal is set out in the Statement to Shareholders dated 28 August 2026 which can be viewed and downloaded from the website of the Company at www.bauto.com.my and/or Bursa Securities at www.bursamalaysia.com.

6. Proxy and Entitlement of Attendance

- (i) A member of the Company who is entitled to attend, participate, speak and vote at the forthcoming 16th AGM of the Company is entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead. A proxy may but need not be a member of the Company.
- (ii) A member, other than an authorised nominee or an exempt authorised nominee, may appoint not more than two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (iii) An authorised nominee, as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account.
- (iv) An exempt authorised nominee, as defined under the SICDA, and holding ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), may appoint multiple proxies in respect of each of its omnibus account.
- (v) An individual member who appoints a proxy must sign the Form(s) of Proxy personally or by his attorney duly authorised in writing. A corporate member who appoints a proxy must execute the Form(s) of Proxy under seal or under the hand of its officer or attorney duly authorised. For individual and corporate members who are submitting the Form(s) of Proxy electronically ("eProxy Form"), please refer to the procedures of electronic lodgment of Form(s) of Proxy in the Administrative Details.

NOTICE OF ANNUAL GENERAL MEETING (Cont'd)

- (vi)

The duly executed Form(s) of Proxy shall be deposited with the Share Registrar of the Company at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia or via electronic means (eProxy Form) through the Boardroom Smart Investor Portal (“BSIP”) at <https://investor.boardroomlimited.com> (Please follow the procedure as stipulated in the Administrative Details) not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting and in default the instrument of proxy shall not be treated as valid.
- (vii)

Any notice of termination of a person's authority to act as a proxy must be forwarded to the Share Registrar of the Company no later than **Monday, 5 October 2026 at 10.00 a.m.**, being forty-eight (48) hours before the meeting.

Please follow the steps below for revocation of Form(s) of Proxy or eProxy Form:

- (a)

Revocation of submitted Form(s) of Proxy (hardcopy) by hand or post:
 - Please write to bsr.proxy@boardroomlimited.com to revoke the appointment of proxy(ies).
- (b)

Revocation of submitted eProxy Form (online) via BSIP:
 - Click **‘Meeting Event(s)’** and select from the list of companies - **‘BERMAZ AUTO BERHAD 16TH ANNUAL GENERAL MEETING’** and click **‘Enter’**
 - Click on **‘Submit Another eProxy Form’**
 - Click **‘View’** under **‘Submitted eProxy Form List’**
 - Click **‘Cancel/Revoke’** at the bottom of the eProxy Form
 - Click **‘Proceed’** to confirm
- (viii)

Only members whose names appear on the Record of Depositors as of **Wednesday, 30 September 2026** shall be entitled to attend, speak and/or vote or appoint proxy(ies) or in case of a corporation to appoint corporate representative(s) to attend, speak and/or vote on their/its behalf at the forthcoming 16th AGM of the Company.
- (ix)

Please ensure ALL the particulars as required in the Form(s) of Proxy or eProxy Form (as the case may be) are duly completed and where applicable, signed and dated accordingly.
- (x)

Last date and time for lodging of the Form(s) of Proxy or eProxy Form is no later than **Monday, 5 October 2026 at 10.00 a.m.**.

7. Poll voting

Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all the resolutions set out in this Notice will be put to vote by way of poll. The Company has appointed a Poll Administrator to conduct the poll by way of electronic voting (“e-Polling”) and an Independent Scrutineer to verify the results of the e-Polling.

Personal data privacy:

Personal data privacy: By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the forthcoming 16th AGM or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the forthcoming 16th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the forthcoming 16th AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “Purposes”), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

FORM OF PROXY



NO. OF SHARES HELD	CDS ACCOUNT NO.													
				-				-						

I/We _____
(Name in full as per NRIC / Certificate of Incorporation in capital letters)

NRIC /Passport /Registration No. _____ of _____
(Full address)

(Full address)

H/P No. _____ Email _____

being a member(s) of **BERMAZ AUTO BERHAD** (“BAuto” or the “Company”) hereby appoint:

	Full name of proxy in block letters	Contact details	NRIC/Passport No.	No. of shares to be represented	Percentage (%)
Proxy 1		H/P No.:			
		Email:			
and/or (delete if inapplicable)					
Proxy 2		H/P No.:			
		Email:			
Total					100%

or failing him/her, the CHAIRMAN OF THE MEETING as my/our proxy(ies) to vote for me/us on my/our behalf, at the **16th Annual General Meeting (“16th AGM”)** of the Company to be held at Glenmarie Ballroom, Hilton Shah Alam Glenmarie, No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan, Malaysia on **Wednesday, 7 October 2026 at 10.00 a.m.** or any adjournment thereof.

Please indicate with “X” how you wish your vote to be cast. In the absence of specific instructions, your proxy(ies) will vote or abstain from voting at his/her/their discretion.

Resolutions	Relating to:	For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees to the Non-Executive Directors		
Ordinary Resolution 2	To approve the payment of Directors' remuneration (excluding Directors' fees) to the Non-Executive Directors		
Ordinary Resolution 3	To re-elect Dato' Kalsom Binti Abd. Rahman as Director		
Ordinary Resolution 4	To re-elect Mr Martin Giles Manen as Director		
Ordinary Resolution 5	To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Directors to fix their remuneration		
Ordinary Resolution 6	To renew the authority for the Company to purchase its own shares		

Dated this day _____ of _____, 2026.

Signature(s)/Common Seal of Shareholder(s)

Fold this flap for sealing

Notes:

1. A member of the Company who is entitled to attend, participate, speak and vote at the forthcoming 16th AGM of the Company is entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead. A proxy may but need not be a member of the Company.
2. A member, other than an authorised nominee or an exempt authorised nominee, may appoint not more than two (2) proxies, the appointment shall be invalid unless he/ she specifies the proportion of his/her shareholdings to be represented by each proxy.
3. An authorised nominee, as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account.
4. An exempt authorised nominee, as defined under the SICDA, and holding ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), may appoint multiple proxies in respect of each of its omnibus account.
5. An individual member who appoints a proxy must sign the Form(s) of Proxy personally or by his attorney duly authorised in writing. A corporate member who appoints a proxy must execute the Form(s) of Proxy under seal or under the hand of its officer or attorney duly authorised. For individual and corporate members who are submitting the Form(s) of Proxy electronically ("eProxy Form"), please refer to the procedures of electronic lodgment of Form(s) of Proxy in the Administrative Details.
6. The duly executed Form(s) of Proxy shall be deposited with the Share Registrar of the Company at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia or via electronic means (eProxy Form) through the Boardroom Smart Investor Portal ("BSIP") at <https://investor.boardroomlimited.com> (Please follow the procedure as stipulated in the Administrative Details) not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting and in default the instrument of proxy shall not be treated as valid.
7. Any notice of termination of a person's authority to act as a proxy must be forwarded to the Share Registrar of the Company no later than **Monday, 5 October 2026 at 10.00 a.m.**, being forty-eight (48) hours before the meeting. Please follow the steps below for revocation of Form(s) of Proxy or eProxy Form:

(a) Revocation of submitted Form(s) of Proxy (hardcopy) by hand or post:

Please write to bsr.proxy@boardroomlimited.com to revoke the appointment of proxy(ies).

(b) Revocation of submitted eProxy Form (online) via BSIP:

Click **'Meeting Event(s)'** and select from the list of companies - **'BERMAZ AUTO BERHAD 16TH ANNUAL GENERAL MEETING'** and click **'Enter'**

Click on **'Submit Another eProxy Form'**

Click **'View'** under **'Submitted eProxy Form List'**

Click **'Cancel/Revoke'** at the bottom of the eProxy Form

Click **'Proceed'** to confirm
- Then fold here
- AFFIX
STAMP
- BOARDROOM SHARE REGISTRARS SDN BHD
11TH FLOOR, MENARA SYMPHONY
NO. 5, JALAN PROF. KHOO KAY KIM
SEKSYEN 13
46200 PETALING JAYA
SELANGOR DARUL EHSAN
MALAYSIA
- First fold here
8. Only members whose names appear on the Record of Depositors as of Wednesday, 30 September 2026 shall be entitled to attend, speak and/or vote or appoint proxy(ies) or in case of a corporation to appoint corporate representative(s) to attend, speak and/or vote on their/its behalf at the forthcoming 16th AGM of the Company.

9. Please ensure ALL the particulars as required in the Form(s) of Proxy or eProxy Form (as the case may be) are duly completed and where applicable, signed and dated accordingly.

10. Last date and time for lodging of the Form(s) of Proxy or eProxy Form is no later than **Monday, 5 October 2026 at 10.00 a.m.**.

11. Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the Notice of the 16th AGM will be put to vote by way of poll. The Company has appointed a Poll Administrator to conduct the poll by way of electronic voting ("e-Polling") and an Independent Scrutineer to verify the results of the e-Polling.
- Personal Data Privacy:
- By submitting an instrument appointing a proxy(ies) and /or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 28 August 2026.
- GROUP ADDRESS
- BERMAZ AUTO BERHAD
Bermaz Motor Sdn Bhd
Bermaz Motor Trading Sdn Bhd
Mazda Malaysia Sdn Bhd
Bermaz Capital Sdn Bhd
Bermaz Changan Sdn Bhd
Dinamikjaya Motors Sdn Bhd
Bermaz Auto Parts Sdn Bhd
- No. 7, Jalan Pelukis U1/46
Temasya Industrial Park
Seksyen U1
40150 Shah Alam
Selangor Darul Ehsan
Tel : +603-7627 8888
Fax : +603-7627 8890
- Kia Malaysia Sdn Bhd
- No. 1, Jalan Pelukis U1/46
Temasya Industrial Park
Seksyen U1
40150 Shah Alam
Selangor Darul Ehsan
Tel : +603-5033 3333
Fax : +603-7627 8890
- Bermaz Xpeng Sdn Bhd
- No. 5, Jalan Pelukis U1/46
Temasya Industrial Park
Seksyen U1
40150 Shah Alam
Selangor Darul Ehsan
Tel : +603-7627 8888
Fax : +603-7627 8839
- Inokom Corporation Sdn Bhd
- Lot 38, Mukim Padang Meha
Padang Serai
09400 Kulim
Kedah Darul Aman
Tel : +604-403 1888
Fax : +604-403 6888
- Bermaz Motor International Ltd
- Level 14A, Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 Federal Territory of Labuan
Tel : +6087-414 252
Fax : +6087-411 855
- Bermaz Auto Philippines Inc.
- Pulo Diezmo Road, Brgy. Pulo
City of Cabuyao, Laguna 4025
Philippines
Tel : +632-8551 8000
- Bermaz Auto Asia Inc.
- 9th Floor, Rufino Pacific Tower
6784 Ayala Avenue corner V.A. Rufino Street
Makati City 1223 Philippines
Tel : +632-3485 7516



www.bauto.com.my

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5248
COMPANY NAME : Bermaz Auto Berhad
FINANCIAL YEAR : April 30, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Board is responsible for the performance and affairs of the Company and its subsidiaries (collectively known as “the Group”) and the provision of leadership and guidance for setting the strategic direction of the Group. The Board has in place a Mission Statement which sets out the primary goals and purposes of the Company and to provide a roadmap for the employees to achieve the objectives. The Board is also committed to instil good ethics and values amongst its members and employees in tandem with its Mission Statement through its core values of Honesty, Integrity, Commitment, Loyalty and Humanity. This is clearly reflected through the adoption of a Code of Ethics for Directors (embedded in the Board Charter), a Code of Conduct and Business Ethics for Directors and employees, a Whistleblowing Policy, a Fit and Proper Policy, Conflict of Interest Policy, Sustainability Policy and Supplier Code of Conduct. The Board firmly believes that the success of the Group's businesses should be built based on these foundations. In order to realise the Mission Statement of the Company, the Board as a whole, led by the Executive Chairman, works together with the Group Chief Executive Officer/Executive Director (“Group CEO”) and management to promote good corporate culture and behaviour within the Group that is ethical, prudent and professional. The duties and powers of the Board are governed by the Constitution of the Company, the Companies Act 2016, Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and other relevant regulatory requirements that are in force.

	All Board members are aware of their responsibility to make decisions objectively and prudently to promote success in the Group and in the best interest of its shareholders and other stakeholders. The roles and responsibilities of the Board which are set out in the Board Charter, serves as a reference point for Board activities. The Board Charter is available on the Company's website at www.bauto.com.my. The Executive Chairman is responsible for providing leadership to the Board and ensuring the smooth and effective functioning of the Board. He also leads the Board in establishing and monitoring good corporate governance practices in the Group. With his vast experience and extensive knowledge in the automotive industry, he advises the Group CEO on certain divisional functions and manages specific operational functions in the Group in his capacity as Executive Director. The Group CEO is responsible for the day-to-day management of the Group's businesses and implementation of the Board's policies and decisions. The Executive Chairman and Group CEO conduct regular meetings with the management to review, discuss and monitor the Group's performances and its operations and will brief and seek the Board's approval on strategic matters during quarterly Board meetings. In executing the delegated authority from the Board, the Executive Chairman and Group CEO, who are also part of the Key Senior Management ("KSM"), are supported by the management to ensure operational optimisation and efficiency. The roles and responsibilities of the Executive Chairman and Group CEO are formalised in the Board Charter of the Company. The Executive Chairman and/or the Group CEO will brief the Board during quarterly Board meetings on the Group's business operations, management's initiatives and/or future directions of the Group (where applicable). Although the Non-Executive Directors are not involved in the daily management of the Group, they have however contributed immensely their expertise and experience in the development of the Group's overall business strategy. Their active participation as members of the various Board Committees also contributed to the enhancement of good corporate governance and controls of the Group. The Board has established and is supported by the following Board Committees which consist of a majority of Independent Non-Executive Directors to provide independent oversights on management and to ensure that there are appropriate checks and balances while discharging their oversight functions: - (i) Audit Committee (ii) Nomination and Remuneration Committee
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	(iii) Sustainability Committee (iv) Risk Management Committee Each of the Board Committees operates within their respective Terms of Reference (“TORs”) that also outlines their respective functions and authorities. The TORs are periodically reviewed by the respective Board Committees and any updates/amendments (save for those required by law or other regulatory bodies) shall be tabled to the Board for approval to ensure that the TORs remain relevant and adequate in governing the responsibilities of the Board Committees and reflects the latest developments in the Listing Requirements of Bursa Securities and the Malaysian Code on Corporate Governance (“MCCG”). The Board Committees shall table their recommendations to the Board for deliberation and approval as the ultimate decision making and responsibility lies solely with the Board.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	Tan Sri Dato' Sri Yeoh Choon San is the (Executive) Chairman of the Board, a position he held since 1 January 2019. Prior to that, he was the Chief Executive Officer of the Company. As Executive Chairman, he is responsible for providing leadership to the Board and ensuring smooth and effective functioning of the Board. The Executive Chairman is elected by the Board and will preside at all Board meetings and general meetings of the Company. The Executive Chairman will ensure that procedural rules are followed in the conduct of meetings and that decisions made are formally recorded and adopted. The Executive Chairman contributes his expertise and experience in leading the Board in the determination of the Company's strategies and policies so that the Board can perform its responsibilities effectively. The Executive Chairman also encourages active participation and healthy discussion at meetings to ensure that any dissenting views will be freely expressed and discussed. In addition, the Executive Chairman leads the Board in establishing and monitoring good corporate governance practices in the Group. The other roles and responsibilities of the Executive Chairman of the Board is set out in the Board Charter which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	The positions of Executive Chairman and Group CEO are held by two separate individuals. The distinct and separate roles of the Executive Chairman and Group CEO with their clear division of responsibilities ensures that there is a balance of power and authority, such that no individual has unfettered decision-making powers. The Executive Chairman, Tan Sri Dato' Sri Yeoh Choon San, is responsible for providing leadership to the Board and ensuring the smooth and effective functioning of the Board as well as managing specific operational function within the Group together with the Group CEO. Whereas the Group CEO, Dato' Sri Lee Kok Chuan, is responsible for overseeing the day-to-day management of the Group's businesses and implementing Board's policies and decisions. Further details of their respective key roles and responsibilities are set out in the Board Charter of the Company, which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee.

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>		
Application	:	Applied
Explanation on application of the practice	:	The (Executive) Chairman of the Board, Tan Sri Dato' Sri Yeoh Choon San, is not a member of the Audit Committee nor the Nomination and Remuneration Committee. He does not participate in any of these Board Committees' meetings unless invited by the committees concerned. In addition, the Board Committees comprise a majority of Independent Non-Executive Directors, which allows these Board Committees to carry out their duties and provide an unfettered and unbiased independent judgement and recommendations to the Board.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by suitably qualified, experienced and competent Company Secretaries. The Company Secretaries play an important role in good governance by helping the Board and Board Committees to function effectively and in accordance with their TORs and best practices. The Company Secretaries also play an advisory role and advise the Board and Board Committees on matters pertaining to the Company's Constitution and their roles and responsibilities as well as to inform them of any changes in the statutory, corporate governance and/or other relevant regulatory requirements. The Company Secretaries will briefly inform the Board and Board Committees on the implication(s) and/or action(s) required arising from such changes and the impact on the Group and/or the Board and Board Committees (if any). The Company Secretaries organize and attend all Board and Board Committees' meetings and are responsible to ensure that the said meetings are properly convened, the proceedings are accurately and properly recorded, and all resolutions are minuted and maintained at the registered office of the Company. The Company Secretaries have also attended relevant training programmes, conferences, seminars and/or forums to keep themselves abreast with the latest changes in law, regulatory and corporate governance requirements in order to provide appropriate updates and/or advice to the Board and Board Committees. Further details on the roles and responsibilities of the Company Secretaries are set out in the Board Charter which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate, within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	All Directors have full access to information through the Board and Board Committees' papers, which are circulated in a timely manner to them prior to the meetings. The Board and Board Committees' papers provide details such as periodic financial information, operational matters, regulatory compliance matters, investment proposals and/or management proposals. The meeting papers for Board Committees require their recommendations to the Board for deliberation and approvals. Board and Board Committees' meetings are scheduled annually in advance and an annual schedule of Meetings is prepared and circulated to the Board before the commencement of each calendar year to facilitate better planning of attendances and encourage maximum attendances by the Directors. The Company Secretaries will provide in advance to all Directors on the meeting dates of the Board, Board Committees and the Annual General Meeting as well as the closed periods for dealings in securities of the Company. Save for meetings called on ad-hoc basis on special matters, Board and Board Committees' papers are disseminated at least five (5) working days prior to the meetings as provided in the Board Charter. This is to enable the Directors to have sufficient time to go through the papers and understand the purpose for the meetings as well as to discuss or seek further clarification at the meetings. The Board and Board Committees' papers normally consist of minutes of preceding meetings, summary of dealings in shares by the Directors or affected persons, circular resolutions, reports on the Group's financials, operations, corporate developments/proposals or reports from external parties. Electronic devices such as iPads are provided to the Directors for more efficient communication and dissemination of the meeting papers. The management, external advisers and/or directors of subsidiaries (where applicable) are invited to attend the Board and Board Committees' meetings to provide additional insights and professional views, advice and explanations on specific matters on the meeting agendas. Besides direct access to management, Directors may seek

	external independent professional advice at the Company's expense, if considered necessary, in accordance with established procedures set out in the Board Charter in furtherance of their duties. All deliberations and decisions of the Board and Board Committees are minuted by the Company Secretaries including disclosures of interests by any interested Directors and their abstention from voting and deliberation, if any. Minutes of meetings would be circulated to all Directors on a timely basis for review and thereafter for confirmation at the following meetings of the Board and Board Committees (where applicable).			
Explanation for departure	:			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>				
Measure	:			
Timeframe	:	<table border="1"> <tr> <td></td><td></td></tr> </table>		

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–
the respective roles and responsibilities of the board, board committees, individual directors and management; and issues and decisions reserved for the board.

Application	:	Applied
Explanation on application of the practice	:	The Board has adopted a Board Charter which clearly sets out the roles and responsibilities of the Board, Board Committees and individual Directors in promoting the standards of good corporate governance and practices. In addition, there is a formal schedule of matters reserved for the Board's deliberation and decision as set out in the Board Charter to ensure that the direction and control of the Group are in the hands of the Board. The Board Charter is reviewed by the Board periodically to ensure it remains consistent, effective and in line with the Board's objectives and responsibilities as well as in compliance with the existing laws, regulations and best practises. The Board Charter was last reviewed and revised on 11 September 2025 to ensure alignment with the current governance requirements and practices. A copy of the Board Charter is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has adopted a Code of Conduct and Business Ethics ("Code") which provides the ground rules and guidance for proper standard of conduct and ethical behaviour for all Directors and employees of the Group when dealing with both internal and external parties and compliance with all applicable laws, rules and regulations in all its business activities. The Code covers, among others, the policies and procedures in managing conflicts of interest, preventing the abuse of power, corruption, insider trading, money laundering and unethical conduct or violation of laws, rules and regulations. The Board has also adopted a Code of Ethics for Directors which is embedded in the Board Charter and was formulated to enhance the standard of corporate governance and promote ethical conduct of the Directors. The Code is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	The Board has formalised a Whistleblowing Policy which serves as an internal communication channel in relation to whistleblowing at work place and to enable employees or the relevant parties to raise genuine concerns, disclose alleged, suspected or actual wrongdoings or known improper conduct on a confidential basis in accordance with the Whistleblower Protection Act 2010 or similar law prevailing in other countries where the Group operates, without fear of any form of victimization, harassment, retribution or retaliation. The Whistleblowing Policy provides contact details of the Executive Chairman, Group CEO, Group Head of Human Resource and Group Head of Risk Management and Investor Relations of the Company as the avenue for employees or relevant parties to raise any concerns of non-compliances with them. The Chairman of Audit Committee was also included as a point of contact to further enhance the effective implementation of the Whistleblowing Policy. After the concerned/findings had been investigated, the Group Head of Human Resource and/or Group Head of Risk Management and Investor Relations would brief the Executive Chairman, Group CEO and Chairman of Audit Committee on the measures taken by management to mitigate/address them. Any concerns/findings which may have a material impact on the Group will be tabled to the Board for its deliberation and approval. The Whistleblowing Policy is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	The Board integrates sustainability, whenever possible, into all critical business decisions regarding the Group's overall direction and annual target-setting processes. Business functions must set and meet concrete sustainability targets to systematically implement the general approach established by the Board. The Board is also responsible for ensuring compliance with all aspects of the law and regulations while providing adequate risk management and control. The Board meets at least twice per annum to discuss on sustainability matters including reviewing any material matters to ensure they stay relevant and are up to date and performance in meeting the Group's sustainability targets. Internal business functions are responsible for implementing and driving the Board's sustainability-related decisions across the Group. Their progress is guided and overseen by the Sustainability Steering Committee ("SSC") and the Strategic Planning Group ("SPG"). The SSC was established to assist to the Sustainability Committee in overseeing the strategic sustainability direction of the Group and ensures sustainability practices and policies are at the forefront of its daily operations. The SSC works closely with the SPG and its role includes, inter-alia, managing sustainability and climate-related matters across the Group; translating sustainability and climate-related strategies into actionable plans; introducing appropriate measures to support the monitoring and achievement of financial and non-financial key performance indicators ("KPIs"). The role of SPG includes, inter-alia, reviewing and recommending the Group's strategic priorities, evaluating market trends and growth

	opportunities, and recommending the Group's short-, medium- and long- term business plans and growth initiatives to the Board. The SSC and SPG are chaired by the Group CEO and the Executive Chairman respectively. Relevant sustainability matters are deliberated and addressed as they arise to ensure timely decision-making and effective implementation. The Board and Sustainability Committee are responsible for the oversight and steering of the Group's sustainability matters undertaken by management including setting the targets, formulating the action plans to achieve the targets or to address any gaps within reasonable timelines, disseminate, educate and promote employee awareness and understanding of the Company's approach to sustainability within the Group to ensure continuous employee engagement to support its initiatives on sustainability matters and issues. The Sustainability Policy was last updated and approved by the Board in 2025 to outline the Company's principles and approach to materiality matters that are important to the Group and its stakeholders relating to sustainability and to align the Group's conduct, practices, and performance with the principles, approach, and commitment towards sustainability as set out in the said policy. Details of the Group's sustainability initiatives for financial year ended 30 April 2026 ("FY2026") are disclosed in the Sustainability Statement section of the Company's Annual Report 2026. The Sustainability Policy is available on the Company's website at www.bauto.com.my
Explanation for departure	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	
Timeframe	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied	
Explanation on application of the practice	:	Key sustainability strategies, priorities and targets as well as performance against these targets have been incorporated into the strategic plan of the Group and is communicated to its internal and external stakeholders via annual report, media release, corporate website, trainings, Sustainability Policy and Supplier Code of Conduct. The detailed narrative as well as specific disclosures on strategies, priorities and achievements on how the Company has continued to make progress on its journey of sustainability are communicated to its internal and external stakeholders through its Sustainability Statement section of the Company's Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	The management provides update to the Board and the Sustainability Committee on any sustainability issues relevant to the Group and/or on the sustainability efforts being undertaken by the Group in accordance with the Environmental, Social and Governance (“ESG”) criteria. The Board, through the Nomination and Remuneration Committee (“NRC”), assessed the training programmes attended by each Director during the financial year to ensure they stay abreast with the latest developments in the industry as well as the sustainability issues relevant to the Group and its business, including climate related risks and opportunities. With the ever-growing emphasis on sustainability as well as the increased expectations for the Group to behave responsibly, the Board will continue to engage with subject matter experts, internally and externally, to ensure that the Board has the knowledge to guide and steer the Group in the correct sustainability path and/or strategy. BAuto’s management team, headed by the Executive Chairman and the Group CEO, devises strategies to manage and minimise the Group’s environmental footprint. Progress reports and proposals on energy management, climate change and greenhouse gas (“GHG”) emission reduction, supported by financial indicators and cost-benefit analysis, are tabled for discussion at management and/or Board and Sustainability Committee meetings, as and when necessary. During the financial year ended 30 April 2026, certain Board members and management of the Company attended an internal training on National Sustainability Reporting Framework (“NSRF”) Preparers' Programme (NPP) Module 3: Climate Risk Identification and Scenario Analysis conducted by Securities Industry Development Corporation.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The Board effectiveness evaluation for FY2026 included an assessment on the Board’s oversights of sustainability risks and opportunities and issues that are critical to the Group’s performance whilst the performance evaluation for KSM considers the Group’s progress and performance of its sustainability priorities in addressing material sustainability risks and opportunities.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application	:	Adopted
Explanation on adoption of the practice	:	The Group Head of Sustainability and Investment has been entrusted by the Sustainability Committee to oversee the Group's sustainability reporting as well as to monitor the Group's progress in compliance with the requirements of the regulatory bodies. He is also a member of the SSC, a management level committee which was established on 11 June 2026. The SSC is chaired by the Group CEO and the members comprise the Group Chief Financial Officer, Group Head of Sustainability and Investment and Group Head of Risk Management and Investor Relations. The SSC is responsible for driving the implementation of the Group's sustainability and climate-related initiatives by:- • Managing sustainability- and climate- related matters across the Group; • Translating sustainability- and climate- related strategies into actionable plans; • Introducing appropriate measures to support the monitoring and achievement of financial and non-financial key performance indicators; • Monitoring the Group's overall performance metrics against established targets and inclusion of such performance metrics in the Group's remuneration policy, where appropriate; and • Providing regular updates to the Sustainability Committee on the progress, measures and impact of sustainability- and climate-related risks and opportunities of the Group.

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied
Explanation on application of the practice	:	The NRC had reviewed and evaluated the effectiveness of the Board as a whole based on the summary of results from the yearly performance evaluation completed by the Directors and was satisfied that the Directors had discharged their duties and responsibilities in a commendable manner. The NRC was also of the view that all the Directors had contributed to robust deliberation and decision making at all the Board and Board Committees' meetings. During the financial year under review, the NRC had undertaken an annual assessment and evaluation of the Directors due for re-election ("Retiring Directors") in accordance with the provisions of the Companies Act 2016, the Constitution and the Fit and Proper Policy of the Company. From the results of the assessment conducted, the NRC was satisfied with the overall performance and contribution of the Retiring Directors and had accordingly recommended to the Board for the re-election of the Retiring Directors. The NRC had recommended to the Board for the re-election of the Retiring Directors, who will be retiring under Clause 117 of the Company's Constitution, at the forthcoming Sixteenth (16th) Annual General Meeting ("AGM") of the Company as the Retiring Directors have discharged their duties and responsibilities effectively as Directors of the Company as prescribed in Paragraph 2.20A of the Listing Requirements of Bursa Securities and had met the requisite criteria and qualities under the Company's Fit and Proper Policy for Directors and had contributed positively to the Board and the Company with active participation at the Board and Board Committees' Meetings with their vast experience and diverse skills set.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied
Explanation on application of the practice	:	As at 30 April 2026, following the resignation of Dato' Wan Kamaruzaman Bin Wan Ahmad and the retirement of Datuk Syed Hisham Bin Syed Wazir as Directors of the Company during the financial year under review, the Board now consists of six (6) Directors, of which four (4) are Independent Non-Executive Director ("INEDs"), one (1) Group CEO and one (1) Executive Chairman. The Company's present Board composition, which comprises 66.67% INEDs, is in compliant with Paragraph 15.02 of the Listing Requirements of Bursa Securities (i.e. at least 2 or 1/3 of the Board of Directors, whichever is the higher, are Independent Directors) and recommendation of MCCG for large companies to have a majority of Independent Directors. The independence of each Director is reviewed annually by the NRC. All the four (4) INEDs have satisfied the independence criteria as defined under Paragraph 1.01 of the Listing Requirements of Bursa Securities, and they continued to demonstrate their independent judgement, check and balance and objectivity in all Board decision-making processes. The Board had appointed Dato' Kalsom Binti Abd. Rahman as the new Senior Independent Non-Executive Director ("SINED") on 9 October 2025 due to her vast board experiences and knowledge in the automotive industry, leadership skills and her being the longest serving INED of the Company. As the new SINED, shareholders and other Directors may approach her should they have any concerns regarding the Group and its management.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied																				
Explanation on application of the practice	:	To further enhance its Board diversity and strike an appropriate balance between continuity of experience and Board refreshment, the Company had adopted the policy to limit the tenure of INEDs to a cumulative term of not more than nine (9) years in its Board Charter, which is in line with the recommendation by the MCCG on tenure of Independent Directors. The length of service of the INEDs of the Company as at 30 April 2026 is as follows: <table><tr><th>No.</th><th>Name of INEDs</th><th>Date of appointment</th><th>Length of service</th></tr><tr><td>1</td><td>Dato’ Kalsom Binti Abd. Rahman</td><td>2/4/2018</td><td>8.1 years</td></tr><tr><td>2</td><td>Puan Adibah Khairiah Binti Ismail @ Daud</td><td>8/4/2019</td><td>7.1 years</td></tr><tr><td>3</td><td>Mr Martin Giles Manen</td><td>11/11/2020</td><td>5.5 years</td></tr><tr><td>4</td><td>Puan Noor Zita Binti Hassan</td><td>02/05/2025</td><td>1 year</td></tr></table> The tenure of all the above INEDs of the Company are below nine (9) years. Dato’ Kalsom Binti Abd. Rahman will attain a cumulative term of nine (9) years in April 2027. The NRC and the Board took cognizance and will look into the matter in accordance with the TOR of the NRC and Board Charter of the Company respectively in due course.	No.	Name of INEDs	Date of appointment	Length of service	1	Dato’ Kalsom Binti Abd. Rahman	2/4/2018	8.1 years	2	Puan Adibah Khairiah Binti Ismail @ Daud	8/4/2019	7.1 years	3	Mr Martin Giles Manen	11/11/2020	5.5 years	4	Puan Noor Zita Binti Hassan	02/05/2025	1 year
No.	Name of INEDs	Date of appointment	Length of service																			
1	Dato’ Kalsom Binti Abd. Rahman	2/4/2018	8.1 years																			
2	Puan Adibah Khairiah Binti Ismail @ Daud	8/4/2019	7.1 years																			
3	Mr Martin Giles Manen	11/11/2020	5.5 years																			
4	Puan Noor Zita Binti Hassan	02/05/2025	1 year																			
Explanation for departure	:																					
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.																						
Measure	:																					

Timeframe	:		
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Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

<i>Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</i>	
Application	: Adopted
Explanation on adoption of the practice	: Pursuant to a revision made on 12 September 2022, Paragraph 3.1 of the Board Charter stipulates that an INED of the Company shall serve the Board for a cumulative term of nine (9) years only without any further extension. The Board Charter is available on the Company's website at www.bauto.com.my .

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of boardroom diversity and values the benefits that diversity can bring to its board of directors. The Board also recognises that having a range of different skills, backgrounds, experience and diversity are essential to ensure a broad range of viewpoints to facilitate optimal decision makings and effective governance. The Board is of the view that while promoting boardroom diversity is essential, the normal selection criteria of a director which is based on an effective blend of competencies, skills, extensive experience and knowledge are equally important to strengthen the Board. The NRC is responsible for identifying, assessing and recommending the right candidate(s) to the Board as well as reviewing and assessing the composition and performance of the Board. In making its recommendations, the NRC will consider, among others, the following selection criteria: a) Specific knowledge, skills and relevant working experience (capability). b) Training and qualifications (competence). c) Time commitment of the candidate. d) Independence and any conflicts of interest. e) External directorship of the candidate. f) Probity, integrity and reputation. g) Other considerations include age, ethnicity and gender. The selection criteria for the recruitment process and annual assessment of Directors are contained in the TOR of the NRC which is available on the Company's website at www.bauto.com.my. When identifying suitable candidate(s) for appointment or when assessing the Board composition, the NRC will consider candidate(s) on merit against objective criteria and with due regard on the benefits of

	diversity on the Board and the needs of the Board in order to maintain an optimum mix of skills, knowledge and experience of the Board members. The Board has in place a Board Diversity Policy and it is available on the Company's website at www.bauto.com.my. The Group Head of Human Resource manages, among others, the recruitment of KSM in the Group and will assess the working experience, skills, competencies, integrity and commitment of the potential candidates before recommending them to the NRC and Board for approval and recruitment.	
Explanation for departure		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure		
Timeframe		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	The Board delegates to the NRC the responsibility of recommending the appointment of any new Director. The NRC is responsible to ensure that the procedures for the appointment of new Director(s) are transparent, rigorous and made based on merits. The Board and NRC are guided by the following process and procedures for the appointment of a new Director: 1) The candidate is identified upon the recommendation by the existing Directors, senior management, major shareholders and/or from independent sources such as professional recruitment firms, Director's registry and open advertisements. 2) If the selection of candidate is solely based on recommendations from the existing Directors, senior management and/or major shareholders of the Company, the NRC should provide explanation or justification as to why other sources were not considered. 3) In evaluating the suitability of a candidate to the Board, the NRC considers, inter-alia, the competency, experience, commitment, contribution and integrity of the candidate, and in the case of a candidate being proposed for appointment as INED, the candidate's independence. 4) Recommendation to be made by NRC to the Board. This includes recommendation for appointment as a member of the various Board Committees, where applicable. 5) Decision to be made by the Board on the proposed new appointment, including appointment to the various Board Committees based on the recommendations of the NRC.

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	The NRC would evaluate the candidates based on the “Fit and Proper” guidelines as set out in the Fit and Proper Policy by taking into consideration factors such as diversity (including gender), skills, talent and experience, where appropriate, and recommends accordingly to the Board for appointment and re-appointment of Director(s). For re-election of Directors, relevant information pertaining to the Directors seeking for re-election such as their personal profile, record of attendance of meetings and shareholdings in the Group (where applicable) are appropriately disclosed in the Annual Report and Notice of AGM in the accompanying resolutions and explanatory notes to assist shareholders of the Company to decide on their re-elections.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied
Explanation on application of the practice	:	The TOR of NRC stipulates that it shall have at least three (3) members, all of whom shall be Non-Executive Directors with the majority being Independent Directors. The Chairman of NRC shall be an Independent Director or a Senior Independent Director. The NRC members currently comprise exclusively of INEDs as follows: 1) Dato' Kalsom Binti Abd. Rahman (Chairman / SINED) 2) Puan Adibah Khairiah Binti Ismail @ Daud (Member / INED) 3) Mr Martin Giles Manen (Member / INED) Board members and/or the public may convey any concerns regarding the Group and its operations to the SINED, who also acts as the sounding board for the Company. The roles and responsibilities of the SINED are set out in the Board Charter, which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of boardroom diversity in terms of age, gender, nationality, ethnicity and recognises the benefits of this diversity. The Board recognises the importance of promoting boardroom diversity in the Company as well as meeting the expectations of its stakeholders such as shareholders, employees, customers, suppliers and social obligations. Hence, boardroom diversity should ideally comprise Directors that have the relevant competencies, skills and knowledge and are able to provide a diversity of thought, experiences and perspectives to strengthen the Board. As of 30 April 2026, the Board has three (3) women Directors namely, Dato' Kalsom Binti Abd. Rahman, Puan Adibah Khairiah Binti Ismail @ Daud and Puan Noor Zita Binti Hassan which represents 50% women directors' ratio of the Board.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	As explained in Practice 5.9 above, the Company does not have any specific policy on gender diversity for the Board and senior management of the Group. Nevertheless, it adheres to all relevant laws and legislation regarding workers' employment and treatment. BAuto is committed to human rights and labour standards, which include, inter-alia, providing equal opportunities and applying non-discrimination in all employment matters including against characteristics such as race, religion, gender, age, sexual orientation etc. The Board also supports gender diversity at senior management level of the Group. However, in addition to gender diversity, the Board also consider other factors such as the importance of recruiting and retaining the right talent of senior management based on their requisite knowledge, skills set and experiences. For FY2026, the Group has on average about 25.9% women representation at top management level, 29.8% at senior management and 31.0% at middle management level. This reflects the Board and the Company's firm support for gender diversity within the Group.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The NRC and the Company will ensure that gender diversity shall continue to play an important role in the Group's recruitment exercise.
Timeframe	:	Within 3 years

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	The NRC conducts board evaluation exercise annually to determine whether the Board and Board Committees are performing effectively, as well as in their capacities as individual Directors. Once every three (3) years, the NRC would obtain an independent perspective on the Board's effectiveness to gain insights on the Board's performance against peer boards and best practices through a Board and Directors Effectiveness Evaluation ("BDEE") exercise. The last BDEE exercise was conducted by an external independent consultant ("ICDM") in FY2023. For FY2026, in line with the Company's policy of appointing an external independent consultant once in every (3) years to conduct the BDEE exercise, ICDM was reappointed following the recommendation and approval of the NRC and Board respectively. The BDEE exercise is also in line with the MCCG practice. ICDM's BDEE assessed the effectiveness of the Board and Individual Director through a combination of one-on-one confidential interviews, sighting of governance documents in confidentiality, online surveys and peer reviews and board-working facilitation. The ICDM assessment report (including its findings) ("ICDM Report") was presented to the NRC for its review. The ICDM Report serves as a guidance for the NRC (and the Board) to ensure that the Board and each Director are functioning effectively and discharging their fiduciary duties and oversight responsibilities accordingly. From the observations and findings of the review processes by ICDM, suggestions for improvements and recommendations in accordance with the best practices were put forward to further support the journey towards becoming a high-performing and value creating Board. All the Board members and KSM participated in a comprehensive set of online questionnaires organized by ICDM, followed by a confidential

	one-on-one interview by the representatives of ICDM that garnered candid insights and in-depth perspectives. The processes addressed the performance of the Board and Board Committees, together with an individual performance review of each Director. Based on twelve (12) fundamental board parameters, the ICDM questionnaires were designed to encourage thought-provoking and honest responses of the Board's overall performance in their oversight role, as well as an additional emphasis on how they integrate sustainability considerations into the Group's corporate strategy, in line with the emphasis of the MCCG. Based on the comments and results gathered from the FY2026 Board and Directors Effectiveness Evaluation ("2026 BDEE") online questionnaires and interview sessions with the Directors and the KSM, the 2026 BDEE report identified the following key strengths in the Board, Board Committees and individual Directors as follows: • Strong Board and management relationship underpinned by trust and constructive challenge • Robust governance, compliance, and oversight processes • Structured, disciplined Board meetings supported by quality information • Effective stakeholder communication and transparency Concurrent with the 2026 BDEE, the NRC with the support from the Company Secretaries had also initiated the annual internal evaluation for the Directors and KSM of the Company where the evaluation criteria are based on the prevailing Corporate Governance Guide issued by Bursa Securities. The outcome of the assessments and feedback on the evaluation exercise for the Directors and KSM were consolidated into a report and discussed during the NRC meeting. The NRC then tabled the said report together with its recommendation to the Board for its deliberation and approval. The assessment results from the evaluation exercise formed the basis of the NRC's recommendation to the Board for the re-election and/or re-appointment of Directors and Board Committee members, as well as to facilitate further development of the Board, Board Committees and individual Directors. The NRC and the Board were satisfied with the overall performance of the Board and the Board Committees as they have contributed positively and continued to operate effectively towards fulfilling their fiduciary duties and responsibilities as members of the Board and Board Committees.
Explanation for departure	:

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application :	Applied
Explanation on application of the practice :	The Board had adopted a Remuneration Policy to support the Directors and KSM in carrying out their responsibilities and fiduciary duties in steering the Group to achieve its long-term goals and enhance shareholders' value. The Board's objective to offer a competitive remuneration package in order to attract, motivate, retain and reward the Executive Directors and KSM who will manage and drive the Company's success. The NRC is entrusted by the Board to review and recommend matters pertaining to the remuneration of Directors and KSM. The NRC periodically evaluate the remuneration of the Executive Directors based on, among others, the market competitiveness, business results, individual performance and such other basis as it deemed appropriate. The remuneration package for the Executive Chairman and Group CEO depends on the performance of the Group during the financial year and includes, among others, the performance in terms of revenue and pre-tax profit. As disclosed in previous annual reports of the Company, the Executive Chairman is entitled to receive a yearly contractual incentive of 8% of the Group's annual pre-tax profits subject to a cap of RM2.0 million. This has been disclosed in the yearly annual report of the Company. The Executive Chairman and Group CEO have abstained and have continued to abstain from participating in any deliberation and/or voting pertaining to their respective remuneration. The NRC may also seek clarification from senior management of the Company on remuneration matters and/or engage external professional advice to assist the NRC in its evaluation. The remuneration packages of Non-Executive Directors who serve on the Board and Board Committees are reviewed by the NRC annually and thereafter recommended to the Board for its deliberation and approval. The Director concerned shall abstain from any deliberations and voting on decision in respect

	of his/her individual remuneration package. The Board will then table, on yearly basis, the Directors’ fees and other benefits payable to Non-Executive Directors to the shareholders of the Company for approval at the AGM in accordance with Section 230 (1) of the Companies Act 2016. The remuneration package of KSM is reviewed annually during the Company’s annual performance review to reflect the level of responsibilities, and contributions made to retain high performing and talented individuals. The Directors’ fees are reviewed annually and the fee structure for the Non-Executive Directors and SINED is as follow: <table><tr><th>Board Designation</th><th>Directors’ Fees per annum per Director (RM)</th></tr><tr><td>Non-Executive Directors</td><td>100,000</td></tr><tr><td>Additional fee as SINED</td><td>20,000</td></tr></table> The Remuneration Policy of the Company is available on the Company’s website at www.bauto.com.my.		Board Designation	Directors’ Fees per annum per Director (RM)	Non-Executive Directors	100,000	Additional fee as SINED	20,000
Board Designation	Directors’ Fees per annum per Director (RM)							
Non-Executive Directors	100,000							
Additional fee as SINED	20,000							
Explanation : for departure								
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.								
Measure :								
Timeframe :								

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has established the NRC which consists of three (3) Non-Executive Directors, all of whom are INEDs. The NRC is tasked to implement its policies on remuneration including reviewing and recommending matters relating to the remuneration of Board and KSM. The NRC's responsibilities include reviewing and recommending to the Board the remuneration packages for Directors and KSM and ensure that they are consistent with the Group business strategy and long-term objectives to attract, retain and motivate Directors and KSM who will create sustainable values and returns for the Group. The NRC may also seek independent professional advice at the Company's expense in furtherance of their duties whenever the need arises. The duties and responsibilities of the NRC are governed by its TOR, which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	The Board ensures that information relating to Directors' remuneration is made transparent to all shareholders and are appropriately disclosed in the Company's Annual Reports. Other emoluments are only payable to Executive Directors and mainly consists of employer's provident fund contributions, social security welfare contributions and other benefits. The details of Directors' remuneration (in RM) on named basis are set out in the table below:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allo wan ce	Salary	Bonus	Bene fits- in- kind	Other emolu ments	Total	Fee	Allo wan ce	Salary	Bonus	Bene fits- in- kind	Other emolum ents	Total
1	Tan Sri Dato' Sri Yeoh Choon San	Executive Director	-	-	-	-	-	-	-	-	40.70	2,962.00	2,000.00	24.60	805.43	5,832.73
2	Dato' Sri Lee Kok Chuan	Executive Director	-	-	-	-	-	-	-	-	37.38	2,627.04	542.12	24.60	464.15	3,695.29
3	Dato' Kalsom Binti Abd. Rahman	Independent Director	111.18	17.76	-	-	-	-	128.94	111.18	17.76	-	-	-	-	128.94
4	Puan Adibah Khairiah Binti Ismail @ Daud	Independent Director	100.00	23.76	-	-	-	-	123.76	100.00	23.76	-	-	-	-	123.76
5	Mr Martin Giles Manen	Independent Director	100.00	22.86	-	-	-	-	122.86	100.00	22.86	-	-	-	-	122.86
6	Puan Noor Zita Binti Hassan	Independent Director	100.00	13.56	-	-	-	-	113.56	100.00	13.56	-	-	-	-	113.56
7	Dato' Wan Kamaruzaman Bin Wan Ahmad	Non-Executive Non-Independent Director	41.92	11.20	-	-	-	-	53.12	41.92	11.20	-	-	-	-	53.12
8	Datuk Syed Hisham Bin Syed Wazir	Independent Director	52.93	13.30	-	-	-	-	66.23	52.93	13.30	-	-	-	-	66.23
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Board is of the view that the detailed disclosure of KSM's remuneration component on a named basis will not be in the best interest of the Group, as it will give rise to recruitment and talent retention issues and may lead to the performing KSM personnel being lured away by competitors. This may result in the Group losing high calibre personnel who have been contributing to the Group's performances. In addition, such disclosures may also cause disharmony and/or unhealthy rivalry among the KSM. Currently, the remuneration package of KSM is reviewed annually during the Group's annual performance review and measured against the targets set for the year. The Board will ensure that the remuneration for the KSM personnel commensurate with their performance to attract, retain and motivate them to contribute positively to the Group's performance. Nonetheless, disclosure on the total remuneration of top five (5) KSM in the bands of RM50,000 on an aggregate basis are provided in the Corporate Governance Overview Statement in the Company's Annual Report 2026.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Board will closely monitor any changes in the market practice and will review its response to Practice 8.2 annually.
Timeframe	:	Within 3 years

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied
Explanation on application of the practice	:	The Audit Committee ("AC") comprises three (3) members, all of whom are INEDs. The AC Chairman is led by Mr Martin Giles Manen who is a member of the Malaysian Institute of Accountants ("MIA") and Malaysian Institute of Certified Public Accountants ("MICPA"). He is not the Chairman of the Board. The TOR of the AC was last revised in FY2023 to comply with Practice 9.1 of the MCCG which stipulates that the Chairman of the AC is distinct from the Chairman of the Board to promote independence of the AC. The AC Chairman is tasked to report to the Board on the salient points discussed during each AC meeting for their notation and onward deliberation. The duties and responsibilities of the AC Chairman are set out in the TOR of the AC, which is available on the Company's website at www.bauto.com.my.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	The External Auditors Policy of the Company has encapsulated the requirement for a cooling-off period of at least three (3) years for any former key external audit partner and other team members prior to any one of them being considered for appointment as a member of the AC or as a Director. This is to safeguard the independence and objectivity of appointment of the AC members. To date, none of the AC member was a former key external audit partner of the Company.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The AC is responsible to review, assess and monitor the performance, suitability, objectivity and independence of External Auditors on an annual basis. The AC had adopted the External Auditors Policy ("EA Policy") which governed the assessment and monitoring of the External Auditors so that the External Auditors' competence, objectivity, professionalism and independence are maintained in driving its effectiveness. The EA Policy sets out the policies and procedures on appointment and re-appointment of External Auditors, the annual assessment of the External Auditors as well as the declaration of independence by the External Auditors as specified in the By-Laws (on Professional Ethics, Conduct and Practice) issued by the MIA. The Board has delegated to the AC to undertake an annual assessment of the quality of audit which encompassed the performance and quality of the External Auditors and their independence, objectivity and professionalism. The assessment process involves identifying the areas of assessment, setting the minimum standard and devising tools to obtain the relevant data. The areas of assessment include, among others, the External Auditors' caliber, quality processes, audit team, audit scope, audit communication, audit governance and independence as well as the audit fees. Assessment questionnaires were used as a tool to obtain input from the Company's Group Chief Financial Officer who had active interaction with the external audit team throughout the financial year. In addition, the TOR of the AC also requires the AC to assess the suitability, objectivity and independence of the External Auditors annually. To support the AC's assessment of their independence, the External Auditors had provided the AC with a written assurance confirming their independence throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements.

	At the AC meeting held on 12 March 2026, the External Auditors namely, Messrs Ernst & Young PLT (“EY”), had presented to the AC its 2026 Audit Plan which included EY’s confirmation that EY is independent throughout the conduct of the audit engagement in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the MIA. The External Auditors had also on 5 August 2026 declared their independence to the AC. In accordance with the requirements of the MIA, the External Auditors will rotate their engagement partner-in-charge of the Audited Financial Statements of the Company and the Group once in every seven (7) years and the said engagement partner cannot be re-engaged to undertake a significant role in the audit of the Company for at least two (2) successive years. This is to ensure that the External Auditors maintain their independence from the Group. The current audit engagement partner was appointed following the conclusion of the Company’s Fifteenth (15th) AGM and is currently in his first year of tenure. The AC also ensures that the External Auditors are independent of the activities they audit and had approved the permitted non-audit services in advance. Approvals for pre-approved permitted services to be performed by the External Auditors and its affiliates below certain thresholds are delegated to the management as per the EA Policy. Any proposed service not included in the permitted services must be approved in advance by Those Charged With Governance (“TCWG”) and/or the AC, based on the approved threshold for such engagement. The recurring non-audit services performed by the External Auditors and its affiliates were in respect of the annual reviews for tax compliance and the Statement on Risk Management and Internal Control. Following assessment of the re-appointment of the External Auditors, the AC is satisfied with the External Auditors’ independence and had recommended the said re-appointment to the Board. The Board after deliberating on the AC’s assessment and recommendation on the re-appointment of the External Auditors, agreed and approved the AC’s recommendation on the said re-appointment and will table it for shareholders’ approval at the forthcoming AGM.
Explanation for departure	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	

Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The AC comprises the following members all of whom are INEDs: 1) Mr Martin Giles Manen (Chairman / INED) 2) Puan Adibah Khairiah Binti Ismail @ Daud (Member / INED) 3) Puan Noor Zita Binti Hassan (Member / INED) All the INEDs have satisfied the independence test based on the criteria set out in the Listing Requirements of Bursa Securities.

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	The AC members possess a mix of skill, knowledge and appropriate level of expertise and experience to enable them to discharge their duties and responsibilities pursuant to the TOR of the AC. All three (3) members of the AC are also Chartered Accountants of the MIA by profession. They are financially literate and can understand, analyse and challenge matters under the purview of the AC including the financial reporting process, monitoring of internal controls procedures, effectiveness of risk management framework, digital infrastructure, cybersecurity and data protection. The AC members reviewed and frequently sought clarifications from the management and internal auditors of the Company on the timeline for improvement of internal control processes to assess their adequacy and effectiveness. They are aware of the need to continuously develop and to broaden their knowledge in the areas of accounting and auditing to carry out their roles and duties effectively. The AC members have attended trainings on an ongoing and timely basis to keep themselves abreast of relevant industry developments. The trainings attended by the AC members during FY2026 are set out in the Corporate Governance Overview Statement under "Directors' Training" in the Company's Annual Report 2026. Aside from that, the External Auditors will brief and update the AC on matters pertaining to financial reporting standards which may impact the Group during the AC meetings (where applicable). The Board reviews the effectiveness of the AC members through the annual board assessments conducted by the NRC. For FY2026, the

	Board is satisfied with the AC members' performance and that the necessary skills, experience, knowledge and other relevant field of expertise of the AC members had contributed to the overall effectiveness of the AC. The detailed report on the activities of the AC for FY2026 is set out in the Company's Annual Report 2026.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges its responsibility in reviewing the adequacy, integrity and maintaining a sound risk management and internal control system to safeguard stakeholders' interests and the Group's assets. The Board has delegated and entrusted the Risk Management Committee ("RMC") of the Company, which comprises a majority of INEDs, with the overall responsibility to oversee the risk management framework of the Group, reviews the risk management policies formulated by the management and makes relevant recommendations to the Board for its deliberation and approval. Based on the approved risk management policies, management will be able to identify, evaluate, control, monitor and report to the Executive Chairman and/or Group CEO the principal business risks faced by the Group on an on-going basis, including remedial measures to be taken to address the risks. The Group continues to maintain and review its risk management and internal control procedures to maximise protection of its assets and safeguard shareholders' interests. The implementation of the internal control systems is undertaken by the management, which will highlight any risk identified and propose the appropriate remedial actions to mitigate and/or minimise such risk. The RMC review and oversee the proper functioning of the Group's risk management framework. The RMC has adopted the Enterprise Risk Management ("ERM") framework to proactively identify, evaluate and manage key risks to an optimal level. In line with the Group's commitment to deliver sustainable value, this framework aims to provide an integrated approach entity-wide. It outlines the ERM methodology focussing on risk ownership and continuous monitoring of key risks identified. The RMC reviews the sustainability process by providing an independent enquiry and assessment of the risk concerned (including sustainability- and climate- related risks and opportunities) with the process owners (line managers) based on the Group's risk management processes. The respective departmental heads are responsible for identifying, analysing and evaluating the sustainability risks/issues as well as developing,

	implementing and monitoring the actions taken and reporting the results to RMC. The key elements of the risk management and internal control structure are as follows: (a) An organisational structure in the Group with formally defined lines of responsibility and delegation of authority. (b) Quarterly review of the Group's business performance by the Board, which also covers the assessment of the impact of changes in business, competitiveness and sustainable environment. (c) Active participation and involvement by the Executive Chairman and Group CEO, both of whom are RMC members, and the Director of Group Operations and Group Chief Financial Officer in the daily running of the business and regular discussions with the respective heads of department on operational issues. (d) Monthly financial reporting by the Group Chief Financial Officer to the Executive Chairman and Group CEO.	
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The Group has adopted an ERM framework to proactively identify, evaluate and manage key risk issues critical to achieving the Group’s strategic objectives and opportunities for competitive advantage. The ERM framework supports better risk structuring, reporting and analysis as it allows RMC to strategically manage risks from the Group’s perspective, determine risk response strategies (including sustainability- and climate- related and opportunities) and make holistic decisions to optimise the Group’s operation. The features of the risk management and internal control framework of the Group and its adequacy and effectiveness are set out in the Statement on Risk Management and Internal Control in the Company’s Annual Report 2026.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Adopted
Explanation on adoption of the practice	:	The Board had established an RMC to oversee the risk management framework of the Group, reviews the risk management policies formulated by management and makes relevant recommendations to the Board for its deliberation and approval. Members of RMC mainly comprise a majority of INEDs, details of which are as follows: 1) Mr Martin Giles Manen (Chairman / INED) 2) Tan Sri Dato' Sri Yeoh Choon San (Member / Executive Chairman) 3) Dato' Sri Lee Kok Chuan (Member / Group CEO) 4) Dato' Kalsom Binti Abd. Rahman (Member / SINED) 5) Puan Noor Zita Binti Hassan (Member / INED) The RMC will brief the Board on any material updates pertaining to the Risk Register of the Group on a quarterly basis.

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied
Explanation on application of the practice	:	The Company continued to outsource its internal audit functions to an independent professional consulting firm, Messrs. PKF Risk Management Sdn Bhd ("PKF"), which adopts the International Professional Practices Framework ("IPPF") in carrying out the internal audit assignments and reports directly to the AC. The internal audit function of the Company is effective and remains independent at all times. The internal audit function is set out in the Statement of Risk Management and Internal Control and AC Report in the Company's Annual Report 2026. The primary scope of work of PKF is to conduct regular and systematic review of the system of internal controls of the Group to provide reasonable assurance that the system continues to operate satisfactorily and effectively. PKF's role is to provide the AC with independent and objective reports on the adequacy and effectiveness of the system of internal controls and procedures in the operating units within the Group, and the extent of compliance with the Group's established policies, procedures and guidelines, and also compliance with applicable laws, regulations, directives and other external enforced compliance requirements. Observations and findings during internal audit reviews together with the recommended action plans and management responses thereon are tabled to the AC for its review and notation/deliberation. PKF will then follow-up with management on the recommended action plans during subsequent internal audit reviews and reports to the AC accordingly. The summary of activities undertaken by PKF during FY2026 is set out in the AC Report in the Company's Annual Report 2026.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose—

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	The internal audit function is outsourced to an independent consulting firm, PKF and is headed by Dr Wong Ka Fee, PKF's Director of Risk and Governance Advisory. Dr Wong Ka Fee has over 15 years of professional experience in internal audit, risk management, compliance review and business advisory. He is a Fellow Financial Accountant with Institute of Financial Accountants (UK), a Fellow Member of Association of International Accountants (UK), a Fellow Member of Institute of Public Accountants (Australia), a Chartered Member of the Institute of Internal Auditors Malaysia and an Associate Member of Association of Certified Fraud Examiners. He earned his Doctoral degree in Behavioral Finance from Universiti Utara Malaysia and Master degrees from two different prestigious Universities from United Kingdom. i.e. Master of Science in Management Consultancy from Liverpool John Moores University and Master of Business Administration from University of Wales. PKF's internal audit team is free from any relationship or conflict of interest, which could impair its objectivity and independence. The independence of the internal audit function is evidenced from its direct reporting to the AC. For FY2026, the Internal Audit team in PKF has a staff strength of 8 employees. PKF has informed that the team involved in the internal audit reviews are university graduates and/or have professional qualifications in related accounting fields. The internal audit function is guided by the Code of Professional Standards – International Professional Practices Framework issued by the IIA (The Institute of Internal Audit) that sets out the objectives, authority, independence, scope and responsibility of the internal audit function.

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Company recognises the importance of being transparent and accountable to its stakeholders and has adopted various channels of communications to enable the Board and management to continuously communicate, disclose and disseminate comprehensive and timely information to investors, shareholders, financial community and the public generally. The Company normally communicates with its stakeholders through various channel of communications such as the followings: (a) quarterly announcements on financial results and other periodical or relevant announcements to Bursa Securities. (b) circulars and annual reports. (c) general meetings of shareholders. (d) periodic meetings and briefings with investors, analysts and fund managers where appropriate. (e) Company's website at www.bauto.com.my where stakeholders can access corporate information such as Board Charter, TORs of the Board Committees, Board Policies, press releases, financial information, Company announcements and others. The above channels of communication will help to enhance stakeholders' understanding of the business and operations of the Group and to make informed investment decisions.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	The Company has not adopted integrated reporting for its annual reports as it continues to build capacity and capabilities necessary for the transition to the Integrated Reporting in the future. At present, the Board is of the view that the Company's Annual Reports are comprehensive enough for stakeholders to make informed decisions. The Annual Reports provide stakeholders with a fairly comprehensive overview on the Group and Company's financial and non-financial information including prospects. Components in the Annual Reports such as Management Discussion and Analysis, Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, AC Report and Sustainability Statement form an integral part of the non-financial information.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Company is currently focusing on meeting the disclosure requirement datelines under the NSRF and would review the need to adopt the integrated reporting based on a globally recognised framework at the appropriate time. The Board will continue to review this Practice annually.
Timeframe	:	Within 3 years

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied
Explanation on application of the practice	:	The Company despatches its notice of meeting together with the Administrative Details at least twenty-eight (28) days before the AGM. Pursuant to Paragraph 2.19B of the Listing Requirements of Bursa Securities, the Company's Constitution, as well as in line with its sustainability initiatives, the Company has discontinued and discouraged the delivery of printed copies of documents to shareholders unless specifically requested by them. Hence, the current and previous years' Annual Reports can be viewed and downloaded from the websites of the Company and Bursa Securities. As in previous financial years, shareholders are given sufficient time to peruse the AGM documents and to enable them to consider the resolutions to be tabled at the forthcoming AGM as well as to make the necessary arrangement to attend and participate personally or through proxy(ies) or corporate representative(s) at the AGM of the Company. The Administrative Details are included in the Notification to Shareholders, which provide registration procedures for shareholders and proxies who wish to participate in the forthcoming AGM of the Company. Each Agenda item in the Notice of AGM is accompanied by a brief explanatory statement to provide an overview on the resolution being proposed. For FY2025, the notice of the Fifteenth (15th) AGM was despatched to the shareholders on 28 August 2025 for the AGM held on 8 October 2025. The notice period to the shareholders was more than 28 days. For FY2026, the notice of the Sixteenth (16th) AGM was issued on 28 August 2026 for the AGM to be held on 7 October 2026. The notice period to the shareholders is more than 28 days.
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied
Explanation on application of the practice	:	The entire Board and Board Committees had attended last year's AGM. At the Company's AGMs, the Executive Chairman, Group CEO, Group Chief Financial Officer, other Board and Board Committees' members and the Company Secretaries are present to provide meaningful responses to the questions posed by shareholders, proxies and/or corporate representatives ("Attendees"). The External Auditors are also present to provide professional and independent clarification on any concerns raised by the Attendees pertaining to the Annual Reports (including the Audited Financial Statements). Questions posed by the Attendees are normally addressed by the Executive Chairman and in some instances by the Group CEO as directed by the Executive Chairman to allow the Attendees to make informed decisions before casting their votes at the AGMs. Questions that were not addressed during the AGMs due to time constraint were accordingly responded in the Minutes of AGMs. The Board noted all the constructive feedback and relevant suggestions posed by the Attendees.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Applied
Explanation on application of the practice	:	In accordance with Clause 70 of the Company's Constitution, the Company may convene a meeting of members at more than one (1) venue using any technology or method that enables the members to participate and to exercise the members' rights to speak and vote at the meeting, and using any available technology to provide notice, conduct and record or facilitate voting at meeting or any adjournment of that meeting of members subject to rules, regulations and laws prevailing. The main venue of the meeting shall be in Malaysia and the Chairman shall be present at the main venue of the meeting. Pursuant to the Listing Requirements of Bursa Securities, with effect from 1 March 2025 all public listed companies are required to convene either physical or hybrid general meetings. In line with this requirement and consistent with the previous year arrangement, the Company has decided to continue convening a physical general meeting for its forthcoming Sixteenth (16th) AGM, thus allowing the shareholders, proxies and corporate representatives the opportunity to attend the meeting in person.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: The Company regards AGMs as the principal forum for dialogue and interactions with Attendees and aims to ensure that the AGMs provide an important opportunity for effective communication and constructive feedback from them. The AGMs will provide an opportunity for Attendees to seek clarifications from the Board and its management on the information set out in the Company's Annual Report, the Group's operations and/or its businesses. The External Auditors are also present to address any questions raised by the Attendees relating to the Audited Financial Statements. The entire Board and Board Committees, the Group Chief Financial Officer, the management and External Auditors were present at last year's AGM and provided meaningful responses to the questions posed by the Attendees during the said meeting. Questions that were not addressed during the AGM due to time constraint were accordingly responded in the Minutes of AGM. The minutes of the Fifteenth (15th) AGM which was duly approved by the Chairman of the Meeting is available online on the Company's website at www.bauto.com.my.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:

Timeframe	:		
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Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>			
Application	:	Applied	
Explanation on application of the practice	:	The Company’s Fifteenth (15th) AGM was conducted physically on 8 October 2025, wherein Attendees were able to submit questions prior to the Meeting. The Chairman of the Meeting read out the questions received from them prior to the Meeting, which were then duly addressed by the Executive Chairman, Group CEO and/or the Group Chief Financial Officer. The Attendees were also given the opportunity to raise questions relating to the agenda of the AGM during the Meeting, and sufficient time was allocated for the questions and answers session.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>		
Application	:	Applied
Explanation on application of the practice	:	As in previous years, the minutes of the AGMs were made available at the Company's website at www.bauto.com.my no later than 30 business days after the conclusion of the AGMs.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.