



TAN CHONG MOTOR HOLDINGS BERHAD

Registration No. 197201001333 (12969-P)

(Incorporated in Malaysia)

INTERIM REPORT FOR THE THIRD QUARTER ENDED 30 SEPTEMBER 2025

CONTENTS

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS	1
CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	2
CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION	3-4
CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	5
CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS	6-7
NOTES TO THE QUARTERLY FINANCIAL REPORT	8-21



TAN CHONG MOTOR HOLDINGS BERHAD
Registration No. 197201001333 (12969-P)
(Incorporated in Malaysia)

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS
FOR THE QUARTER ENDED 30 SEPTEMBER 2025
(THE FIGURES HAVE NOT BEEN AUDITED)

	Quarter 30.09.2025 RM'000	Quarter 30.09.2024 RM'000	To Date 30.09.2025 RM'000	Period 30.09.2024 RM'000
Revenue	530,471	462,655	1,622,243	1,571,441
Operating loss (Note 1)	(45,642)	(89,280)	(71,948)	(122,216)
Interest expense	(15,085)	(18,313)	(50,379)	(52,119)
Interest income	2,965	4,180	8,721	13,075
Share of loss of equity-accounted investees	(2,117)	(342)	(2,220)	(940)
Loss before taxation	(59,879)	(103,755)	(115,826)	(162,200)
Tax (expense)/income	(3,726)	14,630	(6,757)	10,417
Loss for the period	(63,605)	(89,125)	(122,583)	(151,783)
(Loss)/profit attributable to:				
Equity holders of the Company	(60,250)	(90,284)	(114,255)	(146,112)
Non-controlling interests	(3,355)	1,159	(8,328)	(5,671)
	(63,605)	(89,125)	(122,583)	(151,783)
Loss per share (sen)				
(a) Basic	(9.25)	(13.85)	(17.53)	(22.42)
(b) Fully diluted	N/A	N/A	N/A	N/A

Note 1: Included a one-off fair value gain as disclosed in note A10 for valuation of Property, Plant and Equipment and Investment Properties.

The Condensed Consolidated Statement of Profit or Loss should be read in conjunction with the audited financial statements for the year ended 31 December 2024, together with the explanatory notes in this report.



TAN CHONG MOTOR HOLDINGS BERHAD
Registration No. 197201001333 (12969-P)
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**CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE QUARTER ENDED 30 SEPTEMBER 2025
(THE FIGURES HAVE NOT BEEN AUDITED)**

INDIVIDUAL QUARTER CUMULATIVE QUARTER

	Preceding Current Year Quarter	Preceding Year Corresponding Quarter	Preceding Current Year To Date	Preceding Year Corresponding Period
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
Loss for the period	(63,605)	(89,125)	(122,583)	(151,783)
<i>Items that are or may be reclassified to profit or loss:</i>				
Foreign currency translation differences for foreign operations	(7,258)	4,263	(10,125)	(3,791)
Cash flow hedge	(1,819)	(12,535)	(2,076)	(15,121)
Total items that are or may be reclassified subsequently to profit or loss	<u>(9,077)</u>	<u>(8,272)</u>	<u>(12,201)</u>	<u>(18,912)</u>
Other comprehensive expense for the period, net of tax	<u>(9,077)</u>	<u>(8,272)</u>	<u>(12,201)</u>	<u>(18,912)</u>
Total comprehensive expense for the period	<u><u>(72,682)</u></u>	<u><u>(97,397)</u></u>	<u><u>(134,784)</u></u>	<u><u>(170,695)</u></u>
Total comprehensive (expense)/ income attributable to:				
Equity holders of the Company	(71,534)	(107,628)	(132,002)	(172,030)
Non-controlling interests	(1,148)	10,231	(2,782)	1,335
	<u><u>(72,682)</u></u>	<u><u>(97,397)</u></u>	<u><u>(134,784)</u></u>	<u><u>(170,695)</u></u>

The Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the audited financial statements for the financial year ended 31 December 2024, together with the explanatory notes in this report.

**TAN CHONG MOTOR HOLDINGS BERHAD***Registration No. 197201001333 (12969-P)**(Incorporated in Malaysia)***CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2025**

	(Unaudited) As at 30.09.2025 RM'000	(Audited) As at 31.12.2024 RM'000
ASSETS		
<u>Non-current assets</u>		
Property, plant and equipment	2,219,748	2,319,140
Investment properties	209,275	237,075
Intangible assets	94,896	99,678
Equity-accounted investees	45,256	54,941
Deferred tax assets	79,022	87,899
Hire purchase receivables	276,297	333,584
	2,924,494	3,132,317
<u>Current assets</u>		
Other investments	4,630	30,750
Inventories	679,513	842,136
Contract assets	18,284	24,070
Current tax assets	23,158	20,855
Hire purchase receivables	71,695	92,209
Receivables, deposits and prepayments	419,131	403,905
Derivative financial assets	58	871
Cash and cash equivalents	279,479	545,499
	1,495,948	1,960,295
Asset classified as held for sale (*)	128,706	-
	1,624,654	1,960,295
TOTAL ASSETS	4,549,148	5,092,612

* Refer Part A, Note 12 of the Announcement.



TAN CHONG MOTOR HOLDINGS BERHAD
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CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2025 (continued)

	(Unaudited) As at 30.09.2025 RM'000	(Audited) As at 31.12.2024 RM'000
EQUITY AND LIABILITIES		
Equity		
Share capital	336,000	336,000
Reserves	2,069,594	2,201,596
Treasury shares	(26,443)	(26,443)
Total equity attributable to owners of the Company	2,379,151	2,511,153
Non-controlling interests	2,024	4,585
Total equity	2,381,175	2,515,738
Non-current liabilities		
Lease liabilities	54,096	65,510
Borrowings	159,874	309,827
Employee benefits	108,539	100,798
Deferred tax liabilities	235,375	233,913
Contract liabilities	54,767	54,492
	612,651	764,540
Current liabilities		
Borrowings	1,115,066	1,406,417
Lease liabilities	47,102	39,895
Derivative financial liabilities	1,295	32
Current tax liabilities	4,890	4,301
Contract liabilities	30,598	45,795
Payables and accruals	356,371	315,894
	1,555,322	1,812,334
Total liabilities	2,167,973	2,576,874
TOTAL EQUITY AND LIABILITIES	4,549,148	5,092,612
Net assets per share attributable to owners of the Company (RM)	3.65	3.85

The Condensed Consolidated Statement of Financial Position should be read in conjunction with the audited financial statements for the financial year ended 31 December 2024, together with the explanatory notes in this report.



TAN CHONG MOTOR HOLDINGS BERHAD
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CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2025
(THE FIGURES HAVE NOT BEEN AUDITED)

	Attributable to owners of the Company						Non-controlling interests			Total equity	
	Share capital RM'000	Treasury shares RM'000	Translation reserve RM'000	Revaluation reserve RM'000	Hedging reserve RM'000	Capitalisation of retained earnings RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000	
At 01.01.2024	336,000	(26,294)	(13,646)	922,173	(331)	100	1,522,138	2,740,140	1,658	2,741,798	
Other comprehensive (expense)/income for the period, net of tax	-	-	(10,797)	-	(15,121)	-	-	(25,918)	7,006	(18,912)	
Transfer of revaluation surplus on properties	-	-	-	(13,207)	-	-	13,207	-	-	-	
Loss for the period	-	-	-	-	-	-	(146,112)	(146,112)	(5,671)	(151,783)	
Total comprehensive (expense)/income for the period	-	-	(10,797)	(13,207)	(15,121)	-	(132,905)	(172,030)	1,335	(170,695)	
Purchase of treasury shares	-	(139)	-	-	-	-	-	(139)	-	(139)	
Dividend - 2024 interim	-	-	-	-	-	-	(6,517)	(6,517)	-	(6,517)	
Changes in ownership interests in subsidiaries	-	-	-	-	-	-	-	-	5,635	5,635	
At 30.09.2024	336,000	(26,433)	(24,443)	908,966	(15,452)	100	1,382,716	2,561,454	8,628	2,570,082	
At 01.01.2025	336,000	(26,443)	(22,971)	904,564	839	100	1,319,064	2,511,153	4,585	2,515,738	
Other comprehensive (expense)/income for the period, net of tax	-	-	(15,671)	-	(2,076)	-	-	(17,747)	5,546	(12,201)	
Transfer of revaluation surplus on properties	-	-	-	(13,207)	-	-	13,207	-	-	-	
Loss for the period	-	-	-	-	-	-	(114,255)	(114,255)	(8,328)	(122,583)	
Total comprehensive expense for the period	-	-	(15,671)	(13,207)	(2,076)	-	(101,048)	(132,002)	(2,782)	(134,784)	
Changes in ownership interests in subsidiaries	-	-	-	-	-	-	-	-	221	221	
At 30.09.2025	336,000	(26,443)	(38,642)	891,357	(1,237)	100	1,218,016	2,379,151	2,024	2,381,175	

The Condensed Consolidated Statement of Changes in Equity should be read in conjunction with the audited financial statements for the financial year ended 31 December 2024, together with the explanatory notes in this report.



TAN CHONG MOTOR HOLDINGS BERHAD
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CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 30 SEPTEMBER 2025
(THE FIGURES HAVE NOT BEEN AUDITED)

	CUMULATIVE QUARTER	
	For the 9 months ended 30.09.2025	For the 9 months ended 30.09.2024
	RM'000	RM'000
Cash flows from operating activities		
Loss before taxation	(115,826)	(162,200)
Adjustments for:		
Non-cash and non-operating items	153,880	204,054
Operating profit before working capital changes	38,054	41,854
Changes in working capital		
Inventories	172,892	37,453
Hire purchase receivables	56,861	(111)
Receivables, deposits and prepayments	(51,222)	(46,019)
Payables and accruals	59,061	(56,555)
Contract assets	5,786	(8,852)
Contract liabilities	(14,922)	6,644
Cash generated from/(used in) operations	266,510	(25,586)
Tax paid	(9,319)	(1,092)
Interest paid	(35,533)	(32,797)
Employee benefits paid	(1,200)	(727)
Net cash generated from/(used in) operating activities	220,458	(60,202)
Cash flows from investing activities		
Acquisition of property, plant and equipment	(72,916)	(75,950)
Acquisition of intangible assets	(35)	(192)
Net proceed from disposal/(acquisition) of other investments	26,120	(145,158)
Net proceed of disposal of share in equity-accounted investees	5,732	-
Dividend received from equity-accounted investees	3,638	250
Proceeds from disposal of property, plant and equipment	10,566	15,500
Net cash used in investing activities	(26,895)	(205,550)



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CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 30 SEPTEMBER 2025 (continued)
(THE FIGURES HAVE NOT BEEN AUDITED)

	CUMULATIVE QUARTER	
	For the 9 months ended 30.09.2025 RM'000	For the 9 months ended 30.09.2024 RM'000
Cash flows from financing activities		
Dividends paid to shareholders of the Company	-	(6,517)
Purchase of own shares	-	(139)
Net (repayment of)/proceed from bankers' acceptance	(113,047)	63,492
Net (repayment of)/proceeds from medium term notes	(199,953)	59,811
Net (repayment of)/proceeds from term loans and revolving credit	(122,878)	46,617
Payment of lease liabilities	(14,053)	(12,476)
Share subscription in a subsidiary company by non-controlling interest shareholders	221	5,635
Net cash (used in)/ from financing activities	(449,710)	156,423
Net decrease in cash and cash equivalents	(256,147)	(109,328)
Effects of exchange rate fluctuations on cash and cash equivalents	(9,873)	(18,797)
Cash and cash equivalents at beginning of the period	545,499	511,579
Cash and cash equivalents at end of the period	279,479	383,454

The Condensed Consolidated Statement of Cash Flows should be read in conjunction with the audited financial statements for the financial year ended 31 December 2024, together with the explanatory notes in this report.

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting

1. Basis of Preparation

The interim financial statements are unaudited and have been prepared in accordance with the applicable disclosure provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and MFRS 134, *Interim Financial Reporting* in Malaysia. They do not include all of the information required for full annual financial statements, and should be read in conjunction with the audited consolidated financial statements of Tan Chong Motor Holdings Berhad (“TCMH”) and its subsidiaries, associates and joint venture (“the Group”) as at and for the year ended 31 December 2024.

2. Changes in Accounting Policies

The significant accounting policies adopted are consistent with those of the audited financial statements for the year ended 31 December 2024, except for the adoption of the following Malaysian Financial Reporting Standards (“MFRSs”) and Amendments to MFRSs:

Effective for annual periods beginning on or after 1 January 2025

- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability*

MFRSs and Amendments to MFRSs issued but not yet effective

The following MFRSs and Amendments to MFRSs have been issued but are not yet effective, and have yet to be adopted:

Effective for annual periods beginning on or after 1 January 2026

- *Amendments to the Classification and Measurement of Financial Instruments* (Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures*)
- *Annual Improvements to MFRS Accounting standards – Volume 11:-*
 - Amendment to MFRS 1, *First-time Adoption of Malaysia Financial Reporting Standards*
 - Amendments to MFRS 7, *Financial Instruments: Disclosures*
 - Amendments to MFRS 9, *Financial Instruments*
 - Amendments to MFRS 10, *Consolidated Financial Statements*
 - Amendments to MFRS 107, *Statement of Cash Flows*
- Amendments to MFRS 9, *Financial Instruments* and MFRS 7 *Financial Instruments: Disclosures - Contract Reference Nature-Dependent Electricity*

Effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*
- Amendments to MFRS 19, *Subsidiaries without Public Accountability: Disclosures*

Effective for a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.*

The initial application of the abovementioned accounting standards or amendments is not expected to have any material financial impacts to the financial statements of the Group.

3. Audit Qualifications

There were no audit qualifications in the annual financial statements for the financial year ended 31 December 2024.

4. Seasonal or Cyclical Factors

During the quarter, the business of the Group had not been affected by any significant seasonal or cyclical factors, apart from the general economic environment in which it operated.

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting (continued)

5. Unusual Items

There were no unusual items that had a material effect on the assets, liabilities, equity, net income or cash flows for the period.

6. Material Changes in Estimates

There were no material changes in estimates of amounts reported in prior financial year.

7. Debt and Equity Securities

There was no repurchase of issued ordinary shares from the open market during the quarter. Cumulative total number of shares repurchased at the end of the financial quarter was 20,373,000. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016.

Under the Islamic Medium Term Notes (“Sukuk Murabahah”) Programme of RM1.5 billion, the outstanding nominal value of Islamic Medium Term Notes stood at RM310 million at the end of the financial quarter.

Save for the above, there were no other issuance and repayment of debt securities, share cancellation and resale of treasury shares during the period.

8. Dividends Paid

No dividends were paid during the quarter ended 30 September 2025.

9. Segmental Reporting

(a) Business segment reporting for current quarter:

	Vehicles assembly, manufacturing, distribution and after-sales services		Financial services		Other operations		Total	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
External revenue	511,402	438,891	14,657	17,497	4,412	6,267	530,471	462,655
Inter-segment revenue	24	54	-	-	19,165	19,032	19,189	19,086
Segment (LBITDA)/ EBITDA	(14,984)	(7,543)	(1,654)	4,350	9,216	(49,509)	(7,422)	(52,702)

*Segment earnings before interest, taxation, depreciation and amortisation

Reconciliation of reportable segment profit or loss:

	30.09.2025	30.09.2024
	RM'000	RM'000
Total LBITDA for reportable segments	(7,422)	(52,702)
Depreciation and amortisation	(35,252)	(34,501)
Interest expense	(15,085)	(18,313)
Interest income	2,965	4,180
Share of loss of equity-accounted investees not included in reportable segments	(2,117)	(342)
Unallocated corporate expenses	(2,968)	(2,077)
Consolidated loss before taxation	(59,879)	(103,755)

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting (continued)

9. Segmental Reporting (continued)

(b) Business segment reporting for current year-to-date period:

	Vehicles assembly, manufacturing, distribution and after-sales services		Financial services		Other operations		Total	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
External revenue	1,560,599	1,498,406	48,339	52,951	13,305	20,084	1,622,243	1,571,441
Inter-segment revenue	1,148	3,480	-	-	59,570	60,938	60,718	64,418
Segment EBITDA/(LBITDA)	41,834	(1,769)	(4,572)	11,187	1,160	(20,744)	38,422	(11,326)

*Segment earnings before interest, taxation, depreciation and amortisation

Reconciliation of reportable segment profit or loss:

	30.09.2025	30.09.2024
	RM'000	RM'000
Total EBITDA/(LBITDA) for reportable segments	38,422	(11,326)
Depreciation and amortisation	(101,371)	(105,167)
Interest expense	(50,379)	(52,119)
Interest income	8,721	13,075
Share of loss of equity-accounted investees not included in reportable segments	(2,220)	(940)
Unallocated corporate expenses	(8,999)	(5,723)
Consolidated loss before taxation	(115,826)	(162,200)

(c) Geographical segment reporting for current quarter:

	Malaysia		Vietnam		Others		Total	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000							
External revenue	473,741	429,173	23,521	7,638	33,209	25,844	530,471	462,655
Segment EBITDA/(LBITDA)	(5,307)	(45,051)	(6,244)	(4,480)	4,129	(3,171)	(7,422)	(52,702)

(d) Geographical segment reporting for current year-to-date period:

	Malaysia		Vietnam		Others		Total	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000							
External revenue	1,455,556	1,483,232	65,490	16,620	101,197	71,589	1,622,243	1,571,441
Segment EBITDA/(LBITDA)	50,522	24,436	(22,746)	(29,385)	10,646	(6,377)	38,422	(11,326)

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting (continued)

10. Valuation of Property, Plant and Equipment and Investment Properties

(a) The valuation of property, plant and equipment and investment properties was brought forward without amendment from the audited financial statements for the financial year ended 31 December 2024 except for the valuation of the investment property mentioned in Note (b) below.

(b) The Group recorded a one-off fair value gain, net of deferred tax, of RM45.6 million during the current year-to-date period after a legal dispute over a piece of land was resolved at the Federal Court in its favour. The valuation was carried out by an independent firm of professional valuer, LaurelCap Sdn Bhd, using open market value with existing use basis. The recognition of the one-off fair value gain, net of deferred tax, of RM45.6 million has resulted in an increase in the net asset per share by RM0.07 as at 30 September 2025.

11. Other Investments

	30.09.2025 RM'000	31.12.2024 RM'000
Current		
Liquid investments in quoted unit trusts with licensed financial institutions	4,630	30,750
Total	4,630	30,750

12. Material Events

On 10 July 2025, Tanahku Holdings Sdn. Bhd. (“Vendor”), a wholly-owned subsidiary of Tan Chong Motor Holdings Berhad, entered into a Sale and Purchase Agreement (“SPA”) with Solid Interest Sdn. Bhd. (“Purchaser”), a wholly-owned subsidiary of Avaland Holdings Berhad, for the disposal of nine (9) plots of freehold land located at Jalan Putra, Kuala Lumpur, for a total cash consideration of RM148.8 million (“Disposal”). The Disposal is expected to result in a gain of approximately RM11.37 million for the Group. The proceeds from the Disposal will be utilised to strengthen the Group’s working capital and invest in opportunities aligned with the Group’s long-term objectives.

In accordance with MFRS 5, *Non-current Assets Held for Sale and Discontinued Operations*, the properties concerned have been reclassified from non-current assets to assets held for sale under current assets in the statement of financial position as at 30 September 2025.

The Disposal is conditional upon the fulfilment of all conditions precedent including the Purchaser’s receipt of the requisite State Authority’s approval under Section 433B of the National Land Code, within six (6) months from the date of the SPA or such other further extended period mutually agreed between the Vendor and the Purchaser.

Subject to such conditions precedent as stipulated in the SPA being met, the Disposal is expected to be completed by the first quarter of the financial year ending 31 December 2026.

Save for the above, there were no items, transactions or events of a material and unusual nature that have arisen between the end of the reporting period and the date of this announcement which would substantially affect the results of the operations of the Group.

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting (continued)

13. Changes in Composition of the Group

During the quarter, the Company had disposed of the following indirect subsidiaries at a cash consideration of USD1.00 for each indirect subsidiary.

No	Name of Subsidiaries	Country of Incorporation	Principal Activities	Net Assets (USD)	Date of Disposal
1	TC Services Labuan (L) Pte Ltd	Labuan, Malaysia	Dormant	-	11 July 2025
2	TC Assets Labuan (V) Pte Ltd	Labuan, Malaysia	Dormant	-	17 September 2025
3	TC Overseas Assets Labuan (C) Pte Ltd	Labuan, Malaysia	Dormant	-	17 September 2025
4	TC Services Labuan (C) Pte Ltd	Labuan, Malaysia	Dormant	-	17 September 2025
5	TC Services Labuan (MM) Pte Ltd	Labuan, Malaysia	Dormant	-	17 September 2025

Save for the above, there were no other changes in the composition of the Group for the quarter under the review.

14. Changes in Contingent Liabilities or Contingent Assets

There were no contingent liabilities or contingent assets as at 30 September 2025 except as disclosed in Part B, Note 9 of the Announcement.

15. Commitments Outstanding not provided for in the Interim Financial Report

	30.09.2025 RM'000	31.12.2024 RM'000
<i>Property, plant and equipment</i>		
Authorised but not contracted for	28,242	32,474
Authorised and contracted for		
In Malaysia	17,267	27,485
Outside Malaysia	2,898	3,517
Total	<hr/> 48,407	<hr/> 63,476

16. Significant Related Party Transactions

(a) Significant transactions with Warisan TC Holdings Berhad (“WTCH”), APM Automotive Holdings Berhad (“APM”) and Tan Chong International Limited (“TCIL”) Groups, companies in which a Director of the Company, namely Dato’ Tan Heng Chew, is deemed to have substantial financial interests, are as follows:

A) Explanatory notes as per Malaysian Financial Reporting Standard (MFRS) 134 Interim Financial Reporting (continued)

16. Significant Related Party Transactions (continued)

	Individual Quarter		Cumulative Quarter	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
With WTCH Group				
Purchases	(5,232)	(14,190)	(101,332)	(43,153)
Sales	12,681	19,096	25,531	33,057
Travel agency and car rental services	-	(293)	(1,074)	(1,249)
Contract assembly services	2,407	1,667	8,312	7,596
With APM Group				
Purchases	(1,594)	(5,069)	(9,877)	(14,970)
Sales	207	735	408	1,856
With TCIL Group				
Sales	2,089	1,619	8,057	5,625

These transactions had been entered into in the normal course of business and had been established under negotiated terms.

(b) Significant transactions with Nissan Motor Co. Limited Group, Japan, which is a substantial shareholder of the Company, are as follows:

	Individual Quarter		Cumulative Quarter	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
Purchases	(26,360)	(150,492)	(287,678)	(410,639)

These transactions had been entered into in the normal course of business and had been established under negotiated terms.

(c) Significant transactions with Auto Dunia Sdn. Bhd.:

- a company in which a Director of a subsidiary of the Company, namely Datuk Abdullah bin Abdul Wahab, has substantial financial interests; and
- a company connected with a Director of the Company, Dato' Tan Heng Chew, by virtue of Section 197 of the Companies Act, 2016,

are as follows:

	Individual Quarter		Cumulative Quarter	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
Purchases	(57,533)	(136)	(184,834)	(44,821)
Sales	1	3,142	3,146	9,922

These transactions had been entered into in the normal course of business and had been established under negotiated terms.

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

1. Analysis of Performance of All Operating Segments

For the quarter ended 30 September 2025, the Group recorded revenue of RM530.5 million, representing an increase of 14.7% compared to RM462.4 million in the corresponding quarter of the preceding year. The Group registered a Loss Before Tax (“LBT”) of RM59.9 million, as compared to a LBT of RM103.8 million in the same quarter last year. Despite the higher revenue, the lower loss was mainly attributable to a decrease in net foreign exchange losses, partially offset by higher impairment losses on receivables.

For the nine months ended 30 September 2025, the Group achieved revenue of RM1.62 billion, an improvement of 3.2% compared to RM1.57 billion recorded in the corresponding period of the preceding year. The Group recorded a LBT of RM115.8 million for the current year-to-date period, compared to a LBT of RM162.2 million in the corresponding period of the previous year. The lower loss was primarily due to the recognition of a one-off fair value gain on investment properties amounting to RM50.6 million and lower net foreign exchange losses, partially offset by higher impairment losses on receivables.

As at 30 September 2025, the Group’s retained earnings stood at RM1.22 billion, while net assets per share decreased to RM3.65 from RM3.85 as at 31 December 2024, mainly due to the losses incurred during the period.

Further analysis of the performance of the business segments is as follows:

(a) Vehicles Assembly, Manufacturing, Distribution & After-Sales Services (“Automotive”)

For the quarter ended 30 September 2025, the Automotive Division recorded revenue of RM511.4 million, representing an increase of 16.5% compared to the corresponding quarter of the preceding year. Despite the higher revenue, the Division registered a Loss Before Interest, Tax, Depreciation and Amortisation (“LBITDA”) of RM15.0 million, which was higher by 98.6% year-on-year (YoY). The higher loss was mainly attributable to a fair value loss on investment properties of RM3.4 million during the quarter.

For the nine months ended 30 September 2025, the Division recorded revenue of RM1,560.6 million, an increase of 4.2% YoY, and an Earnings Before Interest, Tax, Depreciation and Amortisation (“EBITDA”) of RM41.8 million, compared to a LBITDA of RM1.8 million in the corresponding period of the previous year. The significant improvement was mainly due to the recognition of a one-off fair value gain on investment properties amounting to RM50.6 million, partially offset by net foreign exchange losses.

Excluding the one-off fair value gain on investment properties, the Division would have recorded an underlying LBITDA of RM8.8 million for the current year-to-date period, compared to a LBITDA of RM1.8 million in the corresponding period of the preceding year.

(b) Financial Services (Hire Purchase and Insurance)

For the quarter ended 30 September 2025, the Financial Services Division recorded revenue of RM14.7 million, representing a decrease of 16.2% YoY. The Division registered a LBITDA of RM1.7 million, compared to a positive EBITDA in the corresponding quarter of the preceding year. The higher loss was mainly attributable to lower revenue and higher impairment losses on receivables during the current quarter.

For the nine months ended 30 September 2025, the Division recorded revenue of RM48.3 million, a decline of 8.7% YoY, and a LBITDA of RM4.6 million, compared to an EBITDA of RM11.2 million in the corresponding period of the previous year. The higher loss was primarily due to lower lending activities and higher impairment losses on receivables, consistent with the factors mentioned for the current quarter.

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

1. Analysis of Performance of All Operating Segments (continued)

(c) Other Operations (Investments and Properties)

For the quarter ended 30 September 2025, revenue from Other Operations decreased to RM4.4 million, representing a decline of 29.6% YoY. The segment recorded an EBITDA of RM9.2 million, compared to a LBITDA of RM49.5 million in the corresponding quarter of the preceding year. The improvement was mainly attributable to a net foreign exchange gain recorded during the current quarter, compared to a net foreign exchange loss in the same period last year, arising from transactions and outstanding balances denominated in foreign currencies, partially offset by lower revenue.

For the nine months ended 30 September 2025, revenue from Other Operations declined to RM13.3 million, a decrease of 33.8% YoY. The segment recorded an EBITDA of RM1.2 million, compared to a LBITDA of RM20.7 million in the corresponding period of the previous year. The improvement was mainly due to lower net foreign exchange losses during the current year-to-date period, partially offset by lower revenue.

2. Comparison with Preceding Quarter's Results

			Immediate	
	Current	Preceding	Changes	%
	Quarter	Quarter		
	30.09.2025	30.06.2025		
	RM'000	RM'000	RM'000	%
Revenue	530,471	538,772	(8,301)	-1.5%
Loss before tax	(59,879)	(60,508)	629	1.0%

External Revenue

Vehicles assembly, manufacturing, distribution and after-sales services	511,402	518,655	(7,253)	-1.4%
Financial services	14,657	15,621	(964)	-6.2%
Other operations	4,412	4,496	(84)	-1.9%
	530,471	538,772	(8,301)	-1.5%

Segment (LBITDA)/ EBITDA

Vehicles assembly, manufacturing, distribution and after-sales services	(14,984)	(68)	(14,916)	> -100%
Financial services	(1,654)	(2,624)	970	37.0%
Other operations	9,216	(8,869)	18,085	> 100%
	(7,422)	(11,561)	4,139	35.8%

For the quarter ended 30 September 2025, the Group recorded revenue of RM530.5 million, a decrease of RM8.3 million or 1.5% compared to RM538.8 million in the preceding quarter. The Group registered a LBT of RM59.9 million, marginally lower than the LBT of RM60.5 million recorded in the previous quarter (1.0% improvement quarter-on-quarter).

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

2. Comparison with Preceding Quarter's Results (continued)

(a) Vehicles Assembly, Manufacturing, Distribution & After-Sales Services (Automotive)

For the quarter ended 30 September 2025, the Automotive Division recorded revenue of RM511.4 million, representing a decrease of 1.4% compared to the preceding quarter. The Division registered a LBITDA of RM15.0 million, compared to a LBITDA of RM0.07 million in the previous quarter (a deterioration of >100% quarter-on-quarter). The higher loss was mainly attributable to lower revenue and fair value loss on investment properties amounting to RM3.4 million incurred during the current quarter.

(b) Financial Services (Hire Purchase and Insurance)

For the quarter ended 30 September 2025, the Financial Services Division recorded revenue of RM14.7 million, a decrease of 6.2% compared to the preceding quarter. The Division registered a LBITDA of RM1.7 million, an improvement of 37.0% quarter-on-quarter (QoQ). The improved performance was mainly attributable to higher other income recorded during the current quarter.

(c) Other Operations (Investments and Properties)

For the quarter ended 30 September 2025, the segment recorded revenue of RM4.4 million, a decrease of 1.9% compared to the preceding quarter. The segment achieved a EBITDA of RM9.2 million, representing a 203.9% improvement QoQ. The higher EBITDA was mainly attributable to net foreign exchange gains recorded during the current quarter compared with net foreign exchange loss in preceding quarter.

3. Future Prospects

Malaysia's economy expanded by 5.2% year-on-year (YoY) in the third quarter of 2025, strengthening from 4.4% growth in the previous quarter. The improvement was driven by resilient domestic demand, steady expansion in the manufacturing and services sectors, and a recovery in exports, although global uncertainties and soft external trade conditions continued to pose challenges. Bank Negara Malaysia maintained its full-year 2025 GDP growth projection in the range of 4.0% to 4.8% ^{#1}.

The Malaysian Automotive Association (MAA) reported total industry volume (TIV) of year-to-date sales of 579,336 units, a 2.5% decrease compared to the same period last year. While demand remained resilient in the passenger vehicle segment, commercial vehicle sales were softer due to market competition and tighter financing conditions.

During the quarter, the Nissan brand continued to reinforce its market position with the introduction of the Nissan Navara X-Tremer in August 2025, complementing the earlier launch of the Nissan Kicks e-POWER in December 2024. The new variant received encouraging response, reflecting growing customer acceptance of enhanced lifestyle-utility models. In the regional markets, the Group maintained stable contributions from Vietnam and progressed with the introduction of the TQ-Wuling N300P in Myanmar, which has broadened the Group's regional commercial-vehicle portfolio. Meanwhile, local assembly of the TQ-Wuling Bingo EV advanced on schedule, with commercial launch targeted for Quarter 4 2025, positioning the Group to capture demand in Malaysia's urban and value EV segment.

The Group is also supporting Perodua's upcoming electric-vehicle project and this support aligns the Group with Malaysia's broader EV ecosystem development, leveraging its capabilities and assembly capacity to partner with one of the country's key national automotive brands with strong market presence.

While operating conditions remain challenging amid intense competition and industry transition toward electrification, the Group is implementing targeted measures to reinforce revenue streams, sustain cost rationalisation, and position its diversified operations for a strategic turnaround. Management remains focused on driving profitability recovery and strengthening long-term competitiveness across key markets.

^{#1} Bank Negara Malaysia Quarterly Bulletin Q3 2025 dated 14 November 2025

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

4. Comparison with Profit Forecast

This is not applicable to the Group.

5. Taxation

	Individual Quarter		Cumulative Quarter	
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
Taxation				
- Current year	(1,153)	(6,455)	(8,734)	(14,555)
- Prior year	(294)	139	(175)	143
	(1,447)	(6,316)	(8,909)	(14,412)
Deferred taxation				
- Current year	(2,503)	21,007	1,671	23,276
- Prior year	224	(61)	481	1,553
	(2,279)	20,946	2,152	24,829
	(3,726)	14,630	(6,757)	10,417

The Group recorded tax expense of RM3.7 million and RM6.8 million during the current quarter under review and cumulative quarter respectively, mainly due to tax charges from profitable subsidiaries and the disallowance of certain expenses for tax purposes.

6. Status of Corporate Proposals

On 10 July 2025, Tanahku Holdings Sdn. Bhd. (“Vendor”), a wholly-owned subsidiary of Tan Chong Motor Holdings Berhad, entered into a Sale and Purchase Agreement (“SPA”) with Solid Interest Sdn. Bhd. (“Purchaser”), a wholly-owned subsidiary of Avaland Holdings Berhad, for the disposal of nine (9) plots of freehold land located at Jalan Putra, Kuala Lumpur, for a total cash consideration of RM148.8 million (“Disposal”). The Disposal is expected to result in a gain of approximately RM11.37 million for the Group. The proceeds from the Disposal will be utilised to strengthen the Group’s working capital and invest in opportunities aligned with the Group’s long-term objectives.

The Disposal is conditional upon the fulfilment of all conditions precedent including the Purchaser’s receipt of the requisite State Authority’s approval under Section 433B of the National Land Code, within six (6) months from the date of the SPA or such other further extended period mutually agreed between the Vendor and the Purchaser.

Subject to such conditions precedent as stipulated in the SPA being met, the Disposal is expected to be completed by the first quarter of the financial year ending 31 December 2026.

Save for the above, there were no other corporate proposals announced but not completed as at reporting date.

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

7. Group Borrowings

Group borrowings as at the end of the reporting period are as follows:

	30.09.2025 RM'000	31.12.2024 RM'000
Unsecured :		
- Bankers' acceptances	197,191	310,238
- Revolving credit	740,000	840,000
- Short term loan	27,875	56,179
- Medium term notes	309,874	509,827
Total borrowings	1,274,940	1,716,244

Comprising :

Amount repayable within one year	1,115,066	1,406,417
Amount repayable after one year	159,874	309,827
	1,274,940	1,716,244

Group borrowings breakdown by currencies:

	30.09.2025 RM'000	31.12.2024 RM'000
Functional currency	Denominated in	
RM	RM	1,247,065
VND	VND	27,875
		1,274,940
		1,716,244

8. Financial Instruments

Derivatives

As at 30 September 2025, the notional amount, fair value and maturity period of the forward foreign exchange contracts are as follows:

Type of Derivatives	Notional Amount RM'000	Net Fair Value Assets/ (Liabilities) RM'000	Maturity
Forward foreign exchange contracts	63,882	(1,237)	Less than 1 year

Forward foreign exchange contracts are entered into with locally incorporated licensed banks to hedge certain portion of the Group's purchases from exchange rate movements. As the exchange rates are predetermined under such contracts, in the event of exchange rate movement, exposure to opportunity gain/ (loss) is expected. Given that the contracts are entered into with locally incorporated licensed banks, we are of the view that credit risk and the counterparty risk are minimal. Apart from a small fee payable to the banks, there are no cash requirements for the forward contracts.

It is the Group's policy not to enter into hedging contracts which, in the aggregate, relate to volumes that exceed the expected commercial requirements for imports.

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

9. Changes in Material Litigations

Writ of Summons and Statement of Claim served by Tan Chong Industrial Equipment Sdn Bhd (“TCIE”)

On 4 July 2016, TCIE entered into a settlement agreement (“Settlement Agreement”) with the Defendants and MHSB Properties Sdn. Bhd. (“MHSB”) for the settlement of the aggregate outstanding vehicle rental payments and vehicle maintenance service charges of RM32,920,575.06 (“Debt”) under the terms therein, including among others:

- (i) the Debtors (a) irrevocably and unconditionally acknowledged that the Debt is due and owing by Transnasional Express Sdn. Bhd., Plusliner Sdn. Bhd., Syarikat Kenderaan Melayu Kelantan Berhad, Syarikat Rembau Tampin Sdn. Bhd. and Kenderaan Langkasuka Sdn. Bhd. to TCIE; and (b) are jointly and severally liable towards TCIE for the full settlement of the Debt or Balance Debt (defined under (iii) below) together with late charges;
- (ii) a piece of land held under H.S.(D) 87546, PT No. 7929, Bandar Ampang, Daerah Ulu Langat, Negeri Selangor (“Land”) shall be transferred from MHSB to the Plaintiff at an agreed price of RM16,000,000.00 as part of the settlement of the Debt; and
- (iii) repayment of the balance Debt of RM16,920,575.06 was to be made in cash to the Plaintiff by way of 8 monthly installments by the Debtors (“Balance Debt”).

Save for the payment of first installment in July 2016, the Debtors failed to make prompt and full payment of the remaining 7 monthly installments totalling RM14,920,575.06 (“Overdue Installments”) to TCIE. Consequently, on 16 June 2017, TCIE terminated the Settlement Agreement with the Debtors and on 7 August 2017, TCIE issued letters to the Debtors to inform of the repossession of the vehicles leased to some of the Debtors (“Repossessed Vehicles”) and that TCIE would proceed to dispose of the vehicles unless the full outstanding sum as at 7 August 2017 was paid to TCIE by 14 August 2017.

On 11 August 2017, the Debtors and MHSB filed a suit under the Kuala Lumpur High Court Civil Suit No.: WA-22NCvC-404-08/2017 against TCIE (“Suit 404”) seeking for, among others:

- (i) an injunction to prevent TCIE from repossessing and disposing of its vehicles;
- (ii) an injunction to prevent TCIE from taking legal proceedings to enforce the Settlement Agreement;
- (iii) an injunction to prevent TCIE from dealing with the Land;
- (iv) a declaration that the value of the Land was RM55,600,000.00 which resulted in overpayment in the sum of RM22,679,424.94;
- (v) an order that TCIE shall return all the vehicles repossessed by TCIE (“Repossested Vehicles”) to the Debtors and MHSB;
- (vi) costs.

On 15 August 2021, the High Court allowed the claim filed by the Debtors and MHSB. On 16 November 2023, the Court of Appeal reversed the decision of the High Court and dismissed Suit 404, and the decision of the Court of Appeal was upheld by the Federal Court on 27 February 2025 (“Federal Court Decision”).

In view of the Federal Court Decision, and following the Debtors’ failure to comply with the earlier notices of demand, TCIE sold the Repossessed Vehicles at the total sale price of RM2,100,000.00 on 7 July 2025.

On 19 September 2025, TCIE had, vide its solicitors, issued a Letter of Demand (“LOD”) to the Debtors, to demand payment of RM26,154,635.21 together with late payment interest on the Overdue Installments at the rate of 0.75% per calendar month calculated on daily basis from 1 April 2025 to the date of full payment, be made to TCIE within 14 days from the date of the LOD, failing which, TCIE shall commence legal proceedings against the Debtors.

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

9. Changes in Material Litigation (continued)

Writ of Summons and Statement of Claim served by Tan Chong Industrial Equipment Sdn Bhd (“TCIE”) (continued)

On 24 October 2025, TCIE had, vide its solicitors, filed the Writ of Summons and Statement of Claim in the High Court of Malaya at Kuala Lumpur against the Debtors claiming for the following:

- (i) the sum of RM26,154,635.21 as at 31 March 2025;
- (ii) late payment interest on the overdue installments of RM14,920,575.06 at the rate of 0.75% per calendar month calculated on daily basis from 1 April 2025 to the date of full payment;
- (iii) costs; and
- (iv) such further and/or other relief as the High Court of Malaya at Kuala Lumpur deems fit.

Save for the above, there were no other pending material litigations against the Group as at the date of this report.

10. Dividend

No dividend has been proposed for the third quarter ended 30 September 2025.

11. Loss per Share

The calculation of basic loss per share for the periods is based on the net loss attributable to ordinary shareholders of the periods and the weighted average numbers of ordinary shares outstanding during the periods as follows:

	Individual Quarter	Cumulative Quarter	
	30.09.2025	30.09.2024	30.09.2025
Loss attributable to the owners of the Company (RM'000)	(60,250)	(90,284)	(114,255)
Weighted average number of ordinary shares ('000)	651,627	651,660	651,627
Basic loss per share (sen)	(9.25)	(13.85)	(17.53)
			(22.42)

B) Explanatory Notes pursuant to Appendix 9B of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (continued)

12. Total Comprehensive (Expense)/ Income

Total comprehensive (expense)/ income is arrived at after (charging)/ crediting:

	Individual Quarter		Cumulative Quarter	
	Preceding		Preceding	
	Current	Year	Current	Year
	Year	Corresponding	Year	Corresponding
	Quarter	Quarter	To Date	Period
	30.09.2025	30.09.2024	30.09.2025	30.09.2024
	RM'000	RM'000	RM'000	RM'000
Fair value (loss)/gain on investment properties	(3,372)	-	50,628	-
Depreciation and amortisation	(35,252)	(34,501)	(101,371)	(105,167)
Unrealised foreign exchange gain/(loss)	57	(52,006)	(33,310)	(47,306)
Realised foreign exchange (loss)/gain	(308)	(1,231)	3,232	(648)
Gain/(Loss) on derivatives	4,564	(11,281)	2,076	(13,867)
(Loss)/Gain on disposal of property, plant and equipment	(110)	617	(53)	1,969
Net Provision for impairment/Write off of receivables	(7,988)	(3,816)	(21,550)	(7,485)
Property, plant and equipment written off	(57)	(47)	(220)	(83)
Gain on disposal of equity-accounted investees	2,146	-	2,146	-
(Provision for impairment of inventories)/ Reversal of write-down of inventories	(549)	260	1,271	628

BY ORDER OF THE BOARD

Ke Bee Kian
Company Secretary
Kuala Lumpur
21 November 2025