



Overview of the ASEAN-6 Automotive Market

4th Market Snapshot
by PwC Automotive ASEAN Centre of Excellence

August 2025



Key Takeaways from this 4th Automotive ASEAN Market Snapshot

1

In 1H 2025, **TIV of light vehicles (LV) in ASEAN-6 stabilised and dropped only slightly by 0.4% (1.57m units sold)** amid further slowdown in ID (-9%) and TH (-7%) and a correction from an all-time high in 2024 in MY (-4%). However, growth in the smaller markets PH (5%), VN (28%) and SG (31%) was very dynamic.

2

1H 2025 showed **strong growth for xEV of 63% in ASEAN-6** across all markets, mainly driven by VN, ID and TH. However, xEV adaption (as % of LV) varies significantly between 71% in Singapore and 4% in Malaysia with an average of 18% in ASEAN-6 (up from 11% in 1H 2024).

3

Dynamic changes in the ASEAN-6 competitive landscape with **Chinese OEMs rapidly gaining market share (9% by 1H25)** mainly on the expense of Japanese brands (down to 59%).

4

ASEAN-6 production capacity is expected to increase by 1.45 million by 2030, with Chinese OEMs increasing their footprint across the region, mainly in TH and ID. **ASEAN-6 LV production is projected to 5.7m by 2030** which would reflect **76% capacity utilization**.

Automotive players in ASEAN should follow three strategic thrusts: operational excellence, business model redesign and strategic partnerships

PwC's ASEAN Automotive Centre of Excellence (CoE) is ready to support you

CoE Objectives

1. Collaborate and manage the **deep sector expertise** across the region
2. Support our automotive clients through their **transformative journey** in today's evolving landscape
3. **Deliver best solutions** to regional clients with our collective experience and comprehensive understanding of the automotive value chain

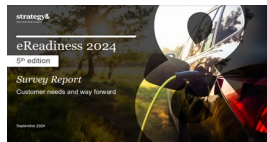


The CoE led by **Patrick Ziechmann**, includes 50+ participants* from **6 ASEAN countries** - Malaysia, Indonesia, Thailand, Vietnam, Philippines and Singapore. The ASEAN CoE is embedded in a strong network of **APAC representation** from China, India, Japan, and South Korea with 1,000+ automotive experts. Contact us at: patrick.oliver.ziechmann@pwc.com

Our Thought Leadership



ASEAN 4 Automotive Snapshot (Feb '24)



e-Readiness Report 2024



ASEAN 6 Automotive Snapshot (Feb '25)



Electric Vehicle Sales Review Q2 2025

ASEAN-6 Automotive Market Snapshot
PwC



Our Automotive Capabilities

We have extensive knowledge and expertise in the end-to-end automotive value chain

1. Strategic (Re-)Positioning

- Market entry & feasibility studies
- Growth strategy / Dealer network
- Transformational M&A
- Business model changes

2. Performance Improvement

- Commercial excellence
- External cost out
- Workforce transformation
- IT, Digital & AI Solutions
- Corporate simplification

3. Asset Optimization

- Working capital / cash flow / capex
- Capital efficiency
- Tax and duties efficiency

4. Trust, purpose and multiple impact

- Assurance / Audit
- Sustainability and ESG
- Risk assessment & assurance (incl. cybersecurity)

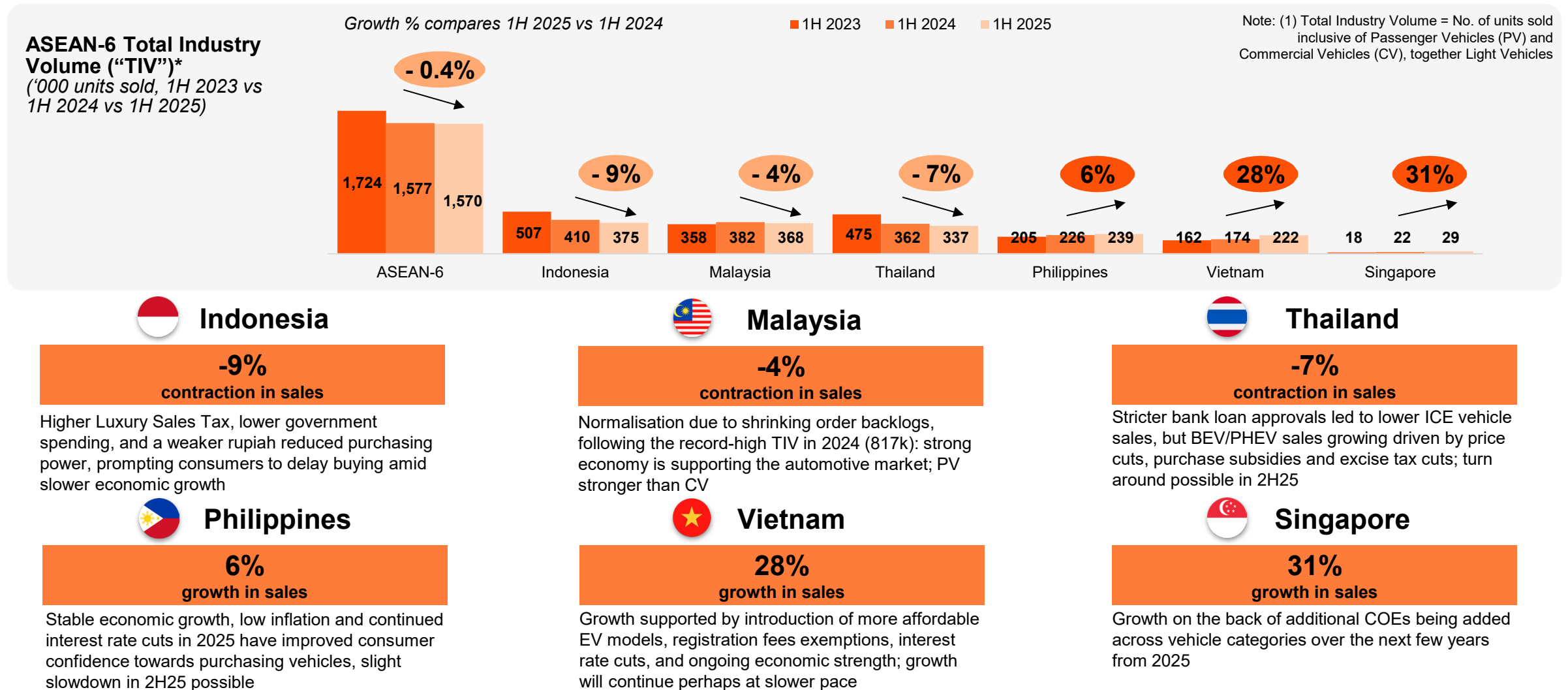
*Participants mentioned here are only 2 main contact persons per territory. Additional experts from across the PwC lines of services support the regional automotive capabilities



1

Overview of the ASEAN-6 Automotive Market

1H 2025: TIV (LV) in ASEAN-6 stabilised and dropped only slightly at 0.4% amid slowdown in ID, MY and TH markets

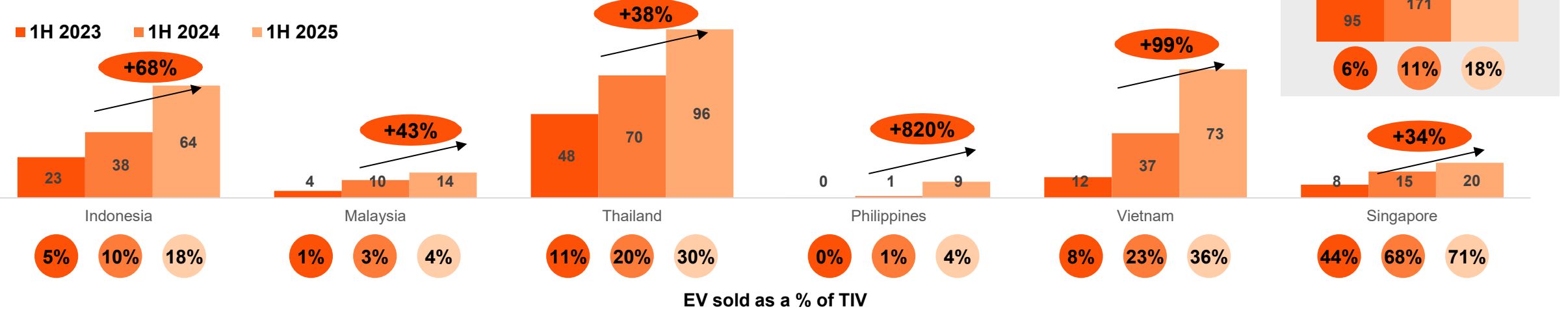


1H 2025 showed strong growth for xEV of 63% across all markets leading to an average xEV adaption of 18% in ASEAN-6

xEV Sales Volume

'000 units sold, 1H 2023 vs 1H 2024 vs 1H 2025

Growth % compares 1H 2025 vs 1H 2024



EV sold as a % of TIV

Indonesia

- 100% luxury sales tax (PPnBM) exemption for the import and sale of EVs throughout 2025
- Aims to build fully integrated EV battery ecosystem by 2027-2028, backed by major investments, targeting 600k EVs by 2030

Malaysia

- EV demand continues to grow on a small scale
- MY automotive policy targets for EVs to make up 20% of the total industry volume by 2030 and 80% by 2050

Thailand

- EV 3.5 scheme offers tax cuts and up to USD 2,700 subsidies, pushing BEV adoption
- Targets to have 30% of its annual vehicle production to EVs by 2030, which equates to 725k EV cars and 675k electric motorcycles

Philippines

- Zero tariff rate and import duties exemptions for EVs until 2028
- Forecasted that the number of EVs will increase to 6.6 million by 2030, out of which 5% are electric cars

Vietnam

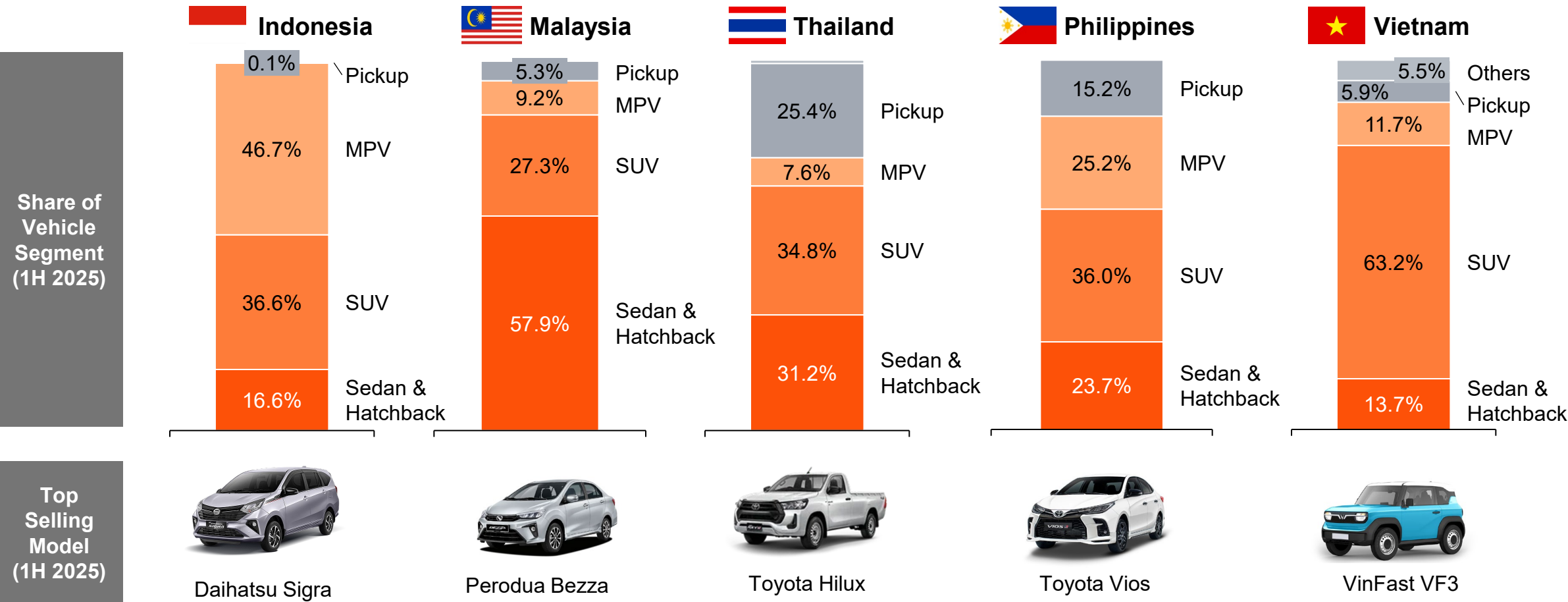
- 100% registration fee exemption for EVs through February 2027
- Combined EVs sales (2W & 4W) are projected to grow from under 1 million in 2024 to over 2.5 million by 2036 (+8% CAGR)

Singapore

- 45% Additional Registration Fee (ARF) rebate for EVs extended through 2025
- Targets for 60k EV charging points by 2030 and a fully electric bus fleet by 2040

Vehicle segments that perform well vary across different ASEAN-5 countries, with SUVs & MPVs dominating the market except in Malaysia

ASEAN 1H2025 Vehicle Market Share by Vehicle Segment

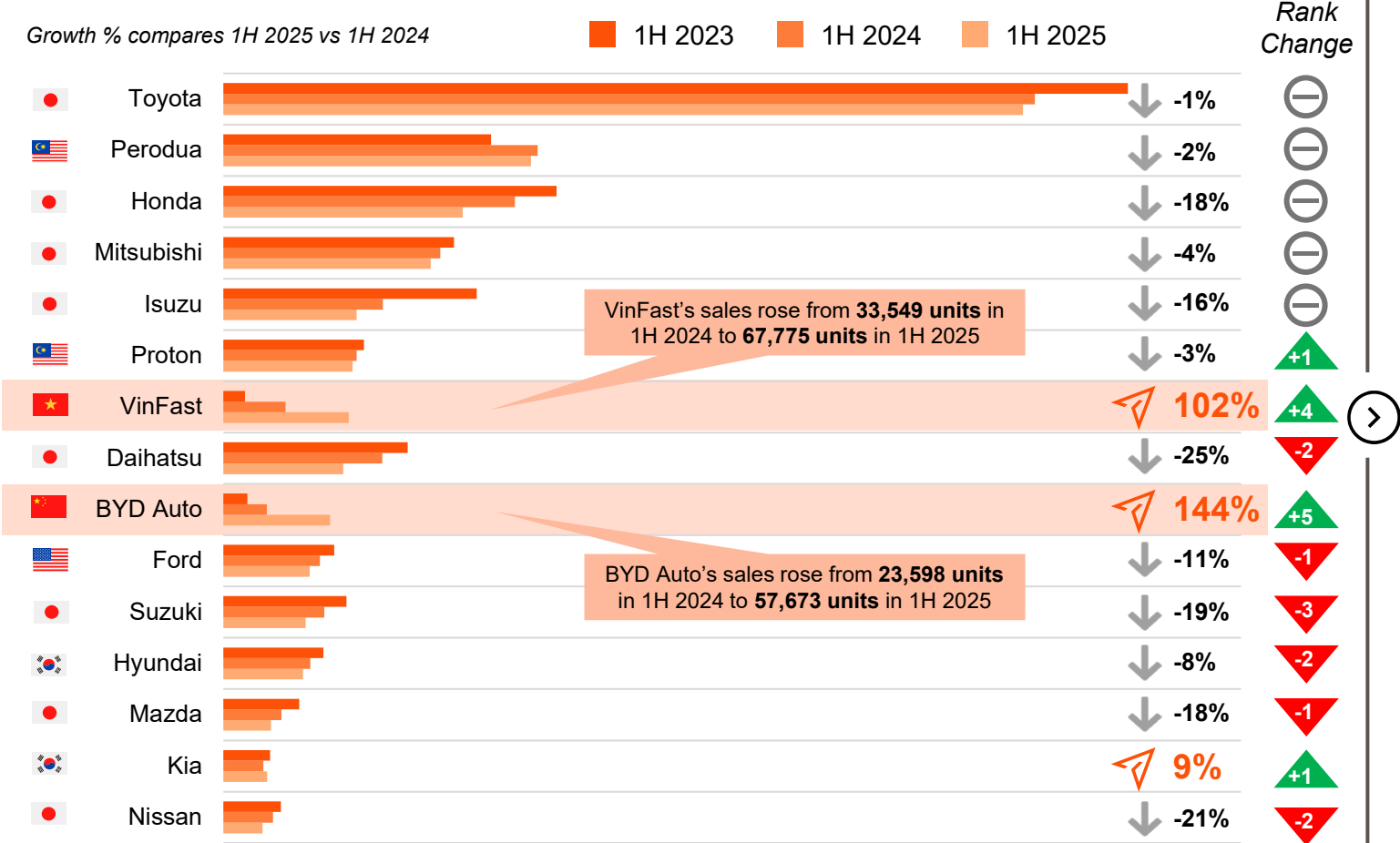


Source: Marklines, PwC Analysis
ASEAN-6 Automotive market Snapshot
PwC

Dynamic changes in the ASEAN-6 competitive landscape, with Chinese OEMs rapidly gaining market share on the expense of Japanese brands

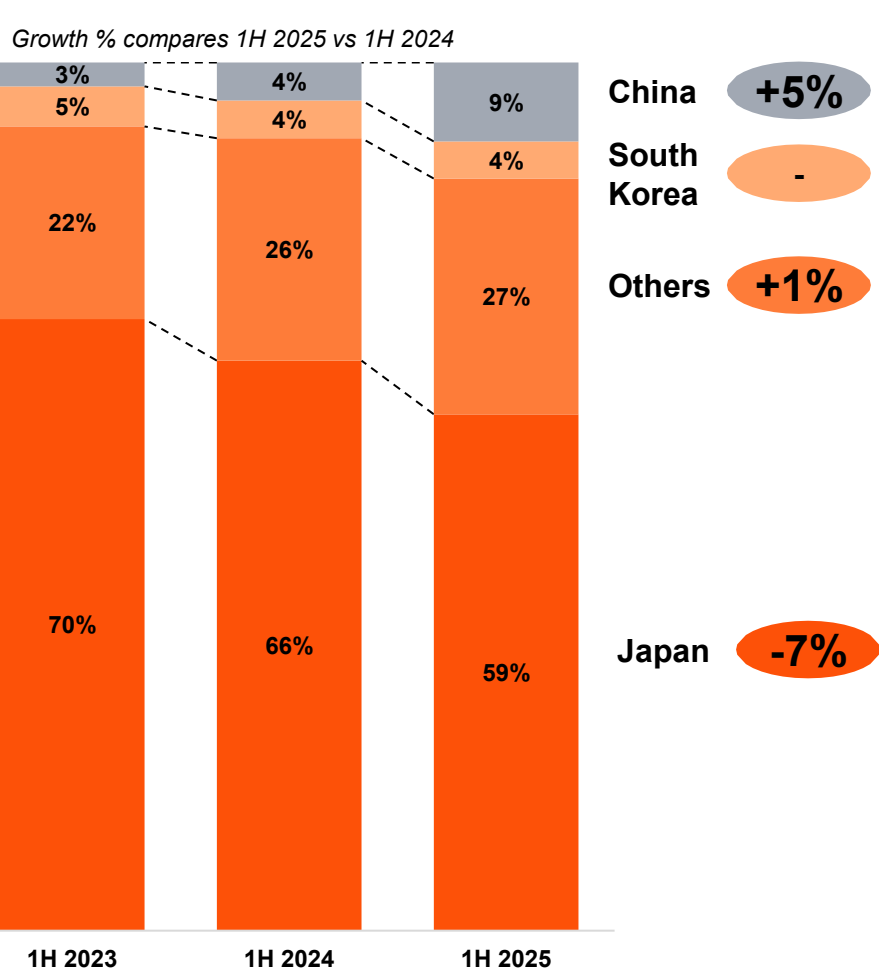
Top 15 Automotive Brands in ASEAN-6

1H 2023 vs 1H 2024 vs 1H 2025 sales volumes by brands



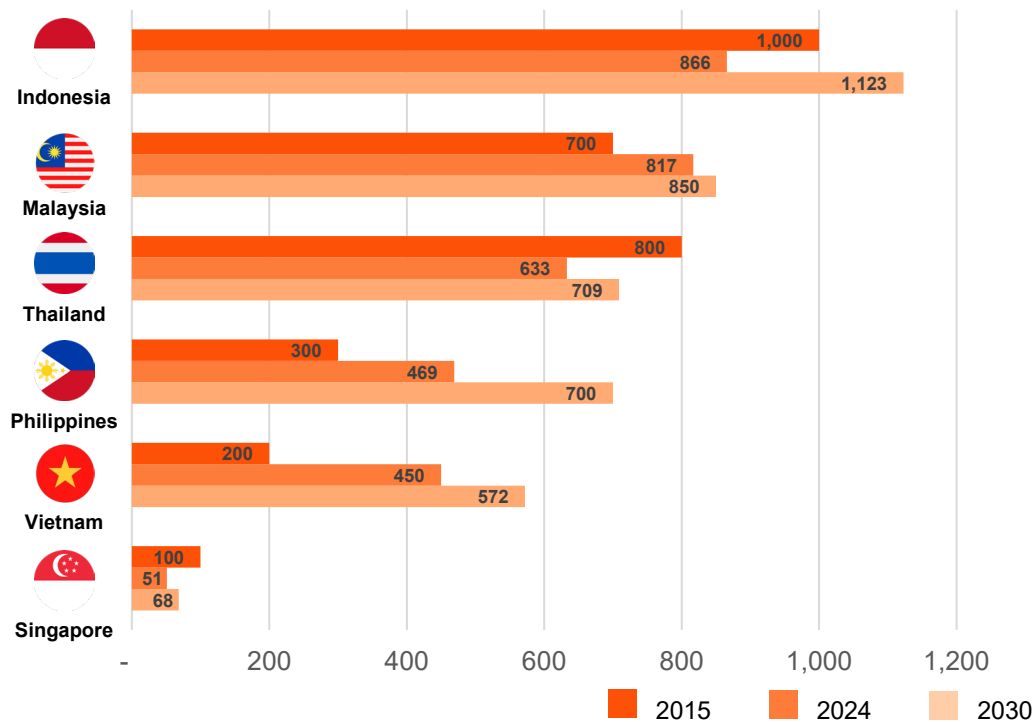
OEM Market Share in ASEAN-6

1H 2023 vs 1H 2024 vs 1H 2025



By 2030, ID and MY expected to remain the largest automotive markets for LV sales, but Thailand will remain the production hub in ASEAN-6

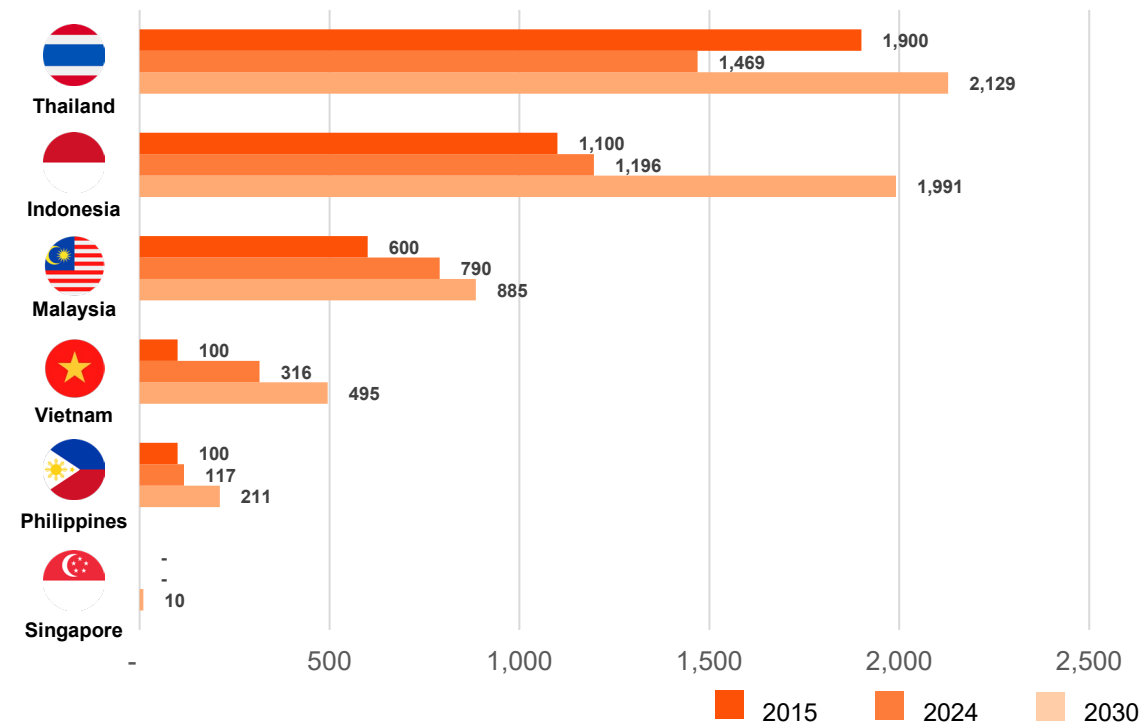
Light Vehicle Sales Trend in ASEAN-6
(Units in '000)



ASEAN-6 is projected to account for 4.0m light vehicles sales in 2030 with growth mainly expected from ID, PH and VN. However, ASEAN remains only 90% of Japan, 2/3 of India and 13% of China market volumes. Volume projections for MY are a maximum over the next five years without government intervention but might be in any year between 2026 and 2030

Source: Marklines, PwC Analysis
ASEAN-6 Automotive market Snapshot
PwC

Light Vehicle Production Trend in ASEAN-6
(Units in '000)



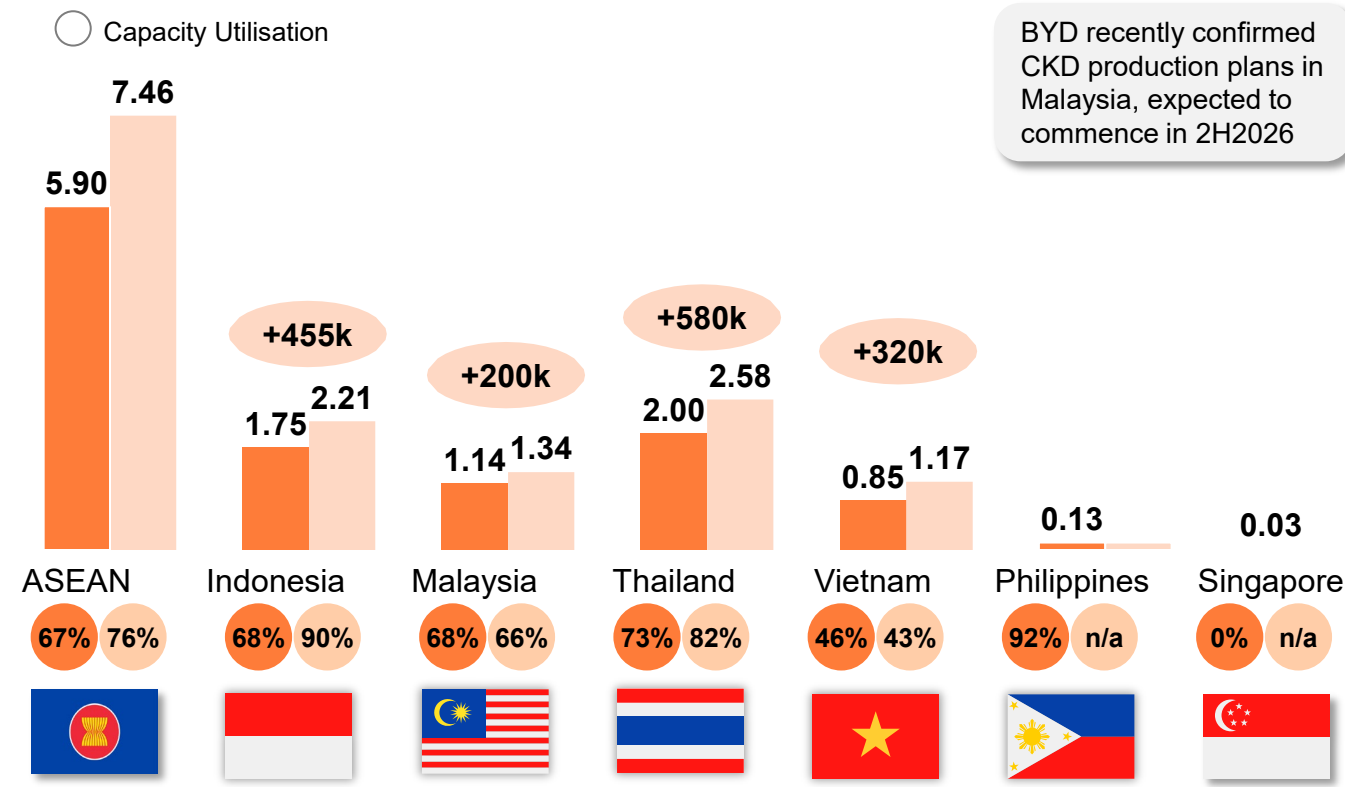
ASEAN-6 is projected to account for 5.7m of light vehicle production in 2030 with Thailand and Indonesia remaining as the main production hubs in ASEAN-6

ASEAN production capacity is expected to increase by 1.55 million, with Chinese OEMs increasing their footprint across the region

ASEAN-6 4W-LV production capacity 2024

('000 units)

- Current Capacity (2024)
- Expected Capacity (2030)
- Capacity Utilisation



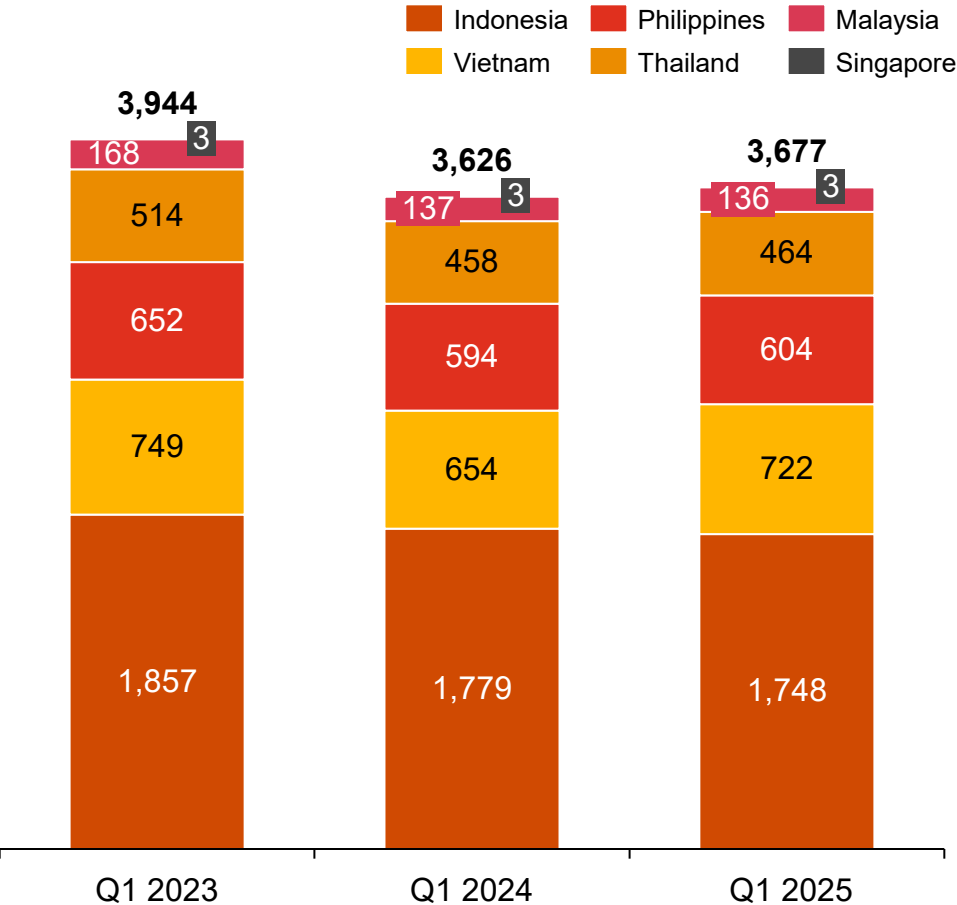
BYD recently confirmed CKD production plans in Malaysia, expected to commence in 2H2026

ASEAN additional planned production capacity expected by 2030 (in descending order)

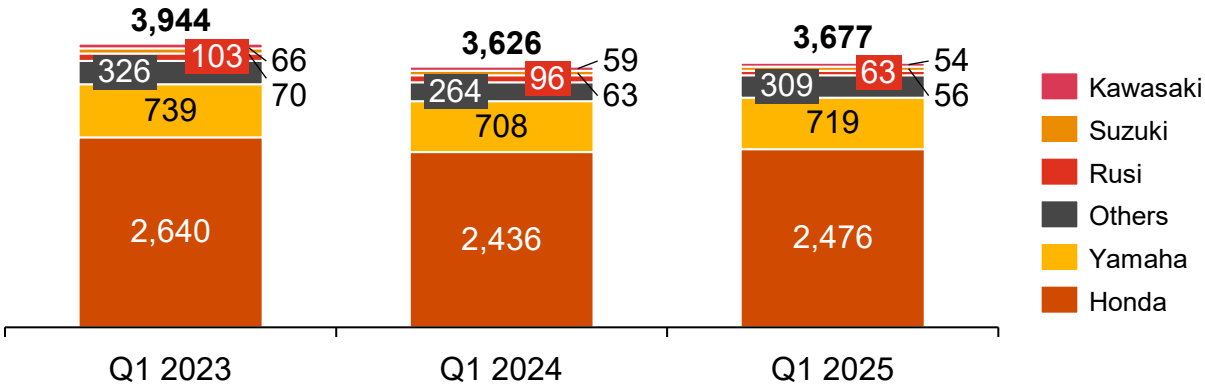
| Brands | Country | Additional planned capacity |
|-------------------------------------|---------------------|------------------------------|
| BYD | Indonesia, Thailand | 300,000 (ID: 150k, TH: 150k) |
| Vinast | Vietnam, Indonesia | 200,000 (VN: 150k, ID: 50k) |
| Wuling | Indonesia | 120,000 |
| Changan | Thailand | 100,000 |
| Chery | Malaysia, Thailand | 180,000 (MY: 100K, TH 80K) |
| GWM | Malaysia, Thailand | 120,000 (MY: 30K, TH: 90K) |
| Dongfeng | Indonesia, Malaysia | 100,000 (ID: 50k, MY: 50k) |
| Geely | Vietnam, Indonesia | 95,000 (VN: 75k, ID: 20k) |
| GAC Aion | Thailand | 20,000 |
| Others | Across ASEAN | ~0.3m |
| Total Planned Capacity Across ASEAN | | ~1.55m |

2W sales in ASEAN reached 3.7m units in Q1 2025* primarily in ID, with Honda and Yamaha occupying c.88% market share in ASEAN-6

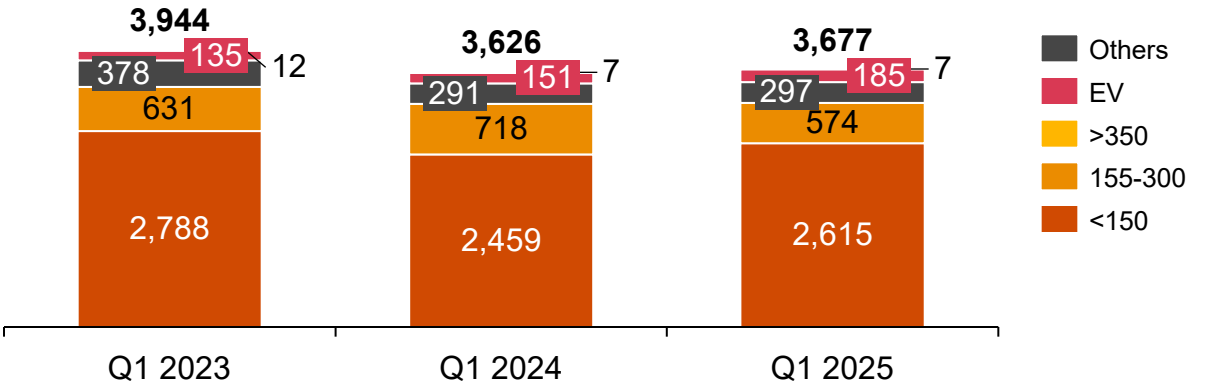
ASEAN 2W sales by country
(’000 units), Q1 2023 - Q1 2025



ASEAN 2W sales by brand
(’000 units), Q1 2023 - Q1 2025

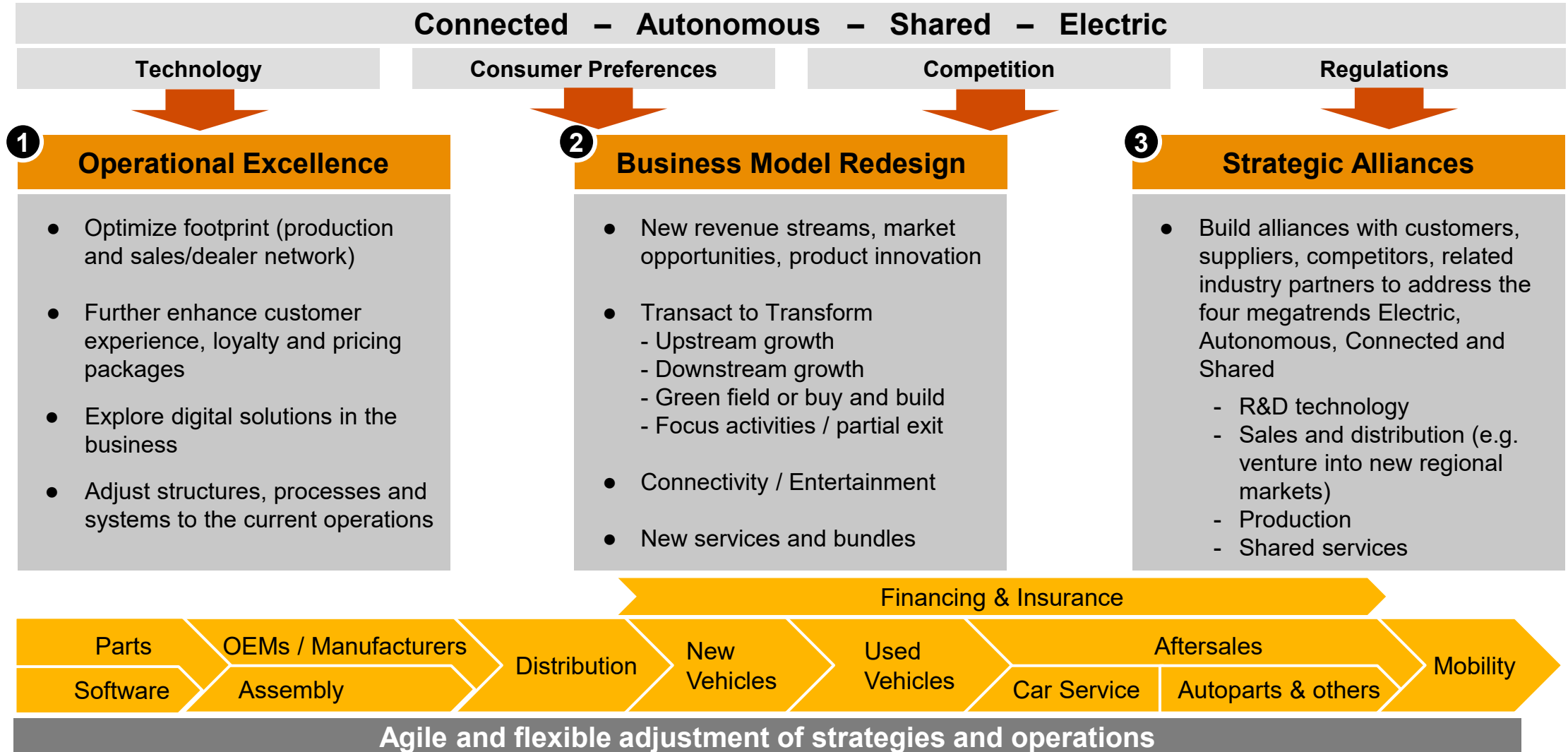


ASEAN 2W sales by displacement
(’000 units), Q1 2023 - Q1 2025



Source: Marklines, PwC Analysis; * 1H-2025 figures not completely available yet
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Automotive companies should explore 3 strategic thrusts and remain agile to adjust in the current dynamic environment



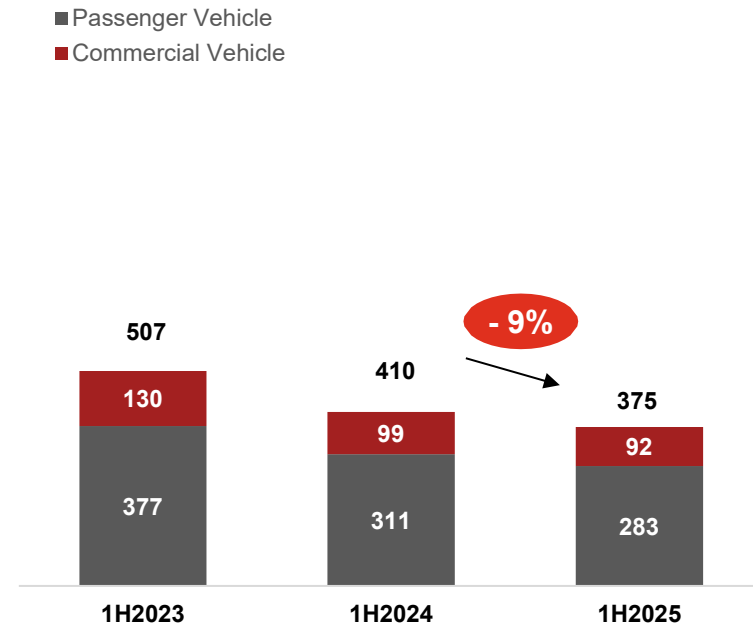
An aerial photograph of a winding asphalt road that curves through a dense, lush green forest. The road has white lane markings and a concrete guardrail on one side. A small blue car is visible on the road. The image is overlaid with large, solid orange geometric shapes: a diagonal band across the top and bottom, and a horizontal bar in the center. A large white number '2' is positioned in the upper left area.

2

ASEAN-6 Country Profiles

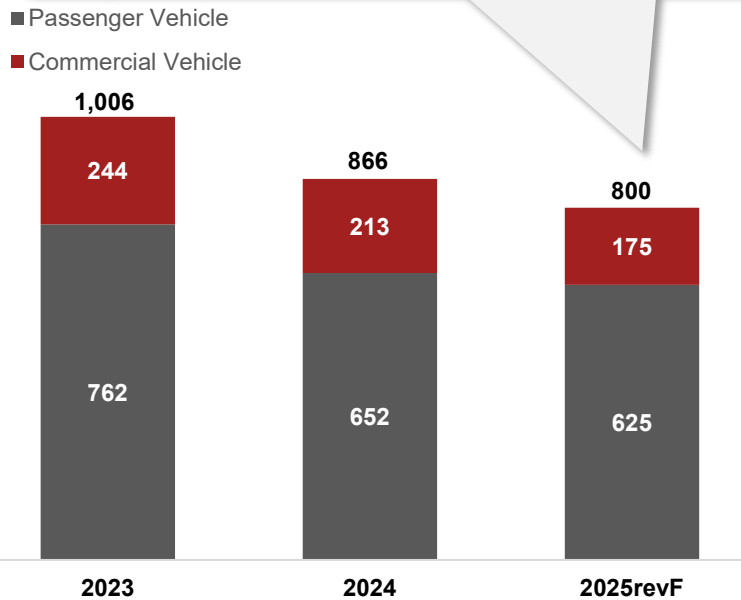
Indonesia LV market is expected to further decline in 2025 despite EV momentum and economic growth because of consumer headwinds

Indonesia Light Vehicle sales:
Passenger vs Commercial
(‘000 Units), 1H 2023 - 1H 2025



Indonesia Light Vehicle sales:
Passenger vs Commercial
(‘000 Units), 2023 - 2025 rev. Forecast

Indonesia LV market projected to **decline** by ~11% CAGR 2023-2025, driven by **weakening consumer demand** and **economic challenges** (e.g., unemployment rates) - PwC estimates 2025F sales will come between 800k and 850k units given 5-year historical 2H sales performance.



Key Growth Drivers

- Indonesia's economy grew 5% YoY in 1H25 close to government full-year target of around 5%
- Continued **EV transition** support, through **fiscal incentives, import duty exemptions**, and **battery plant development**
- Demand driven by **affordable, locally assembled EVs**; BYD and Chery which just entered Top 10 wholesales in 1H25 signifying **increasing appetite for EV**
- OEMs' innovation to introduce **latest technology** (e.g., autonomous driving, advanced features) and **product line-up diversifications** (e.g., launch of hybrids and facelifts) to 'win' the automotive race

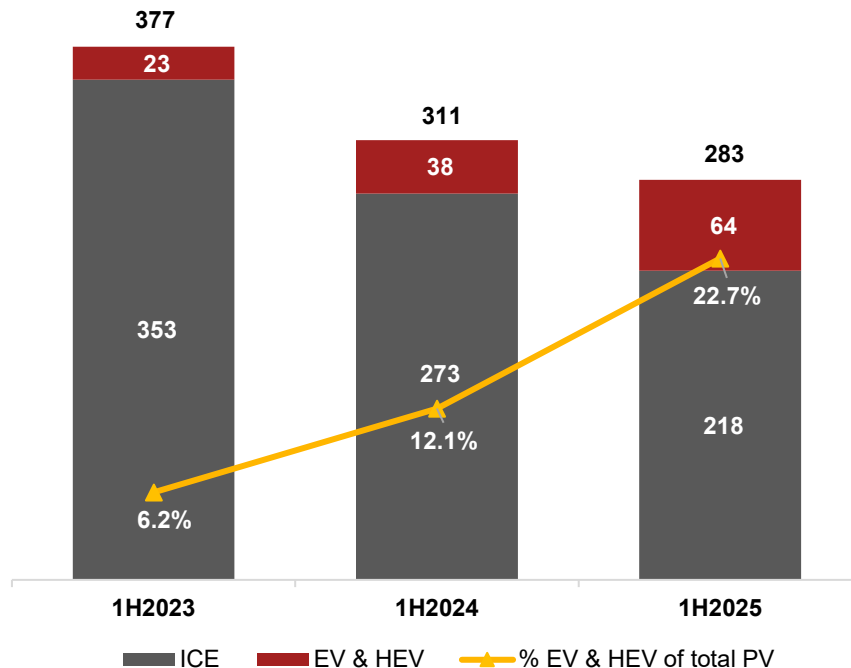
Key Growth Inhibitors

- 1H25 sales dropped 8.6% YoY due to **lower government spending, higher luxury taxes, waiting for lower interest rates** in 2H25;
- Weakened purchasing power** among key middle-class segments, driven by several manufacturing-sector layoffs and limited policy support;
- Stricter auto loan approvals**, as financing companies tightened criteria to mitigate NPL risks. Potential easing is expected in 2H 2025 following rate cuts

Indonesia's EV segment is growing driven by recent player moves, government initiatives, and battery downstream project

Passenger ICE and xEV sales in Indonesia

('000 Units), 1H 2023 - 1H 2025



Key trends driving EV adoption:

BYD leads with **41% market share** (2025)
 - Recent stellar move by **launching BYD Atto 1** (US\$ ~17K) will further solidify dominance & trigger **price war**

EV segment shows growth (68% increase in 1H 2025) due to **relapsing EV hype**, despite overall **PV sales fell around 9.3%**.

Government **extended VAT & luxury tax exemptions** throughout 2025; targets 2M BEVs by 2030











Charging infrastructure expansion: 3,558 charging stations as of March 2023, spread across 2,412 strategic locations in Indonesia - Target of **~63,000 stations by 2030** (MoE Ministerial Decree 24/2025).

MIND ID's **US\$5.9B strategic EV battery downstream project** in collaboration with Antam & IBC¹ targets **COD² by 2028**

Japanese OEMs maintain lead with 81% market share amidst Chinese OEMs rise, capturing c. 6.5% market share leveraging competitive price

Top automotive OEMs in Indonesia

(by volume of vehicles sold in respective half year)

| OEM | Units sold | | | Market share | | | Change in market share(1H24/1H25) |
|---|----------------|----------------|----------------|--------------|--------------|--------------|-----------------------------------|
| | 1H2023 | 1H2024 | 1H2025 | 1H2023 | 1H2024 | 1H2025 | |
| Toyota  | 160,276 | 129,732 | 123,846 | 31.6% | 31.6% | 33.0% | 1.4% |
| Daihatsu  | 99,240 | 85,434 | 64,405 | 19.6% | 20.8% | 17.2% | -3.6% |
| Honda  | 74,692 | 47,589 | 32,681 | 14.7% | 11.6% | 8.7% | -2.9% |
| Mitsubishi  | 39,291 | 36,560 | 31,081 | 7.8% | 8.9% | 8.3% | -0.6% |
| Suzuki  | 41,321 | 33,133 | 27,180 | 8.2% | 8.1% | 7.3% | -0.8% |
| BYD Auto  | - | 1,596 | 14,092 | 0.0% | 0.4% | 3.8% | 3.4% |
| Mitsubishi Fuso  | 17,098 | 13,223 | 11,442 | 3.4% | 3.2% | 3.1% | -0.2% |
| Isuzu  | 16,154 | 14,033 | 11,275 | 3.2% | 3.4% | 3.0% | -0.4% |
| Hyundai  | 18,410 | 12,042 | 11,184 | 3.6% | 2.9% | 3.0% | 0.0% |
| Chery  | 1,994 | 3,939 | 10,283 | 0.4% | 1.0% | 2.7% | 1.8% |
| Total | 468,476 | 377,281 | 337,469 | 92.5% | 92.0% | 90.1% | |

Key insights:

Indonesia's automotive LV market remains heavily dominated by **Japanese OEMs** with **c.81% market share** – Chinese players' aggressive EV push intensifies competition:

- **Japanese OEMs** continue to lead Indonesia automotive sales due to **strong brand trust** and **demand for affordable, fuel-efficient cars**; however, they are also accelerating EV strategies to stay competitive:
 - **Toyota remains the market leader** with c.33% share, followed by Daihatsu (17%), Honda, Mitsubishi, and Suzuki, though **all saw volume declines vs. 2024**.
 - Japanese OEMs are **introducing hybrid and EV models** as part of their electrification roadmap, **leveraging after-sales networks and brand loyalty**.
- **Chinese OEMs** significantly increased their presence, driven by **aggressive pricing and EV offerings**:
 - **BYD surged into the top 6** with **c.3.8% share** (+783% YoY), dominating EV segment with c.41% share.
 - **Chery entered the top 10** (+161% YoY), strengthening its EV portfolio
- Both Japanese & Chinese brands **leverage competitive pricing** (10–20% cheaper), **feature-rich models**, and benefit from Indonesia's **EV incentives** (VAT and luxury tax relief, plus 0% import duty until 2025).
- **Korean OEMs faced pressure** from Chinese competitors: **Hyundai experienced a decline** in overall share but adapts to market slowdown by **reinforcing its EV strategy** through **aggressive pricing** (e.g., Hyundai IONIQ 5 discounts) and **product innovation** (e.g., launch of Hyundai Kona and N Line series).

Notes: 1) Non-top 10 brands with notable presence in Indonesian auto market includes Morris Garage, Vinfast, Neta, Aion.

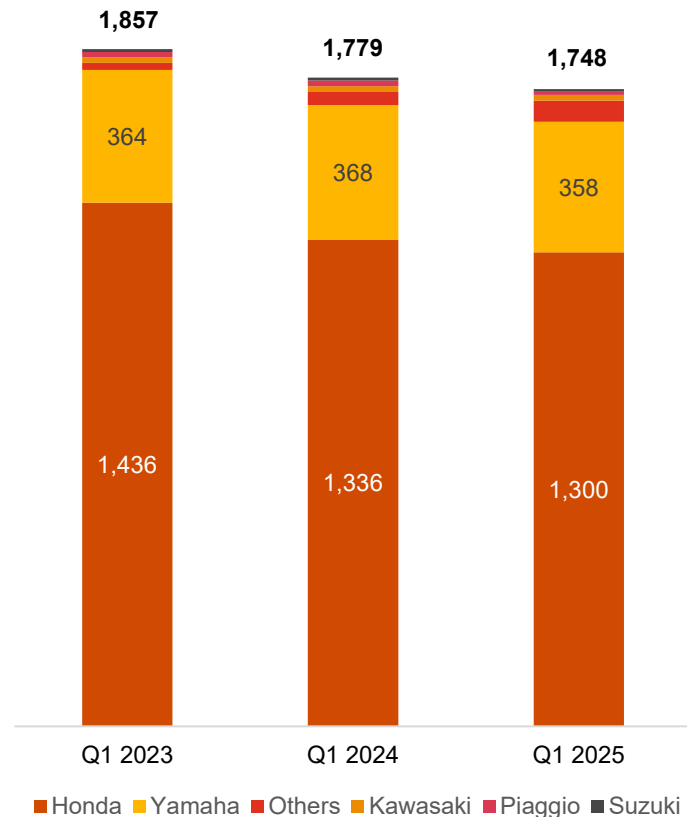
Source: Marklines, Gaikindo, PwC Research and Analysis

ASEAN-6 Automotive Market Snapshot

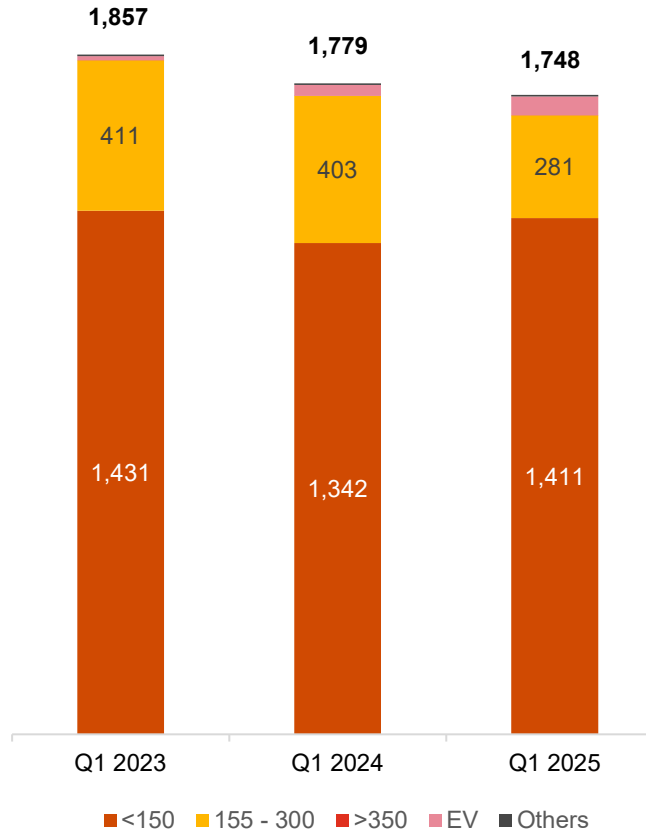
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Indonesia's 2W market is dominated by Honda and Yamaha holding 96% market share while EV uptake remains slow

Indonesia 2W sales by brand
(‘000 units), Q1 2023 - Q1 2025



Indonesia 2W sales by displacement
(‘000 units), Q1 2023 - Q1 2025



Key insights:

- The motorcycle market slowed slightly in early 2025, mainly due to **Ramadan and Eid** falling in late March–early April, which **disrupted shipments during the long holiday** and shifted spending toward festive needs. Uncertainty over proposed VAT and regional tax (opsen) also caused buyers to delay purchases
- Honda** retained its dominant position (75% share) while **Yamaha** stayed on track (21%), supported by strong scooter demand - Yamaha's performance was driven by its Maxi and Classy lineups, while smaller brands gained share, signalling early signs of market fragmentation
- Demand remained focused on **scooters and sub-<150cc models**, reflecting consumer preference for practical and affordable options
- EV sales grew compared to 2024** despite no major updates on incentives (e.g., retaining the IDR 7 million subsidy on E2W purchases)

Recent examples showcasing companies leveraging the 3 strategic thrusts to drive growth and maintain profitability in Indonesia

1

Operational Excellence



Chinese EV manufacturer, **BYD**, has planned to establish stronger go-to-market in Indonesia to **invest US\$1 Bn** and **build local assembly plant** with 150,000 EVs capacity/year



Hyundai sets up lithium-ion battery cells factory in Indonesia in collaboration with LGES and Indonesia Battery Corporation ("IBC") used to power Hyundai's EV models



Wuling continue its steps to produce EV batteries in Indonesia with charging station investment in collaboration with SOE

2

Business Model Redesign



VinFast partners with **5 dealers** in Indonesia to quickly establish brand presence and link to local customers: 3 dealers in Jakarta, 1 in Medan, and 1 in Batam



Erajaya Active Lifestyle re-invents its value chain from electronic retail to be **sole brand holder and distributor for XPENG** - Launched first 2 models and established first dealer in Jakarta



Geely has re-entered Indonesian auto-market with full EV line-up leveraging incentives and collaborating with Chery by sharing production facilities



BYD Atto 1 launched at GIIAS 2025, expanding to 100 dealers with fast-charging and using vertical integration to keep prices from IDR 195 million (USD 12k)

3

Strategic Alliances



Indomobil and VKTR forge alliance to electrify Indonesia's roads with EV innovation: electrification in commercial vehicle segment



Strategic alliance between **CBL International and Indonesia Battery Corporation** marks major milestone in Indonesia's battery industry



Grab – BYD enter regional partnership to expand **EV fleet** offering across Southeast Asia



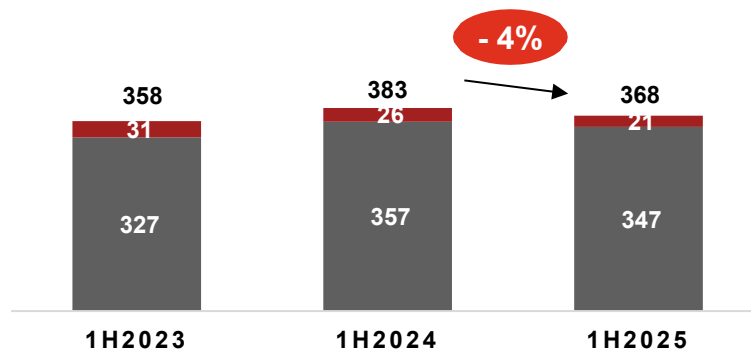
V-Green and Prime Group (multinational UAE conglomerate) have committed to build 100,000 SPKLU for VinFast EVs in the next three years valued at \$1.2 Bn

Vehicle sales in 1H 2025 saw a 4% decline as demand normalizes post record high TIV in 2024

Malaysia Light Vehicle sales: Passenger vs Commercial (‘000 Units), 1H 2023-1H 2025

■ Passenger Vehicle
■ Commercial Vehicle

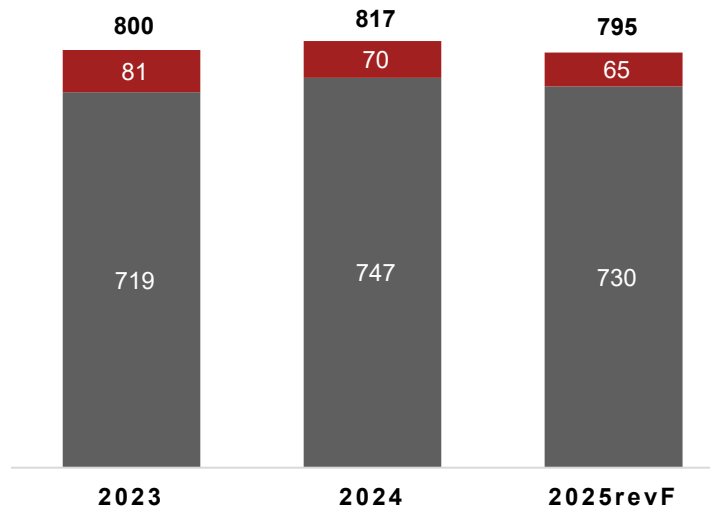
The **decrease** in vehicle sales is mainly attributed to the **normalisation** due to shrinking order backlogs, following the record-high TIV in 2024



Malaysia Light Vehicle sales: Passenger vs Commercial (‘000 Units), 2023-2025 rev. Forecast

■ Passenger Vehicle
■ Commercial Vehicle

PV sales **increased** by 4% to 747k units in 2024, but **CV sales dipped** 14% to 70k units due to the **removal of diesel subsidies** in June 24 lowering demand for pickup trucks



Key Growth Drivers

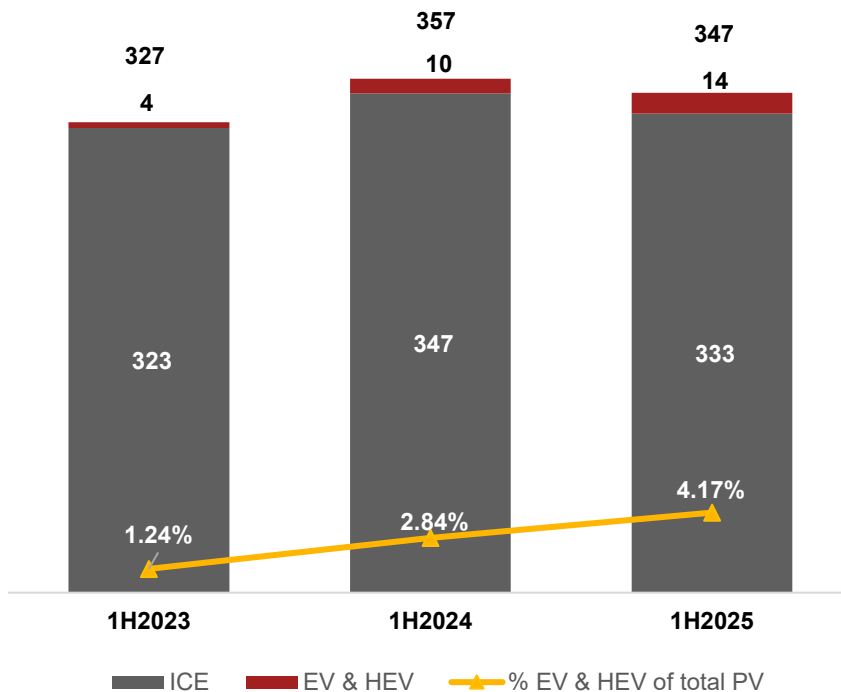
- **Strong GDP growth of >4.4%**, stable employment rate and controlled inflation
- Continued support for EV transition by **extending tax incentives**
- **Deferment of open market value (OMV)** excise duty revision to January 2026
- Demand driven by improved **availability of affordable and locally assembled vehicles**

Key Growth Inhibitors

- Sales volumes in 1H 2025 reflect a **market normalisation** after the record high volumes in 2024, which were boosted by backlog fulfilment
- **Removal of diesel subsidies** in June 2024 disproportionately impacted pickup truck sales, leading to a 16% YoY decline in sales
- **Uncertainty around international geopolitics** and trade given the imposed tariffs and restrictions on semiconductors, steel and other goods
- Current 1H growth rate of -4% could result in a slightly lower annual TIV than the revised forecast of 795k

xEV adoption driven by government policies, foreign investments, local production, new models and expanding charging infrastructure – However, overall adoption remains nascent

Passenger ICE and xEV sales in Malaysia
(‘000 Units), 1H2023-1H2025



Key trends driving EV adoption:

Malaysia's National Energy Transition Roadmap ("NETR") has set an **annual EV sales target of 20% of new car sales by 2030**, rising to 80% by 2050.

In 2025 however, EV share is only ~4% of new car sales currently.

We believe the ambitions of the government for 2030 might be on the high side

Growing charging infrastructure with **4,161** existing EV Charging points as of August 2025.

The Malaysian government **aims to have 10,000 public EV charging** points by 2025, according to MIDA | Malaysian Investment Development Authority.

EV adoption is still nascent despite various tax incentives











Local assembly of EVs from e.g **BMW, Mercedes, Volvo, Proton** and **Perodua** (end of 2025) driving the EV market growth

~99% of Malaysia's vehicle in operations (VIO) is still expected to be ICE vehicles by 2028F¹.

National OEMs Perodua and Proton hold 63% market share; 3 Chinese brands among Top 10, overtaking spots from Nissan, BMW and Mercedes

Top automotive OEMs in Malaysia

(by volume of vehicles sold in respective half year)

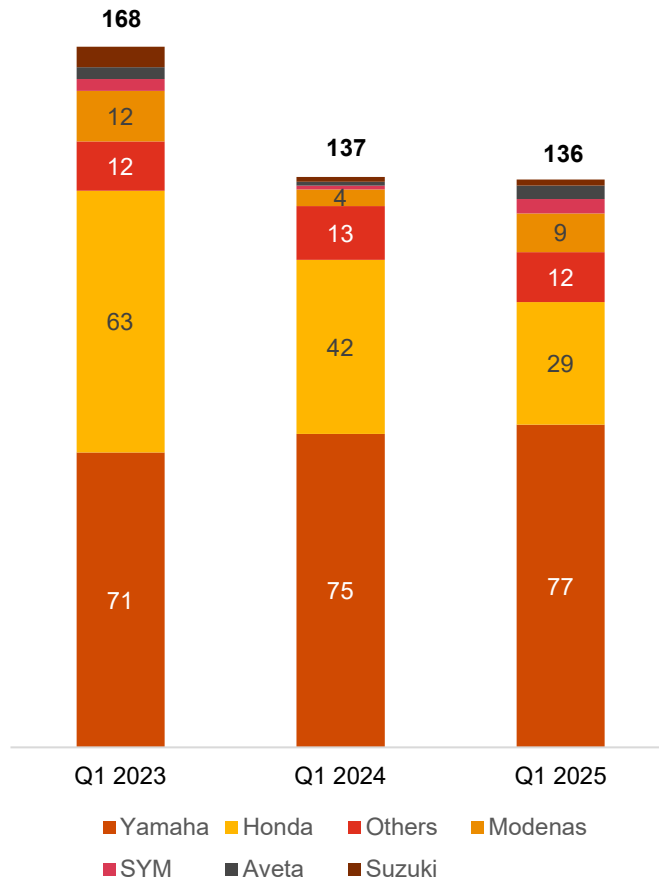
| OEM | Units sold | | | Market share | | | Change in market share (1H 24 vs 1H 25) |
|--|------------|---------|---------|--------------|---------|---------|--|
| | 1H 2023 | 1H 2024 | 1H 2025 | 1H 2023 | 1H 2024 | 1H 2025 | |
| Perodua  | 144,690 | 169,849 | 166,188 | 39.5% | 43.5% | 44.0% | 0.5% |
| Proton  | 76,012 | 72,088 | 69,773 | 20.8% | 18.5% | 18.7% | 0.2% |
| Toyota  | 48,145 | 45,962 | 43,584 | 13.1% | 11.8% | 12.0% | 0.2% |
| Honda  | 33,727 | 39,226 | 33,750 | 9.2% | 10.0% | 9.0% | -1.0% |
| Jaecoo  | 0 | 0 | 7,450 | 0.0% | 0.0% | 2.0% | 2.0% |
| Chery  | 0 | 6,895 | 6,713 | 0.0% | 1.8% | 1.8% | 0.0% |
| Mitsubishi  | 11,811 | 8,265 | 6,703 | 3.2% | 2.1% | 1.8% | -0.3% |
| Isuzu  | 8,504 | 6,509 | 6,250 | 2.3% | 1.7% | 1.7% | 0.0% |
| BYD Auto  | 1,093 | 4,368 | 6,069 | 0.3% | 1.1% | 1.6% | 0.5% |
| Mazda  | 9,528 | 8,389 | 3,952 | 2.6% | 2.1% | 1.0% | -1.1% |
| Total | 333,510 | 361,551 | 350,432 | 91.1% | 92.6% | 94.0% | |

Key insights:

- **National brands** Perodua and Proton have **improved marginally**, with Perodua's market share rising from 43.5% to 44%, while Proton increased slightly from 18.5% to 18.7% between 1H 2024 and 1H 2025
- **Japanese OEMs** such as Honda, Mazda, and Nissan **experienced sharp declines** in both volume and market share. This was driven by **intensifying competition from Chinese brands** offering stronger value-for-money propositions. Additionally, **government policies favouring EVs** have placed traditional ICE models at a disadvantage
- Chery maintained 1.8% market share in 1H 2025 by **leveraging competitive pricing, a diverse model lineup**, and strategic investments including a new CKD plant
- In 1H 2025, **Jaecoo** and **BYD Auto** overtook **BMW** and **Nissan** to enter the **top 10** largest OEMs in Malaysia
- **BMW** and **Mercedes-Benz** fell outside the top 10 in 1H 2025, highlighting broader challenges faced by German OEMs. Both brands are **expanding their electric and hybrid offerings** to meet rising demand for sustainable vehicles. Volkswagen remains significantly behind, not appearing in the top 20 list

In the 2W market, Yamaha and Honda maintain dominance in Malaysia holding c.80% market share while EV uptake remains very slow

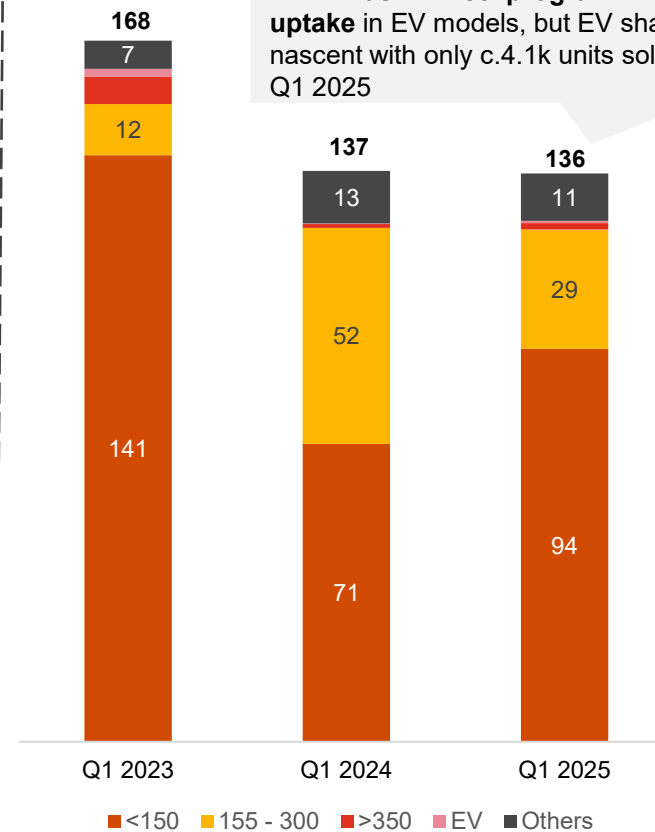
Malaysia 2W sales by brand
(‘000 units), Q1 2023 - Q1 2025



Malaysia 2W sales by displacement
(‘000 units), Q1 2023 - Q1 2025



MARiCas 2-wheel program led to an uptake in EV models, but EV share nascent with only c.4.1k units sold as of Q1 2025



Key insights:

- Demand for two-wheelers (2W) is softening as consumers **increasingly shift toward affordable four-wheel (4W) vehicles**. **Rising incomes** and **improved access to financing** are enabling first-time 4W ownership
- Yamaha has strengthened its position as the market leader in Malaysia's 2W segment, with a notable increase in market share. Popular models such as the 135LC and Y15ZR, both under 150cc, **continue to drive sales**
- Despite the launch of the MARiCas 2025 programme, which offers rebates for electric motorcycles, EV adoption remains limited. The segment is constrained by a **lack of models offering competitive range and speed**
- **Inadequate charging infrastructure** and **lower mileage per charge** compared to internal combustion engine (ICE) vehicles have further dampened consumer confidence, slowing the pace of EV adoption

Recent examples showcasing companies leveraging the 3 strategic thrusts to drive growth and maintain profitability in Malaysia

1

Operational Excellence



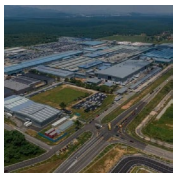
Perodua will launch its first BEV in Malaysia in 2H 2025



Volvo Malaysia confirmed EX30 electric SUV to be locally assembled (CKD) in 2025



Sapura Industrial Berhad, Malaysia sets up new firm SIBV for EV parts/technologies



Hyundai Motor announced it plans to invest up to RM2.16 billion in Malaysia over the next six years to increase production capacity

2

Business Model Redesign



Chinese electric vehicle (EV) startup **XPENG** appointed **Sime Darby group** as its distributor for Hong Kong to expand sales operations beyond mainland China



Proton exports first 200 LHD units of X50 SUV from Malaysia to Vietnam and starts CKD production in Egypt



Sime Darby Auto Imports appointed as official importer of **Denza** brand in Malaysia



Malaysian auto part maker **EPMB** proposes diversification into vehicle assembly business

3

Strategic Alliances



Grab launches **KLIA EV** service with **BYD** MPVs, marking a public-private push for green mobility adoption



MIDA and **Chery** partner to localise EV supply chains and boost Malaysia's role as a regional auto hub



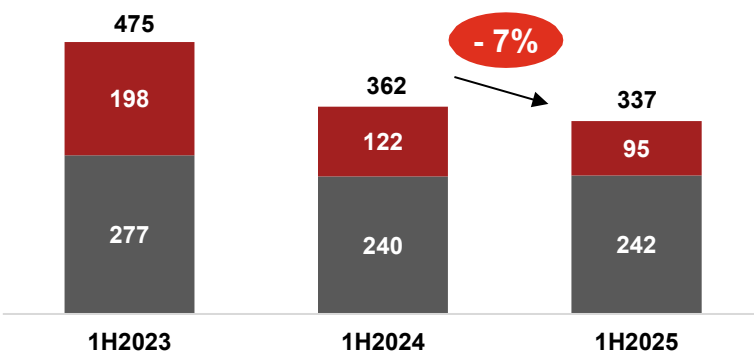
Ingress Corporation and **GNEV** signed a MOU to collaborate on the potential importation, assembly and distributorship of commercial electric vehicles by **Wuling**



In Thailand, TIV continued to drop in 1H 2025 but at a reduced pace of 7%. We see a potential for stabilising sales in 2025

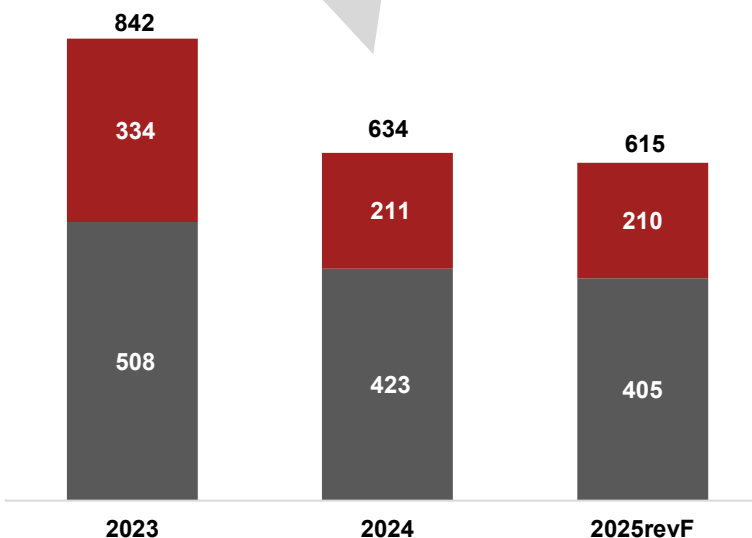
**Thailand Light Vehicle sales:
Passenger vs Commercial**
(‘000 Units), 1H 2023 - 1H 2025F

■ Passenger Vehicles
■ Commercial Vehicles



**Thailand Light Vehicle sales:
Passenger vs Commercial**
(‘000 Units), 2023 - 2025 rev. Forecast

■ Passenger Vehicles
■ Commercial Vehicles



Key Growth Drivers

- **Policy interest rate cut** by 0.25 p.p. to 1.50%, supporting potential economic growth and lower debt burden for existing automotive loans
- **EV 3.5 scheme subsidising EV purchases**, coupled with excise tax reduction supporting EV demand
- **Increased EV accessibility**, driven by new Chinese EV OEMs, price cuts for flagship models and overall improvement in EV charging infrastructure (charging stations grew from 2.6K in 2023 to 3.8K by 1H2025)

Key Growth Inhibitors

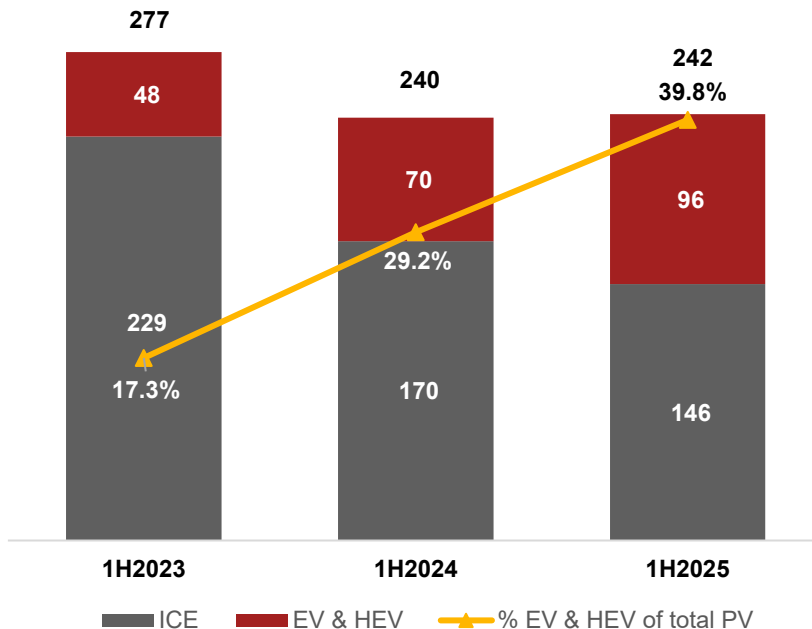
- **Loan approvals remains tight** as the Thai gov't seeks to curb high household debt and non-performing loans
- **Secondary car market glut continues**; continued rise in car repossessions adds further supply to the secondary market, despite limited demand
- **Uncertainty in geopolitics & trade** pose threats to foreign direct investment and Thailand's overall economic outlook
- **Local policies** and direction of the country not clear



Thailand's EV market is growing strongly, driven by government policies, foreign investments, local assembly and domestic battery production

Passenger ICE and xEV sales in Thailand

('000 Units), 1H 2023 - 1H 2025



Key trends driving EV adoption:

Thailand aims to be ASEAN EV leader with its **30@30 policy**; its **EV3.5 incentives** provides CIT exemption and subsidies as well. Supported by this, TH continues to see **Chinese BEV sales surge**, led by existing players BYD & GWM, as well as new players.

Recent entrant **GAC AION sales in 5M 2025 grew 2x year-on-year**, while **MGC 'XPENG'** seeks to start local production. However, **NETA's recent financial challenges** and impact on ability to meet production levels per subsidy terms **may lead to increased scrutiny in incentive granting**.

Overall passenger car sales in **1H25 have not yet rebounded to 1H23 levels**, but significant drop in ICE car sales has been offset by the rise in BEV & PHEV car sales











Strong growth of BEV and PHEV sales are seen in 1H25, growing at 60% and 300% YoY, respectively, primarily driven by price subsidy and **excise tax reductions** which are applicable **until end of 2025**

To achieve net climate zero, the aim is that by 2035, 50% of new cars and pick-ups manufactured and 100% of new registrations are EVs.

Japanese OEMs maintain market lead in 4W as Chinese manufacturers rise; BYD captured >7% market share just 3 years after market entry

Top automotive OEMs in Thailand

(by volume of vehicles sold in respective half year)

| OEM | Units sold | | | Market share | | | Change in market share (1H24-25) |
|---|----------------|----------------|----------------|--------------|--------------|--------------|----------------------------------|
| | 1H2023 | 1H2024 | 1H2025 | 1H2023 | 1H2024 | 1H2025 | |
| Toyota  | 156,501 | 133,136 | 124,492 | 32.9% | 36.7% | 36.9% | 0.2% |
| Isuzu  | 100,859 | 54,023 | 42,138 | 21.2% | 14.9% | 12.5% | -2.4% |
| Honda  | 52,053 | 50,634 | 41,083 | 11.0% | 14.0% | 12.2% | -1.8% |
| BYD Auto  | 11,212 | 14,775 | 25,877 | 2.4% | 4.1% | 7.7% | 3.6% |
| Mitsubishi  | 23,231 | 14,749 | 13,850 | 4.9% | 4.1% | 4.1% | 0.0% |
| Ford  | 24,455 | 16,074 | 11,262 | 5.1% | 4.4% | 3.3% | -1.1% |
| MG  | 14,746 | 10,569 | 10,143 | 3.1% | 2.9% | 3.0% | 0.1% |
| GAC Aion  | - | 2,874 | 6,345 | 0.0% | 0.8% | 1.9% | 1.1% |
| BMW  | 7,317 | 6,630 | 5,935 | 1.5% | 1.8% | 1.8% | -0.1% |
| Mercedes-Benz  | 7,586 | 5,094 | 4,480 | 1.6% | 1.4% | 1.3% | -0.1% |
| Total | 397,960 | 308,558 | 285,605 | 83.7% | 85.1% | 84.7% | -0.5% |

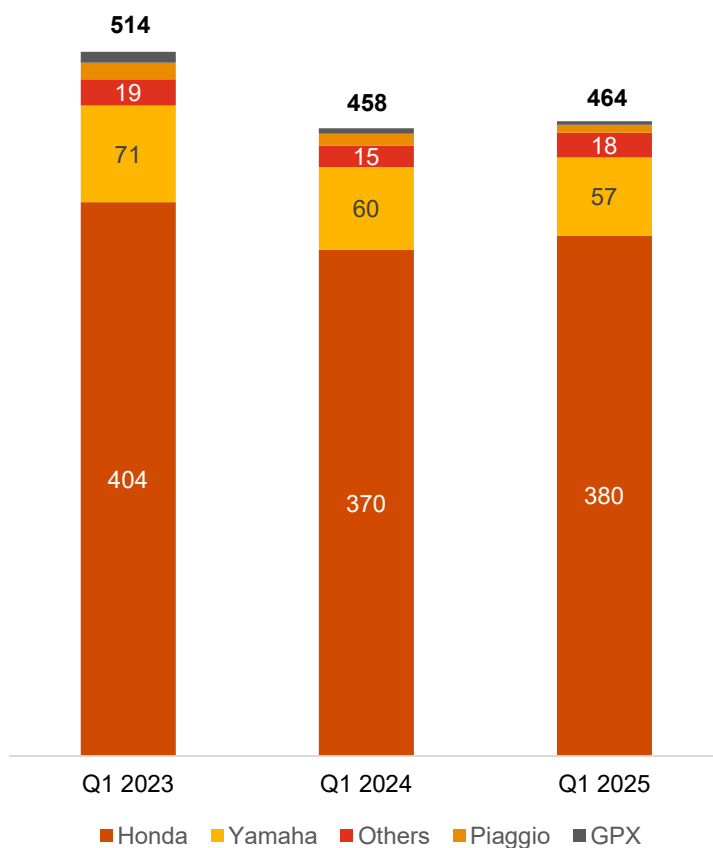
Key insights:

- **Automotive sales continued to be constrained by higher loan rejection rates** from tighter lending, particularly affecting segments such as pick ups (c.25% of sales in 1H25) which target farmers and other lower-income groups which tend to rely on automotive financing for vehicle purchase
- **Japanese OEMs still hold market lead**, still popular due to historical prominence of their ICE models, existing servicing/repair network and local parts supply; they have been **slow to shift to EV**, and some are reworking their local supply chain
 - **Mazda**, amid struggles, announced in 2025 that it will invest **THB 5 billion** (USD 150 million) in Thailand to produce **100,000 electrified SUVs** annually, aligning with new tax incentives
 - **Toyota** is recently shifted its Southeast Asia **parts sourcing strategy to Chinese suppliers** in Thailand, including a new plant by a Summit Group and Wuhu Yuefei joint venture, aimed at cutting EV production costs
 - **Suzuki** plans to cease operations at its Suzuki Motor (Thailand) Co, Ltd. Factory in Rayong (for ICE production) by end of 2025 due to rising EV adoption
- **Chinese OEMs are on the rise**, capturing top market positions despite recent entry
 - **BYD** gained 3.6% market share from 1H24-25, courtesy of gov't EV schemes
 - **BYD, GWM and SIAC MG** is further expanding local factory capability to include **complex part production** for EV specific components such as vehicle motor battery, e-compressor, onboard chargers and DC/DC converter
 - More Chinese manufacturers are entering, such as **Changan, GAC Aion** and **Chery Automobile Co.** looking to settle and developing EV production capacity

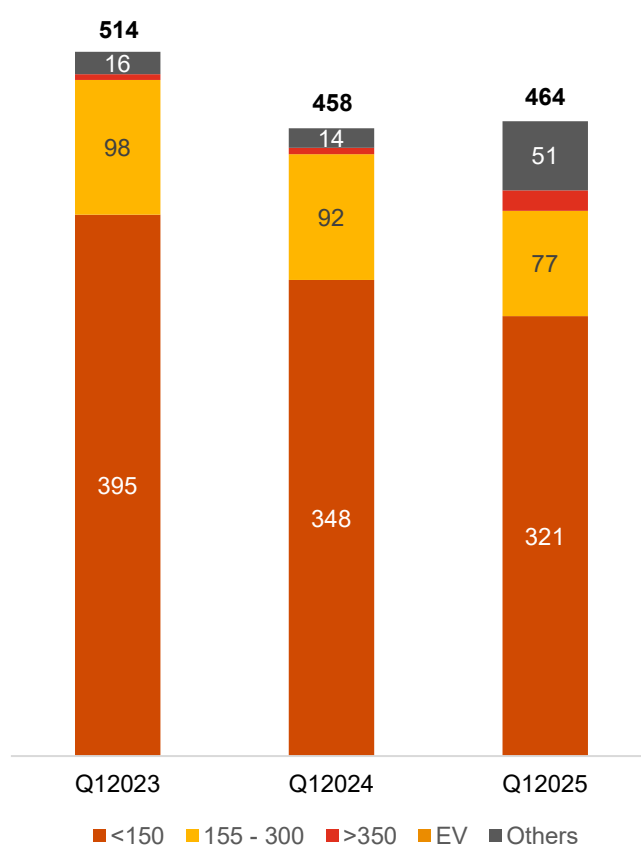


Thailand's 2W market recovered slightly in Q1-2025* and is dominated by Honda. Together with Yamaha the two Japanese brands hold 94% market share

Thailand 2W sales by brand
(‘000 units), Q1 2023 – Q1 2025



Thailand 2W sales by displacement
(‘000 units), Q1 2023 - Q1 2025



Key insights:

- **Softened demand** due to sluggish economy and stricter automotive lending as challenged by high household debt
- However, there is still a **strong motorcycle owner base** in Thailand as 2W accounts for 53% of all vehicle registrations
- **Honda continues to lead the market**, with key models such as Honda Wave 110 (110 cc) and Wave 125 (125 cc) offering affordable mobility to lower-income groups nationwide
- EV motorcycle adoption remains low but is on the rise, driven by **expansion of new players** such as Yadea, Sleek and Strom in recent years
- Future EV uptake is mainly **limited by lack of 2W EV battery charging & swapping infrastructure** though expansion effort is observed by several companies such as Honda and Strom

Recent examples showcasing companies leveraging the 3 strategic thrusts to drive growth and maintain profitability in Thailand

1

Operational Excellence



Omoda & Jaecoo announced its new USD 150 mn factory to begin **first production in Q3 2025** for the JAECCO-6 model



Mazda to invest USD 150 mn in building an **EV SUV production line** targeting local, Japan and SEA markets



Changan inaugurated its New Energy Vehicle (NEV) production base in Thailand, serving as a main hub for ASEAN and right-hand drive markets

2

Business Model Redesign



Toyota in Thailand started **procuring Chinese automotive parts** (e.g., from Wuhu Yufei) as part of its efforts to release a new low-cost EV model by 2028



Suzuki intends to **close its Rayong plant** by 2025 end, and is looking to import vehicles from its other factory plants across ASEAN and India



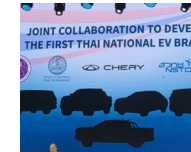
Sunwoda plans to invest THB 50 bn to build **Thailand's first EV battery production plant**, which will serve as Sunwoda's export hub for ASEAN

3

Strategic Alliances



GWM is creating an **alliance with 5 auto parts manufacturers** to develop Thailand's NEV industry and support ecosystems in the coming years.



Chery Automotive in partnership with the Thai government are collaborating to develop a **"national EV brand"** focusing on pickups, SUV & MPV



U Power, UNEX EV, Auto Drive and Sumitomo Corporation partnered to introduce SEA's **first battery-swap taxi in Phuket**

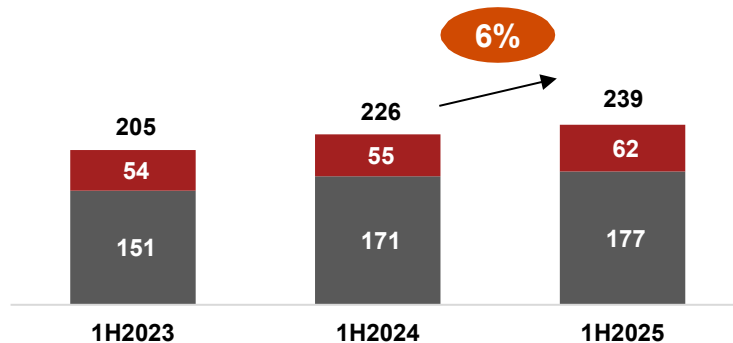


U Power, UNEX EV, Auto Drive and Sumitomo Corporation partnered to introduce SEA's **first battery-swap taxi in Phuket**

Philippine's automotive industry is continuing its steady growth in 1H-2025, with slight cool down possible towards the end of the year

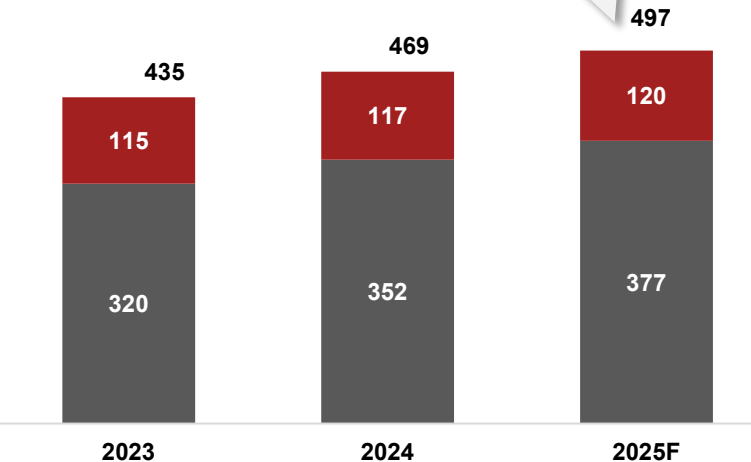
Philippines Light Vehicle sales: Passenger vs Commercial (‘000 Units), 1H 2023 - 1H 2025F

■ Passenger Vehicles
■ Commercial Vehicles



Philippines Light Vehicle sales: Passenger vs Commercial (‘000 Units), 2023 - 2025F

■ Passenger Vehicle
■ Commercial Vehicles



Especially the PV segment is anticipated to continue with **robust growth** in 2025, driven by **heightened consumer confidence, improved affordability** and favorable economic conditions

Key Growth Drivers

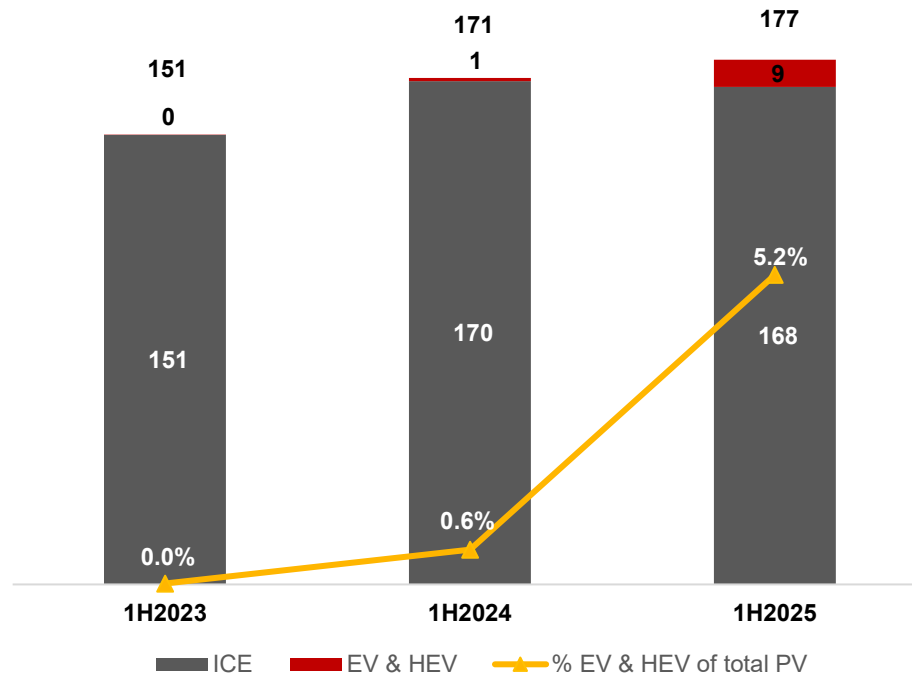
- The **GDP** expanded 5.4% in Q1 and 5.5% in Q2. The centra bank cut the **interest rate** to 5.25%, marking the lowest rate in 2.5 years
- Macroeconomic outlook is optimistic as **the GDP growth is expected to be around 6%** this year, to fall within the government's target.
- Robust electronics manufacturing** and **FDI**, the economic conditions will support EV sales.
- Continued support for EV transition by **extending tax incentives**.
- Deferment of open market value (OMV)** excise duty revision to January 2026.

Key Growth Inhibitors

- Uncertainty about **international geopolitics and trade** given **the imposed tariffs** and restrictions on **semiconductors, steel** and other goods remain to be the major inhibitor for growth

Favourable government policies in the Philippines are expected to further boost the uptake of xEVs, driving growth in the country's EV market which is currently still at a low level

Passenger ICE and xEV sales in Philippines
(‘000 Units), 1H 2023 - 1H 2025



Key trends driving EV adoption:

The Philippines is eyeing to implement the Electric Vehicle Incentive Strategy (Evis), a supposed “more inclusive” program that aims to provide new incentives for EVs with a wider coverage of vehicle categories and industry participants

Other government initiatives to promote the uptake of EVs such as the public utility vehicle modernisation programme and the DOE electric tricycle project have been successful in increasing the number of electric jeepneys and tricycles on the road

Electric vehicle (EV) sales and installation of charging stations are seeing a steady growth

CAMPI projects that by the end of 2025, EV sales will make up to 5% of all vehicle sales











The Philippines aims to adopt 6.6 million EVs, including 3.6 million electric motorcycles and 300,000 electric cars, by 2030 with a goal for 50% of all vehicles to be electric by 2040.



Japanese OEMs continue to maintain market lead but face increased pressure from Chinese brands as their popularity rises and new players enter the market

Top automotive OEMs in Philippines

(by volume of vehicles sold in respective half year)

| OEM | Units sold | | | Market share | | | Change in market share(1H24/1H25) |
|--|------------|---------|---------|--------------|--------|--------|-----------------------------------|
| | 1H2023 | 1H2024 | 1H2025 | 1H2023 | 1H2024 | 1H2025 | |
| Toyota  | 93,124 | 103,364 | 106,807 | 45.4% | 45.7% | 44.7% | -1.0% |
| Mitsubishi  | 37,001 | 42,598 | 44,021 | 18.0% | 18.8% | 18.4% | -0.4% |
| Nissan  | 13,196 | 13,939 | 11,858 | 6.4% | 6.2% | 5.0% | -1.2% |
| Ford  | 13,838 | 14,460 | 10,953 | 6.7% | 6.4% | 4.6% | -1.8% |
| Suzuki  | 8,615 | 9,650 | 10,732 | 4.2% | 4.3% | 4.5% | 0.2% |
| Honda  | 8,668 | 7,944 | 8,223 | 4.2% | 3.5% | 3.4% | -0.1% |
| MG  | 3,620 | 3,933 | 7,963 | 1.8% | 1.7% | 3.3% | 1.6% |
| Isuzu  | 7,188 | 7,292 | 7,504 | 3.5% | 3.2% | 3.1% | 0.1% |
| BYD Auto  | - | 201 | 6,701 | 0.0% | 0.0% | 2.8% | 2.8% |
| Hyundai  | 4,058 | 5,697 | 5,513 | 2.0% | 2.5% | 2.3% | -0.2% |
| Total | 189,308 | 209,078 | 220,275 | 92.2% | 92.3% | 92.2% | |

Key insights:

- **Japanese OEMs** remain to be the dominant presence in the Philippines' automotive market, led by Toyota which owns ~50% of the market
- Significant influx of **Chinese OEMs** as consumers' perceptions of Chinese brand cars improve, with brands like BYD, GAC Motor, Jetour, and MG all have experienced substantial growth over the year.
- The country has recently announced that it is finalising **an incentive program** that seeks to encourage car companies to **boost manufacturing operations** in the country called the Revitalizing the Automotive Industry for Competitiveness Enhancement (RACE) program.
- The country is also looking to further strengthen its automotive supply base and is currently in the middle of **negotiating for lower tariffs** and forging free trade agreements (FTA) with the focus to attract key manufacturers looking to diversify from China under the China +2 strategy as well as expanding its free trade agreement network with key economies like the European Union, India and Canada
- Nearly 50 brands are already competing in the Philippines' automotive market, the top players face increasing competition as Filipino auto buyers enjoy a greater diversity of vehicle choices.

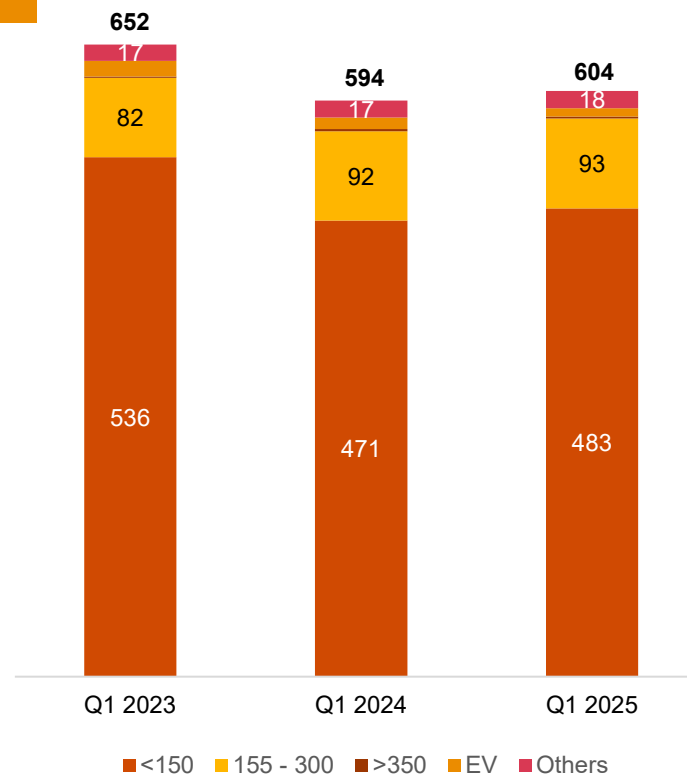
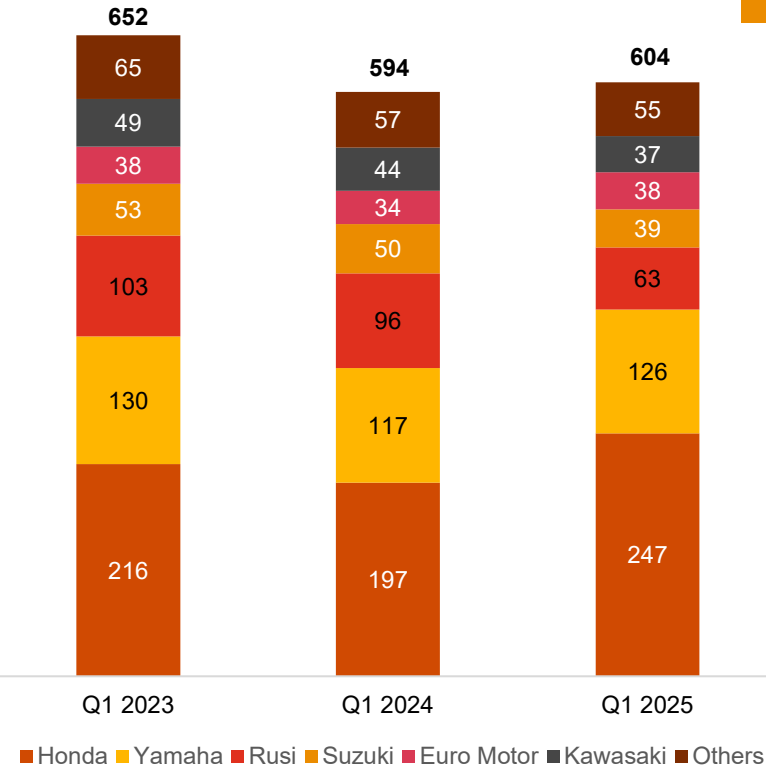


The Philippines' 2W market is expected to sustain strong demand, driven by the growing need for alternative transportation and livelihood options, alongside the continued dominance of Japanese brands

Philippines 2W sales by brands
(‘000 units), Q1 2023 - Q1 2025



Philippines 2W sales by displacement
(‘000 units), Q1 2023 - Q1 2025



Key insights:

- **Demand for 2W remains optimistic** as consumers increasingly seek cost-effective alternatives to four-wheel 4W vehicles.
- **Short-term growth in 2W sales is expected**, driven by rising popularity of motorcycle taxis and delivery services as secondary income sources.
- **Japanese brands, specifically Honda, Kawasaki, Suzuki, and Yamaha**, continue to dominate the market accounting for the majority of 2W sales.
- **Sudden influx of “emerging brands”** such as CFMoto, Hero Motorcycles, FKM and QJMotor has helped in boost in the demand for 2W in the country
- Adoption of electric 2W vehicles remains limited due to inadequate infrastructure and a narrow range of available EV models in the market.

Recent examples showcasing companies leveraging the 3 strategic thrusts to drive growth and maintain profitability in the Philippines

1

Operational Excellence



Nissan PH appoints new president, the automaker recently announced the appointment of Masao Tsutsumi



Mitsubishi PH opens new mega dealer in Marikina City, the 2,878sqm facility sits on a huge 6,500sqm lot



Ford Philippines finally makes its long-awaited entry into the electric vehicle market with the launch of the New Territory Hybrid and the Mustang Mach-E.



Foton Philippines Launched A Full Commercial EV Lineup of trucks and buses

2

Business Model Redesign



CAMPI backs law to formalize the Revitalizing the Automotive Industry for Competitiveness Enhancement (RACE) program which aims to provide incentives for local car manufacturers.



Harness Master Wiring Systems (HMWS) Inc., a manufacturing firm specializing in automotive electrical systems invests P300-million to set up in Clark Freeport



Phoenix Petroleum ties up with V-Green to build nationwide EV charging network

3

Strategic Alliances



Toyota Aisin Philippines Renews Partnership with MPower for Sustainable Energy Solutions and further enhance to enhance operational efficiency and sustainability.



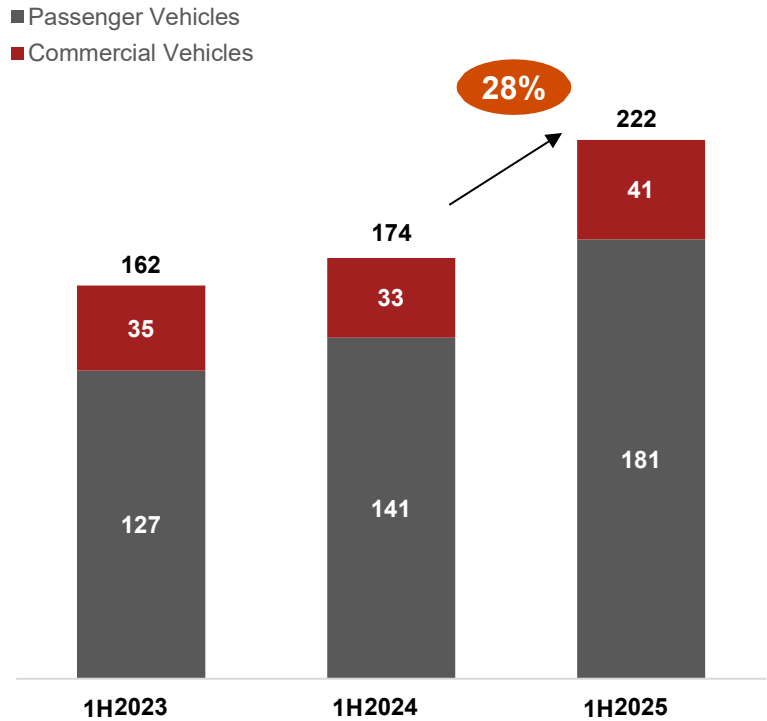
Toyota RentaCar, JoyRide partner for 'value-added mobility' to offer travelers "convenient long-term car rental solutions.



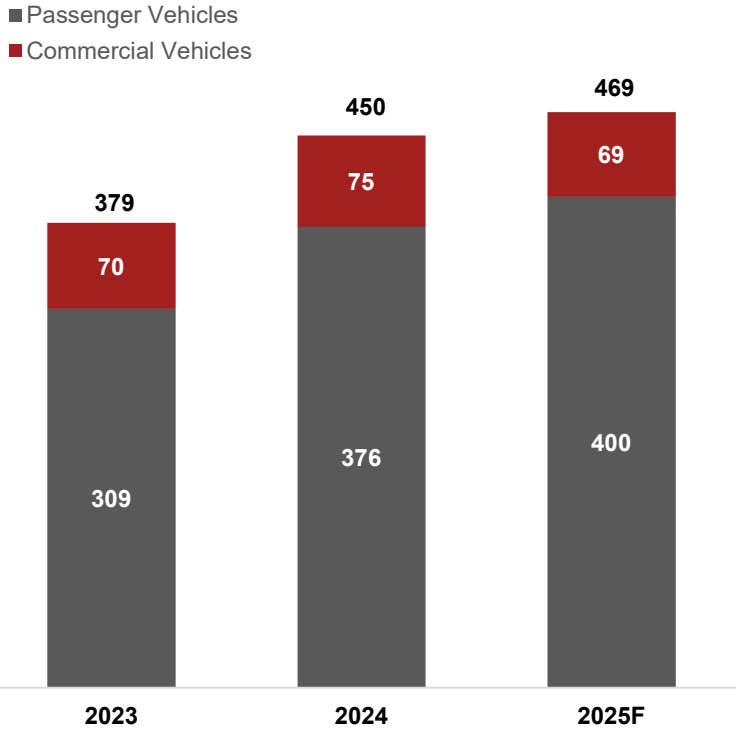
Mitsubishi Motors and Security Bank to launch Mitsubishi Motors Finance Philippines Inc.

Strong economic growth, along with government support should drive Vietnam's growth in automotive sales through 2030

Vietnam Light Vehicle sales:
Passenger vs Commercial
(‘000 Units), 1H 2023- 1H 2025



Vietnam Light Vehicle sales:
Passenger vs Commercial
(‘000 Units), 2023- 2025F



Key Growth Drivers

- **Strong GDP growth** of >7.0%, **declining unemployment rate** and **controlled inflation**.
- **Robust electronics manufacturing** and **FDI**, the economic conditions will support LV sales.
- Continued support for EV transition by **extending tax incentives**.
- **Deferment of open market value (OMV)** excise duty revision to January 2026.
- Demand driven by **improved availability of affordable** and **locally assembled vehicles**.
- Given 1H growth, there is a high possibility of **higher than forecasted sales in 2025**

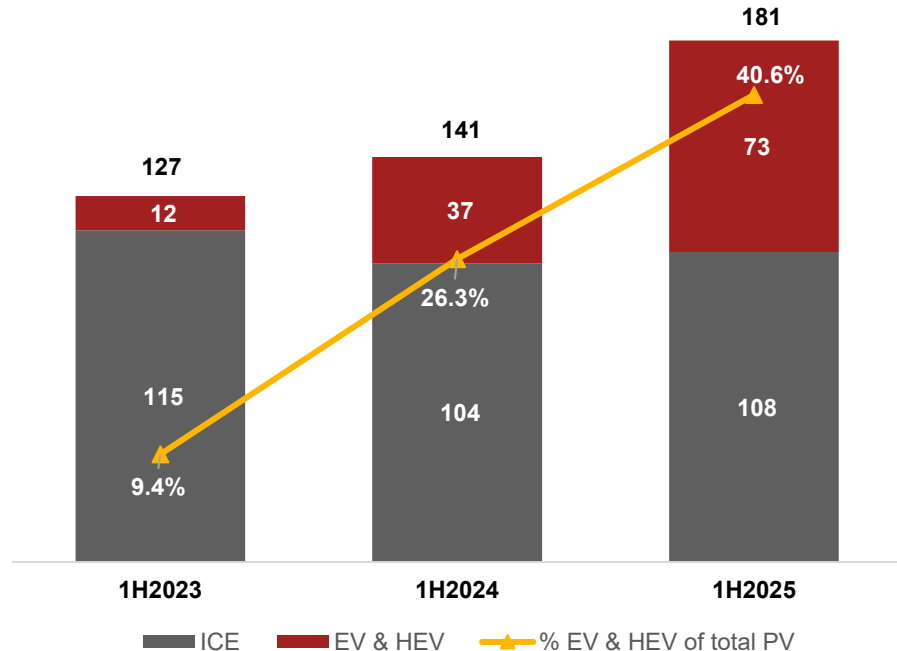
Key Growth Inhibitors

- **Uncertainty about international geopolitics and trade** given the imposed tariffs and restrictions on semiconductors, steel and other goods
- Growth is largely dependent on Vinfast. Until now, the main shareholder ensures his support and further increased the investment. There is no indication of a change in strategy, but the dependency is still very high.

★ EVs captured more than 40% of new 4W sales in 1H25, largely driven by local brand Vinfast. More models will further grow EV adaption

Passenger ICE and xEV sales in Vietnam

('000 Units), 1H 2023 - 1H 2025



Key trends driving EV adoption:











Vietnam has targeted 30% of 4W, and 22% of 2W EV by 2030 to work towards meeting carbon reduction goals. Though EV sales in Vietnam are relatively higher than other markets (c.25%), a significant growth in share by 2030 may be ambitious, given certain growth inhibitors

In addition to the local champion, **Vinfast** (c. 87k units sold in 2024), new foreign entrants (**BYD, Geely, Skoda, Wuling**, etc) are increasing EV options for consumers. Charging infrastructure is largely privately managed at the moment, though Vietnam's government is planning to accelerate the building out of both public and private charging infrastructure

New affordable models from VinFast, as well as new foreign entrants may drive increased penetration

Vinfast's local EV production services both domestic and export markets, though overall adoption has not met initial expectations

 Local champion, VinFast, has grown and already achieved 30% market share. Traditional foreign OEMs remain the strongest, though new foreign entrants could contest existing market position

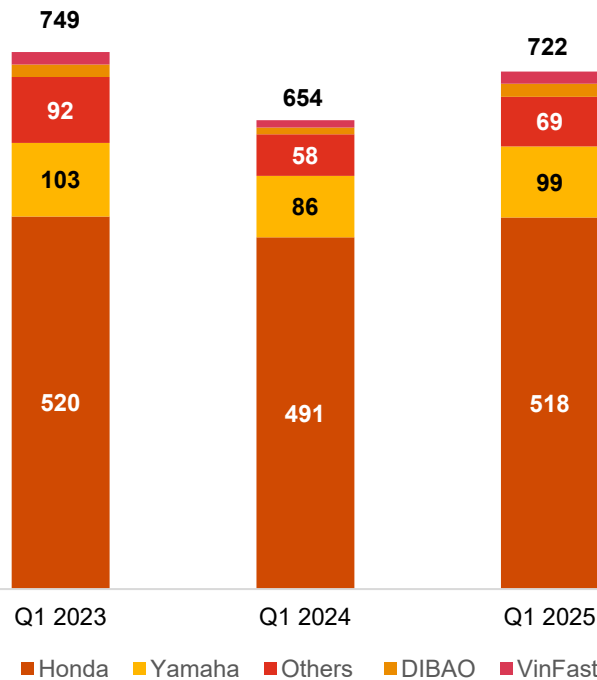
| Top automotive OEMs in Vietnam (by volume of vehicles sold in respective half year) | | | | | | | |
|--|------------|---------|---------|--------------|--------|--------|-----------------------------------|
| OEM | Units sold | | | Market share | | | Change in market share(1H24/1H25) |
| | 1H2023 | 1H2024 | 1H2025 | 1H2023 | 1H2024 | 1H2025 | |
| VinFast  | 11,638 | 33,549 | 67,569 | 7.2% | 19.3% | 30.4% | 11.1% |
| Toyota  | 26,637 | 22,338 | 29,274 | 16.4% | 12.9% | 13.2% | 0.3% |
| Hyundai  | 28,395 | 25,359 | 24,194 | 17.5% | 14.6% | 10.9% | -3.7% |
| Ford  | 17,423 | 17,651 | 21,700 | 10.7% | 10.2% | 9.8% | -0.4% |
| Kia  | 21,042 | 17,383 | 17,761 | 13.0% | 10.0% | 8.0% | -2.0% |
| Mitsubishi  | 12,847 | 14,622 | 15,793 | 7.9% | 8.4% | 7.1% | -1.3% |
| Mazda  | 14,089 | 12,679 | 14,685 | 8.7% | 7.3% | 6.6% | -0.7% |
| Honda  | 9,488 | 10,481 | 11,233 | 5.8% | 6.0% | 5.1% | -1.0% |
| Thaco  | 4,342 | 4,950 | 7,198 | 2.7% | 2.9% | 3.2% | 0.4% |
| Isuzu  | 3,999 | 4,136 | 4,631 | 2.5% | 2.4% | 2.1% | -0.3% |
| | 149,900 | 163,148 | 214,038 | 92.4% | 94.0% | 96.3% | 2.3% |

Key insights:

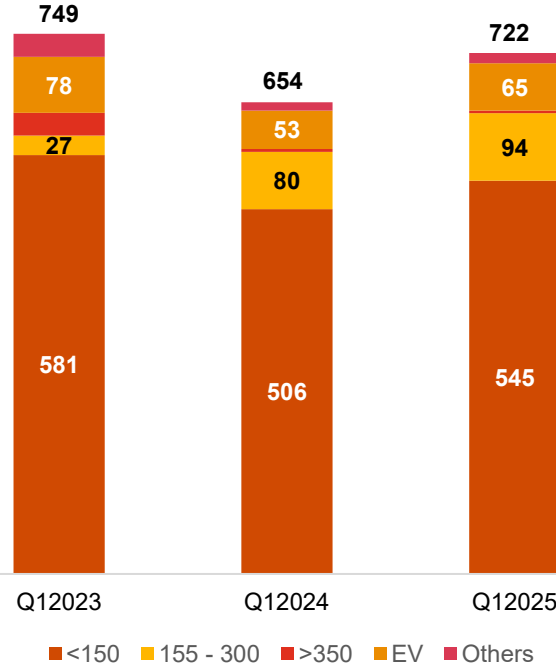
- VinFast** has grown significantly in terms of share of total market volume. The introduction of more affordable models has increased overall market penetration
- BYD, Geely**, and other foreign brands have recently entered the market, introducing new models which may even expand the overall 4W EV market
- The overall 4W market has grown due to increasing incomes, more favourable policies, and reduction of taxes / fees
- Though Chinese OEMs have not yet reached the top-10, sales volumes and market dynamics in the next 12-18 months will provide a more comprehensive view on the extent to which these brands could compete with established competitors due to attractive pricing, efficient distribution, and consumer preferences

★ 2W sales rebounded in 1Q-2025*, still dominated by Honda and ICE. EV adoption is increasing, led by VinFast and bolstered by increasing sales volumes from smaller players (Yadea, Selex, Dat Bike)

Vietnam 2W sales by brand
(‘000 units), Q1 2023 – Q1 2025



Vietnam 2W sales by displacement
(‘000 units), 1H 2023 – 1H2025



Key insights:

- Policy interest rate cut by 0.10 p.p. to 3.9% in Q1, signalling economic growth and reducing slightly the debt burden for auto loans
- Strong economic growth, despite trade policy uncertainty, as the economy grew 7% in Q1 2025, the fastest growth in 5 years
- Rebound in 2W EV sales, both with popular local models (VinFast, DK Bike, Selex, etc), increasing market penetration by Chinese 2W EV (Yadea, Tailg), and interest / entrance of incumbent players (Honda, Yamaha, Suzuki, etc)
- Despite strong economic growth, consumption indicators / consumer confidence remains mixed due to economic uncertainty because of Vietnamese and global trade concerns
- Though EV penetration is increasing, ICE still retains the majority share of 2W sales (c. 85%)

Vietnam's market has multiple recent examples of Automotive companies leveraging 3 strategic thrusts to drive growth

1

Operational Excellence



Wuling, BYD, Hyundai-Kia, Honda have launched their first BEVs in Vietnam in 2024-2025



VinFast has implemented advanced manufacturing execution systems (MES) and enterprise resource planning (ERP) systems to improve operational efficiency and data accuracy..



Kia inaugurated its first EV manufacturing facility in September, producing EV3 and EV4 models with 150,000 unit annual capacity

2

Business Model Redesign



Local champion **VinFast** has expanded to broader ASEAN, India, USA, and the Middle East



TASCO signed a JV agreement with **Geely Motors** for CKD assembly plant, targeting 75,000 unit capacity



Vinfast, DatBike, Selex, and other players are exploring battery rental, recycling, and other unique models to expand EV penetration

3

Strategic Alliances



TASCO signed a JV agreement with **Geely Motors** for CKD assembly plant, targeting 75,000 unit capacity



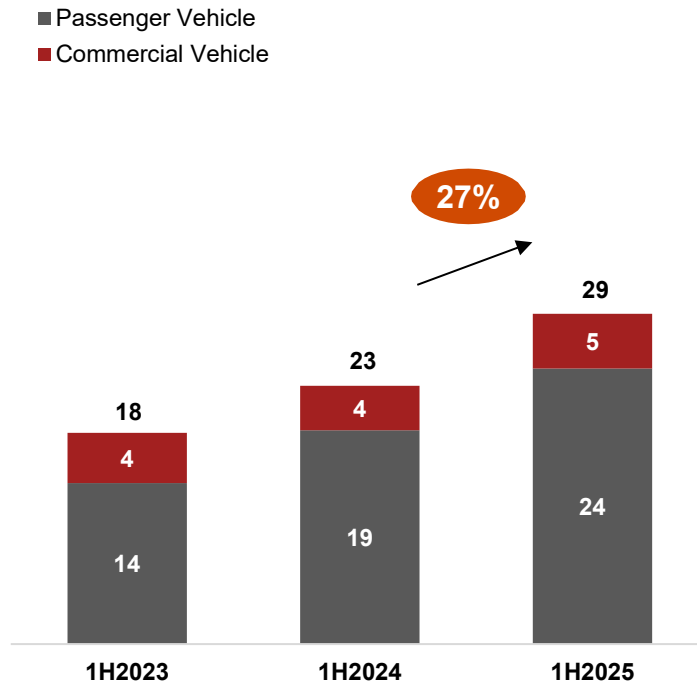
Toyota Vietnam is collaborating with local universities on joint projects to develop new materials, improve vehicle safety, and enhance fuel efficiency



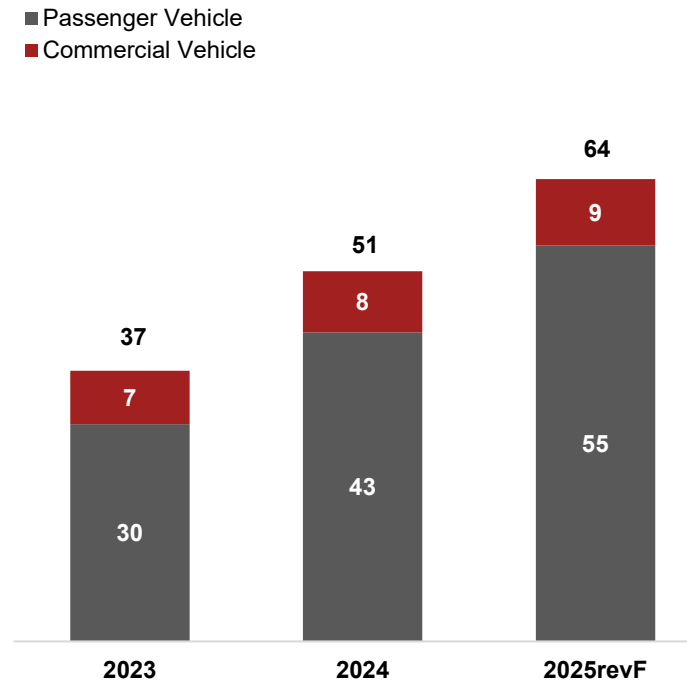
VinFast has partnered with global tech companies like **LG Chem** to develop advanced battery technologies, aiming to enhance the performance and reliability

Under Singapore's zero-growth, "car-lite" policy, sales are cyclical and track deregistration waves of vehicle ownership permits (COE)

**Singapore Light Vehicle Sales:
Passenger vs Commercial**
(‘000 Units), 1H 2023 - 1H 2025



**Singapore Light Vehicle Sales:
Passenger vs Commercial**
(‘000 Units), 2023 - 2025 rev. Forecast



Key Growth Drivers

- **Macro Resilience:** In Q2 2025, GDP expanded 4.3% YoY while MAS core inflation remained modest at 0.6% YoY, supporting vehicle demand
- **COE¹ Supply Tailwind:** Larger 2015-2017 deregistration cohorts will lift COE quotas in 2025-2027, supporting supply
- **Multi-year COE Injection:** LTA to progressively inject 20,000 additional COEs (starting from Feb 2025) over the next few years to moderate supply-demand tightness
- **Accelerating Commercial Vehicle Electrification:** Supportive policies include the HVZES², which provides S\$40,000 per zero-emission truck or bus, and the EHVCG³, which co-funds up to 50% of charging-infrastructure installation costs

Key Growth Inhibitors

- **Government "Car-lite" Strategy:** The government's "car-lite" vision sets a target for a zero-vehicle growth rate in passenger car and motorcycle population and a 0.25% growth in CV population until 2028
- **COE Premiums Expected to Remain Elevated:** Given restrictive growth policies, high COE premiums are expected to be persistent, potentially prompting considerations for second hand market

Notes: 1) Certificate of Entitlement (COE) is a permit required to register a vehicle in Singapore; it grants the right to own and use the vehicle for 10 years; 2) HVZES – Heavy Vehicle Zero Emissions Scheme. 3) EHVCG – Electric Heavy Vehicle Charger Grant.

Source: Singapore Land Transport Authority, Singapore Ministry of Transport, Ministry of Trade and Industry Singapore, Press Search, PwC Research and Analysis

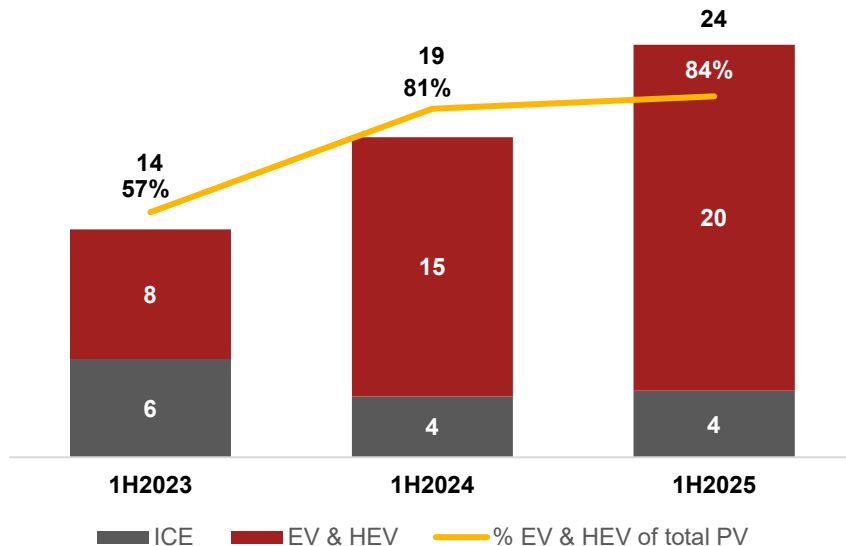
ASEAN-6 Automotive Market Snapshot

PwC

EV adoption continues to grow on already high levels driven by continued policy support, charging build-out and commercial adoption by fleet operators. SG targets to phase out ICE by 2024

Passenger ICE and xEV sales in Singapore

('000 Units), 1H 2023 - 1H 2025



Key trends driving EV adoption:

The government remains committed to phasing out ICE by 2040. Raising Category A's COE¹ **power cap to 110 kW** has broadened eligibility for **lower COE premiums**; OEMs are tuning trims to meet the cap, **boosting EV sales** (e.g. *Tesla launched a specially tuned Model Y RWD 110*)

Charging infrastructure is expanding towards the **60,000-charger target** by 2030. HDB² carpark rollouts are underway, with chargers now in **over 60%** of carparks. Private installations are growing but constrained by **power-capacity limits** and **approval challenges**

EV taxi and ride-hailing fleets have moved from **pilots to scale**. E.g. *GrabRentals* will be expanding its **EV fleet** by up to **50,000 BYD** vehicles across SEA

New Chinese entrants such as **DongFeng** and **Zeekr** are intensifying **competition** in the **mass-market segment**, driving better **price-to-specs** value

EV adoption has maintained strong momentum, with penetration set to deepen with new mass-market entrants and continued policy support, keeping SG on track to phase out ICE by 2040

Notes: 1) Category A COE refers to certificates for mass-market passenger cars – ICE up to 1,600cc and EVs with max power < 110kW. 2) HDB refers to Singapore's public-housing apartments

Source: Singapore Land Transport Authority, SG Green Plan

ASEAN-6 Automotive Market Snapshot

PwC



BYD, with its mass market EV portfolio, has rapidly scaled to become the leading OEM in SG, overtaking incumbents such as Toyota and BMW

Top automotive OEMs in Singapore

(by volume of vehicles sold in respective half year)

| OEM | Units sold | | | Market share | | | Change in market share(1H24/1H25) |
|---------------|---------------|---------------|---------------|--------------|--------------|--------------|-----------------------------------|
| | 1H2023 | 1H2024 | 1H2025 | 1H2023 | 1H2024 | 1H2025 | |
| BYD Auto | 613 | 2,658 | 4,934 | 3.5% | 11.8% | 17.2% | 5.4% |
| Toyota | 4,208 | 4,144 | 4,152 | 23.9% | 18.5% | 14.5% | -4.0% |
| BMW | 1,690 | 2,523 | 2,664 | 9.6% | 11.2% | 9.3% | -2.0% |
| Mercedes-Benz | 2,301 | 2,558 | 2,635 | 13.1% | 11.4% | 9.2% | -2.2% |
| Honda | 1,452 | 1,664 | 2,416 | 8.3% | 7.4% | 8.4% | 1.0% |
| Tesla | 400 | 969 | 1,419 | 2.3% | 4.3% | 4.9% | 0.6% |
| Nissan | 819 | 1,097 | 913 | 4.7% | 4.9% | 3.2% | -1.7% |
| Hino | 329 | 408 | 840 | 1.9% | 1.8% | 2.9% | 1.1% |
| Hyundai | 335 | 944 | 745 | 1.9% | 4.2% | 2.6% | -1.6% |
| Kia | 423 | 616 | 633 | 2.4% | 2.7% | 2.2% | -0.5% |
| Total | 12,570 | 17,581 | 21,351 | 71.5% | 78.3% | 74.4% | |

Key insights:

- **BYD** has become Singapore's **best-selling OEM** in H1 2025 with 4,934 registrations (**up from sixth place in 2023**) surpassing long-term market leader Toyota, driven by its **mass market EV lineup**
- EVs account for **over 40% of new passenger car registrations (9,822 units)** in Singapore in H1 2025, a 63% increase from H1 2024; EV incentives of up to S\$40,000 in tax breaks compared to petrol-hybrid cars with S\$5,000 in rebates
- BYD sales volume is **expected to continue growing**, driven by e.g. ride-sharing fleets like Grab announcing the expansion of its EV fleet by up to **50,000 BYD vehicles across SEA** for its rental car business
- Toyota and other OEMs (e.g. Hyundai, Kia, Nissan) have seen a **decline in market share** amid **intensifying competition** and the **entry of affordable Chinese EV brands** (e.g. GAC Aion and XPeng)
- Kia has now begun **local assembly** using Hyundai's assembly site, launching locally-assembled EV5 in H1 2025 exclusively for the Singapore market; two 100 kW variants fall under **Category A COE¹**, improving affordability and demand

Notes: 1) Category A COE refers to certificates for mass-market passenger cars – ICE up to 1,600cc and EVs with max power < 110kW

Source: Singapore Land Transport Authority, The Straits Times, Press Search, PwC Research and Analysis

ASEAN-6 Automotive Market Snapshot

PwC

Singapore continues to witness a surge in Chinese BEV brand entries, with an emphasis on SUV

1

Market entries



Jan 25 – Chinese EV OEM Skyworth (core business in appliance manufacturing) has officially launched its electric SUV in the SG market



Mar 25 – Chinese EV OEM Deepal (owned by Changan) has officially launched its mid-sized SUV, the S07, in the SG market



July 25 – Chinese EV OEM AVATR (owned by Changan) has officially launched its mid-sized coupe-SUV, the AVATR 11, in the SG market



H1 26 – Chinese luxury OEM Hongqi is expected to debut in Singapore in the first half of 2026 with its electric SUV, the E-HS9

2

Business Model Redesign



Kia Local Assembly in Singapore: Hyundai Motor Group Innovation Centre Singapore (HMGICS) began assembling Kia EV5 in 2025, marking the first Kia model produced locally; positioning Singapore not just as a sales hub but as a strategic EV production and innovation centre

3

Strategic Alliances



Partnership between WeRide and Ministry of Transport: WeRide, a China-based autonomous vehicle (AVs) specialist, has joined Singapore's AV steering committee to support a safe and progressive AV rollout



JV between LHN EVCO and Yinson GreenTech: JV formed to develop and operate public EV charging stations in Singapore and Malaysia, leveraging Yinson's chargEV network and LHN's local installation expertise



Partnership between U Power and UNEX EV B.V.: Partnership established to deploy battery-swapping infrastructure and sell swapping-compatible EVs in Singapore

Thank you for your interest!

Please feel free to contact us:



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