MGC-ASIA™

MILLENNIUM GROUP CORPORATION (ASIA) PUBLIC COMPANY LIMITED

MANAGEMENT DISCUSSION & ANALYSIS
Q2 / 2026

Management Discussion and Analysis for the Q2/26

Millennium Group Corporation (Asia) Public Company Limited

MGC-ASIA Achieves Consecutive Record High Profits
1H/26 Net Profit Reaches THB 675 Million (+521% YoY)
Revenue Growth Paired with Margin Expansion Driven by Optimized Product Mix, Supported by Growth Across Mobility, Aftermarket, and Ecosystem

Despite a Q2/26 Thai economic slowdown driven by elevated energy prices, Middle East tensions, and strict credit standards that contracted overall auto loans, EV and HEV financing continued to grow.

Against this backdrop, MGC-ASIA achieved strong overall growth across Mobility (driven by an improved product mix), Aftersales, and Ecosystem businesses. This synergy drove exponential profit growth and margin expansion. Supported by efficient cash flow management and reduced financing costs, 1H/26 Net Profit Margin expanded to 4.6% (up from 1.2% YoY).

Economic data sourced from the Bank of Thailand's Press Release on the Economic and Monetary Conditions for June and Q2/2026 and Credit Conditions Report for Q2/2026

Q2/26

3-month Performance

TOTAL REVENUE	GROSS PROFIT	EBITDA	NET PROFIT
8,680 MB	1,006 MB	849 MB	352 MB
+83% YoY	+120% YoY	+97% YoY	+554% YoY

ALPHA X

Wealth Lending business remains the key growth driver, maintaining Net Interest Margin (NIM) in line with targets through stable loan yields and lower funding costs following policy rate trends. Disciplined cost management and prudent resource allocation kept operating expenses within budget. Furthermore, proactive risk management and cautious portfolio monitoring resulted in manageable credit costs, enabling the Company to deliver net profit in line with its business plan—achieving a 688% YoY net profit growth in 1H/26 — and reinforcing its commitment to long-term goals

HOWDEN

For 1H/26, Howden Maxi Insurance Broker recorded revenue growth of 11% YoY. Despite macroeconomic headwinds and the geopolitical situation in the Middle East, motor insurance—along with specialty lines, reinsurance, and trade credit insurance—continued to grow, driven by key account renewals and new client acquisitions. Consequently, HOWDEN delivered net profit growth of 15% YoY.

Mobility Retail

Sales Volume : +112% to 7,432 units from 3,501 units (1H/25) driven by strong EV growth

Revenue : Q2/26 +116% to 7,234 MB, mainly from EV expansion and the full consolidation of Neo Mobility Asia (NEO), compared to recognizing only a 49.99% share of profit in 1H/25

Aftersales (Recurring Income)

Revenue : Q2/26 +2% to 945 MB This segment continues to serve as a resilient revenue stream amid weak economic conditions, delivering a high grossprofit margin of approximately 23%

Car Rental and Driver Services

Revenue : Q2/26 +11% to 462 MB maintaining steady top-line growth driven by fleet expansion. This continues to support the Group's overall ecosystem while sustaining a high gross profit margin of approximately 19%

Key Developments

- Consecutive Record High Profit : Q2/26 Net Profit reached THB 352 million (+554% YoY), marking the 4th consecutive quarter of record-breaking performance.
- 1H/26 Revenue & Margin Expansion : Total Revenue reached THB 14,760 million (+68%), Gross Profit +105%, EBITDA +93%, and Net Profit reached THB 675 million (+521% YoY).
- Clear Tangible Results from Ecosystem : Alpha X 1H/26 Net Profit surged +688% YoY, while Howden Maxi Insurance Broker revenue grew +11% YoY.
- Expanding Recurring Income via Aftermarket : Launched MMS Body & Paint (Ratchaphruek Branch) to expand body and paint capacity and leverage revenue from the existing ecosystem customer base.
- Strong Cash Flow & Shareholder Returns : Operating Cash Flow stood at THB 2,953 million, with an interim dividend declaration of THB 0.24 per share.
- New Products Driving 2H/26 Growth : Preparing to launch 3 new vehicle models—starting with the first model on 18 August 2026—to expand the product portfolio, customer base, and revenue from synergistic businesses.

Back Orders

as of 6 August 2026

BRAND	Units	BRAND	Units
XPENG	1,429	BMW MOTORRAD	25
ZEEKR	137	Harley-Davidson	13
SUMMIT	224	ROLLS-ROYCE	2
BMW	207	AZIMUT	1
MINI	103	TOTAL	2,141

Financial Ratios	Units	1H/25	1H/26
Return on Equity (ROE)	%	2.8	12.4
Interest-bearing debt (excluding credit payables of inventories for display and lease liabilities) to EBITDA (IBD/EBITDA)	(Times)	4.8	2.3

Financial Ratios	Units	FY25	Q2/26
Debt/ Equity (D/E)	(Times)	2.7	2.1

Financial Highlights

(ล้านบาท)	Q2/25	Q1/26	Q2/26	% YoY	% QoQ	1H/25	1H/26	% YoY
Total Revenue	4,745	6,080	8,680	83%	43%	8,810	14,760	68%
Gross Profit	457	878	1,006	120%	15%	920	1,883	105%
Net Profit	54	323	352	554%	9%	109	675	521%
Net Profit – Owners of the Parent	54	324	352	550%	9%	109	676	518%

SET Jump+ Progress	2026 Target	1H/26	% Target
Total Revenue (MB)	25,000	14,760	59%
Core Profit (MB)	900 – 1,000	675	68% - 75%

OUR NETWORK

NATIONWIDE OUTLETS

130+

branches nationwide

AFTERSALES & SERVICE INFRASTRUCTURE

44+

Service Center

Summary of financial performance for the three-month period ended 30 June 2026

Consolidated financial statement of comprehensive income	For the three-month period ended				Change increase / (decrease)	
	30 June 2025		30 June 2026			
	Million Baht	Per total revenue	Million Baht	Per total revenue	Million Baht	Percent
Revenue from sales and services	4,419.2	93.1	8,357.2	96.3	3,938.0	89.1
Revenue from providing cars and drivers for rental services	297.8	6.3	295.0	3.4	(2.8)	(0.9)
Total revenue	**4,745.0**	**100.0**	**8,680.2**	**100.0**	**3,935.2**	**82.9**
Cost of sales	3,814.7	80.4	7,166.6	82.6	3,351.9	87.9
Cost of rendering of services	213.7	4.5	231.8	2.7	18.1	8.5
Direct costs of rental and services from operating leases	232.0	4.9	248.2	2.9	16.2	7.0
Gross profit	**456.6**	**9.6**	**1,005.6**	**11.6**	**549.0**	**120.2**
Profit from operating activities	112.2	2.4	530.5	6.1	418.3	372.9
Profit for the period	**53.8**	**1.1**	**351.9**	**4.1**	**298.1**	**553.6**
Profit attributable to owners of the parent	54.2	1.1	352.3	4.1	298.1	549.5

Revenue structure

Business	Consolidated financial statement for the three-month period ended				Change increase / (decrease)	
	30 June 2025		30 June 2026			
	Million Baht	Per total revenue	Million Baht	Per total revenue	Million Baht	Percent
Mobility retail business	3,355.1	70.7	7,234.2	83.3	3,879.1	115.6
Aftersales and independent car maintenance service business[(1)]	924.1	19.5	945.2	10.9	21.1	2.3
Car rental and driver service business	415.6	8.8	461.8	5.3	46.1	11.1
Information and technology (IT) service and others[(2)]	22.2	0.5	11.0	0.1	(11.1)	(50.9)
Total revenue from sales and services	**4,717.0**	**99.4**	**8,652.3**	**99.7**	**3,935.3**	**83.4**
Other revenue[(3)]	28.0	0.6	27.9	0.3	(0.1)	(0.1)
Total revenue	**4,745.0**	**100.0**	**8,680.2**	**100.0**	**3,935.2**	**82.9**

Note:
(1) Aftersales and independent car maintenance service business includes sales of automotive parts, accessories, lifestyle products and others
(2) Other services include shared service
(3) Other revenue mainly consists of (1) Investment income which are interest earning (2) Profit from selling assets (3) Revenue from car reservation and security deposit forfeit (4) Revenue from early termination fines for car rental service (5) Rental and services income from the major shareholders' companies and (6) Other income such as profit (loss) from exchange rate, compensation, credit card fee and sold scrap

Revenue from sales and services

For the three-month period ended 30 June 2025 and 2026, the Group generated revenue from sales and services of Baht 4,717.0 million and **Baht 8,652.3 million** respectively. This signified an increase of Baht 3,935.2 million or 83.4 percent which mainly came from the increase in revenue of mobility retail business from sales of XPENG electric vehicles by XTH and ZEEKR electric vehicles by ZMP.

Nonetheless, the Group had an increasing revenue of car rental and driver service business which was in line with the ascending short-term and long-term car rental services of MCR and MDS.

Gross profit

For the three-month period ended 30 June 2025 and 2026, the Group had gross profit of Baht 456.6 million accounting for gross profit margin of 9.6 percent, and **Baht 1,005.6 million accounting for gross profit margin of 11.6 percent** respectively, which reflects an increase of Baht 549.0 million or 120.2 percent as mobility retail business achieved a higher gross profit margin from being the distributor of XPENG electric vehicles by XTH.

Net profit

For the three-month period ended 30 June 2025 and 2026, the Group had net profit of Baht 53.8 million accounting for net profit margin 1.1 percent, and **Baht 351.9 million accounting for net profit magin 4.1 percent** respectively. The increase of Baht 298.1 million or 553.6 percent in net profit was mainly due to (1) increase in profit from operating activities of Baht 418.3 million from the performance of mobility retail business and the higher gross profit margin, (2) increase in share of profit from Neo Mobility Asia (NEO) which was an indirect associate during April to June 2025 as the Group held 49.99% ownership, and became an indirect subsidiary during April to June 2026 following the acquisition of shares in NEO through MGC-Asia GreenTech in August 2025, resulting in 99.99% shareholding and consolidating 100% performance of the electric vehicle distribution group, (3) improved cash flow management within the Group resulting in lower interest expense paid to external parties.

Summary of financial performance for the six-month period ended 30 June 2026

Consolidated financial statement of comprehensive income	For the six-month period ended				Change increase / (decrease)	
	30 June 2025		30 June 2026			
	Million Baht	Per total revenue	Million Baht	Per total revenue	Million Baht	Percent
Revenue from sales and services	8,150.2	92.5	14,040.1	95.1	5,889.9	72.3
Revenue from providing cars and drivers for rental services	608.9	6.9	631.5	4.3	22.6	3.7
Total revenue	**8,810.4**	**100.0**	**14,760.4**	**100.0**	**5,949.9**	**67.5**
Cost of sales	6,965.5	79.1	11,853.1	80.3	4,887.6	70.2
Cost of rendering of services	411.5	4.7	440.5	3.0	29.0	7.1
Direct costs of rental and services from operating leases	462.0	5.2	494.6	3.4	32.6	7.1
Gross profit	**920.1**	**10.4**	**1,883.4**	**12.8**	**963.3**	**104.7**
Profit from operating activities	224.2	2.5	1,010.1	6.8	785.9	350.5
Profit for the period	**108.7**	**1.2**	**675.0**	**4.6**	**566.3**	**520.8**
Profit attributable to owners of the parent	109.4	1.2	676.0	4.6	566.5	517.7

Revenue structure

Business	Consolidated financial statement for the six-month period ended				Change increase / (decrease)	
	30 June 2025		30 June 2026			
	Million Baht	Per total revenue	Million Baht	Per total revenue	Million Baht	Percent
Mobility retail business	6,005.4	68.2	11,825.8	80.1	5,820.4	96.9
Aftersales and independent car maintenance service business[1]	1,876.3	21.3	1,875.7	12.7	(0.6)	(0.1)
Car rental and driver service business	841.8	9.6	950.4	6.4	108.7	12.9
Information and technology (IT) service and others[2]	35.6	0.4	19.4	0.1	(16.2)	(45.5)
Total revenue from sales and services	**8,759.1**	**99.4**	**14,671.6**	**99.4**	**5,912.5**	**67.5**
Other revenue[3]	51.3	0.6	88.8	0.6	37.4	72.9
Total revenue	**8,810.4**	**100.0**	**14,760.4**	**100.0**	**5,949.9**	**67.5**

Note: (1) Aftersales and independent car maintenance service business includes sales of automotive parts, accessories, lifestyle products and others

(2) Other services include shared service

(3) Other revenue mainly consists of (1) Investment income which are interest earning (2) Profit from selling assets (3) Revenue from car reservation and security deposit forfeit (4) Revenue from early termination fines for car rental service (5) Rental and services income from the major shareholders' companies and (6) Other income such as profit (loss) from exchange rate, compensation, credit card fee and sold scrap

Revenue from sales and services

For the six-month period ended 30 June 2025 and 2026, the Group generated revenue from sales and services of Baht 8,759.1 million and **Baht 14,671.6 million** respectively. This signified an increase of Baht 5,912.5 million or 67.5 percent which mainly came from the increase in revenue of mobility retail business from sales of XPENG electric vehicles by XTH and ZEEKR electric vehicles by ZMP.

Nonetheless, the Group had an increasing revenue of car rental and driver service business which was in line with the ascending short-term and long-term car rental services of MCR and MDS.

Gross profit

For the six-month period ended 30 June 2025 and 2026, the Group had gross profit of Baht 920.1 million accounting for gross profit margin of 10.4 percent, and **Baht 1,883.4 million accounting for gross profit margin of 12.8 percent** respectively, which reflects an increase of Baht 963.3 million or 104.7 percent as mobility retail business achieved a higher gross profit margin from being the distributor of XPENG electric vehicles by XTH.

Net profit

For the six-month period ended 30 June 2025 and 2026, the Group had net profit of Baht 108.7 million accounting for net profit margin 1.2 percent, and **Baht 675.0 million accounting for net profit magin 4.6 percent** respectively. The increase of Baht 566.3 million or 520.8 percent in net profit was mainly due to (1) increase in profit from operating activities of Baht 785.9 million from the performance of mobility retail business and the higher gross profit margin, (2) increase in share of profit from Neo Mobility Asia (NEO) which was an indirect associate during January to June 2025 as the Group held 49.99% ownership, and became an indirect subsidiary during January to June 2026 following the acquisition of shares in NEO through MGC-Asia GreenTech in August 2025, resulting in 99.99% shareholding and consolidating 100% performance of the electric vehicle distribution group, (3) improved cash flow management within the Group resulting in lower interest expense paid to external parties.

Summary of financial position as at 30 June 2026

Consolidated financial position	31 December 2025		30 June 2026		Change increase / (decrease)	
	Million Baht	Per total assets	Million Baht	Per total assets	Million Baht	Percent
Assets	19,038.5	100.0	17,905.8	100.0	(1,132.7)	(5.9)
Liabilities	13,883.5	72.9	12,198.3	68.1	(1,685.2)	(12.1)
Equity	5,155.0	27.1	5,707.5	31.9	552.5	10.7

Assets

As of 31 December 2025 and 30 June 2026, the Group had total assets of Baht 19,038.5 million and **Baht 17,905.8 million** respectively, deceased by Baht 1,132.7 million or 5.9 percent. The change was mainly from (1) a decrease in inventories and inventories for display, resulting from the higher volume of deliveries during the period together with more efficient inventory management, and (2) a decrease in trade and other receivables, driven by more effective debt monitoring and collection, as reflected in the improved trade receivables turnover ratio, net with (3) an increase in cash and cash equivalents, resulting from the cash management mentioned above.

Liabilities

As of 31 December 2025 and 30 June 2026, the Group had total liabilities of Baht 13,883.5 million and **Baht 12,198.3 million** respectively, decreased by Baht 1,685.2 million or 12.1 percent. The change was primarily due to (1) a decrease in trade and other payables of MAG, SHA and GW in line with the decrease in inventories, net with (2) an increase in trade payables of XTH from purchase orders placed in preparation for electric vehicle sales in the next quarter.

Equity

As of 31 December 2025 and 30 June 2026, the Group had total shareholders' equity of Baht 5,155.0 million and **Baht 5,707.5 million** respectively, increased by Baht 552.5 million or 10.7 percent, which was in line with the performance of the six-month period ended 30 June 2026, net with dividend payments of Baht 122.5 million paid to the Company's shareholders in March 2026.

Summary of Cash Flows Statements for 6-month period of 2026

Items	30 June 2025	30 June 2026
	Million Baht	Million Baht
Net cash from operating activities	1,247.7	2,953.5
Net cash used in investing activities	(16.0)	(115.9)
Net cash used in financing activities	(1,743.0)	(2,698.7)
Net increase (decrease) in cash and cash equivalents	**(511.3)**	**138.9**
Cash and cash equivalents beginning of the period (1 Jan)	1,305.3	1,734.8
Cash and cash equivalents at end of the period (30 Jun)	**794.0**	**1,873.8**

Net cash from operating activities was Baht 2,953.5 million, higher than the same period of the prior year due to increased profits driven by business expansion.

Net cash used in investing activities was Baht 115.9 million, primarily for asset acquisitions to support business expansion and normal operations.

Net cash used in financing activities was Baht 2,698.7 million, mainly consisting of loan repayments to financial institutions and interest expenses, net of cash proceeds from borrowings, as well as interim dividend payments for the operating period from 1 January to 30 June 2026.

Financial ratios

Financial ratios	Unit	Consolidated financial statement for the six-month period ended	
		30 June 2025	30 June 2026
Liquidity ratio			
Liquidity ratio	times	0.8	1.0
Cash cycle	days	25.5	21.0
Profitability ratio			
Gross profit margin[1]	percent	10.5	12.8
Earning per share (EPS)[2]	Baht/share	0.1	0.61
Net profit margin	percent	1.2	4.6
Efficiency ratio			
Return on equity[3]	percent	2.8	12.4
Return on asset[4]	percent	0.7	3.7

Financial ratios	Unit	Consolidated financial statement as at	
		31 December 2025	30 June 2026
Financial policy ratio			
Debt to equity ratio (D/E)	times	2.7	2.1
Interest bearing debt to equity ratio (IBD/E)[5]	times	1.8	1.5
Interest bearing debt (excluding credit payables of inventories for display and lease liabilities) to equity ratio	times	0.8	0.6

Note: [1] Gross profit is calculated from the total revenue from sales and services of 4 business groups, namely (1) Mobility retail business (2) Aftersales and independent car maintenance service business (3) Car rental and driver service business (4) Information Technology (IT) and other services business, deduct the cost of sales, cost of rendering of services and direct costs of rental and services from operating leases.

[2] Calculated from profit (loss) attributable to owners of the parent divided by the number of ordinary shares under the weighted average method.

[3] Calculated from net profit (loss) for the period divided by the average of shareholders' equity

[4] Calculated from net profit (loss) divided by the average of total assets

[5] Calculated from Interest Bearing Debt divided to shareholders' equity. The Interest-Bearing Debt is an interested loan in the Group's consolidated financial statement, as of 30 June 2026, including 6 items, namely (1) bank overdrafts and short-term loan from financial institutions (2) credit payables of inventories for display (3) short-term loans from related parties (4) short-term loans from others (5) long-term loans from financial institutions and (6) lease liabilities.

Liquidity ratio

For the six-month period ended 30 June 2025 and 2026, the Group's liquidity ratio increased from 0.8 times to **1.0 times**, mainly due to the current assets increasing at a higher proportion than the increase in current liabilities. The increase in current assets as of 30 June 2026 was mainly from cash and cash equivalents, trade and other receivables, and inventories, while the increase in current liabilities as of 30 June 2026 was mainly from trade and other payables.

Cash cycle

For the six-month period ended 30 June 2025 and 2026, the Group's cash cycle decreased from 25.5 days to **21.0 days**, primarily due to the decrease in average inventory period from 64.7 days to **54.9 days**, net with the increase in average collection period from 13.7 days to **15.4 days** and the decrease in average payment period from 52.9 days to **49.3 days**.

Return on equity

For the six-month period ended 30 June 2025 and 2026, return on equity increased from 2.8 percent to **12.4 percent**, primarily due to the increase in net profit for the six-month period ended 30 June 2026 compared to the year 2025 at a higher proportion than the increase in the average shareholders' equity (average of total shareholders' equity as at 31 December 2025 and 30 June 2026).

Return on assets

For the six-month period ended 30 June 2025 and 2026, return on assets increased from 0.7 percent to **3.7 percent**, primarily due to the increase in net profit for the six-month period ended 30 June 2026 compared to the year 2025 at a higher proportion than the increase in the average total assets in 2026 (average of total assets as at 31 December 2025 and 30 June 2026) compared to average total assets in 2025 (average of total assets as at 31 December 2024 and 30 June 2025).

Debt to equity ratio, interest-bearing debt to equity ratio, and interest-bearing debt (excluding credit payables of inventories for display and lease liabilities) to equity ratio

For the year ended 31 December 2025 and the six-month period ended 30 June 2026, debt-to-equity ratio decreased from 2.7 times to **2.1 times**, interest-bearing debt to equity ratio decreased from 1.8 times to **1.5 times**, and interest-bearing debt (excluding credit payables of inventories for display and lease liabilities) to equity ratio decreased from 0.8 times to **0.6 times**, due to the increase in shareholders' equity from the reasons mentioned above, together with the decrease in total liabilities and interest-bearing debt. The decrease in total liabilities was mainly from the decrease in trade and other payables, credit payables of inventories for display and short-term loans from other parties.

Strategies, Targets, and Outlook for 2026

As presented in the Stock Exchange of Thailand's Listed Company Value Creation Project (JUMP+), the Company has outlined a strategic plan focused on driving sustainable growth alongside enhancing operational efficiency and financial stability through two key strategic pillars:

1) **Efficiency Strategy:** Implementing the Oracle NetSuite ERP system to streamline business processes, elevate employee productivity, and optimize inventory and cash flow management.
2) **Growth Strategy:** Expanding Mobilife, the Group's loyalty platform, to connect customers across all touchpoints within the MGC-ASIA Mobility Ecosystem. The initiative aims to enlarge the active member base while leveraging data analytics and AI personalization to deliver a seamless customer journey.

All strategies will be executed under financial discipline, efficient capital management, and data-driven decision-making to generate sustainable long-term value for shareholders, customers, and all stakeholders. Under this framework, the Company has established corporate financial targets as follows:

	Units	2026 Targets
Total Revenue	Million Baht	25,000
Core Profit	Million Baht	900 – 1,000

The Company plans to expand its dealership network, service centers, and ecosystem coverage, alongside investing in new synergistic businesses that leverage its existing ecosystem capabilities and customer base. Concurrently, the Group will continue to deepen collaborations with global partners to unlock long-term growth opportunities and reinforce future business resilience under prudent investment policies, financial discipline, and a commitment to delivering consistent shareholder returns.

For the second half of 2026 (2H/26), the Company is preparing to launch 3 new vehicle models, with the first model scheduled for an official debut on 18 August 2026. These additions will enrich the product portfolio, expand the customer base, and drive sales volume. Additionally, these new products will support product mix optimization and generate cross-selling revenue opportunities across synergistic businesses—including financing, insurance, and aftermarket services—thereby driving sustainable top- and bottom-line growth in upcoming periods.

Furthermore, the Company remains focused on efficient inventory management by using backorder data to align vehicle imports directly with real market demand. This data-driven approach optimizes inventory levels, minimizes holding and funding costs, enhances working capital efficiency, and supports sales expansion while safeguarding profit margins.

Key Factors That May Impact Future Operating Performance

The Company's future operating performance may be impacted by key external factors outlined below. However, the Company closely monitors and mitigates these risks through a flexible business structure designed to diversify risk across multiple dimensions:

- **Macroeconomic Conditions:** Domestic economic conditions, GDP growth rates, and consumer purchasing power are fundamental factors affecting vehicle demand and affordability. An economic slowdown may impact purchasing decisions among mid-to-lower-tier consumers more than those in the Premium or Luxury segments. Conversely, an economic recovery or expansion would generally support consumer purchasing power and vehicle demand overall. The Group's diversified brand portfolio, covering multiple customer segments, helps hedge against purchasing power fluctuations across different consumer groups.
- **Financial and Credit Conditions:** Interest rate trends, monetary policies, and strict credit underwriting standards by financial institutions directly influence purchasing decisions for credit-reliant vehicle buyers. Nevertheless, generating revenue from complementary products and services within the Group's Ecosystem—such as aftersales services and car rentals—reduces overall revenue sensitivity to credit market fluctuations in the new vehicle market alone.
- **Transition to Electric Vehicles (EVs):** Evolving consumer preferences during the transition from internal combustion engine (ICE) vehicles to electric vehicles, further propelled by energy cost savings, may shift demand patterns across product categories. However, offering both ICE vehicles and EVs in its portfolio enables the Company to capture consumer demand regardless of whether the EV adoption pace accelerates or decelerates relative to expectations.
- **Industry Competition:** Price competition in the automotive industry, particularly from new entrants in the EV market, may exert pressure on overall industry profitability. The Company's focus on disciplined cost management and generating revenue from high-margin, stable recurring income streams—such as aftersales services—enhances profitability resilience better than relying solely on single-business revenues.
- **Regulatory Changes:** Changes in government regulations, tax policies, or trade measures affecting the automotive industry may impact the Company's cost structure and operations. The Company's diversified brand and product portfolio, spanning both internal combustion and electric vehicles, sourced through both imported and domestically-manufactured channels, helps mitigate the impact should regulatory changes affect a specific product category.

Sustainability Performance

The Company has received multiple sustainability certifications and recognitions from external organizations, reflecting its commitment to conducting business under good corporate governance principles alongside taking all stakeholder groups into account:

- **Achieved an "Excellent" (5-star) rating in the 2025 Corporate Governance Report (CGR) of Thai Listed Companies,** ranking in the Top Quartile among listed companies with a market capitalization between THB 10,001–30,000 million. The assessment was organized by the Thai Institute of Directors (IOD) with support from the Stock Exchange of Thailand.
- **Achieved an "Excellent" (5-coin) rating with a perfect score of 100 points in the 2026 Annual General Meeting of Shareholders (AGM Checklist) Assessment,** conducted by the Thai Investors Association in collaboration with the Federation of Thai Capital Market Organizations. The Company ranked among the 355 listed companies to achieve this top tier, highlighting its commitment to comprehensive and transparent disclosure to shareholders.
- **Received an "A" rating in the 2025 SET ESG Ratings from the Stock Exchange of Thailand** for the first year under the Industrials industry group. The Company was among 265 listed companies recognized by the SET, reflecting business standards that comprehensively cover Environmental, Social, and Governance (ESG) dimensions.
- **Certified as a member of Thailand's Private Sector Collective Action Against Corruption (CAC),** reinforcing its dedication to doing business with high integrity based on good corporate governance and active participation in preventing and opposing all forms of corruption.
- **Millennium Auto Group Co., Ltd. was awarded the SUSTAINABLE AWARDS 2025 in the category of "Outstanding Contribution to CO2 Reduction" by BMW Group Thailand.** This recognition highlights the Company's leadership in carbon reduction through concrete environmental initiatives.