

## **APPENDIX**

### **Appendix A A Questionnaire for Automakers**

#### **Confidential**

Sample No: \_\_\_\_\_

#### **A SURVEY OF BUYER-SUPPLIER NETWORKS From Malaysian Automakers' Perspectives**

**Dear Sir/Madam,**

This survey is conducted to examine a buyer-supplier network in the Malaysian automobile industry in which the data collected will be used entirely for my PhD thesis.

Your readiness to complete this questionnaire is highly appreciated because your response would provide useful information for: (i) theoretical discussion, (ii) strategic recommendations which may be made to both automakers and suppliers and the government for enhancing competitiveness of the industry, and (iii) better understanding about the industry among researchers and the general public.

**Rest assured that all information provided will be treated with confidentiality and used for the purpose of the study only. *Company names and persons interviewed will not be exposed in any writing.* In case, prior permission from the person interviewed will be sought out before his name/company would appear in writings.**

I really appreciate your willingness to cooperate in this study.

Thank you.

Yours faithfully,

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***Please complete all the questions***

***(This booklet contains 9 printed pages).***

## A. COMPANY PROFILE

1. Name of Person Interviewed: \_\_\_\_\_; Position \_\_\_\_\_

2. Name of Company: \_\_\_\_\_

Address/Plants Location: \_\_\_\_\_

3. Do you like your name and your company's name are exposed in any writing?

☐ Yes ☐ No

4. Number of year(s) in operation: \_\_\_\_\_ year(s), since 19 \_\_\_\_\_

5. Legal status of your company?

☐ Private Limited Company ☐ Public Listed Company

☐ Other (specify): \_\_\_\_\_

6. Indicate the equity structure of your company (in **percentage**).

| <u>Equity Structure</u> | <u>Percentage</u> |
|-------------------------|-------------------|
| Bumiputera              | _____             |
| Non-Bumiputera          | _____             |
| Foreign                 | _____             |
| Government (specify)    | _____             |
| Total                   | <u>100%</u>       |

## B. COMPANY'S ACTIVITIES

1. Indicate types of automobiles produced by your company (can **tick** more than one).

☐ Passenger Cars ☐ Commercial Vehicles

2. Indicate core activities of your company in auto industry (can **tick** more than one).

☐ Final assembly

☐ Sub-assembly of individual parts or components

☐ Individual auto parts manufacturing

☐ Processing (specify): \_\_\_\_\_

☐ Other (specify): \_\_\_\_\_

3. Does your company have own plant(s) to perform the following activities.

|                                         | <i>Yes</i>               | <i>No</i>                |
|-----------------------------------------|--------------------------|--------------------------|
| Final Assembly                          | <input type="checkbox"/> | <input type="checkbox"/> |
| Sub-assembly of parts/components/system | <input type="checkbox"/> | <input type="checkbox"/> |
| Individual auto parts                   | <input type="checkbox"/> | <input type="checkbox"/> |

4. Indicate number of plant(s) that your company has to perform auto assembly.

\_\_\_\_\_ plant(s) in \_\_\_\_\_ (e.g. in Shah Alam, Selangor)  
 \_\_\_\_\_ plant(s) in \_\_\_\_\_

5. Indicate number of production lines for each plant (as in Q. 4).

\_\_\_\_\_ line(s) for the first plant(s)  
 \_\_\_\_\_ line(s) for the second plant(s)

### C. AUTO-PARTS PRODUCTION AND SOURCING

1. Indicate principal methods that your company uses to classify auto parts for out-sourcing (can *tick* more than one).

- [ ☐ ] By material compositions (e.g. rubber, metal, electrical etc)  
 [ ☐ ] By particular type of parts (e.g. body, engine, chassis etc).

2. Indicate the **percentages** of auto parts sourcing to your company's total manufacturing costs of parts for each type of automobiles.

|                                     | <i>Passenger</i>   | <i>Commercial</i>  |
|-------------------------------------|--------------------|--------------------|
| In-house sourcing (making in-house) | _____ %            | _____ %            |
| Local Outsourcing                   | _____ %            | _____ %            |
| Import                              | _____ %            | _____ %            |
| <b>Total</b>                        | <b><u>100%</u></b> | <b><u>100%</u></b> |

3. Indicate the **percentage value** of local outsourcing and import to total purchases of parts/components of your company for each parts category.

#### *For passenger vehicles*

|                                 | <i>Local Vendors</i> | <i>Import</i> | <i>Total</i>       |
|---------------------------------|----------------------|---------------|--------------------|
| Body                            | _____ %              | _____ %       | <b><u>100%</u></b> |
| Engine & Emission               | _____ %              | _____ %       | <b><u>100%</u></b> |
| Chassis & Brake                 | _____ %              | _____ %       | <b><u>100%</u></b> |
| Transmission, Steering & Clutch | _____ %              | _____ %       | <b><u>100%</u></b> |
| Electrical & Electronics        | _____ %              | _____ %       | <b><u>100%</u></b> |
| Standard Parts                  | _____ %              | _____ %       | <b><u>100%</u></b> |

[see the appendix if not sure about the classification]

#### *For commercial vehicles*

|                                 | <i>Local Vendors</i> | <i>Import</i> | <i>Total</i>       |
|---------------------------------|----------------------|---------------|--------------------|
| Body                            | _____ %              | _____ %       | <b><u>100%</u></b> |
| Engine & Emission               | _____ %              | _____ %       | <b><u>100%</u></b> |
| Chassis & Brake                 | _____ %              | _____ %       | <b><u>100%</u></b> |
| Transmission, Steering & Clutch | _____ %              | _____ %       | <b><u>100%</u></b> |
| Electrical & Electronics        | _____ %              | _____ %       | <b><u>100%</u></b> |
| Standard Parts                  | _____ %              | _____ %       | <b><u>100%</u></b> |

4. If your company also **makes auto parts in-house**, what parts items are manufactured? Please list in the following vehicles category. (You can provide a separate list).

**Passenger:** \_\_\_\_\_

**Commercial:** \_\_\_\_\_

5. If your company also does auto **sub-assembly** in-house, what component(s) does it sub-assemble? (can ***tick*** more than one).

|                                 | <i>Passenger</i> | <i>Commercial</i> |
|---------------------------------|------------------|-------------------|
| Body                            | [ ]              | [ ]               |
| Engine & Emission               | [ ]              | [ ]               |
| Chassis & Brake                 | [ ]              | [ ]               |
| Transmission, Steering & Clutch | [ ]              | [ ]               |
| Electrical & Electronics        | [ ]              | [ ]               |
| Standard Parts                  | [ ]              | [ ]               |

6. Indicate the reasons for your company to manufacture/do sub-assembly certain parts or components in-house.

[ ] Specialised parts [ ] Cheaper to produce in-house  
 [ ] No vendors to produce the parts [ ] Other reason (specify): \_\_\_\_\_

7. Indicate membership status of your vendors and its **percentage**.  
 (Definition: (1) *Affiliated Firms* when your company has at least 20% shareholdings in the company; (2) *Independent Firms* when your company has no shares or less than 20% shareholdings in the company)

|                   | <u>Percentage</u>  |
|-------------------|--------------------|
| Affiliated firms  | _____ %            |
| Independent firms | _____ %            |
| <b>Total</b>      | <b><u>100%</u></b> |

8. Indicate the reasons for your company to outsource auto parts from the vendors.

[ ] Specialist technology [ ] Buffer against fluctuation [ ] Risk Dispersion  
 [ ] Wage differential [ ] Cheaper cost control [ ] Trust/Culture  
 [ ] Division of labour [ ] Experience and skills [ ] Government role  
 [ ] Work specialization [ ] Other reason(s) \_\_\_\_\_

9. Indicate the criteria for your company to select vendors (can ***tick*** more than one).

[ ] Open tender (formal bidding process based on final unit price)  
 [ ] Cost estimates to produce parts from vendors (target price capability)  
 [ ] Strong recommendation by the government (ministry etc)  
 [ ] Experience and skills of vendors  
 [ ] Manufacturing capacities and facilities of vendors  
 [ ] Technological capabilities of vendors  
 [ ] Trust (based on track records)  
 [ ] Other criteria (specify): \_\_\_\_\_

10. Indicate whether the purchasing department of your company divides parts into the following categories to enable your company identifying what parts need to be made in-house or to outsource from vendors (can **tick** more than one).

- ☐ General purchasing/components (can buy from any vendor)  
☐ Special purchasing (can buy from certain vendors)  
☐ Specialty factory purchasing (can buy from special vendors only)

11. Indicate the roles of the purchasing department of your company (can **tick** more than one).

- ☐ To purchase materials/components  
☐ To monitor, assess and select vendors from time to time  
☐ To control number of vendors in operation  
☐ To inspect incoming parts  
☐ Other (specify) \_\_\_\_\_

#### D. NETWORK ORGANISATION AND GOVERNING MECHANISM

1. Does your company adopt a multi-tier system in the buyer-supplier networks?

*[Definition: a multi-tier system refers to a production system in which an automaker is on the top of the structure and followed by first-tier vendors producing functional parts and performing sub-assemblies of components, and 2<sup>nd</sup> or lower-tier vendors producing less and less important parts (general or standard parts)].*

- ☐ Yes ☐ No

2. Indicate whether your company has, provides or dispatches the following items to/in any vendor's company (can **tick** more than one).

- ☐ Equity/Shares ☐ Directorship/Management ☐ Technician/Engineer  
☐ Loans ☐ R&D facilities ☐ Consultants/Advisors  
☐ Information ☐ Other (specify): \_\_\_\_\_

3. Indicate the chances of the existing vendors to be selected again in the next auto model of your company.

- ☐ Very High ☐ High ☐ Quite High ☐ Low ☐ Very Low

4. Indicate your company (as a buyer)-vendors communication in the following items that are related to auto parts (can **tick** more than one).

|                      | <i>Unilateral</i><br>(Buyer to Vendors) | <i>Unilateral</i><br>(Vendors to Buyer) | <i>Bilateral</i><br>(Mutual) |
|----------------------|-----------------------------------------|-----------------------------------------|------------------------------|
| Price                | <input type="checkbox"/>                | <input type="checkbox"/>                | <input type="checkbox"/>     |
| Quality              | <input type="checkbox"/>                | <input type="checkbox"/>                | <input type="checkbox"/>     |
| Quantity             | <input type="checkbox"/>                | <input type="checkbox"/>                | <input type="checkbox"/>     |
| Delivery             | <input type="checkbox"/>                | <input type="checkbox"/>                | <input type="checkbox"/>     |
| Design/Specification | <input type="checkbox"/>                | <input type="checkbox"/>                | <input type="checkbox"/>     |

|                       |         |         |         |
|-----------------------|---------|---------|---------|
| Manufacturing Process | [     ] | [     ] | [     ] |
| Materials Composition | [     ] | [     ] | [     ] |
| Other (what) _____    |         |         |         |

5. Indicate whether your company adopts/practises/applies any of the following standardisation and quality systems in coordinating the production system.

- [ ] Written contracts (legal contracts with vendors)
- [ ] ISO/MS 9000
- [ ] Total Quality Management (TQM)
- [ ] Total Quality Control
- [ ] Bonus-Penalty System for Delivery
- [ ] Payment schedule to vendors
- [ ] Regular visits to vendor plants
- [ ] Consultations in managerial skills
- [ ] Regular meetings (6 monthly/yearly/more often)
- [ ] Regular information sharing
- [ ] Specific grading system for vendors
- [ ] Just-in-Time Delivery (JIT)
- [ ] Statistical Process/Production Control (SPC)
- [ ] Other (specify): \_\_\_\_\_

6. Indicate the items agreeable in a legal contract with vendors (can *tick* more than one).

|                                 |                                        |             |                   |
|---------------------------------|----------------------------------------|-------------|-------------------|
| [ ] Price                       | [ ] Quantity                           | [ ] Quality | [ ] Delivery Time |
| [ ] Bonus for on-time delivery  | [ ] Penalty for late delivery          |             |                   |
| [ ] Penalty for product defects | [ ] Vendors obligation to your company |             |                   |
| [ ] Networks among vendors      | [ ] Other (specify) _____              |             |                   |

7. Indicate whether vendors are involved in the following product development stages of new auto model (can *tick* more than one).

- [ ] Study of new automobile concepts
- [ ] Developing basic auto concepts
- [ ] Determining detailed design/specification
- [ ] Preparing first blueprints
- [ ] Completion of first trial automobiles
- [ ] Pilot Production
- [ ] Testing
- [ ] Other (specify) \_\_\_\_\_

8. Indicate whether your company has a grading system to grade vendors in any of the following items (can *tick* more than one).

[ ] Price [ ] Product Quality [ ] Engineering/System [ ] Precision  
[ ] Delivery Time [ ] Other (specify) \_\_\_\_\_

9. Indicate how your company quantifies orders for auto parts/components (can *tick* more than one).

|                              | <i>1 Monthly</i> | <i>3 Monthly</i> | <i>6 Monthly</i> | <i>Yearly</i> | <i>Other</i> _____ |
|------------------------------|------------------|------------------|------------------|---------------|--------------------|
| Functional/specialised parts | [   ]            | [   ]            | [   ]            | [   ]         | [   ]              |
| General/standard parts       | [   ]            | [   ]            | [   ]            | [   ]         | [   ]              |

10. Indicate delivery frequencies of the following parts/components (can *tick* more than one).

|                                 | <i>Yearly</i> | <i>Monthly</i> | <i>Weekly</i> | <i>Daily</i> | <i>Hourly</i> |
|---------------------------------|---------------|----------------|---------------|--------------|---------------|
| Body                            | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |
| Engine & Emission               | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |
| Chassis & Brake                 | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |
| Transmission, Steering & Clutch | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |
| Electrical & Electronics        | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |
| Standard Parts                  | [   ]         | [   ]          | [   ]         | [   ]        | [   ]         |

11. Does your company allow the vendors to adjust their prices of parts/components in the future bids due to unavoidable factors? (can *tick* more than one).

|                              | <i>Yes</i> | <i>No</i> |
|------------------------------|------------|-----------|
| Functional/specialised parts | [   ]      | [   ]     |
| General/standard parts       | [   ]      | [   ]     |

12. If such price adjustments are allowable, indicate the types of price or cost items which are allowed to be adjusted (can *tick* more than one).

|                                                           |                             |                                                 |
|-----------------------------------------------------------|-----------------------------|-------------------------------------------------|
| [   ] Materials                                           | [   ] Tooling costs         | [   ] Gross margin (overhead + a profit margin) |
| [   ] Direct manufacturing costs (e.g. energy, labour)    | [   ] Other (specify) _____ |                                                 |
| [   ] Costs of purchased parts/systems from other vendors |                             |                                                 |

13. If there is any default in parts supplied by vendors, indicate whether your company provides any room for them to rectify the mistakes.

|                         | <i>Yes</i> | <i>No</i> |
|-------------------------|------------|-----------|
| Quantity (as scheduled) | [   ]      | [   ]     |
| Quality (as specified)  | [   ]      | [   ]     |
| Delivery (as scheduled) | [   ]      | [   ]     |

14. From Q.13 above, if yes, what does your company do to them? (can *tick* more than one).

|                                                      |  |
|------------------------------------------------------|--|
| [   ] Giving the vendors an adjustment period        |  |
| [   ] Sending technical expertise to vendors' plants |  |
| [   ] Providing advisory/consultancy services        |  |
| [   ] Other (specify) _____                          |  |

15. From Q.13 above, if no, what does your company do to them? (can *tick* more than one).

|                                                                                     |  |
|-------------------------------------------------------------------------------------|--|
| [   ] Squeezing them out                                                            |  |
| [   ] Giving another opportunities to be lower-tier vendors to supply general parts |  |
| [   ] Other (specify) _____                                                         |  |

16. In your opinion, how strong are the following factors in governing or maintaining network relations between your company and vendors? *Please circle one scale for each factor.*

**5. Very Strong   4. Strong   3. Weak   2. Very Weak   1. No Influence At All**

|                                         |         |         |         |         |   |
|-----------------------------------------|---------|---------|---------|---------|---|
| Contract (legal)                        | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |
| Price & Quality Assurance               | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |
| Institution e.g trade association       | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |
| Government role (Power)                 | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |
| Trust (based on vendor's track records) | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |
| Culture (social norms, obligation etc)  | 5 ----- | 4 ----- | 3 ----- | 2 ----- | 1 |

**Thank you once again for being cooperative in this survey.**

## *Appendix: Sample of Auto Parts Classification*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b><u>Body Parts</u></b></p> <p>Autobon canister, body sheet metal, body lamps, bumpers, chassis frames, door handles, exterior ornamentation, glass, grill, hinges (door, hood, deck lid), interior ornamentation, mirrors (inside, outside), radiator, thermostat, water pump, wheaterstrips, fuel pump, fuel tank, gas cap, oil screens, rod and guide, oil gauge</p> <p><b><u>Chassis and Brake Parts</u></b></p> <p>Brake system assembly, brake dics, brake hoses, brake pipes, parking brake, chassis springs (oil, leaf), disc caliper and rotor, drum, muffler, rear axle, shock absorbers, suspension (front, rear), wire assembly</p> | <p><b><u>Engine and Emission Parts</u></b></p> <p>Air cleaner, camshaft, carburetor, crankshaft, cyclinder block, cylinder head, cyclinder liner, distributor, engine valves, fan, fuel injector, fuel pump, gasket, ignition coil, manifold (intake and exhaust), oil cooler, oil filter, piston, piston pin, piston ring, radiator, valves (intake, exhaust), air pump, carbon cannister, catalytic converter, substrate and coating, PCV, EGR valves, A/C assembly, evaporator, expansion valve, vacuum motors, blower wheels, blower motors, heater assembly, heater core, compressor, A/C components, condensor, dehydrator/receiver, hose assemblies</p> <p><b><u>Transmission, Steering &amp; Clutch Parts</u></b></p> <p>Transmission (auto and manual assembly, cases), clutch (assembly, cover), steering column, steering wheel, steering assembly, steering gear (manual, power), steering linkage, power steering pump,</p> | <p><b><u>Electrical/Electronics Parts</u></b></p> <p>Starter, sealed beam bulbs, body lumps, lamp bulbs, spark plugs, speedometer, cable assembly, meters, wiper unit, switches, alternator, regulator, battery, battery cables, wiring harness, speed control system, horn, clock, radio, tape player, speakers, antenna</p> <p><b><u>Standard Parts</u></b></p> <p>Tyres, rims, wheels, fasteners, autopeting &amp; floor mats, seat belt buckles, bolts, nuts, screws, springs, cables, wires (non-electrical)</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Appendix B  
A Questionnaire for Vendors/Sub-contractors

**Confidential**

Sample No: \_\_\_\_\_

**A SURVEY OF A SUPPLIER-BUYER NETWORK  
A Case of the Malaysian Automobile Industry**

**Dear Sir/Madam,**

This survey is conducted to examine a supplier-buyer network (sub-contracting arrangement) in the Malaysian automobile industry. The data collected will be used entirely for my PhD thesis to study the patterns and characteristics of network relations in the industry. Such a study is also crucial for participating firms, industrialists, policy makers and researchers to have a better understanding of the network patterns and obligation of each party in the buyer-supplier networks. Hence, a package of measures could be designed by entrepreneurial firms and the government to furnish the industry more competitive in the global market, particularly with the conclusion of GATT in 1994.

Your readiness to complete this questionnaire is highly appreciated because you will provide useful information for i) theoretical discussions ii) strategic recommendations which may be made to both auto-makers/assemblers and suppliers and the government for enhancing competitiveness of the industry and for iii) better understanding about the industry among the researchers and the general public.

**Rest assured that all information provided will be treated with confidentiality and used for the purpose of the study only (for analytical purposes). Company name(s) and person(s) interviewed will not be exposed in any writing. In case, prior permission from the person(s) interviewed will be sought out before his name/company would appear in any writing.**

I really appreciate your willingness to cooperate in this study. Thank you.

Yours faithfully,

Mohd. Rosli Mohamad  
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***Please complete all the questions***

***(This booklet contains 5 printed pages)***

## A. COMPANY PROFILE

1. Name of Person Interviewed: \_\_\_\_\_; Position \_\_\_\_\_

2. Name of Company: \_\_\_\_\_

Address/Plants Location: \_\_\_\_\_

3. Do you like your name and your company's name are exposed in any writing?

☐ Yes ☐ No

4. Indicate equity structure of your company (in **percentage**).

| <u>Equity Structure</u> | <u>Percentage</u>  |
|-------------------------|--------------------|
| Bumiputera              | _____              |
| Non-Bumiputera          | _____              |
| Foreign                 | _____              |
| <b>Total</b>            | <b><u>100%</u></b> |

5. Indicate your company's paid-up capital (**tick one** only).

☐ Not more than RM500,000 ☐ RM500,001 - RM1 million  
☐ RM1.1 - RM2.5 million ☐ More than RM2.5 million

6. Indicate a total number of full-time employees of your company (**tick one** only).

☐ Not more than 50  
☐ 51- 150  
☐ More than 150

7. Indicate annual turnover (sales revenue) of your company (**tick one** only).

☐ Not more than RM10 million  
☐ More than RM10 million to RM25 million  
☐ More than RM25 million

8. Indicate your technological collaborators in auto parts making (**tick one** only).

☐ Japanese firms ☐ Local ☐ Others (specify): \_\_\_\_\_  
☐ Mixed (specify): \_\_\_\_\_

## B. COMPANY ACTIVITIES IN AUTO PARTS & COMPONENTS

1. Indicate your company's activities in the auto industry (can **tick** more than one).

☐ Individual Parts Making ☐ Parts/Component Sub-assembly

2. How many individual auto parts does your company produce?

\_\_\_\_\_ part(s) as listed in Q3 below (e.g. 2 parts- water pump, nuts etc).

3. Indicate the type of individual auto-parts, or components/system that your company manufactures by using the following category (can *tick* more than one for each part category if applicable).

- [ ] Body (list): \_\_\_\_\_  
[ ] Engine & Emission (list): \_\_\_\_\_  
[ ] Chassis & Brake (list): \_\_\_\_\_  
[ ] Transmission, Steering & Clutch (list): \_\_\_\_\_  
[ ] Electrical & Electronics (list): \_\_\_\_\_  
[ ] Standard Components (list): \_\_\_\_\_  
[ ] Other (specify): \_\_\_\_\_  
**[see the appendix if not sure about the classification]**

### C. SUPPLIER-BUYER NETWORKS

1. Indicate where you market your auto parts (can *tick* more than one).

[ ] Local only [ ] Export

2. Indicate whether the following Malaysian automakers and other buyer-markets source out parts/components from your company (can *tick* more than one).

- |                                 |                                   |
|---------------------------------|-----------------------------------|
| [ ] Proton                      | [ ] Malaysian Truck & Bus SB      |
| [ ] Perodua                     | [ ] Associated Motor Ind (M) SB   |
| [ ] Inokom                      | [ ] Cycle & Carriage Bintang Bhd  |
| [ ] TVR Sports (M) SB           | [ ] Automotive Manufacturer SB    |
| [ ] Oriental Assemblers SB      | [ ] Tan Chong Motor Assemblies SB |
| [ ] Assembly Services SB        | [ ] Swedish Motor Assemblies SB   |
| [ ] Other auto subcontractor(s) | [ ] Other buyers (specify): _____ |

3. In making auto parts/components, please indicate which of the following statements is **true** for your company (can *tick* more than one if applicable).

- [ ] Original Equipment Manufacturers (OEM – design and specification made by automakers or by other collaborative firms).  
[ ] Own Design Manufactures (ODM – design made by your company).  
[ ] Others (specify): \_\_\_\_\_

4. Indicate whether the following techniques/standardisations are applicable in governing your network relations with automaker(s) (can *tick* more than one)

- |                         |                            |
|-------------------------|----------------------------|
| [ ] ISO 9000/MS (SIRIM) | [ ] Just in Time (JIT)     |
| [ ] Legal Contracts     | [ ] Other (specify): _____ |

5. Indicate your company's position as a vendor by using the following categories (***tick one*** only).
- ☐ 1st-tier vendor      ☐ 2<sup>nd</sup>-tier vendor      ☐ 3<sup>rd</sup>/lower-tier vendor  
☐ Other (specify): \_\_\_\_\_
6. Indicate whether your company receives any support from auto-maker(s) in the following items (can ***tick*** any one applicable)
- ☐ Equity      ☐ Directors/ Managers      ☐ Engineers/Technicians  
☐ Loans/Finance      ☐ R&D facilities      ☐ Consultants/Advisors  
☐ Information      ☐ Other (specify): \_\_\_\_\_
7. How does your company deal with automaker(s) in terms of price, quantity, quality, and delivery? (***tick one*** only).
- ☐ Direct (dealing directly with automaker(s).  
☐ Indirect (dealing with upper/other vendors only)
8. How does your company organise networks with automakers regarding price setting, quantity of auto parts supplied, quality control and delivery time? (***tick one*** only).
- ☐ Vertical (determined by automaker(s)  
☐ Horizontal (determined together by your company and automaker(s)
9. Which of the following factors is the most influential in binding your network relation with automakers? (Please ***tick one*** only).
- ☐ Economic (business-related matters seen by automakers, e.g. resource dependence, asset specificity, costs competency, wage differential, cheaper cost control etc).  
☐ Social capital (eg. culture, trust, power)
10. Which of the following social capital is the most influential in binding your network relation with automakers? (Please ***tick one*** only).
- ☐ Power (government role)      ☐ Trust (based on tracks records)  
☐ Culture (eg social norms, ethnicity, kinship etc)
11. Indicate the areas in which the government has its most influence on the buyer-vendor networks (***tick one*** only).
- ☐ Protective measures (tariff and non-tariff barriers, local content policy)  
☐ Stimulatory and investment measures (incentives, equity, management control)  
☐ Other (specify): \_\_\_\_\_

**Thank you once again for being cooperative in this survey.**

## *Appendix: Sample of Auto Parts Classification*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b><u>Body Parts</u></b></p> <p>Autobon canister, body sheet metal, body lamps, bumpers, chassis frames, door handles, exterior ornamentation, glass, grill, hinges (door, hood, deck lid), interior ornamentation, mirrors (inside, outside), radiator, thermostat, water pump, wheaterstrips, fuel pump, fuel tank, gas cap, oil screens, rod and guide, oil gauge</p> <p><b><u>Chassis and Brake Parts</u></b></p> <p>Brake system assembly, brake dies, brake hoses, brake pipes, parking brake, chassis springs (oil, leaf), disc caliper and rotor, drum, muffler, rear axle, shock absorbers, suspension (front, rear), wire assembly</p> | <p><b><u>Engine and Emission Parts</u></b></p> <p>Air cleaner, camshaft, carburetor, crankshaft, cyclinder block, cylinder head, cyclinder liner, distributor, engine valves, fan, fuel injector, fuel pump, gasket, ignition coil, manifold (intake and exhaust), oil cooler, oil filter, piston, piston pin, piston ring, radiator, valves (intake, exhaust), air pump, carbon cannister, catalytic converter, substrate and coating, PCV, EGR valves, A/C assembly, evaporator, expansion valve, vacuum motors, blower wheels, blower motors, heater assembly, heater core, compressor, ATC components, condensor, dehydrator/receiver, hose assemblies</p> <p><b><u>Transmission, Steering &amp; Clutch Parts</u></b></p> <p>Transmission (auto and manual assembly, cases), clutch (assembly, cover), steering column, steering wheel, steering assembly, steering gear (manual, power), steering linkage, power steering pump,</p> | <p><b><u>Electrical/Electronics Parts</u></b></p> <p>Starter, sealed beam bulbs, body lumps, lamp bulbs, spark plugs, speedometer, cable assembly, meters, wiper unit, switches, alternator, regulator, battery, battery cables, wiring harness, speed control system, horn, clock, radio, tape player, speakers, antenna</p> <p><b><u>Standard Parts</u></b></p> <p>Tyres, rims, wheels, fasteners, autopeting &amp; floor mats, seat belt buckles, bolts, nuts, screws, springs, cables, wires (non-electrical)</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Appendix C  
Selected List of Promoted Activities and Products:  
Transport Equipment Industry and Services

| Transport Equipment Industry                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Motor vehicles                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2. Engines                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3. Engine Parts                                                                                                                                                   | a) Cylinder block, cylinder head, rocker cover, flywheel or pulley<br>b) Crank shaft, connecting rod, cam shaft, rocker, rocker shaft, engine valve, sprocket, piston pin or piston ring<br>c) Intake manifold or exhaust manifold<br>d) Oil pan, oil pump, oil pump gear shaft, fuel pump, water pump or oil seal<br>e) Timing belt, timing chain, carburettor, ignition coil or distributor<br>f) Fuel injection mechanism (injector, pump, tubing, valves, regulator, sensors, electronic control modules)<br>g) High tension cables<br>h) Engine bracket |
| 4. Transmissions                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5. Transmission Parts                                                                                                                                             | a) Transmission shift lever and fork or transmission control linkages<br>b) Speedometer pinion<br>c) Clutch<br>d) Torque converter<br>e) Drive shaft                                                                                                                                                                                                                                                                                                                                                                                                         |
| 6. Axle, wheel, wheel hub or knuckle                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 7. Disc brake, drum brake, brake cylinder, brake master cylinder, brake booster, anti-lock braking mechanism, clutch master cylinder or clutch operating cylinder |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 8. Steering wheel, steering column, steering gear box, power steering pump, steering linkages, tie rod or constant velocity joints                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 9. Stabilizer bar, suspension arm or suspension arm shaft and member                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 10. Body panels, chassis frame, fuel tank, window regulator, locks and keys, locking mechanism or seat adjuster                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11. Head lights, indicating/signalling lights, meters, gauges, electronic control modules, switches or horns                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 12. Weather strips, control cables, speedometer cables, metallic tubings, hoses or hinges                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 13. Catalytic converter                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 14. Vehicle safety air bag                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 15. Electrical or electronics systems instrumentation                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 16. Cooling equipment, air-inlet equipment or exhaust equipment                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Transport Equipment Services                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1. Metal castings                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2. Metal forgings                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3. Metal stamping                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 4. Plating                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5. Machining                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 6. Moulds, tools, or dies                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 7. Overhaul, repair, reconditioning, modification or servicing and testing of turbine engines, components or sub-assemblies                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 8. Heat treatment                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 9. Industrial seals or seal materials                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 10. Galvanising, shearing or slitting of metal sheets or other related engineering services                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Note: Small scale companies producing any types of automotive components and accessories are eligible for Pioneer Status under The Promotion of Investment Act 1986.

Source: Extracted from the list provided by MIDA (1998).

Appendix D  
List of Imported Motor Vehicles/Automobiles Subject to Import Licensing

1. Passenger motor cars (other than public service vehicles), including vehicles designed for the transport of both passengers and goods:  
Vans:
  - a) CKD one-box body, with engine underneath the driver's seat or the front passenger's seat and sliding door CBU (old and new)
  - b) Other: CBU (new and old, excluding go-carts)
  - c) Other CKD and CBU (new and old)
2. Motor vehicles for the transport of 10 or more persons, including the driver motor buses: CKD & CBU (new and old)
3. Motor vehicles for the transport of goods or materials: CKD & CBU (new and old)
4. Four wheel drive vehicles, other than vans, station wagons and motor cars: CKD & CBU (new and old)
5. Motor-homes
6. Chassis fitted with or without engines, for certain motor vehicles

Note: The original list is incomplete because it was in many cases represented by code numbers only. To get the detailed list, one has to trace back the source below and work out solely.

Source: Extracted from the list of MITI (1999).

Appendix E  
Mandatorily Deleted Components for Motorcycle and  
Passenger and Commercial Vehicles

| Motorcycle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Passenger and Commercial Vehicles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Tyres and tyre flaps/inner tube protectors</li> <li>2. Electric accumulators/batteries</li> <li>3. Paints, sealers, thinner, fillers, chemical phosphates, acids and rust protectors</li> <li>4. Oils and grease separately packed</li> <li>5. Drive chains</li> <li>6. Chain guards/chain cases</li> <li>7. Rear view mirrors</li> <li>8. Spokes</li> <li>9. Nipples</li> <li>10. Control cables</li> <li>11. Kick starter lever</li> <li>12. Engine</li> <li>13. Shock absorber including front fork and oil cushion units of all sizes</li> </ol> | <ol style="list-style-type: none"> <li>1. Air filter</li> <li>2. Alternator and voltage regulator</li> <li>3. Battery</li> <li>4. Carpet and underlay</li> <li>5. Coil spring</li> <li>6. Exhaust system</li> <li>7. External body protective moulding</li> <li>8. Flasher relay</li> <li>9. Fuel tank</li> <li>10. Glasses</li> <li>11. Horn</li> <li>12. Leaf spring (commercial vehicles only)</li> <li>13. Melt damping sheet</li> <li>14. Mudflats</li> <li>15. Radiator</li> <li>16. Radiator hoses</li> <li>17. Seatbelts</li> <li>18. Seat and slide assemblies</li> <li>19. Seatpads</li> <li>20. Shock absorbers</li> <li>21. Spark plug</li> <li>22. Starter motor</li> <li>23. Tubeless tyre valves</li> <li>24. Tubing for brake, clutch and fuel</li> <li>25. Tyres</li> <li>26. Wheel nuts</li> <li>27. Windscreen washer</li> <li>28. Wiper motor</li> <li>29. Wire harness</li> <li>30. U-bolt assemblies comprising of spring pins and shackle pins/bolts and shackle assembly for commercial vehicles</li> </ol> |

Source: MACPMA (1996), MIDA (unpublished).

Appendix F  
Price List of Selected Passenger Cars Based on Makes and Variants as of May, 24 2000

| Make   | Variants                     |        | ANSP       | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|--------|------------------------------|--------|------------|--------------------|------------------|------------------------|--------------------|-------------------|
|        | Model                        | Paint  |            |                    |                  |                        |                    |                   |
| Ford   | LASER                        |        |            |                    |                  |                        |                    |                   |
|        | Lynx 1.6 H/Back Auto (BV/AW) | M 1698 | 67,465.71  | 24,425.42          | 7,181.32         | 31,606.74              | 89,072.45          | 35.5              |
|        |                              | N-M    | 67,465.71  | 24,101.12          | 7,048.62         | 31,149.74              | 88,615.45          | 35.2              |
|        | Lynx 1.6 Sedan MNL (BVAT)    | M 1598 | 50,528.40  | 22,385.66          | 6,608.21         | 28,993.87              | 79,522.27          | 36.5              |
|        |                              | N-M    | 50,528.40  | 22,040.56          | 6,625.71         | 28,666.27              | 79,094.67          | 36.2              |
|        | Lynx 1.6 Sedan Auto (BV/AS)  | M 1598 | 60,742.10  | 24,447.90          | 7,136.78         | 31,584.68              | 89,053.32          | 35.5              |
|        |                              | N-M    | 60,742.10  | 24,122.90          | 7,064.28         | 31,187.18              | 88,645.82          | 35.2              |
|        | TELSTAR                      |        |            |                    |                  |                        |                    |                   |
|        | 2.0 Telstar Ghia Auto (GT8P) | M 1998 | 60,742.10  | 27,110.63          | 7,812.67         | 34,923.30              | 95,665.40          | 36.5              |
|        |                              | N-M    | 60,742.10  | 26,720.63          | 7,713.67         | 34,434.30              | 95,178.30          | 36.2              |
| BMW    |                              |        |            |                    |                  |                        |                    |                   |
|        | BMW 318i A                   | 1798   | 79,448.60  | 40,515.35          | 11,215.44        | 51,730.79              | 165,883.89         | 31.2              |
|        | BMW 328i A                   | 1796   | 93,216.21  | 48,779.71          | 13,313.31        | 62,093.02              | 191,986.73         | 32.3              |
|        | BMW 520i A                   | 1991   | 133,701.62 | 72,527.01          | 19,341.47        | 91,868.48              | 242,076.90         | 38.0              |
|        | BMW 523i A                   | 2494   | 140,641.88 | 78,599.35          | 20,375.22        | 98,974.57              | 268,586.43         | 36.9              |
| Audi   |                              |        |            |                    |                  |                        |                    |                   |
|        | A6 2.0E (A) 4A2088 (P)       | M 1984 | 85,156.61  | 45,593.92          | 12,504.61        | 58,098.53              | 143,255.14         | 40.6              |
|        |                              | N-M    | 85,156.61  | 44,553.92          | 12,240.61        | 56,794.53              | 141,951.14         | 40.0              |
|        | A4 1.8E A4 1.8 8D20C8 (P)    | M 1781 | 74,113.25  | 38,586.93          | 10,725.91        | 49,312.84              | 123,426.09         | 40.0              |
|        |                              | N-M    | 74,113.25  | 37,546.93          | 10,461.91        | 48,008.84              | 122,122.09         | 39.3              |
| Subaru |                              |        |            |                    |                  |                        |                    |                   |
|        | D 4W FM E(E12 HR 4W WV)      | M 1189 | 32,614.58  | 9,029.51           | 3,912.79         | 12,942.30              | 45,556.88          | 28.4              |
|        | MANUAL FA 8 (5DR)            | N-M    | 32,614.58  | 8,909.51           | 3,860.79         | 12,770.30              | 45,384.88          | 28.1              |
|        | D 2WD FM (E12 HR 2WD WV)     | M 1189 | 28,016.88  | 7,599.92           | 3,336.63         | 10,936.55              | 39,053.43          | 28.0              |
|        | MANUAL FA 7 (6DR)            | N-M    | 28,016.88  | 7,579.92           | 3,284.63         | 10,864.55              | 38,881.43          | 27.9              |

Appendix F (continued)

| Make         | Variants  |               | A.N.S.P      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|--------------|-----------|---------------|--------------|--------------------|------------------|------------------------|--------------------|-------------------|
|              | Model     | Paint C.C.    |              |                    |                  |                        |                    |                   |
| Merced. Benz | (CKD)     |               |              |                    |                  |                        |                    |                   |
|              | C 200A    | M 1998        | 101,287.43   | 55,399.63          | 14,993.75        | 70,393.38              | 171,680.81         | 41.0              |
|              |           | N-M           | 101,287.43   | 54,359.63          | 14,729.75        | 69,089.38              | 170,376.81         | 40.6              |
|              | E200A     | M 1998        | 146,052.78   | 78,794.63          | 20,932.48        | 99,727.11              | 244,779.89         | 40.7              |
|              |           | N-M           | 146,052.78   | 77,494.63          | 20,602.48        | 98,097.11              | 244,149.89         | 40.2              |
|              | E280A(V6) | M 2799        | 218,219.27   | 121,879.00         | 32,266.00        | 154,145.00             | 372,364.27         | 41.4              |
|              |           | N-M           | 218,219.27   | 119,929.00         | 31,771.00        | 151,700.00             | 369,919.27         | 41.0              |
|              | E240A(V6) | M 2398        | 200,046.30   | 112,057.99         | 29,724.51        | 141,782.50             | 341,828.80         | 41.5              |
|              |           | N-M           | 200,046.30   | 110,107.99         | 29,229.51        | 139,337.50             | 339,383.80         | 41.1              |
|              | S280      | M 2799        | 196,576.70   | 121,056.43         | 31,660.48        | 152,716.91             | 349,293.61         | 43.7              |
|              |           | N-M           | 196,576.70   | 119,756.43         | 31,330.48        | 151,086.91             | 347,663.61         | 43.5              |
|              | S320L     | M 3199        | 257,985.48   | 156,484.71         | 40,653.81        | 197,138.52             | 455,124.00         | 43.3              |
|              |           | N-M           | 257,985.48   | 155,184.71         | 40,323.81        | 195,508.52             | 453,494.00         | 43.1              |
| (CBU)        |           |               |              |                    |                  |                        |                    |                   |
|              | S280      | M 2799        | 710,000.00   | 0.00               | 0.00             | 0.00                   | 710,000.00         | 0.0               |
|              | S320L     | M 3199        | 930,000.00   | 0.00               | 0.00             | 0.00                   | 930,000.00         | 0.0               |
|              | S430L     | M 4266        | 1,100,000.00 | 0.00               | 0.00             | 0.00                   | 1,100,000.00       | 0.0               |
|              | E280A V6  | M 2799        | 480,000.00   | 0.00               | 0.00             | 0.00                   | 480,000.00         | 0.0               |
|              | E240A V6  | Ad. (CB) 2398 | 445,000.00   | 0.00               | 0.00             | 0.00                   | 445,000.00         | 0.0               |
|              | CLK200    | M 1998        | 349,000.00   | 0.00               | 0.00             | 0.00                   | 349,000.00         | 0.0               |
|              | CLK230    | M 2295        | 389,000.00   | 0.00               | 0.00             | 0.00                   | 389,000.00         | 0.0               |
|              | CLK320    | M 3199        | 543,000.00   | 0.00               | 0.00             | 0.00                   | 543,000.00         | 0.0               |
|              | SLK200    | M 1998        | 329,255.70   | 0.00               | 0.00             | 0.00                   | 329,255.70         | 0.0               |
|              |           | N-M           | 324,755.70   | 0.00               | 0.00             | 0.00                   | 324,755.70         | 0.0               |
|              | SLK230    | M 2295        | 368,960.00   | 0.00               | 0.00             | 0.00                   | 368,960.00         | 0.0               |
|              |           | N-M           | 364,460.00   | 0.00               | 0.00             | 0.00                   | 364,460.00         | 0.0               |

Appendix F (continued)

| Make                   | Variants                           |       | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |      |
|------------------------|------------------------------------|-------|-----------|--------------------|------------------|------------------------|--------------------|-------------------|------|
|                        | Model                              | Paint |           |                    |                  |                        |                    |                   |      |
| Mazda                  | 323 1.6 4DR SEDAN (M) BTPS-<br>MMI | M     | 1598      | 46,759.11          | 18,840.01        | 5,713.23               | 24,553.24          | 71,312.35         | 34.4 |
|                        |                                    | N-M   |           | 46,759.11          | 18,417.51        | 5,605.98               | 24,023.49          | 70,782.60         | 33.9 |
|                        | 323 1.6 SDR H/B (M) BTRKS-<br>MMI  | M     | 1598      | 51,315.73          | 21,689.38        | 6,411.16               | 28,100.54          | 79,316.28         | 35.4 |
|                        |                                    | N-M   |           | 51,315.73          | 21,166.88        | 6,303.90               | 27,470.78          | 78,786.51         | 34.9 |
|                        | 323 1.6 5OR H/B (A) BV/BT-<br>MMI  | M     | 1598      | 53,129.96          | 22,495.01        | 6,641.04               | 29,136.05          | 82,266.01         | 35.4 |
|                        |                                    | N-M   |           | 53,129.96          | 22,072.51        | 6,533.79               | 28,606.30          | 81,736.28         | 35.0 |
| Mitsubishi (CBU)       | SPACEWAGON 2400GLX (P)             |       | 2351      | 238,000.00         | 0.00             | 0.00                   | 0.00               | 243,546.00        | 0.0  |
|                        | GALANT 2.0(A) (P)                  |       | 1997      | 163,000.00         | 0.00             | 0.00                   | 0.00               | 168,094.00        | 0.0  |
| Citreon                | (CKD)                              |       |           |                    |                  |                        |                    |                   |      |
|                        | ZX 1.8 (A) TENTATION               | M     | 1761      | 37,436.58          | 16,772.61        | 5,188.43               | 21,961.04          | 79,614.02         | 27.6 |
|                        | ZX 1.9 (A)                         | M     | 1906      | 39,549.52          | 18,024.83        | 5,506.30               | 23,531.13          | 76,730.25         | 30.7 |
|                        | XANTIA 1.9 TURBO DIESEL<br>(M)     | M     | 1906      | 52,182.00          | 27,868.30        | 8,005.03               | 35,873.33          | 104,608.93        | 34.3 |
|                        | ZX 2.0 (M)                         | M     | 1996      | 39,309.78          | 18,196.59        | 5,549.65               | 23,746.24          | 76,974.32         | 30.8 |
|                        | ZX 2.0 (A)                         | M     | 1996      | 45,189.38          | 21,669.96        | 6,429.07               | 28,099.03          | 85,877.71         | 32.7 |
|                        | XANTIA 2.0 (A)                     | M     | 1996      | 59,101.22          | 29,926.23        | 8,527.43               | 38,453.66          | 112,079.18        | 34.3 |
|                        | (CBU)                              |       |           |                    |                  |                        |                    |                   |      |
|                        | XANTIA 1.9 TURBO DSL (M)           | M     | 1905      | 122,290.00         | 0.00             | 0.00                   | 0.00               | 123,513.60        | 0.0  |
|                        | EVASION SX 2.0 (M)                 | M     | 1996      | 125,446.74         | 0.00             | 0.00                   | 0.00               | 126,491.04        | 0.0  |
| XSARA SX 1.8i (A)      | M                                  | 1587  | 84,106.60 | 0.00               | 0.00             | 0.00                   | 84,937.10          | 0.0               |      |
| XSARA VTR 1.6i (M)     | M                                  | 1587  | 80,684.60 | 0.00               | 0.00             | 0.00                   | 81,515.10          | 0.0               |      |
| XSARA S/WAGON 1.6i (A) | M                                  | 1587  | 87,528.60 | 0.00               | 0.00             | 0.00                   | 88,359.10          | 0.0               |      |

Appendix F (continued)

| Make     | Model                         | Variants | Paint | C | C | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|----------|-------------------------------|----------|-------|---|---|-----------|--------------------|------------------|------------------------|--------------------|-------------------|
|          |                               |          |       |   |   |           |                    |                  |                        |                    |                   |
| Daihatsu | Charade G202                  |          | M     |   |   | 21,765.85 | 7,291.68           | 2,744.45         | 10,036.13              | 31,801.98          | 31.6              |
|          |                               |          | N-M   |   |   | 21,765.85 | 7,126.40           | 2,697.92         | 9,824.32               | 31,590.17          | 31.1              |
|          | Ascend (M)                    |          | M     |   |   | 32,509.68 | 13,506.16          | 4,359.26         | 17,865.42              | 50,375.10          | 35.5              |
|          |                               |          | N-M   |   |   | 32,509.68 | 13,304.66          | 4,308.11         | 17,612.77              | 50,122.45          | 35.1              |
|          | Ascend (A)                    |          | M     |   |   | 34,683.35 | 14,815.20          | 4,691.55         | 19,506.75              | 63,937.45          | 30.5              |
|          |                               |          | N-M   |   |   | 34,683.35 | 14,613.70          | 4,640.40         | 19,254.10              | 54,190.10          | 35.5              |
| Proton   | ISWARA SEDAN<br>1.3S (TYPE C) |          | SOLID |   |   | 27,873.14 | 3,471.52           | 2,295.76         | 5,767.28               | 39,699.22          | 14.5              |
|          |                               |          | M     |   |   | 27,873.14 | 3,584.02           | 2,352.01         | 5,936.03               | 40,343.97          | 14.7              |
|          | 1.3S (TYPE E)                 |          | SOLID |   |   | 27,873.14 | 3,471.52           | 2,295.76         | 5,767.28               | 38,147.22          | 15.1              |
|          |                               |          | M     |   |   | 27,873.14 | 3,584.02           | 2,352.01         | 5,936.03               | 38,791.97          | 15.3              |
|          | 1.3S (TYPE F)                 |          | SOLID |   |   | 27,873.14 | 3,471.52           | 2,295.76         | 5,767.28               | 37,177.22          | 15.5              |
|          |                               |          | M     |   |   | 27,873.14 | 3,584.02           | 2,352.01         | 5,936.03               | 37,795.97          | 15.7              |
|          | 1.3S (TYPE G)                 |          | SOLID |   |   | 27,873.14 | 3,471.52           | 2,295.76         | 5,767.28               | 35,975.22          | 16.0              |
|          |                               |          | M     |   |   | 27,873.14 | 3,584.02           | 2,352.01         | 5,936.03               | 36,619.97          | 16.2              |
|          | 1.5S                          |          | SOLID |   |   | 26,914.71 | 3,231.91           | 2,175.95         | 5,407.86               | 39,140.57          | 13.8              |
|          |                               |          | M     |   |   | 26,914.71 | 3,344.41           | 2,232.20         | 5,576.61               | 39,785.42          | 14.0              |
|          | ISWARA AEROBACK               |          | SOLID |   |   | 24,200.57 | 3,282.12           | 2,201.06         | 5,483.18               | 32,285.55          | 17.0              |
|          |                               |          | SOLID |   |   | 27,115.57 | 3,282.12           | 2,201.06         | 5,483.18               | 34,752.55          | 15.8              |
|          |                               |          | SOLID |   |   | 27,115.57 | 3,282.12           | 2,201.06         | 5,483.18               | 38,622.55          | 14.2              |
|          |                               |          | SOLID |   |   | 27,115.57 | 3,282.12           | 2,201.06         | 5,483.18               | 37,070.55          | 14.8              |
|          |                               |          | SOLID |   |   | 27,115.57 | 3,282.12           | 2,201.06         | 5,483.18               | 35,928.55          | 15.3              |

Appendix F (continued)

| Make  | Variants               |       | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|-------|------------------------|-------|-----------|--------------------|------------------|------------------------|--------------------|-------------------|
|       | Model                  | Paint |           |                    |                  |                        |                    |                   |
| WIRA  | SEDAN (Domestic Use)   |       |           |                    |                  |                        |                    |                   |
|       | 1.3GL (M) (TYPE C)     | SOLID | 31,266.14 | 4,616.27           | 2,800.38         | 7,416.65               | 44,133.59          | 16.8              |
|       |                        | M     | 31,266.14 | 4,751.27           | 2,858.88         | 7,610.15               | 44,803.09          | 17.0              |
|       | 1.3GL (M) (TYPE E)     | SOLID | 31,266.14 | 4,616.27           | 2,800.38         | 7,416.65               | 42,607.59          | 17.4              |
|       |                        | M     | 31,266.14 | 4,751.27           | 2,858.88         | 7,610.15               | 43,251.09          | 17.6              |
|       | 1.3GL (M) (TYPE H)     | SOLID | 31,266.14 | 4,616.27           | 2,800.38         | 7,416.65               | 42,141.59          | 17.6              |
|       |                        | M     | 31,266.14 | 4,751.27           | 2,858.88         | 7,610.15               | 42,811.09          | 17.8              |
|       | 1.5GL (A) (TYPE C)     | SOLID | 36,303.58 | 5,802.15           | 3,328.88         | 9,131.03               | 51,322.71          | 17.8              |
|       |                        | M     | 36,303.58 | 6,026.40           | 3,389.58         | 9,415.98               | 52,054.58          | 18.1              |
|       | 1.6XLi (A) (TYPE C)    | M     | 42,649.27 | 8,278.89           | 4,306.01         | 12,584.90              | 61,147.67          | 20.6              |
|       | 1.6XLi (M)             | M     | 37,645.18 | 6,162.78           | 3,443.28         | 9,606.06               | 54,038.22          | 17.8              |
|       | 1.8EXi (M) DOHC TYPE G | M     | 48,970.48 | 10,254.41          | 6,111.41         | 16,365.82              | 66,354.00          | 24.7              |
|       | 1.8EXi (M) DOHC TYPE H | M     | 48,970.48 | 10,254.41          | 6,111.41         | 16,365.82              | 69,006.20          | 23.7              |
|       | 1.8EXi (M) DOHC TYPE C | M     | 48,970.48 | 10,254.41          | 6,111.41         | 16,365.82              | 69,006.20          | 23.7              |
|       | 1.8EXi (A) DOHC        | M     | 48,405.26 | 9,672.69           | 4,874.21         | 14,546.90              | 69,821.96          | 20.8              |
|       | 2.0 (M) DIESEL         | SOLID | 40,759.20 | 7,028.52           | 3,796.26         | 10,824.78              | 57,434.53          | 18.8              |
|       |                        | M     | 40,759.20 | 7,174.82           | 3,855.89         | 11,030.71              | 57,816.41          | 19.1              |
| Volvo | PERDANA SEDAN          | SOLID | 64,167.04 | 14,979.99          | 7,037.99         | 22,017.98              | 87,043.92          | 25.3              |
|       | 2.0 (A) EXE EDITION    | M     | 64,167.04 | 15,126.24          | 7,097.62         | 22,223.86              | 87,723.80          | 25.3              |
|       | S70 GLE (2.0T)         |       | 1984      | 53,856.44          | 14,602.02        | 68,458.46              | 178,916.60         | 38.3              |
|       | S40                    |       | 1940      | 42,362.16          | 11,684.24        | 54,046.40              | 148,880.47         | 36.3              |
|       | V40                    |       | 1943      | 48,222.50          | 13,171.86        | 61,394.36              | 162,893.14         | 37.7              |
|       | 960 (S40) 3.0          |       | 2922      | 72,172.56          | 19,261.50        | 91,434.06              | 232,055.45         | 39.4              |
| 960   | ROYAL                  |       | 2922      | 92,326.23          | 24,307.43        | 116,633.66             | 288,791.73         | 40.4              |

Appendix F (continued)

| Make  | Variants             |       | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|-------|----------------------|-------|-----------|--------------------|------------------|------------------------|--------------------|-------------------|
|       | Model                | Paint |           |                    |                  |                        |                    |                   |
| Honda | CIVIC                |       |           |                    |                  |                        |                    |                   |
|       | 3DR 1.6 EFi (A)      | M     | 51,032.90 | 20,840.14          | 6,220.96         | 27,061.10              | 87,528.50          | 30.9              |
|       |                      | N-M   | 51,032.90 | 20,580.14          | 6,154.96         | 26,735.10              | 86,802.50          | 30.8              |
|       | 4DR 1.6 EFi (A)      | M     | 66,171.19 | 26,460.43          | 7,647.65         | 34,108.08              | 110,011.77         | 31.0              |
|       |                      | N-M   | 66,171.19 | 26,200.43          | 7,581.65         | 33,782.08              | 109,285.77         | 30.9              |
|       | 4DR 1.6 EFi (M)      | M     | 49,655.88 | 20,135.12          | 6,041.99         | 26,177.11              | 86,453.49          | 30.3              |
|       |                      | N-M   | 49,655.88 | 19,875.12          | 6,975.99         | 26,851.11              | 85,727.49          | 31.3              |
|       | 4DR 1.6 EFi (A) VTEC | M     | 70,659.24 | 29,331.61          | 8,376.49         | 37,708.10              | 118,099.84         | 31.9              |
|       |                      | N-M   | 70,659.24 | 29,071.61          | 8,310.49         | 37,382.10              | 117,373.84         | 31.8              |
|       | HONDA ACCORD         |       |           |                    |                  |                        |                    |                   |
|       | 2.0L VTEC AUTO 150HP | M     | 89,676.65 | 37,874.00          | 10,545.05        | 48,419.05              | 148,567.33         | 32.6              |
|       |                      | N-M   | 89,676.65 | 37,549.43          | 10,462.55        | 48,011.98              | 147,659.83         | 32.5              |
|       | HONDA CITY 150       |       |           |                    |                  |                        |                    |                   |
|       | STANDARD (M)         | M     | 44,394.68 | 18,419.40          | 5,098.77         | 23,518.17              | 69,523.45          | 33.8              |
|       |                      | N-M   | 44,394.68 | 16,230.90          | 5,050.92         | 21,281.82              | 68,997.10          | 30.8              |
|       | STANDARD (A)         | M     | 46,032.94 | 17,484.29          | 5,369.09         | 22,853.38              | 72,496.92          | 31.5              |
|       |                      | N-M   | 46,032.94 | 17,295.79          | 5,321.24         | 22,617.03              | 71,970.57          | 31.4              |
|       | LMT EDITION (M)      | M     | 44,394.68 | 16,419.40          | 5,098.77         | 21,518.17              | 72,741.45          | 29.6              |
|       |                      | N-M   | 44,394.68 | 16,230.90          | 5,050.92         | 21,281.82              | 72,216.10          | 29.5              |
|       | LMT EDITION (A)      | M     | 46,032.94 | 17,484.29          | 5,369.09         | 22,853.38              | 75,714.92          | 30.2              |
|       |                      | N-M   | 46,032.94 | 17,295.79          | 5,321.24         | 22,617.03              | 75,186.57          | 30.1              |

Appendix F (continued)

| Make    | Variants                   |           | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|---------|----------------------------|-----------|-----------|--------------------|------------------|------------------------|--------------------|-------------------|
|         | Model                      | Paint C.C |           |                    |                  |                        |                    |                   |
| Peugeot | 406 STA (DELUXE)           | M 1998    | 67,879.19 | 29,127.81          | 8,324.75         | 37,452.56              | 123,284.05         | 30.4              |
|         |                            | N-M       | 67,879.19 | 28,802.81          | 8,242.25         | 37,045.06              | 121,376.55         | 30.5              |
|         | 406 STA (STANDARD)         | M 1998    | 64,178.93 | 27,038.67          | 7,794.43         | 34,833.10              | 116,464.33         | 29.9              |
|         |                            | N-M       | 64,178.93 | 26,713.67          | 7,711.93         | 34,425.60              | 114,556.83         | 30.1              |
|         | 406 STM (STANDARD)         | M 1998    | 60,439.40 | 24,881.36          | 7,246.81         | 32,128.17              | 108,519.87         | 29.6              |
|         |                            | N-M       | 60,439.40 | 24,558.36          | 7,164.31         | 31,722.67              | 106,612.37         | 29.8              |
|         | 406 STM (DELUXE)           | M 1998    | 64,069.24 | 26,935.52          | 7,768.25         | 34,703.77              | 115,225.31         | 30.1              |
|         |                            | N-M       | 64,069.24 | 26,610.52          | 7,685.75         | 34,296.27              | 113,317.81         | 30.3              |
| Toyota  | 306 1.8 (M)                | M 1798    | 48,826.93 | 18,732.03          | 6,685.82         | 25,417.85              | 79,118.68          | 32.1              |
|         |                            | N-M       | 48,826.93 | 18,407.03          | 6,603.32         | 25,010.35              | 78,118.68          | 32.0              |
|         | 306 1.8 (A)                | M 1798    | 52,967.66 | 21,096.99          | 6,286.18         | 27,383.17              | 86,832.21          | 31.5              |
|         |                            | N-M       | 52,967.66 | 20,771.99          | 6,203.66         | 26,975.65              | 85,224.71          | 31.7              |
|         | COROLLA                    |           |           |                    |                  |                        |                    |                   |
|         | AE111R-GEMEKE 1.6 EFi (M)  | M 1587    | 55,875.25 | 21,410.94          | 6,365.85         | 27,776.79              | 88,422.54          | 31.4              |
|         |                            | N-M       | 55,875.25 | 21,020.94          | 6,266.85         | 27,287.79              | 87,333.61          | 31.2              |
|         | AE111R-GEPEKE 1.6 EFi (A)  | M 1587    | 58,572.07 | 22,959.60          | 6,758.98         | 29,718.58              | 93,061.15          | 31.9              |
| Toyota  |                            | N-M       | 58,572.07 | 22,569.60          | 6,659.98         | 29,229.58              | 91,972.15          | 31.8              |
|         | AE111R-GEPEKEA 1.6 EFi (A) | M 1587    | 61,198.56 | 24,469.84          | 7,142.34         | 31,612.18              | 97,581.24          | 32.4              |
|         | ABS                        |           |           |                    |                  |                        |                    |                   |
|         | AE111R-GEMNKE 1.3 EFi (M)  | N-M       | 61,198.56 | 24,079.84          | 7,043.34         | 31,123.18              | 96,492.24          | 32.3              |
|         |                            | M 1332    | 48,256.50 | 18,194.61          | 5,549.40         | 23,744.01              | 74,266.91          | 32.0              |
|         |                            | N-M       | 48,256.50 | 17,804.61          | 5,450.40         | 23,255.01              | 73,177.91          | 31.8              |
|         | AE111R-GEHNKE 1.3 EFi (A)  | M 1332    | 50,349.94 | 19,396.88          | 5,854.59         | 25,251.47              | 77,867.81          | 32.4              |
|         |                            | N-M       | 50,349.94 | 19,006.88          | 5,755.59         | 24,762.47              | 76,778.81          | 32.3              |

# Appendix F (continued)

| Make           | Variants      |            | ANSP      | Excise Duty<br>(A) | Sales Tax<br>(B) | Total Taxes<br>(C=A+B) | Sales Price<br>(D) | Tax Ratio<br>(%)* |
|----------------|---------------|------------|-----------|--------------------|------------------|------------------------|--------------------|-------------------|
|                | Model         | Paint C.C. |           |                    |                  |                        |                    |                   |
| Perodua Kancil | EX EXTRA      | SOLID 659  | 18,127.96 | 0.00               | 1,779.88         | 1779.88                | 25,664.04          | 6.9               |
|                |               | M          | 18,127.96 | 0.00               | 1,813.88         | 1813.88                | 26,038.04          | 7.0               |
|                | EX            | SOLID 847  | 20,410.00 | 0.00               | 1,915.22         | 1915.22                | 29,468.52          | 6.5               |
|                |               | M          | 20,410.00 | 0.00               | 1,949.22         | 1949.22                | 29,842.52          | 6.5               |
|                | EX FUN COLOUR | SOLID 847  | 20,410.00 | 0.00               | 1,915.22         | 1915.22                | 30,702.52          | 6.2               |
|                | AUTOMATIC EZ  | SOLID 847  | 19,730.00 | 3,638.69           | 2,376.76         | 6,015.45               | 33,850.75          | 17.8              |
|                |               | M          | 19,730.00 | 3,740.69           | 2,420.96         | 6,161.65               | 34,362.95          | 17.9              |

Note: ANSP- Approved Net Selling Price, M- Metallic, N-M- Non-Metallic.

\* Tax Ratio on Sales Price Per Unit of Car is C/D x 100.

Source: Calculated from the data provided by the Malaysian Automotive Association.