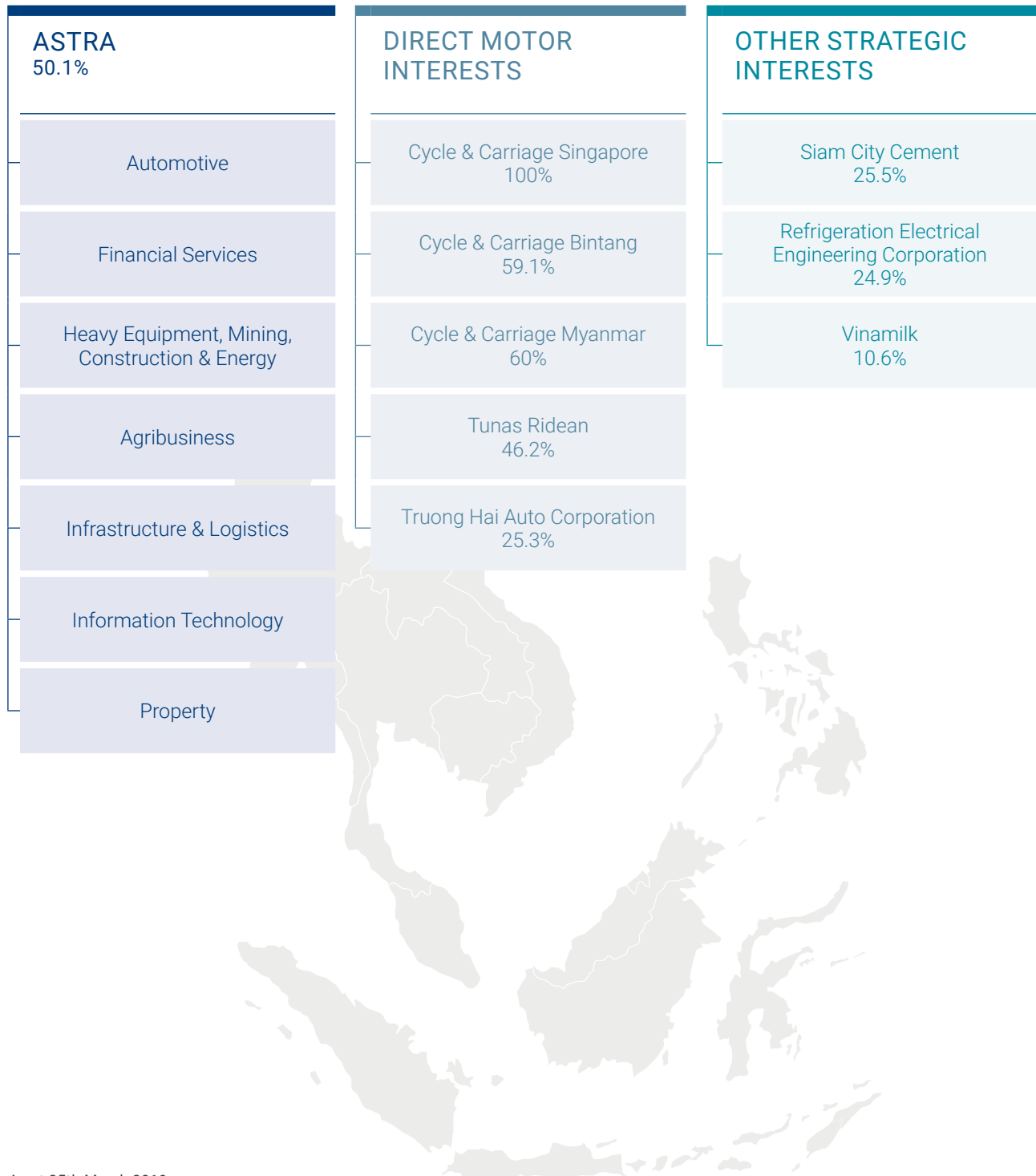


# GROUP AT A GLANCE

A long-term shareholder of strategic interests in Southeast Asia, JC&C is a leading Singapore-listed company and a member of the Jardine Matheson Group. JC&C has a majority interest in Astra, an established regional automotive presence through its Direct Motor Interests, as well as diversified Other Strategic Interests in key Southeast Asian economies.

## GROUP STRUCTURE



As at 25th March 2019

## ASTRA

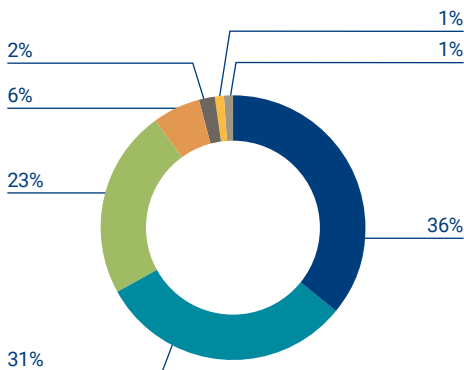
JC&C has 50.1% interest in Astra. Astra is a diversified business group with seven core businesses in Indonesia. It is listed on the Indonesia Stock Exchange.



### CONTRIBUTION BY ASTRA

**US\$718.7m\***

+15% from US\$622.3m in 2017



- Automotive
- Heavy Equipment, Mining, Construction & Energy
- Financial Services
- Agribusiness
- Property
- Infrastructure & Logistics
- Information Technology

\* After withholding tax on dividend



### Automotive

Astra is the largest independent automotive group in Southeast Asia. Its automotive business comprises the production, distribution, retail and aftersales service of motor vehicles and motorcycles. It is the sole distributor of Toyota, Daihatsu, Isuzu and Peugeot motor vehicles, a dealer of BMW motor vehicles and UD Trucks and a distributor of Honda motorcycles. Astra also manufactures and distributes automotive components.



### Financial Services

Astra's financial services are extensive, consisting of consumer financing for motor vehicles and motorcycles, heavy equipment financing and banking, as well as general and life insurance.



### Heavy Equipment, Mining, Construction & Energy

Astra supplies construction and mining equipment, as well as provides aftersales service. It is the sole distributor of Komatsu heavy equipment and is the largest coal mining services contractor in Indonesia. It also participates in general construction and thermal power businesses.



### Agribusiness

Astra's agribusiness includes the cultivation, harvesting and processing of palm oil. It is a major producer of crude palm oil in Indonesia.



### Infrastructure & Logistics

Astra's infrastructure and logistics businesses include toll road development and management, with a total interest in 353km of toll roads in Indonesia.



### Information Technology

Astra's information technology business provides document information and communication technology solutions. It is the sole distributor of Fuji Xerox office equipment in Indonesia.



### Property

Astra's property business includes the Grade A office building, Menara Astra, the 509-unit Anandamaya Residences and two residential development projects, namely Arumaya in South Jakarta and Asya in East Jakarta, as well as a 3-hectare residential and commercial development in Jakarta's Central Business District.

## GROUP AT A GLANCE

### DIRECT MOTOR INTERESTS

JC&C has an established regional automotive presence through Direct Motor Interests operating in Singapore, Malaysia and Myanmar under the Cycle & Carriage banner, as well as through Tunas Ridean in Indonesia and Truong Hai Auto Corporation in Vietnam.



#### Singapore

Cycle & Carriage Singapore (100%) is a leading automotive group in Singapore. It is engaged in the distribution, retail and aftersales service of Mercedes-Benz, Mitsubishi, Kia, Citroën, DS Automobiles and Maxus motor vehicles, and retails used cars under its Republic Auto brand. It is also the exclusive distributor of BYD electric forklifts in Singapore.



#### Indonesia

Tunas Ridean (46.2%) is listed on the Indonesia Stock Exchange and is a leading automotive dealer group in Indonesia. It represents Toyota, Daihatsu, BMW and Isuzu motor vehicles, as well as Honda motorcycles. Tunas Ridean also offers automotive rental and fleet management services. Additionally, it provides vehicle financing through its associate, Mandiri Tunas Finance.



#### Malaysia

Cycle & Carriage Bintang (59.1%) is listed on Bursa Malaysia. With an extensive network of 13 outlets across the country, Cycle & Carriage Bintang is a leading Mercedes-Benz dealer group in Malaysia, providing sales and aftersales services for Mercedes-Benz passenger cars and commercial vehicles, including FUSO trucks.



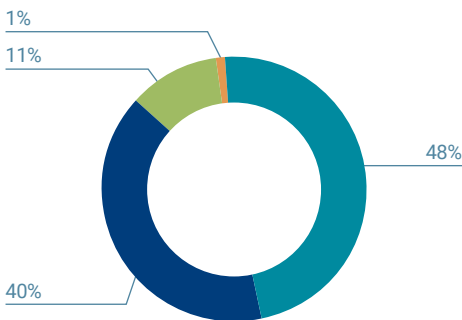
#### Vietnam

Truong Hai Auto Corporation ("THACO") (25.3%) is the largest automotive company in Vietnam. It manufactures, assembles, distributes, retails and provides aftersales service of commercial and passenger vehicles, representing BMW, MINI, Kia, Mazda, Peugeot, Foton and FUSO. THACO also engages in logistics, property development and agriculture in Vietnam.

### CONTRIBUTION BY DIRECT MOTOR INTERESTS

**US\$144.6m**

+19% from US\$121.3m in 2017



- Vietnam (Truong Hai Auto Corporation)
- Singapore
- Indonesia (Tunas Ridean)
- Malaysia
- Myanmar (not meaningful)



#### Myanmar

Cycle & Carriage Myanmar (60%) distributes, retails and provides aftersales services for Mercedes-Benz and Mazda passenger cars and commercial vehicles, as well as for FUSO commercial vehicles in Myanmar.

## OTHER STRATEGIC INTERESTS

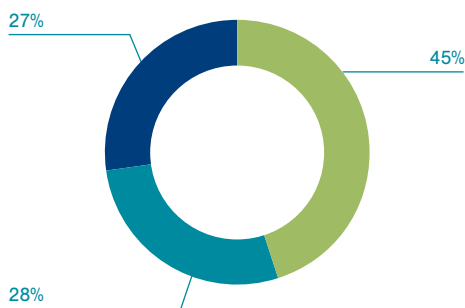
Further diversifying JC&C's businesses are Other Strategic Interests in Siam City Cement, Refrigeration Electrical Engineering Corporation and Vinamilk, market leaders through which JC&C gains exposure to key Southeast Asian economies by supporting the long-term growth of these companies.



### CONTRIBUTION BY OTHER STRATEGIC INTERESTS

**US\$71.1m**

+107% from US\$34.3m in 2017



- Vinamilk
- Siam City Cement
- Refrigeration Electrical Engineering Corporation



### Siam City Cement

Siam City Cement (25.5%) is listed on the Stock Exchange of Thailand and is the second largest cement manufacturer in Thailand. Operating across South and Southeast Asia, it also produces concrete and other building materials.



### Refrigeration Electrical Engineering Corporation

Refrigeration Electrical Engineering Corporation (24.9%) is listed on the Ho Chi Minh Stock Exchange. It is a diversified business group in Vietnam with operations in mechanical and electrical engineering services, real estate and power and water utility infrastructure.



### Vinamilk

JC&C holds a 10.6% interest in Vietnam Dairy Products Joint Stock Company, known as Vinamilk. Vinamilk is listed on the Ho Chi Minh Stock Exchange and is the leading dairy producer in Vietnam.