

GROUP AT A GLANCE

ASTRA

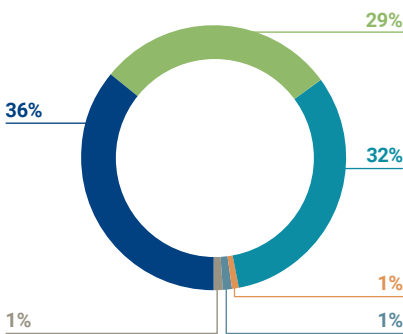
JC&C has 50.1% interest in Astra. Astra is a diversified business group in Indonesia with seven core businesses. It is listed on the Indonesia Stock Exchange and is one of the largest companies in Indonesia by market capitalisation. Astra employs over 220,000 people.



Contribution to Underlying Profit

US\$715.7m⁺

-0.3% from US\$718.1m in 2018



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

⁺ After withholding tax on dividend
^{*} Insignificant contribution

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 manufactures, assemble, distributes, and owns dealership networks for Toyota, Daihatsu, Isuzu, Peugeot, UD Trucks and Honda motorcycles. It is also the manufacturer and the retailer of BMW and Lexus passenger cars. Additionally, Astra also manufactures and distributes automotive components.

Astra	
Toyota	● ●
Daihatsu	● ●
Isuzu	● ●
UD Trucks	● ●
BMW	● ●
Lexus	● ●
Peugeot	● ●
Honda (motorcycles)	● ●

Key for Status

- Manufacturer/Assembler
- Distributor and Dealer
- Dealer

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. In December 2019, Astra announced the proposed disposal of its 44.6% interest in Bank Permata.

INFRASTRUCTURE & LOGISTICS

Astra's infrastructure and logistics business includes toll road development and management, with a total interest in 350km of operational toll roads in Indonesia. This includes the Merak-Tangerang, Cikopo-Palimanan, Semarang-Solo, Jombang-Mojokerto, Surabaya-Mojokerto and Kunciran-Serpong toll roads.

HEAVY EQUIPMENT, MINING, CONSTRUCTION & ENERGY

Astra supplies and provides aftersales services for construction and mining equipment. 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, thermal power businesses and gold mining.

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.

AGRIBUSINESS

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

PROPERTY

Astra's property development 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



CYCLE & CARRIAGE SINGAPORE

Cycle & Carriage Singapore (100%) is a leading diverse automotive group in Singapore. It is engaged in the distribution, retail and aftersales services 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 and entered into the leasing business in July 2019.

CYCLE & CARRIAGE BINTANG

Listed on Bursa Malaysia Securities Berhad, Cycle & Carriage Bintang Berhad is one of the leading Mercedes-Benz (59.1%) dealers in Peninsula Malaysia with a network of 13 outlets, providing sales and aftersales services for Mercedes-Benz passenger cars and commercial vehicles.

CYCLE & CARRIAGE 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. Cycle & Carriage Myanmar has seven facilities across two cities in Myanmar.

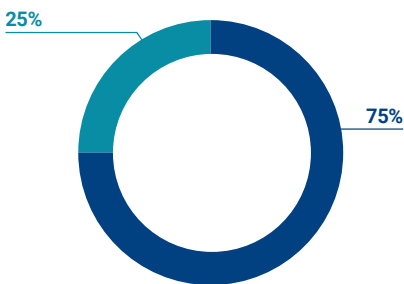
TUNAS RIDEAN

Tunas Ridean (46.2%) is listed on the Indonesia Stock Exchange and is a leading automotive dealer group in Indonesia. With 89 motorcycle and 68 passenger car facilities across Indonesia, Tunas Ridean represents Toyota, Daihatsu, BMW and Isuzu passenger cars, as well as Honda motorcycles. In addition, Tunas Ridean provides automotive rental and fleet management services, and offers vehicle financing through its associate, Mandiri Tunas Finance.

Contribution to Underlying Profit

US\$62.9m

-11% from US\$70.7m in 2018



- Singapore
- Tunas Ridean
- Malaysia*
- Myanmar*

* Insignificant contribution

Cycle & Carriage

Mercedes-Benz (Singapore, Malaysia, Myanmar)	●
Mitsubishi (Singapore)	●
Kia (Singapore)	●
Citroën (Singapore)	●
DS Automobiles (Singapore)	●
Maxus (Singapore)	●
BYD (Singapore)	●
FUSO (Malaysia, Myanmar)	●
Mazda (Myanmar)	●

Tunas Ridean

Toyota	●
BMW	●
Daihatsu	●
Isuzu	●
Honda (motorcycles)	●

Key for Status

- Distributor and Dealer
- Dealer

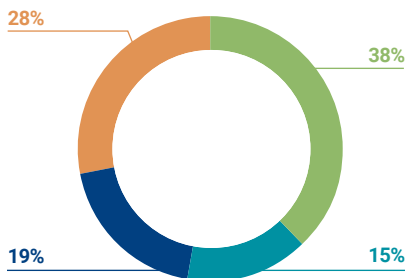
OTHER STRATEGIC INTERESTS



Contribution to Underlying Profit

US\$126.0m

-13% from US\$144.1m in 2018



- Truong Hai Auto Corporation
- Refrigeration Electrical Engineering Corporation
- Siam City Cement
- Vinamilk

TRUONG HAI AUTO CORPORATION

Truong Hai Auto Corporation (“THACO”) (26.6%) is a multi-industry group headquartered in Vietnam. As one of the leading automotive players in Vietnam, THACO participates in R&D, manufacturing, assembly, logistics, distribution and retail. It manufactures and distributes Kia, Mazda, Peugeot, FUSO (trucks and buses), Frontier, Foton and Hyundai motor vehicles. It also

distributes BMW and MINI. THACO is a developer of residential and commercial properties in District 2 of Ho Chi Minh City, Vietnam as well as owns residential and commercial assets in Yangon, Myanmar. Its agriculture business includes fruit trees, cereal, forestry and livestock in Vietnam, Laos and Cambodia. THACO also provides logistics services from warehousing and freight forwarding to seaport services.

THACO

Kia	●	●
Mazda	●	●
Peugeot	●	●
FUSO	●	●
Frontier	●	●
Foton	●	●
Hyundai	●	●
BMW		●
MINI		●

Key for Status

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REFRIGERATION ELECTRICAL ENGINEERING CORPORATION

Refrigeration Electrical Engineering Corporation (“REE”) (29.0%) is listed on the Ho Chi Minh Stock Exchange. It is a diversified business group in Vietnam with operations in power and utilities, real estate and mechanical and electrical engineering services. It has strategic interests in thermal, hydro, solar, wind businesses, and operates over 150,000 sqm of total lease area of Grade B office space in Vietnam.

Bangladesh, SCCC holds market-leading positions in most of its markets. SCCC produces cement, concrete and aggregates, fiber cement and other building materials, as well as participates in industrial waste management solutions.

VINAMILK

Vietnam Dairy Products Joint Stock Company (“Vinamilk”) (10.6%) is the largest food & beverage company on the Ho Chi Minh Stock Exchange by market capitalisation. It has 12 farms and 15 factories in Vietnam, Laos, Cambodia and USA. Vinamilk is the country’s largest dairy producer with a dominant market share and a strong network of over 250,000 distribution points in Vietnam.

SIAM CITY CEMENT

Siam City Cement Public Company Limited (“SCCC”) (25.5%) is listed on the Stock Exchange of Thailand. Operating in Thailand, South Vietnam, Sri Lanka, Cambodia and