

GROUP AT A GLANCE

ASTRA

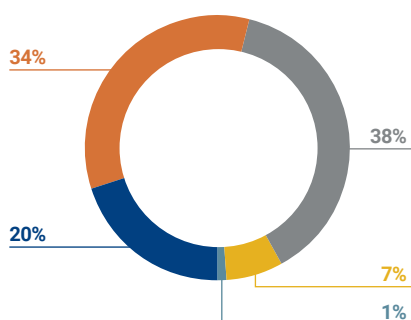
JC&C has a 50.1% interest in Astra. Astra is a diversified business group in Indonesia with seven core businesses. It is listed on the Indonesia Stock Exchange and is one of the largest companies in Indonesia by market capitalisation. Astra employs some 190,000 people.



Contribution to Underlying Profit

US\$309.4m⁺

-57% from US\$715.7m in 2019



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

⁺ 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.

It manufactures, assembles, distributes, and owns dealership networks for Toyota, Daihatsu, Isuzu, Peugeot, UD Trucks and

Honda motorcycles. It also manufactures and retails BMW vehicles, and owns the Lexus cars dealership. Additionally, Astra manufactures and distributes automotive components through Astra Otoparts.

Astra also develops digital initiatives to improve internal processes and customer experiences.

Astra	
Toyota	■ Manufacturer/Assembler ■ Distributor and Dealer
Daihatsu	■ Manufacturer/Assembler ■ Distributor and Dealer
Isuzu	■ Manufacturer/Assembler ■ Distributor and Dealer
UD Trucks	■ Manufacturer/Assembler ■ Distributor and Dealer
Peugeot	■ Manufacturer/Assembler ■ Distributor and Dealer
Honda motorcycles	■ Manufacturer/Assembler ■ Distributor and Dealer
BMW	■ Manufacturer/Assembler ■ Dealer
Lexus	■ Dealer

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, general and life insurance, as well as fintech services through Astra Welab Digital Arta.

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.

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 business includes toll road development and management, with a total interest in 358km of operational toll roads in Indonesia. This includes the Tangerang-Merak, Jombang-Mojokerto, Cikopo-Palimanan, Semarang-Solo, Surabaya-Mojokerto toll roads, which form part of the Trans Java network, and the Kunciran-Serpong and Kebon Jeruk-Ulujami toll roads, which make up the Jakarta Outer Ring Road.

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 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.

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 engages in the leasing business through Cycle & Carriage Leasing.

CYCLE & CARRIAGE BINTANG

Listed on Bursa Malaysia Securities Berhad, Cycle & Carriage Bintang Berhad (59.1%) is one of the leading Mercedes-Benz dealers in Peninsula Malaysia with a network of 12 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.

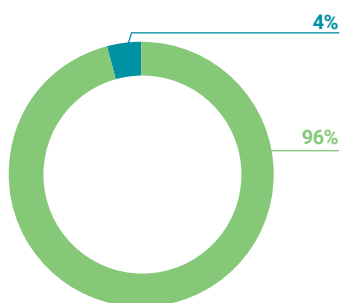
TUNAS RIDEAN

Tunas Ridean (46.2%) is listed on the Indonesia Stock Exchange and is a leading automotive dealer group in Indonesia. With 91 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\$13.7m

-78% from US\$62.9m in 2019



■ 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 (Indonesia)	■
BMW (Indonesia)	■
Daihatsu (Indonesia)	■
Isuzu (Indonesia)	■
Honda motorcycles (Indonesia)	■

Key for Status

■ Distributor and Dealer ■ Dealer

GROUP AT A GLANCE

OTHER STRATEGIC INTERESTS



TRUONG HAI AUTO CORPORATION (“THACO”)

Truong Hai Auto Corporation (26.6%) is a multi-industry group headquartered in Ho Chi Minh, Vietnam.

THACO is a leading automotive player in Vietnam and 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. THACO also distributes BMW and MINI.

It is a developer of residential and commercial properties in District 2, Ho Chi Minh City, including Sala City in the Thu Thiem area that was launched in 2020. THACO also owns residential and commercial assets in Yangon, Myanmar.

THACO’s agriculture business includes the cultivation of fruit trees, forestry and livestock in Vietnam and Cambodia.

The group 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

■ Manufacturer/Assembler ■ Distributor and Dealer

Contribution to Underlying Profit

US\$120.1m

-5% from US\$126.0m in 2019



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

REFRIGERATION ELECTRICAL ENGINEERING CORPORATION (“REE”)

Refrigeration Electrical Engineering Corporation (29.8%) 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 with a total of 3,800MW designed power generation capacity, and operates over 150,000 sqm of total lease area of Grade B office space in Vietnam.

Cambodia and 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 trading and 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 14 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 (“SCCC”)

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