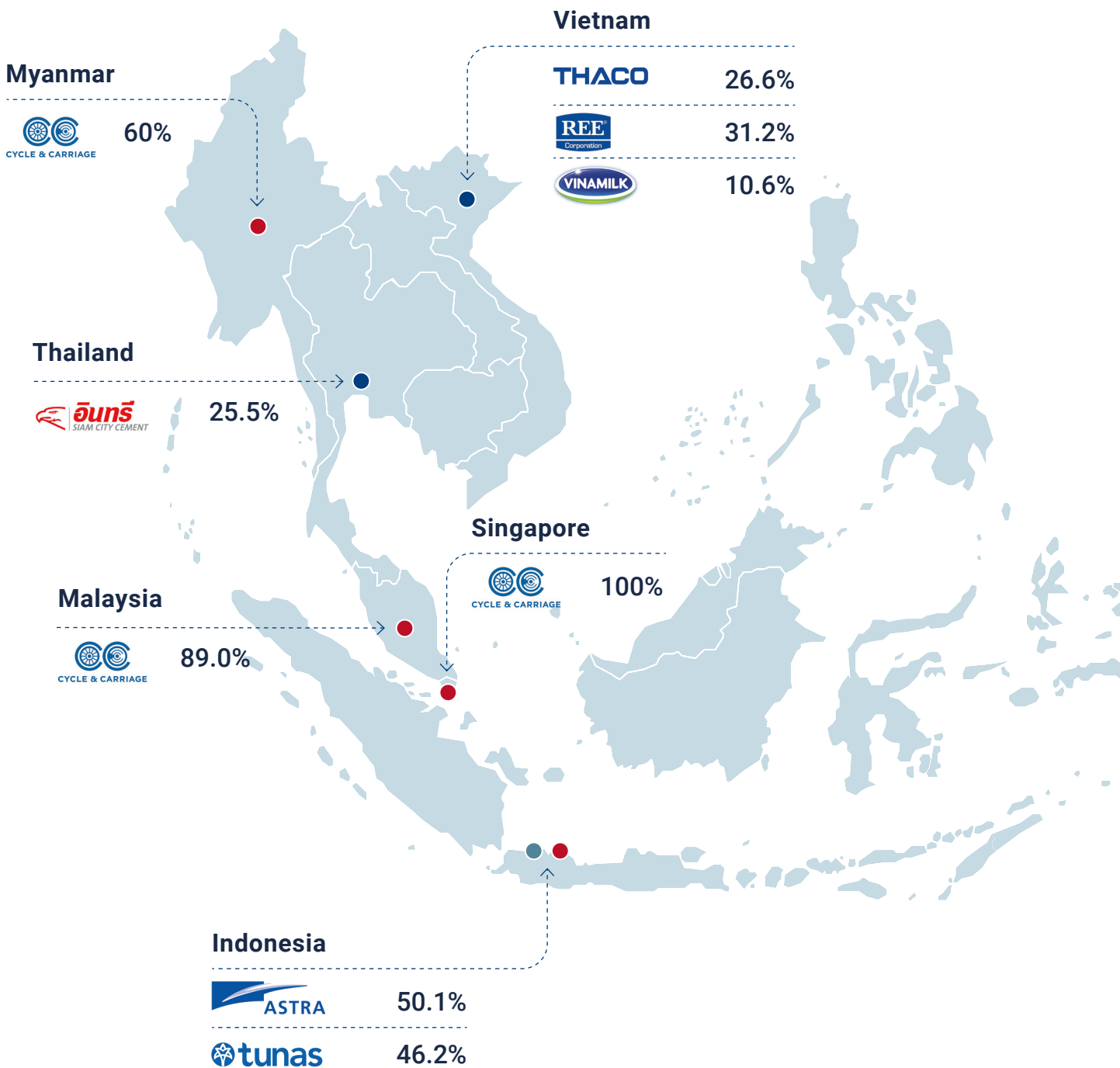


Group Overview

Our objective is to grow faster than Southeast Asia and elevate the communities within which we operate.



● Astra ● Direct Motor Interests ● Other Strategic Interests

Group Results

	Year ended 31st December			
	2021 US\$m	2020 US\$m	Change %	2021 S\$m
Revenue	17,688	13,234	34	23,761
Profit after tax	1,718	1,245	38	2,308
Underlying profit attributable to shareholders*	786	429	83	1,056
Profit attributable to shareholders	661	540	22	887
Shareholders' funds	7,368	6,974	6	9,960
	US¢	US¢	%	S¢
Underlying earnings per share*	199	109	83	268
Earnings per share	167	137	22	225
Dividend per share	80	43	86	107
	US\$	US\$	%	S\$
Net asset value per share	18.64	17.65	6	25.20

Underlying profit attributable to shareholders

US\$786m



Automotive	35.2%
Financial Services	20.8%
Heavy Equipment & Mining	25.6%
Agribusiness	6.0%
Utilities & Infrastructure	2.2%
Property	2.0%
Cement	3.4%
Consumer Products	4.6%
Others	0.2%



Indonesia	79%
Vietnam	15%
Singapore	3%
Thailand	3%

The exchange rate of US\$1=S\$1.35 (31st December 2020: US\$1=S\$1.32) was used for translating assets and liabilities at the balance sheet date, and US\$1=S\$1.34 (2020: US\$1=S\$1.38) was used for translating the results for the period.

* The Group uses 'underlying profit attributable to shareholders' in its internal financial reporting to distinguish between ongoing business performance and non-trading items. Items classified as non-trading items include fair value gains or losses on revaluation of investment properties, agricultural produce and equity investments which are measured at fair value through profit and loss; gains and losses arising from sale of businesses, investments and properties; impairment of non-depreciable intangible assets, associates and joint ventures and other investments; provisions for closure of businesses; acquisition-related costs in business combinations and other credits and charges of a non-recurring nature that require inclusion in order to provide additional insight into the Group's underlying business performance.