

# Group at a Glance

## Astra

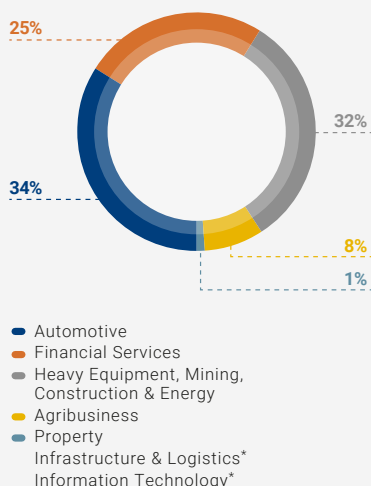
JC&C has a 50.1% interest in Astra. Astra is a diversified business group operating in Indonesia with seven core businesses. It is listed on the Indonesia Stock Exchange and is one of the largest companies in Indonesia by market capitalisation. Astra employs nearly 190,000 people.



### Contribution to Underlying Profit

**US\$654.8m<sup>+</sup>**

+112% from US\$309.4m in 2020



\* After withholding tax on dividend  
\* Insignificant contribution

## Automotive

Astra is one of the largest independent automotive groups in Southeast Asia. It participates in the production, distribution, retail and aftersales service of motor vehicles as well as manufacturing and distribution of automotive components.

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.

Through its Astra Digital arm, Astra also develops new initiatives and products to enhance interaction with customers on digital and online channels.

### Astra

Toyota	■	■	■
Daihatsu	■	■	■
Isuzu	■	■	■
UD trucks	■	■	■
Peugeot	■	■	■
Honda (motorcycles)	■	■	■
BMW	■	■	
Lexus		■	

### Key for Status

■ Manufacturer/Assembler ■ Dealer ■ Distributor

## Financial Services

Astra's financial services portfolio delivers various financial services, covering financing for motorcycles, cars, heavy equipment, insurance protection for individual and commercial customers, lending products to retail consumers, and digital payment solutions.

## Heavy Equipment, Mining, Construction & Energy

Astra supplies heavy equipment and provides aftersales services for various sectors, including mining, plantation, construction and forestry. It is the sole distributor of Komatsu, UD Trucks, SCANIA, Bomag and Tadano heavy equipment. Primarily a mining services contractor, it also owns a few thermal and metallurgical coal, gold and thermal power assets. It also participates in construction and has expanded into the renewable energy sector.

## Agribusiness

Astra cultivates, harvests and processes palm oil. It is a major palm oil company in Indonesia. It has a sustainability policy covering commitment to no deforestation, conservation of peatland and respect for human rights.

## Infrastructure & Logistics

Astra develops and manages toll roads. It has a total interest in 396km of operational toll roads. This includes the Tangerang-Merak, Cikopo-Palimanan, Semarang-Solo, Jombang-Mojokerto, Surabaya-Mojokerto and Pandaan-Malang toll roads, which form the Trans-Java network, enabling one to cross the island of Java from end-to-end, from Jakarta to Surabaya. Astra also operates the Kunciran-Serpong and Kebon Jeruk-Ulujami toll roads, which make up the Jakarta Outer Ring Road.

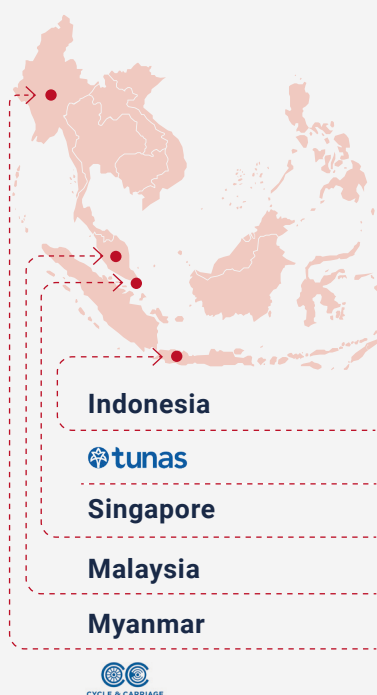
## Information Technology

Astra's information technology business provides printing and digital services solutions. It is the sole distributor of FUJIFILM Business Innovation in Indonesia.

## Property

Astra's property developments include the Grade A office building, Menara Astra, the 509-unit Anandamaya Residences and two residential development projects, namely Arumaya Residences in South Jakarta and Asya in East Jakarta.

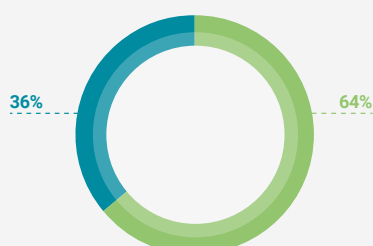
## Direct Motor Interests



Contribution to Underlying Profit

# US\$38.8m

+183% from US\$13.7m in 2020



● Singapore  
● Tunas Ridean  
● Malaysia\*  
● Myanmar\*

\* Insignificant contribution

### Cycle & Carriage Singapore

Cycle & Carriage Singapore (100%) is a leading 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. In addition, it retails used cars under its Republic Auto brand and provides vehicle leasing services. It is also the exclusive distributor of BYD electric forklifts.

### Cycle & Carriage Bintang

Listed on Bursa Malaysia Securities Berhad, Cycle & Carriage Bintang Berhad (89.0%) is one of the leading Mercedes-Benz dealers in Peninsula Malaysia with a network of 11 outlets, providing sales and aftersales services for Mercedes-Benz passenger cars and commercial vehicles, as well as for FUSO 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 six 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 70 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.

#### Cycle & Carriage

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

#### Tunas Ridean

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

#### Key for Status

● Dealer ● Distributor

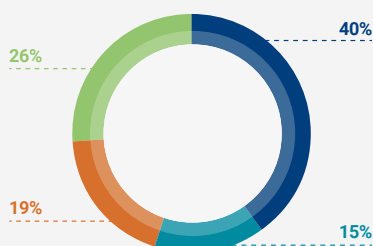
### Other Strategic Interests



Contribution to Underlying Profit

**US\$151.5m**

+26% from US\$120.1m in 2020



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

### Truong Hai Group Corporation ("THACO")

THACO (26.6%) is a multi-industry group headquartered in Vietnam.

THACO is a leading automotive player and participates in research and development, manufacturing, assembly, logistics, distribution and retail. It manufactures and distributes Kia, Mazda, Peugeot, FUSO, Frontier, Foton, Hyundai and BMW motor vehicles. THACO also distributes MINI.

It is a developer of residential and commercial properties, including the over 1 million sqm Sala City in the Thu Thiem area of Ho Chi Minh City's District 2. 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.

Brand		
Kia	Manufacturer/Assembler	Dealer
Mazda	Manufacturer/Assembler	Dealer
Peugeot	Manufacturer/Assembler	Dealer
FUSO (trucks and buses)	Manufacturer/Assembler	Dealer
Frontier	Manufacturer/Assembler	Dealer
Foton	Manufacturer/Assembler	Dealer
Hyundai	Manufacturer/Assembler	Dealer
BMW	Manufacturer/Assembler	Dealer
MINI	Manufacturer/Assembler	Distributor

#### Key for Status

Manufacturer/Assembler Dealer Distributor

### Refrigeration Electrical Engineering Corporation ("REE")

REE (31.2%) 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 as well as mechanical and electrical engineering ("M&E") services. It has strategic interests in renewable energies such as solar, hydro and wind, and a total of 3,989MW designed power generation capacity. REE also develops and manages over 150,000 sqm of total lease area of office space, and is a leading M&E contractor.

Cambodia and Bangladesh, SCCC holds market-leading positions in most of its markets. SCCC produces cement, concrete and aggregates, fibre 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 15 farms and 15 factories, with operations across Vietnam, Laos, Cambodia and the USA. Vinamilk is Vietnam's largest dairy producer with a dominant market share and a strong network of over 250,000 distribution points across the country.

### Siam City Cement ("SCCC")

SCCC (25.5%) is listed on the Stock Exchange of Thailand. Operating in Thailand, South Vietnam, Sri Lanka,