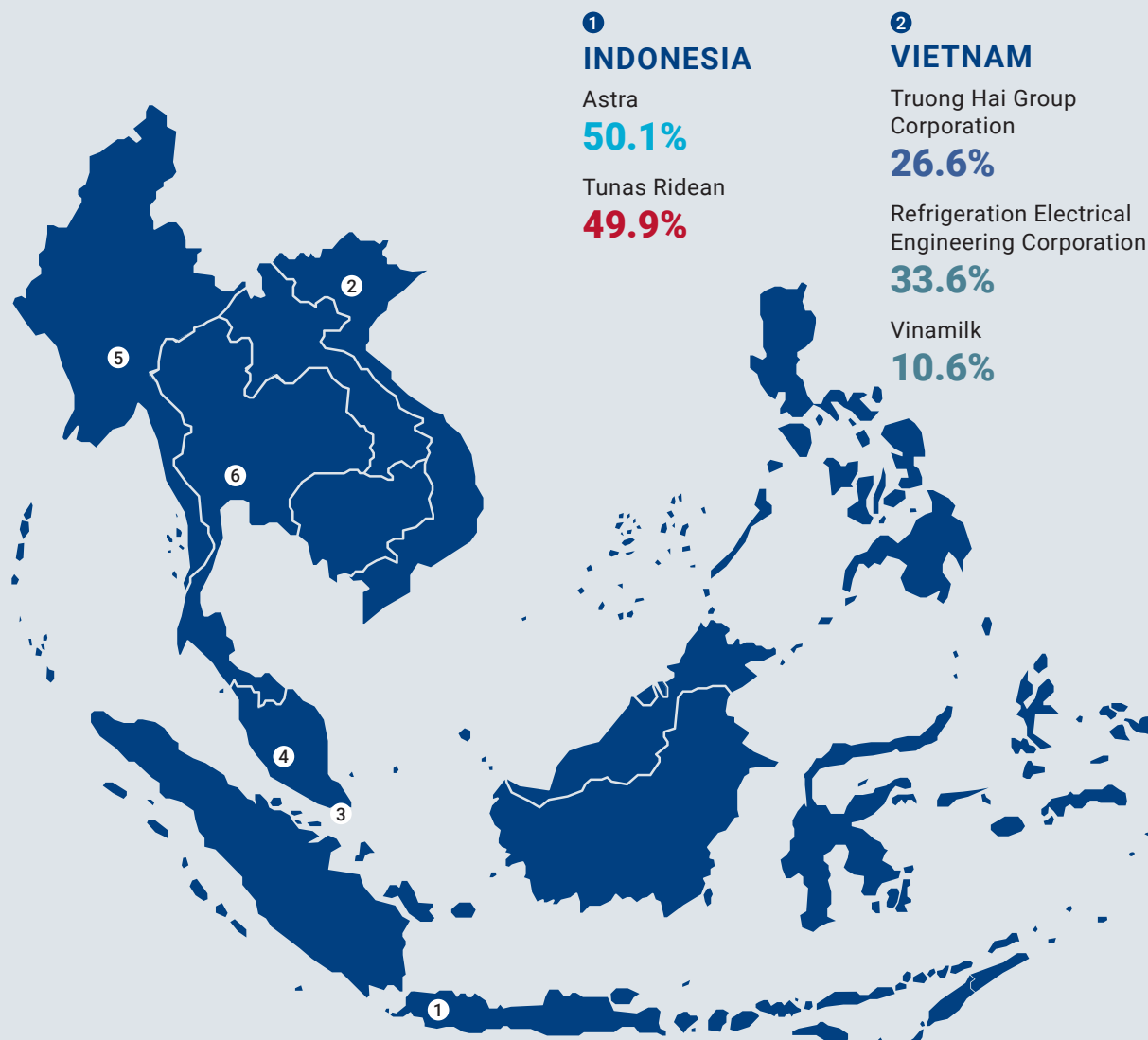


GROUP OVERVIEW

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



GROUP RESULTS

	Year ended 31st December			
	2022 US\$m	2021 US\$m	Change %	2022 S\$m
Revenue	21,793	17,688	23	30,065
Profit after tax	2,456	1,718	43	3,388
Underlying profit attributable to shareholders*	1,096	786	39	1,512
Profit attributable to shareholders	740	661	12	1,021
Shareholders' funds	7,140	7,368	(3)	9,600
	US¢	US¢	%	S¢
Underlying earnings per share*	277	199	39	383
Earnings per share	187	167	12	258
Dividends per share	111	80	39	153
	US\$	US\$	%	S\$
Net asset value per share	18.07	18.64	(3)	24.29

③ SINGAPORE

Cycle & Carriage
Singapore

100%

④ MALAYSIA

Cycle & Carriage
Bintang

96.9%

⑤ MYANMAR

Cycle & Carriage
Myanmar

60.0%

⑥ THAILAND

Siam City Cement

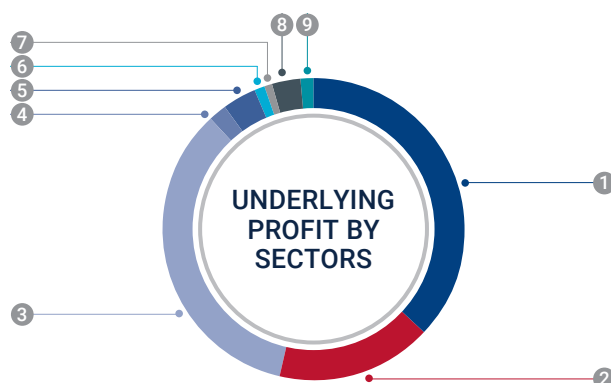
25.5%

- Astra
- Truong Hai Group Corporation
- Direct Motor Interests
- Other Strategic Interests

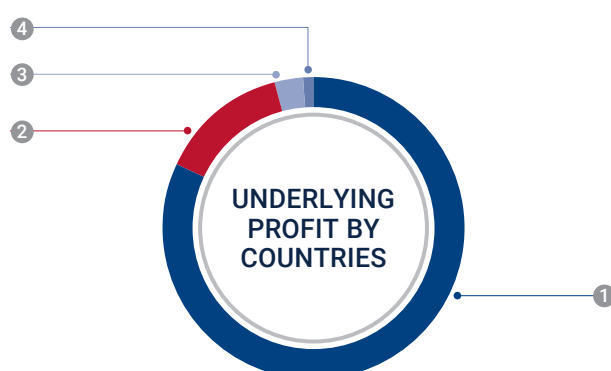
The exchange rate of US\$1=SG\$1.34 (31st December 2021: US\$1=SG\$1.35) was used for translating assets and liabilities at the balance sheet date, and US\$1=SG\$1.38 (2021: US\$1=SG\$1.34) was used for translating the results for the period.

* 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 or 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.

GROUP HIGHLIGHTS



①	Automotive	37.2%
②	Financial Services	16.5%
③	Heavy Equipment & Mining	34.5%
④	Agribusiness	1.9%
⑤	Utilities & Infrastructure	3.7%
⑥	Property	1.1%
⑦	Cement	0.9%
⑧	Consumer Products	3.0%
⑨	Others	1.2%



①	Indonesia	82%
②	Vietnam	14%
③	Singapore	3%
④	Thailand	1%