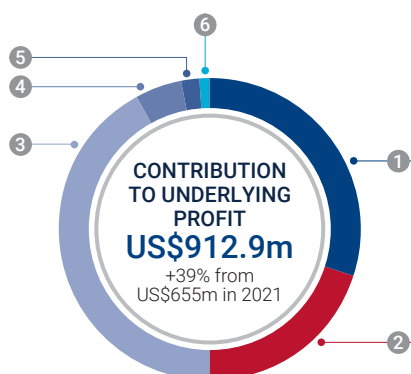


ASTRA

A prominent Indonesian market leader

INDONESIA

Astra
50.1%



1	Automotive	30%
2	Financial Services	20%
3	Heavy Equipment, Mining, Construction & Energy	42%
4	Agribusiness	5%
5	Infrastructure & Logistics	2%
6	Property	1%
	Information Technology*	

* Insignificant contribution

Toyota	● ● ●
Daihatsu	● ● ●
Isuzu	● ● ●
UD trucks	● ● ●
Peugeot	● ● ●
Honda – motorcycles	● ● ●
BMW	● ●
Lexus	●

● Manufacturer/Assembler
 ● Dealer ● Distributor

Astra is a diversified business group operating in Indonesia. It is listed on the Indonesia Stock Exchange.

Automotive

Astra is one of the largest independent automotive groups in Southeast Asia. It manufactures, assembles, distributes, retails motor vehicles, and provides aftersales services. It also manufactures and distributes automotive components. To build adjacencies within the wider automotive ecosystem, Astra Digital develops new initiatives and products to enhance online and digital interaction with customers.

Financial Services

Astra delivers a range of financial services including consumer and automotive financing, insurance, heavy equipment financing, fintech, e-money and digital venture. In 2022, Astra acquired 49.6% of Bank Jasa Jakarta, with plans to transform it into an innovative digital bank in Indonesia. Astra also launched SEVA, an online platform focusing on providing new car financing for customers.

Heavy Equipment, Mining, Construction & Energy

Astra provides comprehensive mining services across all stages of production and expansion. It owns a few mines and thermal power assets. Astra is also building its non-coal mineral mining portfolio, as well as investing in renewable energy. Astra supplies heavy equipment and provides aftersales services. It is the sole distributor of Komatsu, UD Trucks, Scania, Bomag and Tadano heavy equipment.

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 develops commercial and residential properties in Jakarta, including Menara Astra, Anandamaya Residences, Arumaya Residences and Asya Residences. Astra is also developing and managing modern logistics warehousing.

Digital Investments

Astra has been investing in new digital businesses. They include Halodoc, a healthtech online ecosystem; Sayurbox, an e-commerce grocery platform; Mapan, a community-based e-commerce platform; and Poxel, a technology-based logistics business.



VIETNAM

THACO

26.6%

THACO

Vietnam's fast-growing business group with market-leading positions

Truong Hai Group Corporation ("THACO") is a multi-industry group headquartered in Vietnam.

Automotive

THACO imports, manufactures, assembles, distributes and retails commercial vehicles and passenger cars. It has 2.4 million sqm of industrial park for the manufacturing of vehicles in Chu Lai, as well as a retail network of over 400 dealerships across Vietnam.

Real Estate

THACO is a developer of residential and commercial properties, including Sala City in the Thu Thiem New Urban Area of Ho Chi Minh City's District 2. THACO also owns residential and commercial assets in Yangon, Myanmar.

Agriculture

THACO's agriculture business in Vietnam, Cambodia and Laos covers over 50,000ha of fruit cultivation and livestock pig and cattle farming.

Other Businesses

The group is also involved in public infrastructure construction, retail and e-commerce, warehousing, freight forwarding and seaport services.



①	Automotive	90%
②	Other Businesses	10%
	Real Estate*	
	Agriculture*	

* Insignificant contribution

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

● Manufacturer/Assembler

● Dealer ● Distributor

DIRECT MOTOR INTERESTS

An extensive dealership network across Southeast Asia

Cycle & Carriage

Cycle & Carriage is a regional automotive group with operations in Singapore, Malaysia and Myanmar. It distributes and retails new and used motor vehicles, provides vehicle aftersales as well as delivers vehicle financing and insurance solutions.

SINGAPORE

A leading automotive group in Singapore representing a number of marques, Cycle & Carriage Singapore also retails used cars under its Republic Auto brand and provides vehicle leasing. It participates in the extended automotive value chain by providing electric vans fleets and deliveries for major retailers and logistics companies. Cycle & Carriage Singapore is also the exclusive distributor of Gogoro electric scooters and BYD electric forklifts.

MALAYSIA

Cycle & Carriage Bintang is one of the leading Mercedes-Benz dealers in Malaysia with a network of 11 outlets, encompassing sales and aftersales facilities in Peninsula Malaysia.

MYANMAR

Cycle & Carriage Myanmar operates six facilities across Yangon and Mandalay.

Tunas Ridean

Tunas Ridean is a leading automotive dealer group in Indonesia. It owns a network of 91 motorcycle and 70 passenger car facilities across Indonesia. In addition, Tunas Ridean provides automotive rental and fleet management services, and offers vehicle financing through its associate, Mandiri Tunas Finance.

SINGAPORE

Cycle & Carriage Singapore

100%

MALAYSIA

Cycle & Carriage Bintang

96.9%

MYANMAR

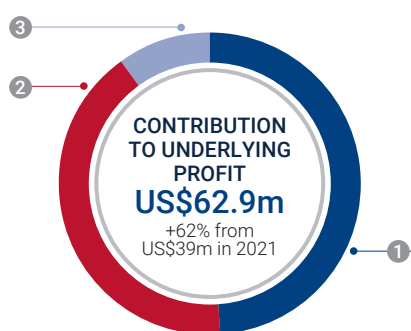
Cycle & Carriage Myanmar

60.0%

INDONESIA

Tunas Ridean

49.9%



1	Singapore	49%
2	Tunas Ridean	41%
3	Malaysia	10%
	Myanmar*	

* Insignificant contribution

Cycle & Carriage

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

Tunas Ridean

Toyota	●
BMW	●
Daihatsu	●
Isuzu	●
Honda – motorcycles	●

● Dealer ● Distributor



VIETNAM

Refrigeration Electrical
Engineering Corporation

33.6%

Vinamilk

10.6%

THAILAND

Siam City Cement

25.5%

OTHER STRATEGIC INTERESTS

Southeast Asian interests supporting the region's development

Refrigeration Electrical Engineering Corporation ("REE")

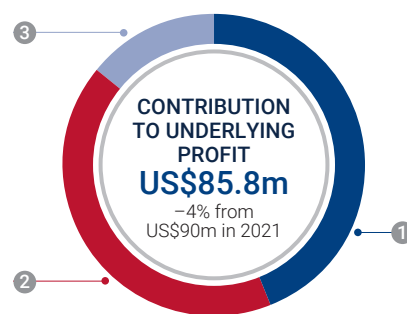
REE is listed on the Ho Chi Minh Stock Exchange. It is a diversified business group in Vietnam with operations in power and utilities, real estate and, mechanical and electrical engineering ("M&E") services. REE has strategic interests in renewable energies such as solar, hydro and wind with a total of over 2,800MW installed power capacity. REE also develops and manages close to 145,000 sqm of commercial office properties in Ho Chi Minh City, and is a leading M&E contractor with deep experience in commercial, industrial and infrastructure projects.

Siam City Cement ("SCCC")

SCCC is listed on the Stock Exchange of Thailand. Operating in Thailand, South Vietnam, Sri Lanka, Bangladesh and Cambodia. 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") is the largest food & beverage company on the Ho Chi Minh Stock Exchange by market capitalisation. It has 15 farms and 16 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.



①	REE	44%
②	Vinamilk	42%
③	SCCC	14%