

## KEY OPERATING BUSINESSES

### ASTRA INTERNATIONAL

#### Indonesia

Astra (50.1%), which is listed on the Indonesia Stock Exchange, is a diversified business group with six core businesses comprising automotive, financial services, heavy equipment and mining, agribusiness, infrastructure, logistics and others, and information technology.

#### Automotive

Astra is the largest independent automotive group in Southeast Asia. Its automotive business comprises the production, distribution, retail and after-sales service of motor vehicles and motorcycles. It is the sole distributor of brands such as Toyota, Daihatsu, Isuzu, Peugeot, UD Trucks. It is the main dealer for BMW in the motor vehicle market, and represents Honda in the motorcycle market. Astra also manufactures and distributes automotive components through Astra Otoparts.

#### Financial Services

Astra's financial services business covers a wide spectrum of businesses including consumer financing, banking and insurance. Consumer financing includes motor vehicle and motorcycle financing, while heavy equipment financing supports the mining, construction, forestry and agricultural sectors.

#### Heavy Equipment and Mining

Astra, through United Tractors, provides construction machinery, mining contracting, coal mining and construction services. United Tractors is the sole distributor for the Komatsu brand in Indonesia.

#### Agribusiness

Astra's agribusiness includes the cultivation, harvesting and processing activities for the production of palm oil. It is a major producer of crude palm oil in Indonesia.

#### Infrastructure, Logistics and Others

Astra's infrastructure, logistics and other businesses include the operation of toll roads, transportation and logistics services and a water utility company, and property development.

#### Information Technology

Astra's information technology business provides document solutions, information technology solutions and office services, and is the sole distributor of Fuji Xerox office equipment in Indonesia.



Daihatsu Car Assembly Plant  
Indonesia



Heavy Equipment and Mining  
Indonesia



Toll Road Services  
Indonesia



General Insurance  
Indonesia



Palm Oil Refinery  
Indonesia



Document Solutions  
Indonesia

## DIRECT MOTOR INTERESTS

### Vietnam

Truong Hai Auto Corporation (27.1%) is one of the largest automotive companies in Vietnam. Its activities include production, distribution, retail and after-sales service of commercial and passenger vehicles, representing brands such as Kia, Mazda, Peugeot, Foton and Hyundai.

### Singapore

Cycle & Carriage (100%) is one of the leading automotive groups in Singapore. It is engaged in the retail, distribution and after-sales service of Mercedes-Benz, Mitsubishi, Kia and Citroën motor vehicles.

### Malaysia

Cycle & Carriage Bintang (59.1%) is listed on Bursa Malaysia. It is the largest dealer of Mercedes-Benz motor vehicles in Malaysia, involved in retail and after-sales service.

### Indonesia

Tunas Ridean (43.8%) is listed on the Indonesia Stock Exchange and is one of the largest automotive dealer groups in Indonesia, representing Toyota, Daihatsu, BMW, Peugeot and Isuzu motor vehicles, as well as Honda motorcycles. Tunas Ridean also provides automotive rental and fleet management services. In addition, it is a major provider of vehicle financing through its associate, Mandiri Tunas Finance.

### Myanmar

Cycle & Carriage Automobile Myanmar (60%) provides motor vehicle maintenance and repair services in Myanmar. JC&C has the distribution rights to Mercedes-Benz passenger cars and commercial vehicles, Fuso commercial vehicles, EvoBus and Mazda passenger cars for Myanmar.



**Kia Sorento**  
Singapore



**Mazda Service Centre**  
Myanmar



**Mercedes-Benz Autohaus**  
Malaysia



**Kia Passenger Car Assembly Plant**  
Vietnam



**Tunas Toyota Showroom**  
Indonesia



**Refrigeration Electrical Engineering**  
Vietnam



**Siam City Cement**  
Thailand

## OTHER INTERESTS

### Thailand

Siam City Cement Public Company Limited (24.9%) is listed on the Stock Exchange of Thailand and is the second largest cement manufacturer in Thailand. It also produces concrete and other building materials.

### Vietnam

Refrigeration Electrical Engineering Corporation (22.9%) is a diversified business group operating in the fields of mechanical and electrical engineering, real estate and strategic investment in power and water utility infrastructure.