

A tall, modern glass skyscraper with the Astra logo at the top, illuminated from within, set against a twilight sky. The building is the central focus of the right side of the image.

Sharpening our Focus, Strengthening our Returns

Astra Strategy Roadmap

PT Astra International Tbk

25 May 2026

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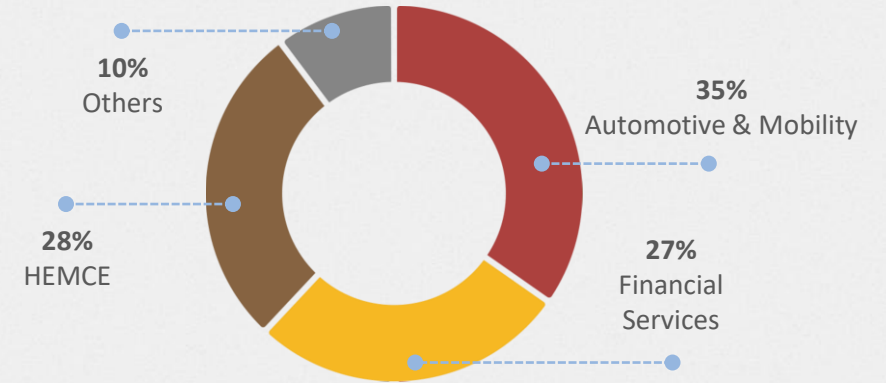
Astra's Strong Foundation Today

BUSINESS PORTFOLIO



Leadership positions supported by world-class operations

2025 Net Income by Segment

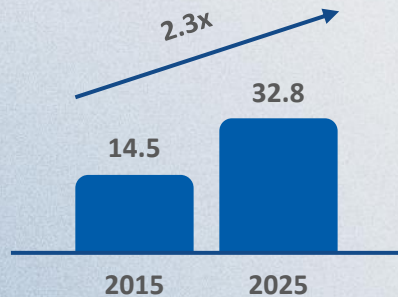


90% from Automotive & Mobility, Financial Services, HEMCE

FINANCIAL OUTCOMES

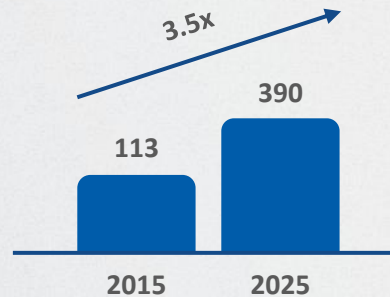
Earnings Growth

(Rp trillion)



Reliable Dividend Payout

(Rp/share)



10Y Annualised TSR

(2015-2025)

6%

**Our Mindset Shift:
Delivering stable and sustainable TSR**

**BUSINESS
PORTFOLIO**

Diversified



Focused

**FINANCIAL
OUTCOMES**

Earnings



Returns

Repositioning Astra



Focus

We will **focus** on our core engines,

Clarity

...pursue **clarity** in the wider portfolio,

Discipline

...strengthen capital **discipline**,

Commitment

...and show **commitment** to transformation.

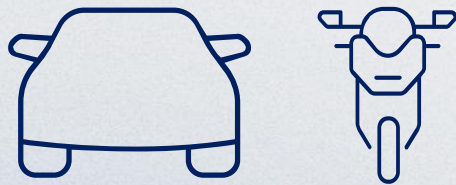
Focus



Focus on 3 Core Engines that delivered 90% of group profit

Automotive (35%*)

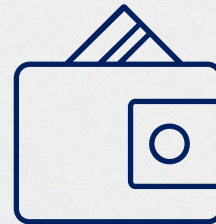
Defend market share and grow ecosystem profit beyond new vehicle sales



Ecosystem creator

Financial Services (27%*)

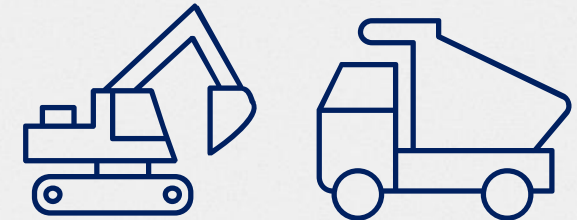
Pursue ecosystem full potential



Earnings amplifier

Heavy Equipment & Mining Solutions (28%*)

Reinforce integrated mining value chain and forge new growth engines



Resilience anchor

*Contribution to 2025 group net income

Automotive: Ecosystem creator

UNIQUE CAPABILITIES

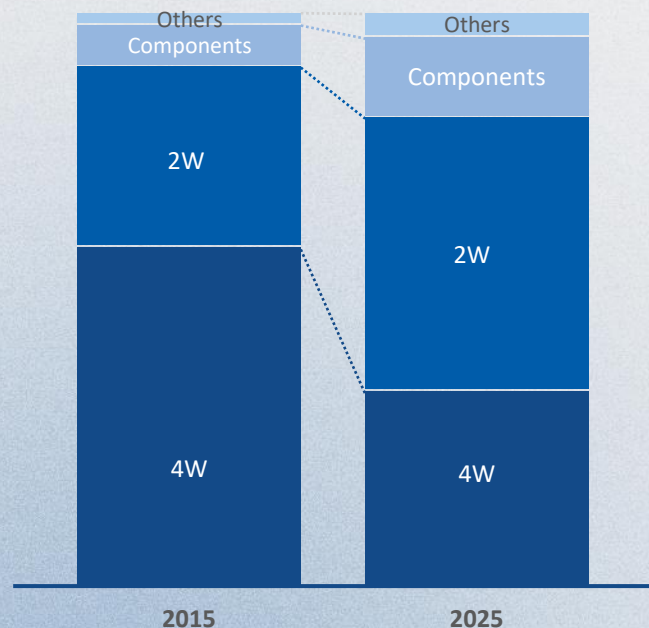
**Comprehensive
automotive value chain**

**Trusted
vehicle brands**

**Unparalleled
distribution network**

**Leading parts
manufacturer**

**Contribution
(Net income)**



**Defend Leadership
Positions**

Expand **4W** product line-up

Sustain **2W** leadership

Drive **cost efficiency** programme



**Expand Throughout
Ecosystem**

Deepen **aftersales
& parts ecosystem**

Pursue return-accretive **bolt-on
acquisitions in parts & services**

Scale **used car & trade-in** platform

Financial Services: Earnings amplifier

UNIQUE CAPABILITIES

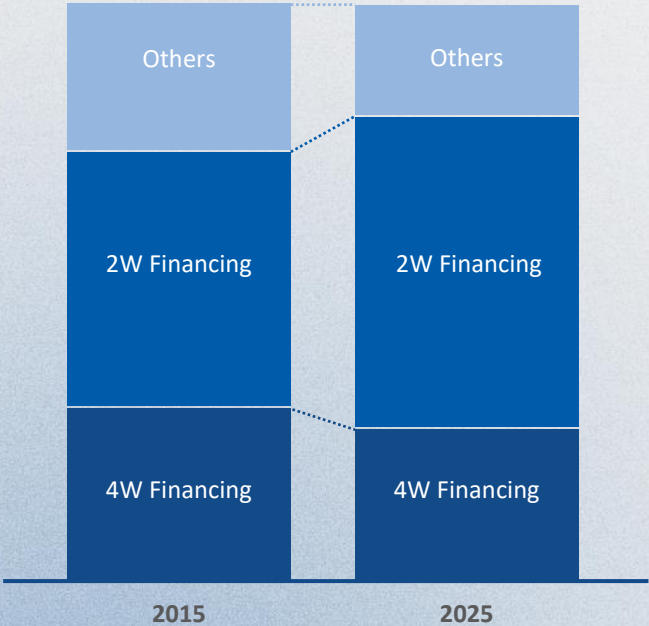
Extensive proprietary customer database

Unparalleled physical presence

Robust underwriting & collection capabilities

Industry-leading asset quality

Contribution (Net income)



Full Potential of Astra's Ecosystem

Strengthen **attachment** to new/used vehicle sales

Optimise **beyond-first** cycle financing

Re-activate **latent customers**



Growth Beyond Astra's Ecosystem

Grow **share** and **expand** product offerings

Heavy Equipment & Mining Solutions: Resilience anchor

UNIQUE CAPABILITIES

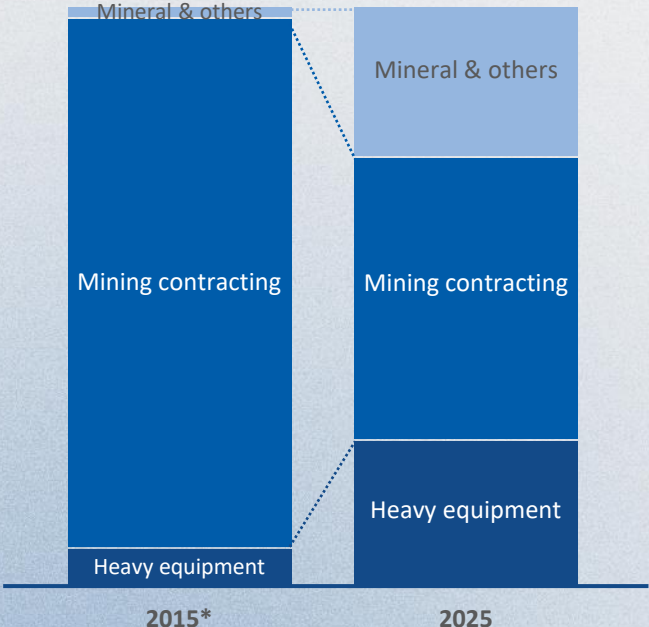
Integrated mining value chain

Largest & best-in-class mining contractor

Health & safety track record

USD-linked earnings

Contribution (Net income)



Reinforce Value Chain

Expand **mining service offerings and customers**

Increase **recurring earnings** from heavy equipment aftersales



Forge Growth Engines

Selectively **invest in minerals** with expertise

Align **ESG with strategy**

*2015 Net income excludes impairment charges on coal mining assets

A high-speed, close-up photograph of a water droplet striking a surface, creating a series of concentric ripples. The water is a deep, clear blue. The word "Clarity" is written in a clean, white, sans-serif font, centered over the ripples. The lighting is soft, highlighting the texture of the water and the clarity of the droplet.

Clarity

Wider Portfolio: Each business to earn its place



INVEST

For growth

Strategic fit with Astra ecosystem

Right to win on our own

Path to **leadership**



PARTNER

With capabilities

Strategic fit with Astra ecosystem

External capabilities required to win

Path to **leadership**



REALLOCATE

Capital

Limited ecosystem value

Unclear path to control

Underperforming assets



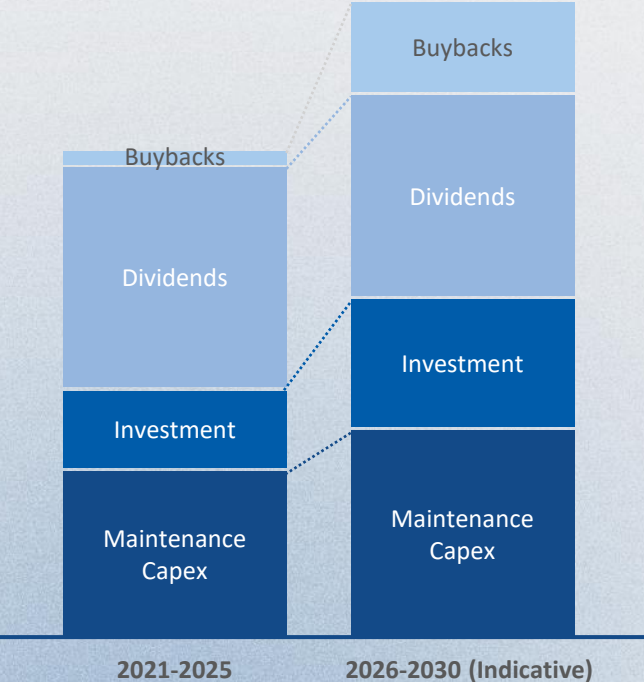
Discipline

Capital Allocation: Increased discipline with clear allocation framework



5-YEAR CAPITAL DEPLOYMENT

Capital Deployment Breakdown
Rp



CAPITAL ALLOCATION

- Maintenance capex
- Dividends (45%-50% DPR)
- Growth investments and/or buybacks
- Prudent gearing and investment grade rating



INVESTMENT CONSIDERATIONS

- Strategic fit or material standalone
- Required return **above appropriate hurdle rate**
- Prioritise control or path to control**

Commitment

A blue flag flies on a tall pole atop a jagged, rocky mountain peak. The sun is setting behind the mountain, casting a warm orange glow across the sky and the landscape. The sky transitions from a deep blue at the top to a bright orange near the horizon. The foreground shows the dark, textured rock of the mountain peak, while the background features a range of mountains shrouded in a light mist or fog.

Aligned leadership team committed to drive new strategy

Board of Directors



Gidion Hasan
Automotive
(4W)



Santosa
Infrastructure & IT



Gita Tiffani Boer
Legal & Sustainability



FXL Kesuma
Heavy Equipment &
Mining Solutions



Thomas Junaidi Alim W.
Automotive
(2W & Component)



Hsu Hai Yeh
Finance



Siswadi
Financial Services



Djap Tet Fa
Agribusiness & Property

Alignment with shareholders

- **Absolute TSR-linked share-based long-term remuneration**
- **Directors' shareholding commitment**

Market Engagement

- **Revamped investor relations**
- **Enhanced disclosure and engagement**
- **Continue world-class governance**

A focused, resilient Astra



Focus

Focus on
3 core engines



Clarity

Pursue
portfolio **clarity**



Discipline

Strengthen
capital **discipline**



Commitment

Commit to
transformation

What's next in 2026

Jardine Matheson Investor Day

16 June

Conferences and Investor Meetings

June-September

Astra Investor Day

October



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