Creating the Workplace of the Future

Taking the Lead
Cycle & Carriage Bintang Opens 12th Autohaus

Health in Mind Student Advocates Build Acceptance

Innovate Jardines Gathers Momentum
Creating the Workplace of the Future

As the Group embraces technology and innovation to drive forward its businesses, HR is using the latest trends to create a workplace that will attract and retain the best people.
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Our recently announced results showed that the Group has performed well in the first half of 2017, and we look set to end the year on a positive note. Yet this is not the time to relax and take our foot off the accelerator. Quite the opposite! We need to stay focused if we are to remain relevant in our rapidly changing markets, and stay informed if we are to benefit from the changing landscape.

Since its launch, Innovate Jardines has been helping us to do just that by stimulating innovative thinking. The main thrust so far has been the three Innovate Challenges – on our Automotive businesses, the Future of Work and our Retail Operations. These have generated over 13,000 idea submissions, and we now have more than 21,000 people signed up to the Innovate Exchange platform. This is a real demonstration of the enthusiasm that exists across the Group to embrace technology.

Most encouragingly, many of these people are also using the initiative as a catalyst to try out new ideas. A short survey within the Group revealed that over 80% of respondents appreciate the Innovate Jardines initiative, and it was good to see that half of those responding believe that the programme has impacted them personally and changed the way they work.

These findings show that good progress has been made in raising awareness of the need to try out new ideas and get things moving. With such a significant cultural change taking place, however, we must relook at everything we do and commit the resources required to pursue our ideas. I am prepared to support this investment, while recognizing that there will be risks and that not every initiative will be successful.

How the Group is responding to the changing culture of the workplace and the creative ways in which we are using technology to make the Group more attractive to the modern generation of employees are the subject of Perspective on pages 8-13, and another example of our drive to invest in the future.

We are all on a journey of embracing modern work practices, and some have made greater progress than others. I am determined we are all going to increase our pace, and to achieve this we shall be launching the next phase of Innovate Jardines later this year!

Ben Keswick
The Jardine Matheson Group produced strong growth in underlying profit for the first half of 2017 with good performances from many of its businesses.

Both the Group’s underlying profit and underlying earnings per share rose 20% for the first six months of 2017 to US$765 million and US$2.04 respectively. Revenue for the period was 8% higher at US$19.4 billion, while gross revenue, including 100% of associates and joint ventures, was up 10% at US$38.1 billion. Non-trading items in the first half represented a gain of US$1,313 million, and accordingly, the Group’s profit attributable to shareholders was US$2,078 million for the six months under review, compared with US$984 million in 2016.

Hongkong Land’s commercial interests performed well and it recorded a higher level of sale completions in its development properties. The group has entered two new cities in mainland China with mixed-use development projects in Wuhan and Nanjing.

Astra benefited from better results from across its businesses, while Permata Bank returned to profit. Astra’s automotive operations did particularly well while stronger commodity prices led to better performances from its heavy equipment and mining operations and agribusiness activities.

Jardine Pacific saw improvements in most of its operations and has extended its business portfolio to include a 28% stake in China-based Greatview Aseptic Packaging Company. Jardine Motors benefited from the strong trading conditions in mainland China for both Zung Fu and Zhongsheng.

JLT’s earnings increased despite a challenging trading environment and it made further progress with its growing US Specialty business.

Dairy Farm’s trading was mixed, although it did achieve higher profit contributions from certain businesses. The group continues to improve its appeal to customers through its investment in technology, supply chain infrastructure, stores and people. While Mandarin Oriental’s results were impacted primarily by its London hotel renovation, the group has announced a number of management contracts, and three new hotels with branded residences will open between 2020 and 2022. Contributions from Jardine Cycle & Carriage’s non-Astra interests were lower.

“These results represent a good first half of 2017 for the Group,” said Managing Director Ben Keswick. “Looking forward I expect a positive year for the Group as a whole.”
Distinguished Chinese Entrepreneurs Visit London

A large contingent of the Yabuli Chinese Entrepreneurs Forum (CEF) participated in several prominent Group-hosted activities as part of a summer visit to London. Nearly half of the 60-member organization made the four-day trip, which was hosted by Jardine Matheson Group Director Adam Keswick, CEF’s only Western director.

Collectively and in smaller groups, the influential entrepreneurs, many representing Chinese Fortune 500 companies, followed a busy schedule that included dinner at the Wiltshire home of Jardine Matheson Chairman Sir Henry Keswick and his wife Tessa. Guests included JD.com founder and CEO Richard Liu and his wife Nancy. Jardine Matheson (China) Chairman and Group Director David Hsu was also present to host the visitors.

Another dinner was jointly hosted by Jardines and Rothschild at Rothschild’s offices, where over two dozen of Europe’s leading entrepreneurs, professionals and business owners had an opportunity to develop social and business ties with their Chinese counterparts.

A group of CEF directors that included New Hope Group Chairman Liu Yonghao enjoyed a luncheon with Jardine Matheson Group Directors Lord Sassoon and Lord Powell, together with Lord Mandelson.

Forum members also visited Grosvenor Estates, where they were met by the Duke of Westminster and Grosvenor’s management team. Later that day, the highlight of a trip to Westminster was a meeting with British Secretary of State for International Trade Dr Liam Fox MP. Citing a strong mutual desire to build greater ties between the UK and the Chinese private sector, Dr Fox expressed hope that the ‘Golden Era’ of relations has spawned a ‘Golden Opportunity’ for the two countries. He noted Hong Kong’s distinction as the ‘Gateway to Britain,’ with London sharing similar corporate tax rates, laws and a quality workforce with the former colony.

Another stop was Aviva’s ‘Digital Garage’ in Hoxton. There, the visiting entrepreneurs were guided by CEO Mark Wilson, who sees the high-tech showroom as part of a culture change at Aviva as the insurance partner of Astra transforms to a financial technology company.

Commenting on the activity-filled CEF trip, Adam Keswick said, “This was a tremendous opportunity for many of China’s most successful business leaders to forge strong relationships in Britain. We were very pleased to have been able to bring the parties together for what was a very successful visit.”
UK Spotlight on Guangdong

Guangdong Party Secretary Hu Chunhua was the guest of honour at a dinner hosted by Jardine Matheson Group Director and Chairman of the China-Britain Business Council (CBBC) Lord Sassoon. The event was held at Mandarin Oriental Hyde Park during a two-day visit to London by a delegation of more than 200 political and business leaders from Guangdong Province in southern China. Group Chairman Sir Henry Keswick and Matheson & Co Director Lord Powell were also in attendance.

The following day Secretary Hu delivered the keynote address at the China (Guangdong) – UK Economic and Trade Co-operation Conference at Grosvenor House. Speaking as both CBBC Chairman and Jardine Matheson Group Director, Lord Sassoon said he took pride in the Group’s 180-plus years of successful trading in Guangdong.

Lord Sassoon was also involved in supporting the Chinese delegation at the London stop of an international road show to promote the 2017 Fortune Global Forum, which is scheduled to take place in Guangzhou in December. Lord Sassoon participated in a panel discussion on the subject of how innovation and investments are spurring joint business opportunities for the UK and Guangzhou.

Group Chairman Hosts Dongcheng Delegation

Hongkong Land’s first large-scale flagship commercial development in Beijing, WF Central, was among the topics discussed at a lunch hosted at Mandarin Oriental Hyde Park, London by Jardine Matheson Group Chairman Sir Henry Keswick for Zhang Jiaming, Party Secretary of Dongcheng district, where the development is located. Secretary Zhang was accompanied by Beijing business leaders, Tianjie Group Chairman Li Hua, Jingcheng Group Chairman Zhao Chunjun and Jianyuan Investment Management Chairwoman Chen Yan. Jardine Matheson Group Director Lord Sassoon also attended along with three representatives from Hongkong Land: Executive Director, Commercial Property Raymond Chow; President, Commercial Property, China Stanley Ko; and Assistant General Manager, China Shirley Lam.

Party Secretary Zhang and his delegation were in London to study development and management of the city’s vibrant West End, including shopping and dining destinations Regent Street and Covent Garden. As well as WF Central, their three-day agenda covered discussions on potential future projects in the district. The idea of collaborating on an annual art pavilion at WF Central was also mooted in meetings with Serpentine Galleries Chief Executive Officer Yana Peel.

Dairy Farm Insight for Group Managing Director

Jardine Matheson Group Managing Director Ben Keswick gained firsthand insight into Dairy Farm operations during visits to a number of its stores, where he met with unit leaders and employees.

In Hong Kong, Mr Keswick visited remodeled Mannings stores in Ma On Shan in the New Territories and Tsim Sha Tsui in southern Kowloon. Both locations boast new store layouts that emphasize beauty category products. Stops at several 7-Eleven outlets in Aberdeen enabled Mr Keswick to see how the chain is increasing its fresh and ready-to-eat selections. His itinerary also included visits to 7-Eleven and Mannings stores in Guangzhou.

Mr Keswick’s travels then took him to Jakarta, Kuala Lumpur and Singapore where he visited other banners from Dairy Farm’s Food and Health & Beauty divisions.

The visits were an opportunity for unit leaders to update Mr Keswick on business performance and future plans.

Second and third right: Jardine Matheson Group Managing Director Ben Keswick and Director David Hsu discuss operations with, far left, 7-Eleven South China Chief Executive Officer Jean-Francois Simon, and, far right, Executive Director Paul Mak.
A recent survey of Jardine Matheson Group executives indicates that Innovate Jardines is already making a real and positive impact.

The survey found that 83% of respondents agreed that leaders across the Group were taking meaningful action to support innovation. Two-thirds thought their companies had become more innovative in the past year, and 78% concurred that Innovate Jardines had been effective in promoting culture change.

Proof of the Group’s desire to try out new ideas is evident in the latest of the series of business challenges designed to seek out exciting new initiatives to change the way businesses work and create value. ‘Innovation in Retail,’ focusing on Dairy Farm’s businesses, attracted over 6,000 ideas to Innovate Exchange and, for the first time, submissions to Survey Monkey, an external online platform. There was particularly strong participation from 7-Eleven Hong Kong, Wellcome and Mannings.

“The submissions that made it through the initial selection process will continue to a rigorous five-day Bootcamp during which ‘innovist’ teams will refine the ideas, develop business cases, research technology solutions and apply design thinking,” said Innovate Jardines Chief Executive Michael Poon. “The finalists will be chosen by Dairy Farm and the Innovate Jardines leadership team at the Final Showdown in September.”

Meanwhile, teams behind funded ideas from the earlier ‘Motors’ challenge are now working closely with Innovate Jardines laboratories. A concept from Jardine Motors Group UK (JMG UK) that integrates consumer data with number plate recognition to offer a more personalized experience to customers is being piloted at three dealerships, with the aim to take it network-wide. Zung Fu Motors is testing artificial intelligence (AI) to perform initial diagnostics to identify car problems quicker.

Currently in the initial ‘proof of concept’ phase are the teams behind the ‘Future of Work’ ideas. Looking to make a significant business impact is one Dairy Farm team now testing an online ‘Work Shift Trading Platform’ that brings flexibility and convenience when store staff trade shifts with each other. There is progress too from Asuransi Astra teams working on two notable ideas using AI, including an intelligent ‘Chatbot’ to assess and prioritize customer health insurance queries, and an AI-led fraud detection service that helps identify suspicious claims.

In other Innovate Jardines news, JMG UK became the first Group business unit to organize its very own Innovate Challenge Run, using the Innovate Exchange platform. The inaugural Innovate JMG Challenge focused on developing ground-breaking solutions involving customers and employees, including senior staff. The challenge was deemed a success as 78 high-quality ideas were submitted, with the best making their pitches to Group Managing Director Ben Keswick and a group of judges led by Chief Executive Officer Neil Williamson.

“I have been very pleased to see the enthusiasm our people have for embracing technology and applying new ideas that are relevant to their businesses”, said Mr Keswick. “What is also exciting is that many of our colleagues have kick-started their own programmes. I look forward to seeing more original ideas as we continue on our journey.”

A ‘by-the-numbers’ glance at Innovate Jardines’ first year shows three Challenges generating 13,000 business-improving ideas, 20 of which have been funded to date. The Innovate Exchange platform over the past 12 months has tallied 400,000 unique page views, 8,000 comments and 50,000 votes on idea submissions.

The next phase of Innovate Jardines will be launched in the second half of this year and is expected to create another wave of enthusiasm across the Group and keep the programme’s team even busier.

“We believe the Innovate Jardines team can add tremendous value to the Group’s development as both adviser and sounding board for the new ideas being explored by various units,” said Mr Poon. “We are introducing our businesses to potential vendors and partners in technology start-ups and established companies in such fields as data analytics, Internet-of-Things and financial technology. We are also bringing in outside guest speakers, including the former president of Alibaba’s Tmall, to share motivating stories and offer insights to Group audiences. We are here if you need us.”
Strong Group Presence at China Development Forum

Jardine Matheson Group Director Lord Sassoon attended the China Development Forum in Beijing along with Jardine Matheson (China) Chairman David Hsu and the Group’s new Chief Representative of Beijing, Adele Ma.

The gathering of mainly Fortune 500 Chairmen and CEOs, as well as various senior Chinese Government and business people, is held annually to discuss a full range of business and economic issues and included a session with Premier Li Keqiang. During the Forum, Lord Sassoon chaired a panel on Financial Innovation and had a private meeting with former Finance Minister Lou Jiwei.

Focus on Indonesia and Thailand

Matheson & Co Director Lord Powell has been in Indonesia and Thailand for meetings with Government ministers and officials.

In Indonesia, Lord Powell met with Vice-President Kalla, Finance Minister Sri Mulyani, Opposition Leader General Prabowo Subianto, Defence Minister Ryamizardo, Industry Minister Hartato, and Central Bank Governor Agus. In Thailand, he had meetings with Prime Minister General Prayuth, Privy Council Chairman General Prem Tinsulanonda and former Prime Minister Khun Abhisit. Discussions in both places covered political and economic issues relevant to Jardine Matheson Group businesses, as well as international developments.

Jardine Matheson Boosts Greater China Investment Capabilities

A Greater China Investment Board (GCIB) has been created to strengthen Jardine Matheson’s development strategy and investment capabilities in a region so important to the Group’s long-term growth, a dedicated function is warranted to fully capitalize on its potential, according to Group Managing Director Ben Keswick.

Supporting the Group’s new and existing business interests in Greater China, the GCIB is chaired by Group Deputy Managing Director Y K Pang. Its members are Anna Cheung, Mark Greenberg, David Hsu and Jeff Purdey.

Ms Cheung, who has extensive experience investing in mainland China, will continue as Jardine Pacific Chief Executive, relocating with her finance team to new offices in Jardine House.
Creating the Workplace of the Future

In today's rapidly changing global marketplace, modern organizations are embracing technology in order to keep their businesses relevant, competitive and successful. Nowhere is this more important than in a most crucial element of any business: the recruitment and retention of top-quality people.

Today, working structures need to be flatter and more responsive to change. This calls for working practices that are increasingly flexible and agile, and for people to be better able to collaborate and work seamlessly as teams. Increased engagement generates more voices, adding to the creative process and making organizations more adaptable and innovative.

“`Our Group companies need to respond to the changing requirements of their businesses and their markets. A key element is to ensure that we create the right environment to attract the talent which is needed to be successful,” explained Jardine Matheson Group Managing Director Ben Keswick. “We need to embrace modern working practices that are increasingly important for our people.”`

Keeping pace with market opportunities is also dictating the need for change. Estimates show that consumption levels of the increasingly sophisticated consumers in the Group’s growth markets of Greater China and Southeast Asia will triple from US$8 trillion in 2015 to US$24 trillion in 2030.
Agile Working

Globalization and a digital culture have diminished the importance of physical location and national borders in the quest for the best and brightest talent. The opportunities this presents to the Group and other globally minded businesses – to recruit from a much larger pool with unprecedented diversity of ideas and backgrounds – are game changing. But with a global talent pool comes global competition for the best people, creating the need within organizations to understand the changing workforce, their behaviour and the role technology plays in their home and work lives.

“With our long exposure to the markets in the Region, the Group is in a prime position to capitalize on that strong expansion in demand,” said Mr Keswick. “To stay competitive, our work environment and culture must respond to the needs of the younger workforce so that we can bring out the best in people and in our businesses.”

Trends in Today’s Workforce

The most prominent trend in today’s workforce is the rise in professional and physical mobility. The ease of using mobile devices and the ability to stay connected anywhere in the world have resulted in more people being able to undertake their work wherever their location. It is estimated that two-thirds of the world’s office population now has the option of ‘agile’ working.

For businesses willing to capitalize on these trends, there are benefits to productivity and employee satisfaction, as well as savings from the reduced need for office space. With the proper management structure, new opportunities may arise through embracing modern concepts such as the ‘gig’ economy, where instead of people working full-time, they focus on short-term contracts in areas that suit their expertise; or by using ‘crowdsourcing for talent’, where companies access social media referral platforms to find applicants for their job openings. These new ways of working facilitated by technology can broaden horizons for businesses.
Embracing Technology

Technology is clearly the driving force behind much of the change in today’s workplace. As the generation raised alongside the rise of smartphones and the internet, ‘millennials’ are differentiated by their inherent familiarity with technology. By 2020, they will comprise 50% of the world’s workforce, and by 2025 that number will have risen to 75%.

In a world of social media, people now live their lives in a far more interconnected way, and this has impacted on how we interact in the workplace. Increased employee fluency in technology has also helped in the adoption of cloud computing, big data and wearable devices, to name but a few, and has changed expectations of the way work is done. This is supporting the significant expansion of technology’s role as the central nervous system of business enabling increased productivity and engagement.

Such a momentous shift is having a far reaching impact at every level in the corporate world. With it comes a pressing need to understand, embrace and adapt; and for Group businesses with nearly half a million employees worldwide, it is highly significant.
The Employee Experience

In this globalized digital marketplace, the competition to attract top talent has taken on new levels of complexity and importance. Today’s recruitment challenges require companies to create places where employees want to work. Understanding and recruiting a changing workforce are important steps, but only the first towards creating the optimal employee experience.

The role of the employee experience in business success comes down to a simple formula, cx=ex, where customer experience is a direct result of employee experience. Whether he or she is an engineer in JEC, a sales manager at a Jardine Motors dealership, a portfolio manager in Hongkong Land, or a product representative in Dairy Farm, people are the principal way businesses interact with clients and customers, thus making them the primary driver of a company’s brand. While this has always been the case, the employee’s expectations of that experience have changed.

“Creating an environment with a rewarding employee experience begins with the realization that people today are looking for more than a job,” said Group Head of HR John Nolan. “They want skills, training, development, agility, flexibility, an open and collaborative environment, and to work for a company with a sense of purpose. In addition, according to a survey of job seekers in Hong Kong, the second-most important criterion after salary is work-life balance. Our companies need to respond to these evolving requirements with forward thinking and flexible HR policies.”

Innovation Within the Group

In keeping with the trends of online sharing, digital collaboration and employee agility, many Group companies are promoting collaborative software platforms. These allow for employees across departments and companies to work together, share resources, efficiently communicate and socialize.

Technology is also aiding recruitment and induction. Group HR is piloting a new platform with Jardine Restaurant Group to match internal talent to job opportunities, thus allowing greater visibility of career options for people within the Group. Group HR is also using gamification in the form of a recently launched App to help with the orientation and training of graduates joining its Jardine Executive Trainee Scheme (JETS).

The App encourages interaction and engagement among new JETS who can earn points by answering multiple-choice questions on Jardines and Hong Kong or by posting photos of JETS’ gatherings. The points can then be used to redeem gifts at various Group outlets. This helps them to understand Jardines and Hong Kong in a fun and interesting way, as well as preparing them for working in the Group.

Another Group business, JTH Group, which provides technology solutions to people and businesses across Asia, is using virtual reality as part of its induction process. Through its @OnePlace App, which features gamification challenges and a VR360 video, colleagues with the aid of VR360 glasses can share the same virtual reality experience in meeting management and viewing JTH offices.

Among the strongest benefits of new ideas such as these are increased transparency and a greater sense of community. Improved intra- and intercompany communication is also creating more avenues for Group companies to learn from each other’s best practices as well as their mistakes.
Perspective

Innovate Jardines ‘Future of Work’ Challenge

How to keep pace with emerging employment trends and create a workplace culture that emphasizes new ways of thinking has been the focus of a recent Innovate Jardines challenge on ‘The Future of Work’. The initiative looks to leverage the considerable talent and resources of the Innovate Jardines team and the Group as a whole, harness technology in new ways and meet the changing workplace expectations of employees.

Following a robust and thorough review process, 11 projects were chosen to move forward to ‘Proof of Concept’ stage with funding from the Innovation Fund. The ideas tackle a wide range of workforce management issues and all were chosen for their real-world application and potential benefit to Group members. They include an App for staff at Mandarin Oriental that manages schedules and enables global collaboration with colleagues, and another that deals directly with employee mobility by allowing workers to search and apply for jobs in other Group companies, and line managers to find talent with the skills and experience required.

Dairy Farm Group HR is currently testing a cloud-based Work Shifts Trading Platform, an App that will allow workers to take on extra shifts or trade away shifts with colleagues. It will offer staff more flexibility and allow them to better manage both their work and personal schedules, while helping to boost frontline staff numbers at stores. It is also expected to become a key incentive for staff retention. There will be an initial phased rollout to Dairy Farm’s frontline staff in Hong Kong and ultimately it is hoped that the Platform could be extended through collaboration across Dairy Farm’s different banners and stores in the Region.

“All of these innovative ideas combine the empowerment of employees, increased flexibility and the closer knitting of companies within the Group,” said Mr Nolan. “Not only does this align perfectly with emerging employment trends, but it also provides a vehicle to drive inter-Group mobility and improves productivity.”

Investing in Our People

This open sharing and development of ideas has already proven a valuable contributor to the success of the Innovate Jardines initiative as reflected by both the quality of submissions and the diversity of their sources. By encouraging the development of new ideas and empowering employees to take risks, these new working structures are creating a culture within the Group that, when combined with the proper incentives, harnesses the entrepreneurial spirit of its people.

The evolution of working cultures is also being driven through management teams. By integrating requirements into budgets and key performance indicators that promote the adoption of new technologies and workplace innovations, as well as the development of business and people capabilities needed for the future, Group companies will have the support needed to stay ahead of the game.

For current employees, the staff planning process has been changed to place a sharper emphasis on talent development. Similar modifications will be made to recruitment processes, the employer brand and graduate development strategies. Greater emphasis is also being placed on providing equal opportunities for all levels of the workforce.
As the new generation of the workforce is more engaged, the need to empower people to voice their opinions and try out new ideas becomes essential to creating a ‘bottom-up’ management. Equally important are enhanced communication and collaboration in the work environment. The current redevelopment of the Jardine Matheson office in Devon House to a more open, technology-enabled, and agile, attractive working environment will further encourage this. Group businesses and people are encouraged to take an active role in embracing these changes, providing feedback and helping to refine new systems.

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Great Challenges and Greater Opportunities

With the rapid pace of change in today’s world, the Jardine Matheson Group is making a significant investment to embrace technology and create a culture that emphasizes the identification and adoption of successful new ideas across its businesses. Key to the success of this ‘brave new world’ is its people and being able to attract and retain the best.

“The future of work must match and even exceed changing expectations,” said John Nolan. “We are determined to drive the changes necessary to create a workplace of the future, one which makes all of Jardines’ market-leading businesses employers of choice in their sectors.”

In conclusion, Ben Keswick said, “Across the Group we are on a journey of change and it is essential that we use technology and the advantages of mobility, flexibility and agility to create a workplace which allows employees to work collaboratively. In so doing we will ensure that the Group is a competitive and astute market leader, overcoming challenges and seizing opportunities.”
Astra, which was established in 1957 with four employees and a small office in Central Jakarta, has been celebrating its 60th anniversary and its position today as Indonesia’s leading company with operations across the country and an ongoing vision to motivate and inspire, and provide the best service.

Astra’s Board of Commissioners, Board of Directors, Executives and staff marked the occasion at Astra International Headquarters with an event which included poetry and musical performances and the presentation of appreciation awards to long-service employees, and employees of the year.

During the celebrations, the topping off ceremony for two projects in Astra’s new Property Division, Astra Tower and Anandamaya Residences, was beamed live to the audience who heard Astra President Director Prijono Sugiarto say that despite many challenges, Astra has continued to remain strong for 60 years.

At a press conference held a couple of days later, Mr Sugiarto shared Astra’s key successes, followed by a presentation of the group’s 60-year journey in Indonesia by Head of Investor Relations Tira Ardianti. A concert of music, dance and theatre was also held starring notable local and international performers. It concluded with the official launch of a book on contemporary management entitled ‘Astra on Becoming Pride of the Nation’, one copy of which was presented by Mr Sugiarto to Indonesia’s third President, BJ Habibie.

In a new social action activity to mark the anniversary, Astra inaugurated a Clean Bus Shelter Inspiration programme, with Lapangan Panah bus shelter in Jakarta the first to be revitalized. In all, Astra aims to renovate and beautify 600 bus shelters in 60 cities across Indonesia.

Astra’s 60th anniversary celebrations are continuing throughout 2017 with exhibitions and entertainment, and roadshows in five cities.
The Jardine Matheson Group has acquired a strategic 22% shareholding in Hong Kong-listed Greatview Aseptic Packaging Company Limited for US$191 million. Founded in mainland China, Greatview is the second-largest supplier of aseptic carton packaging in China and the third-largest globally.

Greatview’s aseptic packaging allows perishable food and drink products, primarily milk and juices, to be distributed and stored without refrigeration for periods of up to a year. It is used by some of the largest milk suppliers in China and Europe, and its products can be found in supermarkets throughout mainland China, Hong Kong and Europe.

“Led by founders, Chief Executive Officer Jeff Bi and Chairman Hong Gang, Greatview is well-positioned to achieve continued growth in its core market of mainland China,” said Jardine Pacific Chief Executive Anna Cheung. “In addition, we believe that there are significant opportunities for Greatview to increase its market share in Europe and to enter Southeast Asia, where Indonesia, Thailand and Vietnam are attractive markets.”

The investment in Greatview is in line with Jardines’ strategy of seeking selective acquisition opportunities in Greater China and Southeast Asia that will benefit from the growing disposable income in the Region.

Prime Partnership on Prime Site

Hongkong Land is to jointly develop and manage a prime site strategically located within Marina Bay and the Central Business District of Singapore following the signing of a Memorandum of Agreement with IOI Properties Group Berhad (IOI Properties), a leading listed property developer in Malaysia.

The site of approximately 1.1 hectares (118,400 sq. ft) was awarded to IOI Properties following a Government Land Sales Programme tender in November 2016, and is adjacent to One Raffles Quay and close to Marina Bay Financial Centre, both Hongkong Land joint venture developments. The scheme envisaged comprises two office towers of approximately 1,260,000 sq. ft of leasable space and a small retail podium of approximately 30,000 sq. ft.

Upon completion of the proposed joint-venture structure, IOI Properties will hold 67% of the joint-venture company and Hongkong Land, 33%.

“Our new joint venture allows Hongkong Land to expand its portfolio of prime commercial properties in Marina Bay and demonstrates our long-term confidence in the Singapore property market,” said Hongkong Land Chief Executive Robert Wong. “We are delighted to partner with IOI Properties to deliver the exceptional levels of design, construction and management that our tenants expect.”

Group Makes Strategic Investment in Packaging

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Jardine Pacific Chief Executive Anna Cheung
Astra Strengthens Toll Roads Presence

Astra subsidiary PT Astratel Nusantara (Astratel) has strengthened its investment in Indonesia’s toll roads through an integrated transaction, which has taken its shareholding in PT Lintas Marga Sedaya, the concession holder of Cikopo-Palimanan (Cipali) Toll Road, to 22.3%. The transaction reflects Astratel’s commitment to supporting the development and construction of infrastructure projects in Indonesia, especially toll roads.

“Moreover, it also embodies Astra’s commitment to the nation’s welfare and the group's vision of being the ‘Pride of the Nation’,” said Astratel President Director Irawan Santoso.

Cipali Toll Road is 116 kilometres long and has been in operation since June 2015, with a concession period to mid-2041. The section connects Jabodetabek and Karawang with other areas in Java and has become the primary national logistic route.

It is also hoped that it will help to activate the potential of the local economy and contribute to economic growth at both regional and national levels.

Astratel now has 343 kilometres of toll road concessions and, with its partners, has become one of the largest private toll road concession companies in Indonesia.

Mannings China Promotes Mobile Payments

Mannings China has been co-operating with WeChat, Alipay and other mobile payment platforms on various promotions designed to encourage customers to use their mobile phones to pay at the checkout.

“Mobile payments are faster and smoother and avoid cash change at the checkout counter,” said Mannings China Chief Executive Xu Tao. “They are also convenient and make shopping more fun for our customers.”

As a leader in the health & beauty industry, Mannings China has been a pioneer in digital marketing. Its innovative approach has proved more appealing to the younger generation and this is reflected in the 50% to 100% increase in the number of store transactions during promotion periods.

Recently, Mannings China has been working with mobile payment platforms to diversify its promotions to meet market demand, both in single and multi-products.

“Mannings China will constantly explore new ways to excite consumers and to deliver greater value to our customers. Enhancing the customer experience is one of the charms of the modern retail model,” added Mr Xu.
Innovative JOS Capitalizing on Technologies

JOS continues to strengthen its capabilities and is working closely with customers to enable them to drive competitive advantage through innovation and technologies such as augmented reality, artificial intelligence (AI) and the Internet of Things (IoT).

Most recently, this has included helping a major Hong Kong shopping mall offer more value to its tenants through IoT sensors and facial recognition technology that collects shopper information. In another project, JOS is piloting a series of sensors that can monitor temperature and flag deviations, and reduce manual labour and costs in sectors such as logistics, catering and airlines. At the same time, JOS is collaborating with the Innovate Jardines team and working in partnership with Zung Fu on advanced workshop solutions using Watson, IBM’s world leading AI technology.

“In an era defined by digital technology, our customers are continually seeking new solutions that can help their businesses unlock a competitive edge, anticipate customer demand, introduce more efficient processes, and scale their services as needed,” explained JOS Group Managing Director Mark Lunt. “Through new technologies such as big data tools, easy-to-use analytics software, and agile cloud infrastructure services, JOS is helping its customers to achieve business success.”

JEC Brings Comfort to MTR Passengers

Jardine Engineering Corporation (JEC) will provide a more comfortable travelling environment for MTR passengers in Hong Kong after being awarded the contract for a large-scale chiller replacement programme at 17 MTR stations along six operating railway lines. This follows on from JEC’s upgrading of the chiller systems for Wan Chai station, which began last winter as the pilot of the MTR Corporation’s ongoing station improvement programme.

The contract for the replacement programme, which includes the Island Line, Kwun Tong Line, Tsuen Wan Line, Tseung Kwan O Line, East Rail Line and West Rail Line, as well as the depots at Fo Tan and Kowloon Bay, will start in the fourth quarter of 2017 and is expected to be completed by 2023. JEC will replace over 80 air-cooled chillers with environmentally-friendly chiller systems with variable speed drive technology that enhances energy efficiency, reduces emissions of greenhouse gases and wastage, and maintains the temperature and underground station areas at a comfortable level for passengers.
Maxim’s Expands ‘Sustainable’ Efforts

As one of Asia’s largest food and beverage operations, Maxim’s Group has an impressive track record in sustainability, ensuring that it takes responsibility for sustainable sourcing while continuing to respond to customers’ changing preferences.

Maxim’s Chinese Cuisine is a good example of where this philosophy is put into practice. Since 2011, Maxim’s has been lauded for its efforts in increasing awareness as one of the first Chinese restaurant chains to promote WWF-Hong Kong – endorsed ‘Alternative Shark-Free Menus’ and to subsequently offer a discount to shark-free banquet customers. In 2014, Maxim’s further expanded its environmental efforts by launching an ‘Ocean Friendly Menu’ that features six sustainable seafood items.

Customers of Starbucks Hong Kong have also experienced a partnership between their brand and WWF-Hong Kong in the ‘Think Blue Act Green’ sustainability programme, which aims to promote the importance of ocean conservation and sustainable seafood consumption. In addition, the quick-service food chain, Maxim’s MX, is the first in its category in Hong Kong to promote food offers certified by the Aquaculture Stewardship Council (ASC).

Currently all the Pangasius fillets served at Maxim’s MX are ASC certified, making sustainable seafood choices more accessible.

KFC Hong Kong Transforms Fast Food Ordering

KFC Hong Kong has transformed fast food ordering with the launch of ‘Kolonel Fast Connect’, the first Cantonese recognition system in Hong Kong, which allows customers to place KFC orders in either Cantonese or English. The unprecedented interactive experience is complemented by a new food ordering mobile app through which customers can place orders anytime, anywhere.

“KFC saw the need to transform the conventional fast food operational model to enhance the customer experience,” said KFC Hong Kong Chief Executive Officer Alan Chan. “Integrating this Hong Kong-made cutting-edge technology with our restaurant operation, Kolonel Fast Connect allows us to have more focus on providing even better food and service quality.”

Although it is harder for a system to understand Cantonese than English, KFC insisted on developing the new recognition system because the majority of its customers are Cantonese-speaking.

“Kolonel Fast Connect is currently exclusively available at KFC’s Admiralty branch but will be rolled out to other stores to meet market demand,” said Jardine Restaurant Group Regional IT & Digital Director Ravel Lai.
IKEA Indonesia Enhances Online Shopping

IKEA Indonesia has enhanced the online shopping experience for customers who live in and around the Sentul and Bogor areas in West Java with the opening of an IKEA Distribution Point at Sentul City.

The new facility, which is located at Giant Ekstra Sentul City, is the pick-up point for online purchases of IKEA products and is aimed at making IKEA closer and more accessible to customers who live in the area, which is approximately one hour’s drive from Jakarta where the current IKEA store is located. Orders can be collected after five working days on presentation of proof of purchase. The Distribution Point is open seven days a week from 10am to 10pm.

Exciting Moves for Mandarin Oriental

Mandarin Oriental Hotel Group (MOHG) is making its first moves into South America and Australia, while adding a second hotel in Dubai and a new Honolulu property to its portfolio.

In August, MOHG will take over a 310-room hotel currently operating in Santiago, Chile. The property will be renamed Hotel Santiago, and on completion of an extensive renovation MOHG will rebrand it as Mandarin Oriental, Santiago.

MOHG will add another continent to its growing global portfolio when Mandarin Oriental, Melbourne opens in 2023. Located in a revitalized Central Business District in Australia’s second-largest city, the new hotel will comprise 196 guestrooms and suites, and 148 Residences at Mandarin Oriental.

In Dubai, MOHG will manage a second luxury hotel and branded residences targeted to open in late 2020. The hotel will complement Mandarin Oriental, Jumeirah Beach, which is due to open in the fourth quarter of 2018. The new downtown hotel on Sheikh Zayed Road will anchor the 63-storey, mixed-use Al Wasl Tower, scheduled to be completed in 2020. The MOHG property will feature 257 guestrooms and suites, and 144 Residences at Mandarin Oriental on floors 16 to 38 of the tower.

Meanwhile, MOHG has announced a target date of early 2020 to open a new property on the Hawaiian island of Oahu. Mandarin Oriental, Honolulu will anchor Mana’olana Place, a 36-storey, mixed-use tower in the heart of the Ala Moana district and a short walk to Waikiki and Ala Moana beaches. The hotel will comprise 125 guestrooms and suites along with 107 Residences at Mandarin Oriental.
PT United Tractors (UT) subsidiary PT Bina Pertiwi has launched Astra's first renewable energy source project. Recognizing the importance of electricity in people's lives, PT Bina Pertiwi, which is part of Astra Heavy Equipment Mining & Energy (AHEME), has provided this essential need to the villagers of Kalipelus, Banjarnegara in Central Java, by building a 450 kW mini hydro power plant.

“It is hoped that the new power plant will fuel the burning spirit of PT Bina Pertiwi to make further major contributions of this sort,” said UT President Director Gidion Hasan, who attended the unveiling of the power plant along with the boards of directors from AHEME and Astra.

Cycle & Carriage Bintang (CCB) has opened its 12th Mercedes-Benz Autohaus in Malaysia as part of its RM155 million (US$37 million) investment to serve the growing market for premium cars in the country's central region.

The 48,642 sq.ft Autohaus, which is in the strategically located township of Cheras, comprises a sleek new 3S (Sales, Service and Spare Parts) centre, a showroom for 15 vehicles and a service area with seven work bays, capable of dealing with up to 300 vehicles per month. At an investment of RM16 million (US$3.8 million), C&C Cheras has fully incorporated the Mercedes-Benz Presentation Systems II Standard, the global benchmark for Mercedes-Benz customer experience.

“The launch of C&C Cheras is a timely milestone towards serving customers in the southern Klang Valley,” explained CCB Chairman Haslam Preeston. “Our history and legacy are intertwined with the Mercedes-Benz brand and we remain committed to its growth in Malaysia. This involves not only building new 3S centres to meet demand, but also rejuvenating existing branches to uphold the high standards associated with Mercedes-Benz and meeting customers’ expectations.”
Gammon Construction
Builds on Innovation

Gammon Construction continues to deliver on its commitment to enhance productivity through innovative solutions. Cutting-edge technologies in the company’s training and operations sectors are the latest examples.

A new welding training course uses virtual reality to improve skills in a safe environment and without the presence of trainers. Introduction of the HK$500,000 (US$64,000) computer sets also supports standardized skill level rating.

In the area of Design for Manufacture and Assembly, or DFMA, Gammon is able to conduct production and prefabrication off-site by integrating construction plans through Building Information Modeling (BIM). This is a process in which a 3D digital model is built before embarking on a real-world construction project, thus streamlining the on-site installation process and enhancing safety and efficiency. Gammon is using DFMA for its Murray Building Hotel and Global Switch data centre projects in Hong Kong.

Gammon has also introduced new methods to digitize work processes. One example is a new intelligent traffic control app, which eases traffic snarls by helping to manage vehicle flow and tower crane usage. Another is an electronic delivery system to streamline the process of trucking concrete to construction sites.

Group Acquires Further Shares in Zhongsheng

Jardine Strategic is to increase its interest in China-based motor dealership group Zhongsheng from 16% to 20%. Zhongsheng will make use of the funds raised to develop its sales network, which will benefit the company’s long-term growth. The deal, which is subject to the required shareholder approval, involved redeeming US$400 million of convertible bonds issued by Zhongsheng and agreeing to subscribe some US$172 million for new Zhongsheng shares.

Meanwhile, the Chinese Automobile Dealers Association has ranked Zhongsheng first and second in two key categories on its annual list of China’s top 100 automobile dealers. For the second consecutive year, Zhongsheng was ranked best for ‘Dealers’ All-Round Ability, while in the ‘Overall Revenue’ category, it was ranked second. The industry association noted that Zhongsheng’s asset turnover, which measures how quickly a company turns over its assets through sales, was approximately HK$71.5 billion (US$9.1 billion) in 2016.

At the end of last year, Zhongsheng owned 251 auto-dealer shops – an increase of almost 70% in only two years. Of these shops, 120 are luxury brand and 131 are mid to high end. They are located in over 80 cities and 22 provinces and regions across mainland China.
Excellence Awards for Hongkong Land Developments

The excellence of Hongkong Land developments in Chongqing and Singapore has been recognized with two awards.

Hongkong Land’s joint-venture project in Chongqing, Landmark Riverside Park, won a Silver Award in the ‘Design and Development’ category of the ICSC (International Council of Shopping Centers) China Shopping Centre & Retailer Awards 2017. The Awards Programme recognizes excellence, innovation and creativity within China’s retail real estate industry, honouring outstanding achievement in marketing, social media, and the design and development of retail properties and stores.

Located between the Yangtze and Jialing rivers in the central business area of Danzishi, Landmark Riverside Park, which opened in 2016, is Chongqing’s first cultural tourism complex and has already become a ‘must-visit’ destination for dining, entertainment, shopping, and discovery. Among its numerous attractions are Madame Tussauds, the famous waxworks museum, and SEA LIFE, the world’s biggest aquarium brand. Dining options include a wide selection of high-end local and international outlets, and the retail offering features leading brands from around the world. The development also involved the renovation of the old French navy barracks.

“The ICSC award recognizes Hongkong Land’s efforts to bring world-class standards and best practices for commercial and lifestyle developments to the fast-growing Chongqing market,” said Hongkong Land Chief Executive Robert Wong.

Meanwhile in Singapore, One Raffles Quay and Marina Bay Financial Centre Towers 1 & 2 have been awarded the Building & Construction Authority (BCA) Green Mark Platinum Award. The award honours excellence in the built environment in the areas of safety, quality, productivity, sustainability and user-friendliness.
Hactl Achieves New Heights

Hong Kong Air Cargo Terminals Limited (Hactl) has achieved new heights with two more awards and further accreditation for its pharma business.

Hactl carried off the Innovation Award at the 2017 Cargo Airline of the Year awards with a submission focused on its recent groundbreaking switch to mobile computing throughout its terminal and ramp operations. Among the many benefits of Hactl’s enhanced ‘COSAC-Mobile’ apps suite are a dramatic reduction in ramp vehicle use and emissions. Judges also praised Hactl for its integrated mobile app and Automatic Number Plate Recognition technology, designed to speed up processing of vehicles, improve customers’ experience and reduce their costs.

At the latest World Air Cargo Awards, Hactl was named ‘Air Cargo Handling Agent of the Year’ for the fifth time in the 11 years of the competition. The award was based on online voting by readers of Air Cargo Week.

Meanwhile, following an extensive independent assessment and validation, Hactl has become the first handler in Hong Kong to comply with all the requirements of IATA CEIV Pharma. The standard represents a co-ordinated effort to ensure competency, as well as operational and technical readiness, for the storage and transportation of pharmaceuticals by air.

THACO is Bigger and Even Better

Twenty years after its establishment, Truong Hai Auto Corporation (THACO), in which Jardine Cycle & Carriage holds a 25% interest, has been ranked the biggest private company in Vietnam in 2016 in the annual VNR500 report, up from sixth place the previous year.

In 2016, THACO topped the national automobile market with 112,847 vehicles sold, contributing to 41.5% of the total market share. THACO’s gross revenue reached VND65 trillion (US$2.9 billion) in 2016, an impressive increase of 43% year on year. A factor in THACO’s success is its strong distribution network, with 150 agents and showrooms across Vietnam.

Not content to rest on its laurels, THACO has set its sights on becoming even better as it collaborates with business partners to develop the Chu Lai-Truong Hai Auto Manufacture and Assembly Complex, Vietnam’s biggest mechanical manufacturing centre, which includes automobile assembly plants as well as supporting industries. Last year, THACO invested over VND20,300 billion (US$893 million), which will bring a car plant with advanced laser welding and painting, and truck, bus, and minibus plants into operation during 2018.
IKEA Taiwan is Consumers’ Choice

IKEA Taiwan has won two awards which represent its appeal to consumers of all ages.

At the 2017 Golden Service Awards, IKEA Taiwan won first place in the lifestyle retailer category and third, ninth and sixth place for competitiveness, distinctiveness and innovation, respectively.

Common Wealth Magazine, one of Taiwan’s most influential publications, conducts the annual Golden Service Survey covering 371 enterprises in 24 categories. In addition to service quality, it considers brand impression and how companies relate to their consumers. IKEA Taiwan is regarded as standing out for successfully creating a wonderful atmosphere through its furnishing inspirations and showrooms, giving consumers a ‘home’ experience as soon as they enter one of its stores.

IKEA Taiwan has also secured a special place in the hearts of young job seekers according to Cheers Magazine’s annual survey of the employment preferences of seniors and final-year graduate school students. As well as being listed in the top 12 of the ‘2017 New Generation’s Favorite’ enterprises, IKEA Taiwan also came second in the retail industry category.

“IKEA Taiwan’s corporate culture of togetherness, innovation and daring to be different makes it a popular choice for the younger generation,” said Cheers Magazine.

JLT’s Employee Benefits Lead the Field

Jardine Lloyd Thompson’s (JLT) UK Employee Benefits Administration Solutions team has overcome stiff competition to win the ‘Best Third Party Pension Administrator Award’ at the prestigious Professional Pensions 2017 Awards.

The awards look at advisers and providers across 36 different categories and are rigorously judged by a panel of senior scheme managers, trustees and advisers. They focus on excellence and recognize the advisers, providers and investment managers that offer the highest level of innovation, performance and service to occupational pension schemes, and have demonstrated the greatest improvement over the past year.

“Winning this award demonstrates how far our business has come in such a short time,” said JLT Employee Benefits UK Managing Director, Administration Solutions Malcolm Reynolds. “I am really proud of the progress Administration Solutions is making towards the goals we have set and of the hard work and dedication of all staff.”
Wellcome Wins Again

For the fifth time Wellcome Hong Kong’s outstanding environmental performance has won it the Gold Award (Shops and Retailers sector) in the Hong Kong Awards for Environmental Excellence (HKAEE) 2016.

Wellcome previously won the award, which is jointly organized by 11 associations including the Advisory Council on Environment, Business Environment Council, Environmental Campaign Committee and Environmental Protection Department, in 2008, 2010, 2012 and 2014.

Wellcome is committed to environmental excellence and has been working with all of its business units, including Store Operations, Fresh Food Centre, Grocery Warehouse and back office staff to implement various initiatives. It has introduced greener facilities and initiatives to daily operations, which are helping to facilitate energy conservation and reduce emissions. At the same time, Wellcome continues to implement organic waste recycling and food donation programmes.

Wellcome is also focused on promoting the three Rs – Reduce, Reuse and Recycle – and driving forward environmental measures to enhance resource efficiency as well as achieve sustainable practices.

BMW Astra is Best Dealer

Astra’s BMW Sales Operation (BMW Astra) was named ‘Best Dealer’ in the Customer Care category for the distribution area of Africa, Caribbean, East Europe, Asia Pacific and Middle East at the BMW Excellence – Sales Awarding Night, which was held in the BMW Group’s historic premises in Munich, Germany. The annual event gives recognition to official BMW international dealers in the areas of excellent service, performance and sales.

BMW Astra Chief Executive Officer Fredy Handjaja said that the award was proof of BMW Astra’s commitment to the brand in Indonesia and would further motivate the operation to continue providing premium service for customers.

“It will also boost our spirit and optimism, and motivate the team to keep on developing the network and service quality,” added Mr Handjaja.

Commenting further on the achievement, BMW Group Indonesia President Director Karen Lim expressed her appreciation of BMW Astra’s efforts and said she hoped that the award would motivate everyone to contribute to providing the best service for all customers and maintaining the loyalty of all BMW enthusiasts in Indonesia.
Health in Mind student advocates have participated in a series of fun-filled activities in Hong Kong organized to enable them to spend time with people in recovery, with the aim of promoting de-stigmatization and building up a positive attitude and acceptance towards people with mental illness.

Over 130 second-year student advocates, 50 Jardine Ambassadors and 80 people in recovery formed teams to compete in a Sports Day, while first-year student advocates participated in the annual City Orienteering event. Both activities were designed to cultivate team spirit and promote inclusiveness and mutual respect.

At the Joint School Talent Show, over 100 second-year student advocates from ten schools showcased the mental health information they had learnt through drama, music and dance. Performances covered topics such as depression and psychosis and all carried the important message of understanding and accepting people with mental illness. NT Heung Yee Kuk Yuen Long District Secondary School won the Grand Jury Prize for its drama on depression.

The school subsequently performed their award-winning drama at the HIM Finale, which was held at The Rotunda, Exchange Square in Central to celebrate the completion of the HIM programme by 120 second-year student advocates.

Teachers from nine schools, partnering non-governmental organizations and Jardine Ambassadors attended the occasion, which included student advocates from Ying Wah Girls’ School and Yu Chun Keung Memorial College sharing the valuable experience they had gained from the programme, and a segment that recognized the teachers and social workers who had supported HIM over the past two years. Also honoured were four winners of the Mental Health Illustration Competition, who each received a trophy from Kwai Chung Hospital Chief Executive Dr Lo Tak Lam.

Outstanding HIM students, who were subsequently awarded work experience placements in Jardine Matheson Group companies, were presented with certificates by MINDSET Executive Committee member Jeremy Parr.
Performers Shine at Mindset Talent Show

Jardine Ambassadors and ten non-governmental organizations (NGOs) gathered to celebrate the talent of people in recovery at the annual MINDSET NGOs Talent Show.

A total of 11 acts vied for the title of ‘Champion’ giving their all with performances of singing, dancing or playing instruments in front of an enthusiastic audience. In between each act, eight cheering teams took to the stage and ramped up the excitement with routines of high-energy moves. Competition was fierce but good-natured as the audience cheered and sang along with many of the performers.

The group from Tin Shui Wai Centre of New Life Psychiatric Rehabilitation Association was crowned Champion for its musical drama, while Caritas Wellness Link (Tsuen Wan) won the award for the most popular cheering team.

“The aim of this event was to enhance social skills and build the confidence of those who suffer or have recovered from mental illness,” explained MINDSET Executive Committee member Danny Luk. “It certainly did that, giving the participants in recovery the opportunity to show off their many talents, while treating the audience to outstanding performances.”

Mindset Fun Day Encourages Self-Expression

Participants in the 2017 MINDSET Fun Day took to the stage to develop their confidence, creativity and co-operation skills guided by the theme ‘Act to Express’.

Staff members from across the Jardine Matheson Group and their families were joined by people in recovery and social workers from four NGOs – Baptist Oi Kwan Social Service, Caritas Wellness Link (Tsuen Wan), Castle Peak Hospital and New Life Psychiatric Rehabilitation Association – and divided into smaller groups to share personal experiences and then improvise skits based on various scenarios. The almost 230 participants were led by some two dozen Jardine Ambassadors and facilitators from the Hong Kong Chung Ying Theatre Company.

Mini Mindset Day Promotes Understanding

Mental health clients and Jardine Matheson Group employees bonded over fun activities during the first Mini MINDSET Day organized by MINDSET Singapore.

The event took place at the Creative MINDSET Centre, a collaboration between MINDSET and the Singapore Association for Mental Health, which organizes activities focused on art therapy for mental health clients in recovery, and is located at Jurong Point Shopping Centre.

Some 76 beneficiaries from various voluntary welfare organizations and 92 volunteers from Jardine Matheson Group companies in Singapore, including Jardine Cycle & Carriage, 7-Eleven and Mandarin Oriental Hotel Group, came together for the event where they engaged in two activities – 3D wooden puzzle making and leaf imprinting. The latter was introduced by Creative Mindset as art therapy for mental health clients. Both activities encouraged beneficiaries to exercise their creativity and express their feelings, while engaging in teamwork and interacting with new acquaintances. At the end of the day everyone was able to take home his or her own handiwork.

Employee volunteers found the day meaningful, assisting those who found the 3D puzzles challenging to make and enjoying conversing with the clients. This allowed them to gain a better understanding of the mental health community through firsthand experience.
The winning folder design in a competition organized by Jardine Ambassadors to raise MINDSET’s profile amongst Jardine Matheson Group employees featured five tips on mental health awareness. Designed by Ray Chui of Gammon Construction, the creative winning entry will grace folders distributed to new employees at Group Head Office and several other Group companies.

Gearing Up for Rat Race 2017

Everyone involved is gearing up for the 12th CENTRAL Rat Race, which will take place on Sunday, 15th October 2017, turning Hong Kong’s Central Business District into a festival of entertainment.

The event features teams in fancy dress racing through the streets of CENTRAL, conquering obstacles themed on the corporate world with the emphasis on work-life balance. It also raises funds for and awareness of MINDSET.

“The CENTRAL Rat Race is a valuable platform communicating the importance of mental health. We look forward to being able to help even more people and families coping with mental illness across Hong Kong and mainland China,” said MINDSET Chairman Ben Keswick.

New challenges to test 2017 Rat Racers include Leg 4, ‘Patch It Up’, where runners have to back up their teammates by patching a broken wok, and Leg 6, ‘Keep Your Composure’, where participants must stay calm to avoid moving obstacles as they cross a single-plank bridge.

CENTRAL Rat Race will also feature a series of fun-filled activities for the public and in the build-up to the event, children aged five to ten and their families have been taking part in workshops to turn their drawings of Race mascots Mr Rat and Junior Rat into virtual 3D images.

Promoting Mindset Awareness

The winning folder design in a competition organized by Jardine Ambassadors to raise MINDSET’s profile amongst Jardine Matheson Group employees featured five tips on mental health awareness. Designed by Ray Chui of Gammon Construction, the creative winning entry will grace folders distributed to new employees at Group Head Office and several other Group companies.

Mindset Movie Night Boosts Understanding

Jardine Matheson and Dairy Farm employees were treated to a special screening of the award-winning mental health drama about a young man with bipolar disorder, ‘Mad World’. Many of the 130-plus who attended the MINDSET Movie Night said that the film had helped them better understand the personal and professional challenges faced by people with bipolar disorder.
Indonesian Students Lead the Way to Oxbridge

Of the 30 Jardine Foundation Scholarships awarded for the 2017/18 academic year, a record number have gone to students from Indonesia. A total of 11 Indonesian Scholars – one undergraduate and ten postgraduates – will go up to Oxbridge to commence their studies.

Altogether 13 undergraduates have been awarded scholarships – four each from mainland China and Singapore, three from Hong Kong and one each from Thailand and Indonesia. Of these, ten will go to Cambridge colleges and three to Oxford.

At Cambridge, five undergraduate Scholars will go to Magdalene College, two each to Downing and Peterhouse and one to Trinity. At Oxford, two Scholars will go to Trinity College and one to Exeter.

A total of 17 postgraduate Scholarships have been awarded. In addition to the ten Scholars from Indonesia, there are five from mainland China, and one each from Myanmar and Taiwan.

Eleven of the Scholars will go to Cambridge colleges, five of them on Jardine Cambridge Graduate Scholarships and two under the Foundation’s postgraduate scheme with the Universitas of Gadjah Mada. Five postgraduate Scholars will go to Downing College, Cambridge, two to Magdalene, three to Peterhouse and one to Trinity.

Six Scholars will go to Oxford to pursue their postgraduate studies – one to Exeter College, one to Oriel, three to Trinity and one to The Queen’s.

The growing network of Jardine Foundation Scholars now stands at over 260, with 74 currently studying for either undergraduate or postgraduate degrees at Oxbridge. Contact between all the Scholars is maintained through regular social gatherings in Hong Kong, Singapore, Indonesia and the United Kingdom.
Action Hero

Hero Group in Indonesia has been in action on environmental hygiene with the implementation of two programmes designed to help improve public health and preservation of the environment.

The first called WaSH (Water Sanitation HERO) involved the construction of toilet facilities in Sentul, Bogor and Mauk, Tangerang, both areas in need of better clean water sanitation. Inauguration of the programme at Mauk included medical consultations for local residents provided by Guardian and the painting of murals on the building’s walls.

The second programme, known as Ciliwung HERO, saw the implementation of a clean-up operation aimed at restoring the environmental quality of the Ciliwung river, one of the main rivers flowing into the heart of Jakarta.

“Both of these activities are expected to positively impact the surrounding communities and improve environmental awareness, especially of the clean water ecosystem,” explained President Director Hero Group Stephane Deutsch.

Astra Brings Vision to Children

Donations of eyeglasses as part of Astra’s efforts to aid the vision of children in Indonesia have topped 15,650 pairs.

Through GenerAKSI Sehat Indonesia, a social movement with many health related programmes, a campaign on social media was converted into eyeglass donations by Astra. During 2014-2015, 9,048 pairs of eyeglasses were donated to five outer border areas, while in 2016-2017, over 6,600 social media uploads were converted into eyeglasses for children in Rote Ndao, East Nusa Tenggara, Natuna, Riau Island, and Talaud, North Sulawesi.

At a ceremony in Natuna to hand over 2,000 pairs of eyeglasses for students from 81 schools in nine sub districts, the Regent, Abdul Hamid Rizal, expressed his appreciation to Astra for coming so far to help children in the outer border of Indonesia.

At a similar ceremony in Talaud Island, the Regent, Sri Wahyuni Maria Manalip, said, “The non-existence of free eye examinations has been one of the causes of eye health problems for children. Thank you Astra for conducting free eye examinations for Talaud children.”

To date, Astra’s total contributions to the health sector as part of a ‘Healthy Indonesia’ programme amount to free medical treatment for more than 120,000 patients, training for over 1,500 integrated health posts, 198,000 blood donation bags and coaching at 43 Astra Green Villages.
SATU Indonesia Awards
Inspire Problem Solvers

Astra has launched its eighth SATU Indonesia Awards, a programme aimed at inspiring the younger generation to innovate, become problem solvers and make a positive contribution towards the environment and community.

The 2017 programme began with an inspiring talk show and an opening speech from Astra Head of Public Relations Yulian Warman, who said that Astra was always trying to benefit the nation’s welfare.

The audience was also addressed by Jakarta State University Professor Fasli Jalal, who is one of the judges of the 2017 SATU Indonesia Awards. In addition, two previous SATU awardees spoke of their experiences and the challenges they had faced.

Risna Hasanudin who received her SATU Award in 2015, set up an early childhood education programme, Pendidikan Anak Usia Dini (PAUD), in her village in Papua, while 2016 awardee Ichsan Rusydi, together with the Indonesian Maritime Education Foundation team, developed new technology in oyster cultivation and helped to improve the economy and welfare of people in Tibang Village in Banda Aceh.

To commemorate Astra’s 60th anniversary this year, successful awardees will receive grants of IDR60 million (US$6,000) to fund their activities and also benefit from coaching from Astra.

Group Joins Internship Programme

The Jardine Matheson Group has joined ‘Operation Zhang Qian’, an internship programme launched by The Maritime Silk Road Society (MSRS) in 2016 to help university students in Hong Kong better understand and capitalize on the developmental opportunities offered by mainland China’s ‘Belt and Road Initiative’.

The Group is one of 19 sponsoring organizations, which have offered a total of 156 internship places for Hong Kong undergraduates to work in mainland China, Greece, Czech Republic, Sri Lanka, Indonesia, Malaysia, Myanmar, Singapore, Thailand, the Philippines and Vietnam for a period of four to eight weeks.

Of the 600 applications submitted to the 2017 programme, 120 students placed Jardines in their top five preferences for internships. Nine were nominated by MSRS for further review and following an Assessment Centre conducted by Group Human Resources, five students from Hong Kong universities have taken up internships with Group businesses. Of these, two have gone to Guangzhou, one to Mannings and one to 7-Eleven; two to Vietnam, one each to Pizza Hut and Guardian; and one to Rose Pharmacy in the Philippines.
‘Building Up Our Natural Capabilities’ was the theme of InnovAstra 2017, which for the first time also included an InnovNation seminar, held a week later, to share insights and knowledge amongst academics, business owners and communities.

The 33rd InnovAstra opened with a CEO Insight Forum during which Astra President Director Prijono Sugiaro said that proper innovation was the key to success, and without it a company would not maintain its position as a market leader.

A new session called Engagement Building was introduced with the aim of uniting all Astra people. More than 600 people participated in a game where they were divided into 60 small groups and challenged to unify pieces of puzzle which read ‘InnovAstra, Building Up Our Natural Capabilities’. There was also a sharing session on innovation, which concluded with a question-and-answer session.

Meanwhile, the new InnovNation seminar featured two sessions with the themes ‘How to Innovate When Customers Transform’ and ‘Creating an Adaptable Organization’. The sessions covered front-and-back-end innovations with topics such as brand, service, customer engagement, network, and structure discussed, as well as the innovation process.

Speakers from various Astra businesses shared their strategies on different aspects of innovation, including PT Astra Honda Motor (AHM) Executive Vice President Johannes Loman on AHM’s brand innovation inspiration in its ‘One Heart’ tagline, PT Marga Mandalaasakti President Director Wiwiek D Santoso on commitment to service innovation, Auto2000 Chief Executive Agus Prajito on customer engagement innovation, and PT Astra Sedaya Finance President Director Jodjana Jody on the innovation of problem solving. The seminar concluded with PT Pamapersada Nusantara President Director Frans L Kesuma, who talked about process innovation.
People in the Group

**Alex Newbigging** is joining the Board of Jardine Matheson Holdings on 1st October 2017 and will also be appointed Chairman of the Executive Committee of Astra International on that date. Mr Newbigging, who is Group Managing Director of Jardine Cycle & Carriage based in Singapore, has been with the Group since 1995 and has undertaken a variety of executive roles in its businesses across the Region. He is currently a Commissioner of Astra International and a Member of its Executive Committee.

**Stephen Gore** is taking up the role of Finance Director in both Jardine Pacific and Jardine Motors. He succeeds Martin Nilsson, who is returning to the UK after four years of playing a key role in developing the business interests of both companies. Mr Gore joins the Group from Bank of America Merrill Lynch in Hong Kong where he was Managing Director, Asia Pacific Head of Mergers & Acquisitions. He was previously in the Investment Banking Division of UBS, during which time he worked extensively on projects for various Group companies.

**Melina Leong** has been appointed to the new position of Chief Representative for the Group in Macau. Ms Leong joins the Group with 30 years of experience in the communications field. She has held senior positions in various leading corporations in her native Macau, as well as running her own public relations and events management consultancy.

**Ian McLeod** has been named as Group Chief Executive at Dairy Farm, succeeding Graham Allan who had been with the group for five years. Mr McLeod has over 30 years of strategic and operational retail experience, and a proven track record of driving profitable growth. Mr McLeod joins the group from Southeastern Grocers, the fifth largest supermarket chain in the US, where he has been Chief Executive since 2015.

**Dr Subhak Siwaraksa** is the Group’s new Country Chairman for Thailand. He succeeds Dr Pisit Leeahtam, who has retired after 12 years in the position. Dr Subhak brings extensive experience in the financial services sector. He was President and Chief Executive Officer of CIMB Thai Bank from 2009 to 2016, and is currently a governor of the Stock Exchange of Thailand.

**Ma Li** is the Group’s new Chief Representative in Beijing. She has held a number of positions with the Central Government, including its diplomatic representative at the European Union for five years, and most recently served as Vice Chief of the Audit and Investigation Division at Beijing Customs. Ms Ma succeeds Madam Liu Lu who has been appointed Group Senior Adviser at Jardine Matheson China. Madam Liu has been with Jardines for 26 years, during which time she has nurtured Group relationships with Central and Provincial governments in mainland China.

**Dr Alex Newbigging** is joining the Board of Jardine Matheson Holdings on 1st October 2017 and will also be appointed Chairman of the Executive Committee of Astra International on that date.

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Victory for Jardines

The Jardine Matheson Group football team and supporters celebrate winning Jock’s Pot for the first time in four years in the annual event against Swires. In an exciting and competitive game, the score was two nil to Jardines.

Fun in Phnom Penh

The Jardine Matheson Group has hosted its first Family Fun Day in Phnom Penh, gathering together over 500 people from all the Group’s operating businesses in the city for a day of competition and fun.

Hongkong Land, Dairy Farm business DFI Lucky, Starbucks and Jardine Schindler each entered two football teams to play in a round robin competition, which was won by the ‘A’ team from DFI Lucky. Meanwhile, family members were entertained with games, face painting and other sporting attractions.

The event culminated in a Jardines ‘Got Talent’ show, which was very well received.

E-Commerce Forum Explores Digital Capabilities

In recognition of the importance of emerging digital and omni-channel retailing, Jardines Taiwan has held its first E-Commerce Forum, bringing together the Group’s seven business units in Taiwan – Pizza Hut, KFC, IKEA, Wellcome, Jardine Schindler, Jardine Lloyd Thompson, and Mandarin Oriental Hotel Group.

Opening the forum, Jardine Matheson Taiwan Country Chairman Liang Chang reiterated the significance of digital marketing in the current retail industry.

“The purpose of this forum is to stimulate innovative solutions and explore digital capabilities together, to find win-win synergies across business units,” said Mr Chang.

Carries Tsai, Managing Director of iProspect, a subsidiary of Dentsu Aegis Network, gave her insight on advertising and digital marketing, most importantly on data collection, consumer activation and how to transform a business with data and content. Accenture Senior Managers Nancy Liu and Clemens Schrenk spoke about future trends with specific examples in the retail industry, while representatives from Wellcome, KFC, Pizza Hut and IKEA inspired all of the participants by sharing their experiences in digital marketing.

The forum ended with brainstorming sessions across all the business units to encourage unconventional solutions to the challenges and opportunities they are facing.
Astra has been promoting harmony through an Industrial Relations (IR) Clinic which focused on working relationships, in particular those between workers’ unions in Astra subsidiaries and management.

Twenty-seven participants from IR and human resources departments in 20 Astra companies attended the Clinic, which was held at Astra’s headquarters in Jakarta. They were welcomed by Astra Head of Corporate Industrial Relations Gama A Yogotomo and given case studies to be discussed and presented with other participants in groups. IR practitioner Sri Razziati Iscahya was also present to discuss good working relationships, both theoretically and practically, based on the law.

Addressing the gathering, Mr Yogotomo revealed improvements made in Astra’s industrial relations and the latest trends in the employment sector. He said it was hoped that new concepts such as the IR Clinic would help to maintain harmonious working relationships and, in the longer term, have a positive impact on Astra’s productivity and sustainability.

IKEA Hong Kong has hosted an unconventional recruitment day to recruit employees for its upcoming Tsuen Wan store and various other stores.

Interested applicants were encouraged to bring a friend along and rather than a one-to-one job interview, were assessed as part of a group where applicants had to work together to rearrange IKEA room settings.

“The group activity assessment demonstrated teamwork and allowed assessors to observe whether the applicants would fit in with IKEA’s core values such as working together, communicating with others, initiative and creativity,” explained IKEA Hong Kong General Manager Patrik Lindvall who made his online debut at the recruitment, starring in a video to welcome potential applicants.

IKEA co-workers from various business functions also shared their experiences on-site with applicants during the three-day event.

“We hope that our new joiners will be humble, down-to-earth, optimistic, interested in home furnishing, and share the same vision as we all do at IKEA Hong Kong – ‘To create a better everyday life for many people’,“ said Mr Lindvall.
Following several challenging years compounded by the financial downturn and regulatory issues, Astra subsidiary PT Federal International Finance (FIFGROUP), which is the leading financial company in Indonesia, decided to change how it ran its business.

With operations financing new and used motorcycles and electronic home appliances nationwide and over 17,000 employees dispersed across a network of more than 1,400 financial services outlets, this was no easy task.

The solution was an innovative new baseline strategy called ‘Capacity Loading Matrix’ (CLM), which would allow FIFGROUP to manage its network more effectively and steer the business to better performance and sustainable growth.

CLM uses advanced technology and statistical multidimensional analysis to identify business potential in each region by taking every aspect of optimal operation and combining the relevant factors such as product variations, margin combinations, productivity, risks, finance and market share, into one matrix. FIFGROUP is then able to identify the specific requirements of each area and implement the right strategy in the right place.

“CLM now differentiates us from our competitors and is helping our business partners to evolve and grow with FIFGROUP,” said FIFGROUP Chief Executive Officer Suhartono.

One of the key successes in developing CLM has been the spirit of teamwork across FIFGROUP, as exemplified in the team implementing the project. Chosen for their individual capabilities and competency to work together, the team is made up of people from FIFGROUP’s Operations, Marketing, Business Development, Risk, Human Capital and Information Technology departments.

“Their ability to generate innovative ideas, their passion for the project and a willingness to go the extra mile have helped FIFGROUP improve in every aspect of its core functions,” said Marketing Director Djap Tet Fa.

This is reflected in FIFGROUP’s current results, which show a net income growth of 52.1% from 2013-2016 and seal the role of CLM in FIFGROUP’s future.

“As our baseline strategy, CLM will ensure that FIFGROUP achieves optimum performance in the years ahead,” concluded IT, BD & Corporate Planning Director Indra Gunawan.