

Jardine Matheson Holdings Limited

2016 Financial Highlights*

US\$72,437m Gross revenue

US\$3,729m Underlying profit before tax†

US\$71,523m Total assets

US\$21,800m Shareholders' funds

US\$1,386m Underlying profit attributable to shareholders‡

US\$2,087m Net debt†

US\$5,692m Total capital investment^Ω

430,000 People employed

Analysis of Underlying Profit of US\$1,386m

By Business#

US\$135m 1. Jardine Pacific

US\$110m 2. Jardine Motors

US\$56m 3. Jardine Lloyd Thompson

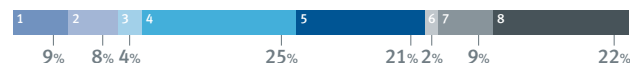
US\$353m 4. Hongkong Land

US\$297m 5. Dairy Farm

US\$36m 6. Mandarin Oriental

US\$125m 7. Jardine Cycle & Carriage

US\$312m 8. Astra



By Sector#

25% US\$354m Property

28% US\$392m Motor vehicles

23% US\$323m Retail & restaurants

5% US\$74m Insurance broking & financial services

12% US\$174m Engineering, construction & mining contracting

2% US\$36m Hotels

5% US\$71m Others

By Geographical Area#

52% Greater China

43% Southeast Asia

5% UK & rest of the world

* The full financial statements are available from www.jardines.com.

† The Group uses 'underlying profit' in its internal financial reporting to distinguish between ongoing business performance and non-trading items, as more fully described in note 1 to the 2016 financial statements.

‡ Excluding net debt of financial services companies.

^Ω Including expenditure on properties for sale and associates and joint ventures.

Before Corporate and other interests.

The Jardine Matheson Group



Jardine Pacific's diverse portfolio comprises industry leaders in the areas of engineering and construction, airport and transport services, restaurants and IT. Its companies seek to deliver excellent performances and services to their customers and to create value for their business partners and shareholders. (100%)[§]



Jardine Motors is engaged in the sales and service of motor vehicles and related activities. It has operations in Hong Kong, Macau and the United Kingdom, and a large and growing presence in Southern China. It combines a customer-oriented approach with first class products and services. (100%)[§]



JLT is one of the world's leading providers of insurance, reinsurance and employee benefits related advice, brokerage and associated services. A UK-listed group, its deep expertise and entrepreneurial culture give it the insights, creative freedom and tenacity necessary to go beyond the routine and deliver better results for its clients. (42%)[§]



Hongkong Land is a major listed property investment, management and development group that operates under the principles of excellence, integrity and partnership. Its almost 800,000 sq. m. prime office and retail space in Hong Kong, Singapore and other major Asian cities attracts the world's foremost companies and luxury brands. The group also has a number of high quality residential and mixed-use projects under development in cities across Greater China and Southeast Asia. (50%)^Δ

[§] Figures in brackets show effective ownership by Jardine Matheson as at 2nd March 2017.

^Δ Figures in brackets show effective ownership by Jardine Strategic as at 2nd March 2017.



Dairy Farm is a leading listed Asian retailer that is active across four divisions, being Food (including supermarkets, hypermarkets and convenience stores), Health and Beauty, Home Furnishings and Restaurants. The group aims to meet the changing needs of Asian consumers by offering leading brands, a compelling retail experience and great value, all provided through responsible operations supported by reliable and trusted supply chains. (78%)^Δ



Mandarin Oriental is an international hotel investment and management group with deluxe and first class hotels, resorts and residences in sought-after destinations. The group operates 29 hotels and eight residences in 19 countries and territories, and has a strong pipeline of properties under development. As an innovative industry leader, the group is committed to exceeding its guests' expectations through exceptional levels of hospitality. (77%)^Δ



Jardine Cycle & Carriage is a leading Singapore-listed company. In addition to holding just over 50% in Astra International, it is growing its portfolio of motor and other interests in Southeast Asia, including in Indonesia, Vietnam, Singapore, Thailand, Malaysia and Myanmar. The businesses include motor dealerships and financing, engineering, cement production and property. (75%)^Δ



Astra is a major listed Indonesian group working through its seven business lines – Automotive; Financial Services; Heavy Equipment and Mining; Agribusiness; Infrastructure and Logistics; Information Technology; and Property. Astra's philosophy is to be an asset to the nation with an emphasis on sustainable growth, through providing the best services to its customers, a first class working environment and socially responsible outlook. Jardine Cycle & Carriage has a shareholding of just over 50%.