Jardine Matheson is a diversified
Asian-based group with unsurpassed
experience in the region, having been
founded in China in 1832. We comprise
a broad portfolio of market-leading
businesses, which represent a
combination of cash generating activities
and long-term property assets and
are closely aligned to the increasingly
prosperous consumers of the region.

## Where we operate

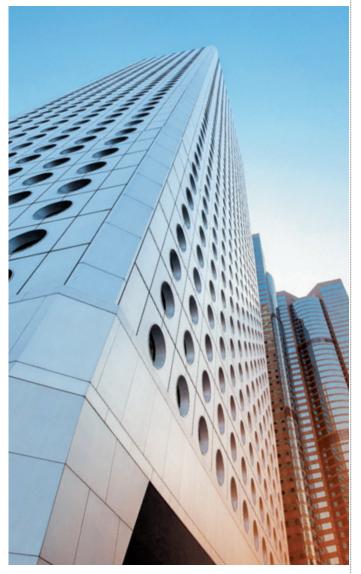
We operate principally in Greater China and Southeast Asia, where our subsidiaries and affiliates benefit from the support of Jardine Matheson's extensive knowledge of the region and its long-standing relationships. We are always prepared to take a long-term view when supporting their development and to ensure that they have the financial resources to achieve their goals.

## **Our operations**

In our operations, which employ 430,000 people, we are active in the fields of motor vehicles and related operations, property investment and development, food retailing, home furnishings, engineering and construction, transport services, insurance broking, restaurants, luxury hotels, financial services, heavy equipment, mining and agribusiness.

# Our philosophy

Our businesses aim to produce sustainable returns by providing their customers with high quality products and services. They provide good working conditions for their people, and offer fair remuneration and equal opportunities. They recognize their place in the communities in which they operate and participate fully.



Jardine Matheson Holdings Ltd

Jardine House Hamilton Bermuda

### Jardine Matheson Ltd

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**Jardine Matheson**Group Outline 2017

# **Jardine Matheson Holdings Limited**

### 2016 Financial Highlights\*

uss**72,437**m Gross revenue

us\$**3,729**m **Underlying profit** 

uss71,523m

us\$21,800m Shareholders' funds

US\$1,386m **Underlying profit** shareholders+

uss 2.087m

uss 5,692m

430,000

People employed

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

#### By Business#

uss135m 1. lardine Pacific US\$110m

uss**56**m

2. lardine Motors

3. Jardine Lloyd Thompson

uss353m

us\$297m

uss36m

4. Hongkong Land

5. Dairy Farm

6. Mandarin Oriental

uss125m

uss 312m

7. lardine Cycle & Carriage



#### By Sector#

US\$354m **Property** 

US\$392m

US\$323m

**Retail & restaurants** 

US\$74m Insurance broking & financial

**Motor vehicles** 

US\$36m

#### By Geographical Area#

**52**% Greater China

US\$174m Engineering.

construction &

mining contracting

43%

5%

Southeast Asia

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.
- $^{\Omega}$  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%)§

# [L]| |F]| Hongkong Land

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%)∆



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%)<sup>\(\Delta\)</sup>



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%)∆



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%)<sup>∆</sup>



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%.

<sup>§</sup> Figures in brackets show effective ownership by Jardine Matheson as at 2nd March 2017.

<sup>△</sup> Figures in brackets show effective ownership by lardine Strategic as at 2nd March 2017.