

**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 444,000 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

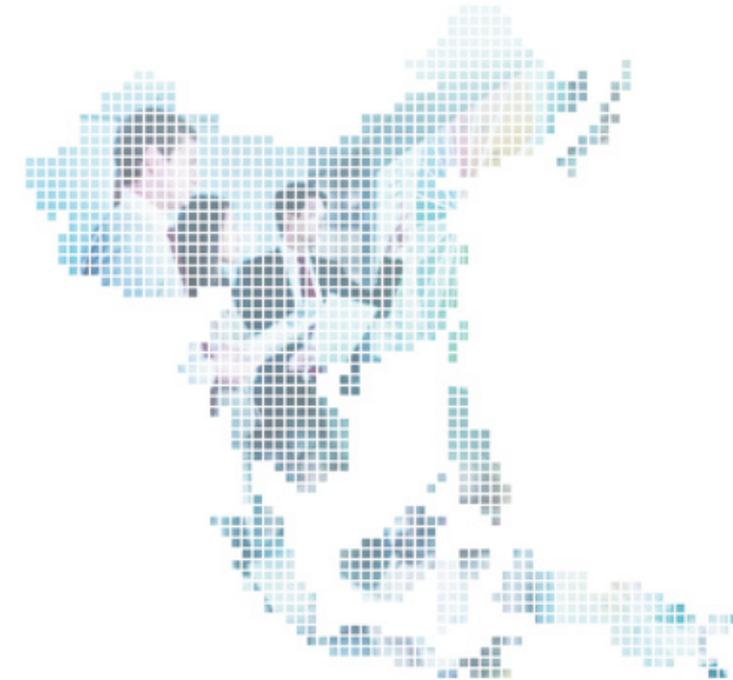
Our businesses aim to produce sustainable returns by providing their customers with high quality products and services. They provide good working conditions for their people, and offer fair remuneration and equal opportunities. They recognise their place in the communities in which they operate and participate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



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**Jardine Matheson**  
Group Outline 2018

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# Jardine Matheson Holdings Limited

## 2017 Financial Highlights\*

US\$83,808m Gross revenue

US\$4,378m Underlying profit before tax\*

US\$82,814m Total assets

US\$25,669m Shareholders' funds

US\$1,568m Underlying profit attributable to shareholders†

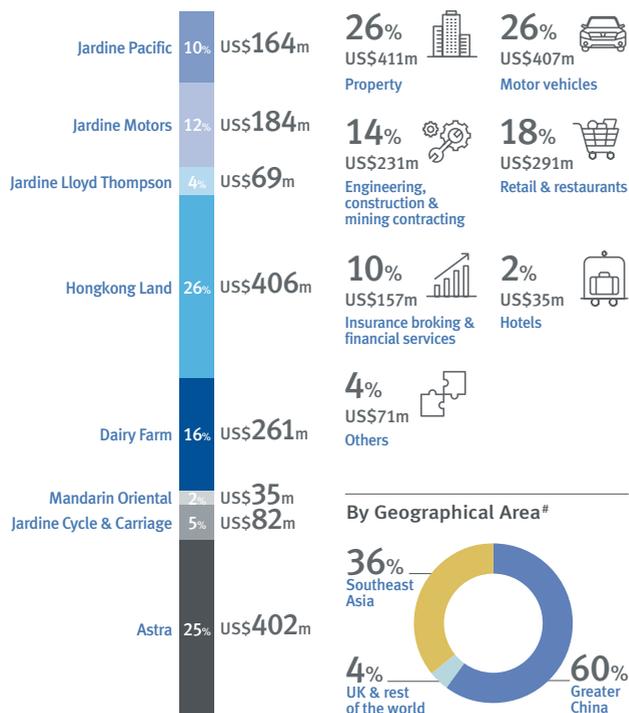
US\$3,403m Net debt†

US\$11,691m Total capital investment‡

444,000 People employed

## Analysis of Underlying Profit of US\$1,568m

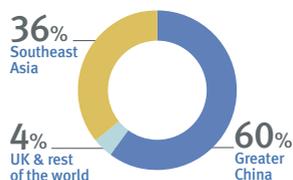
### By Business#



### By Sector#



### By Geographical Area#



\* The full financial statements are available from [www.jardines.com](http://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 2017 financial statements.

‡ Excluding net debt of financial services companies.

§ 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 performance and best in class service to their customers and to create value for their business partners and shareholders. (100%)<sup>§</sup>



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%)<sup>§</sup>



Jardine Lloyd Thompson 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 specialist knowledge and entrepreneurial culture give it the insights and creative freedom to go beyond the routine and deliver better results for its clients. (42%)<sup>§</sup>



Hongkong Land is a major listed property investment, management and development group that operates under the principles of excellence, integrity and partnership. Its more than 850,000 sq. m. of 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%)<sup>Δ</sup>

§ Figures in brackets show effective ownership by Jardine Matheson as at 8th March 2018.

Δ Figures in brackets show effective ownership by Jardine Strategic as at 8th March 2018.



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 provide quality and value to Asian consumers by offering leading brands, a compelling retail experience and great service, all provided through a strong store network supported by efficient supply chains. (78%)<sup>Δ</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 31 hotels and eight residences in 21 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. (78%)<sup>Δ</sup>



## Jardine Cycle & Carriage

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 automotive and other strategic interests in Southeast Asia, including in Indonesia, Vietnam, Singapore, Thailand, Malaysia and Myanmar. The businesses include motor dealerships, financial services, dairy, cement, engineering and property. (75%)<sup>Δ</sup>



Astra is a major listed Indonesian group working through its seven business lines – Automotive; Financial Services; Heavy Equipment, Mining, Construction & Energy; 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%.