

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 can leverage and tap our vast experience, expertise, networks, and long-standing relationships in the region. Our goal is to help Group companies achieve sustainable growth over the long term by providing financial and other resources.

#### Our operations

Across the Group, our 469,000 employees work in a wide range of businesses in major sectors including motor vehicles and related operations, property investment and development, food retailing, home furnishings, engineering and construction, transport services, restaurants, luxury hotels, financial services, heavy equipment, mining and agribusiness.

#### Our philosophy

Principled leadership, a long-term perspective, innovative thinking and a commitment to mutual growth inspire us. They also underpin our businesses which provide products, services, and experiences that impact the lives of many millions every day. These values also apply in our workspaces, where we strive to provide positive, safe working environments. We are also committed to improving communities through programmes that make a difference in environmental stewardship, education, mental health and more.

**Jardine Matheson Holdings Ltd**  
Jardine House  
Hamilton  
Bermuda

**Jardine Matheson Ltd**  
48th Floor, Jardine House  
G.P.O. Box 70  
Hong Kong

[www.jardines.com](http://www.jardines.com)

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**JARDINE  
MATHESON**

GROUP PROFILE 2019

# Jardine Matheson Holdings Limited

## 2018 Financial Highlights\*

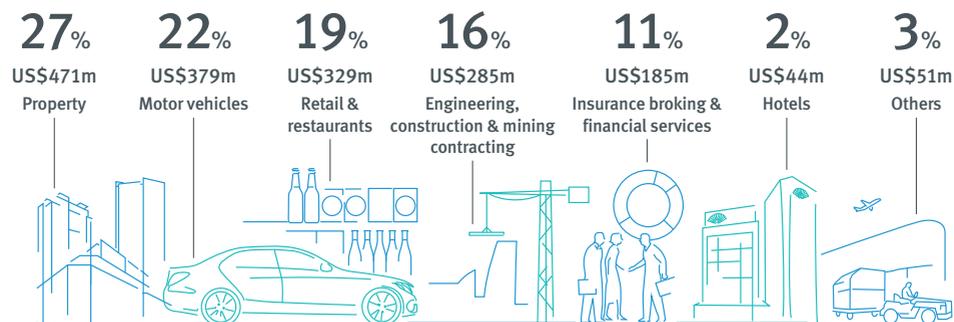
<b>US\$92,348m</b> Gross revenue	<b>US\$4,931m</b> Underlying profit before tax <sup>+</sup>	<b>US\$86,258m</b> Total assets	<b>469,000</b> People employed
<b>US\$26,342m</b> Shareholders' funds	<b>US\$1,703m</b> Underlying profit attributable to shareholders <sup>+</sup>	<b>US\$5,950m</b> Net debt <sup>†</sup>	<b>US\$12,249m</b> Total capital investment <sup>‡</sup>

## Analysis of Underlying Profit of US\$1,703m

### By Business<sup>#</sup>

	Jardine Motors US\$175m	Hongkong Land US\$438m		Mandarin Oriental US\$45m	Astra US\$465m			
	9%	10%	4%	25%	16%	3%	6%	27%
Jardine Pacific US\$164m	Jardine Lloyd Thompson US\$77m		Dairy Farm US\$278m	Jardine Cycle & Carriage US\$102m				

### By Sector<sup>#</sup>



### By Geographical Area<sup>#</sup>



\* The financial statements of Jardine Matheson Holdings Limited for the year ended 31st December 2018 are available from [www.jardines.com](http://www.jardines.com).  
<sup>+</sup> 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 38 to the 2018 financial statements.  
<sup>†</sup> Excluding net debt of financial services companies.  
<sup>‡</sup> Including expenditure on properties for sale and associates and joint ventures.  
<sup>#</sup> Based on underlying profit attributable to shareholders before corporate and other interests.



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>



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, Beijing, Jakarta and other major Asian cities attracts the world's foremost companies and luxury brands. The group also has a number of high quality residential, commercial and mixed-use projects under development in cities across Greater China and Southeast Asia. (50%)<sup>Δ</sup>



Dairy Farm is a leading listed Pan-Asian multi-brand 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 32 hotels and six residences in 23 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 is a leading Singapore-listed company. In addition to holding just over 50% in Astra, it is focused on growing its portfolio of automotive and other strategic business 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 an Indonesia-based company engaged in seven business sections: Automotive; Financial Services; Heavy Equipment, Mining, Construction & Energy; Agribusiness; Infrastructure and Logistics; Information Technology; and Property. With more than 224 subsidiaries, associated companies and other entities, and over 226,000 employees, it is one of Indonesia's largest companies. Astra is also renowned for its 'Catur Dharma' corporate philosophy that underpins its extensive community programmes supporting education, the environment, sustainability, SMEs and healthcare. Jardine Cycle & Carriage has a shareholding of just over 50% in Astra.

<sup>§</sup> Figures in brackets show effective ownership by Jardine Matheson as at 28th February 2019.  
<sup>Δ</sup> Figures in brackets show effective ownership by Jardine Strategic as at 28th February 2019.