

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 464,000 employees work in a wide range of businesses in major sectors including motor vehicles and related operations, property investment and development, food retailing, health and beauty, home furnishings, engineering and construction, transport services, restaurants, luxury hotels, financial services, heavy equipment, mining, energy and agribusiness.

Our philosophy

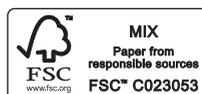
Principled leadership, a long-term perspective, innovative thinking and a commitment to mutual growth inspire us. They also underpin our businesses which provide products, services, and experiences that impact the lives of many millions every day. These values also apply in our workspaces, where we strive 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

Copyright © Jardine Matheson Limited, 2020
All rights reserved.
May 2020



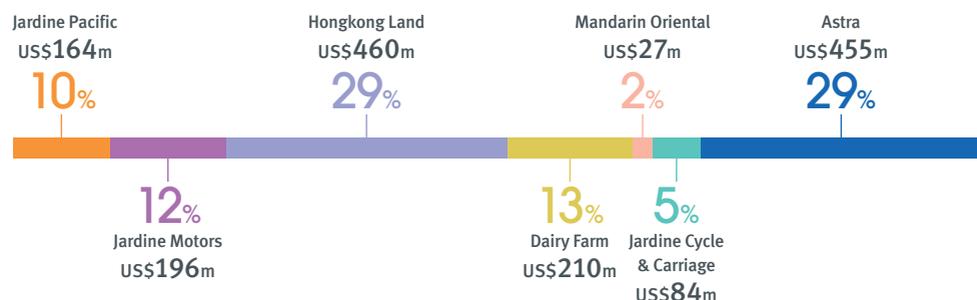
Jardine Matheson Holdings Limited

2019 Financial Highlights*

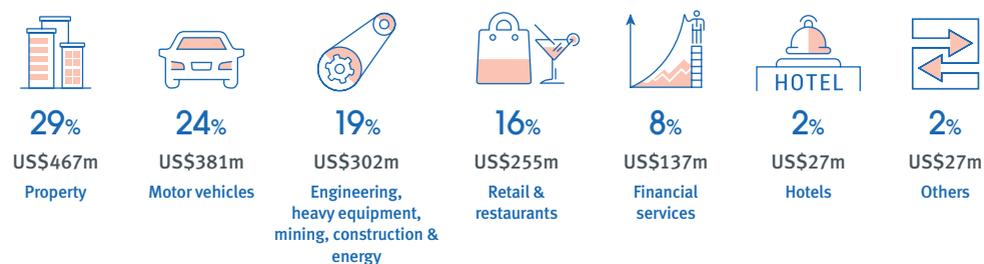
US\$ 103,308m Gross revenue	US\$ 4,678m Underlying profit before tax ⁺	US\$ 97,028m Total assets	464,000 People employed
US\$ 30,351m Shareholders' funds	US\$ 1,589m Underlying profit attributable to shareholders ⁺	US\$ 4,786m Net borrowings [†]	US\$ 10,570m Total capital investment [‡]

Analysis of Underlying Profit of US\$1,589m

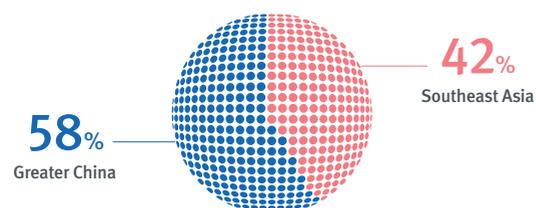
By Business[#]



By Sector[#]



By Geographical Area[#]



* The financial statements of Jardine Matheson Holdings Limited for the year ended 31st December 2019 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 40 to the 2019 financial statements.

[†] Excluding net borrowings of financial services companies.

[‡] Including expenditure on properties for sale and associates and joint ventures.

[#] 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, aviation 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%)[§]



Jardine Matheson has a long-term ambition to expand and strengthen its automotive businesses across the globe, building upon its extensive footprint in Greater China and Southeast Asia, and strong presence in the United Kingdom. Jardine International Motors ('JIM') was formed in 2019 to provide central management and oversight in order to effectively harness expertise and talent, increase customer focus and create economies of scale across the Group's automotive interests in a coordinated way in an increasingly complex environment. JIM currently comprises leading Asian automotive businesses including Zung Fu Motors Group in the Chinese mainland, Hong Kong and Macau; Cycle & Carriage in Singapore, Malaysia and Myanmar; and Tunas Ridean in Indonesia.



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%)^Δ



Dairy Farm is a leading pan-Asian retailer that operates under a number of well-known brands across five divisions, being Food (including Grocery Retail and Convenience Stores), Health and Beauty, Home Furnishings, Restaurants and Other Retailing. The group provides quality and value to Asian consumers by offering leading brands, a compelling retail experience and great service, all delivered through a strong store network supported by efficient 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 33 hotels and seven 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%)^Δ



Jardine Cycle & Carriage is a leading Singapore-listed investment holding company with long-term, strategic interests in diversified market-leading businesses in Southeast Asia. These include Astra in Indonesia; Truong Hai Auto Corporation, Refrigeration Electrical Engineering Corporation and Vinamilk in Vietnam; and Thailand-headquartered Siam City Cement (which also operates in South Vietnam and other regional markets). Other investments include automotive businesses under the Cycle & Carriage banner (in Singapore, Malaysia and Myanmar) and Tunas Ridean in Indonesia, all of which are managed by Jardine International Motors. (75%)^Δ



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 235 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.

[§] Figures in brackets show effective ownership by Jardine Matheson as at 5th March 2020.

^Δ Figures in brackets show effective ownership by Jardine Strategic as at 5th March 2020.