Jardines Partners with NIO Capital to Explore Automotive Opportunities

Values that Bind Us

Saying No to Plastic and Food Waste

Service at the Heart of Innovation
Service at the Heart of Innovation

As the digital age continues to evolve, demand for better, faster, more efficient and effective customer service is at an all-time high. Technology further fuels our desire to give our customers the best experience possible.
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Did you know that there are 947 steps in total from the ground floor to the Penthouse of Jardine House? Test your stamina and raise funds for MINDSET at our annual Walk Up Jardine House event!

www.mindset.org.hk
MD’s Desk

Past, Present, Future

As we look forward to 2019, it is a good time to review an eventful past 12 months for our Group.

The year will be remembered for several milestones. Most significant was the announcement that Sir Henry Keswick would retire as Chairman of the Jardine Matheson Group, stepping down from his Group Board positions on New Year’s Eve 2018, to become Chairman Emeritus.

No one embodies the core values of Jardines as passionately as Sir Henry. His entrepreneurial spirit, drive and vision, helped grow our net assets from US$70 million to US$26 billion since he became Chairman in 1972.

Growth under his leadership was driven by many factors including expansion in the region and developing innovative new businesses, a record that we continued in 2018. In February we announced Astra’s investment in GO-JEK, which as Indonesia’s first unicorn company, has transformed the country’s on-demand services sector in transport, payment, food delivery, and more. Visitors to Jakarta will see the distinctive green GO-JEK logo all over the city today.

Another business milestone took place in October when we announced plans to redevelop the site of the historic Excelsior Hotel, which is expected to begin in the middle of 2019.

We have plenty of opportunities in the coming year and, as we continue to make significant progress in growing our business, I am heartened to see that we are also making progress in being better corporate citizens.

Meanwhile, on the innovation front, we are finding new ways to integrate technology into our operations. In this issue of Thistle, we showcase Group companies and their creative solutions that address, or in some cases pre-empt, issues that could significantly impact their businesses.

They are great examples of innovation, agility and project execution. These qualities, welded with our core values of integrity, steadfastness, entrepreneurship and commitment to mutual growth, provide a strong foundation for further progress in 2019.

To close, I would like to offer my sincere thanks to colleagues, employees, partners, customers, and many others who have helped make 2018 another memorable year for the Group.

I wish you happy holidays and the very best wishes to you and your loved ones.

Ben Keswick
Jardine Matheson Group Managing Director Ben Keswick reiterated the strategic importance of Chongqing at the 13th Chongqing Mayor’s International Advisory Council (CMIA) annual meeting.

Joining Chongqing Mayor Tang Liangzhi and other members of the forum, Mr Keswick shared his views on opportunities for growth in the city and his opinion on ‘Development Driven by Intelligence’, under the theme of ‘Chongqing’s Pursuit of Smart Development’.

As a city that connects markets across China with Southeast Asia and Europe, the Group launched its first business venture in Chongqing back in 2005. Since then, the Group has responded to government initiatives to establish Chongqing as a home for Jardines’ innovation, particularly in the automotive, retail and property development sectors.

Commenting on the significance of Chongqing to the Group, Mr Keswick noted that, “As we continue to innovate and leverage technologies to give our customers the best experiences with our businesses, Chongqing has been the location of our most interesting adoption of new intelligence technology.”

Mr Keswick concluded his statements by reaffirming the Group’s commitment to the betterment of the quality of life in the city.

Building Connections in China

Jardine Matheson (China) Chairman David Hsu made an appearance at the China Development Forum Special Session as a special guest. With many local business partners and friends in attendance, Mr Hsu shared his views on the trade dispute between China and the United States, as well as on practical measures to deepen reform and opening up in mainland China.
Jardines Partners with NIO Capital to Explore Automotive Opportunities in China

Jardine Matheson Group has made a venture capital investment, entering a new partnership with NIO Capital to explore growth opportunities in China.

NIO Capital is a unique venture capital fund focused on the future of mobility, automotive, new energy and technology sectors in China. NIO Capital is sponsored by NIO and headed by its founder and chairman William Li, dubbed the ‘Elon Musk of China’, with NIO being widely viewed as Tesla’s rival in the country.

Jardine Matheson Group has considerable presence and growth opportunities in the automotive sector. With the continuous focus in automotive and established relationships with renowned carmakers, the partnership with NIO Capital further expands the Group’s automotive network.

This opportunity intersects two key focus areas for the Group – the future of the automotive industry and China’s growing strategic importance. It paves the way for future collaborations in mobility-related technologies, including intelligent automotive systems, new energy network, logistics and manufacturing innovations.

“As China continues to develop as an epicentre of innovation, NIO Capital is uniquely positioned to help Jardines become more connected with China’s vibrant startup ecosystem, as well as to anticipate and meet the evolving needs of our customers,” said Innovate Jardines General Manager C K Yap.

Lord Sassoon Highlights Trade and Investment During China Visit

Jardine Matheson Group Director Lord Sassoon visited Shanghai in his role as Chairman of the China-Britain Business Council (CBBC), where he attended the China International Import Expo (CIIE) with UK representatives Secretary of State for International Trade, the Rt Hon Dr Liam Fox, and HRH The Duke of York.

Lord Sassoon also hosted the CBBC’s 6th China Outbound Conference, where a large number of UK investment projects in sectors such as communications technology, renewable energy, life sciences, advanced manufacturing, e-commerce and financial services were announced, in which Chinese partners were being sought.

In his role as Jardine Matheson Group Director, he spoke at an event attended by Party Secretaries Peng Qinghua and Fan Ruiping in Chengdu, and also attended events in Beijing and Wuhan, as well as the Fosun Foundation Gala dinner.
The world today often seems to be described as volatile, uncertain, complex, and ambiguous, often shortened to VUCA, where change is constant and ‘fast forward’ seems to be the default speed. Industries are shifting rapidly to keep up and the required skills and mindsets must evolve in tandem.

While many companies have made it their goal to move rapidly too, it is vital to ensure that the direction chosen is the right one. This requires context to evaluate the best options and draw on experience and lessons learned over the years.

As a company deeply rooted in Asia, with a 186-year history and more than 440,000 employees, Jardines has seen this dynamic region change beyond recognition. The constant is the Group’s diversity and unique core values that provide a rich legacy to draw lessons upon. As a new year arrives and brings new challenges, it is worth taking time to appreciate those values and the milestone events that, while forged in the past, will help shape and influence Jardines’ future.

"The Group’s diversity and unique core values ... provide a rich legacy to draw lessons upon."
A Legacy that Endures

Looking back at Jardines’ long history, 1961 stands out as a more recent milestone year when the modern Jardines began to take shape. That year, Jardine, Matheson & Co., Ltd, after nearly 130 years of operating as either a partnership or private company, was listed on the Hong Kong Stock Exchange, a development that would bring lasting changes to the dynamics of the Group. During this fresh new era, the Group’s core values became crystallised: integrity, steadfastness, a strong entrepreneurial spirit and commitment to mutual growth had driven the Group in the past, and would continue to underlie the Group’s successes in the years to come.

Jardines flourished in these initial years of transformation under the leadership of former Chairmen and Managing Directors Hugh Barton, Michael Herries and Sir John Keswick. Hong Kong in the 1960s was favourable to businesses, with a large labour force, low tax rates, and expanding industrial and commercial sectors. The Group took advantage of its core businesses in trading, shipping and insurance to expand into new markets and establish representative offices.

Crucial developments related to companies associated with Jardines were made. Many of these companies are still integral to Jardines today. In 1963, the Mandarin Oriental hotel, nicknamed ‘Barton’s Folly’, opened in Hong Kong, followed by Ocean Terminal, a cruise terminal and the city’s first shopping mall, in 1966. Amidst the turmoil after the May 1967 riots, the Group continued to make key strategic decisions, such as the redevelopment of the Jardine Eastpoint godown site.

As Jardines entered the 1970s, Sir Henry Keswick stepped in as the Chairman of Jardines. Self-described as having ‘Jardines in [his] blood’, Sir Henry truly epitomises the Group’s values. One of his first triumphs as Chairman was Hongkong Land’s hotly contested takeover of Dairy Farm in 1972, a first in Hong Kong. The eventual success was a testament to Sir Henry’s strong determination, qualities not lost to Elaine Ho, the Social Secretary at the time who often stated that ‘What Henry Keswick wants, Henry Keswick gets’.
In the following years, Jardines widened its horizons into new sectors and regions. Following the Dairy Farm takeover, Jardines, with Robert Fleming of London, founded Jardine Fleming, Hong Kong’s first investment bank; and acquired Gammon, Reunion Properties, and Theo H Davies in Hawaii and the Philippines, as well as a 75% stake in Zung Fu. Jardines also had interests in Olayan Saudi Holding Company, and Maxim’s. The Mandarin Oriental Hotel Group was formed, a tender to construct the MTR was won, and landmarks were built – the Excelsior Hotel, the World Trade Centre and Jardine House, Hong Kong’s first skyscraper.

The turbulent 1980s proved to be challenging times for Jardines, yet the company’s steadfastness pulled it through. In 1983, there was growing uncertainty over the future of Hong Kong, and this combined with the depreciating Hong Kong dollar and the fall in rent and capital values, contributed to a property market crash. For Jardines and Hongkong Land, which had a 40% holding in each other, this was a heavy blow. The Group responded swiftly, appointing Simon Keswick as Chairman while Sir Henry, with the able assistance of Rodney Leach, helped to devise a restructuring plan in London. Assets were sold, others were consolidated and reorganised, and Jardine Strategic was formed holding the Group’s interests in Hong Kong, Mandarin Oriental and Dairy Farm. These moves laid the foundation of the Group today as a strong, sustainable business.

In the late 1980s, led by Managing Directors Brian Powers and Nigel Rich, Jardines undertook further significant business developments. In 1987, Jardines secured the Pizza Hut and IKEA franchises in Hong Kong, bringing quality and affordable products to the growing middle class. Internally, the Jardines’ General Management Programme was launched to teach core commercial skills to staff around the Asia-Pacific region, and the Jardines’ People Development Department was created to provide training using innovative techniques.

Despite the looming anxiety over the handover of Hong Kong, Jardines approached the 1990s with the same values of integrity, steadfastness and entrepreneurship. Alasdair Morrison was Managing Director and, with Sir Henry back at the helm, Jardines looked outside of Hong Kong for opportunities. In 1992, Jardine Strategic acquired a minority stake in Cycle & Carriage (C&C). With operations in motor vehicles, properties, food and retail throughout the Asia-Pacific region, C&C went on to become one of the most successful companies in Southeast Asia. The Group also took shareholdings in PT Tunas Ridean and Hero supermarkets in Indonesia, Tata Industries in India and Giant hypermarket in Malaysia. Existing Group companies, such as Mandarin Oriental also extended their reach.
From then on, Jardines entered one of the most successful decades in its history with Percy Weatherall, Anthony Nightingale and then Ben Keswick as Managing Directors. The ability to take calculated risks was the Group’s strength, and the addition of a significant investment in Astra International was a prime example of this. Sir Henry once declared that the Group’s objectives “are simple and that is to make money sensibly for our shareholders… [We] also feel we have a responsibility to […] the communities in which we operate”. Jardines did both remarkably well. Underlying net profit reached US$1.3 billion in 2010, a nearly eight-fold increase from US$171 million in 2001, the share price reached US$50, a sharp rise from its 2001 level of US$3.82.

Today, Jardines stands as a living network of companies and people, unparalleled in its diversity and scale in the region. Its long history is testament to long-term thinking, embedded in an international footprint that touches the lives of millions of clients and customers. Together this network creates a more valued future for those the company serves, a level of impact that can inspire its people to succeed.

### Into the Future

How can Jardines continue that success for the next 186 years and beyond? The challenges in the contemporary world are vastly different from before, and every business is now grappling with new technologies, new behaviours and a new economic landscape.

The Group has been quick to adapt, expanding its offerings into previously unexplored regions and sectors. Last year, Jardine Cycle & Carriage acquired a key stake in Vinamilk, increasing the Group’s exposure to the growing Vietnamese economy, while earlier in 2018, Astra made a strategic investment in GO-JEK, Indonesia’s largest on-demand consumer platform. Internally, Innovate Jardines was launched in 2016 to inspire, incentivise and promote innovations within the Group, a programme that has been met with great enthusiasm.

To continue this growth sustainably, Jardines must find solutions that will help it to become more efficient and productive. New skills must be acquired and collaborative opportunities found for the Group to succeed amid the fourth industrial revolution. The scale, diversity and longevity of its existing operations present Jardines with unparalleled access to data, experiences and opportunities. With these insights, the Group is well positioned to reimagine the way it delivers experiences to its customers.

Moreover, there is a growing need for all businesses to think beyond numbers and consider their broader impact. Faced with a growing global population and finite resources, the success of a modern company is not just measured by its revenue, but also by how it made its revenue – its carbon footprint, its staff wellbeing, its community spirit.

Group companies and employees have rallied to this call. From efforts to reduce single-use plastics to the work done through MINDSET in raising awareness of mental health issues in Hong Kong, Macau and Singapore, many within the Group are already working hard to create a positive impact in the world.

This issue of Thistle is just a small showcase of the various ways the Group companies have embraced innovation and sustainability in their work. But as history proves, Jardines is able to thrive in a wide variety of circumstances. Trends come and go, but Jardines’ values will always remain the same. Integrity, steadfastness, an entrepreneurial spirit and commitment to mutual growth – these are the core of the solution to any challenge Jardines faces, whatever form it may take.
Achievements Over the Years

A brief look at how Jardines has evolved from 1961 to the present day.

1961
Jardines becomes listed on the Hong Kong Stock Exchange after operating as a partnership or private company for 129 years.

1967
Sir Henry Keswick joins the Jardines Board as a Director, overseeing staff management, the export business and overseas interests, becoming Managing Director in 1970.

2000
Cycle & Carriage acquires an initial 31% stake in Astra International.
Maxim’s opens Starbucks in Hong Kong.

1992
Jardine Strategic acquires an initial 16% interest in Cycle & Carriage, which is increased to 24% in 1993.

1989
Jardines’ People Development Department is launched to train staff using cutting-edge management training techniques.

1990
Jardines and other listed Group companies arrange primary share listings on the London Stock Exchange.

1987
Jardines secures the Pizza Hut and IKEA franchises in Hong Kong.

1989-1992
Cycle & Carriage acquires an initial 31% stake in Astra International.

2002
Jardines establishes MINDSET, the Group’s mental health charity.

2005
Astra becomes a 50.1% subsidiary of Jardine Cycle & Carriage.

2006
Hongkong Land acquires a 77% stake in MCL Land.

2007
Jardines celebrates its 175th Anniversary.

2009
HKG Land acquires a 77% stake in MCL Land.

Sir Henry Keswick joins the Jardines Board as a Director, overseeing staff management, the export business and overseas interests, becoming Managing Director in 1970.

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Hongkong Land acquires a 77% stake in MCL Land.

2007
Jardines celebrates its 175th Anniversary.

2009
HKG Land acquires a 77% stake in MCL Land.
A new Jardines logo and identity is launched as part of Jardines’ efforts to increase public understanding of the Group.

Mandarin Oriental Hotel Group is formed with the acquisition of The Oriental hotel in Bangkok.

Jardine Strategic acquires a 20% stake in Zhongsheng in China.

Jardine Cycle & Carriage invests in a 24.9% interest in Siam City Cement in Thailand.

Dairy Farm acquires a 19.99% stake in Yonghui Superstores in China.

Jardine Strategic acquires a 22% stake in Greatview in China.

Sir Henry Keswick announced his retirement as Chairman of Jardines on 29th September, on his 80th birthday. Taking effect from 31st December 2018, he became Chairman Emeritus, while Ben Keswick assumed the role of Chairman.

Jardines opens a representative office in Beijing.

Jardines opens Hong Kong’s first 7-Eleven convenience store.

2014
Jardine Strategic acquires a 20% stake in Zhongsheng in China.

2015
Jardine Cycle & Carriage invests in a 24.9% interest in Siam City Cement in Thailand.

2022
Ben Keswick succeeds Anthony Nightingale as Group Managing Director of Jardines.

2016
Dairy Farm acquires a 19.99% stake in Yonghui Superstores in China.

2017

2018
Jardine Strategic acquires a 22% stake in Greatview in China.

2019
Sir Henry Keswick announced his retirement as Chairman of Jardines on 29th September, on his 80th birthday. Taking effect from 31st December 2018, he became Chairman Emeritus, while Ben Keswick assumed the role of Chairman.
Technology is evolving faster than ever, changing every aspect of our lives down to our simple, daily needs such as shopping, banking and transportation. Expectations mean everything has to be better, faster, and more convenient. The desire to provide better customer care and service is a driver close to the heart of teams across the Jardine Matheson Group.

**JC&C’s Digital Solution for Data Management**

At Jardine Cycle & Carriage’s (JC&C) Direct Motor Interests, Project ACE (PACE) is a digital solution for customers who want easy access to vehicle services and repair status after sending their vehicles for aftersales care. Developed 100% in-house based on extensive research, the system enables active data collection, generating large amounts of data to help make informed decisions. Through this, processes within Cycle & Carriage’s aftersales department can be enhanced.

Soon to be implemented across Indonesia, Malaysia and Myanmar, the goal is for PACE to be a transferrable system that can eventually spread to various departments within JC&C and other Jardines business groups.

**Tunas Ridean’s Mobile Platform for Customer-facing Staff**

A crucial goal at Tunas Ridean’s Honda dealership is to enhance customer relationships. To address the lack of a centralised information portal to manage and retrieve customer information, the Honda Kita Application was designed to provide a common mobile platform for Honda’s customer service staff and other employees to access details about their customers, as well as product information, at the touch of a button. It also allows the management team to track and monitor team members’ performance, enabling better resource allocation and further training, if required.

**JEC’s Digital Job Dispatching Tool**

Jardine Engineering Corporation (JEC) has about 600 frontline staff from the Maintenance and Renovation team providing round-the-clock support to clients. To bring better efficiency and service quality to its clients, JEC recently introduced a digital job-dispatching tool for frontline staff to streamline and digitise business workflows.

The cloud-based tool enables easy access to manpower planning, job scheduling and dispatching for supervisors and allows technicians to receive, update and report job progress on mobile devices 24/7, enabling it to be at their disposal no matter where their work takes them.

**Dairy Farm Singapore’s Unified Payment Terminals**

To provide more convenience to its customers, Dairy Farm Singapore (DFSG) rolled out 1,800 payment terminals at over 620 Cold Storage, Giant, Guardian and 7-11 stores island-wide. The unified payment terminals speed up the payment transaction process, improve productivity and eliminate paper printouts for daily settlement.

This major milestone has made DFSG the island’s largest retail group that accepts the widest range of more than 20 payment options, including NETS, QR codes, mobile, and credit and debit payments via a single, unified payment terminal.
JOS Welcomes the Arrival of AI in Business

Keeping up with the fast-changing tides of technology, JOS is evolving from a traditional system integrator into a technology consultant that helps clients make best use of Artificial Intelligence as well as other emerging technologies. Further driving innovation, growth and digital transformation, JOS is switching from traditional waterfall methodologies to an agile development approach, enabling the company to build closer client relationships and offer faster, better-managed outcomes.

While JOS’ evolution is a work-in-progress, great things are expected in the long-run. Big-name clients such as AIA Hong Kong and SmarTone have already shown a positive response in welcoming the changes, underlining their trust in JOS to deliver greater value to their business.

“JOS is not only our vendor but a real partner that we can totally trust. We were pleasantly surprised by the JOS team – we were expecting a traditional SI, but what we got was a committed and innovated tech partner we can rely on,” said AIA Hong Kong Contact Management Director Grace Yan.

As a testament to JOS’ capability and dedication to innovation, its support is enabling SmarTone to develop a Chatbot system that aims to be a benchmark in the telco industry. SmarTone, Customers Division Customer Care General Manager Ken Kan noted, “We are impressed by their speed and quality of work, as well as their engagement level. In particular, the JOS team delivered what they promised. We just successfully completed the Chatbot deployment and will be talking to the JOS team about our next phase.”

According to JOS Group Managing Director Mark Lunt, JOS is ready to be the trusted partner for CIOs wishing to embrace digital transformation, with the company’s know-how and experience unlocking value and delivering growth. He noted, “AI is here, and it’s already changing the way companies do business across the region. It’s great to see our clients using the technology to drive strategy implementation in a meaningful way”.

**FAST FACTS: ARTIFICIAL INTELLIGENCE**

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<th>Enterprises are using AI</th>
<th>2018</th>
<th>2019</th>
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<tr>
<td>15%</td>
<td></td>
<td>31%*</td>
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| Jobs requiring AI since 2013 | 450%* |

| Digitally mature organisations have a defined AI strategy | 47%* |

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<th>Companies using AI to identify opportunities in data that they would have otherwise missed</th>
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<td>61%* with an innovation strategy</td>
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<tr>
<td>22%* without an innovation strategy</td>
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*Source: Survey conducted by Adobe.  
*Source: Narrative Science.
Front Runners

Schindler Steps Up its Innovations

Schindler has always led the industry in its digital innovations, and Schindler Ahead, a digital platform for elevators and escalators that makes use of ‘Internet of Things’ (IOT), is the latest proof of the company’s dedication to succeed.

Schindler announced that it was bringing Schindler Ahead to Hong Kong and Singapore, as well as hosting a technology event in Hong Kong to showcase the company’s revolutionary IOT solutions for smart mobility. With Schindler Ahead, cloud-based data can be analysed in real time so that potential issues can be anticipated and resolved before they occur, as well as providing status reports to operators and building managers. In addition, equipment can receive regular Over The Air updates through Schindler Cloud, while technologies like firewalls and encryption ensure the highest standards of safety for equipment data.

By enhancing its offerings in Hong Kong and Singapore, Schindler will give these two world-class smart cities a further edge in their quest for intelligent urban mobility.

Smart Solutions to Increase Efficiency

Operational challenges are unavoidable at large companies like Hong Kong Air Cargo Terminals Limited (Hactl). Recently, different departments at the company have looked to technology to help solve daily problems, ensuring that all staff are working at optimal efficiency.

Smart Cargo Locating System

For ground handling agents, locating and identifying loose cargo is one of the most common challenges. This is especially difficult at Hactl, as the company’s facility spans a vast area, and huge volumes of cargo have to be handled daily. To solve this, Hactl’s Performance Enhancement Team came up with the Smart Cargo Locating System.

Every piece of loose cargo is affixed with a pre-printed and reusable code sheet, which records the cargo into the COSAC-Plus management system. The cargo is then racked to a warehouse zone allocated by the system, and its location is updated based on RFID signals sent by nearby tags. When it needs to be retrieved, COSAC-Plus will show the precise location of the cargo along with a photo of its exterior, allowing the forklift operator to easily locate the item.

Recognising the Smart Cargo Locating System’s outstanding contribution to innovation, Hong Kong International Airport recently gave Hactl the ‘Smart Technovation Award – Operational Excellence’.

COSAC-ePassport

Hactl’s 2,000-strong operational workforce are required to undergo a series of training courses by the Air Transportation Industry. The COSAC-ePassport allows staff to keep track of their training schedule, making it easier for them to plan their leave dates in advance. At the same time, supervisory staff have access to staff training records, helping them ensure that staff are qualified for the duties they are assigned to.
Gammon Paves the Way for the Future

Gammon has completed Hong Kong’s first modular integrated construction (MiC) demonstration project, showcasing the enhanced quality, productivity, safety and sustainability that can be gained through this innovative construction method.

MiC has been on the Hong Kong government’s radar for a long time, with guidelines issued for its implementation since 2017. A dedicated taskforce was set up at Gammon to examine the technology and processes required to bring the MiC approach to life.

For this project, Gammon worked with China International Marine Containers to construct 10 modules that represent rooms found in a typical hotel, hostel, two-bedroom home, three-bedroom home and elderly home. 70% of the modules were constructed offsite in mainland China and transported to Hong Kong for installation at the Zero Carbon Building.

Astra Debuts First Light-Engine Trucks in Indonesia

Sustainability is a key focus across the Group’s companies, and PT Isuzu Astra Motor Indonesia (IAM) is no exception. In support of the signing of the UN Climate Conference COP 21 in France in 2015 by the President of Indonesia, which signifies a commitment to reduce greenhouse gas emissions by 29% by 2030, IAM introduced the Isuzu Elf NMR 81 at the Gaikindo Indonesia International Auto Show 2018. The Isuzu Elf NMR 81 is the first light-duty truck in Indonesia featuring a common-rail engine, a direct fuel injection system that reduces smoke, particulates and exhaust.

Speaking at the event, IAM President Director Ernando Demily stated that, “Isuzu fully supports the government’s decision regarding the EURO IV emission standards. We began with the Isuzu GIGA as the first medium-duty truck using a common-rail engine and now, we continue with the Isuzu Elf NMR 81.”

“We hope that the new model can compete in the market and improve the trading mobility,” IAM General Manager of Marketing Attias Asril added.
Astra, in collaboration with WeLab, has expanded its business through the creation of PT Astra Welab Digital Arta (AWDA), a financial technology company. It brings to the market financial solution products backed by big data, allowing customers to have broad, fast and efficient access to credit.

AWDA, launched in September 2018 in Jakarta, is a joint venture between Astra subsidiary PT Sedaya Multi Investama (SMI) and WeLab, a prominent technology company in China and Hong Kong specialising in financial services. While AWDA’s products can be accessed easily by retail customers, it also provides technology-based financial solutions to corporate customers.

According to Astra Director Suparno Djasmin, AWDA was established after seeing the potential for fintech innovation in the Indonesian market. “With high levels of internet connectivity in Indonesia, there has been rapid expansion in the number of smartphone users, as well as active usage of digital platforms among a large proportion of the country’s youth population,” said Djasmin.

Astra also launched Maucash, the first financial solution product from AWDA, which allows customers to acquire loans anytime, anywhere via a mobile application.

“We set our sights on the younger generation, who completely understand digital platforms. There are more and more digitally aware youngsters who seek simplicity and convenience in their transactions, and AWDA can provide what they need,” said AWDA President Director Rina Apriana.
Modern Lifestyle Mall LCM Celebrates Grand Opening in Shanghai

Hongkong Land has celebrated the official opening of LCM, its integrated commercial complex and its first joint venture project with Chinese real estate conglomerate CIFI Group. LCM, located in the Pudong district of Shanghai, also features the China debut of pop-up store ‘A Journey Through Time’, created in collaboration with the British Museum.

Conceptualised by world-renowned architectural firm Benoy, LCM’s modern design provides an artistic space that aims to inspire visitors with new ideas. A variety of facilities are available in the mall, including trendy new nightlife spot Hi-Street, a Kids Zone, the Artistic Park and Shanghai’s first-ever Rainbow Skyway, connecting LCM to Exit 1 of the Beiyangjing Road Metro Station.

Mandarin Oriental Announces Three New Projects

Mandarin Oriental Hotel Group has announced three new projects: a luxury resort on Lake Como, a hotel and residences in Moscow and a beachfront property in Phuket.

Following refurbishment, The CastaDivà Resort & Spa on Lake Como in Italy will be rebranded as Mandarin Oriental, Lago di Como in the Spring of 2019. This is Mandarin Oriental’s first resort in Western Europe. In 2021, the group will open a Mandarin Oriental hotel and residences in Moscow at the Sofiyskaya embankment in the heart of the city, directly facing the Kremlin, with access to many of the city’s tourist attractions, historic sites and business districts. In addition, Mandarin Oriental, Phuket, a luxury resort project, is currently scheduled to open in 2022 and will be located on one of the rare undeveloped beachfront sites on ‘Millionaire’s Mile’ on the west coast of Phuket Island.

Shenzhen Star recently launched the first Mercedes-Benz dealer in mainland China to incorporate the MAR2020 design, offering customers a modernised and consistent premium brand experience with seamless integration of physical and digital aspects across all touch points.

The new MAR2020 design aims to build relationships with customers and create special curated moments for them at every step in the customer journey. The upgraded facilities in the MAR2020 digital showroom include a new reception setup, a lounge area where customers can relax and interact, and an installation feature providing customers with an immersive experience of the strength and performance of Mercedes-Benz headlights and interior lightings.

Automation and digitisation is at Shenzhen Star’s core. Conveniently located in the Nanshan district of Shenzhen, customers can book any service and appointment online in advance. Once they drive through the dealer’s car gate, the dealer’s system will immediately recognise car plates and models, and alert corresponding customer service assistants to make preparations and to greet the customers. Also available is an innovative advisory and aftersales process featuring a 360-degree car scan that can identify any minor damage on the exterior, after which a QR code will be given to the customers offering them end-to-end transparency on the status and progress of maintenance.

Building the brand around communities provides a true sense of belonging. With lifestyle workshops tailored towards Chinese customers, guests are invited to join personalised workshops on Chinese traditional seal and artwork, and the Boutique Florist to create DIY flower bouquets.

Zung Fu will continue to expand its digitalised retail network across China to build a strong foundation in delivering Enjoyable, Transparent, and Convenient (ETC) experience to customers, building a strong brand presence in the world’s largest automotive market.
Guardian Singapore bagged the prestigious PSS-DCH Auriga Community Pharmacist of the Year award, as well as seven Community Pharmacy Health Champion Awards, at the annual Singapore Pharmacy Congress.

Living up to the event’s theme of ‘Challenging the Paradigm, Creating Value’, Grace Lee, who has been with Guardian for seven years, was the sole award winner for ‘Community Pharmacist of the Year’ due to her exemplary pharmaceutical care, including leading the first partnership with the Health Promotion Board on the Fall Prevention Campaign. A consistent achiever, she has also bagged five consecutive wins at the Community Pharmacy Health Champion Programme.

The other seven Guardian Pharmacists, namely Ng Siow Tian, Soong Lai Leng, Nelley Toh Shi Yun, Tan Ming Ming, Debra Cheah Xin Yi, Wang Hui, and Kua Chong Han, were recognised as ‘Health Champions’ for their heavy involvement in empowering customers to cope with chronic conditions, such as hypertension and diabetes, and helping them adapt to and maintain a healthy lifestyle.

The event was attended by more than 800 pharmacists from Singapore and around the region, and was graced by Dr Amy Khor, Senior Minister of State in the Ministry of Health and Ministry of Environment and Water Resources, Singapore.

As the healthcare needs of aging populations evolve along with the rise of chronic diseases, these recognitions symbolise Guardian pharmacists’ willingness to challenge current practice models and bring about essential changes to pharmaceutical care services. Furthermore, the awards and presentations further cement the public and professional perception of Guardian’s strength as the leader in community health.
Cycle & Carriage Celebrates Wins and Awards

Cycle & Carriage Bintang and Cycle & Carriage Singapore each took home gold in the 10th edition of the Mercedes-Benz Southeast Asia II Skills Competition 2018. Ernie Ruhiada Abdul Rashid, representing Malaysia, was named champion in the Qualified Parts Process Specialist category. Meanwhile, Singapore’s Seah Kai Khee brought home the top prize as champion under the Qualified Maintenance Technician category.

Cycle & Carriage put up a strong showing at the event, represented by 15 service professionals from Malaysia and Singapore in the grand finals. They were among the only 30 service professionals chosen from over 630 applicants from dealerships across the region. The annual event recognised extraordinary service professionals within the Mercedes-Benz network from various fields.

In recognition of its excellent contributions to product quality reporting, Cycle & Carriage Singapore Mitsubishi received the award for the ‘2nd Most Contributing Distributor’ from Mitsubishi Motors Corporation at the 2018 ASEAN Service & Quality Conference. The award demonstrated that Cycle & Carriage, an independent dealership in Asia, can rank among and even above Mitsubishi Motors’ subsidiaries in Asia.

HKMA Awards
JASG for Excellent Training Programmes

Jardine Aviation Services Group’s (JASG) passenger services and ramp training teams won the Excellence Awards at the Hong Kong Management Association (HKMA) Awards for Excellence in Training and Development. The award-winning programmes included the ‘Go For Success’ Training Programme, an initiative that was designed to evolve the way the company coaches and develops new staff through eLearning and scenario-based training, and the ‘Ramp Service Excellence’ Training Programme, which supports the integration of ethnic minorities into the workforce through customised training.

The Excellence Awards recognise the JASG Learning and Development team’s success in accelerating the pace of adopting new technologies, training tech-savvy millennial staff members and breaking down communication barriers among staff of different cultures, as well as its efforts in helping the staff learn more quickly through the use of multimedia.
Astraworld Recognised in Indonesia Best Contact Center Awards 2018

Astraworld has taken 10 awards in the Indonesia Best Contact Center Awards 2018, initiated by the Indonesia Contact Center Association. The Astraworld team consisted of members from companies across the group and received awards including Best Business Contribution, Best Technology Innovation and Best Quality Assurance in the Teamwork category.

The event involved 54 companies with more than 900 participants. The nominees were judged by a board that consisted of members of the Asia Pacific Contact Centre Association Leader (APCCAL) from China, South Korea, Singapore, Malaysia, New Zealand, Taiwan and Thailand, as well as academics and contact center experts.

Jardine Motors Group HR Director Recognised for Inspiring Change

Jardine Motors Group (JMG) HR Director Clare Martin has been honoured as the 2018 winner in the HR category of AutoCar’s Great British Women, in recognition of her ongoing commitment to championing women and increasing diversity in the motoring industry.

Voted for by colleagues within the business and the industry as a whole, Clare was also praised by CEO Neil Williamson for advocating more women into senior roles. 28% of management roles within the business are now held by women, with the goal of it reaching 30% by the end of the year.

Statistics show that greater diversification within a company leads to enhanced business performance, with more diverse teams outperforming others by 34% in profit terms. This significant difference is being felt across JMG, with Clare and the senior management team at the helm and fostering a culture where talent is recognised and viewed beyond gender, ethnicity and background.

“The automotive industry has long had a reputation for being a ‘boys club’ but we are changing this within Jardine Motors Group,” Martin said. “To address the gender pay gap is not about paying women more, but about having more women in senior positions. I’m delighted to receive this award in recognition of the hard work and ongoing effort that myself, along with the great people who support me, are putting into helping shape a new culture where talent is recognised.”
HERO Group Receives Top CSR Award

Unstinting efforts to implement sustainability took the spotlight in Indonesia as PT Hero Supermarket Tbk was named as one of the top companies in the market, winning the TOP CSR Award 2018 in recognition of its implementation of good CSR practice.

TOP CSR is an independent CSR assessment for companies operating in Indonesia, based on ISO 26000, corporate sustainability value and good corporate governance practices. The process involved team members from various departments, including Human Resources, Food Safety and Operations, who secured the award through interviews and a paper-based assessment.

The award serves as a testament to PT Hero Supermarket Tbk’s excellent achievement, being the only retail company in Indonesia to be recognised by the judges in three areas: compliance with basic rights and principles for workers, consumer protection and satisfaction programmes, and being a TOP CSR leader due to its strong commitment to implementing CSR within the company.

Maxim’s Leads the Way in Quality Food Traceability and Going Green

Maxim’s Group has received fresh recognition for its dedication to upholding quality assurance and food safety, having received the Diamond Award in the Quality Food Traceability Scheme for the second consecutive year. Organised by GS1 Hong Kong, the scheme recognises excellence in offering better and safer food products to customers.

Embodying the Group’s dedication to not only best serve individual customers but also to help fully protect our home planet, Maxim’s Centre, which has numerous green features incorporated into its design, has also achieved a Final Gold rating under BEAM Plus New Buildings. The magnificent building features the adoption of high performance glazing and a green roof to introduce daylight and minimise solar heat gain, further proving that environmental protection lies at the core of Maxim’s Group.

JC&C Recognised for Excellence in Transparency & Corporate Governance

Jardine Cycle & Carriage was recognised as a runner-up in the ‘Most Transparent Company (Commerce)’ award at the 19th Securities Investors Association Singapore (SIAS) Investors’ Choice Awards. The award attests to JC&C’s transparent corporate governance and communications that help investors make more informed decisions.
MINDSET for Mental Health

Mental health is a critical issue in modern society. Yet, it is under-resourced. In Hong Kong, the number of patients dealing with mental illness has risen from about 187,000 in 2011 to 226,000 in 2016. Through MINDSET, the Jardine Matheson Group companies are truly making a difference.

Hongkong Land’s CENTRAL Rat Race

Chater Road in Central was once again filled with fun, fast-paced action for the 13th edition of the CENTRAL Rat Race, where 450 participants raced through the heart of Hong Kong’s Central district and overcame challenging obstacles to determine who would be crowned the CENTRAL Rat Race champions. Together they also raised HK$3.15 million (US$402,000) for MINDSET, supporting mental health causes in Hong Kong and mainland China.

The CENTRAL Rat Race is one of the flagship community initiatives organised by Hongkong Land, focused on promoting a healthy work-life balance as well as physical and mental health. It has grown in popularity over the years with its challenging and cleverly plotted course that runs all throughout Central, showcasing the unparalleled quality and connectivity of Hong Kong’s main business district as well as the local business community’s charitable spirit. The initiative has already raised more than HK$34 million (US$4.3 million) for MINDSET since its first edition in 2006.

Student Advocates Join the Health in Mind Programme

One hundred and fifty-five student advocates from 10 new secondary schools have dedicated themselves to developing their understanding and acceptance of people who suffer mental illness when they joined the two-year Health in Mind (HIM) programme in 2018.

After getting to know each other and the Jardine Ambassadors, and learning about the programme in the Orientation Camp, the students gathered to visit the wards of Kwan Chung Hospital, a psychiatric hospital in Hong Kong. The visit gave them the unique opportunity to hear stories shared by people recovering from mental illness, as well as listening to a talk on schizophrenia.

Meanwhile, the second year HIM student advocates took time to visit the New Life Interactive Farm, the only agricultural sheltered workshop in Hong Kong that provides training opportunities for people in recovery from mental illness. The students were able to enjoy fun activities including an ‘Eco-Discovery’ game and making organic cookies.
New Jardine Ambassadors Appointed

Twenty-nine new Jardine Ambassadors were appointed in 2018, as 20 Jardine Ambassadors celebrated their completion of the two-year volunteer programme at the Penthouse in Jardine House, Central. The newcomers included three Ambassadors from Macau, extending MINDSET initiatives to the city for the coming year.

Jardine Matheson Group Managing Director and MINDSET Chairman Ben Keswick thanked the retiring Ambassadors for their tremendous efforts throughout the programme, and expressed his hope that the new Ambassadors would enjoy their journey over the next two years.

Maxim’s Group Continues Support of MINDSET

Maxim’s Group has continued its support of MINDSET’s mental health projects with its latest annual donation of HK$1 million (US$128,000).

The cheque was presented to, centre right, MINDSET Chairman and Jardine Matheson Group Managing Director Ben Keswick and, second right, MINDSET Deputy Chairman Y K Pang by, centre left, Maxim’s Chairman and Managing Director Michael Wu and, second left, Executive Director Wilson Wu, along with Jardine Ambassadors Allan Wong of The Excelsior, Hong Kong and Angela Ng of Dairy Farm – Mannings.

MINDSET Singapore Shares Insights and Inspires Others

MINDSET Singapore Company Secretary Jeffery Tan took part as a panellist at CSR Asia’s Summit 2018 in Hong Kong, contributing valuable insights into collaborative strategies to positively impact mental health in Asia. He also shared details of MINDSET’s commitment to providing job opportunities within Jardines to people in Singapore who are recovering from mental illnesses.

MINDSET Singapore was also named as a finalist in the Annual Business Awards 2018 organised by the British Chamber of Commerce, recognised in the ‘Diversity and Inclusivity’ category.

Colours of MINDSET Raises Awareness for Mental Health Through Art

Nineteen acrylic paintings painted by mental health persons in recovery (PIRs) and 12 art pieces jointly created by PIRs and Jardines employees were featured in Colours of MINDSET, the first public art exhibition presented by MINDSET Singapore.

A total of 136 people in recovery and 110 Jardines employees collaborated and produced over 50 art pieces under the themes of ‘Happiness’, ‘Harmony’ and ‘Singapore’. Over 100 paintings by PIRs were submitted through various voluntary welfare organisations in Singapore, with 31 paintings being shortlisted and featured at the weekend exhibition at two locations.

Colours of MINDSET also included a competition element, aiming to encourage artists to continue their passion for painting. MINDSET presented the ‘Best Artist’ and ‘Best Collaborative Artist’ awards to Tan Choon Heng for his paintings ‘Birds in Harmony’ and ‘A Loving Relationship’.
Saying No to Plastic and Food Waste

Plastic is all around us, a useful, versatile and cheap material that the modern world can’t live without. However, it is estimated that around 50% of plastic is only used once and then thrown away. At the same time, food waste is a growing concern: about 1.3 billion tonnes of the food produced globally for human consumption every year gets lost or wasted.

While we may treat plastic and food as disposables, our planet is not. Our collective efforts are vital in ensuring we protect our planet for future generations. Across Jardines, our companies are changing how business is done and using their size and scale to support sustainability.

Maxim’s Triple Efforts

To help protect the environment, Maxim’s Group has stepped up three campaigns to help reduce food waste and plastic straw usage.

MX, collaborating with Greeners Action, organised a ‘Clean Your Plate’ campaign from 8 October to 11 November 2018, inviting everyone to consume food wisely and reduce waste. For every like or share of the campaign’s promotional video posted on Hong Kong Maxim’s Facebook page, MX donated HK$1 (US$0.13) to Greeners Action’s ‘Sharing Food in the Community’ project. Customers who shared their ‘Clean Your Plate’ photos on Instagram, tagging the ‘MaximsHK’ IG account, were given a chance to win environmentally friendly tableware and dining coupons.

Another significant effort by Maxim’s Group was the launch of the ‘Less Rice and Help the Needy’ campaign, where MX donated HK$5 (US$0.64) to the Kiddy Heart Canteen of Baptist Oi Kwan Social Service upon each order requesting less rice, to help support low income families’ expenses for the new school term. The campaign raised a sum of HK$50,000 (US$6,400), supporting 100 primary students.

To implement green living practices, MX has also implemented the ‘No Straw Each Day’ initiative, where all of its outlets have stopped providing straws for cold drinks to dine-in customers. The goal is to reduce straw usage by 70%. This is not the first time MX has made an effort to reduce food waste, as MX’s customers now enjoy their dine-in meals using reusable containers and cutlery in all MX stores across the city, aside from a handful of kiosks with limited seats and cleaning facilities. All MX stores also have free water refills in order to minimise the use of single-use plastic bottles or cups. Styrofoam containers were also phased out last year for takeaway orders.

The Landmark Mandarin Oriental, Hong Kong Eco-Strategy for Sustainable Luxury

The Landmark Mandarin Oriental, Hong Kong has begun implementing initiatives as part of a long-term eco-strategy, providing guests with the best in sustainable luxury. It has started producing its own eco-friendly glass-bottled water and is creating a rooftop garden to grow fresh food.

The hotel is the first in the city to collaborate with leading Swedish fresh water specialist Nordaq FRESH, introducing its own premium bottled water, filtered and purified in-house. It is available in guest rooms and suites, as well as its bars, restaurants and spa.

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*Source: PlasticOceans.org
IKEA Taiwan Plans to Phase out Single-Use Plastic by 2020

In a further acknowledgment of the need to reduce and gradually eliminate plastic use, IKEA Taiwan has revealed a global commitment to phase out all single-use plastic products from its home furnishing range by 2020, including cups, straws, plates, freezer bags and plastic-coated paper plates and cups.

To reach this goal, IKEA Taiwan is committed to finding new and innovative ways to work with renewable and recycled materials in all aspects, from product development to sourcing materials, developing the supply chain and logistics, and how and where it meets its customers.

Single-Use Plastic Reduction at KFC Hong Kong

In 2018, KFC launched the second phase of its plastic reduction programme, removing plastic straws and lids from KFC restaurants in Hong Kong and Macau. In a short span of time, about 1,000 kg, or one million pieces of single-use plastic, were saved from being sent to the waste disposal.

To help raise awareness, an upcycled art piece collaboration made by mixed media artist Natalie Wong was unveiled alongside KFC Hong Kong and Macau Chief Executive Janet Yuen. Made of 2,000 individual used straws and lids collected from thousands of KFC customers, it illustrates the importance of reducing our plastic use.

KFC plans to expand its single-use plastic reduction mission by replacing plastic stirrers for hot drinks and long spoons for cold drinks with compostable materials. A new three-finger plastic glove will also be introduced, which will only be distributed upon request, which is expected to reduce KFC’s plastic usage for gloves by 30%.

 Humans buy 1,000,000 plastic bottles per minute.

FAST FACTS:
SINGLE-USE PLASTICS*

More than 460 billion plastic bottles were sold worldwide in 2016, an increase of about 300 billion from only a decade ago.

About 4 trillion plastic bags are used worldwide every year.

Only 1% of plastic bags are returned for recycling.

500 billion disposable cups are consumed every year.

*Source: Earth Day.org
YPA-MDR Empowers Young Female Creators

Astra, through Yayasan Pendidikan Astra – Michael D. Ruslim (YPA-MDR), is boosting the confidence of female high school and vocational school students in pursuing their passion in the field of technology. YPA-MDR conducted the DigiGirlz workshop, titled Towards Indonesia 4.0: Be the Creators of Technology, in collaboration with Microsoft Indonesia and Yayasan Cinta Anak Bangsa (YCAB).

Female students from foster school SMKN 1 Leuwiliang participated in the workshop that aimed to provide a direct opportunity for female students in Indonesia to explore the country’s digital landscape. The event also featured female leaders in the STEM (Science, Technology, Engineering and Mathematics) industries to discuss various related topics with the attendees.

Astra Flies the Flag for Indonesia at the Asian Games 2018

Astra recently showed off its national spirit through its support for the Asian Games as one of the Official Prestige Partners of the Indonesia Asian Games 2018 Organising Committee (INASGOC). The 2018 Asian Games, the biggest sporting event in the world after the Olympics, saw the event return to Indonesia after 56 years, held in Jakarta and Palembang.

Building on its ongoing efforts to support local communities in health, education, the environment, and entrepreneurship, the company rolled out a range of efforts to foster local pride in celebrating the event, highlighting its importance to everyone in the country. This included a collaboration with PT Transportasi Jakarta (Transjakarta) to install Astra Asian Games 2018 stickers on the rear windows of 60 buses, and giving out 2,500 t-shirts for Transjakarta employees on duty during the games to wear. Video and photo competitions and live match screenings helped extend the excitement online and engage the public through social media.

Astra also played an active part in the Asian Games torch relay, with Astra Area Coordinators serving as torchbearers in ten cities. In Bali and Palembang, Astra’s management and staff were out in force to enthusiastically welcome the torch as it arrived.

Hactl Goes Greener

Hong Kong Air Cargo Terminals Limited (Hactl) has taken further steps in its efforts to protect the environment through the latest phase of its ‘Green Terminal’ environmental programme. It featured initiatives such as an event entitled ‘Don’t Wait Act Now’, highlighted by a parade of upcycled fashion modelled by Hactl Staff, and the installation of 1,300 square meters of solar panels that will go live in early 2019.

‘Don’t Wait Act Now’ also featured an interactive display, environmentally themed games and a video about the production and installation of Hactl’s new communal water dispensers.

Located on top of Hactl’s SuperTerminal 1 facility, the new solar power will feature 518 panels with an electricity generation capacity of 160 kWp. The installation was designed and undertaken by CLP Engineering Limited.
Jardine Foundation Awards
New Scholarships

Jardine Foundation has awarded 28 new Jardine Scholars, who are set to commence their studies at Oxford and Cambridge Universities in the academic year 2018/2019.

The 28 Scholars include 13 undergraduates and 15 postgraduates from various Asian nations, each pursuing different educational fields. Among the 13 undergraduate awardees, two are from Hong Kong, three from Singapore, six from mainland China and two from Indonesia. For postgraduates, eight Scholars are from Indonesia, four from mainland China and one each from Myanmar, Cambodia and the Philippines.

In addition, an agreement has been reached with the Institut Teknologi Bandung (ITB) for a partnership starting in the academic year 2019/2020. The ITB Scheme will offer two postgraduate scholarships every year for an initial period of three years.
The Jardine Executive Trainee Scheme (JETS) Class of 2018 have survived their first week of intense training sessions. Away from the comfort of the city, the JETS journey is designed to be very different from other graduate programmes, and was set to test and develop their physical and mental abilities at Sai Kung Country Park and in the gruelling heat at the airport.

The three-day programme allowed each participant to try out their leadership skills in a safe environment, aiming to increase the JETS’ toolbox of experiences to help them deal with different situations. In September 2018, the JETS attended their welcoming ceremony at the Mandarin Oriental, Hong Kong, greeted by Jardine Matheson Deputy Managing Director Y K Pang, Jardine Matheson Group Head of Human Resources John Nolan and Hactl Chief Executive Wilson Kwong.

**People in the Group**

**Matthew Bishop** is the new Group Treasurer of Jardine Matheson Group as of 1st January 2019. Matthew brings 20 years of finance and multinational experience to the role, and also previously held roles at JTH, Jardine Pacific and most recently as Finance Director at Jardine Motors Group in the UK. He joined Jardines in 2009 as a Corporate Finance Manager, and was previously a diplomat with the Foreign & Commonwealth Office in Beijing and London. He also holds a law degree and is a chartered accountant.

Mr Bishop succeeds **Craig Beattie**, who is now the new Chief Financial Officer of Mandarin Oriental. Craig joined the company in 2006, and spent his earlier career with Ernst & Young in the UK. He has served in various positions across the Group, including three years as Director of Corporate Finance at Mandarin Oriental.

**Janet Yuen** has been appointed as the new Chief Executive of KFC Hong Kong and Macau, working to continue the company’s business growth and innovation. Prior to joining Jardines, Janet had served as Director of Operations, Asia at Pret A Manger since 2013, leading its Hong Kong office’s business development. She also previously held management positions with McDonald’s Corporation, Starbucks Coffee and Hong Kong Disneyland.