PRESENTATION TO ANALYSTS

2021 HALF-YEARLY RESULTS

30th JULY 2021

Introduction

2021 Half-Yearly Results

- COVID-19 Update
- Significant Developments
- Review of 1H 2021
- Capital Allocation and Outlook

COVID-19 Update

- Good recovery in 1H from pandemic lows in a number of businesses
- Still some way from a full recovery:
  - Continuing operating challenges in all markets
  - North Asia impacted by lack of tourists due to border closures
  - Worsening situation in a number of Southeast Asian markets, particularly Indonesia
- Continued confidence in long-term prospects

Significant Developments

- Completion of acquisition of Jardine Strategic
- Formation of strategic cooperation with Hillhouse Capital
- Strengthening of strategic partnership with Zhongsheng

Jardine Matheson Group

at 30th June 2021

	JM economic interest %	
	Pre- 15th April	Post- 15th April
Jardine Pacific	100	100
Jardine Motors	100	100
Hongkong Land	43	50
Dairy Farm	66	78
Mandarin Oriental	67	79
Jardine Cycle & Carriage	64	75
• Astra	32	38

Overview of 1H 2021

Jardine Matheson

- Some improvement in the Group's performance and profitability in the first half
- COVID-19 continued to impact most sectors and markets

Financial Summary

Jardine Matheson

US$m	Interim 2021	chg	Interim 2020	Annual 2020
Gross Revenue (including 100% of associates and JVs)	52,488	+17%	44,936	90,906
Revenue	**17,492**	**+10%**	**15,906**	**32,647**
Underlying PBT	1,733	+48%	1,169	2,786
Underlying profit	**615**	**+65%**	**373**	**1,085**
Non-trading items	(732)		(1,148)	(1,479)
Loss attributable to shareholders	(117)	+85%	(775)	(394)
Underlying EPS, US$	**1.86**	**+84%**	**1.01**	**2.95**
DPS, US$	**0.44**	**-**	**0.44**	**1.72**

Underlying Profit Contribution

Jardine Matheson

US$m	Interim 2021	Interim 2020	chg
Jardine Pacific	76	53	+45%
Jardine Motors	154	61	+152%
Hongkong Land	184	151	+22%
Dairy Farm	25	69	-63%
Mandarin Oriental	(47)	(67)	+30%
Jardine Cycle & Carriage (ex. Astra)	56	1	n/a
Astra	203	109	+86%
Corporate & other interests	(36)	(4)	n/a
Underlying profit	**615**	**373**	**+65%**

Non-Trading Items

Jardine Matheson

US$m	Interim 2021	Interim 2020
Change in fair value of investment properties in Hongkong Land	(635)	(933)
Change in fair value of the Causeway Bay site*	(71)	(222)
Change in fair value of other investments	(1)	(63)
Restructuring of business	(25)	-
Asset impairment	(11)	(57)
Sale of Permata Bank	-	120
Others	11	7
	(732)	**(1,148)**

* Formerly the site of The Excelsior Hotel

Jardine Pacific

Underlying Profit Contribution

US$m	Interim 2021	Interim 2020	chg	Annual 2020
JEC	18	12	+46%	51
Jardine Restaurants	18	15	+25%	32
Gammon	8	3	+166%	38
Jardine Schindler	17	14	+21%	32
Transport Services	15	5	+177%	24
Corporate and other interests	-	4	n/a	5
Underlying profit	76	53	+45%	182

- HACTL performs strongly, better contributions from JEC and Restaurants
- Stronger performances from Jardine Schindler and Gammon

Jardine Motors

Underlying Profit Contribution

US$m	Interim 2021	Interim 2020	chg	Annual 2020
China (incl. HK & Macau)	138	89	+55%	226
UK	16	(28)	n/a	(12)
Underlying profit	154	61	+152%	214

- Stronger performance from Zung Fu on Chinese mainland
- Higher contribution from Zhongsheng, relating to 2H 2020 performance
- Improved performance in Hong Kong and Macau
- Substantial improvement in UK performance

Hongkong Land

Financial Summary*

US$m	Interim 2021	Interim 2020	chg	Annual 2020
Underlying profit	394	353	+12%	963
Total equity	34,445		-4%	35,739
NAV per share, US$	14.75		-4%	15.30

- Higher Development Properties profits due to timing of sales completions on Chinese mainland
- Resilient performance from Investment Properties despite lower Hong Kong rental reversions
- Modest recovery in Hong Kong retail

* 100% basis

Dairy Farm

Financial Summary*

US$m	Interim 2021	Interim 2020	chg	Annual 2020
Sales including associates and JVs	13,950	14,547	-4%	28,159
Sales	4,537	5,240	-13%	10,269
Underlying profit	32	105	-69%	276

- Grocery Retail profit lower as customer buying patterns return to normal
- Strong Convenience Stores performance
- Health & Beauty impacted by continued border closures
- Contribution from Associates adversely impacted by Yonghui performance, but improved contribution from Maxim's
- Focus of business in Indonesia on IKEA, Guardian and Hero banners

* 100% basis

Mandarin Oriental

Financial Summary*

US$m	Interim 2021	Interim 2020	Chg	Annual 2020
Combined total revenue of hotels under management	382	276	+38%	593
Underlying loss	(67)	(102)	+34%	(206)
Adjusted shareholders' funds**	4,990		-4%	5,171
Adjusted NAV per share, US$**	3.95		-3%	4.09

- Business levels increased in second quarter with all hotels operational
- Underlying loss reduced by 34% compared to last year
- Management business at breakeven
- Mandarin Oriental Ritz, Madrid reopened after extensive restoration
- Robust hotel development pipeline

* 100% basis

** Adjusted to include the market value of the group's freehold and leasehold interests

Jardine Cycle & Carriage

Underlying Profit Contribution*

US$m	Interim 2021	Interim 2020	chg	Annual 2020
Astra	293	171	+71%	309
Direct Motor Interests	24	-	n/a	14
Other Strategic Interests	66	28	+138%	120
Corporate costs				
- Exchange losses	(21)	(41)	+49%	24
- Others	(16)	(20)	+22%	(38)
Underlying profit	346	138	+152%	429

- Higher earnings from Astra, principally in its automotive businesses
- Direct Motor Interests supported by improved profits in Singapore
- Other Strategic Interests stronger, led by continued THACO recovery

* 100% basis

Astra

Contribution to JC&C

US$m	Interim 2021	Interim 2020	chg	Annual 2020
Automotive	109	16	+592%	64
Financial services	74	69	+6%	111
Heavy equipment, mining & construction	96	82	+16%	122
Agribusiness	16	12	+37%	22
Infrastructure & logistics	3	(7)	n/a	1
Information technology	-	1	-	1
Property	3	2	+21%	3
Withholding tax	(8)	(4)	-103%	(15)
Underlying profit	293	171	+71%	309

- Strong recovery by automotive business, with car sales up 50% and motorcycle sales up 29%
- Businesses benefited from higher commodity prices

Jardine Matheson

Analysis of Net Borrowings

US$m	June 2021	gearing	Dec 2020	gearing
Jardine Pacific / Jardine Motors	268	-	254	-
Hongkong Land	(4,262)	12%	(4,568)	13%
Dairy Farm	(935)	83%	(817)	61%
Mandarin Oriental	(590)	18%	(506)	14%
Jardine Cycle & Carriage	40	-	(854)	6%
Jardine Matheson Corporate	(2,596)	-	2,771	-
Net borrowings (ex financial services)	(8,075)	14%	(3,720)	6%
Net borrowings of financial services	(2,829)		(2,774)	

- Net debt and gearing higher following completion of Group simplification in April
- Balance sheet and funding position remain robust

Jardine Matheson

Consolidated Cash Flow

US$m	Interim 2021	Interim 2020
Cash flows from operating activities	2,918	1,996
Investing activities		
- West Bund project net of partner advance in Hongkong Land	-	(2,227)
- Investments in and advances to associates and JVs	(499)	(290)
- Other capital expenditure	(715)	(765)
- Disposal of Permata Bank	-	1,136
- Other disposals, advances and repayments from associates and JVs	697	619
Acquisition of the remaining interest in Jardine Strategic	(5,447)	-
Principal elements of lease payments	(436)	(498)
Other financing activities (including dividends paid)	1,968	439
Net (decrease) / increase in cash and cash equivalents	(1,514)	410
Cash and cash equivalents at beginning of period	9,153	7,157
Exchange difference	(68)	(33)
Cash and cash equivalents at end of period	7,571	7,534
Gearing (ex financial services) *	14%	6%
Liquidity (cash and unused committed debt facilities) *	US$14 billion	US$16 billion

* At 30th June 2021 and 31st December 2020

Capital allocation framework & near-term priorities

Framework:

1. Organic investment in portfolio to drive long-term growth & returns

2. Continued payment of dividends, growing over time

3. New business M&A = 3. Investment in Group Companies, including through buy-backs

Strong balance sheet providing resilience through business cycle

Near term priorities:

- Reduce gearing nearer to historic norms - e.g. cash proceeds from Zhongsheng
- Restart inorganic investment - new M&A &/or share buybacks

Outlook for 2H 2021

Jardine Matheson

- Encouraging signs of recovery in Q2, but pandemic continues to cause uncertainty
- Gradual recovery expected to continue, albeit at uneven pace:
  - Trading conditions expected to remain challenging in most sectors and markets
  - Impact of pandemic worsening in some markets in Southeast Asia
  - Tougher comparables make moderate growth likely in 2H
  - Most businesses will remain below 2019 sales and profits levels for full year
- Earnings per share growth will drive improved dividend cover, while allowing some uplift in the final dividend
- Expected completion (subject to relevant approvals) of transfer of Mercedes-Benz auto dealership on the Chinese mainland to Zhongsheng
- Continued focus on debt reduction & opportunities for future growth

PRESENTATION TO ANALYSTS

2021 HALF-YEARLY RESULTS

30th JULY 2021