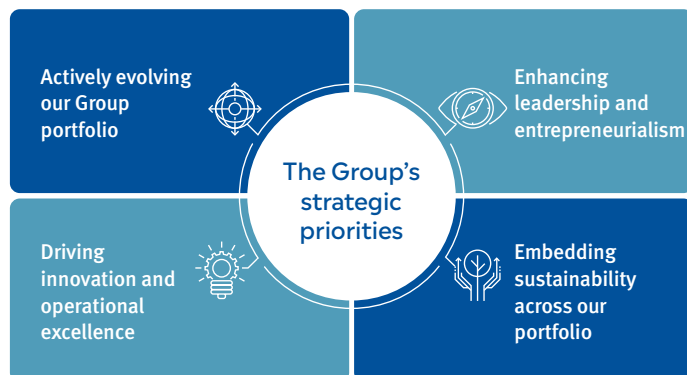


Jardine Matheson is a diversified Asian-based group founded in China in 1832, with unsurpassed experience in the region.

We comprise a broad portfolio of market-leading businesses, whose activities are closely aligned to the increasingly prosperous consumers of the Asian region.

Strategic Priorities

The Group works with our businesses to deliver on our strategic priorities of:



Where We Operate

We operate principally in China and Southeast Asia, where our subsidiaries and affiliates can leverage our vast experience, expertise, networks and long-standing relationships in the region. Our goal is to support our Group companies and provide them with financial and other resources, in order to create value and help our businesses achieve sustainable growth over the long term.

Our Operations

Across the Group, our over 400,000 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 and agribusiness.

Our Approach

Integrity, steadfastness, collaboration and an entrepreneurial spirit are values which inspire us. They also underpin how our businesses operate, as they 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 supporting and improving our communities through programmes that make a difference in areas including education, mental health, the environment 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

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May 2022



JARDINE MATHESON
Group Profile 2022

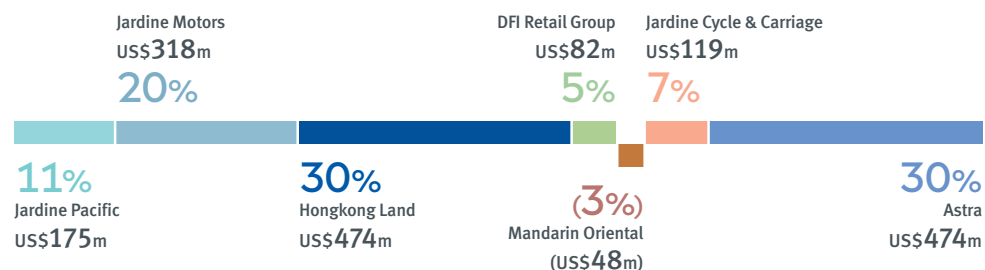
Jardine Matheson Holdings Limited

2021 financial highlights*

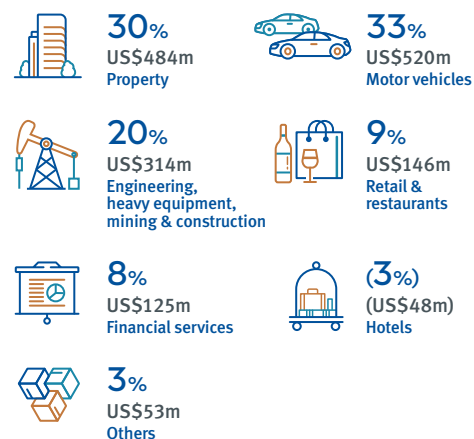
US\$109,370m Gross revenue	US\$4,117m Underlying profit before tax ⁺	US\$91,489m Total assets	400,000 People employed
US\$29,781m Shareholders' funds	US\$1,513m Underlying profit attributable to shareholders ⁺ ^Δ	US\$6,635m Net borrowings [†]	US\$14,977m Total capital investment [‡]

Analysis of underlying profit attributable to shareholders of US\$1,513 million

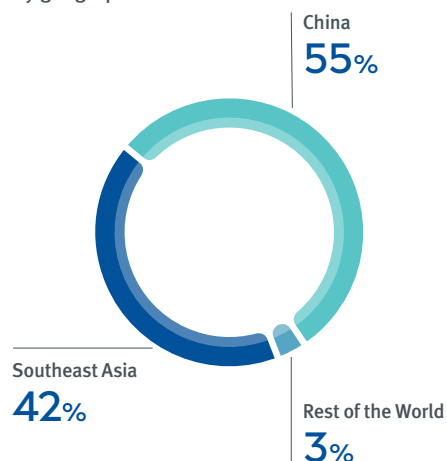
By business[#]



By sector[#]



By geographical area[#]



* The financial statements of Jardine Matheson Holdings Limited for the year ended 31st December 2021 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 2021 financial statements.

^Δ Improvements to underlying profit attributable to shareholders benefitted from the impact of the Company's acquisition of the remaining 15% minority interest in Jardine Strategic.

[†] 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, which amounted to US\$1,594 million.



Jardine Pacific

Jardine Pacific's diverse portfolio comprises industry leaders in the areas of engineering and construction, aviation and transport services, and restaurants. 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%)[§]



Motors

Jardine Matheson has a wide range of automotive interests across China, Southeast Asia and the United Kingdom. The Group has a long-standing strategic partnership with Zhongsheng Group, a leading automotive distribution group on the Chinese mainland. The Group's sale in 2021 of its Zung Fu China business to Zhongsheng has strengthened this partnership and led to Jardines increasing its stake in the business. The Group's automotive businesses also comprise Zung Fu Motors Group in Hong Kong and Macau; Cycle & Carriage in Singapore, Malaysia and Myanmar; Tunas Ridean in Indonesia; and Jardine Motors Group in the United Kingdom.



Hongkong Land

Hongkong Land is a major listed property investment, management and development group. 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 China and Southeast Asia, including a 43% interest in a 1.1 million sq. m. mixed-use project in West Bund, Shanghai. (52%)[§]



DFI Retail Group is a leading listed Pan-Asian multi-brand retailer whose activities cover Food (including Grocery Retail and Convenience Stores), Health and Beauty, Home Furnishings, Restaurants and Other Retailing. 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%)[§]



Mandarin Oriental is an international hotel investment and management group with luxury hotels, resorts and residences in sought-after destinations around the world. The group operates 36 hotels and seven residences in 24 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. (79%)[§]



Jardine Cycle & Carriage

Jardine Cycle & Carriage ('JC&C') is the investment holding company of the Jardine Matheson Group in Southeast Asia, listed in Singapore. JC&C seeks to create growth for Southeast Asia by investing in market-leading businesses based on the themes of urbanisation and the emerging consumer class. These include Astra in Indonesia; Truong Hai Group Corporation, Refrigeration Electrical Engineering Corporation and Vinamilk in Vietnam; and Thailand-headquartered Siam City Cement. Other investments include automotive businesses under the Cycle & Carriage banner (in Singapore, Malaysia and Myanmar) and Tunas Ridean in Indonesia. (75%)[§]



Astra is a diversified business group operating in Indonesia with seven core businesses: Automotive; Financial Services; Heavy Equipment, Mining, Construction & Energy; Agribusiness; Infrastructure and Logistics; Information Technology; and Property. With more than 240 subsidiaries, joint ventures and associated entities, as well as nearly 190,000 employees, it is one of the largest companies in Indonesia by market capitalisation. Astra is also renowned for its 'Catur Dharma' corporate philosophy that underpins sustainability and its community programmes supporting education, the environment, SMEs and healthcare. Jardine Cycle & Carriage has 50.1% interest in Astra.

[§] Figures in brackets show effective ownership at 3rd March 2022.