

# Jardine Matheson Group Businesses at a Glance

## Jardine Matheson

The listed holding company of the Group which oversees a portfolio of market-leading businesses and supports their long-term development.



### 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%)\*

\* Figures in brackets show effective ownership at 3rd March 2022.



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.

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