

Group Businesses at a Glance

Jardine Matheson

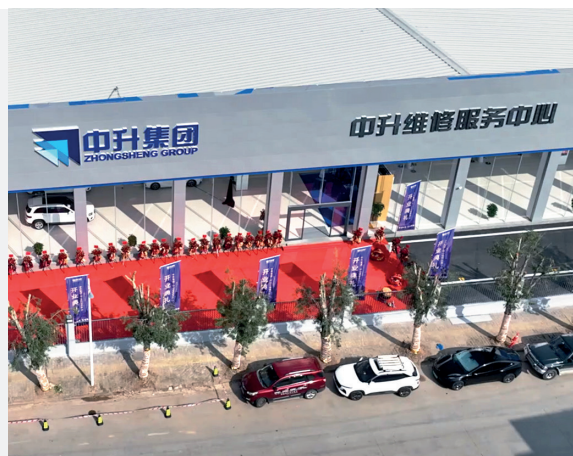
The listed holding company of the Group which oversees a portfolio of market-leading businesses and supports their long-term sustainable growth.



Jardine Pacific's diverse portfolio comprises industry leaders in the areas of engineering and construction, transport services, automotive 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%)*



Jardine Matheson has a wide range of automotive businesses, with an extensive footprint in China and South East Asia. The Group has a long-standing strategic partnership with, and holds a 21.2% interest in, Zhongsheng Group, a leading automotive distribution group on the Chinese mainland. The Group's automotive businesses also comprise Zung Fu Motors Group in Hong Kong and Macau (managed by Jardine Pacific); Cycle & Carriage in Singapore, Malaysia and Myanmar, as well as Tunas Ridean in Indonesia (managed by JC&C). The sale of Jardine Motors Group in the United Kingdom was completed in 2023.



Hongkong Land is a major listed property investment, management and development group. The group owns and manages more than 850,000 sq. m. of prime office and luxury retail assets in key Asian cities, principally Hong Kong, Singapore, Beijing and Jakarta. Its properties hold industry-leading green building certifications and attract 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 South East Asia, including a 43% interest in a 1.1 million sq. m. mixed-use project in West Bund, Shanghai. (53.3%)*

*Figures in brackets show effective ownership at 7th March 2024.



DFI Retail is a leading listed Pan-Asian retailer. The group operates under a number of well-known brands across six divisions: food, health and beauty, 7-Eleven, IKEA, restaurants and other retailing. It aims to provide 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. (77.5%)*



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 38 hotels, nine residences and 23 exclusive homes in 25 countries and territories, and has a strong pipeline of hotels and residences under development. As an innovative industry leader, the group is committed to exceeding its guests' expectations through exceptional levels of hospitality. (80.2%)*



Jardine Cycle & Carriage

Jardine Cycle & Carriage ('JC&C') is the investment holding company of the Jardine Matheson Group in South East Asia, listed in Singapore. JC&C seeks to grow with South East Asia by investing in market-leading businesses based on the themes of urbanisation and the emerging consumer class. These include Astra in Indonesia; THACO, 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. (78.1%)*



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 280 subsidiaries, associates and joint ventures, and also more than 200,000 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 its extensive community programmes. In 2022, Astra launched its Astra 2030 Sustainability Aspirations which combine its focus on communities, climate and the planet. These Aspirations will guide Astra's transition journey to become a more sustainable business by 2030 and beyond. Jardine Cycle & Carriage has a 50.1% interest in Astra.

*Figures in brackets show effective ownership at 7th March 2024.