

# Our portfolio

- A portfolio of diverse high-quality businesses in Asia Pacific
- Target to deliver stable and sustainable Total Shareholder Returns
- Committed to active portfolio value creation, talent development, world-class governance and environmental sustainability

## Major listed companies

 <p><b>Jardines representatives on Astra's Board of Commissioners</b> Ben Keswick Lincoln Pan Stephen Gore Freddy Lee Anthony Nightingale</p> <p><b>Independent Commissioners representation</b> <b>30%</b></p> 	<p><b>Indonesia-listed diversified conglomerate</b></p> <p>Indonesia's:</p> <ul style="list-style-type: none"> <li>• #1 automotive group diversified in manufacturing, auto parts, export, wholesale and retail distribution</li> <li>• Major player in heavy equipment distribution, mining contracting and operations</li> <li>• Top financial services provider for automotive and domestic insurance, expanding into digital banking</li> <li>• Strategic investor in infrastructure and healthcare</li> </ul>	<p>Contribution to underlying net profit</p> <p><b>US\$787m</b> <b>46%</b><sup>§</sup></p>  <p>5-year TSR</p> <p><b>9.8%</b></p> <p>Market capitalisation</p> <p><b>US\$16.22bn</b></p>
 <p><b>Jardines representatives</b> Adam Keswick Lincoln Pan John Witt</p> <p><b>INEDs representation</b> <b>33%</b></p> 	<p><b>Major listed property development, investment and management group in Asia</b></p> <ul style="list-style-type: none"> <li>• Strategic focus to be a leader in management of integrated commercial properties in Asia's gateway cities</li> <li>• Over US\$50bn in assets under management</li> <li>• Ultra-premium mixed-use real estate footprint spans over 1.82 million sq. m. lettable area in operation and 1.57 million sq. m. lettable area under development</li> <li>• Prime property investments comprise integrated commercial portfolios in Hong Kong's Central; Shanghai's West Bund and other major mixed use developments in Chinese cities; and Singapore Central Private Real Estate Fund (SCPREF)</li> </ul>	<p>Contribution to underlying net profit</p> <p><b>US\$245m</b> <b>14%</b><sup>§</sup></p>  <p>5-year TSR</p> <p><b>16.0%</b></p> <p>Market capitalisation</p> <p><b>US\$15.00bn</b></p>
 <p><b>Jardines representatives</b> Lincoln Pan Graham Baker</p> <p><b>INEDs representation</b> <b>56%</b></p> 	<p><b>Leading listed Asian retailer operating well-known brands across health and beauty, convenience, food, home furnishings and restaurants</b></p> <ul style="list-style-type: none"> <li>• Strategic focus on sustainably serving Asian consumers with best-in-class customer proposition while driving shareholder value</li> <li>• Operates some 7,600 outlets across 12 markets</li> <li>• Operates the largest coalition loyalty programme, yuu in Hong Kong, with over five million members</li> <li>• Operates under banners including Mannings, Guardian, 7-11, Wellcome and IKEA</li> </ul>	<p>Contribution to underlying net profit</p> <p><b>US\$209m</b> <b>12%</b><sup>§</sup></p>  <p>5-year TSR</p> <p><b>5.1%</b></p> <p>Market capitalisation</p> <p><b>US\$5.35bn</b></p>

## Private portfolio

 <p><b>MANDARIN ORIENTAL</b></p> <hr/> <p><b>Jardines representatives</b> Ben Keswick Adam Keswick</p>	<p><b>Award-winning owner and operator of luxury hotels, resorts and residences in global destinations</b></p> <ul style="list-style-type: none"> <li>• Strategic focus on accelerated portfolio growth, brand elevation and innovation as an ultra-luxury hospitality brand</li> <li>• Operates 45 hotels, 15 residences and 36 exceptional homes in 28 countries and territories</li> <li>• Over 30 projects in pipeline</li> </ul>	<p>Contribution to underlying net profit</p> <p><b>US\$68m</b> <b>4%</b><sup>§</sup></p> 
 <p><b>Jardine Pacific</b></p> <hr/> <p><b>Jardines representatives</b> Lincoln Pan Graham Baker Elton Chan Joshua Chetwode</p>	<p><b>Jardine Matheson's 100% owned holding company for Hong Kong headquartered non-listed businesses. Over 94% of profit derived from Engineering and Infrastructure businesses</b></p> <hr/> <p><b>Engineering and Infrastructure</b> <b>Gammon   Jadine Schindler   JEC   HACTL</b></p> <ul style="list-style-type: none"> <li>• Portfolio of market leading Engineering &amp; Infrastructure businesses operating in Hong Kong, Singapore and SEA</li> </ul>	<p>Contribution to underlying net profit</p> <p><b>US\$191m</b> <b>11%</b><sup>§</sup></p> 

## Listed holding company

 <p><b>Jardine Cycle &amp; Carriage</b></p> <hr/> <p><b>Jardines representatives</b> Freddy Lee</p> <hr/> <p><b>INEDs representation</b> <b>67%</b></p> 	<p><b>Jardine Matheson's listed holding company for investments in Astra, Vietnam and SEA auto retailing</b></p> <hr/> <p><b>Vietnam</b> <b>THACO   REE</b></p> <ul style="list-style-type: none"> <li>• Leading Vietnamese businesses with diverse industry exposure across automotive, property development, agriculture, logistics, power &amp; utilities and engineering services</li> </ul> <hr/> <p><b>SEA automotive retail</b> <b>Cycle &amp; Carriage   Tunas Ridean</b></p> <ul style="list-style-type: none"> <li>• Automotive retail businesses operating in Indonesia, Singapore and Malaysia</li> </ul>	<p>Contribution to underlying net profit*</p> <p><b>US\$155m</b> <b>9%</b><sup>§</sup></p>  <hr/> <p><b>5-year TSR</b> <b>16.4%</b></p> <hr/> <p><b>Market capitalisation</b> <b>US\$10.40bn</b></p>
--	---	---

<sup>§</sup> % excludes Corporate and other interests

\* JC&C's contribution to underlying net profit excludes contribution from Astra