



JARDINE LLOYD THOMPSON GROUP PLC

CHARLES ROZES
GROUP FINANCE DIRECTOR

September 12, 2016

WHO WE ARE



JLT is one of the world's leading providers of insurance, reinsurance and employee benefits related advice, brokerage and associated services.

Revenues

£1,155m*

Underlying profit before tax

£170m*

Premiums placed

\$15bn

Market capitalisation

£2.16bn

Employees

10,800

Locations

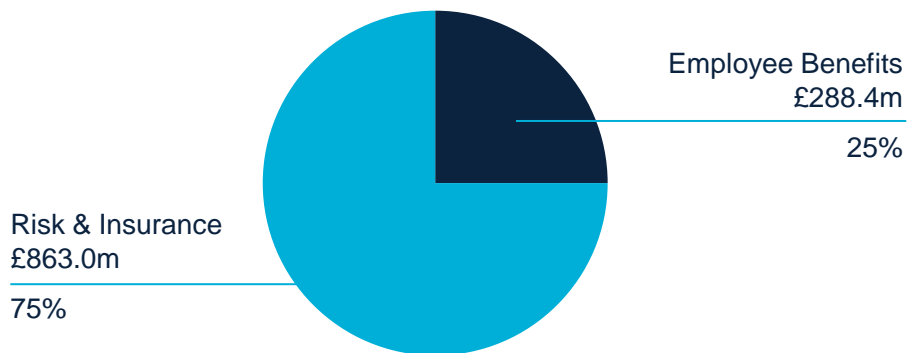
over **115** offices
in **40** countries

* 2015 Full Year Results

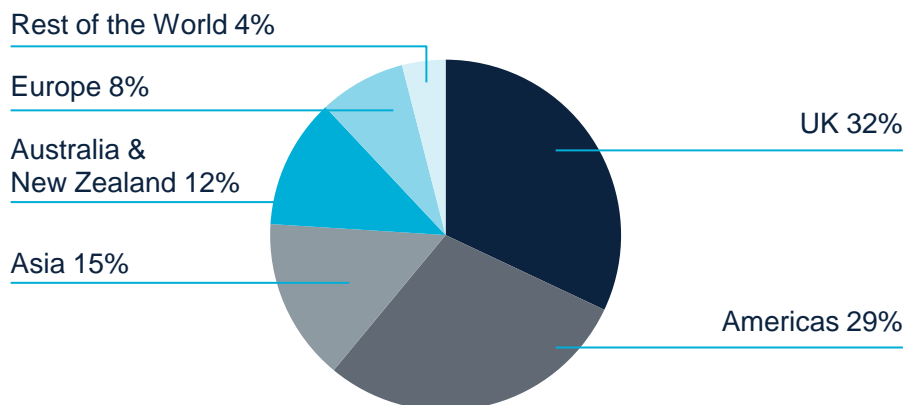
WHAT WE DO



2015 Turnover by Division



2015 Turnover by Location of Client



Risk & Insurance

75%

- Advice and Consultancy
- Brokerage and Placement
- Specialist Insurance Products
- Other Services



Employee Benefits

25%

- Pension Administration
- Trustee & Corporate and Benefits Consulting
- Healthcare Programmes and Occupational Rehabilitation
- Wealth and Investment Management
- Technology Solutions

OUR STRATEGY



The five pillars of our strategy balance the interests of our four key stakeholders – our clients, our people, our trading partners and our shareholders.



OUR CLIENTS



35%

of the world's airline market



45%

of the total London
healthcare premium



85%

of the UK's onshore
helicopter fleet



95%

of Australia's Local
Government entities



30%

of the world's mobile
drilling rig fleet



acting for more than

1000

UK law firms



All

of the top five
UK contractors

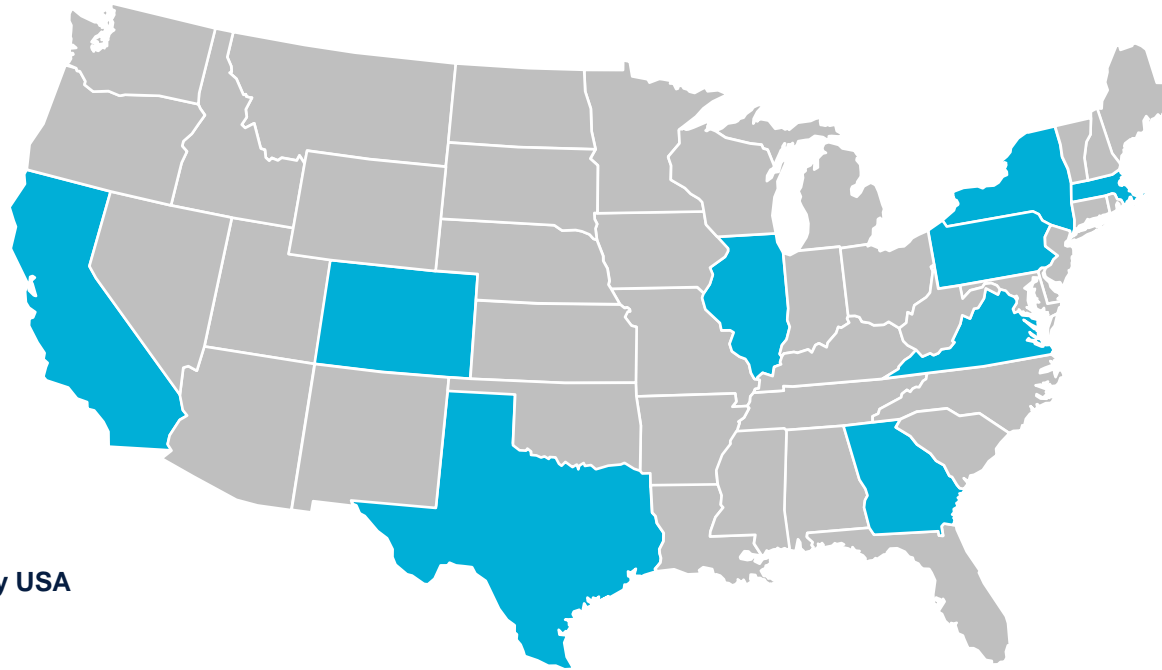


Largest

administrator of private
sector pensions in the UK

UK No.1 Broker* second year in a row

*Insurance Times, August 2016



 JLT Specialty USA



U.S. specialists
focused on core
industry sectors
and **product areas**



12
offices



220
team members
and growing



One of the **fastest**
growing specialty
brokers

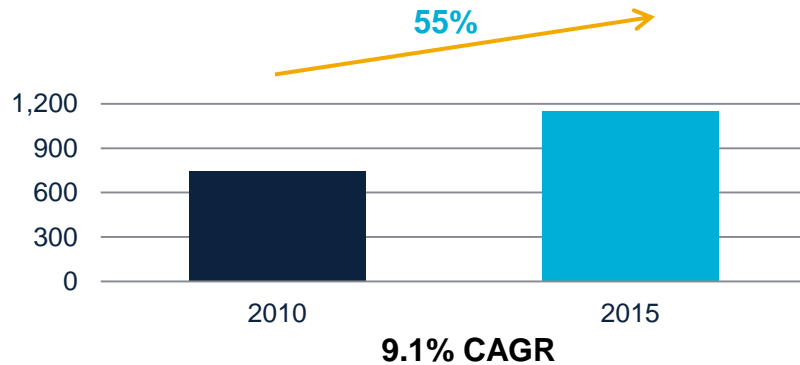


800+
clients

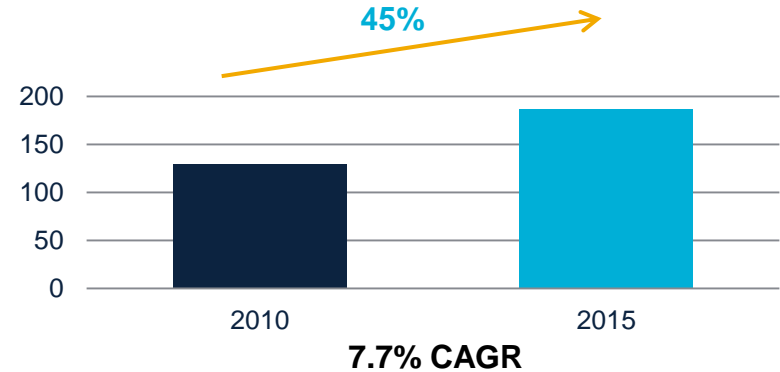
A STRONG TREND OF GROWTH



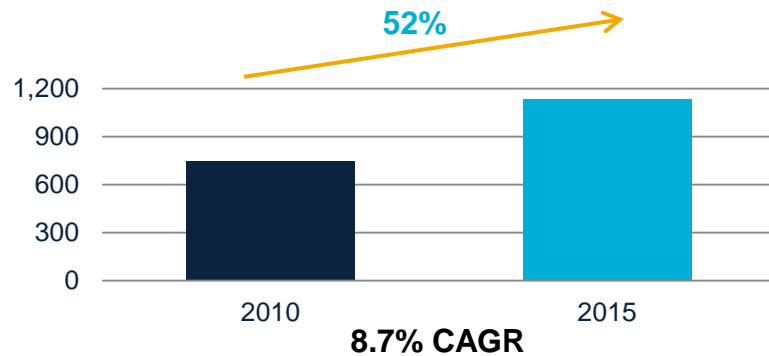
Total Revenue



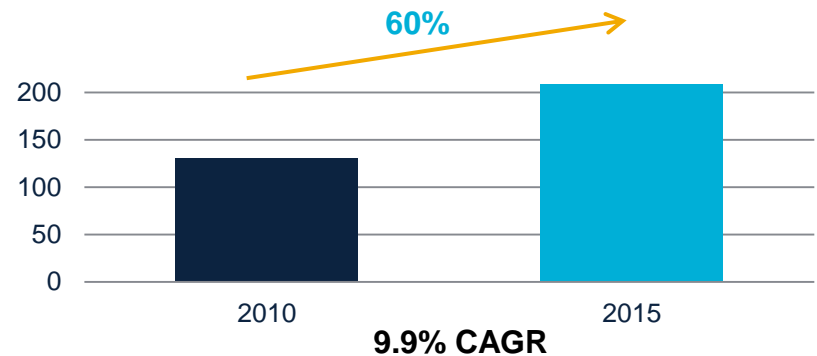
Underlying Trading Profit



Total Revenue (Excl. JLT USA)



Underlying Trading Profit (Excl. JLT USA)



CASH GENERATION AND INVESTMENT

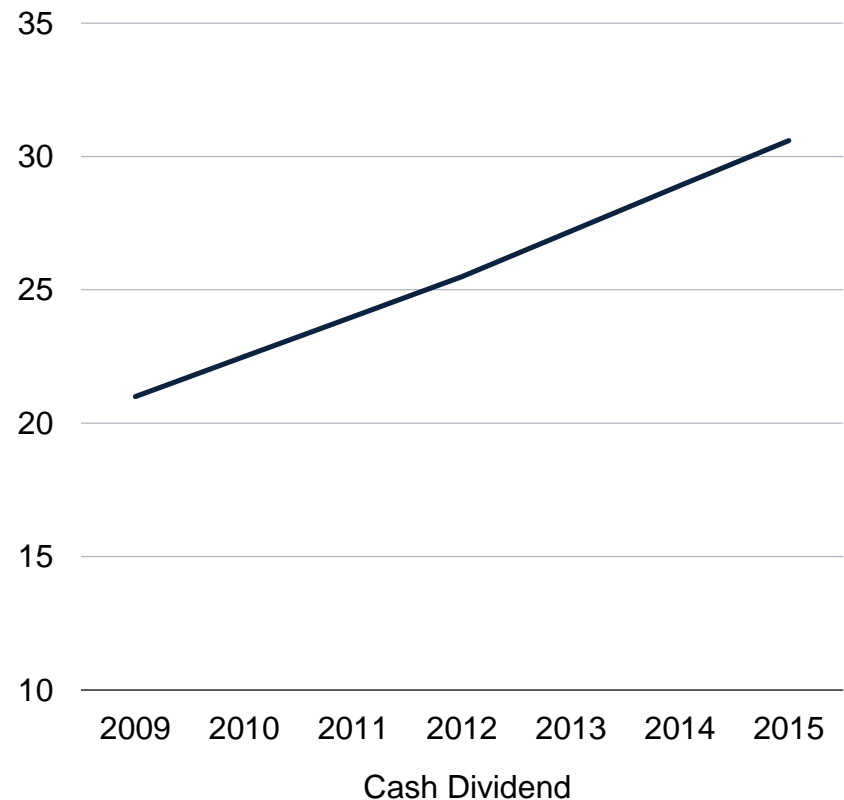


Mergers & Acquisitions

- Highly selective M&A strategy as a complement to strong organic growth
- 38 deals completed 2010–2015
- Cumulative value of £385 million



Full Year Dividend (Pence)



LOOKING TO THE FUTURE



- Expecting difficult trading conditions to continue, although signs that downward pressure on insurance rates is easing somewhat in certain markets
- Focusing on our Specialty client offering will continue to drive market-leading organic growth
- Continuing to invest in our growing US Specialty franchise, in line with our announced plans
- Completing the restructuring of UK Employee Benefits in 2016 and achieving approximately 15% trading profit margin by end of 2017
- Continuing to invest for growth whilst carefully managing costs by driving efficiencies in technology and back office processes

This presentation contains forward-looking statements with respect to the operations, performance and financial condition of Jardine Lloyd Thompson Group plc. By their nature, these statements are subject to risks, assumption and uncertainties that could cause actual results to differ materially from those expressed or implied because they relate to future events.

Unless otherwise required by applicable law, regulation or accounting standard, we do not undertake to publicly update any forward-looking statements, whether as a result of new information, future developments or otherwise. Nothing in this presentation should be construed as a profit forecast.

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