



PRELIMINARY RESULTS 2017

FOR THE YEAR ENDING 31 DECEMBER 2017

28 February 2018

TODAY'S PRESENTATION



- **Strategic initiatives and Group results** **Dominic Burke**
- **Financials** **Charles Rozes**
 - Business segments
 - Group financials
 - New accounting standards
- **Future strategic plans** **Dominic Burke**
- **Market environment and outlook** **Dominic Burke**

2017 AN IMPORTANT YEAR FOR JLT



- **Substantial financial progress made:**

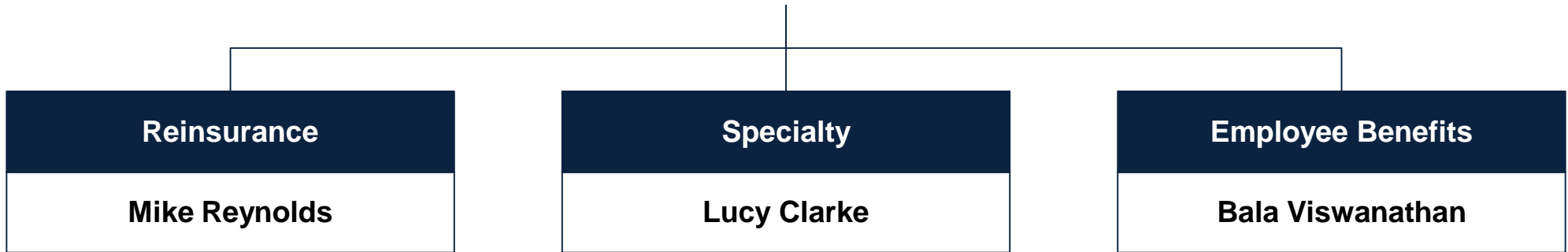
- 10% increase in headline revenue
- Organic revenue growth of 5% more in line with historical rates
- 11% increase in underlying profit before tax

- **The re-examination of our strategy:**

- Deep specialist strength a key differentiator
- Importance of the growing US presence – moving from an international to global business

**To become the leading global specialist
risk adviser and broker**

GLOBALLY COORDINATED



Global Transformation Programme



Single core operating platform for each Division



Seamless global service and delivery



Enhanced communication, data collection and analytics



Material sustained financial benefits

2017 FINANCIAL RESULTS



£m	2017	2016	Growth		
			Actual	CRE	Organic
Total revenue	1,386.0	1,261.3	10%	6%	5%
Underlying trading profit	213.7	193.7	10%	7%	
Underlying profit margin	15.4%	15.4%			
Underlying PBT	191.5	172.6	11%	8%	
Reported PBT	181.6	134.9	35%		
Reported EPS (diluted)	54.7p	37.8p	45%		
Underlying EPS (diluted)	58.5p	51.4p	14%		
Total dividend per share	34.0p	32.2p	6%		

Notes:

Underlying results exclude exceptional items.

CRE = constant rates of exchange are calculated by translating 2017 results at 2016 exchange rates.

Organic revenue growth is based on total revenue excluding the effect of currency, acquisitions, disposals and investment income.

REVENUE AND TRADING PROFIT BY SECTOR



£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
Risk & Insurance	1,065.8	11%	6%	5%	960.9	197.9	192.2	166.6	19%	19%	17%
Employee Benefits	320.2	7%	4%	4%	300.4	50.1	49.6	49.5	16%	16%	16%
Group*	1,386.0	10%	6%	5%	1,261.3	213.7	208.1	193.7	15.4%	15.6%	15.4%

Notes:

CRE = constant rates of exchange are calculated by translating 2017 results at 2016 exchange rates.

Organic revenue growth is based on total revenue excluding the effect of currency, acquisitions, disposals and investment income.

*Group trading profit figures include central costs.



CHARLES ROZES
GROUP FINANCE DIRECTOR

JLT EUROPE

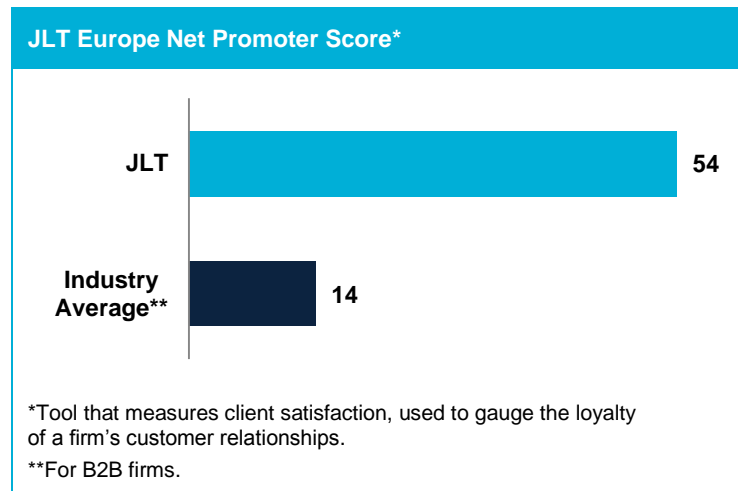
STRONG CLIENT RETENTION AND NEW BUSINESS



£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
JLT Europe	399.3	1%	(1%)	3%	393.8	90.6	87.2	79.9	23%	22%	20%
Thistle	-	-	-	-	20.0	-	-	(3.6)	-	-	(18%)
JLT Europe (excl. Thistle)	399.3	7%	5%	4%	373.8	90.6	87.2	83.5	23%	22%	22%

Highlights

- Organic revenue growth of 4%
- 100 basis points increase in trading margin
- Good performances from Financial Lines, Northern Europe and Credit, Political Risks
- European investments generating additional business opportunities and contingency for Brexit



JLT SPECIALTY INTERNATIONAL

INTERNATIONAL COORDINATION DRIVING SPECIALTY FOCUS

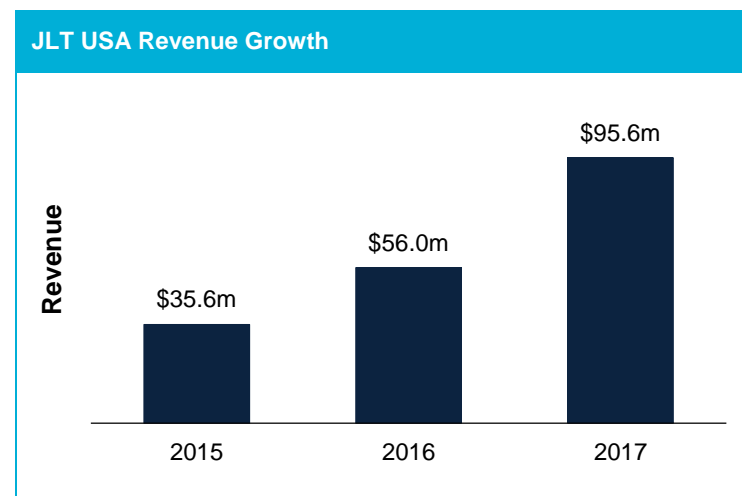


£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
JLT Australia & NZ	125.7	7%	(1%)	(2%)	117.7	35.5	32.5	34.1	28%	28%	29%
JLT Asia	100.3	11%	6%	6%	90.3	17.3	17.3	16.8	17%	18%	19%
JLT Latin America	93.3	31%	20%	19%	71.4	26.1	24.7	21.1	28%	29%	30%
JLT USA	73.9	79%	71%	28%	41.3	(16.4)	(15.1)	(27.0)	(22%)	(21%)	(65%)
Other*	56.2	11%	5%	5%	50.8	2.4	2.1	1.2	4%	4%	2%
	449.4	21%	13%	8%	371.5	64.9	61.5	46.2	14%	15%	12%

*Other consists of Canada, MEA and Insurance Management.

Highlights

- Organic revenue growth of 8%
- JLT Australia and NZ: secured important new business wins that will contribute to 2018 organic revenue growth
- JLT Asia: Specialty focus driving growth, particularly Financial Lines and Construction
- JLT Latin America: recent investments help deliver impressive 19% organic revenue growth
- JLT USA: delivered revenue approaching \$100m in its third full year

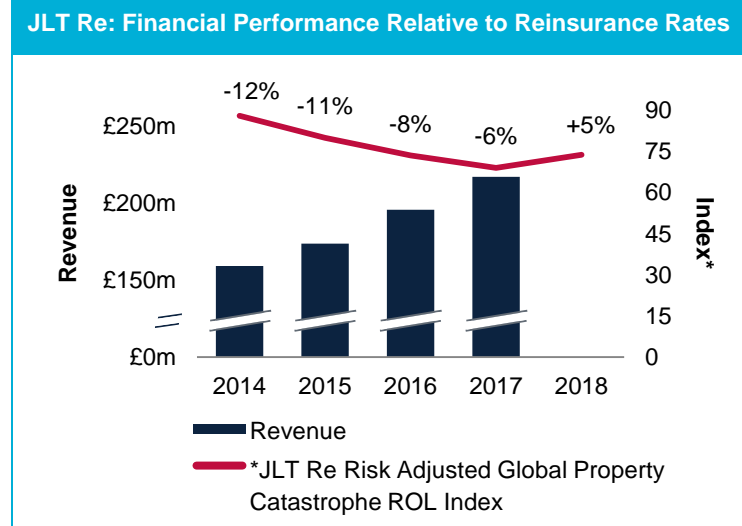


STRONG REVENUE GROWTH IN EUROPE AND NORTH AMERICA

£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
JLT Re	217.1	11%	7%	4%	195.6	42.4	43.5	40.5	20%	21%	21%

Highlights

- Organic revenue growth of 4%
- Strong performance in Europe and North America, despite a continued decline in reinsurance pricing during the year
- Continuing to invest in people and geographies
- 2018 January renewals, selective upward pressure on reinsurance pricing



JLT EMPLOYEE BENEFITS – UK & IRELAND

STRONG REVENUE GROWTH DRIVES INCREASED INVESTMENT

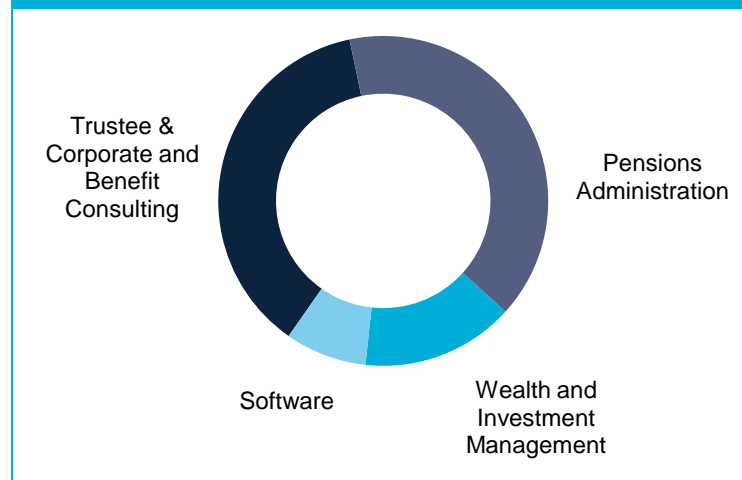


£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
UK & Ireland	172.0	7%	7%	8%	160.0	17.2	16.9	12.3	10%	10%	8%

Highlights

- Impressive Organic Revenue Growth of 8%
- Building on position as the UK's largest provider of pension administration to the private sector
- Target 15% trading margin expected a year later in 2019 and will include the benefit of the Global Transformation Programme

% Split of 2017 Revenue by Service Provided



JLT EMPLOYEE BENEFITS – INTERNATIONAL

INCREASING MOMENTUM IN CHALLENGING TRADING CONDITIONS



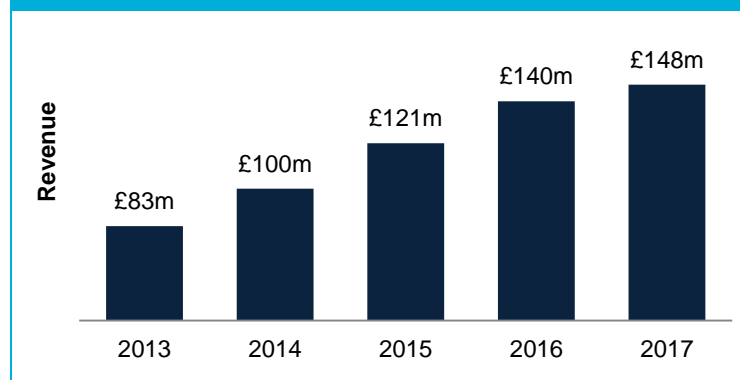
£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
Asia	89.6	3%	(2%)	(1%)	87.3	25.1	25.0	27.2	28%	29%	31%
Australia & NZ	30.1	9%	1%	1%	27.5	6.3	5.8	5.5	21%	21%	20%
Latin America	23.5	8%	(1%)	(1%)	21.7	1.2	1.5	3.7	5%	7%	17%
Other*	5.0	29%	14%	12%	3.9	0.3	0.4	0.8	5%	8%	21%
	148.2	6%	(1%)	-	140.4	32.9	32.7	37.2	22%	23%	26%

*Other consists of Canada and MEA.

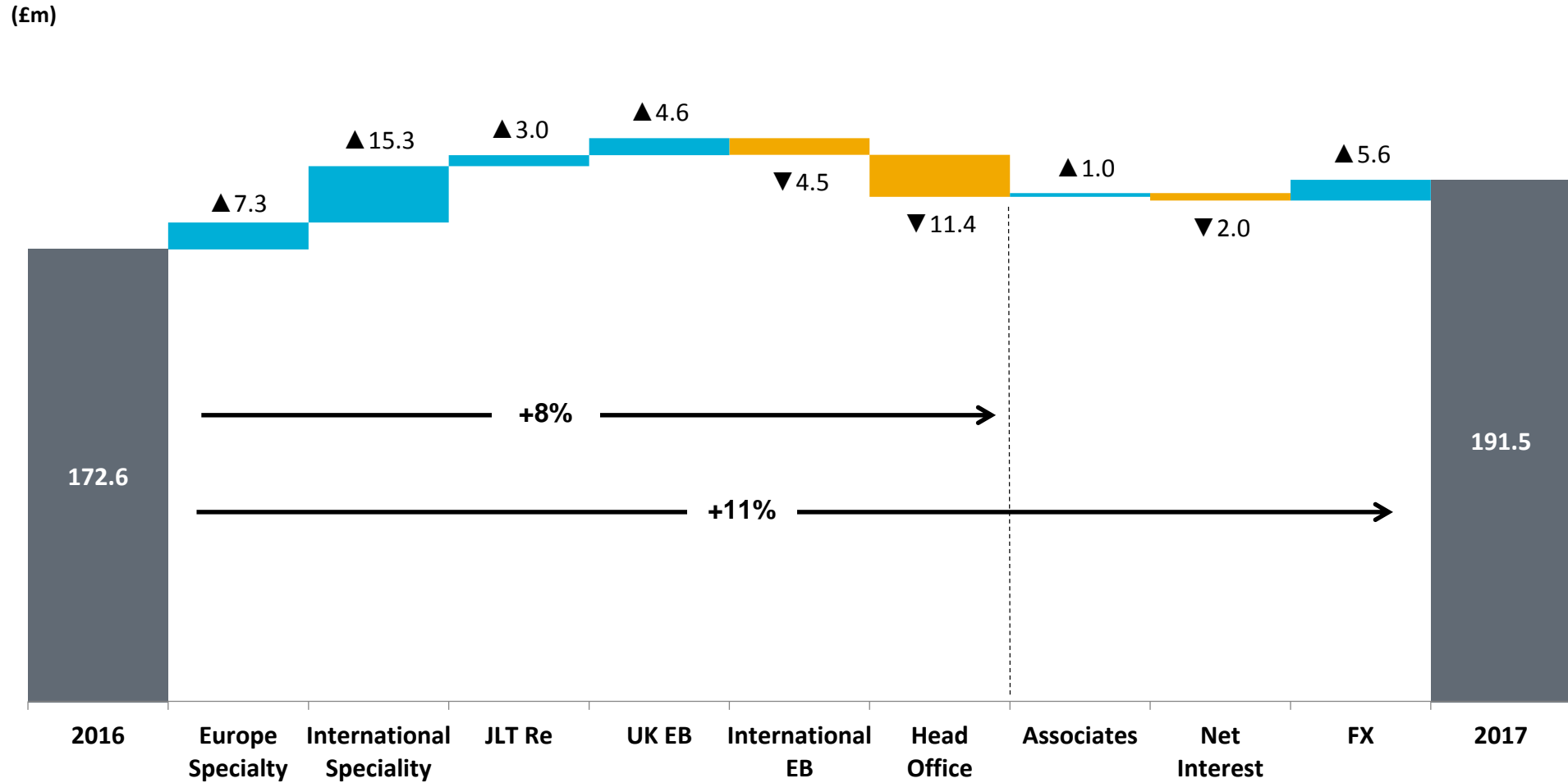
Highlights

- **Asia: Improved second half performance and expanding in to new geographies**
- **Australia and NZ: Structural changes in the industry impact 2017, but growth expected to resume in 2018**
- **Latin America: Economic back-drop in Brazil depressed corporate spend on Employee Benefits**

International Employee Benefits 5 Year Revenue Growth



2016-2017: UNDERLYING PBT



OPERATING COST LEVERAGE



12 months to Dec (£m)	Total Operating Costs				Operating Leverage	
	2017	Growth	CRE	2016	2017	2016
Risk & Insurance						
Europe Specialty	308.7	(2%)	(3%)	313.9	3%	(1%)
International Specialty	384.5	18%	11%	325.3	3%	(1%)
JLT Re	174.7	13%	7%	155.1	(2%)	3%
	867.9	9%	4%	794.3	2%	(2%)
Employee Benefits						
UK & Ireland	154.8	5%	5%	147.7	3%	-
International	115.3	12%	3%	103.2	(6%)	2%
	270.1	8%	4%	250.9	(1%)	2%
Head Office	34.3	53%	51%	22.4	-	-
Total (Group)	1,172.3	10%	5%	1,067.6	-	(1%)

CASH FLOW (OPERATIONAL BASIS)



£m	2017	2016	2015	2014	2013
EBITDA	279	238	244	240	219
Net interest	(14)	(15)	(15)	(15)	(9)
Working capital	(33)	(43)	1	(55)	(25)
Annual capex	(57)	(39)	(60)	(49)	(72)
Operational free cash flow	175	141	170	121	113
Dividends paid	(71)	(66)	(63)	(60)	(58)
Tax paid	(49)	(46)	(37)	(37)	(41)
Net shares acquired	(17)	(18)	(26)	(32)	(21)
Other	(32)	(33)	(30)	(21)	(22)
Net cash inflow/(outflow) excl acq/disp	6	(22)	14	(29)	(29)
Acquisitions / disposals	(55)	7	54	(68)	(177)
Net cash (outflow) / inflow	(49)	(15)	68	(97)	(206)

NET DEBT AND LEVERAGE



£m	2017	2016	2015	2014	2013
Opening net debt	(496)	(440)	(474)	(345)	(142)
Net cash (outflow) / inflow	(49)	(15)	68	(97)	(206)
Net debt excl. non-cash items	(545)	(455)	(406)	(442)	(348)
Other non-cash items	39	(41)	(34)	(32)	3
Closing net debt	(506)	(496)	(440)	(474)	(345)
Net debt / EBITDA ratio	1.8	2.1	1.8	2.0	1.6
Net debt / EBITDA ratio (bank covenant basis)	1.6	1.6	1.7	2.0	1.6

EXCEPTIONAL ITEMS



£m	2017	2016
Net exceptional items		
Acquisition and integration costs	(2.6)	(0.5)
Restructuring costs	-	(13.9)
Net litigation costs	(9.1)	(21.1)
Gain / (Loss) on disposal of businesses and associates	1.8	(1.6)
Others	-	(0.6)
	(9.9)	(37.7)

GLOBAL TRANSFORMATION PROGRAMME



Generating sustainable annualised saving of £40m by 2020 for one-off cost of £45m

£m	Cost to achieve*	Incremental Benefit	Annualised Benefit
2018	33	16	16
2019	12	19	35
2020	-	5	40

*Treated as exceptional items.

- **New accounting standards: minimal impact anticipated:**

- IFRS 15: Revenue from contracts with customers – expected proforma impact to 2017 underlying PBT of approx. £4.5 million
- IFRS 9: Financial instruments – minor impact, some balance sheet reclassification, between short and long term assets

- **Restatement of results in Q2 to reflect:**

- New accounting standards
- Re-segmentation of the Group's divisions



DOMINIC BURKE
GROUP CEO

THE RIGHT BUSINESS AND MANAGEMENT STRUCTURE

BECOMING THE LEADING SPECIALIST RISK ADVISER AND BROKER

- **Combining Specialty businesses into a single division**
- **3 global divisions:**

Reinsurance

Specialty

Employee Benefits

- **Each division with global management to drive growth by:**
 - Systematic international coordination
 - Improving and extending services to clients
 - Operational consistency and avoidance of duplication
 - Investing in additional capabilities
 - Increasing opportunities for collaboration between all 3 divisions
 - Accelerating growth

GLOBAL TRANSFORMATION PROGRAMME

TRANSFORMING OUR OPERATIONAL CAPABILITIES



Client Experience

- Underpinning and supporting new global structure and quality of client proposition
- Enabling global access to JLT's Specialist capabilities
- Improving data capture and analytical capabilities
- Enhancing global client service consistency

Organisational Coordination

- Replacing informal collaboration with formal coordination of global activity
- Driving global consistency and improving client outcomes
- Increasing cross-selling opportunities

Operational Efficiency

- Removing duplication and overlapping of resources
- Reducing the number and complexity of software applications
- Increasing opportunities for off-shoring, near-shoring and automation
- Clear financial benefits

JLT SPECIALTY USA

BUILDING A BUSINESS OF SCALE



- **Providing a ‘runway for growth’ for the whole group**
- **Foundations built, now moving to the next phase:**
 - Continued organic revenue growth
 - Complemented by targeted acquisitions
 - Mike Rice appointed Executive Chairman, leading M&A and business development
 - Pat Donnelly appointed CEO
- **Following move into profitability in 2019, as previously guided, trading margin expected to move broadly in line with our major global Specialty businesses in the medium term**

EMPLOYEE BENEFIT BUSINESSES

ESTABLISHING A COORDINATED GLOBAL BUSINESS



- **UK Employee Benefits:**

- Improving financial performance expected in 2018
- Continuing Investments improving growth capabilities
- Strong market position in occupational pension schemes
- Investing in the future to serve today's employees

- **International Employee Benefits:**

- With group wide Employee benefit capabilities supported by the JLT international network
- In 2017 successfully launched coordinated global employee benefits offering managed by single global team

We go into 2018 with real momentum and looking forward to continuing strong organic revenue growth and further financial progress.



QUESTIONS

SUPPLEMENTARY SLIDES

- 1 PROFIT & LOSS
- 2 TOTAL REVENUE & TRADING PROFIT BY BUSINESS SEGMENT
- 3 TOTAL REVENUE AND GROWTH COMPONENTS
- 4 ASSOCIATES
- 5 BALANCE SHEET
- 6 EBITDA CALCULATION
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PROFIT & LOSS



£m	2017	2016	Change
Revenue	1,386.0	1,261.3	124.7
Operating costs	(1,172.3)	(1,067.6)	(104.7)
Underlying trading profit	213.7	193.7	20.0
Underlying share of associates	2.1	1.0	1.1
Net finance costs	(24.3)	(22.1)	(2.2)
Underlying PBT	191.5	172.6	18.9
Exceptional items	(9.9)	(37.7)	27.8
PBT	181.6	134.9	46.7
Underlying tax expense	(53.3)	(52.3)	(1.0)
Tax on exceptional items	0.4	8.3	(7.9)
Underlying non-controlling interests	(11.5)	(9.4)	(2.1)
Non-controlling interest on exceptional items	1.2	-	1.2
PAT (after non-controlling interests)	118.4	81.5	36.9
Underlying PAT (after non-controlling interests)	126.7	110.9	15.8
Diluted EPS	54.7p	37.8p	16.9p
Underlying diluted EPS	58.5p	51.4p	7.1p
Total dividend per share	34.0p	32.2p	1.8p

TOTAL REVENUE & TRADING PROFIT

BY BUSINESS SEGMENT



£m	Total Revenue					Trading Profit			Trading Margin		
	2017	Growth	CRE	Organic	2016	2017	CRE	2016	2017	CRE	2016
Risk & Insurance											
JLT Europe	399.3	1%	(1%)	3%	393.8	90.6	87.2	79.9	23%	22%	20%
JLT Re	217.1	11%	7%	4%	195.6	42.4	43.5	40.5	20%	21%	21%
JLT Australia & NZ	125.7	7%	(1%)	(2%)	117.7	35.5	32.5	34.1	28%	28%	29%
JLT Asia	100.3	11%	6%	6%	90.3	17.3	17.3	16.8	17%	18%	19%
JLT Latin America	93.3	31%	20%	19%	71.4	26.1	24.7	21.1	28%	29%	30%
JLT Middle East and Africa	23.2	9%	4%	4%	21.3	2.7	2.4	1.4	11%	11%	7%
JLT USA	73.9	79%	71%	28%	41.3	(16.4)	(15.1)	(27.0)	(22%)	(21%)	(65%)
JLT Canada	22.5	17%	9%	9%	19.2	0.3	0.3	(0.5)	1%	1%	(2%)
JLT Insurance Management	10.5	2%	(2%)	(2%)	10.3	(0.6)	(0.6)	0.3	(6%)	(6%)	3%
	1,065.8	11%	6%	5%	960.9	197.9	192.2	166.6	19%	19%	17%
Employee Benefits											
UK & Ireland	172.0	7%	7%	8%	160.0	17.2	16.9	12.3	10%	10%	8%
Asia	89.6	3%	(2%)	(1%)	87.3	25.1	25.0	27.2	28%	29%	31%
Australia & NZ	30.1	9%	1%	1%	27.5	6.3	5.8	5.5	21%	21%	20%
Latin America	23.5	8%	(1%)	(1%)	21.7	1.2	1.5	3.7	5%	7%	17%
Middle East and Africa	2.9	50%	29%	28%	1.9	-	0.1	0.2	(1%)	4%	10%
Canada	2.1	8%	-	(5%)	2.0	0.3	0.3	0.6	14%	14%	31%
	320.2	7%	4%	4%	300.4	50.1	49.6	49.5	16%	16%	16%
Head Office	-	-	-	-	-	(34.3)	(33.7)	(22.4)	-	-	-
Total	1,386.0	10%	6%	5%	1,261.3	213.7	208.1	193.7	15.4%	15.6%	15.4%

CRE = Constant Rate of Exchange.

TOTAL REVENUE GROWTH COMPONENTS



%	Organic Growth	Acquisition Disposal Impact	Investment Income	CRE Growth	Currency Impact	Total Growth
Risk & Insurance						
JLT Europe	3.5%	(4.6%)	0.4%	(0.7%)	2.1%	1.4%
JLT Re	3.6%	2.6%	0.5%	6.7%	4.3%	11.0%
JLT Australia & NZ	(2.4%)	1.3%	(0.1%)	(1.2%)	8.0%	6.8%
JLT Asia	6.2%	-	-	6.2%	4.9%	11.1%
JLT Latin America	19.0%	0.8%	-	19.8%	10.8%	30.6%
JLT Middle East and Africa	3.9%	-	0.1%	4.0%	5.2%	9.2%
JLT USA	28.3%	42.3%	-	70.6%	8.2%	78.8%
JLT Canada	8.9%	-	0.1%	9.0%	8.0%	17.0%
JLT Insurance Management	(2.0%)	-	-	(2.0%)	4.1%	2.1%
	5.3%	0.7%	0.3%	6.3%	4.6%	10.9%
Employee Benefits						
UK & Ireland	8.0%	(0.7%)	-	7.3%	0.2%	7.5%
Asia	(1.0%)	(0.9%)	-	(1.9%)	4.7%	2.8%
Australia & NZ	0.9%	0.1%	-	1.0%	8.2%	9.2%
Latin America	(1.3%)	0.2%	-	(1.1%)	9.5%	8.4%
Middle East and Africa	28.3%	-	0.6%	28.9%	21.3%	50.2%
Canada	(5.0%)	5.1%	0.1%	0.2%	7.4%	7.6%
	4.1%	(0.6%)	-	3.5%	3.1%	6.6%
Total	5.0%	0.4%	0.2%	5.6%	4.3%	9.9%

ASSOCIATES



£m	2017	CRE	2016	Growth
Total underlying contribution to JLT after tax	2.1	2.0	1.0	120%

Principal Associate Holdings as at 31 December 2017

March-JLT	Spain	25%
GrECo	Austria	20%
MAG-JLT	Italy	25%
JLT Independent	India	49%

% = JLT equity interest.

BALANCE SHEET

AS AT 31 DECEMBER



£m	2017	2016	Change
Goodwill and intangibles	687	645	42
Fixed assets	69	64	5
Associates and investments	64	64	-
Net working capital and other	219	192	27
Derivatives after deferred tax	(10)	33	(43)
Net pension deficit after deferred tax	(142)	(166)	24
Other deferred net tax assets	17	15	2
Net debt	(506)	(496)	(10)
Net assets	398	351	47

EBITDA CALCULATION



£m	2017	2016
Underlying trading profit	213.7	193.7
Add-back:		
Amortisation of staff share options	26.8	24.9
Depreciation and other amortisation	48.7	49.5
Profit from associates	2.1	1.4
Other non-recurring items	(12.0)	(31.3)
EBITDA	279.3	238.2

NET DEBT

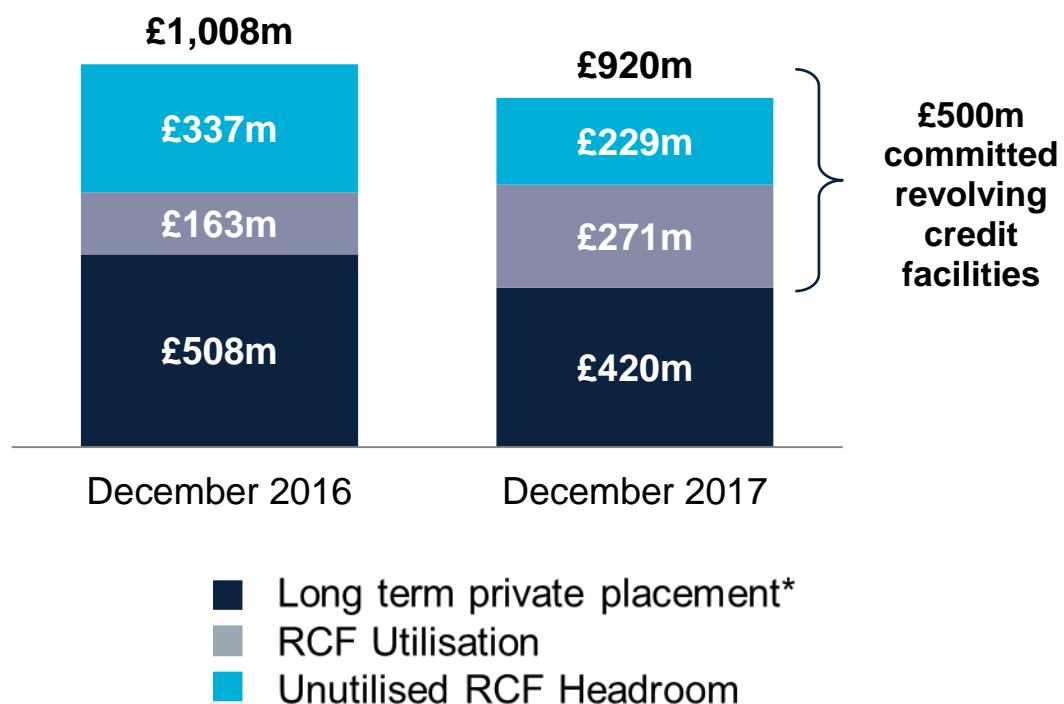


£m	2017	2016
Cash and investments:		
Cash and cash equivalents	1,015.1	939.9
Available-for-sale cash deposits:		
Current	115.1	116.9
Non-current	5.8	10.8
	1,136.0	1,067.6
Less: fiduciary cash (insurance payables)	(931.9)	(876.0)
Own funds	204.1	191.6
Borrowings:		
Committed borrowings	(690.6)	(668.8)
Uncommitted/other borrowings	(19.5)	(19.0)
	(710.1)	(687.8)
Net debt	(506.0)	(496.2)

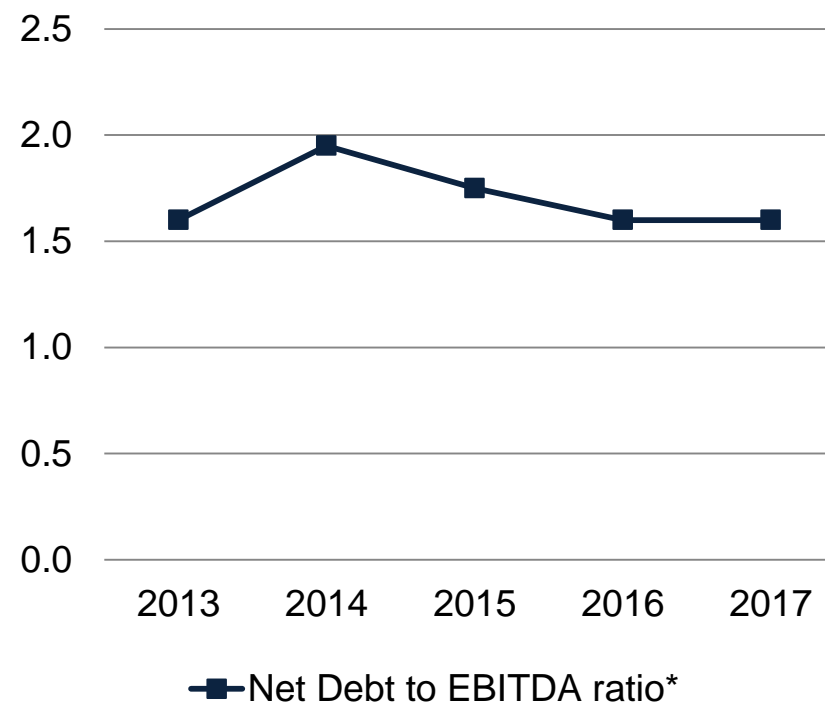
GROUP FUNDING



Total Committed Debt Facilities and Utilisation



Net Debt to EBITDA, 2013-2017



*Difference between 2016 & 2017 due to:

a) Maturity of 2010 issue 7 year \$42m loan note and b) foreign exchange revaluation of USD borrowings.

**Bank covenant basis.

CURRENCY IMPACT ON UNDERLYING PBT



£m	2017	2016
A) Transactional impact:		
UK subsidiaries	3.5	10.3
Overseas subsidiaries	(5.6)	3.1
	(2.1)	13.4
B) Translational impact	7.7	8.8
Total exchange effect	5.6	22.2

Notes on USD Revenue

- In 2017 the Group earned some 350 million US dollars of revenues from operations which have a sterling cost base. The achieved blended rate for 2017 was 1.45.
- Based on current hedging levels in 2018, it would take a movement of around 10 cents in the spot rate to generate a 1 cent movement in the achieved blended rate. As a guide, each one cent movement in our achieved rate translates into a change of approximately £1.8 million in revenue, with an impact on trading profit equal to approximately 70% of that.
- At the 14 February 2018, some 87% of anticipated US dollar earnings for 2018 are hedged at an average rate of 1.39, for 2019 some 65% is hedged at an average of 1.33, for 2020 63% hedged at 1.34 and for 2021 10% hedged at 1.46.

JLT GROUP

2017 RESTATED BASED ON 2018 REPORTING STRUCTURE



£m	Total Revenue			Trading Profit			Trading Margin	
	Pre-restructure	Revision	Post-restructure	Pre-restructure	Revision	Post-restructure	Pre-restructure	Post-restructure
Risk & Insurance	1,065.8	(1,065.8)	-	197.9	(197.9)	-	19%	-
Global Specialty	-	838.2	838.2	-	156.1	156.1	-	19%
Global Reinsurance	-	227.6	227.6	-	41.8	41.8	-	18%
Employee Benefits	320.2	-	320.2	50.1	-	50.1	16%	16%
Head Office	-	-	-	(34.3)	-	(34.3)	-	-
Total	1,386.0	-	1,386.0	213.7	-	213.7	15.4%	15.4%

Risk & Insurance will split into Global Specialty and Global Reinsurance. All Specialty businesses will be a part of Global Specialty and JLT Re and Insurance Management will form Global Reinsurance.

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.