

Jardine Lloyd Thompson Group plc

Preliminary Results

for the year ended 31st December 2009

*A strong performance and looking to the future
with growing confidence*

2nd March 2010

Distinctive. Choice.



- **Market-leading organic growth of 5%**
- **Investing for growth**
 - Targeted recruitment
 - Market leading products and platforms
 - Quality and efficiency
 - Accretive acquisitions

2009 financial highlights

Dividend growth reflecting strong performance



£M	2009	2008	Growth	
			Actual	at CRE**
Turnover	612.9	536.1	14%	8%
Underlying trading profit*	97.1	76.2	28%	15%
Trading margin	15.8%	14.2%		
Underlying PBT*	104.8	95.2	10%	
Reported PBT	102.0	92.8	10%	
Underlying EPS* (diluted)	33.8p	30.4p	11.2%	
Reported EPS (diluted)	33.1p	29.6p	11.8%	
Dividend per share	21.0p	20.5p	2.4%	

**Underlying results exclude exceptional items*

***CRE = Constant rates of exchange*

2009 turnover & trading profit



£M	2009							2008	
	Turnover			Trading Profit		Trading Margin		Trading	
	Actual	Growth	at CRE	Actual	at CRE	Actual	at CRE	Profit	Margin
- Retail	269.5	14%	4%	51.0	46.4	19%	19%	45.7	19%
- London Market	250.4	19%	13%	46.2	41.1	18%	17%	34.3	16%
Risk & Insurance	519.9	16%	8%	97.2	87.5	19%	18%	80.0	18%
Employee Benefits	90.5	3%	3%	14.7	14.7	16%	16%	14.9	17%
Central Overheads	2.5	-	-	(14.8)	(14.7)	-	-	(18.7)	-
	612.9	14%	8%	97.1	87.5	16%	15%	76.2	14%

Retail

Strong performances in Asia and Latin America



£M	2009							2008	
	Turnover			Trading Profit		Trading Margin		Trading	
	Actual	Growth	at CRE	Actual	at CRE	Actual	at CRE	Profit	Margin
Australia/NZ	87.5	12%	2%	20.9	19.1	24%	24%	18.9	24%
Asia	50.9	25%	8%	10.4	9.1	21%	21%	8.1	20%
Europe	72.8	3%	0%	11.1	10.7	15%	15%	11.5	16%
Canada	24.8	11%	0%	2.4	2.1	10%	9%	3.6	16%
Latin America	28.5	37%	26%	5.8	5.1	20%	20%	3.5	17%
Insurance Management	5.0	16%	1%	0.4	0.3	8%	7%	0.1	2%
	269.5	14%	4%	51.0	46.4	19%	19%	45.7	19%

Jardine Lloyd Thompson Limited

A revitalised business



£M	2009							2008	
	Turnover			Trading Profit		Trading Margin		Trading	
	Actual	Growth	at CRE	Actual	at CRE	Actual	at CRE	Profit	Margin
JLTL	131.5	14%	11%	24.2	22.1	18%	17%	19.0	16%
Lloyd & Partners	55.5	18%	9%	10.9	8.9	20%	17%	8.2	17%
JLT Re	63.4	30%	21%	11.1	10.1	17%	17%	7.1	15%
	250.4	19%	13%	46.2	41.1	18%	17%	34.3	16%

Lloyd & Partners

Good levels of new business



£M	2009							2008	
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	Actual	Growth	at CRE	Actual	at CRE	Actual	at CRE	Profit	Margin
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JLT Re	63.4	30%	21%	11.1	10.1	17%	17%	7.1	15%
	250.4	19%	13%	46.2	41.1	18%	17%	34.3	16%

Employee Benefits

An encouraging outcome in a challenging year



£M

	2009				2008	
	Turnover		Trading		Trading	
	Actual	Growth	Profit	Margin	Profit	Margin
Employee Benefits (UK)	90.5	3%	14.7	16%	14.9	17%

- A clear strategy
 - Continuing to provide services in relation to occupational pension schemes
 - Expanding consulting, delivery and administration services for today's employee benefits
 - Delivering international solutions with multi-country services to multi-national clients.

Employee Benefits

Strategy supported by acquisitions



- HACL acquisition – delivering greater value to the clients of both firms
- HACL purchase price of £27.2m - a business that generated revenues approaching £37m in 2009.
- iimia Wealth Management - adding strength to our private client business and introducing Discretionary Portfolio Management capabilities.

- Streamlining back-office processes
- Improving speed & quality of output
- Increasing use of automation
- Centralising functions in Mumbai
- Significantly reducing the cost of doing business

***A Group-wide initiative for
operational improvement***

- Underlying annual cost saving of circa £14m by 2011
- Exceptional cost totalling £18m by 2011
- Savings of £3m in 2009
- Run-rate savings already visible in Q1 2010

Enhancing client services

Financial Review

Jim Rush

Group Finance Director

2nd March 2010

Distinctive. Choice.

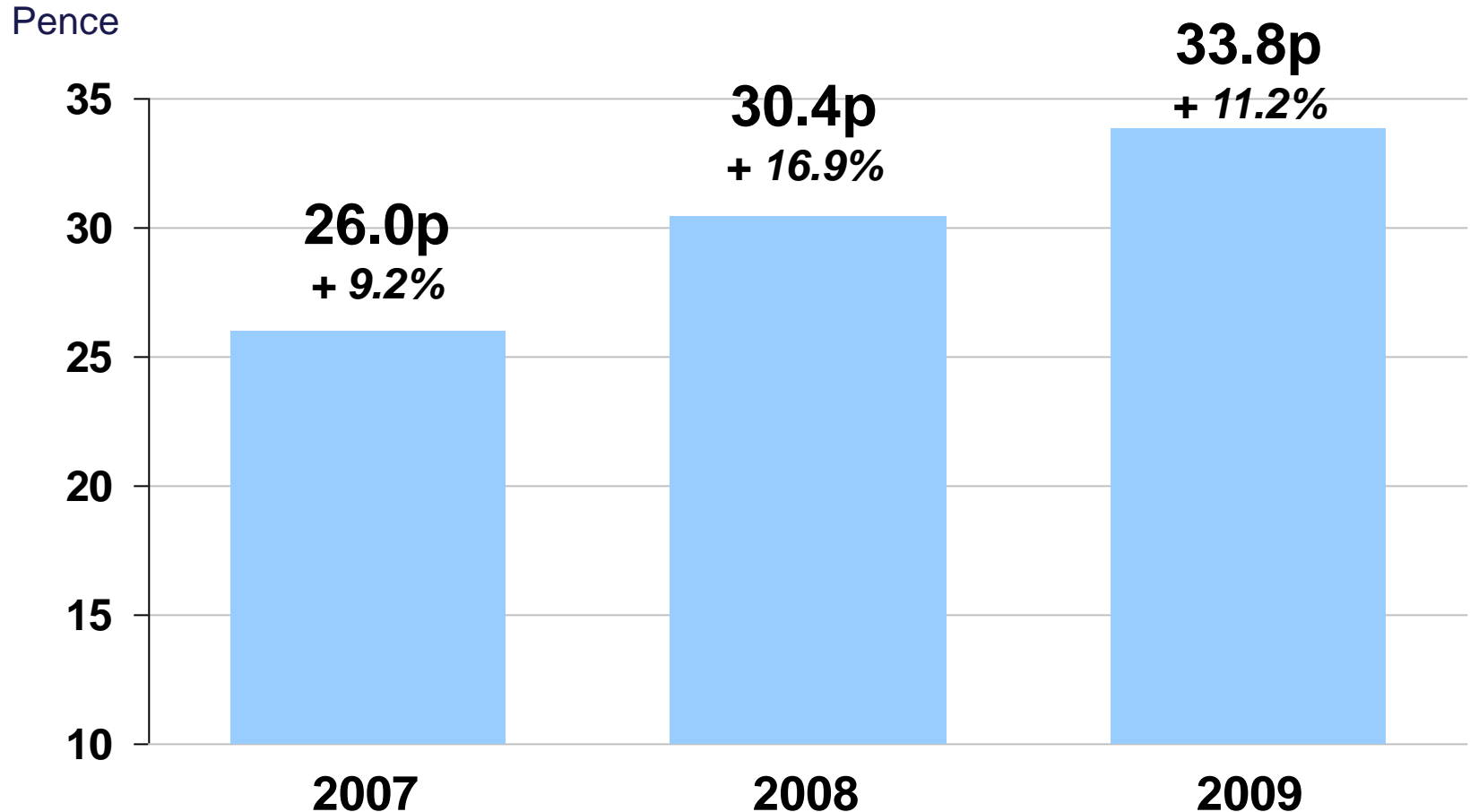


Profit and loss



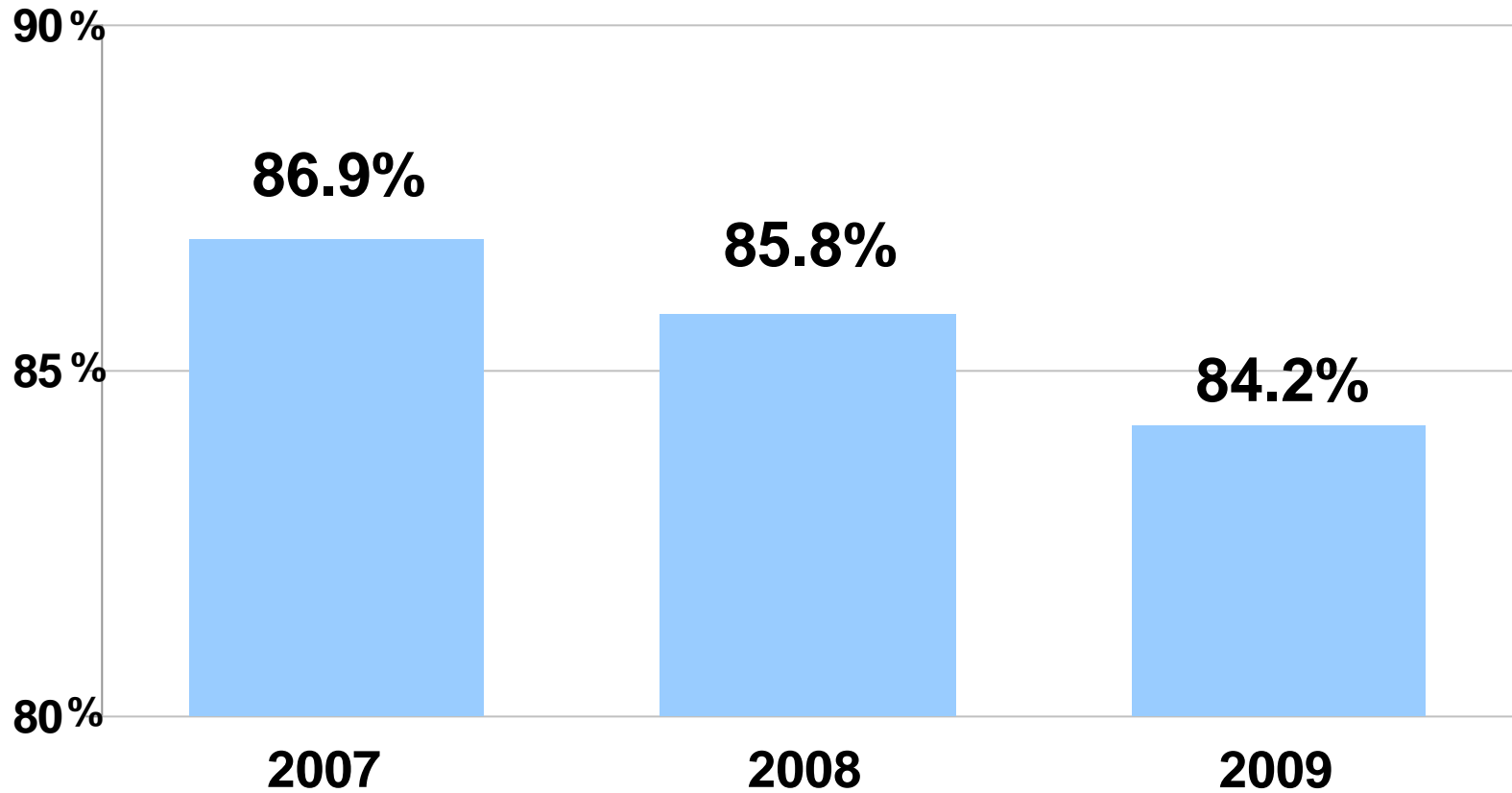
£M	2009	2008	Change
Underlying trading profit	97.1	76.2	20.9
Investment income	6.4	15.8	(9.4)
Underlying operating profit	103.5	92.0	11.5
Associates after tax	3.8	3.5	0.3
Net finance costs	(2.5)	(0.3)	(2.2)
Underlying PBT	104.8	95.2	9.6
Net exceptional losses	(2.8)	(2.4)	(0.4)
PBT	102.0	92.8	9.2
Tax expense	(28.7)	(28.0)	(0.7)
Minority interests	(2.4)	(1.2)	(1.2)
PAT (after minorities)	70.9	63.6	7.3
Underlying PAT (after minorities)	72.4	65.3	7.1
Diluted EPS	33.1p	29.6p	3.5p
Underlying diluted EPS	33.8p	30.4p	3.4p
Total dividend per share	21.0p	20.5p	0.5p

Underlying diluted EPS



*2009 final dividend increased 0.5p to 12.5p
2009 full year dividend increased 0.5p to 21.0p.*

Underlying operating cost ratio



Business Transformation Project



Profit & loss impact

£M

Recurring cost savings	Total annualised savings	2009 Actual savings	2011 Projected additional savings
	<u>14.0</u>	<u>3.0</u>	<u>11.0</u>
Non-recurring costs	Total costs	2009 Actual costs	2010/2011 Projected costs
	<u>(18.0)</u>	<u>(6.9)</u>	<u>(11.1)</u>

Underlying operating costs by type



£M	2009		2008		Change
Revenue	613	100%	536	100%	77
Operating costs:					
Staff costs	(367)	60%	(329)	61%	(38)
Premises	(35)	6%	(30)	6%	(5)
IT costs	(20)	3%	(20)	4%	-
Travel and Entertainment	(23)	4%	(22)	4%	(1)
Other operating costs	(71)	11%	(59)	11%	(12)
	(516)	84%	(460)	86%	(56)
Underlying trading profit	97	16%	76	14%	21

Underlying operating costs by business



£M	2009		2008	Change		Change	
	Actual	at CRE	Actual	Actual		at CRE	
Retail	218	201	191	27	14%	10	5%
London Market	205	197	177	28	15%	20	11%
Employee Benefits	76	76	73	3	4%	3	4%
Central Costs	17	17	19	(2)	(7%)	(2)	(7%)
	516	491	460	56	12%	31	7%

Underlying operating cost increases in 2009



£M

Cost Increases in 2009

	Staff	Other	Total	% Increase
Currency impact	19	6	25	5.4%
Acquisition impact	8	3	11	2.2%
Inflation and organic growth initiatives	14	9	23	5.1%
Business Transformation Project savings	(3)	-	(3)	(0.6%)
	38	18	56	12.1%

USD/GBP achieved FX rates and hedging



	2008	2009	2010	2011	2012
	Actuals		Projections		
Average market rates	\$1.85	\$1.57			
Hedging rates achieved as at 1 March 2010			\$1.55	\$1.51	\$1.55
Revenue % - Hedged			85%	75%	60%
Market forward rates as at 1 March 2010			\$1.49	\$1.49	\$1.49
Revenue % - Unhedged			15%	25%	40%
Potential achieved rates after hedging			\$1.54	\$1.50	\$1.52
Revenue % - Hedged + Unhedged			100%	100%	100%
Actual achieved rates after hedging	\$1.81	\$1.72			
Revenue %	100%	100%			
Value of c\$260M revenue in £M	£144	£152	£169	£173	£171
Approximate YOY revenue impact in £M		£8	£17	£4	- £2

Cash flow



£M

	<u>2009</u>	<u>2008</u>
Underlying EBITDA	134	117
<i>Deduct:</i> Exceptional items paid	(6)	(1)
EBITDA	128	116
<i>Deduct:</i> Net interest paid & associates	(6)	(6)
Tax paid	(22)	(7)
Net working capital increase	(18)	(11)
Normal capex	(22)	(18)
Shares acquired – employee trust	(4)	(20)
Pension deficit funding	(12)	(11)
Acquisitions	(26)	(20)
Dividends paid	(46)	(44)
Foreign exchange	(5)	13
Net cash outflow	(33)	(8)

Balance sheet



£M	2009	2008	Change
Goodwill and intangibles	252	213	39
Fixed assets	28	28	-
Associates and investments	44	43	1
Net working capital and other	7	(9)	16
Hedging contracts after deferred tax	8	(25)	33
Net pension deficit after deferred tax	(67)	(22)	(45)
Other deferred net tax asset/(liabilities)	9	13	(4)
Net debt	(42)	(9)	(33)
Net assets	239	232	7

Dominic Burke

Group Chief Executive

2nd March 2010

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Thistle

JLT UK Retail Insurance Broking activities

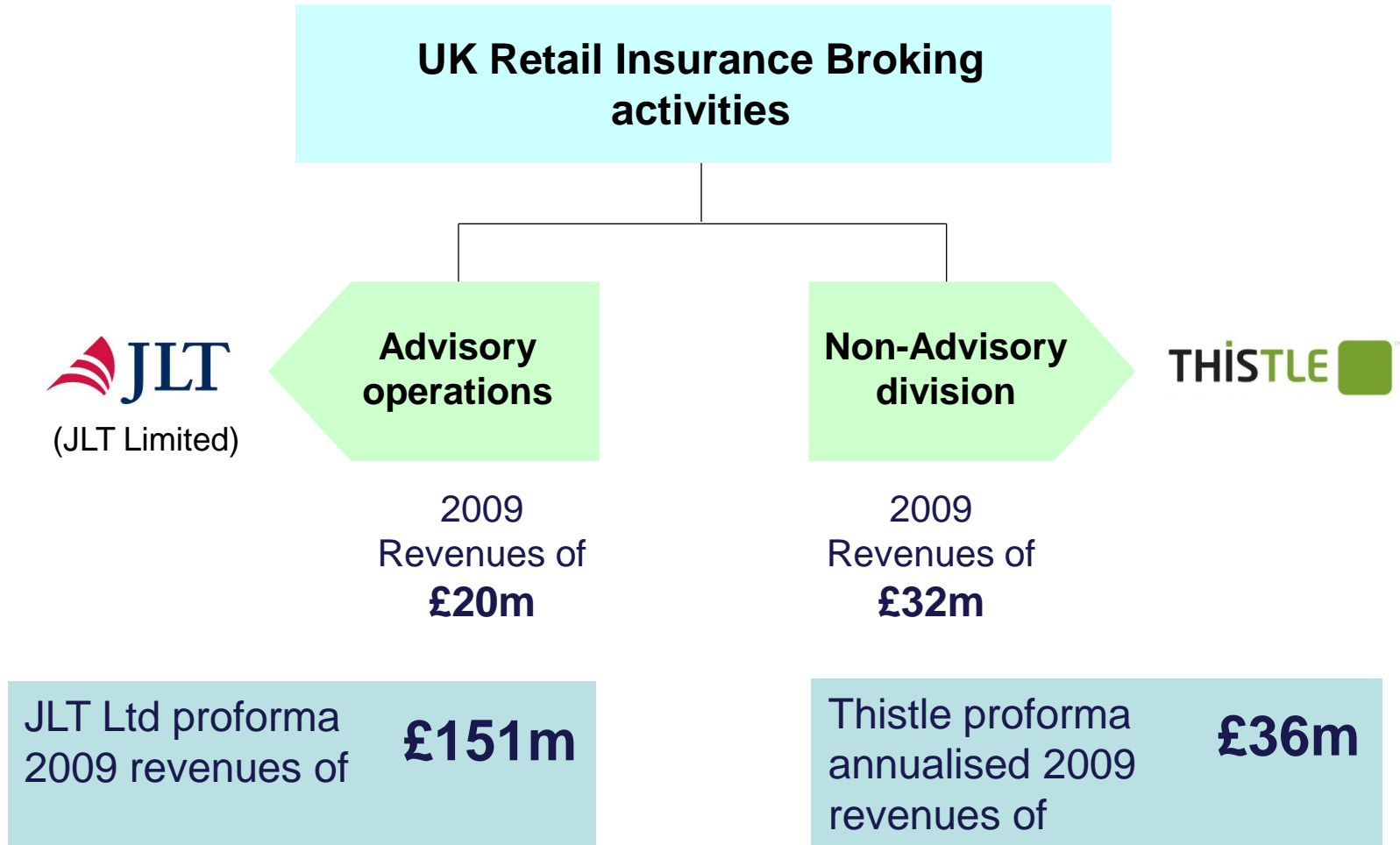
Advisory operations

a traditional broking business
handling larger commercial
risks requiring bespoke
solutions

Non-Advisory division

distributing cover principally
underwritten by a single
provider for smaller standard
risks

Reorganising JLT UK



- Accessing the full range of distribution channels
 - affinity
 - direct
 - via third party brokers
- Complemented by strength in online
- Over time significant economic advantage to JLT.

Market rates

“If we assume that the current benign claims experience continues, there is little reason other than to expect the current soft market conditions to continue in 2010.”

- However JLT has a proven track record of growing revenues despite soft markets and we are confident that we shall continue to do so.

JLT Today

- Increasingly recognised for our commitment to provide each client with the very best solutions to meet their particular needs.
- Continuing to demonstrate that our distinctive culture enables us to attract and retain the very best likeminded industry professionals.

Distinctive. Choice.

“Despite the challenges posed by economic conditions around the world and the continuing soft insurance rates, we believe that JLT is well positioned for continuing growth and we look forward to the future with confidence.”

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2nd March 2010

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