Jardine Matheson Holdings Limited
Jardine House, Reid Street
Hamilton, Bermuda

Press Release

www.jardines.com

To: Business Editor

28th February 2017

For immediate release

Jardine Lloyd Thompson Group plc
Preliminary Results for the Year Ended 31st December 2016 (Unaudited)

The following announcement was issued today by the Company's 42%-owned associate, Jardine Lloyd Thompson Group plc.

For further information please contact:

Brunswick Group
Tom Burns +44 20 7404 5959

Issued by: Jardine Matheson Limited
48th Floor Jardine House, Central, Hong Kong

Incorporated in Bermuda with limited liability

28 FEBRUARY 2017

JARDINE LLOYD THOMPSON GROUP PLC

PRELIMINARY RESULTS

FOR THE YEAR ENDED 31 DECEMBER 2016 (UNAUDITED)

Jardine Lloyd Thompson Group plc ("JLT" or "the Group") announces its preliminary results for the year ended 31 December 2016.

Despite challenging trading and economic conditions, JLT demonstrated the fundamental strength and resilience of its global franchise in delivering a good performance.

FINANCIAL HIGHLIGHTS

- Revenue growth of 9% to £1,261.3m
- Organic revenue growth of 2%
  - 3% in JLT Specialty
  - 4% in JLT Re
  - 3% in International Employee Benefits
- Positive impact of foreign exchange movements
- Underlying* profit before tax of £172.6m, up 1%, reflecting US Specialty investment as planned **
  - Underlying profit before tax, excluding the US investment, up 5% to £199.6m
- Reported profit before tax down 13% to £134.9m
- Underlying profit margin down 80 bps to 15.4%
  - Underlying profit margin, excluding the US investment, down by 30 bps to 18.1%
- Reported diluted EPS down 21% from 48.0p*** to 37.8p
  - Underlying diluted EPS down 2% from 52.2p*** to 51.4p
- Final cash dividend of 20.6p bringing total dividend for 2016 to 32.2p, up 5%, reflecting the Board's confidence in the Group's underlying trading performance

* Underlying results exclude exceptional items of £37.7m

** Net investment in US Specialty in 2016 was £27.0m (2015: £20.5m)

*** 2015 comparatives revised

BUSINESS HIGHLIGHTS

- Successfully completed turnaround of UK Employee Benefits business, which is now set for a return to growth in revenues and profits; second half revenues of £85.1m exceeded those in the same period last year (H2 2015: £82.4m).
- Build-out of US Specialty continued, delivering US$56m of revenues and on track to deliver profits in 2019. The peak of the investment programme was reached in 2016. The recent acquisition of Construction Risk Partners completes JLT's global Construction capability.
- Disposed of non-core Thistle UK business, which made an operating loss of £3.6m in 2016 in the parts which were divested.

Dominic Burke, Group Chief Executive, commented:

"JLT has delivered a good set of financial results in 2016, particularly when set against the continued, challenging trading environment. The Group entered 2017 in good shape, with momentum and confidence that JLT is well-positioned to deliver organic revenue growth more in line with historical rates. I am proud of the achievements and progress we made in 2016 across all of our businesses. The resilience we showed last year positions us very well for further growth.**"**

ENQUIRIES

Jardine Lloyd Thompson Group plc		
Dominic Burke	Chief Executive	020 7528 4948
Charles Rozes	Finance Director	020 7528 4375
Paul Dransfield	Head of Investor Relations	020 7528 4933
Tom Burns/Dania Saidam	Brunswick Group LLP	020 7404 5959

A presentation to investors and analysts will take place at 9am today at The St Botolph Building, 138 Houndsditch, London, EC3A 7AW. A live webcast of the presentation can be viewed on the Group's website www.jlt.com and it will also be available after the event.

PRELIMINARY STATEMENT

JLT delivered a good set of financial results in 2016, when set against the continued challenging trading environment, which persisted throughout the year. This included the sustained softness in both the insurance and reinsurance rating environments, depressed commodity prices and lacklustre global GDP growth.

The weakness of sterling from June 2016 was a positive factor in the Group's results; the estimated impact of £22.2m at underlying profit before tax level provided a helpful offset to the challenging trading environment.

The Group entered 2017 with momentum intact and confidence that JLT is well positioned to deliver organic revenue growth and to grow earnings across the Group's businesses.

Total revenues increased by 9%, or 3% at constant rates of exchange ("CRE"), to £1.26bn with overall organic revenue growth of 2%, consistent with that of 2015, once again impacted by the decline in revenues in the UK and Ireland Employee Benefits ("UK EB") business.

	Total Revenue					Trading Margin			Underlying Trading Profit		
£m	**2016**	**Growth**	**CRE**	**Organic**	**2015**	**2016**	**CRE**	**2015**	**2016**	**CRE**	**2015**
Risk & Insurance											
Specialty Businesses	**765.3**	**10%**	**4%**	**3%**	693.0	**16%**	**16%**	**19%**	**126.1**	**113.0**	**128.5**
JLT Re	**195.6**	**13%**	**4%**	**4%**	173.6	**21%**	**19%**	**19%**	**40.5**	**34.8**	**32.4**
	960.9	**11%**	**4%**	**3%**	**866.6**	**17%**	**16%**	**19%**	**166.6**	**147.8**	**160.9**
Employee Benefits											
UK & Ireland	**160.0**	**(4%)**	**(5%)**	**(8%)**	167.4	**8%**	**7%**	**8%**	**12.3**	**11.9**	**12.8**
International EB	**140.4**	**16%**	**5%**	**3%**	121.1	**26%**	**26%**	**25%**	**37.2**	**33.1**	**30.8**
	300.4	**4%**	**(1%)**	**(3%)**	**288.5**	**16%**	**16%**	**15%**	**49.5**	**45.0**	**43.6**
Group*	**1,261.3**	**9%**	**3%**	**2%**	**1,155.1**	**15.4%**	**14.4%**	**16.2%**	**193.7**	**170.2**	**187.5**

Notes:

- CRE: Constant rates of exchange are calculated by translating 2016 results at 2015 exchange rates.
- Organic growth is based on total revenue excluding the effect of currency, acquisitions, disposals and investment income.
- Underlying results exclude exceptional items.

* Trading profit figures include central costs.

JLT's Risk & Insurance businesses delivered revenue growth of 11% to £960.9m, of which 3% was organic. The rate of organic revenue growth was higher in JLT Re at 4%. The Group's emerging markets businesses in Latin America and Asia saw good organic revenue growth, as did the US Specialty business.

Risk and Insurance trading margins contracted, primarily as a result of the US Specialty investment programme, but JLT Specialty maintained its trading margin and JLT Re grew to 21% (2015:19%).

The full year results of the Employee Benefits businesses were impacted by the disappointing performance of the UK and Ireland business in the first half. The profits of UK EB rebounded in the second half of the year as anticipated and this provides confidence that the business is now firmly set for a return to growth.

The Group's International Employee Benefits operations saw headline revenue growth of 16%, which was primarily driven by foreign exchange, while organic revenue growth was 3%. The trading margin rose 100 bps to 26%.

£m	**2016**	**2015**

Underlying trading profit	**193.7**	187.5
Underlying share of associates	1.0	5.5
Net finance costs	(22.1)	(22.9)
Underlying profit before taxation	**172.6**	170.1
Exceptional items	(37.7)	(15.1)
Profit before taxation	**134.9**	155.0
Underlying tax expense	(52.3)	(47.5)
Tax on exceptional items	8.3	5.9
Non-controlling interests	(9.4)	(10.3)
Profit after taxation and non-controlling interests	**81.5**	103.1
Underlying profit after taxation and non-controlling interests	**110.9**	112.3
Diluted earnings per share	**37.8p**	48.0p♦
Underlying diluted earnings per share	**51.4p**	52.2p♦
Total dividend per share	**32.2p**	30.6p

♦ Restated following revision to the calculation

The Group's underlying trading profit increased by 3% to £193.7m; at CRE it decreased by 9%. Underlying profit before tax increased by 1% to £172.6m. The trading profit margin reduced from 16.2% to 15.4%.

Excluding the US Specialty net investment of £27m, the Group's underlying profit before tax would have increased by 5% and the trading profit margin would have been broadly maintained at 18.1%, compared to 18.4% for 2015.

Reported profit before tax reduced by 13% to £134.9m, which includes the impact of exceptional costs of £37.7m and, as a consequence, reported EPS decreased to 37.8p.

OPERATIONAL REVIEW

The Group operates two sets of businesses: Risk & Insurance and Employee Benefits. The results of the businesses within each of these areas are reported in more detail below:

RISK & INSURANCE

	Total Revenue					Trading Margin			Underlying Trading Profit		
£m	**2016**	**Growth**	**CRE**	**Organic**	**2015**	**2016**	**CRE**	**2015**	**2016**	**CRE**	**2015**
JLT Specialty	327.5	5%	3%	3%	311.2	22%	21%	22%	73.1	67.8	68.3
JLT Re	195.6	13%	4%	4%	173.6	21%	19%	19%	40.5	34.8	32.4
JLT Australia & New Zealand	117.7	7%	(4%)	(3%)	109.5	29%	29%	30%	34.1	30.6	32.7
JLT Asia	90.3	18%	5%	5%	76.6	19%	18%	17%	16.8	14.8	12.7
JLT Latin America	71.4	13%	5%	4%	63.1	30%	27%	34%	21.1	17.6	21.3
JLT Insurance Services	46.8	(7%)	(11%)	(11%)	50.6	2%	-	12%	0.9	-	6.0
JLT EMEA	41.8	39%	28%	17%	30.1	16%	16%	20%	6.8	6.1	6.0
JLT US Specialty	41.3	77%	57%	52%	23.3	-	-	-	(27.0)	(24.0)	(20.5)
JLT Canada	19.2	(6%)	(14%)	(14%)	20.4	(2%)	(3%)	7%	(0.5)	(0.6)	1.5
JLT Insurance Management	9.3	13%	2%	2%	8.2	8%	8%	6%	0.8	0.7	0.5
	960.9	**11%**	**4%**	**3%**	**866.6**	**17%**	**16%**	**19%**	**166.6**	**147.8**	**160.9**

JLT SPECIALTY

JLT Specialty generated a 5% increase in headline revenues to £327.5m, or a 3% increase both at CRE and on an organic basis. Trading profit increased by 7% to £73.1m, with the trading margin maintained at 22%.

This was a strong performance in challenging trading conditions which saw insurance rates continuing their downward trend across all Specialty lines. The business had to contend in particular with the reduced economic activity in the energy and marine sectors, which led to a lower total value of risk to insure. To put this in context, it has been reported that in excess of $1 trillion of oil and gas capital projects in 2015 and 2016 were deferred, delayed or abandoned. JLT's Energy and Marine divisions saw a £12m reduction in year on year revenues, despite increasing their client bases and market shares, and an estimated £8.5m negative impact on Group trading profit.

The revenue base of Specialty is, however, both diverse and well-balanced, which enables JLT better to withstand sector-specific challenges. In 2016 there were particularly strong performances by a number of divisions - including Aviation, Construction, Cargo and Food & Agriculture – with higher revenues driven by client retention and market share penetration.

In addition there were important client wins in the Cyber division across a range of major financial institutions and corporate clients, which in turn helped to drive growth across JLT's Financial Lines specialty.

INTERNATIONAL SPECIALTY BUSINESSES

JLT's international Specialty businesses together delivered revenues of £437.8m, an increase of 15% (or 4% at CRE), with organic growth of 3%.

Australia and New Zealand

On a reported basis the Australia and New Zealand businesses saw revenues increase by 7% to £117.7m, although this translated to a 4% reduction on a CRE basis. The trading environment has been particularly competitive in Australia and New Zealand and this, coupled with the continued significant pressure on rates in the region, masked a good underlying performance by the business, with high levels of client retention and a number of high profile client wins, particularly in the Financial Lines and Corporate divisions. The new business wins have included an increasing number of 'coast to coast' appointments, further underlining JLT's growing national Specialty presence.

Asia

Asia produced a strong performance in the year, with a headline 18% increase in revenues to £90.3m and a 5% organic growth rate. Trading profits grew strongly, with an increase of 17% at CRE. This was a good performance when set against the challenging economic conditions and fierce insurance rating pressure in the region.

Latin America

JLT's Latin American business delivered good revenue growth of 13%, with organic revenue growth of 4%. Operations in Brazil performed strongly despite the difficult economic backdrop in that country. While Latin American Risk and Insurance experienced good revenue growth, trading profit reduced year on year, reflecting the planned investment in building specialty capabilities across the region, the benefits of which are expected to start to be seen in 2017.

US Specialty

The US Specialty business continued to make progress in its second full year of operation, achieving organic revenue growth in excess of 50%, higher than the rate in 2015. The business continued a programme of recruitment, with headcount reaching 223 employees at the year end. Revenues for the year were $56m, up from $36m in 2015, while continued investment in the business resulted in losses of $37m (£27.0m).

The business now has a proven capability and a track record of winning business in specialist areas such as Financial Lines and Cyber, Energy, Real Estate and Entertainment.

The recently announced investment in, and partnership with, Construction Risk Partners, a highly respected construction specialist broker, which reported some $24m in revenues in 2016, will establish a market-leading Construction practice as part of the US Specialty business. The acquisition also completes JLT's global Construction capability and enables it to serve international clients wherever they operate around the world.

Given the investments to date in hiring and a steadily growing client list, the Group is confident that US Specialty revenues will once again see a significant uplift in 2017. The progress that has now been made in the US Specialty business means that 2016 represented the high-water mark for the losses recorded in this business.

JLT RE

JLT Re delivered a strong performance in the year, with reported revenues increasing by 13% to £195.6m, representing market-leading organic revenue growth of 4%, twice the rate of 2015.

This performance was delivered despite the well documented, multi-year decline in pricing across most lines of reinsurance and in most geographies and the continued consolidation in capital providers. JLT Re has continued to grow revenues and profits steadily despite consecutive years of downward rating pressure.

JLT Re's trading profits increased to £40.5m, with an improved trading margin of 21% (2015: 19%). This margin improvement was achieved while the business continues to invest significantly for future growth, not only in recruiting leading talent to further strengthen its General Property, Casualty and Specialty lines, and its analytics capabilities, but also in its infrastructure and systems. Two acquisitions were completed in December 2016 to deepen the capabilities of the business in Healthcare and the Central American region.

JLT Re operates on a global basis, and all regions delivered organic revenue growth in the year. North America continues to deliver a strong performance, with the benefits of the significant investments made in talent and infrastructure now beginning to be realised.

Looking to 2017 and the recent January renewals, a reduced rate of decline in prices from prior years has been evident, with global property-catastrophe pricing falling by 5.7%; this compares with 8.2% in 2016 and double-digit reductions in the two years prior to that. Casualty price reductions were, however, similar to those seen in 2016, with Specialty classes seeing more substantial rate reductions than other areas, but again, a reduced rate of decline was noted.

Today JLT Re is positioned amongst the leading global reinsurance brokers, providing real choice and differentiation. The strong start to the year which this business had underlines how the strategic investments made are enabling it to continue to take market share from its competitors.

EMPLOYEE BENEFITS

	Total Revenue					Trading Margin			Underlying Trading Profit		
£m	2016	Growth	CRE	Organic	2015	2016	CRE	2015	2016	CRE	2015
UK & Ireland	160.0	(4%)	(5%)	(8%)	167.4	8%	7%	8%	12.3	11.9	12.8
Asia	87.3	11%	(2%)	-	78.9	31%	31%	31%	27.2	23.7	24.5
Australia & New Zealand	27.5	36%	22%	4%	20.3	20%	20%	16%	5.5	4.9	3.3
Latin America	21.7	15%	10%	10%	18.9	17%	18%	19%	3.7	3.7	3.5
Europe, Middle East & Africa	1.9	13%	15%	14%	1.7	10%	10%	(17%)	0.2	0.2	(0.3)
Canada	2.0	47%	35%	35%	1.3	31%	31%	(17%)	0.6	0.6	(0.2)
	300.4	**4%**	**(1%)**	**(3%)**	**288.5**	**16%**	**16%**	**15%**	**49.5**	**45.0**	**43.6**

UK & IRELAND EMPLOYEE BENEFITS

Reported revenues for the year for JLT's UK EB business were £160.0m, compared to £167.4m in 2015, reflecting the final impact of the cessation of commission revenue from life assurers – which amounted to £5m earned in 2015. Second half revenues of £85.1m exceeded those of the same period in 2015 of £82.4m following the successful completion of the restructure of the business, which was an encouraging indication of the stabilisation in the revenue run rate.

At the time of its 2016 interim results the Group indicated that the business would deliver the majority of its profits in the second half and this has been the case. Trading profit for the year was £12.3m, compared to break even at the half year.

The business successfully completed its restructure programme, which has resulted in a flatter, more client-centric structure and a headcount reduction of over 300 employees. The programme will deliver £14m of annualised savings in 2017, £9m of which were delivered in 2016 (£7m of that in the second half).

The focus in 2016 was, and will continue to be into 2017, on transitioning and rebalancing the business so that revenues and trading profit margins can grow. The emphasis of the business continues to be on investing to strengthen and enhance platforms and to build out the sales function.

It is anticipated that UK EB will deliver organic revenue growth for 2017 and this, taken with the £5m residual benefit of the restructure programme, means the Group is confident that this business is making steady progress towards delivering a 15% trading profit margin for 2018.

INTERNATIONAL EMPLOYEE BENEFITS

JLT's EB businesses in other parts of the world performed well.

Asia

In Asia, the Private Client Services (PCS) high net worth life insurance broking business saw some slow-down in first half revenues due to regional economic uncertainty in South Asia; however, steps were taken in the second half to broaden the range of products offered by the business. This succeeded in pulling revenues back up from the half year position, which had been negative year on year.

Australia and New Zealand

The Australia and New Zealand EB business achieved 36% revenue growth, following the acquisitions made in 2015 and 2016 of rehabilitation services providers in relation to workers compensation insurance. Organic revenue growth was 4%. With a series of major client wins as a result of the expanded capability of the business, accelerated revenue growth and improved margins are anticipated in 2017. The trading margin of the business improved to 20% (2015:16%).

Latin America

JLT's Latin America EB operations delivered organic revenue growth of 10%. Performance was particularly notable in Colombia - driven by the workers compensation business - and in Brazil, despite the challenging local economic backdrop. Investment has continued to be made in building out capabilities and expanding the offering in the region, which drove a small increase in trading profit but a 200 bps reduction in trading margin.

ASSOCIATES

The Group's income from its Associates reduced by £4.5m to £1.0m following the disposal of JLT's French associate in May 2015.

OPERATING COSTS

In 2016, total underlying operating costs (excluding exceptional items) increased by £100m, or 10%, to £1,067.6m. Of this increase, £53m resulted from changes in foreign exchange rates; £17m from investment in US Specialty; £9m from the continued growth of the JLT Specialty business; and £7m from the net impact of acquisitions and disposals. Staff costs in 2016 (outside of US Specialty) increased by £21m as a result of investment in the Fine Arts division in JLT Specialty, the build out of the Latin America operations and investments in other markets including Europe, Middle East and Africa. The mix of the cost base remained unchanged, with staff and premises costs as the major individual expense items.

In 2017, the cost of the Group's operations in London will increase by approximately £7m as the business increases the space it occupies to accommodate growth in the business and other costs are incurred, such as higher UK business rates and the UK apprenticeship levy.

The Group's underlying operating cost ratio increased by 80 basis points to 84.6% of total revenues. This reflected the impact of a higher level of planned investment in US Specialty, the trading loss incurred by Thistle UK in the year and the 2015 non-recurring reduction of £5.5m in Head Office costs. The impact of the continued investment in US Specialty was the principal reason for the increase in the staff costs to revenue ratio from 61.0% to 62.3%.

EXCEPTIONAL ITEMS

Total net exceptional costs were £37.7m (2015: £15.1m). These were primarily driven by net costs of £21.1m relating to a litigation settlement, which was marginally less than originally anticipated; restructuring costs of £13.9m relating to the UK EB business; £1.2m of acquisition and related costs; and a £1.6m loss mainly on the disposal of a business in Indonesia. The UK EB restructuring programme is complete and the remaining £5m of benefit is expected to be captured in 2017.

BALANCE SHEET AND FUNDING

The net assets of the Group increased to £351m from £331m. The key movements were:

- an increase in goodwill of £47m, almost entirely due to the re-translation of goodwill recognised in foreign currencies. The Group completed 7 acquisitions for a total consideration of £25.3m, the goodwill impact of which was offset by the 2 disposals in the year;
- an increase in the investments in Associates related to the increase to 49% (from 26%) in the Group's interest in its Indian Associate business. Approximately £6m of the increase related to foreign exchange;
- a net increase in working capital of £31m which included £14m in respect of foreign exchange re-translation. JLT Specialty's debtors increased in line with their business, with the debtor ageing profile remaining similar year-on-year. JLT Re's debtors increased as a result of the nature of their business where, for certain lines, the collection period is more than 12 months from initial income recognition; and
- an increase in the pension liability to £198m (2015: £130m), as a result of changes in corporate bond yields and inflation rates. The deferred tax asset attributable to this movement was recognised in the tax line.

The Group continues to be well funded, with an appropriate mix of short and long-term debt, with a range of maturities that extend to 2029.

Net debt, defined as own funds less total borrowings net of transaction costs, was £496m (2015: £440m). At 31 December 2016, the Group had committed long-term unsecured revolving credit facilities of £500m and drawn private placement loan notes equivalent to £508m, resulting in total committed debt facilities equivalent to £1,008m, with maturities between 2017 and 2029. In January 2017, the Group agreed with its relationship banks an extension of its core revolving credit facility by a further one year to a new maturity date of 2022.

Gross borrowings were £688m, which includes £671m of borrowings under the Group's committed facilities, leaving unutilised committed facilities headroom of £337m.

Net finance costs in 2016 reduced by £1m to £22m. They are expected to increase in 2017, due to acquisition spend.

The Net Debt to EBITDA ratio, calculated on a bank covenant basis, reduced from 1.7:1 at the end of 2015 to 1.6:1 at the end of 2016. This remains well within JLT's bank covenant and continues to reflect an investment grade profile. JLT will continue to invest in its businesses in line with its strategy and the Group anticipates keeping the Net Debt to EBITDA ratio within a conservative range.

CASHFLOW

The Group primarily monitors operational cash flows, which report cash and net debt movements but exclude fiduciary funds; the statutory cash flows include movements in these funds.

In 2016, the Group generated £238m of EBITDA, which included £31m of outflows in respect of exceptional items (2015: £12m). Operational free cash flow was £141m, which was lower as a percentage of EBITDA compared to 2015, but higher as a percentage than the prior three years.

Within operational free cash flow, the net increase in working capital in the year is predominantly driven by an increase in JLT Specialty and JLT Re debtors in line with their growth, but without a deterioration in the ageing profile. Annual capex outflow reduced in the year, primarily driven by a £15m reduction in staff related items, with the balance being split between IT and premises.

The net effect of acquisitions and disposals, including deferred consideration adjustments, was a cash inflow of £7m.

The tax charge for the year was £44.0m, representing an effective tax rate of 32.6% (2015: 26.8%). The underlying tax expense was £52.3m, representing an effective tax rate of 30.3% (2015: 27.9%). The year-on-year increase in the underlying tax expense was mainly due to deferred tax assets not being recognised in respect of certain of the Group's overseas operations, combined with the global nature of JLT's business and the different tax rates across those geographies.

Taken together, the net cash outflow of £15m for 2016 was relatively small compared to that of prior periods, and not unexpected given the growth and investment across JLT. 2015 cash flows were influenced by the proceeds from the sale of the Group's French associate in May 2015.

DIVIDENDS

Subject to shareholder approval, the final dividend will be increased to 20.6p per share for the year ended 31 December 2016 (2015: 19.5p) and will be paid on 4 May 2017 to shareholders on the register at 31 March 2017. This brings the total dividend for the year to 32.2p per share, compared to 30.6p for the prior year, an

increase of 5.2%.

BOARD AND SENIOR MANAGEMENT DEVELOPMENTS

There were a number of Board and senior management changes during the year. James Twining stepped down from the Board with effect from 26 April 2016. Bruce Carnegie-Brown joined the Board as a Non-executive Director on 1 May 2016 and succeeded Richard Harvey as Chairman of the Remuneration Committee on 1 November 2016. Bruce will unfortunately be stepping down from the Board at the end of June, following his appointment as Chairman of Lloyd's of London. Lord Leach, a Non-executive Director for many years, sadly died on 12 June 2016. Adam Keswick joined the Board as Deputy Chairman with effect from 1 September 2016. Richard Harvey retired from the Board with effect from 31 December 2016 and Jonathan Dawson succeeded him as Senior Independent Director with effect from the same date.

Mike Rice, CEO of JLT's US Specialty business, and William Nabarro, Special Adviser to the Group Chief Executive, both joined the Group Executive Committee with effect from 1 May 2016. Lucy Clarke, Deputy CEO of JLT Specialty, joined the Group Executive Committee with effect from 26 September 2016.

With effect from 28 February 2017, the following senior management changes are being made: Mike Methley is being appointed as Group Chief Operating Officer; Mark Drummond Brady becomes CEO of JLT Latin America and Chairman of JLT Canada, in addition to his current role as Deputy Group CEO; Mike Reynolds, Global CEO of JLT Re, assumes responsibility for JLT Insurance Management; and Bala Viswanathan, CEO of JLT UK & Ireland Employee Benefits, also becomes International Chairman of Employee Benefits.

IMPACT OF FOREIGN EXCHANGE

There are two components to the Group's foreign exchange (FX) exposure: translation of overseas results into sterling; and transactional exchange where local revenues and costs are denominated in different currencies, which the Group seeks to mitigate by hedging where appropriate.

The translation of overseas results is done using an average rate. Although the USD is a large driver of FX impacts, it is only one of approximately 30 currencies which affect the ultimate outcome in a given period.

The weakening of sterling after the EU referendum in June had a significant impact in the year. While the Group's hedging programme has the effect of smoothing the achieved rate on USD transactional revenues, the scale of the sterling depreciation nonetheless saw material improvement in the achieved rate, especially in the second half of 2016. Of the overall £22.2m gain at underlying profit before tax level, £13.4m related to transactional FX and £8.8m related to the translation of overseas results into sterling.

The FX market currently remains volatile, consequently it is not possible to predict the impact of foreign exchange on the Group's 2017 results with any certainty.

RESTATEMENT OF EPS

During the year a review was undertaken of the application of IAS 33 "Earnings per share", following changes made during 2014 and 2015 to the terms of certain staff share awards that were classified as "Participating Equity Instruments" for the purposes of calculating Earnings per Share ("EPS"). This review has led to a restatement of the reported number of ordinary shares in 2015, resulting in a small increase of 1.6p in basic EPS for 2015, from 47.0p to 48.6p and an increase of 1.0p in reported diluted EPS for 2015, from 47.0p to 48.0p.

OUTLOOK

JLT has entered 2017 with good momentum across all of its businesses. The Group is therefore confident that it will deliver organic revenue growth more in line with historical rates, generating sustained year-on-year financial progress.

CONSOLIDATED INCOME STATEMENT

for the year ended 31 December 2016

	Notes	2016 £'000	2015 £'000
Fees and commissions	2	**1,256,556**	1,151,392
Investment income	2,4	**4,730**	3,689
Total revenue	2	**1,261,286**	1,155,081
Salaries and associated expenses	6	**(794,363)**	(727,334)
Premises		**(66,849)**	(61,167)
Other operating costs		**(209,518)**	(163,685)
Depreciation, amortisation and impairment charges	3	**(34,951)**	(30,538)
Operating profit	1,2,3	**155,605**	172,357
Analysed as:			
Operating profit before exceptional items	1,2	**193,672**	187,462
Acquisition and integration costs	3	**(1,245)**	(21,155)
Restructuring costs	3	**(13,900)**	(9,878)
Net litigation costs	3	**(21,114)**	(1,556)
Net gain on sale of associate	3	**-**	18,595
Other exceptional items	3	**(1,808)**	(1,111)
Operating profit	1,2,3	**155,605**	172,357
Finance costs	5	**(24,225)**	(24,473)
Finance income	5	**2,147**	1,612
Finance costs - net	5	**(22,078)**	(22,861)
Share of results of associates		**1,353**	5,531
Profit before taxation	1,2	**134,880**	155,027
Income tax expense	8	**(44,018)**	(41,586)
Profit for the year		**90,862**	113,441
Profit attributable to:			
Owners of the parent	2	**81,466**	103,099
Non-controlling interests		**9,396**	10,342
		90,862	113,441
Earnings per share attributable to the owners of the parent during the year (expressed in pence per share)	9		restated
Basic earnings per share		**38.6p**	48.6p
Diluted earnings per share		**37.8p**	48.0p

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2016

	Notes	2016 £'000	2015 £'000
Profit for the year		**90,862**	113,441
Other comprehensive (expense)/income			
Items that will not be reclassified to profit or loss			
Remeasurement of post-employment benefit obligations	31	**(71,642)**	43,149
Taxation thereon		**11,850**	(8,856)
Total items that will not be reclassified to profit or loss		**(59,792)**	34,293
Items that may be reclassified subsequently to profit or loss			
Fair value gains/(losses) net of tax:			
- available-for-sale		**42**	(34)
- available-for-sale reclassified to the income statement		**(181)**	10
- cash flow hedges		**(41,487)**	(12,569)
Currency translation differences		**105,369**	(13,622)
Total items that may be reclassified subsequently to profit or loss		**63,743**	(26,215)
Other comprehensive income net of tax		**3,951**	8,078
Total comprehensive income for the year		**94,813**	121,519
Attributable to:			
Owners of the parent		**80,889**	112,552
Non-controlling interests		**13,924**	8,967
		94,813	121,519

CONSOLIDATED BALANCE SHEET

as at 31 December 2016

	Notes	2016 £'000	2015 £'000
NET OPERATING ASSETS			

Non-current assets			
Goodwill	11	**543,013**	496,166
Other intangible assets	12	**101,963**	104,323
Property, plant and equipment	13	**64,330**	63,167
Investments in associates	14	**50,928**	41,180
Available-for-sale financial assets	15,20	**23,805**	15,466
Derivative financial instruments	16,20	**117,043**	33,684
Retirement benefit surpluses	31	**509**	366
Deferred tax assets	22	**70,088**	51,023
		971,679	805,375
Current assets			
Trade and other receivables	17	**588,640**	528,595
Derivative financial instruments	16,20	**7,930**	1,544
Available-for-sale financial assets	15,20	**116,933**	19
Cash and cash equivalents	18,20	**939,945**	901,087
		1,653,448	1,431,245
Current liabilities			
Borrowings	20,21	**(54,729)**	(22,338)
Trade and other payables	19	**(1,257,782)**	(1,086,278)
Derivative financial instruments	16,20	**(33,136)**	(6,115)
Current tax liabilities		**(5,119)**	(8,749)
Provisions for liabilities and charges	23	**(8,826)**	(18,594)
		(1,359,592)	(1,142,074)
Net current assets		**293,856**	289,171
Non-current liabilities			
Borrowings	20,21	**(633,103)**	(581,244)
Derivative financial instruments	16,20	**(69,652)**	(33,726)
Deferred tax liabilities	22	**(11,378)**	(16,978)
Retirement benefit obligations	31	**(198,921)**	(130,753)
Provisions for liabilities and charges	23	**(1,571)**	(1,043)
		(914,625)	(763,744)
		350,910	330,802
TOTAL EQUITY			
Capital and reserves attributable to the owners of the parent			
Ordinary shares	24	**11,008**	11,008
Share premium	24,26	**104,111**	104,074
Fair value and hedging reserves	26	**(54,453)**	(12,827)
Exchange reserves	26	**83,561**	(17,280)
Retained earnings		**183,919**	227,362
Shareholders' equity		**328,146**	312,337
Non-controlling interests		**22,764**	18,465
		350,910	330,802

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2016

	Notes	Ordinary shares £'000	Other reserves £'000	Retained earnings £'000	Shareholders' equity £'000	Non-controlling interests £'000	Total equity £'000
Balance at 1 January 2016		**11,008**	**73,967**	**227,362**	**312,337**	**18,465**	**330,802**
Profit for the period		-	-	81,466	**81,466**	9,396	**90,862**
Other comprehensive income/(expense) for the year		-	59,215	(59,792)	**(577)**	4,528	**3,951**
Total comprehensive income for the year		**-**	**59,215**	**21,674**	**80,889**	**13,924**	**94,813**
Dividends	10	-	-	(67,962)	**(67,962)**	(8,435)	**(76,397)**
Amounts in respect of share based payments:							
- reversal of amortisation net of tax		-	-	24,952	**24,952**	-	**24,952**
- shares acquired		-	-	(17,809)	**(17,809)**	-	**(17,809)**
Acquisitions	29	-	-	-	-	(1,159)	**(1,159)**
Disposals	30	-	-	-	-	(31)	**(31)**
Change in non-controlling interests		-	-	(4,298)	**(4,298)**	-	**(4,298)**
Issue of share capital	24	-	37	-	**37**	-	**37**
Balance at 31 December 2016		**11,008**	**133,219**	**183,919**	**328,146**	**22,764**	**350,910**

	Notes	Ordinary shares £'000	Other reserves £'000	Retained earnings £'000	Shareholders' equity £'000	Non-controlling interests £'000	Total equity £'000
Balance at 1 January 2015		11,006	98,674	178,932	288,612	17,940	306,552
Profit for the period		-	-	103,099	103,099	10,342	113,441
Other comprehensive (expense)/ income for the period		-	(24,840)	34,293	9,453	(1,375)	8,078
Total comprehensive (expense)/ income for the period		-	(24,840)	137,392	112,552	8,967	121,519
Dividends	10	-	-	(64,484)	(64,484)	(8,923)	(73,407)
Amounts in respect of share based payments:							
- reversal of amortisation net of tax		-	-	21,740	21,740	-	21,740
- shares acquired		-	-	(26,056)	(26,056)	-	(26,056)
Acquisitions		-	-	-	-	(787)	(787)
Disposals		-	-	-	-	1,268	1,268
Change in non-controlling interests		-	-	(20,162)	(20,162)	-	(20,162)
Issue of share capital	24	2	133	-	135	-	135
Balance at 31 December 2015		11,008	73,967	227,362	312,337	18,465	330,802

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 December 2016

	Notes	2016 £'000	2015 £'000
Cash flows from operating activities			
Cash generated from operations	28	**166,712**	215,380
Interest paid		**(17,403)**	(16,448)
Interest received		**6,639**	5,116
Taxation paid		**(46,241)**	(37,003)
Increase in net insurance broking payables		**137,510**	883
		247,217	167,928
Dividend received from associates		**935**	800
Net cash generated from operating activities		**248,152**	168,728
Cash flows from investing activities			
Purchase of property, plant and equipment	13	**(9,556)**	(15,183)
Purchase of other intangible assets	12	**(30,215)**	(45,940)
Proceeds from disposal of property, plant and equipment		**928**	1,282
Acquisition of businesses, net of cash acquired	29	**(13,381)**	(20,824)
Acquisition of associates		**(3,013)**	(411)
Proceeds from disposal of businesses, net of cash disposed	30	**15,141**	(122)
Proceeds from disposal of associates	2	**-**	80,235
Purchase of available-for-sale financial assets	15	**(107,636)**	(5,081)
Proceeds from disposal of available-for-sale financial assets		**20**	5,039
Purchase of available-for-sale other investments	15	**-**	(1,964)
Proceeds from disposal of available-for-sale other investments		**303**	243
Net cash used in investing activities		**(147,409)**	(2,726)
Cash flows from financing activities			
Dividends paid to owners of the parent		**(66,388)**	(63,094)
Purchase of shares		**(17,809)**	(26,056)
Proceeds from issuance of ordinary shares	24	**37**	135
Proceeds from borrowings		**355**	17,637
Repayments of borrowings		**(5,056)**	(50,118)
Dividends paid to non-controlling interests		**(8,435)**	(8,923)
Net cash used in financing activities		**(97,296)**	(130,419)
Net increase in cash and cash equivalents		**3,447**	35,583
Cash and cash equivalents at beginning of year		**901,087**	871,246

	Notes	2016 £'000	2015 £'000
Exchange gains/(losses) on cash and cash equivalents		**35,411**	(5,742)
Cash and cash equivalents at end of year	18	**939,945**	901,087

SIGNIFICANT ACCOUNTING POLICIES (UNAUDITED)

for the year ended 31 December 2016

BASIS OF PREPARATION

Compliance with IFRS

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union (IFRSs as adopted by the EU) and interpretations issued by the IFRS Interpretations Committee (IFRS IC) and the Companies Act 2006 applicable to Companies reporting under IFRSs. The financial statements comply with IFRS as issued by the International Accounting Standards Board (IASB).

Historical cost convention

The consolidated financial statements have been prepared on a going concern basis, under the historical cost convention, except for the following:

the available-for-sale financial assets, financial assets and liabilities (including derivative financial instruments) are measured at fair value; and

defined benefit pension plans where plan assets are measured at fair value.

STANDARDS, AMENDMENTS AND INTERPRETATIONS EFFECTIVE IN 2016

No new standards, amendments or interpretations, effective for the first time for the financial year beginning on or after 1 January 2016 have had a material impact on the Group.

BASIS OF CONSOLIDATION

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control.

The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

Acquisition related costs are expensed as incurred.

If a business combination is achieved in stages, the fair value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a charge to other comprehensive income. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the income statement. Inter-company transactions, balances, income and expenses on transactions between Group companies are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Transactions with non-controlling interests

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions that is, as transactions with the owners in their capacity as owners.

The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss.

The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Associates

Associates are entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting.

Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition.

The Group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The Group's share of post-acquisition profit or loss is recognised in the income statement, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the associates have been modified where necessary to ensure consistency with the policies adopted by the Group.

SEGMENT REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Chief Executive Officer.

FOREIGN CURRENCIES

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency').

The consolidated financial statements are presented in sterling, which is the Group's functional and presentational currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in equity as qualifying cash flow hedges and qualifying net investment hedges. Translation differences on non-monetary items, such as equities held at fair value through profit or loss, are reported as part of the fair value gain or loss. Translation differences on non-monetary items, such as equities classified as available-for-sale financial assets, are included in other comprehensive income.

Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentational currency are translated into the presentational currency as follows:

assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;

income and expenses for each income statement are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and

all resulting exchange differences are recognised in other comprehensive income. On consolidation exchange differences arising from the translation of net investment in foreign entities, and of borrowings and other currency instruments designated as hedges of such investments, are taken to other comprehensive income. When a foreign operation is sold, such exchange differences are recognised in the income statement as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

GOODWILL ARISING ON CONSOLIDATION

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the identifiable net assets of the acquired subsidiary/associate at the date of acquisition. Goodwill on acquisitions of subsidiaries is shown separately on the Balance Sheet. Goodwill on acquisitions of associates is included in investments in associates.

Goodwill is not amortised but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold. Goodwill is allocated to cash generating units, or groups of cash generating units, for the purpose of impairment testing. Cash generating units represent the lowest level of geographical and business segment combinations that the Group uses for internal reporting purposes.

OTHER INTANGIBLE ASSETS

Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire them and bring them to use. These costs are amortised over their estimated useful lives. Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

Development costs that are directly associated with the production of identifiable and unique software products controlled by the Group, and that will generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development employee costs and an appropriate portion of relevant overheads. Capitalised development costs are amortised over their estimated useful lives from the point when the asset is ready to use.

The rates of amortisation are between 14% and 100% per annum.

Capitalised employment contract payments

The Group makes payments to certain key employees in recognition of them signing a long-term employment contact, usually three to five years. These payments are capitalised as intangible assets since legal rights protect the expected benefits that the Group will derive from the contracts.

The asset recognised is then amortised over the duration of the underlying contract within salaries and associated expenses.

Other

For acquisitions completed after 1 January 2004, the business acquired is reviewed to identify assets that meet the definition of an intangible asset per IAS 38. Examples of such assets include customer contracts, expectations of business renewal and contract related customer relationships. These assets are valued on the basis of the present value of future cash flows and are amortised to the income statement over the life of the contract or their estimated economic life.

The current maximum estimated economic life is fifteen years.

IMPAIRMENT OF ASSETS

Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

PROPERTY, PLANT AND EQUIPMENT

Assets are stated at their net book amount (historical cost less accumulated depreciation). Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is calculated to write off the cost of such assets over their estimated useful lives.

The principal rates of depreciation are as follows:

Freehold land and buildings – between 0% and 2% per annum.

Leasehold improvements – between 10% and 20% per annum or over the life of the lease.

Furniture and office equipment – between 10% and 20% per annum.

Computer hardware – between 20% and 100% per annum.

Motor vehicles – between 25% and 33.33% per annum.

The depreciation rates are reviewed on an annual basis.

FINANCIAL ASSETS

The Group classifies its financial assets as loans and receivables and available-for-sale assets. The classification depends upon the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance sheet date.

The Group's loans and receivables comprise trade and other receivables and cash and cash equivalents in the balance sheet. Loans and receivables are carried at amortised cost.

Available-for-sale financial assets

Available-for-sale financial assets are categorised into one of two categories:

Investments and deposits consist mainly of fixed term deposits, bonds and certificates of deposit. These investments are held at fair value and are classified between current and non-current assets according to the maturity date.

Other investments include securities and other investments held for strategic purposes and some debt instruments. These investments are held at fair value unless a fair value cannot be accurately determined in which case they are held at cost less any provision for impairment.

Interest on deposits and interest-bearing investments is credited as it is earned.

Regular purchases and sales of financial assets are recognised on the trade date - the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs. Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Available-for-sale assets are subsequently carried at fair value.

The fair values of quoted investments are determined based upon current bid price.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the income statement.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the income statement as part of finance income. Dividends on available-for-sale equity instruments are recognised in the income statement as part of finance income when the Group's right to receive payments is established.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

INSURANCE BROKING RECEIVABLES AND PAYABLES

Insurance brokers act as agents in placing the insurable risks of their clients with insurers and, as such, are not liable as principals for amounts arising from such transactions. In recognition of this relationship, debtors from insurance broking transactions are not included as an asset of the Group. Other than the receivable for fees and commissions earned on a transaction, no recognition of the insurance transaction occurs until the Group receives cash in respect of premiums or claims, at which time a corresponding liability is established in favour of the insurer or the client.

In certain circumstances, the Group advances premiums, refunds or claims to insurance underwriters or clients prior to collection.

These advances are reflected in the consolidated balance sheet as part of trade receivables.

TRADE RECEIVABLES

Trade receivables are recognised initially at fair value and subsequently at amortised cost, less provision for impairment.

A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, dispute, default or delinquency in payments are considered indicators that the receivable is impaired.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the income statement.

When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

Whilst held in the Group's non-statutory trust accounts under appropriate client money regulation, fiduciary funds held are controlled by the Group and economic benefits are derived from them. As such these funds are recognised as an asset on the Group's balance sheet.

TRADE PAYABLES

Trade payables are initially recognised at fair value and subsequently measured at amortised cost except for deferred and contingent consideration which is always measured at fair value based on the underlying criteria of each transaction.

BORROWINGS

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date. Borrowings are recognised initially at fair value, net of transaction costs incurred. They are subsequently stated at amortised cost using the effective interest rate method.

DEFERRED INCOME TAX

The charge for taxation is based on the result for the year at current rates of tax and takes into account deferred tax.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, if the deferred income tax arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, it is not recognised. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax is charged or credited to equity in respect of any items, which is itself either charged or credited directly to equity.

Any subsequent recognition of the deferred gain or loss in the consolidated income statement is accompanied by the corresponding deferred income tax.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the Group controls the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

EMPLOYEE BENEFITS

Pension obligations

The Group operates a number of defined benefit pension schemes, and a number of employees are members of defined contribution pension schemes.

Full actuarial valuations of the Group's defined benefit schemes are carried out at least every three years.

A qualified actuary updates these valuations to 31 December each year. For the purposes of these annual updates, scheme assets are included at market value and scheme liabilities are measured on an actuarial basis using the projected unit credit method; these liabilities are discounted at the current rate of return of a high quality corporate bond of equivalent currency and term. The defined benefit surplus or deficit is calculated as the present value of defined benefit obligations less the fair value of the plan assets and is included on the Group's balance sheet. Surpluses are included only to the extent that they are recoverable through reduced contributions in the future or through refunds from the schemes. The net interest on the defined benefit surplus/deficit is included within finance costs. Actuarial gains and losses, including differences between the expected and actual return on scheme assets, are recognised through the consolidated statement of comprehensive income.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The costs of the Group's defined contribution pension schemes are charged to the income statement in the period in which they fall due.

Share-based compensation

The Group operates a number of equity-settled, share-based compensation plans. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense.

The total amount to be expensed over the vesting period is determined by reference to the fair value of the options granted, excluding the impact of any non-market vesting conditions (for example, profitability and sales growth targets). Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable. At each balance sheet date, the entity revises its estimates of the number of options that are expected to become exercisable. It recognises the impact of the revision of original estimates, if any, in the income statement, and a corresponding adjustment to equity.

The proceeds received net of any directly attributable transaction costs are credited to share capital (at nominal value) and share premium (excess over nominal value) when the options are exercised.

PROVISIONS FOR LIABILITIES AND CHARGES

A provision is recognised where there is a present obligation, whether legal or constructive, as a result of a past event for which it is probable that a transfer of economic benefits will be required to settle the obligation and a reasonable estimate can be made of the amount of the obligation. Where appropriate the Group discounts provisions to their present value. The unwinding of the provision discounting is included as an 'interest expense' within finance costs in the income statement.

REVENUE

Fees and commissions

Fees and commissions are derived from three principal sources:

Insurance broking

Income relating to insurance broking is accounted for at the later of policy inception date or when the policy placement has been completed and confirmed.

Where there is an expectation of future servicing requirements an element of income relating to the policy is deferred to cover the associated contractual obligation.

Employee benefits

Income relating to employee benefit services includes fees and commissions. Fees are charged on a time-cost or fixed-fee basis and are recognised in line with the performance of the underlying service.

Commission is recognised upon confirmation of the underlying policy or product.

Other services

Fees and other income receivable are recognised in the period to which they relate and when they can be measured with reasonable certainty.

Investment income

Investment income arises from the holding of cash and investments relating to fiduciary funds and is recognised on an accruals basis.

EXCEPTIONAL ITEMS

Exceptional items are separately identified to provide greater understanding of the Group's underlying performance. Items classified as exceptional items may include, but are not limited to: gains or losses arising from the sale of businesses and investments; closure costs for businesses; restructuring costs; professional fees in respect of acquisitions; post acquisition integration costs; post acquisition and disposal adjustments to balance sheet items; and other credits and charges of a non-recurring nature that require inclusion in order to provide additional insight into the underlying business performance. Items of a non-recurring and material nature are charged or credited to operating profit and are classified to the appropriate income statement headings.

LEASES

Assets held under leasing agreements, which transfer substantially all the risks and rewards of ownership to the Group are included in property, plant and equipment. The capital elements of the related lease obligations are included in liabilities. The interest elements of the lease obligations are charged to the income statement over the period of the lease term.

The property, plant and equipment acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease term.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

DERIVATIVE FINANCIAL INSTRUMENTS

The Group only enters into derivative financial instruments in order to hedge underlying financial and commercial exposures. Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value.

The method of recognising the resulting gain or loss is dependent on the nature of the item being hedged.

The Group designates derivatives as either a hedge of the fair value of a recognised asset or liability (fair value hedge), a hedge of a forecasted transaction or of the foreign currency risk on a firm commitment (cash flow hedge), or a hedge of a net investment in a foreign entity (net investment hedges).

Changes in the fair value of derivatives that are designated and qualify as fair value hedges and that are highly effective, are recorded in the income statement, along with any changes in the fair value of the hedged asset or liability that is attributable to the hedged risk.

Changes in the fair value of derivatives that are designated and qualify as cash flow hedges and that are highly effective, are recognised in equity. Where the forecasted transaction or firm commitment results in the recognition of a non-financial asset or of a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability. Otherwise, amounts deferred in equity are transferred to the consolidated income statement and classified as income or expense in the same periods during which the hedged firm commitment or forecasted transaction affects the income statement.

The gain or loss relating to the ineffective portion is recognised immediately in the income statement. When a hedging instrument expires or is sold, any cumulative gain or loss existing in equity at that time remains in the hedging reserves and is recognised in the income statement when a hedge no longer meets the criteria for hedge accounting or when the committed or forecasted transaction ultimately occurs. When a committed or forecasted transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately recognised in the income statement.

DIVIDEND DISTRIBUTION

Dividends proposed or declared after the balance sheet date are not recognised as a liability at the balance sheet date. Final dividends are recognised as a charge to equity once approved and interim dividends are charged once paid.

FINANCIAL AND CAPITAL RISK MANAGEMENT

The Group's exposure to financial risks and its financial and capital management policies are detailed in the Finance Director's Review and the Risk Management Report of the Annual Report 2016.

CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Estimates and judgments used in preparing the financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant effect on the carrying amounts of assets and liabilities are discussed below.

a) Fair value estimation

The fair value of financial instruments traded in active markets (such as available-for-sale) is based upon quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the Group is the current bid price.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair values of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

The fair value of acquired intangible assets is estimated based upon the present value of modelled related expected future cash flows.

Judgement may be applied in the determination of the growth rates, discount rates and the expected cash flows.

b) Impairment of assets

The Group tests annually whether goodwill and other assets that have indefinite useful lives suffered any impairment. Other assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset exceeds its recoverable amount.

The recoverable amount of an asset or a cash generating unit is determined based on value-in-use calculations prepared on the basis of management's assumptions and estimates. This determination requires significant judgment. In making this judgment, the Group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and near-term business outlook for the investment, including factors such as industry and sector performance, changes in regional economies and operational and financing cash flow.

c) Income taxes

The Group is subject to income taxes in numerous jurisdictions. Significant judgement is required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

d) Pension obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions.

The assumption used in determining the net cost or income for pension obligations is a discount rate based upon high quality corporate bonds.

Any changes in the assumptions may impact the carrying amount of pension obligations, the charge in the income statement, or statement of comprehensive income.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations.

In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability. Other key assumptions for pension obligations are based in part on current market conditions. As well as the discount rate, the inflation rates and life expectancy are also key assumptions.

To set the price inflation assumptions the Group considers market expectations of inflation at the appropriate durations. Adjustments are made to these rates where necessary to reflect an inflation risk premium.

In determining the life expectancy assumptions the Group considers the mortality assumptions used by the Trustees of the pension schemes in their latest actuarial valuations and also mortality guidance laid out by legislation. This enables the Group to determine a best estimate of life expectancy that is appropriate for accounting purposes.

e) Errors and omissions liability

During the ordinary course of business the Group can be subject to claims for errors and omissions made in connection with its broking activities.

A balance sheet provision is established in respect of such claims when it is probable that the liability has been incurred and the amount of the liability can be reasonably estimated.

The Group analyses its litigation exposures based on available information, including external legal consultation where appropriate, to assess its potential liability.

The outcome of the currently pending and future proceedings cannot be predicted with certainty. Thus, an adverse decision in a current or future lawsuit could result in additional costs that are not covered, either wholly or partially, under insurance policies and are in excess of the presently established provisions. It is possible therefore that the financial position, results of operations or cash flows of the Group could be materially affected by the unfavourable outcome of litigation.

FUTURE DEVELOPMENTS

The following standards, other than IFRS 16, have been published and are not mandatory for 31 December 2016 reporting periods and the Group has not adopted them early.

Accounting standards and interpretation applicable on or after 1 January 2017

IFRS 9 -Financial Instruments

IFRS 9, ('Financial instruments') addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2015. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through other comprehensive income (OCI) and fair value through profit or loss.

The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in OCI not recycling. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. For financial liabilities there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income, for liabilities designated at fair value through profit or loss. IFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright line hedge effectiveness tests. It requires an economic relationship between the hedged item and hedging instrument and for the 'hedged ratio' to be the same as the one management actually use for risk management purposes. Contemporaneous documentation is still required but is different to that currently prepared under IAS 39. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted.

The changes to the hedge accounting requirements are not expected to have a material impact on the Group. The classification of Financial Instruments is not expected to have a material impact on the Group, with the exception of any items that are classified as fair value through OCI, where there will be no recycling through the Income statement. The change to an expected loss model will mainly focus of the Group's impairment of trade receivables. The impact of this is being assessed.

IFRS 15 - Revenue from contracts with customers

IFRS 15 ('revenue from contracts with customers') is effective for annual periods beginning on or after 1 January 2018 and addresses revenue recognition for customer contracts, with particular focus on aligning revenue recognition with the separate and distinct performance obligation to the customer. The standard replaces IAS 18 ('revenue') and IAS 11 ('construction contracts') and related interpretations. The Group's review of the standard is on-going, but will implement in January 2018, reporting revenues on this basis for the half year period ending 30 June 2018 and full year period ending 31 December 2018. Restatements of 2017 revenues for these corresponding periods will be completed at those intervals.

Under existing accounting policies, the primary trigger for revenue recognition is the policy inception date, and this is anticipated to remain the same under the new standard. The Group defers some elements of revenue currently, primarily to reflect anticipated claims handling activity but is considering non-claims servicing requirements under the new standard. At this time, the Group is not able to conclude or quantify the impact of the new standard on revenues, but it is likely that further elements of revenue will be deferred for both insurance broking arrangements and long-term administrative contracts. The standard also requires costs to be aligned with revenue recognition wherever possible and this is also being reviewed.

IFRS 16 – Leases

IFRS 16, ('Leases') requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. This differs from IAS 17 'Leases' where a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet) was required.

The standard is effective for annual periods beginning on or after 1 January 2019 and earlier application is permitted subject to EU endorsement. The Group is yet to assess IFRS 16's full impact.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2016

1. ALTERNATIVE INCOME STATEMENT

The format of the consolidated income statement conforms to the requirements of IFRS. The alternative income statement set out below, which is provided by way of additional information, has been prepared on a basis that conforms more closely to the approach adopted by the Group in assessing its performance. The statement provides a reconciliation between the underlying results used by the Group to assess performance and the IFRS income statement.

	Year ended 31 December 2016		
	Underlying profit £'000	**Exceptional items £'000**	**Total £'000**
Fees and commissions	**1,256,556**	-	**1,256,556**
Investment income	**4,730**	-	**4,730**
Salaries and associated expenses	**(784,664)**	(9,699)	**(794,363)**
Premises	**(64,307)**	(2,542)	**(66,849)**
Other operating costs	**(184,173)**	(25,345)	**(209,518)**
Depreciation, amortisation and impairment charges	**(34,470)**	(481)	**(34,951)**
Trading profit	**193,672**	(38,067)	**155,605**
Finance costs - net	**(22,078)**	-	**(22,078)**
Share of results of associates	**975**	378	**1,353**
Profit before taxation	**172,569**	(37,689)	**134,880**

	Year ended 31 December 2015		
	Underlying profit £'000	Exceptional items £'000	Total £'000
Fees and commissions	1,151,392	-	1,151,392
Investment income	3,689	-	3,689
Salaries and associated expenses	(704,435)	(22,899)	(727,334)
Premises	(58,852)	(2,315)	(61,167)

Other operating costs	(173,794)	10,109	(163,685)
Depreciation, amortisation and impairment charges	(30,538)	-	(30,538)
Trading profit	187,462	(15,105)	172,357
Finance costs - net	(22,861)	-	(22,861)
Share of results of associates	5,531	-	5,531
Profit before taxation	170,132	(15,105)	155,027

In 2015 total other operating costs includes the gain on the disposal of the Group's interest in Milestone, the holding company of Siaci Saint Honoré, and elements of the net litigation costs.

2. SEGMENT INFORMATION

Management has determined its operating segments based on the analysis used to make strategic decisions.

BUSINESS SEGMENT ANALYSIS

The Group is organised on a worldwide basis into three main segments: Risk & Insurance, Employee Benefits and Head Office & Other operations. These segments are consistent with the internal reporting structure of the Group.

The Risk & Insurance segment comprises JLT's global specialist, wholesale, reinsurance broking, personal lines and SME activities. The Employee Benefits segment consists of pension administration, outsourcing and employee benefits consultancy, healthcare and wealth management activities. Certain Risk & Insurance and Employee Benefits operating segments have been disclosed within the reporting segments given their individual size. The Head Office & Other segment consists mainly of holding companies, central administration functions, the Group's captive insurance companies and the Group's investments in associates.

JLT USA now qualifies as a reportable operating segment and as a result comparatives have been restated.

SEGMENT RESULTS

Management assesses the performance of the operating segments based upon a measure of underlying trading profit. Segment results include the net income or expense derived from the trading activities of the segment together with the investment income earned on fiduciary funds. Interest income on the Group's own funds and finance costs are excluded since the trading activities of the Group's primary segments are not of a financial nature. Income tax expense and the charge in respect of non-controlling interests are excluded from the segmental allocation.

SEGMENT ASSETS AND LIABILITIES

Assets and liabilities are not allocated to individual segments and are therefore all reported within Head Office & Other.

INVESTMENTS IN ASSOCIATES

The Group owns the following stakes in its principal associates: 20% of GrECo, which operates mainly in Austria and Eastern Europe; 25% of MAG JLT, which operates mainly in Italy and 25% of March-JLT, which operates mainly in Spain. The investment and the Group's share of the net results of these associates are included in the Head Office & Other segment, together with the investment and results of the Group's other associates, Sterling Re Intermediaro de Reaseguro SA de CV, JLT Insurance Management Malta, JLT Energy (France) SAS and JLT Independent Insurance Brokers Private Ltd.

During the year, the Group increased its stake in JLT Independent Insurance Brokers Private Ltd. from 26% to 49% for a consideration of £3,013,000.

On 6 May 2015, the Group disposed of its 26% stake in Milestone, the holding company of Siaci Saint Honoré, generating cash proceeds of £80,235,000 and net exceptional gain of £18,595,000.

OTHER SEGMENT ITEMS

Capital expenditure comprises additions to property, plant and equipment and other intangible assets.

	Risk & Insurance						Employee Benefits				
Year ended 31 December 2016	JLT Specialty £'000	JLT Re £'000	JLT Australia & New Zealand £'000	JLT Asia £'000	JLT USA £'000	Other Risk & Insurance £'000	UK & Ireland £'000	Asia £'000	Other Employee Benefits £'000	Head Office & Other £'000	Total £'000
Fees and commissions	325,675	195,065	115,950	90,133	41,313	188,103	160,016	87,260	53,041	-	**1,256,556**
Investment income	1,776	541	1,702	149	-	488	2	17	55	-	**4,730**
Total revenue	**327,451**	**195,606**	**117,652**	**90,282**	**41,313**	**188,591**	**160,018**	**87,277**	**53,096**	**-**	**1,261,286**
Underlying trading profit	**73,016**	**40,521**	**34,137**	**16,825**		**29,060**	**12,315**		**10,029**	**(22,380)**	**193,672**

					(26,981)			**27,130**			
Operating profit	52,172	40,589	34,135	19,404	(26,981)	30,742	(2,390)	23,290	9,851	(25,207)	**155,605**
Finance costs - net	-	-	-	-	-	-	-	-	-	(22,078)	**(22,078)**
Share of results of associates	-	-	-	-	-	-	-	-	-	1,353	**1,353**
Profit before taxation	**52,172**	**40,589**	**34,135**	**19,404**	**(26,981)**	**30,742**	**(2,390)**	**23,290**	**9,851**	**(45,932)**	**134,880**
Income tax expense	-	-	-	-	-	-	-	-	-	(44,018)	**(44,018)**
Non-controlling interests	-	-	-	-	-	-	-	-	-	(9,396)	**(9,396)**
Net profit attributable to the owners of the parent	**52,172**	**40,589**	**34,135**	**19,404**	**(26,981)**	**30,742**	**(2,390)**	**23,290**	**9,851**	**(99,346)**	**81,466**
Segment assets										2,574,199	**2,574,199**
Investments in associates										50,928	**50,928**
Total assets										**2,625,127**	**2,625,127**
Segment liabilities										(2,274,217)	**(2,274,217)**
Total liabilities										**(2,274,217)**	**(2,274,217)**
Other segment items:											
Capital expenditure	2,997	7,406	2,821	1,401	3,204	4,759	11,338	314	391	5,140	**39,771**
Depreciation, amortisation and impairment charges	(9,434)	(3,141)	(2,274)	(2,932)	(3,434)	(4,424)	(7,583)	(1,262)	(1,109)	(14,310)	**(49,903)**

	Risk & Insurance						Employee Benefits				
Year ended 31 December 2015	**JLT Specialty £'000**	**JLT Re £'000**	**JLT Australia & New Zealand £'000**	**JLT Asia £'000**	**JLT USA £'000**	**Other Risk & Insurance £'000**	**UK & Ireland £'000**	**Asia £'000**	**Other Employee Benefits £'000**	**Head Office & Other £'000**	**Total £'000**
Fees and commissions	310,366	173,274	107,504	76,406	23,285	172,138	167,376	78,903	42,140	-	1,151,392
Investment income	805	286	2,032	177	-	347	1	13	28	-	3,689
Total revenue	311,171	173,560	109,536	76,583	23,285	172,485	167,377	78,916	42,168	-	1,155,081
Underlying trading profit	68,294	32,416	32,745	12,657	(20,544)	35,286	12,829	24,433	6,295	(16,949)	187,462
Operating profit	60,071	36,739	32,745	12,814	(20,984)	33,303	8,041	24,431	4,481	(19,284)	172,357
Finance costs - net	-	-	-	-	-	-	-	-	-	(22,861)	**(22,861)**
Share of results of associates	-	-	-	-	-	-	-	-	-	5,531	**5,531**
Profit before taxation	60,071	36,739	32,745	12,814	(20,984)	33,303	8,041	24,431	4,481	(36,614)	155,027
Income tax expense	-	-	-	-	-	-	-	-	-	(41,586)	(41,586)
Non-controlling interests	-	-	-	-	-	-	-	-	-	(10,342)	(10,342)
Net profit attributable to the owners of the parent	60,071	36,739	32,745	12,814	(20,984)	33,303	8,041	24,431	4,481	(88,542)	103,099
Segment assets										2,195,440	2,195,440
Investments in associates										41,180	41,180
Total assets										2,236,620	2,236,620
Segment liabilities										(1,905,818)	(1,905,818)
Total liabilities										(1,905,818)	(1,905,818)

Other segment items:											
Capital expenditure	10,578	8,877	1,737	2,752	7,531	4,374	10,851	1,510	473	12,440	61,123
Depreciation, amortisation and impairment charges	(8,232)	(1,949)	(2,614)	(2,638)	(2,577)	(4,114)	(6,561)	(880)	(775)	(12,570)	(42,910)

GEOGRAPHICAL SEGMENT ANALYSIS

Although the Group's two business segments are managed on a worldwide basis, they operate in five principal geographical areas of the world.

The United Kingdom is the home country of the parent company Jardine Lloyd Thompson Group plc.

The Risk & Insurance segment operates in the United Kingdom, the Group's home country. In the Americas, the Risk & Insurance segment operates in Argentina, Bermuda, the Caribbean, Brazil, Canada, Colombia, Peru, Chile, and the United States. The Australian segment includes operations in Australia and New Zealand. In Europe, it operates in the Republic of Ireland, Sweden, Finland, Norway, Denmark, Germany, Guernsey, France, The Netherlands, Spain, Switzerland and Russia. The Asian segment includes operations in Singapore, Hong Kong, Taiwan, Indonesia, Japan, Thailand, South Korea, Philippines, Malaysia, China, Vietnam, Dubai, Qatar, Bahrain and Turkey. In Rest of the World, it operates in South Africa.

The Employee Benefits segment operates in the United Kingdom. In the Americas, the Employee Benefits segment operates in Brazil, Canada, Colombia and Peru. The Australian segment includes operations in Australia and New Zealand. In Europe, it operates in the Republic of Ireland and Switzerland. The Asian segment includes operations in Singapore, Hong Kong, Taiwan, Indonesia, Japan, Thailand, South Korea, Philippines, Malaysia, China and Vietnam. In Rest of the World, it operates in South Africa.

The Head Office & Other activities segment is mainly based in the United Kingdom with minor operations in the Americas, Europe and Asia. The Group's captive operations are included in the United Kingdom segment.

Fees and commissions are disclosed by (1) the country in which the office is located and (2) the country in which the customer is located.

Segment non-current assets, segment assets and segment liabilities are disclosed based on the country in which they are located or occur. Interest bearing assets (eg cash & cash equivalents and investments & deposits) relating to the Group's own funds and deferred tax assets are excluded from segment assets. Interest bearing liabilities (eg borrowings) and income and deferred tax liabilities are excluded from segment liabilities. Items excluded from segmental allocation are referred to as "unallocated".

Year ended 31 December 2016	Fees and commissions (1) £'000	Fees and commissions (2) £'000	Segment non-current assets £'000	Segment assets £'000	Segment liabilities £'000
UK	600,837	360,840	356,861	1,427,263	(1,045,964)
Americas	259,226	375,886	223,614	462,989	(233,192)
Australia	146,958	158,821	49,651	141,369	(88,657)
Asia	204,504	199,823	46,660	218,807	(152,245)
Europe	37,717	107,668	24,711	38,386	(37,531)
Rest of the World	7,314	53,518	7,809	9,699	(3,641)
	1,256,556	**1,256,556**	**709,306**	**2,298,513**	**(1,561,230)**
Investments in associates				50,928	-
Unallocated assets/(liabilities)				275,686	(712,987)
Total assets/(liabilities)				**2,625,127**	**(2,274,217)**

Year ended 31 December 2015	Fees and commissions (1) £'000	Fees and commissions (2) £'000	Segment non-current assets £'000	Segment assets £'000	Segment liabilities £'000
UK	592,652	365,892	391,344	1,271,524	(854,669)
Americas	218,962	335,914	167,288	345,628	(178,662)
Australia	130,470	140,631	32,725	112,941	(74,525)
Asia	173,305	175,082	44,462	162,495	(124,704)
Europe	31,000	87,804	21,745	58,465	(31,818)
Rest of the World	5,003	46,069	6,092	8,433	(4,986)
	1,151,392	1,151,392	663,656	1,959,486	(1,269,364)
Investments in associates				41,180	-

Unallocated assets/(liabilities)	235,954	(636,454)
Total assets/(liabilities)	2,236,620	(1,905,818)

3. OPERATING PROFIT

The following items have been (credited)/charged in arriving at operating profit:

	2016 £'000	2015 £'000
Foreign exchange gains:		
- fees and commissions	(5,841)	(3,133)
- other operating costs	(10,838)	(3,236)
	(16,679)	(6,369)
Amortisation of other intangible assets:		
- software costs	19,813	17,171
- other intangible assets	2,131	1,767
Depreciation on property, plant and equipment:		
- owned assets	12,291	11,316
- leased assets under finance leases	235	284
Impairment of goodwill (included in exceptional items below)	481	-
Total depreciation, amortisation and impairment charges	**34,951**	30,538
Amortisation of other intangible assets:		
- employment contract payments (included in salaries and associated expenses)	14,952	12,372
(Gains)/losses on disposal of property, plant and equipment	(10)	60
Operating lease rentals payable:		
- minimum lease payments:		
- land and buildings	41,233	36,409
- furniture, equipment and motor vehicles	792	821
- computer equipment and software	543	364
- sub-leases receipts:		
- land and buildings	(426)	(376)
	42,142	37,218
Available-for-sale financial assets:		
- fair value (gains)/losses	(87)	41
- losses on sale	8	72
	(79)	113
Exceptional items:		
Acquisition and integration costs of which:		
- included in salaries and associated expenses	228	13,274
- included in premises costs	70	1,736
- included in other operating costs	947	6,145
	1,245	21,155
Restructuring costs of which:		

- included in salaries and associated expenses	9,355	9,314
- included in premises costs	1,689	233
- included in other operating costs	2,856	331
	13,900	9,878
Net litigation costs:		
- included in salaries and associated expenses	-	529
- included in premises costs	-	346
- included in other operating costs	21,114	681
	21,114	1,556
Costs associated with a regulatory review:		
- included in salaries and associated expenses	-	274
- included in other operating costs	488	1,258
	488	1,532
Net loss on disposal of businesses of which:		
- included in salaries and associated expenses	116	-
- included in premises costs	783	-
- included in other operating costs	391	527
- included in depreciation, amortisation and impairment charges	370	-
	1,660	527
Net gain on sale of associate	-	(18,595)
Pension curtailment gain	(127)	(492)
Release of contingent considerations	(324)	(456)
Impairment of goodwill	111	-
Total exceptional items included within operating profit	**38,067**	15,105
Profit on sale of associates' subsidiary - included in share of results of associates	(378)	-
Total exceptional items	**37,689**	15,105

4. INVESTMENT INCOME

	2016	2015
	£'000	£'000
Interest receivable - fiduciary funds	**4,730**	3,689
Prior year investment income	**3,689**	4,398
Effect of:		
- average cash balance variance	(190)	127
- interest yield variance	799	(614)
- foreign exchange variance	432	(222)
	4,730	3,689

The Group's investment income arises from its holdings of cash and investments relating to fiduciary funds. Equivalent average cash and investment balances during the year amounted to £797 million (2015: £766 million) denominated principally in US dollars (57%), sterling (18%) and Australian dollars (10%). The average return for 2016 was 0.60% (2015: 0.50%). Based upon average invested balances each 1% movement in the average achieved rate of return would impact anticipated interest income by some £8.0 million.

5. FINANCE INCOME AND COSTS

	2016 £'000	2015 £'000
Interest receivable - own funds	1,938	1,503
Investment income from available for-sale financial assets	209	109
Interest expense:		
- bank and other borrowings	(17,434)	(16,733)
- finance leases	(57)	(49)
- interest in respect of liability discounting	(1,862)	(1,567)
Pension financing:		
- expected return on post employment scheme assets	19,065	18,749
- interest on post employment scheme liabilities	(23,937)	(24,873)
Net pension financing expense	(4,872)	(6,124)
Finance costs - net	**(22,078)**	(22,861)
Finance costs	(24,225)	(24,473)
Finance income	2,147	1,612
Finance costs - net	**(22,078)**	(22,861)

INTEREST RATE RISK

The Group has both interest bearing assets, explained in note 4, and interest bearing liabilities that give rise to net exposures to changes in interest rates, primarily in US dollars and sterling. Where appropriate, the Group uses interest rate swaps to hedge or match these interest rate exposures. The Group's policy is to continue to manage net interest rate exposures arising from the Group's cash (including fiduciary funds) and borrowings. Each 1% movement in the average achieved interest rate impacts interest expense by approximately £5.6 million based on average net borrowings in 2016.

6. EMPLOYEE INFORMATION (UNAUDITED)

	2016 £'000	2015 £'000
a) Salaries and associated expenses		
Wages and salaries	619,422	573,723
Social security costs	51,881	49,448
Pension costs	41,385	40,185
Equity settled share-based payments:		
- incentive schemes (LTIP, SESS, ESOS)	25,174	19,991
- Sharesave Scheme	-	84
	25,174	20,075
Other staff costs	56,501	43,903
	794,363	727,334

	2016	2015
b) Analysis of employees		
Monthly average number of persons employed by the Group during the year		
Geographical segment:		
- UK	3,878	4,131

- Americas	1,813	1,679
- Australasia	1,130	1,133
- Asia	3,292	3,322
- Europe	253	234
- Rest of the world	133	105
	10,499	10,604
Business segment:		
- Risk & Insurance	6,174	5,990
- Employee Benefits	3,475	3,778
- Head Office & Other	850	836
	10,499	10,604

	2016	2015
	£'000	£'000
c) Key management compensation		
Salaries and short-term employee benefits	13,792	13,893
Post employment benefits	406	457
Other long-term benefits	333	448
Share-based payments	2,812	5,992
	17,343	20,790

Key management personnel are defined as persons having authority and responsibility for planning, directing and controlling the activities of the Group directly or indirectly, including any director of the Group. This represents the Group Board of Directors and the Group Executive Committee only.

The Group's equity-settled share-based payments comprise the JLT Long Term Incentive Plan (2004/2013), Senior Executive Share Scheme, Executive Share Option Scheme and the Sharesave Schemes.

JLT LONG TERM INCENTIVE PLAN (2013)

The Group operates the Long Term Incentive Plan (LTIP) for Executive Directors and persons discharging managerial responsibility (PDMRs). The scheme was renewed in 2013. Awards under the scheme are granted in the form of nil-priced options and are satisfied using market-purchased shares. The awards vest in full or in part depending on satisfaction of the performance conditions. The awards have a 3 year performance period and have a 10 year life from the date of grant. Options attract discretionary dividend equivalents (DDEs) that are rolled up and paid, in cash, on vesting. DDEs are paid to option holders only on the options that have vested. Forfeited or lapsed options are not eligible to DDEs and the DDE that has accrued on the balance sheet is released to equity at the date of forfeiture.

SENIOR EXECUTIVE SHARE SCHEME

The Group operates a Senior Executive Share Scheme for senior management and employees. Awards under the scheme are granted in the form of nil-priced options and are satisfied using market-purchased shares. The majority of awards have no specific performance criteria attached, other than the requirement that employees remain in employment with the Group. Certain awards have been granted with specific performance targets defined for the individual executives. In general these require targets for revenue and profit growth to be met over the vesting period. The awards have a 10 year life from the date of grant. Options granted prior to 1 January 2014 attract unconditional DDEs throughout the vesting period, this means that DDEs are paid to the option holders as and when dividends are paid to ordinary shareholders, there is no clawback on the dividends in the event of a forfeiture of the options. The options granted post 1 January 2014 attract DDEs that are rolled up and paid in cash, on vesting. The Group amended the plan rules on the 8 June 2015. From that date, all vested options are no longer eligible to DDEs.

EXECUTIVE SHARE OPTION SCHEME

Options were granted at a fixed price (usually market price) and are exercisable after the vesting period (usually 3 years). Options are satisfied by the issue of new shares or market-purchased shares. Some options carry performance conditions where they are only exercisable when earnings per share is in excess of RPI for the three consecutive financial accounting periods preceding the date of exercise. The awards have a 10 year life from the date of grant. This scheme is now closed for new grants and options were last granted under this scheme on 29 September 2006.

SHARESAVE SCHEME

The Sharesave Scheme is open to all employees and are exercised after 5 years from the date of grant. Options are satisfied by the issue of new shares or market-purchased shares. The price at which options are offered is not less than 80% of the market price on the date preceding the date of invitation. All Sharesave Scheme options have no performance criteria attached, other than the requirement that the employee remains in employment with the Group. All options must be exercised within 6 months of the vesting date. As at 31 December 2016, there are no options outstanding in the scheme.

FAIR VALUE OF AWARDS

Under IFRS 2 the fair value of awards granted during the year, calculated using a Black-Scholes model, is set out below:

				Black-Scholes model assumptions					
		Exercise price pence	Performance period	Share price on grant date pence	Volatility %	Dividend yield %	Maturity years	Risk free Interest rate %	Fair value of one award pence
JLT Long Term Incentive Plan (2013)/ Senior Executive Share Scheme									
2016	31 March	-	2016 - 22	844.50	20.67	-	1 - 6	0.86	844.50
2016	23 September	-	2016 - 21	1,013.00	21.87	-	1 - 5	0.21	1,013.00

The option holders who have awards under the JLT Long Term Incentive Plan (2004/2013) and the Senior Executive Share Scheme also receive payments equating to the dividends payable on their shares (subject to meeting the performance criteria). Assuming that the dividend yield is zero and that the options are issued with no cost to the employees, then the fair value will equal the share price at date of grant.

The volatility has been calculated based on the historical share price of the Company, using a 3 year term.

All options granted under the share option schemes are conditional upon the employees remaining in the Group's employment during the vesting period of the option, the actual period varies according to the scheme in which the employee participates. In calculating the cost of options granted, a factor is included to take account of anticipated lapse rates. For Executive Share Option and Sharesave Schemes this is 20%. For the JLT Long Term Incentive Plan (2004/2013) and the Senior Executive Share Scheme it is nil as both are issued with no cost to the employee.

	Movement in number of options							
	Options outstanding at 1 Jan 16 number	Granted number	Lapsed number	Exercised number	Options outstanding at 31 Dec 16 number	Weighted average exercise (sale) price (p)	Options exercisable at 31 Dec 16 number	Remaining contractual life years
JLT Long Term Incentive Plan (2004/2013)	**1,927,782**	925,700	(492,737)	(374,210)	**1,986,535**	873.22	-	8.42
Senior Executive Share Scheme	**7,167,782**	2,527,139	(128,558)	(1,639,371)	**7,926,992**	882.69	681,113	7.96
Executive Share Option Scheme	**64,800**	-	(18,800)	(46,000)	**-**	963.70	-	-
Total	**9,160,364**	**3,452,839**	**(640,095)**	**(2,059,581)**	**9,913,527**	**882.78**	**681,113**	**8.05**

	Movement in number of options							
	Options outstanding at 1 Jan 15 number	Granted number	Lapsed number	Exercised number	Options outstanding at 31 Dec 15 number	Weighted average exercise (sale) price (p)	Options exercisable at 31 Dec 15 number	Remaining contractual life years
JLT Long Term Incentive Plan (2004/2013)	2,178,744	762,100	(326,796)	(686,266)	1,927,782	1,052.56	37,514	8.18
Senior Executive Share Scheme	7,006,456	2,784,511	(686,913)	(1,936,272)	7,167,782	1,026.77	887,022	8.00
Executive Share Option Scheme	301,576	-	-	(236,776)	64,800	1,018.15	64,800	0.75
Sharesave Scheme	417,429	-	(19,919)	(397,510)	-	1,010.94	-	-
Total	9,904,205	3,546,611	(1,033,628)	(3,256,824)	9,160,364	1,029.65	989,336	7.98

7. SERVICES PROVIDED BY THE COMPANY'S AUDITOR AND ITS ASSOCIATES

During the year the Group (including its overseas subsidiaries) obtained the following services from the Group's auditor and its associates:

	2016 £'000	2015 £'000
Fees payable to the Group's auditor for the audit of the parent Company and consolidated financial statements	200	217
Fees payable to the Group's auditor and its associates for other services:		
- the audit of the Company's subsidiaries	2,449	2,436

- audit related assurance services	254	417
- tax compliance services	130	120
- tax advisory services	46	51
- other assurance services	190	131
- other non-audit services	135	23
	3,404	3,395

In addition to the above, fees payable to the Company's auditor and its associates for audit services supplied to the Company's associated pension schemes amounted to £18,700 (2015: £18,200).

The Audit & Risk Committee has a policy on the use of the external auditors for non-audit services to ensure that the auditor's independence is maintained and that appropriate approvals are sought for non-audit services depending upon their nature and value. Each year a limit is set on the total fees that can be paid to the external auditor in relation to non-audit services. For 2016 the Audit & Risk Committee has set this limit at £1 million (2015: £1 million).

8. INCOME TAX EXPENSE

	2016 £'000	2015 £'000
Current tax expense		
Current year	51,499	43,153
Adjustments in respect of prior years	(7,129)	(2,167)
	44,370	40,986
Deferred tax (credit)/expense		
Origination and reversal of temporary differences	(4,912)	(1,515)
Reduction in tax rate	240	655
Adjustments in respect of prior years	4,320	1,460
	(352)	600
Total income tax expense	**44,018**	41,586

The total income tax expense in the income statement of £44,018,000 (2015: £41,586,000) includes a tax credit on exceptional items of £8,245,000 (2015: £5,914,000). There were no non-recurring tax credits in the year.

In July 2015 the UK Government announced further measures in relation to the UK corporation tax rate, reducing the headline rate of corporation tax to 19% from April 2017 and then to 18% from April 2020. A further 1% reduction in the main rate of corporation tax rate to 17% from 1 April 2020 was announced in Budget 2016. As at 31 December 2016, the additional 1% rate reduction to 17% from April 2020 has been enacted. The impact of the rate reduction to 17% has been incorporated into the income tax charge for the year ended 31 December 2016, taking into consideration when timing differences are expected to reverse.

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the tax rate of the home country of the Company as follows:

	2016 £'000	2015 £'000
Profit before taxation	**134,880**	155,027
Tax calculated at UK Corporation Tax rate of 20% (2015: 20.25%)	26,976	31,393
Non-deductible expenses	4,214	4,405
Non recognition of tax losses	4,538	5,037
Other*	(595)	(3,878)
Adjustments in respect of prior years	(2,809)	(707)
Effect of difference between UK and non-UK tax rates	11,725	5,801
Effect of reduction in tax rate	240	655
Tax on associates	(271)	(1,120)
Total income tax expense	**44,018**	41,586

Other includes the non-taxable gain on disposal of subsidiaries

9. EARNINGS PER SHARE

Following changes to the terms of several share-based staff compensation schemes, whereby dividend rights eligibility were removed in certain circumstances, a comprehensive review of IAS 33 ('earnings per share' or 'EPS') was undertaken in the year to determine the impact of these changes. The schemes affected by this change include the JLT Long Term Incentive Plan (2004/2013), the Senior Executive Share Scheme, the Executive Share Option Scheme, and the Sharesave Scheme. The review considered whether the share options in these plans continued to qualify as participating equity instruments under IAS 33 for the purposes of calculating basic and diluted EPS. With the changes to schemes, the review concluded that only vested share options eligible to receive discretionary dividend equivalents should be included in the basic calculation. As a result, for the basic EPS calculation, the number of ordinary shares in 2015 should reduce from 219,234,336 to 210,767,437, resulting in an increase in basic EPS of 1.6p from 47.0p to 48.6p. The review also concluded that unvested share options should be included in the diluted EPS calculation, using the treasury stock method. This has the effect of reducing the number of ordinary shares in the 2015 diluted EPS calculation from 219,451,514 to 214,939,730, resulting in an increase in diluted EPS of 1.0p from 47.0p to 48.0p.

Under the revised calculation, basic EPS is calculated by dividing the profit attributable to shareholders by the sum of the weighted average number of ordinary shares in issue during the year and the vested share options eligible for discretionary dividend equivalents, excluding unallocated shares held by the Trustees of the Employees' Share Ownership Plan Trust, which are treated as treasury shares. The profit attributable to shareholders is the profit attributable to the owners of the parent adjusted for the dividend equivalents and undistributed earnings attributable to the unvested share options carrying unconditional dividend equivalent rights.

Diluted EPS is calculated by adjusting the weighted average number of ordinary shares in issue to take account of the potential dilutive effect of outstanding share options.

Basic and diluted EPS are also calculated based on underlying earnings attributable to shareholders, which exclude any exceptional items.

A reconciliation of earnings is set out below:

	2016	2015
	No. of shares	No. of shares restated
Weighted average number of shares	**210,455,334**	210,767,437
Effect of outstanding share options	**5,210,752**	4,172,293
Adjusted weighted average number of shares	**215,666,086**	214,939,730

	2016				
	£'000	£'000	£'000	Pence	Pence
	Earnings	Adjustments[2]	Adjusted earnings for basic earnings per share	Basic earnings per share	Diluted earnings per share
Underlying profit after taxation and non-controlling interests[1]	**110,910**	**(175)**	**110,735**	**52.6**	**51.4**
Exceptional items before tax	(37,689)				
Taxation thereon	8,245				
	(29,444)	**45**	**(29,399)**	**(14.0)**	**(13.6)**
Profit attributable to the owners of the parent	**81,466**	**(130)**	**81,336**	**38.6**	**37.8**

	2015				
	£'000	£'000	£'000	Pence	Pence
	Earnings	Adjustments[2]	Adjusted earnings for basic earnings per share	Basic earnings per share restated	Diluted earnings per share restated
Underlying profit after taxation and non-controlling interests[1]	112,290	(782)	111,508	52.9	52.2
Exceptional items before tax	(15,105)				
Taxation thereon	5,914				
	(9,191)	63	(9,128)	(4.3)	(4.2)
Profit attributable to the owners of the parent	103,099	(719)	102,380	48.6	48.0

[1] Underlying excludes exceptional items

[2] Adjustments related to the dividends and undistributed earnings on unvested share options carrying dividends equivalent rights.

10. DIVIDENDS

	2016	2015
	£'000	£'000
Final dividend in respect of 2015 of 19.5p per share (2014: 18.3p)	42,713	40,141
Less: adjustment*	(200)	(164)
	42,513	39,977
Interim dividend in respect of 2016 of 11.6p per share (2015: 11.1p)	25,449	24,507
	67,962	64,484

*Adjustment relating to dividend equivalents accrued in respect of various performance related share awards and long-term incentive plans not currently anticipated to fully vest.

A final dividend in respect of 2016 of 20.6p per share (2015: 19.5p) amounting to a total of £45,100,000 (2015: £42,710,000) is proposed by the Board. The dividend proposed will not be accounted for until it has been approved at the Annual General Meeting on 27 April 2017.

11. GOODWILL

	Gross amount	Impairment losses	Net carrying amount
	£'000	£'000	£'000
At 31 December 2016			
Opening net book amount	**500,434**	**(4,268)**	**496,166**
Exchange differences	47,380	(355)	47,025
Impairment	-	(481)	(481)
Acquisitions	17,854	-	17,854
Disposals	(17,551)	-	(17,551)
Closing net book amount	**548,117**	**(5,104)**	**543,013**
At 31 December 2015			
Opening net book amount	480,176	(4,479)	475,697
Exchange differences	(2,266)	211	(2,055)
Acquisitions	23,239	-	23,239
Disposals	(715)	-	(715)
Closing net book amount	500,434	(4,268)	496,166

IMPAIRMENT TESTS FOR GOODWILL

Goodwill is allocated to the Group's cash generating units (CGUs) identified according to country of operation and business segment. A summary of the goodwill allocation is presented below.

The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use cash flow projections based on financial budgets approved by management covering a five year period and are discounted using the weighted average cost of capital. Cash flows beyond the five year period are extrapolated using the estimated growth rates stated below:

		Key assumptions	
	Net carrying amount	Growth rate (1)	Discount rate (2)
	£'000	%	%
At 31 December 2016			
JLT Re	186,215	2.10%	7.06%

JLT Speciality	110,811	2.00%	6.05%
UK & Ireland Employee Benefits	78,717	2.00%	6.05%
Latin America	42,262	3.39%	11.16%
JLT Insurance Services	9,806	2.41%	7.24%
Asia	29,912	2.41%	6.48%
Australia & New Zealand	38,455	2.50%	8.26%
Others	46,835	2.46%	7.28%
	543,013	**2.28%**	**6.98%**
At 31 December 2015			
JLT Re	161,767	2.13%	7.36%
JLT Speciality	101,669	2.12%	6.45%
UK & Ireland Employee Benefits	79,729	2.13%	6.46%
Latin America	31,670	3.75%	11.14%
JLT Insurance Services	30,894	2.09%	7.01%
Asia	27,513	2.59%	7.06%
Australia & New Zealand	24,068	2.82%	7.36%
Others	38,856	2.35%	7.78%
	496,166	2.42%	7.23%

1) Average growth rate used to extrapolate cash flows beyond five years.
2) Pre-tax discount rate applied to the cash flow projections.

The key assumptions used in value-in-use calculations were:

The budgeted trading profit growth: Management determines budgeted trading profit based on past experience and its expectation for market development.
The budgeted IBA interest income growth is based on past experience and long-term interest rates projections.
The discount rates used are pre-tax and reflect specific risks relating to the relevant segment and country of operation.
The weighted average growth rates used are consistent with long-term economic forecasts in the countries of operation.
The value-in-use is compared to an adjusted goodwill. The adjusted goodwill is the goodwill grossed up to reflect a 100% ownership by the Group.

The key sensitivity analysis are:

A decrease of 1% on the growth rate resulted in a reduction of 19% in the excess between the value in use and the adjusted carrying value of goodwill.

An increase of 2% on the discount rate resulted in a reduction of 36% in the excess between the value in use and the adjusted carrying value of goodwill.

A combined decrease of 1% on the growth rate and an increase of 2% in the discount rate resulted in a reduction of 44% in the excess between the value in use and the adjusted carrying value of goodwill.

12. OTHER INTANGIBLE ASSETS

	Computer software	Capitalised employment contract payments	Other	Total
	£'000	£'000	£'000	£'000
At 31 December 2016				
Opening net book amount	**61,883**	**25,902**	**16,538**	**104,323**
Exchange differences	1,234	1,157	1,783	**4,174**
Reclassification	-	(455)	455	**-**
Additions	20,342	7,682	2,191	**30,215**
Companies acquired	3	-	3,921	**3,924**
Companies disposed	(3,590)	-	(187)	**(3,777)**
Amortisation charge	(19,813)	(14,952)	(2,131)	**(36,896)**
Closing net book value	**60,059**	**19,334**	**22,570**	**101,963**

At 31 December 2016				
Cost	175,155	61,424	33,573	**270,152**
Accumulated amortisation and impairment	(115,096)	(42,090)	(11,003)	**(168,189)**
Closing net book amount	**60,059**	**19,334**	**22,570**	**101,963**

At 31 December 2015				
Opening net book amount	55,353	16,005	15,137	86,495
Exchange differences	(231)	213	(152)	(170)
Additions	23,884	22,056	-	45,940
Companies acquired	48	-	3,320	3,368
Amortisation charge	(17,171)	(12,372)	(1,767)	(31,310)
Closing net book value	61,883	25,902	16,538	104,323

At 31 December 2015				
Cost	159,357	54,892	25,846	240,095
Accumulated amortisation and impairment	(97,474)	(28,990)	(9,308)	(135,772)
Closing net book amount	61,883	25,902	16,538	104,323

At 31 December 2014				
Cost	135,451	36,039	22,878	194,368
Accumulated amortisation and impairment	(80,098)	(20,034)	(7,741)	(107,873)
Closing net book amount	55,353	16,005	15,137	86,495

Additions to computer software during 2016 include £18,097,000 of capitalised costs in respect of internal developments (2015: £20,523,000).

13. PROPERTY, PLANT AND EQUIPMENT

	Land & buildings	Leasehold improvements	Furniture & equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000
At 31 December 2016					
Opening net book amount	**18**	**46,035**	**14,618**	**2,496**	**63,167**
Exchange differences	2	3,094	2,112	359	**5,567**
Additions	-	4,667	3,955	934	**9,556**
Companies acquired	-	66	116	69	**251**
Companies disposed	-	(377)	(121)	(269)	**(767)**
Disposals	-	(168)	(303)	(447)	**(918)**
Depreciation charge	-	(6,161)	(5,360)	(1,005)	**(12,526)**
Closing net book amount	**20**	**47,156**	**15,017**	**2,137**	**64,330**

At 31 December 2016					
Cost	74	93,572	95,805	5,936	**195,387**
Accumulated depreciation	(54)	(46,416)	(80,788)	(3,799)	**(131,057)**

Closing net book amount	**20**	**47,156**	**15,017**	**2,137**	**64,330**
At 31 December 2015					
Opening net book amount	210	43,660	14,163	3,372	61,405
Exchange differences	2	(498)	(574)	(197)	(1,267)
Additions	-	8,050	6,039	1,094	15,183
Companies acquired	-	452	345	13	810
Companies disposed	-	-	(22)	-	(22)
Disposals	(193)	(166)	(368)	(615)	(1,342)
Depreciation charge	(1)	(5,463)	(4,965)	(1,171)	(11,600)
Closing net book amount	18	46,035	14,618	2,496	63,167
At 31 December 2015					
Cost	63	88,093	88,076	5,769	182,001
Accumulated depreciation	(45)	(42,058)	(73,458)	(3,273)	(118,834)
Closing net book amount	18	46,035	14,618	2,496	63,167
At 31 December 2014					
Cost	365	82,333	85,400	6,493	174,591
Accumulated depreciation	(155)	(38,673)	(71,237)	(3,121)	(113,186)
Closing net book amount	210	43,660	14,163	3,372	61,405

The net book amount of property, plant and equipment held under finance leases is as follows:

	2016	2015
	£'000	£'000
Furniture, equipment and motor vehicles	**777**	650

14. INVESTMENTS IN ASSOCIATES

None of the associates are considered individually material to the Group. A reconciliation of the summarised financial information of the associates is presented in aggregate below.

On 6 May 2015, the Group disposed of its stake in its principal associate Milestone, the holding company of Siaci Saint Honoré. Milestone, in the opinion of the directors, was the only material associate to the Group. The associate had share capital consisting solely of ordinary shares, which was held directly by the Group; the country of incorporation or registration was also its principal place of business.

	Place of business/country of incorporation	% of ownership interest (2016)	% of ownership interest (2015)	Nature of the relationship	Measurement method
Milestone (Siaci Saint Honoré)	France	-	-	Note 1	Equity

Note 1: Siaci Saint Honoré is a leading independent provider of insurance broking and employee benefit services to major French companies and multinational corporations.

Milestone is a private company and there is no quoted market price available for its shares.

There are no contingent liabilities relating to the Group's interest in the associate.

Summarised Income Statement and Statement of Comprehensive Income

	Siaci	
	2016	2015
	£'000	£'000
Revenue	-	54,820
Depreciation and amortisation	-	(2,132)
Interest income	-	1,018
Interest expense	-	(73)
Profit from continuing operations	**-**	22,078
Income tax expense	-	(7,200)
Profit after tax from continuing operations	**-**	14,878
Other comprehensive income	**-**	-
Total comprehensive income	**-**	14,878

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of its interest in associates.

	Siaci		Others		Total	
	2016	2015	2016	2015	2016	2015
	£'000	£'000	£'000	£'000	£'000	£'000
Opening net assets	**-**	203,594	**35,072**	30,176	**35,072**	233,770
Disposal during the year	-	(208,416)	-	-	-	(208,416)
Profit for the year	-	14,878	1,330	6,671	1,330	21,549
Other comprehensive income	-	-	-	167	-	167
Dividends	-	-	(4,592)	(2,306)	(4,592)	(2,306)
Change in non-controlling interests	-	(491)	-	90	-	(401)
Capital increase	-	-	2,854	1,677	2,854	1,677
Exchange differences	-	(9,565)	4,663	(1,403)	4,663	(10,968)
Closing net assets	**-**	-	**39,327**	35,072	**39,327**	35,072
Carrying value	**-**	-	**50,928**	41,180	**50,928**	41,180

15. AVAILABLE-FOR-SALE FINANCIAL ASSETS

Available-for-sale financial assets are categorised into one of two categories:

Investments and deposits, consist mainly of fixed term deposits, bonds and certificates of deposit. These investments are held at fair value and are classified between current and non-current assets according to the maturity date.

Other investments include securities and other investments held for strategic purposes and some debt instruments. The investments are held at fair value unless a fair value cannot be accurately determined in which case they are held at cost less any provision for impairment.

	Other investments	Investments & deposits	Total
	£'000	£'000	£'000
At 1 January 2016	**6,436**	**9,049**	**15,485**
Exchange differences	984	10,983	**11,967**
Additions	-	107,636	**107,636**
Companies disposed	6,301	-	**6,301**

Disposals/maturities	(311)	(20)	**(331)**
Revaluation deficit (included within equity)	-	11	**11**
Amounts to be written off	(331)	-	**(331)**
At 31 December 2016	**13,079**	**127,659**	**140,738**

Analysis of available-for-sale financial assets			
Current	-	116,933	**116,933**
Non-current	13,079	10,726	**23,805**
At 31 December 2016	**13,079**	**127,659**	**140,738**

Analysis of available-for-sale investments & deposits	
Fiduciary funds	127,358
Own funds	301
At 31 December 2016	**127,659**

At 1 January 2015	4,746	9,642	14,388
Exchange differences	194	(571)	(377)
Additions	1,964	5,081	7,045
Disposals/maturities	(243)	(5,099)	(5,342)
Revaluation gain/(deficit) (included within equity)	(82)	(4)	(86)
Amounts to be written off	(143)	-	(143)
At 31 December 2015	6,436	9,049	15,485

Analysis of available-for-sale financial assets			
Current	-	19	19
Non-current	6,436	9,030	15,466
At 31 December 2015	6,436	9,049	15,485

Analysis of available-for-sale investments & deposits	
Fiduciary funds	8,894
Own funds	155
At 31 December 2015	9,049

The credit quality of available-for-sale investments and deposits is assessed by reference to external credit ratings, where available, and other current and historical credit data including counterparty default rates. This is summarised as follows:

	2016	**2015**
	£'000	**£'000**
AA	49,621	4,133
AA/A	37,297	-
A	19,932	4,916
BBB	20,809	-

Total	**127,659**	9,049

16. DERIVATIVE FINANCIAL INSTRUMENTS

	At 31 December 2016		At 31 December 2015	
	Assets	**Liabilities**	**Assets**	**Liabilities**
	£'000	**£'000**	**£'000**	**£'000**
Interest rate swaps - fair value hedges	32,740	(3,477)	11,654	(5,490)
Forward foreign exchange contracts - cash flow hedges	92,233	(69,674)	23,574	(11,725)
Redemption liabilities - option contracts	-	(29,637)	-	(22,626)
Total	**124,973**	**(102,788)**	35,228	(39,841)
Current	7,930	(33,136)	1,544	(6,115)
Non-current	117,043	(69,652)	33,684	(33,726)
Total	**124,973**	**(102,788)**	35,228	(39,841)

The credit quality of counterparties with whom derivative financial assets are held is assessed by reference to external credit ratings, where available, and other current and historical credit data including counterparty default rates. This is summarised as follows:

	2016	**2015**
	£'000	**£'000**
AA	73,169	16,419
AA/A	9,374	2,973
BBB	42,430	15,836
Total	**124,973**	35,228

Maturity analysis

The table below analyses the Group's derivative financial instruments, which will be settled on a gross basis, into relevant maturity groupings based upon the remaining period at the balance sheet date to contractual maturity. The amounts disclosed are the contractual undiscounted cash flows.

At 31 December 2016	**Less than 1 year** **£'000**	**Greater than 1 year** **£'000**
Forward foreign exchange contracts		
Outflow	**(477,260)**	**(719,936)**
Inflow	**443,578**	**755,747**

At 31 December 2015	**Less than 1 year** **£'000**	**Greater than 1 year** **£'000**
Forward foreign exchange contracts		
Outflow	(275,406)	(442,156)
Inflow	269,827	461,276

17. TRADE AND OTHER RECEIVABLES

	2016	**2015**
	£'000	**£'000**
Trade receivables	440,941	368,215
Less: provision for impairment of trade receivables	(20,961)	(15,018)

Trade receivables - net	**419,980**	353,197
Other receivables	143,703	152,282
Prepayments	24,957	23,116
	588,640	528,595

As at 31 December 2016, the Group had exposures to individual trade counterparties within trade receivables. In accordance with Group policy, Group operating companies continually monitor exposures against credit limits and concentration of risk. No individual trade counterparty credit exposure is considered significant in the ordinary course of trading activity. Management does not expect any significant losses from non-performance by trade counterparties that have not been provided for.

Movements on the Group provision for impairment of trade receivables are as follows:

	2016	2015
	£'000	£'000
At 1 January	**(15,018)**	(10,724)
Currency translation adjustments	(1,483)	(26)
Companies acquired	(243)	(28)
Provisions for impairment of trade receivables	(8,355)	(9,849)
Receivables written off during the year as uncollectible	2,980	2,499
Unused amounts reversed	1,158	3,110
At 31 December	**(20,961)**	(15,018)

The creation and release of provisions for impaired receivables have been included in 'Other operating costs' in the income statement. The other classes within trade and other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above. The Group does not hold any collateral as security.

The following table sets out details of the age of trade receivables that are not overdue as well as an analysis of overdue amounts impaired and provided for.

	Trade receivables	Provision for impairment	Net trade receivables
At 31 December 2016	£'000	£'000	£'000
Not overdue	324,227	-	**324,227**
Past due not more than three months	75,419	(805)	**74,614**
Past due more than three months and not more than six months	16,797	(2,377)	**14,420**
Past due more than six months and not more than one year	12,684	(5,965)	**6,719**
Past due more than one year	11,814	(11,814)	**-**
	440,941	**(20,961)**	**419,980**

	Trade receivables	Provision for impairment	Net trade receivables
At 31 December 2015	£'000	£'000	£'000
Not overdue	270,706	-	270,706
Past due not more than three months	60,212	(539)	59,673
Past due more than three months and not more than six months	19,002	(2,600)	16,402
Past due more than six months and not more than one year	8,512	(2,975)	5,537
Past due more than one year	9,783	(8,904)	879
	368,215	(15,018)	353,197

18. CASH AND CASH EQUIVALENTS

	2016 £'000	2015 £'000
Cash at bank and in hand	514,474	463,665
Short-term bank deposits	425,471	437,422
	939,945	901,087
Fiduciary funds	748,628	737,676
Own funds	191,317	163,411
	939,945	901,087

Fiduciary funds represent client money held in the form of premiums due to underwriters, claims paid by insurers and due to policyholders, and funds held to defray commissions and other income. Fiduciary funds are not available for general corporate purposes.

The credit quality of cash at bank and in hand and short-term deposits is assessed by reference to external credit ratings, where available and other current and historical credit data including counterparty default rates. This is summarised as follows:

	2016 £'000	2015 £'000
AAA	10,685	12,237
AA	318,613	336,311
AA/A	125,247	112,869
A	146,111	107,744
BBB	322,953	327,567
Other	16,336	4,359
Total	**939,945**	901,087

The effective interest rate in respect of short-term deposits was 0.94% (2015: 0.87%). These deposits have an average maturity of 16 days (2015: 24 days).

19. TRADE AND OTHER PAYABLES

	2016 £'000	2015 £'000
Insurance payables	**875,986**	746,570
Social security and other taxes	**18,735**	17,161
Other payables	**198,156**	166,880
Accruals and deferred income	**137,408**	137,905
Deferred and contingent consideration	**27,497**	17,762
	1,257,782	1,086,278

All payables are considered current as the non-current portion is not material.

20. FINANCIAL INSTRUMENTS BY CATEGORY

The accounting policies for financial instruments have been applied to the line items below:

At 31 December 2016	Loans and receivables	Derivatives used for hedging	Available-for-sale	Total

Assets per balance sheet	**£'000**	**£'000**	**£'000**	**£'000**
Available-for-sale financial assets	-	-	140,738	**140,738**
Derivative financial instruments	-	124,973	-	**124,973**
Trade and other receivables (a)	563,683	-	-	**563,683**
Cash and cash equivalents	939,945	-	-	**939,945**
Total	**1,503,628**	**124,973**	**140,738**	**1,769,339**

Liabilities per balance sheet	**Derivatives used for hedging** **£'000**	**Other financial liabilities** **£'000**	**Total** **£'000**
Borrowings	-	(687,832)	**(687,832)**
Trade and other payables (b)	-	(1,120,374)	**(1,120,374)**
Redemption liabilities - option contracts	(29,637)	-	**(29,637)**
Derivative financial instruments	(73,151)	-	**(73,151)**
Total	**(102,788)**	**(1,808,206)**	**(1,910,994)**

At 31 December 2015 Assets per balance sheet	Loans and receivables £'000	Derivatives used for hedging £'000	Available-for-sale £'000	Total £'000
Available-for-sale financial assets	-	-	15,485	15,485
Derivative financial instruments	-	35,228	-	35,228
Trade and other receivables (a)	505,479	-	-	505,479
Cash and cash equivalents	901,087	-	-	901,087
Total	1,406,566	35,228	15,485	1,457,279

Liabilities per balance sheet	Derivatives used for hedging £'000	Other financial liabilities £'000	Total £'000
Borrowings	-	(603,582)	(603,582)
Trade and other payables (b)	-	(948,373)	(948,373)
Redemption liabilities - option contracts	(22,626)	-	(22,626)
Derivative financial instruments	(17,215)	-	(17,215)
Total	(39,841)	(1,551,955)	(1,591,796)

(a) Prepayments are excluded from the trade and other receivables balance, as this analysis is required only for financial instruments.

(b) Non-financial liabilities are excluded from the trade and other payables balance, as this analysis is required only for financial instruments.

The following table presents the Group's financial assets and liabilities that are measured at fair value at 31 December 2016.

At 31 December 2016	**Level 1** **£'000**	**Level 2** **£'000**	**Level 3** **£'000**	**Total** **£'000**
Assets				
Derivatives used for hedging	-	124,973	-	**124,973**

Available-for-sale financial assets				
- equity securities	-	-	1,115	**1,115**
- debt investments	-	-	11,964	**11,964**
- fixed deposits	127,659	-	-	**127,659**
Total	**127,659**	**124,973**	**13,079**	**265,711**

Liabilities				
Deferred and contingent consideration	-	-	(27,497)	**(27,497)**
Redemption liabilities - option contracts	-	-	(29,637)	**(29,637)**
Derivatives used for hedging	-	(73,151)	-	**(73,151)**
Total	**-**	**(73,151)**	**(57,134)**	**(130,285)**

At 31 December 2015	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Assets				
Derivatives used for hedging	-	35,228	-	35,228
Available-for-sale financial assets				
- equity securities	311	-	1,312	1,623
- debt investments	-	-	4,813	4,813
- fixed deposits	9,049	-	-	9,049
Total	9,360	35,228	6,125	50,713
Liabilities				
Deferred and contingent consideration	-	-	(17,762)	(17,762)
Redemption liabilities - option contracts	-	-	(22,626)	(22,626)
Derivatives used for hedging	-	(17,215)	-	(17,215)
Total	-	(17,215)	(40,388)	(57,603)

Apart from where disclosed, there are no differences between the fair value and the carrying value of financial assets and liabilities.

Instruments included in level 1 are financial instruments traded in active markets for which the fair value is based upon quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's-length basis.

Instruments included in level 2 are financial instruments that are not traded in an active market (for example, over-the-counter derivatives) and for which the fair value is determined by using internal and external models. These models maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. Level 2 includes derivatives used for hedging. The valuations of which are performed using a discounted cash flow methodology incorporating observable market forward foreign exchange and interest rates.

During the year there were no transfers between level 1 and level 2. There were no changes in valuation techniques during the year.

Instruments included in level 3 are financial instruments for which one or more of the significant inputs is not based on observable market data. In respect of deferred and contingent consideration and Redemption liabilities – option contracts, unobservable inputs include management's assessment of the expected future performance of relevant acquired businesses and are valued using a discounted cash flow methodology.

A 1% movement in the discount rate applied in the calculation of the redemption liability in respect of JLT Specialty Insurance Services Inc., the largest item within the redemption liability, would result in a change of the overall redemption liability of 10%.

A reconciliation of the movements in level 3 is provided below:

	Assets Level 3 £'000	**Liabilities Level 3 £'000**
At 1 January 2016	**6,125**	**(40,388)**
Exchange differences	984	(8,509)

Companies disposed	6,301	-
Companies acquired	-	(12,686)
Utilised in the year	-	6,686
Charged to income statement	(331)	(2,237)
At 31 December 2016	**13,079**	**(57,134)**

Of the £331,000 charged to the income statement, £148,000 is included in net finance costs and £183,000 in Other operating costs.

Of the £2,237,000 charged to the income statement, £1,862,000 is included in net finance costs and £375,000 in Other operating costs.

The Group's treasury policies are approved by the Board and are implemented by a centralised treasury department. The treasury department operates within a framework of policies and procedures that establish specific guidelines to manage currency risk, liquidity risk and interest rate risk and the use of counterparties and financial instruments to manage these risks. The treasury department is subject to periodic review by internal audit.

The Group uses various derivative instruments including forward foreign exchange contracts, interest rate swaps and, from time to time, foreign currency collars and options to manage the risks arising from variations in currency and interest rates. Derivative instruments purchased are primarily denominated in the currencies of the Group's main markets.

Where forward foreign exchange contracts have been entered into to manage currency risk, they are designated as hedges of currency risk on specific future cash flows, and qualify as highly probable transactions for which hedge accounting is applied. The Group anticipates that hedge accounting requirements will continue to be met on its foreign currency and interest rate hedging activities and that no material ineffectiveness will arise which will result in gains or losses being recognised through the income statement.

The fair value of financial derivatives based upon market values as at 31 December 2016 and designated as effective cash flow hedges was a net asset of £22.6 million and has been deferred in equity (2015: net asset of £11.8 million). Gains and losses arising on derivative instruments outstanding as at 31 December 2016 will be released to the income statement at various dates up to:

i) 47 months in respect of cash flow hedges on currency denominated UK earnings.

ii) 13 years in respect of specific hedges on USD denominated long-term debt drawn under the Group's USD private placement programme.

iii) 10 years in respect of interest rate hedges on sterling denominated long-term debt drawn under the Group's private placement programme.

No material amounts were transferred to the income statement during the year in respect of the fair value of financial derivatives.

Transactions maturing within 12 months of the balance sheet date are classified in current maturities. Transactions maturing in a period in excess of 12 months of the balance sheet date are classified as non-current maturities.

a) Forward foreign exchange contracts

The Group's major currency transaction exposure arises in USD and the Group continues to adopt a prudent approach in actively managing this exposure. As at 31 December 2016 the Group had outstanding foreign exchange contracts, principally in USD, amounting to a principal value of £1,199,325,000 (2015: £731,103,000).

As a guide, each 1 cent movement in the achieved rate (taking into account the hedges in place) currently translates into a change of approximately £1.8 million in revenue, with a corresponding impact on trading profit equal to approximately 70% of the revenue change.

b) Interest rate swaps

The Group uses interest rate hedges, principally interest rate swaps, to mitigate the impact of changes in interest rates. The notional principal amount of outstanding cross currency interest rate swaps as at 31 December 2016 was USD500,000,000 and £75,000,000 (2015: USD500,000,000 and £75,000,000). A net gain of £29.3 million (2015: net gain £6.2 million) on these instruments was offset by a fair value loss of £29.3 million (2015: loss £6.2 million) on the private placement loans, both of which were recognised in the income statement in the year.

c) Redemption liabilities

The redemption liabilities represent the valuation of the put options provided in the shareholders agreements of JLT Specialty Insurance Services Inc., JLT Sigorta ve Reasurans Brokerligi Ltd Sirketi and JLT SCK Corretora e Administradora de Seguros Ltda. Fair value of these liabilities resulted in an expense of £699,000 which was recognised in the income statement in the year.

d) Price risk

The Group does not have a material exposure to commodity price risk.

The maximum exposure to credit risk at the reporting date is the fair value of the derivatives in the balance sheet.

21. BORROWINGS (UNAUDITED)

	2016 £'000	2015 £'000
Current		
Bank overdraft	18,223	21,702
Unsecured loan notes	35,980	-
Bank borrowings	243	418

Finance lease liabilities	283	218
	54,729	22,338
Non Current		
Unsecured loan notes	471,975	419,394
Bank borrowing	160,629	161,435
Finance lease liabilities	499	415
	633,103	581,244
Total borrowings	**687,832**	603,582

The borrowings include secured liabilities (finance leases) of £782,000 (2015: £633,000).

The exposure of the borrowings of the Group to interest rate changes and the periods in which the borrowings re-price are as follows:

	6 months or less £'000	6-12 months £'000	1-5 years £'000	Over 5 years £'000	Fixed rate £'000	Total £'000
At 31 December 2016	**632,035**	**243**	**-**	**-**	**55,554**	**687,832**
At 31 December 2015	557,334	-	418	-	45,830	603,582

The effective interest rates at the balance sheet date were as follows:

	2016 £'000	2015 £'000
Bank overdraft	**-**	-
Unsecured loan notes - private placement	**2.69%**	2.84%
Bank borrowings	**1.34%**	1.53%
Finance lease liabilities	**9.96%**	8.14%

Maturity of non-current borrowings (excluding finance lease liabilities):

	2016 £'000	2015 £'000
Between 1 and 2 years	-	30,220
Between 2 and 3 years	2	6
Between 3 and 4 years	67,386	-
Between 4 and 5 years	160,626	56,092
Over 5 years	404,590	494,511
	632,604	580,829

Finance lease liabilities - minimum lease payments:

	2016 £'000	2015 £'000
No later than 1 year	337	255
Later than 1 year and no later than 2 years	268	204
Later than 2 years and no later than 3 years	173	142
Later than 3 years and no later than 4 years	78	80
Later than 4 years and no later than 5 years	32	31
Later than 5 years	-	-
	888	712
Future finance charges on finance leases	(106)	(79)
Present value of finance lease liabilities	**782**	633

The present value of finance lease liabilities is as follows:

	2016 £'000	2015 £'000
No later than 1 year	283	218
Later than 1 year and no later than 2 years	233	180
Later than 2 years and no later than 3 years	161	127
Later than 3 years and no later than 4 years	74	73
Later than 4 years and no later than 5 years	31	35
Later than 5 years	-	-
	782	633

Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

The carrying amount of the Group's borrowings are denominated in the following currencies:

	2016 £'000	2015 £'000
Sterling	264,657	263,729
US Dollar	422,148	338,796
Other currencies	1,027	1,057
	687,832	603,582

Borrowing facilities

The Group has undrawn committed borrowing facilities of:

	2016 £'000	2015 £'000
Floating rate		
- expiring beyond one year	**337,000**	336,000

Facilities expiring within one year relate to:

a) Senior unsecured loan notes totalling USD42 million (£33.9 million) issued by JIB Group Limited under the Group's 2010 private placement programme in September 2017 with a coupon of 5.02%.

Facilities expiring beyond one year relate to:

b) The committed unsecured £500 million revolving credit facilities in the name of JIB Group Limited. As at the balance sheet date, drawings under the revolving credit facilities are subject to a margin and fees of 115 basis points above the relevant LIBOR interest rate and additional commitment fees on the undrawn facility. In January 2017, the Group agreed with its relationship banks to exercise an extension option, under existing agreed terms, by a further one year from February 2021 to a new maturity date of February 2022.

c) Senior unsecured loan notes totalling USD83 million issued by JIB Group Limited under the Group's 2010 private placement programme with USD42 million (£33.9 million) in September 2020 with a coupon of 5.59% and USD41 million (£33.1 million) in September 2022 with a coupon of 5.69%. Drawings under the Group's private placement programme are swapped into sterling floating and are subject to an equivalent spread over LIBOR of between 227 and 238 basis points.

d) Senior unsecured loan notes totalling USD250 million issued by JIB Group Limited under the Group's 2012 private placement programme with maturities of USD40 million (£32.3 million) in January 2020 with a coupon of 3.21%, USD140 million (£113.2 million) in January 2023 with a coupon of 3.78% and USD70 million (£56.6 million) in January 2025 with a coupon of 3.93%. The proceeds of this placement have been swapped into sterling at fixed and LIBOR based floating rates and are subject to an equivalent spread over LIBOR of between 205 and 220 basis points.

e) Senior unsecured loan notes totalling £75 million issued by JIB Group Limited under the Group's April 2014 private placement programme maturing in April 2026 with a coupon of 4.27%. The proceeds of this placement have been swapped into LIBOR based floating rates and are subject to an equivalent spread over LIBOR of 150 basis points.

f) Senior unsecured loan notes totalling USD125 million issued by JIB Group Limited under the Group's October 2014 private placement programme with maturities of USD62.5 million (£50.5 million) in October 2026 with a coupon of 3.93% and USD62.5 million (£50.5 million) in October 2029 with a coupon of 4.13%. The proceeds of this private placement in October 2014 have been swapped into sterling at LIBOR based floating rates and are subject to an equivalent spread over LIBOR of between 146 and 157 basis points.

The terms and conditions of the Group's facilities include common debt and interest cover covenants with which the Group expects to continue to comply.

Liquidity risk

Liquidity risk arises from an inability to maintain an optimal cost of capital or meet the short term financial demands of the business. The Group has implemented the following steps to mitigate the risk:

- Management reviews of business unit balance sheets and cash flows
- Maintenance of committed credit facilities
- Compliance with regulatory minimum capital requirements and regular stress testing
- Maintenance of a conservative funding profile.

22. DEFERRED INCOME TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

The following amounts, determined after appropriate offsetting, are shown in the consolidated balance sheet.

	Assets		Liabilities		Net	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Property, plant and equipment	1,555	2,105	(554)	(746)	1,001	1,359
Provisions	15,937	11,588	(5,273)	(910)	10,664	10,678
Losses	1,858	2,986	-	-	1,858	2,986
Deferred income	879	285	(5,386)	(8,619)	(4,507)	(8,334)
Other intangibles	3,052	2,436	(616)	(48)	2,436	2,388
Goodwill	298	237	(3,046)	(6,024)	(2,748)	(5,787)
Other	3,407	7,033	(1,826)	(2,933)	1,581	4,100
Pensions	32,532	22,125	(131)	(93)	32,401	22,032
Share based payments	4,858	6,554	-	-	4,858	6,554
Fair values	11,166	-	-	(1,931)	11,166	(1,931)
Tax assets/(liabilities)	**75,542**	55,349	**(16,832)**	(21,304)	**58,710**	34,045
Set off of tax	(5,454)	(4,326)	5,454	4,326	-	-
Net tax assets/(liabilities)	**70,088**	51,023	**(11,378)**	(16,978)	**58,710**	34,045

The majority of the deferred tax is not expected to reverse within 12 months.

	At 1 January 2016 £'000	Exchange differences £'000	Credit/ (charge) to income £'000	Credit/ (charge) to equity £'000	Acquisitions / disposals of sub £'000	At 31 December 2016 £'000
Accelerated tax depreciation	1,359	(204)	(154)	-	-	**1,001**
Provisions	10,678	58	(79)	-	7	**10,664**
Losses	2,986	44	(1,172)	-	-	**1,858**
Deferred income	(8,334)	3,241	586	-	-	**(4,507)**
Other intangibles	2,388	454	(102)	-	(304)	**2,436**
Goodwill	(5,787)	3,446	(407)	-	-	**(2,748)**
Other	4,100	(4,534)	2,015	-	-	**1,581**
Pensions	22,032	7	828	9,534	-	**32,401**
Share based payments	6,554	-	(1,163)	(533)	-	**4,858**
Fair values	(1,931)	-	-	13,097	-	**11,166**
Net tax assets	**34,045**	**2,512**	**352**	**22,098**	**(297)**	**58,710**

The total current and deferred income tax charged to equity during the year is as follows:

	At 1 January 2016	Credit/(charge) to equity	At 31 December 2016
	£'000	£'000	£'000
Pensions	**34,351**	**11,850**	**46,201**
Share based payments	12,033	(222)	**11,811**
Fair values:			
- foreign exchange	(16)	13,196	**13,180**
- available-for-sale	(30)	199	**169**
	(46)	13,395	**13,349**
	46,338	**25,023**	**71,361**

23. PROVISIONS FOR LIABILITIES AND CHARGES

	Property related provisions £'000	Litigation provisions £'000	Other £'000	Total £'000
At 1 January 2016	**1,300**	**18,223**	**114**	**19,637**
Exchange differences	94	230	-	**324**
Utilised in the year	(349)	(16,328)	-	**(16,677)**
Charged/(credited) to the income statement	1,984	5,326	(78)	**7,232**
Companies disposed	(110)	(9)	-	**(119)**
At 31 December 2016	**2,919**	**7,442**	**36**	**10,397**

At 1 January 2015	4,881	5,570	362	10,813
Exchange differences	19	30	-	49
Reclassification from current liabilities	462	-	-	462
Utilised in the year	(3,372)	(3,710)	(8)	(7,090)
Credited/(charged) to the income statement	(690)	16,333	(240)	15,403
At 31 December 2015	1,300	18,223	114	19,637

	2016 £'000	2015 £'000
Analysis of total provisions		
Current - to be utilised within one year	8,826	18,594
Non-current - to be utilised in more than one year	1,571	1,043
	10,397	19,637

Property related provisions

The Group recognises a provision for onerous contracts when the expected benefits to be derived from a contract are less than the unavoidable costs of meeting the obligations under the contract. Provision is made for the future rental cost of vacant property and expected dilapidation expenses. In calculating the provision required, account is taken of the duration of the lease and any recovery of cost achievable from subletting. Property provisions occur principally in the US and UK and relate to a variety of lease commitments. The longest lease term expires in 2026.

Litigation provisions

At any point in time the Group can be involved in a variety of litigation and dispute issues. A provision is established in respect of such issues when it is probable that the liability has been incurred and the amount of the liability can be reasonably estimated. The Group analyses its litigation exposures based on available information, including external legal consultation where appropriate, to assess its potential liability. Where appropriate the Group also provides for the cost of defending or initiating such matters. However, the final outcome could differ materially from the amount provided.

The amount charged to the income statement in 2016 includes litigation costs related to employment contract disputes.

Where a litigation provision has been made it is stated gross of any third party recovery. All such recoveries are included as "Other receivables" within trade and other receivables. At 31 December 2016, in connection with certain litigation matters, the Group's litigation provisions include an amount of £0.1million (2015: £0.1million) to reflect this gross basis and the corresponding insurance recovery has been included within trade and other receivables. This presentation has had no effect on the consolidated income statement for the year ended 31 December 2016 (2015: nil).

Other

Other provisions include provisions for clawback of commission which arises on certain types of Employee Benefits contracts.

24. SHARE CAPITAL AND PREMIUM

	Number of shares	Ordinary shares £'000	Share premium £'000	Total £'000
Allotted, called up and fully paid				
At 1 January 2015	220,136,567	11,006	103,941	114,947
Issued during the year	34,440	2	133	135
At 31 December 2015	220,171,007	11,008	104,074	115,082
Issued during the year	10,000	-	37	37
At 31 December 2016	**220,181,007**	**11,008**	**104,111**	**115,119**

Ordinary shares carry rights to dividends, voting and proceeds on winding up and have a par value of £0.05.

During the year the Company issued 10,000 (2015: 34,440) ordinary shares for a consideration of £38,250 (2015: £134,532) following exercises by executives of options held under the Jardine Lloyd Thompson Group plc Executive Share Option Scheme.

The Employee Benefit Trust holds 8,715,895 ordinary shares (2015: 8,994,952) acquired to settle employee share based payments. Acquisitions of such shares are booked directly to equity.

25. NON-CONTROLLING INTERESTS

The Group's total non-controlling interests' financial position for the year is £22,764,000 of which £10,556,000 is attributed to JLT's Private Client Services group of business (PCS). PCS is defined as a material non-controlling interest to the Group. The non-controlling interests in respect of other entities are not individually material.

Set out below is the summarised financial information for PCS.

Summarised Balance Sheet

	2016 £'000	2015 £'000
Current		
Assets	62,294	49,451
Liabilities	(34,218)	(28,535)
Total	**28,076**	20,916
Non-current		
Assets	3,152	2,998
Liabilities	(316)	(312)
Total	**2,836**	2,686
Net assets	**30,912**	23,602

25. NON-CONTROLLING INTERESTS

Summarised Statement of Comprehensive Income

	2016 £'000	2015 £'000
Revenue	64,018	55,357
Profit for the year	**20,663**	18,195
Other comprehensive income	550	95
Total comprehensive income for the year	**21,213**	18,290
Total comprehensive income attributable to non-controlling interests	5,166	4,575
Dividends paid to non-controlling interests	2,229	4,289

Summarised Statement of Cash Flows

	2016 £'000	2015 £'000
Net cash generated from operating activities	19,897	34,522
Net cash used in investing activities	(291)	(1,403)
Net cash used in financing activities	(18,348)	(17,340)
Net increase in cash and cash equivalents	**1,258**	15,779

The information above is the amount before inter-company eliminations.

26. OTHER RESERVES

	Share premium £'000	Fair value and hedging £'000	Exchange reserves £'000	Total £'000
At 1 January 2016	**104,074**	**(12,827)**	**(17,280)**	**73,967**
Fair value gains/(losses) net of tax:				
- available-for-sale	-	42	-	42
- available-for-sale reclassified to the income statement	-	(181)	-	(181)
- cash flow hedges	-	(41,487)	-	(41,487)
Currency translation differences	-	-	100,841	100,841
Net (losses)/gains recognised directly in equity	**-**	**(41,626)**	**100,841**	**59,215**
Issue of share capital	37	-	-	**37**
At 31 December 2016	**104,111**	**(54,453)**	**83,561**	**133,219**

	Share premium £'000	Fair value and hedging £'000	Exchange reserves £'000	Total £'000
At 1 January 2015	103,941	(234)	(5,033)	98,674
Fair value (losses)/gains net of tax:				
- available-for-sale	-	(34)	-	(34)
- available-for-sale reclassified to the income statement	-	10	-	10

- cash flow hedges	-	(12,569)	-	(12,569)
Currency translation differences	-	-	(12,247)	(12,247)
Net losses recognised directly in equity	-	(12,593)	(12,247)	(24,840)
Issue of share capital	133	-	-	133
At 31 December 2015	104,074	(12,827)	(17,280)	73,967

27. QUALIFYING EMPLOYEE SHARE OWNERSHIP TRUST

During the year, the Qualifying Employee Share Ownership Trust (QUEST) allocated nil ordinary shares to employees in satisfaction of options that have been exercised under the Sharesave schemes (2015: nil).

28. CASH GENERATED FROM OPERATIONS

	2016 £'000	2015 £'000
Profit before taxation	**134,880**	155,027
Investment and finance income	**(6,877)**	(5,301)
Interest payable on bank loans and finance leases	**17,491**	16,782
Fair value (gains)/losses on available-for-sale financial assets	**(87)**	41
Net pension financing expenses	**4,872**	6,124
Unwinding of liability discounting	**1,862**	1,567
Depreciation	**12,526**	11,600
Amortisation of other intangible assets	**36,896**	31,310
Amortisation of share based payments	**24,892**	20,075
Share of results of associates' undertakings	**(1,353)**	(5,531)
Non cash exceptional items	**5,294**	21,959
Losses on disposal of businesses	**1,660**	527
(Gains)/losses on disposal of property, plant and equipment	**(10)**	60
Losses on disposal of available-for-sale financial assets	**8**	72
Gain on sale of associates	**-**	(19,142)
Increase in trade and other receivables	**(67,160)**	(23,475)
Increase in trade and other payables - excluding insurance broking balances	**24,788**	22,539
Decrease in provisions for liabilities and charges	**(12,440)**	(7,833)
Decrease in retirement benefit obligations	**(10,530)**	(11,021)
Net cash inflow from operations	**166,712**	215,380

29. BUSINESS COMBINATIONS

Adjustments in respect of prior year acquisitions

During the year, the contingent consideration booked in respect of acquisitions completed in previous years has been revised following the final settlement of amounts due or the revision of amounts due or the revision of estimates based on performance conditions.

Revisions to contingent consideration during the year	Consideration at 31 Dec 15 £'000	Change in estimated consideration impacting goodwill £'000	Consideration at 31 Dec 2016 £'000	Paid during the year £'000
Ingham Holdings Limited	1,577	(1,577)	-	-

Keenan Insurances (Ireland)	46	(46)	-	-
	1,623	**(1,623)**	**-**	**-**

2016 Acquisitions

During the year, the process of finalising the provisional fair values in respect of acquisitions carried out during 2015 has resulted in following changes.

	Revised fair value acquired £'000	Provisional fair value reported at 31 Dec 2015 £'000	Change in fair value £'000
Close Brothers Asset Management (Close brothers)	491	580	(89)
Pierre Leblanc & Associés SAS (PL&A)	1,127	990	137
	1,618	**1,570**	**48**

These changes in fair value affected the following balance sheet classes:

	Revised fair value acquired £'000	Provisional fair value reported at 31 Dec 2015 £'000	Change in fair value £'000
Property, plant and equipment	43	4	39
Other intangible assets	1,068	1,068	-
Trade and other receivables	713	713	-
Cash and cash equivalents			
- own cash	511	511	-
- fiduciary cash	2,218	2,218	-
Insurance payables	(2,218)	(2,218)	-
Trade and other payables	(793)	(704)	(89)
Current taxation	76	(22)	98
	1,618	**1,570**	**48**

Goodwill calculation	At 31 Dec 2016 £'000	At 31 Dec 2015 £'000	Change £'000
Purchase consideration			
- cash paid	6,030	6,030	-
- contingent consideration	717	717	-
- deferred consideration	248	248	-
Total purchase consideration	**6,995**	**6,995**	-
Less: fair value of net assets acquired	1,618	1,570	48
Goodwill	**5,377**	**5,425**	**(48)**

29. BUSINESS COMBINATIONS CONTINUED

	At 31 Dec 2016 £'000	At 31 Dec 2015 £'000	Change £'000

Purchase consideration settled in cash	6,030	6,030	-
Cash and cash equivalents - own cash in subsidiaries acquired	(511)	(511)	-
	5,519	**5,519**	**-**
Cash and cash equivalents - fiduciary cash in subsidiaries acquired	(2,218)	(2,218)	-
Cash outflow on acquisition	**3,301**	**3,301**	**-**

Current year acquisitions

During the year the following new business acquisitions and additional investments were completed:

	Notes	Acquisition date	Percentage voting rights acquired	Cost £'000
Broderick Piller Pty Ltd (Workwise)	i	May 2016	100%	**7,135**
Stonehill Reinsurance Partners, LLC (Stonehill)	ii	Dec 2016	100%	**8,790**
Acquisition of other new businesses completed during the year	iii	Jan - Dec 2016	various	**9,392**
Additional investments in existing businesses	iv	Jan - Dec 2016	various	**5,489**
				30,806

i) Acquisition of Broderick Piller Pty Ltd (Workwise)

On 10 May 2016, the Group completed the acquisition of Broderick Piller Pty Ltd trading as Workwise Occupational Health, a leading provider of workplace, health & safety and rehabilitation services in Western Australia. The acquired business contributed revenue of £1,243,000 and net profit, including acquisition and integration costs incurred to date, of £70,000 to the Group for the period since acquisition. If the acquisition had taken place on 1 January 2016, we estimate the contribution to Group revenue would have been £2,086,000 and net profit, including acquisition and integration costs incurred to date, would have been £434,000.

Goodwill calculation	£'000
Purchase consideration	
- cash paid	4,415
- contingent consideration	2,720
Total purchase consideration	**7,135**
Less: fair value of net assets acquired	1,258
Goodwill	**5,877**

The assets and liabilities arising from the acquisition were as follows:

	Acquiree's carrying amount £'000	Fair value £'000
Property, plant and equipment	59	59
Other intangible assets	3	606
Trade and other receivables	277	277
Cash and cash equivalents		
- own cash	497	497
Deferred taxation	(181)	(181)
	655	**1,258**

	£'000
Purchase consideration settled in cash	4,415
Cash and cash equivalents - own cash in subsidiary acquired	(497)
Cash outflow on acquisition	**3,918**

As at 31 December 2016, the process of reviewing the fair values of assets acquired had not been completed, consequently the fair values stated above are provisional.

The contingent consideration of £2,720,000 is primarily based upon the expected profit before tax of the business for future periods up to 2020.

None of the goodwill recognised is expected to be deductible for income tax purposes.

ii) Acquisition of Stonehill Reinsurance Partners, LLC (Stonehill)

On 15 December 2016, the Group acquired the assets of Stonehill Reinsurance Partners LLC in North America, a reinsurance intermediary specialised in Medical Professional Liability and healthcare related business. The acquired business contributed revenue of £147,000 and net profit, including acquisition and integration costs incurred to date, of £24,000 to the Group for the year since acquisition. If the acquisition had taken place on 1 January 2016, we estimate the contribution to Group revenue would have been £3,804,000 and net profit, including acquisition and integration costs incurred to date, would have been £529,000.

Goodwill calculation	£'000
Purchase consideration	
- cash paid	2,657
- contingent consideration	6,133
Total purchase consideration	**8,790**
Less: fair value of net assets acquired	2,085
Goodwill	**6,705**

The assets and liabilities arising from the acquisition were as follows:

	Acquiree's carrying amount	Fair value £'000
Property, plant and equipment	141	141
Other intangible assets	-	1,626
Trade and other receivables	243	243
Cash and cash equivalents		
- own cash	1,015	1,015
- fiduciary cash	1,098	1,098
Insurance creditors	(1,098)	(1,098)
Trade and other payables	(940)	(940)
	459	**2,085**

	£'000
Purchase consideration settled in cash	2,657
Cash and cash equivalents - own cash in subsidiary acquired	(1,015)
	1,642
Cash and cash equivalents - fiduciary cash in subsidiary acquired	(1,098)
Cash outflow on acquisition	**544**

As at 31 December 2016, the process of reviewing the fair values of assets acquired had not been completed, consequently the fair values stated above are provisional.

The contingent consideration of £6,133,000 is based upon expected revenues up to 2020.

The maximum consideration is capped at USD15,000,000.

Goodwill recognised is expected to be deductible for income tax purposes.

iii) Other acquisitions and additional investments

Goodwill calculation	£'000
Purchase consideration	
- cash paid	9,315
- contingent consideration	4,641
- deferred consideration	815
- cancellation of loans	110
Total purchase consideration	**14,881**
Less fair value of net assets acquired	3,608
Less equity movement on transactions with non-controlling interests	4,330
Goodwill	**6,943**

The assets and liabilities arising from acquisitions were as follows:

	Acquiree's carrying amount	Fair value £'000
Property, plant and equipment	12	12
Other intangible assets	-	1,692
Trade and other receivables	846	846
Cash and cash equivalents		
- own cash	106	106
- fiduciary cash	290	290
Insurance payables	(290)	(290)
Trade and other payables	(64)	(64)
Current taxation	(27)	(27)
Deferred taxation	(116)	(116)
Non-controlling interests	1,159	1,159
	1,916	**3,608**

	£'000
Purchase consideration settled in cash	9,315
Cash and cash equivalents - own cash in subsidiary acquired	(106)
	9,209
Cash and cash equivalents - fiduciary cash in subsidiary acquired	(290)
Cash outflow on acquisition	**8,919**

As at 31 December 2016, the process of reviewing the fair values of assets acquired had not been completed, consequently the fair values stated above are provisional.

The contingent consideration of £4,641,000 relates to various acquisitions of which the largest individual consideration of £1,347,000 is based upon expected revenues from 2017 to 2020.

The deferred consideration of £815,000 is based upon the net assets in the completion accounts.

None of the goodwill recognised is expected to be deductible for income tax purposes.

Group summary of the net assets acquired and goodwill

The assets and liabilities arising from acquisitions were as follows:

	Workwise £'000	Stonehill £'000	Others £'000	Total £'000
Purchase consideration:				
- cash paid	4,415	2,657	9,315	**16,387**
- contingent consideration	2,720	6,133	4,641	**13,494**
- deferred consideration	-	-	815	**815**
- cancellation of loans	-	-	110	**110**
Total purchase consideration	**7,135**	**8,790**	**14,881**	**30,806**
Less fair value of net assets acquired	1,258	2,085	3,608	**6,951**
Less equity movement on transactions with non-controlling interests	-	-	4,330	**4,330**
Goodwill on acquisitions occurring during the year	**5,877**	**6,705**	**6,943**	**19,525**
Impact of revisions to deferred consideration				(1,623)
Impact of revision to fair value adjustment in relation to acquisitions completed in 2015				(48)
Net increase in goodwill				**17,854**
Impact of additional investments				4,330
Net decrease in equity				**4,330**

Group summary of cash flows

	Workwise £'000	Stonehill £'000	Others £'000	Total £'000
Purchase consideration settled in cash	4,415	2,657	9,315	**16,387**
Cash and cash equivalents - own cash in subsidiary acquired	(497)	(1,015)	(106)	**(1,618)**
	3,918	**1,642**	**9,209**	**14,769**
Cash and cash equivalents - fiduciary cash in subsidiary acquired	-	(1,098)	(290)	**(1,388)**
Total purchase consideration	**3,918**	**544**	**8,919**	**13,381**

30. BUSINESS DISPOSALS

On 30 December 2016, the Group disposed of 100% of its shareholdings in Thistle Insurance Services Limited.

Net assets and proceeds of disposal

	Fair value £'000
Goodwill	15,846
Property, plant and equipment	591
Other intangible assets	3,553
Trade and other receivables	13,410
Cash and cash equivalents	
- own cash	8,548
- fiduciary cash	9,196

Insurance payables	(9,196)
Trade and other payables	(2,202)
Provisions for liabilities and charges	(119)
Net assets at disposal	**39,627**
Gain on disposal	3,438
Proceeds on disposal	**43,065**

	Total £'000
Deferred proceeds	10,570
Cash inflow on disposal during the year	32,495
Total consideration	**43,065**

	Total £'000
Disposal consideration settled in cash	32,495
Cash and cash equivalents - own cash in subsidiaries disposed	
- own cash in subsidiary sold	(8,548)
- fiduciary cash in subsidiary sold	(9,196)
Cash inflow on disposal during the year	**14,751**

The deferred proceeds of £10,570,000 include an amount of £4,269,000 based upon the balance sheet positions at completion and an amount of £6,301,000 contingent upon the recovery of certain assets, the majority of which were included in the final closing balance sheet of the company disposed of. The contingent consideration of £6,301,000 is recognised as an available-for-sale asset. Including the cost on disposal of £3,484,000, the net loss is £46,000.

Other disposals

During the year the Group completed other disposals, none of which were individually significant.

Net assets and proceeds of disposal

	Total £'000
Goodwill	1,705
Property, plant and equipment	176
Other intangible assets	224
Trade and other receivables	366
Cash and cash equivalents	
- own cash	494
- fiduciary cash	286
Insurance payables	(286)
Trade and other payables	(894)
Current taxation	90
Non-controlling interests	(31)

Net assets at disposal	**2,130**
Exchange gains recycled from exchange reserves	325
Equity movement on transactions with non-controlling interests	32
Loss on disposal	(770)
Proceeds on disposal	**1,717**

	Total £'000
Deferred proceeds	547
Cash inflow on disposal during the year	1,170
Total consideration	**1,717**

	Total £'000
Disposal consideration settled in cash	1,170
Cash and cash equivalents - own cash in subsidiaries disposed	
- own cash in subsidiary sold	(494)
- fiduciary cash in subsidiary sold	(286)
Cash inflow on disposal during the year	**390**

Including the cost on disposal of £844,000, the net loss is £1,614,000.

Group summary of cash flows

	Thistle £'000	Others £'000	Total £'000
Disposal consideration settled in cash	32,495	1,170	**33,665**
Cash and cash equivalents - own cash in subsidiaries disposed			
- own cash in subsidiary sold	(8,548)	(494)	**(9,042)**
- fiduciary cash in subsidiary sold	(9,196)	(286)	**(9,482)**
Cash inflow on disposal during the year	**14,751**	**390**	**15,141**

31. RETIREMENT BENEFIT OBLIGATIONS

The Group operates a number of pension schemes throughout the world, the most significant of which are of the defined benefit type and operate on a funded basis. The principal pension schemes are the Jardine Lloyd Thompson UK Pension Scheme, the JLT (USA) Incentive Savings Plan, the JLT (USA) Employee Retirement Plan, the JLT (USA) Stable Value Plan, the Pension Plan for Employees of Jardine Lloyd Thompson Canada Inc and the Jardine Lloyd Thompson Ireland Limited Pension Fund.

The pension service costs accrued for the year are as follows:

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Defined benefit schemes	-	-	487	2.630	487	2.630
Defined contribution schemes	20,824	21,265	19,254	15,723	40,078	36,988
	20,824	21,265	**19,741**	18,353	**40,565**	39,618

The Jardine Lloyd Thompson UK Pension Scheme has two sections; one providing defined benefits and the other providing benefits on a defined contribution

basis. The assets of the scheme are held in a trustee administered fund separate from the Company.

With effect from 1 December 2006 the defined benefit section of the Scheme was amended to cease future benefits accruals. Under the Scheme as amended, a participant's normal retirement benefit will be determined based on their service and compensation prior to 1 December 2006.

The latest finalised triennial actuarial funding valuation of the Jardine Lloyd Thompson UK Pension Scheme was undertaken as at 31 March 2014. This valuation was updated to 31 December 2016 by a qualified actuary employed by the Group. An updated triennial actuarial valuation will be performed in 2017.

The principal overseas schemes are:

a)
The JLT (USA) Incentive Savings Plan which is a defined contribution scheme. Employees may contribute up to 50% of their salary subject to an IRS maximum each year USD18,000 in 2016 and the Group contributes at a rate of 100% of each 1% contributed by the employee up to a maximum employee contribution of 4%, up to a maximum of USD10,600. Employees aged over 50 may make "catch-up" contributions subject to an IRS maximum each year USD6,000 in 2016.

b)

The JLT (USA) Employee Retirement Plan which is a defined benefit scheme. The latest actuarial valuation was undertaken at 1 January 2016 by independent actuaries. With effect from 31 July 2005 the plan was amended to eliminate future benefit accruals. Under the plan as amended, a participant's normal retirement benefit will be determined based on their service and compensation prior to 31 July 2005. The average compensation and length of service will be determined as at 31 July 2005.

The Group has made a settlement gain of £127,000 (2015: £492,000) relating to non-routine lump sum payments and it is disclosed under the curtailment gain.

c)

The JLT (USA) Stable Value Plan. The latest actuarial valuation was undertaken as at 1 January 2016 by independent actuaries. With effect from 31 March 2016 the Plan was amended to eliminate future benefit accruals. Under the Plan as amended, a participant's normal retirement benefit will be determined based on their service and compensation prior to 31 March 2016. The average compensation and length of service will be determined as at 31 March 2016. The Plan was closed in 2016, however the Group made an allowance for the upcoming closure of the Stable Value Plan to future accrual in the 2015 accounts. As a result, a curtailment gain of £506,000 was recognised in 2015. No further gain or loss on curtailment was recognised in 2016.

d)

The Pension Plan for Employees of Jardine Lloyd Thompson Canada Inc. has two sections; one providing defined benefits based primarily on the 2007 pensionable salary and the other providing benefits on a defined contribution basis. The JLT pension contribution for the defined contribution plan ranges from 3% to 13% based on age and service. The company makes additional contribution to defined contribution plans, not exceeding 2% of pensionable earnings, if the member makes a matching voluntary contributions. The Defined Benefit Pension Plan was amended on 1 January 2009 in order to close the plan to new entrants and eliminate future benefit accruals from this date forward.

The JLT Canada Defined Pension Plans last formal valuation was undertaken as of 31 December 2013 by a qualified third party actuary.

e)
The Jardine Lloyd Thompson Ireland Limited Pension Fund, which is a defined benefit pension scheme, has its assets held in a separately administered fund. The contributions to it are agreed between the Trustees and the Company, based on the advice of an appropriately qualified independent actuary. The most recent triennial actuarial valuation for funding purposes was carried out by the appropriately qualified independent actuary as at 1 January 2014. With effect from 30 November 2008, the scheme was closed to new entrants and future service accrual ceased. The company also operates a defined contribution scheme, namely The Jardine Lloyd Thompson 2004 Retirement Benefits Scheme, which is held and administered under a separate trust.

The next actuarial valuation is due and being carried out as part of the current renewal of the Scheme for 1 January 2017.

The principal actuarial assumptions used were as follows:

At 31 December 2016	UK Scheme	US Scheme	Canadian Scheme	Irish Scheme	US Stable Value Plan
Rate of increase in salaries	**n/a**	**n/a**	**3.25%**	**n/a**	**n/a**
Rate of increase of pensions in payment (a)	**3.24%**	**n/a**	**3.25%**	**3.00%**	**n/a**
Discount rate (b)	**2.80%**	**4.00%**	**3.90%**	**1.90%**	**3.35-3.40%**
Inflation rate	**3.34%**	**2.00%**	**2.25%**	**1.50%**	**2.00%**
Revaluation rate for deferred pensioners	**2.34%**	**n/a**	**n/a**	**1.50%**	**n/a**
Mortality - life expectancy at age 65 for male members: (c)					
Aged 65 at 31 December (years)	**21.8**	**21.3**	**22.0**	**22.8**	**21.3**

At 31 December 2015	UK Scheme	US Scheme	Canadian Scheme	Irish Scheme	US Stable Value Plan
Rate of increase in salaries	n/a	n/a	2.50%	n/a	n/a
Rate of increase of pensions in payment (a)	2.82%	n/a	3.25%	3.00%	n/a
Discount rate (b)	3.86%	4.20%	4.00%	2.50%	3.50-3.55%
Inflation rate	2.92%	2.00%	2.25%	1.75%	2.00%
Revaluation rate for deferred pensioners	1.92%	n/a	n/a	1.75%	n/a

Mortality - life expectancy at age 65 for male members: (c)					
Aged 65 at 31 December (years)	21.7	21.7	22.0	22.8	21.7

a) In respect of the UK scheme, where there are inflation linked benefits, the inflation increases are limited to a maximum of 5% per annum (some are limited to 3% per annum).

(b) In line with IAS 19 (Revised) the expected return on scheme assets assumption is the same as the discount rate assumed for the liabilities.

(c) Mortality assumptions for the UK scheme are based on 105% of the S2PxA tables, with improvements based on CMI 2015 tables with a 1.25% p.a. long-term rate of improvement.

Mortality assumptions for the US Scheme and US Stable Value Plan are based on the RP2014 Mortality Table with MP2016 Projections.
Mortality assumptions for the Canadian Scheme are based on the CPM-2014 Private Table with generational projection using scale CPM-B1D2014.

Mortality assumptions for the Irish Scheme, assume that deaths after retirement will be in accordance with standard mortality tables 90% PxA92C=2004 with allowance for expected future mortality improvements. There is assumed to be no pre-retirement mortality.

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Impact on defined benefit obligation	
	Change in assumptions	**Change to obligation**
Discount rate	**decrease of 0.1%**	**increase of 2.0%**
Inflation rate	**increase of 0.1%**	**increase of 1.0%**
Life expectancy	**increase of 1 year**	**increase of 4.0%**

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the balance sheet. Note this sensitivity is for defined benefit obligations only and does not consider the impact that changes in assumptions may have on the assets, in particular the assets held in respect of the insured pensioners.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

Defined benefit obligation

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	**2015 £'000**	**2016 £'000**	**2015 £'000**	**2016 £'000**	**2015 £'000**
Present value of funded obligations	(674,029)	(576,343)	(72,315)	(61,940)	(746,344)	(638,283)
Fair value of plan assets	489,533	457,396	58,399	50,500	547,932	507,896
Net liability recognised in the balance sheet	**(184,496)**	(118,947)	**(13,916)**	(11,440)	**(198,412)**	(130,387)

Reconciliation of defined benefit liability

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	**2015 £'000**	**2016 £'000**	**2015 £'000**	**2016 £'000**	**2015 £'000**
Opening defined benefit liability	**(118,947)**	(162,620)	**(11,440)**	(16,415)	**(130,387)**	(179,035)
Exchange differences	-	-	(2,169)	(396)	(2,169)	(396)
Pension expense	(4,778)	(5,902)	(1,274)	(2,421)	(6,052)	(8,323)
Employer contributions	10,952	11,117	886	3,101	11,838	14,218
Total (loss)/gain recognised in reserves	(71,723)	38,458	81	4,691	(71,642)	43,149
Net liability recognised in the balance sheet	**(184,496)**	(118,947)	**(13,916)**	(11,440)	**(198,412)**	(130,387)

Reconciliation of defined benefit obligation

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	**2015 £'000**	**2016 £'000**	**2015 £'000**	**2016 £'000**	**2015 £'000**
Opening defined benefit obligation	**(576,343)**	(641,759)	**(61,940)**	(78,044)	**(638,283)**	(719,803)

Exchange differences	-	-	(11,626)	(870)	(11,626)	(870)
Service cost	-	-	(487)	(2,630)	(487)	(2,630)
Interest cost	(21,435)	(22,366)	(2,502)	(2,507)	(23,937)	(24,873)
Curtailment gain	-	-	127	998	127	998
Settlement amount	-	-	1,315	5,773	1,315	5,773
(Loss)/gain on defined benefit obligation	(121,841)	50,051	(1,120)	5,453	(122,961)	55,504
Actual benefit payments	45,590	37,731	3,918	9,887	49,508	47,618
Closing defined benefit obligation	**(674,029)**	(576,343)	**(72,315)**	(61,940)	**(746,344)**	(638,283)

Reconciliation of fair value of assets

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Opening value of assets	**457,396**	479,139	**50,500**	61,629	**507,896**	540,768
Exchange differences	-	-	9,457	474	9,457	474
Expected return on assets	17,034	16,722	2,031	2,027	19,065	18,749
Actuarial gain/(loss)	50,118	(11,593)	1,201	(762)	51,319	(12,355)
Employer contributions	10,952	11,117	886	3,101	11,838	14,218
Actual benefit payments	(45,590)	(37,731)	(3,918)	(9,887)	(49,508)	(47,618)
Settlement amount	-	-	(1,315)	(5,773)	(1,315)	(5,773)
Expenses	(377)	(258)	(443)	(309)	(820)	(567)
Closing value of assets	**489,533**	457,396	**58,399**	50,500	**547,932**	507,896

The analysis of the fair value of the scheme assets is as follows:

	UK Schemes		Overseas Schemes	
At 31 December 2016	Value £'000	Value %	Value £'000	Value %
Equities	186,674	38%	34,795	60%
Bonds	-	-	10,454	18%
Investment funds	95,360	19%	-	-
Qualifying insurance policies	205,719	42%	-	-
Other assets	-	-	3,827	6%
Cash	1,780	1%	9,323	16%
Total market value	**489,533**	**100%**	**58,399**	**100%**

	UK Schemes		Overseas Schemes	
At 31 December 2015	Value £'000	Value %	Value £'000	Value %
Equities	174,843	38%	32,395	64%
Bonds	-	-	14,848	30%
Investment funds	99,079	22%	-	-
Qualifying insurance policies	176,996	39%	-	-
Other assets	-	-	2,656	5%
Cash	6,478	1%	601	1%
Total market value	457,396	100%	50,500	100%

Other assets include hedge funds and property. The schemes do not hold cash as a strategic investment and cash balances at 31 December represent working balances.

Reconciliation of return on assets

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Expected return on assets	17,034	16,722	2,031	2,027	19,065	18,749
Actuarial gain/(loss)	50,118	(11,593)	1,201	(762)	51,319	(12,355)
Actual return on assets	**67,152**	5,129	**3,232**	1,265	**70,384**	6,394

The amounts recognised in the consolidated income statement are as follows:

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Service cost	-	-	(487)	(2,630)	(487)	(2,630)
Settlement and curtailment gain	-	-	127	998	127	998
Expenses	(377)	(258)	(443)	(309)	(820)	(567)
Total (included within salaries and associated expenses)	**(377)**	(258)	**(803)**	(1,941)	**(1,180)**	(2,199)
Interest cost	(21,435)	(22,366)	(2,502)	(2,507)	(23,937)	(24,873)
Expected return on assets	17,034	16,722	2,031	2,027	19,065	18,749
Total (included within finance costs)	**(4,401)**	(5,644)	**(471)**	(480)	**(4,872)**	(6,124)
Expenses before taxation	**(4,778)**	(5,902)	**(1,274)**	(2,421)	**(6,052)**	(8,323)

The amounts included in the consolidated statement of comprehensive income are as follows:

	UK Schemes		Overseas Schemes		Total	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000	2016 £'000	2015 £'000
(Loss)/gain on defined benefit obligation	(121,841)	50,051	(1,120)	5,453	(122,961)	55,504
Actuarial gain/(loss)	50,118	(11,593)	1,201	(762)	51,319	(12,355)
Total actuarial (loss)/gain recognised	**(71,723)**	38,458	**81**	4,691	**(71,642)**	43,149
Cumulative actuarial loss recognised	**(277,162)**	(205,439)	**(32,756)**	(32,837)	**(309,918)**	(238,276)

The five year history of experience adjustments is as follows:

	UK Schemes				
	2016 £'000	2015 £'000	2014 £'000	2013 £'000	2012 £'000 restated
Defined benefit obligation at end of year	(674,029)	(576,343)	(641,759)	(583,745)	(574,360)
Fair value of plan assets	489,533	457,396	479,139	458,727	463,621
Deficit in the schemes	**(184,496)**	(118,947)	(162,620)	(125,018)	(110,739)
Difference between the actual and expected return on plan assets					
- amount (£'000)	**50,118**	(11,593)	16,437	(22,217)	32,889
- expressed as a percentage of the plan assets	**10.24%**	(2.53%)	3.43%	(4.84%)	7.09%

Experience (gain)/loss on plan liabilities					
- amount (£'000)	**(7,009)**	(8,840)	1,592	1,364	11,890
- expressed as a percentage of the present value of the plan liabilities	**1.04%**	1.53%	(0.25%)	(0.23%)	(2.07%)

	Overseas Schemes				
	2016 £'000	**2015 £'000**	**2014 £'000**	**2013 £'000**	**2012 £'000 restated**
Defined benefit obligation at end of year	**(72,315)**	(61,940)	(78,044)	(60,566)	(68,937)
Fair value of plan assets	**58,399**	50,500	61,629	54,957	48,285
Deficit in the schemes	**(13,916)**	(11,440)	(16,415)	(5,609)	(20,652)
Difference between the actual and expected return on plan assets					
- amount (£'000)	**1,201**	(762)	2,450	6,863	3,034
- expressed as a percentage of the plan assets	**2.06%**	(1.51%)	3.98%	12.49%	6.28%
Experience (gain)/loss on plan liabilities					
- amount (£'000)	**(4,450)**	(1,427)	1,265	377	(3,925)
- expressed as a percentage of the present value of the plan liabilities	**6.15%**	2.30%	(1.62%)	(0.62%)	5.69%

The expected employer contributions in respect of the year ending 31 December 2017 are as follows:	**Defined benefit £'000**
UK Scheme	15,500
Irish Scheme	892
Total expected contributions	**16,392**

32. RELATED-PARTY TRANSACTIONS

Transactions with the Jardine Matheson Group

As at 10 February 2017 the Jardine Matheson Group owns 40.16% of the Company's shares via its wholly-owned subsidiary JMH Investments Limited. The remaining 59.84% of the shares are widely held.

In the normal course of business a number of the Group's subsidiaries undertake, on an arm's-length basis, a variety of transactions with the Jardine Matheson Group (JMG) and its associates (JMA).

The following transactions were carried out during the year:

	2016			2015		
	JMG £'000	**JMA £'000**	**Total £'000**	**JMG £'000**	**JMA £'000**	**Total £'000**
Income						
Fees and commissions	3,999	1,941	**5,940**	3,472	1,794	5,266

Expenditure						
Administrative expenses	1,598	-	**1,598**	1,729	-	1,729
Year-end balances arising from these transactions:						
Trade and other receivables	962	642	**1,604**	522	253	775
Trade and other payables	(82)	-	**(82)**	(58)	(1)	(59)
	880	**642**	**1,522**	464	252	716

Transactions with associates
The following transactions were carried out with associates during the year:

	2016 £'000	2015 £'000
Income		
Fees and commissions	3,238	5,994
Finance income		
Interest receivable - own funds	8	194
Expenditure		
Administrative expenses	19	67
Year-end balances arising from these transactions:		
Trade and other receivables	4,966	5,115
Trade and other payables	(1)	(140)
	4,965	4,975

33. COMMITMENTS

Capital commitments

Capital expenditure contracted for 2016 at the balance sheet date amounts to £1,293,000. In 2015 there was no significant capital expenditure contracted.

Operating lease commitments - where a Group company is the lessee

The future aggregate minimum lease payments under a non-cancellable operating leases are as follows:

	2016 £'000	2015 £'000
No later than 1 year	42,981	24,987
Later than 1 year and no later than 5 years	146,090	121,441
Later than 5 years	300,912	264,356
	489,983	410,784

The Group leases various offices under non-cancellable operating lease agreements. The principal lease term on the Group's headquarters at The St Botolph Building is for 22 years from the balance sheet date. Rents will be reviewed on 1 October 2018, and every 5 years thereafter, and will be calculated by reference to the prevailing market rate.

Sub-leases

Operating lease commitments - where a Group company is the lessor

The future aggregate minimum lease payments under non-cancellable operating sub-leases are as follows:

	2016 £'000	2015 £'000
No later than 1 year	151	143
Later than 1 year and no later than 5 years	231	370
	382	513

Legal and other loss contingencies

Jardine Lloyd Thompson Group plc and its subsidiaries are subject to various claims and legal proceedings and disputes including alleged errors and omissions in connection with the placement of insurance and reinsurance risks and consulting services.

IFRS requires that liabilities for contingencies be recorded when it is probable that a liability has been incurred before the balance sheet date and the amount can be reasonably estimated. Significant management judgement is required to comply with this guidance. The Group analyses its litigation exposure based on available information, including external legal consultation where appropriate, to assess its potential liability.

On the basis of present information, amounts already provided, availability of insurance coverages and legal advice received, it is the opinion of management that the disposition or ultimate determination of such claims will not have a material adverse effect on the consolidated financial position of the Group. However, it is possible that future results of operations or cash flows for any annual period could be materially affected by an unfavourable resolution of these matters.

As at 31 December 2016, the Group has contingent liabilities in respect of guarantees and letters of credit given on behalf of Group companies amounting to £12,024,000 (2015: £7,113,000).

In the UK, the Group is working with the UK Financial Conduct Authority following a market-wide thematic review of financial advice provided to customers who were offered enhanced transfer value products ('ETVs'). Pending the outcome of the UK Financial Conduct Authority's review a provision has been created for the estimated administration costs of completing the work for this review. It is too early to determine whether any further liability exists.

34. SUBSEQUENT EVENTS

On 27 January 2017, the Group announced the acquisition of a 50.1% ownership interest in CRP Holding Company LLC, the holding company of Construction Risk Partners LLC, one of the leading construction risk and surety specialty brokers in the USA, for a consideration of USD 50,000,000 subject to adjustment.

35. SUBSIDIARIES AND ASSOCIATED COMPANIES

The following were the subsidiaries and associated undertakings at 31 December 2016. Unless otherwise shown, the capital of each company is wholly-owned, is in ordinary shares and the principal country of operation is the country of incorporation/registration.

Company	% Holding (if less than 100%)	Registered Office address	Notes
United Kingdom			
Agnew Higgins Pickering & Company Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Aldgate Trustees Ltd		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Aviary Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Burke Ford Group Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Burke Ford Trustees (Leicester) Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
CPRM Limited		Lochside House, 7 Lochside Avenue, Edinburgh, EH12 9DJ, Scotland	
Echelon Consulting Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Expacare Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Fly Fizzi Limited	33.00	Pyers Croft, Compton, Chichester, West Sussex, PO18 9EX, England	
GCube Underwriting Limited		155 Fenchurch Street, London, EC3M 6AL, England	
Gracechurch Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Gresham Pension Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Hayward Aviation Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
iimia (Holdings) Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Independent Trustee Services Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Ingham & Co (Liabilities) Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Ingham (Holdings) Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Jardine (Lloyd's Underwriting Agents) Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	

Company	% Holding (if less than 100%)	Registered Office address	Notes
Jardine Lloyd Thompson Reinsurance Holdings Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Jardine Lloyd Thompson Reinsurance Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Jardine Reinsurance Management Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
JIB Group Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JIB Group Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JIB Overseas Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JIB UK Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	3
JIS (1974) Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Actuaries and Consultants Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Advisory Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Benefit Consultants Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Benefit Solutions Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Capital Markets Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
JLT Colombia Retail Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Colombia Wholesale Limited	91.87	The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	3
JLT Consultants & Actuaries Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Corporate Services Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT EB Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT EB Services Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Financial Consultants Ltd		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT iimia Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
JLT Insurance Group Holdings Ltd		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Investment Management Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT LATAM (Southern Cone) Wholesale Limited	51.00	The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Latin American Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Management Services Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Mexico Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Nominees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Pension Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Pensions Administration Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Pensions Administration Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Peru Reinsurance Solutions Limited	80.07	The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Peru Retail Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Peru Wholesale Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Quest Trustee Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
JLT Re Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Reinsurance Brokers Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Secretaries Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Specialty Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Trustees (Southern) Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
JLT UK Investment Holdings Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	

Company	% Holding (if less than 100%)	Registered Office address	Notes
JLT Wealth Management (Falmouth) Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
JLT Wealth Management Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Leadenhall Independent Trustees Ltd		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Lloyd & Partners Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
M.P. Bolshaw and Company Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Marine, Aviation & General (London) Limited	25.00	10 Eastcheap, London, EC3M 1AJ, England	
P3 Corporate Pensions Software Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Pavilion Insurance Management Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Pavilion Insurance Network Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Pension Capital Strategies Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Personal Pension Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Pet Animal Welfare Scheme Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
PIN Finance Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Portland Pensions Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Portsoken Trustees (No. 2) Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Portsoken Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Premier Pension Trustees Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Profund Solutions Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Renewable Energy Loss Adjusters Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
The Hayward Holding Group Limited		The St Botolph Building, 138 Houndsditch, London, EC3A 7AW, England	
Thistle Underwriters Limited		BDO LLP, 55 Baker Street, London, W1U 7EU, England	
Angola			
Jardines PF (Angola) Lda		Rua Lucrecia Paim 9, PO Box 239, Luanda, Republica de Angola	
Anguilla			
JLT Towner Insurance Management (Anguilla) Limited		Babrow's Commercial Complex, The Valley, AI-2640, Anguilla	
Argentina			
JLT Re Argentina Corredores de Reaseguros S.A.	51.00	Della Paolera 265, Torre Boston, 24th Floor Retiro, C.A.B.A, Argentina	
Australia			
AssetVal Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Australian Insurance Brokers Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Broderick Piller Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Echelon Australia Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Group Promoters Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Jardine Lloyd Thompson Australia Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
JLT Group Services Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Jardine Lloyd Thompson Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
JLT Re Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Local Government Insurance Brokers Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Premium Services Australia Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
The Recovre Group Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Risk Management Australia Pty Limited		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	
Thistle Underwriting Services Pty Ltd		Level 11, 66 Clarence Street, Sydney NSW 2000, Australia	

Company	% Holding (if less than 100%)	Registered Office address	Notes
Austria			
GrECo International Holding AG	20.00	1190 Vienna, Elmargasse 2-4, Postfach 299, Vienna, Austria	
Barbados			
Isosceles Insurance (Barbados) Limited	90.91	1st Floor, Limegrove Centre, Holetown, St James, Barbados	
JLT Holdings (Barbados) Ltd	90.91	1st Floor, Limegrove Centre, Holetown, St James, Barbados	
JLT Insurance Management (Barbados) Ltd	90.91	1st Floor, Limegrove Centre, Holetown, St James, Barbados	
JLT Management (Barbados) Ltd	90.91	1st Floor, Limegrove Centre, Holetown, St James, Barbados	
JLT Trust Services (Barbados) Limited	90.91	1st Floor, Limegrove Centre, Holetown, St James, Barbados	
Bermuda			
Agnew Higgins Pickering & Co. (Bermuda) Ltd		Clarendon House, 2 Church Street, Hamilton, HM11, Bermuda	
Eagle & Crown Limited		Cedar House, 41 Cedar Avenue, Hamilton HM12, Bermuda	
Evolution Management Ltd		Crawford House, 50 Cedar Avenue, Hamilton, HM11, Bermuda	
Isosceles Insurance Ltd	98.36	Crawford House, 50 Cedar Avenue, Hamilton, HM11, Bermuda	3
JLT Holdings (Bermuda) Ltd.		Crawford House, 50 Cedar Avenue, Hamilton, HM11, Bermuda	
JLT Bermuda Ltd		Crawford House, 50 Cedar Avenue, Hamilton, HM11, Bermuda	
JLT Insurance Management (Bermuda) Limited		Crawford House, 50 Cedar Avenue, Hamilton, HM11, Bermuda	
Sail Insurance Company Limited		Cedar House, 41 Cedar Avenue, Hamilton HM12, Bermuda	
Secure Limited		Jardine House, 33-35 Reid Street, Hamilton, Bermuda	
JLT Re Limited		Cedar House, 41 Cedar Avenue, Hamilton HM12, Bermuda	
Brazil			
JLT Brasil Holdings Participacoes Ltd	78.57	Avenida Beira Mar no. 200, 8º andar (parte), Centro, Rio de Janeiro,	
JLT do Brasil Corretagem de Seguros Ltda	78.57	Rua Sete de Abril, 230 - 2 andar, cep-01044-000 Sao Paulo, Brazil	
JLT RE Brasil, Administracao e Corretagem de Resseguros Ltda	78.57	Avenida Beira Mar no. 200, 8º andar (parte), Centro, Rio de Janeiro, Brazil	
JLT SCK Affinity Administracao e Corretora de Seguros Ltda.	58.92	Ave. Presidente Wilson, 231, 74.107.483/0001-64, Centro, Rio de Janeiro, Brazil	1
JLT SCK Corretora e Administradora de Seguros	58.92	Ave. Presidente Wilson, 231, 74.107.483/0001-64, Centro, Rio de Janeiro, Brazil	
Canada			
Jardine Lloyd Thompson Canada Inc		Suite 2900, 550 Burrard Street Vancouver BC V6C 0A3, Canada	
Cayman Islands			
Colombian Insurance Broking Wholesale Limited	74.50	Maples Corporate Services Ltd, Ugland House , PO Box 309, Grand Cayman, KY1 1104, Cayman Islands	
Chile			
JLT Chile Corredores de Reaseguro Limitada	50.10	Costanera Sur 2730, Piso 14, Las Condes, Santiago, Chile	
Alta SA	50.10	Costanera Sur 2730, Piso 14, Las Condes, Santiago, Chile	
JLT Asesorias Ltda	50.10	Costanera Sur 2730, Piso 14, Las Condes, Santiago, Chile	
JLT Chile Holdings SpA		Miraflores 222 piso 28 Santiago, Chile	
JLT-Orbital Corredores de Seguros Limitada	50.10	Costanera Sur 2730, Piso 14, Las Condes, Santiago, Chile	
China			
JLT Insurance Brokers Co., Limited		The Pinnacle, 17 Zhu Jiang Road West, Tianhe District, Guangzhou 510623, China	
Colombia			
JLT Affinity Colombia Solutions SAS	85.00	Carrera 7 # 71- 21 , Torre B, Bogota, Colombia	
Beneficios Integrales Oportunos SA	68.00	Calle 72 N° 10 – 07 Of. 1004. Bogota, Colombia	

Company	% Holding (if less than 100%)	Registered Office address	Notes
JLT Re Colombia, Corredores Colombianos de Reaseguros	91.87	Calle 742 No. 10-51 PH, Bogota, Colombia	
Jardine Lloyd Thompson Valencia y Iragorri Corredores de Seguros SA	68.00	Calle 72 N° 10 – 07 Of. 1004. Bogota, Colombia	
Denmark			
JLT Specialty Insurance Broker A/S		Hellerupgardvej 18, 2900 Hellerup, Denmark	
France			
JLT France Holdings		24/26 Rue de la Pepiniere , 75008, Paris , France	
JLT Energy (France) SAS	35.40	18 Rue de Courcelles, 75008, Paris, France	
JLT PLA		24/26 Rue de la Pépinière , 75008, Paris , France	4
Germany			
JLT Reinsurance Brokers GmbH		Arnulfstrabe 19, 80335, Munchen, Germany	
Guernsey			
Isosceles PCC Limited		Mill Court, La Charroterie, St Peter Port, GY1 4ET, Guernsey	
JLT Insurance Management (Guernsey) Limited		Mill Court, La Charroterie, St Peter Port, GY1 4ET, Guernsey	
Hong Kong			
JLT Agencies Limited		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
JLT Essential Holdings Limited	51.00	25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Jardine ShunTak Insurance Brokers Limited	50.00	25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Jardine Lloyd Thompson PCS Limited	75.00	20th Floor, Cityplaza Four, 12 Taikoo Wan Road, Taikoo Shing, Island East, Hong Kong	
JLT Agency Services Limited		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Jardine Lloyd Thompson Limited		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Lambert Brothers Holdings Limited		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Lambert Brothers Insurance Brokers (Employee Benefits) Ltd		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
Lambert Brothers Insurance Brokers (Hong Kong) Ltd		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
JLT Insurance Agencies Limited		25th Floor Devon House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong	
India			
JLT Independent Insurance Brokers Private Limited	49.00	Peninsula Corporate Park, Ganpat Rao Kadam Marg, Off, Senapati Bapat Marg, Mumbai, 400013, India	
Jardine Lloyd Thompson Insurance Consultants Limited	92.61	E-2/16, 2nd Floor, White House, Ansari Road, Darya Ganj, New Dehli, 110002. India	
Jardine Lloyd Thompson India Private Limited		1001-A, Supreme Business Park, Supreme City, Hiranandani Gardens, Powai. Mumbai. Maharashtra. 400076. India	
Indonesia			
PT Jardine Lloyd Thompson	80.00	World Trade Center, Jl. Jendral Sudirman Kav. 29-31, Jakarta 12920, Indonesia	
PT Nexus Asia Pacific		Antam Office Park Tower B, Jl Letjen TB Simatupang No.1 RT 010 RW 004., Kel. Tanjung Barat Kec. Jagakarsa Selatan, Indonesia	
Ireland			
JLT Risk Management Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
Freedom Trust Services Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
JLT Intellectual Property Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
International Loss Control Services Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	

Company	% Holding (if less than 100%)	Registered Office address	Notes
Jardine Pension Trustees Ireland Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
Jardine Lloyd Thompson Ireland Holdings Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
Jardine Lloyd Thompson Ireland		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
JLT Financial Planning Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
JLT Insurance Brokers Ireland Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
JLT Financial Services Limited		Cherrywood Business Park, Loughlinstown, Dublin 18, Ireland	
Italy			
MAG JLT SpA	25.00	Francesco Crispi 74, Naples, Italy	
Japan			
JLT Holdings Japan Limited		Halifax Bldg. 4F, 16-26 Roppoongi 3-chome, Minato-ku, Tokyo, Japan	
JLT Risk Services Japan Limited		Halifax Bldg. 4F, 16-26 Roppoongi 3-chome, Minato-ku, Tokyo, Japan	
JLT Japan Limited		Halifax Bldg. 4F, 16-26 Roppoongi 3-chome, Minato-ku, Tokyo, Japan	
Republic of Korea			
Jardine Lloyd Thompson Korea Limited		(Gongpyeong-dong), 16th Floor, 47, Jongno-gu, Seoul, Republic of Korea	
Malaysia			
Echelon Claims Consultants Sdn Bhd		Faber Imperial Court, 21A Jalan Sultan Ismail, 50250, Kuala Lumpur, Malaysia	
JLT Asia Shared Services Sdn Bhd		Menara Shell, No 211 Jalan Tun Sambathan 50470 Kuala Lumpur,	
JLT Re Labuan Limited		Saguking Commercial Building , Jalan Patau-Patau 87000 Labuan FT, Malavsia	
Jardine Lloyd Thompson Sdn Bhd	49.00	Faber Imperial Court, 21A Jalan Sultan Ismail, 50250 Kuala Lumpur,	
Malta			
JLT Insurance Management Malta Limited	34.00	Abate Rigord Street, Ta'Xbiex XBX 1111, Malta	
Manoel Management Services Ltd	34.00	Abate Rigord Street, Ta'Xbiex , XBX 1111, Malta	
Mauritius			
JI Holdings Limited	92.61	c/o International Management (Mauritius) Ltd, Les Cascades, Edith Cavell Street, Port Louis, Republic of Mauritius	
Mexico			
JLT Mexico, Intermediario de Reaseguro, S.A. de C.V.		Avenida Insurgentes Sur 1898, Piso 19, Colonia Florida, CP 01030 México City	
Sterling Re Intermediario de Reaseguro, SA de CV	35.50	Insurgentes, Colonia, Torre 01030, Mexico DF	
Netherlands			
JLT Netherlands BV		Schouwburgplein 30-34, 3012 CL, Rotterdam, Netherlands	
JLT Asia Holdings BV		Atrium Building, Strawinskylaan 3007, 1077 ZX Amsterdam, Netherlands	
JMIB Holdings BV		Atrium Building, Strawinskylaan 3007, 1077 ZX Amsterdam, Netherlands	
New Zealand			
Alpha Consultants (2002) Limited		Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
Client Provide Limited	75.40	Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
Echelon New Zealand Limited		Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
JLT Holdings (NZ) Limited		Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
Jardine Lloyd Thompson Limited		Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
Wellnz Limited	75.40	Level 5, Tower Centre, 45 Queen Street, Auckland, New Zealand	
Norway			
JLT Norway AS		Strandveien 35, 1324 Lysaker, P.O.BOX 142, Norway	

Company	% Holding (if less than 100%)	Registered Office address	Notes
Peru			
JLT Affinity Latam S.A.C.	85.00	Avenida Angamos Oeste 1209, Miraflores, Lima 18, Peru	
JLT Corredores de Reaseguros SA	80.10	Avda Santa Maria 110-140, oficina 202. Miraflores, Lima, Peru	
JLT Peru Corredores de Seguros SA	91.62	Av, Santo Toribio 173, San Isidro, Lima, Peru	
Philippines			
Jardine Lloyd Thompson Insurance and Reinsurance Brokers, Inc.		111 Paseo de Roxas Building, Legaspi Village, Makati City 1229, Philippines	
Russian Federation			
Jardine IBR Limited		Office 226, Building 14, 39 Leningradskiy Prospect, Moscow, Russia	
JLT (Insurance Brokers) Limited		Office 226, Building 14, 39 Leningradskiy Prospect, Moscow, Russia	
Singapore			
Anda Insurance Agencies Pte Ltd		239 Alexandra Road, Singapore 159930	
Jardine Lloyd Thompson Private Limited		239 Alexandra Road, Singapore 159930	
Jardine Lloyd Thompson Asia Pte Limited		239 Alexandra Road, Singapore, 159930	
JLT Interactive Pte Ltd		239 Alexandra Road, Singapore 159930	
JLTPCS Holdings Pte. Ltd	75.00	239 Alexandra Road, Singapore 159930	
Jardine Lloyd Thompson PCS Pte Ltd	75.00	239 Alexandra Road, Singapore 159930	
JLT Specialty Pte Ltd		239 Alexandra Road, Singapore 159930	
JLT Singapore Holdings Pte Ltd		239 Alexandra Road, Singapore 159930	
South Africa			
Eikos Risk Applications (Pty) Ltd		Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
JLT Employee Benefits SA (Pty) Ltd		Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
Jardine Lloyd Thompson (Proprietary) Limited	63.00	Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
JLT Benefit Solutions SA (Pty) Ltd		Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
JLT Employee Benefits Holding Company (PTY) LTD		Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
JLT SA IB Holding Company (Proprietary) Limited		Block D, Nicol Main Office Park, 2 Burton Road, Bryanston, 2191, South Africa	
Spain			
March-JLT, Correduria de Seguros y Reaseguros, S.A.	25.00	Calle de Lagasca 88, Madrid, Spain	
Sweden			
JLT Re (Northern Europe) AB		Jakobsbergsgatan 7, 11144 Stockholm, Sweden	
JLT Risk Solutions AB	65.00	Jakobsbergsgatan 7, 11144 Stockholm, Sweden	
Lavaretus Underwriting AB		Jakobsbergsgatan 7, 11144 Stockholm, Sweden	
Switzerland			
Jardine Lloyd Thompson PCS SA	75.00	Rue de Chantepoulet 1-3,, 1201, Geneva, Switzerland	
Taiwan			
Jardine Lloyd Thompson Limited		13F, 50 Hsin Sheng S. Road, Sec 1, Taipei, Taiwan	
Thailand			
Jardine Lloyd Thompson Limited	49.00	The 9th Towers, 31st Floor, Rama 9 Road, Huay Khwang, , Bangkok , 10310, Thailand	
JLT Life Assurance Brokers Limited		The 9th Towers, 31st Floor, Rama 9 Road, Huay Khwang, , Bangkok , 10310. Thailand	
Turkey			

Company	% Holding (if less than 100%)	Registered Office address	Notes
JLT Sigorta ve Reasürans Brokerliği A.Ş.	75.20	Kavak Sok, Smart Plaza, No: 31/1 B Blok Kat: 4, 34805 Beykoz, Instanbul, Turkey	
United Arab Emirates			
Insure Direct (Brokers) LLC	49.00	Burj Al Salam , World Trade Centre Roundabout, Sheikh Zayed Road, Dubai, P.O.BOX 57006, UAE	
Insure Direct - Jardine Lloyd Thompson Limited	61.30	P.O. Box 9731, Dubai , UAE	
Jardine Lloyd Thompson PCS (Dubai) Limited	75.00	Gate Precinct Building 5, Dubai International Financial Centre, Dubai, PO BOX 507288, UAE	
United States			
1763 Enterprises LLC		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
Charter Risk Management Services LLC	35.70	141 Weston Street #1981, Hartford, Connecticut 06144	
Core Risks Ltd. LLC		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
GCube Insurance Services Inc		CSC Lawyers Indorporating Service, 2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA95833	
Jardine Lloyd Thompson Capital Markets Inc.		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
Jardine Lloyd Thompson Insurance Services, Inc		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Facilities, Inc.		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Aerospace (North America) Inc		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Holdings Inc		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Re Consultants Inc		Corporation Service Company, 1201 Hays Street, Tallahassee, FL 32301	
JLT Re (North America) Inc		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Re Solutions Inc		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Specialty Insurance Services Inc	91.30	Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
JLT Towner Insurance Management (USA) LLC	70.00	100 Main Street, Suite 2, Barre, VT 0541	
Weston Preference LLC		Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware, 19808	
Worldlink Specialty Insurance Services Inc		CSC Lawyers Indorporating Service, 2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA95833	
Vietnam			
Jardine Lloyd Thompson Limited		5th Floor, CJ Building, 6 Le Thanh Ton Street, District 1, Ho Chi Minh City, Vietnam	
Virgin Islands, British			
JIB Holdings (Pacific) Limited		Skelton Building, Main Street, Road Town, Tortola, British Virgin Islands	

Notes

Thistle Insurance Services Limited was sold on 30 December 2016.

JLT acquired a 50.1% stake in CRP Holding Company, LLC on 27 January 2017.

1 = Quotas;

2 = Preference shares;

3 = Ordinary and Preference shares; and

4 = Pierre le Blanc changed its name on 1 January 2017

Shares held in all companies are Ordinary shares unless where stated.

The proportion of voting rights held corresponds to the aggregate interest percentage held by the holding company and its subsidiary undertakings.