

# FAST FACTS 2018



SWIRE

Swire is a highly diversified global business group, which has been in operation for over 200 years. Within Asia, Swire's activities principally come under the group's publicly quoted arm, Swire Pacific Ltd. Elsewhere in the world, businesses are held by parent company, John Swire & Sons Ltd.

## ABOUT JOHN SWIRE & SONS LTD

- Established in 1816 and headquartered in London.
- Responsible for formulating and directing overall group strategy. Provides a range of services within the group, including recruitment, employment and training of staff.
- Holds a 55% shareholding in Swire Pacific in Hong Kong.
- Holds controlling stakes in a range of businesses trading in the UK, North America, Australia, Papua New Guinea, East and West Africa, and across Southeast Asia.

## ABOUT SWIRE PACIFIC LTD

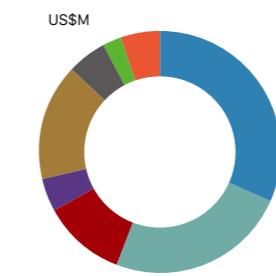
- Listed on The Stock Exchange of Hong Kong Ltd.
- Holding company for the Swire group's principal businesses in Hong Kong, Mainland China, Taiwan, Singapore and elsewhere.
- Major shareholder in Hong Kong listed companies Swire Properties (82%) and Cathay Pacific Airways (45%).
- Has wholly owned businesses in the areas of Beverages, Marine Services and Trading & Industrial.

## Turnover | US\$29,312M

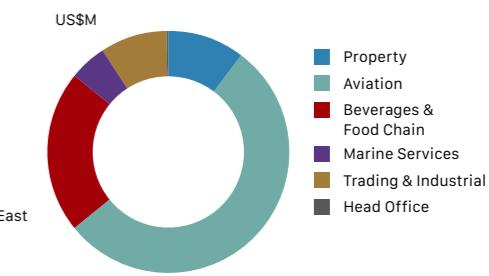
Turnover | 2013-2017



Turnover by Region | 2017



Turnover by Division | 2017

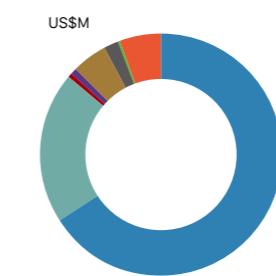


## Capital Employed | US\$69,400M

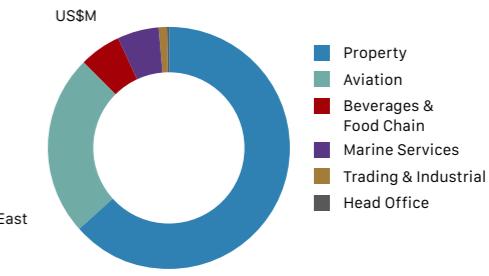
Capital Employed | 2013-2017



Capital Employed by Region | 2017

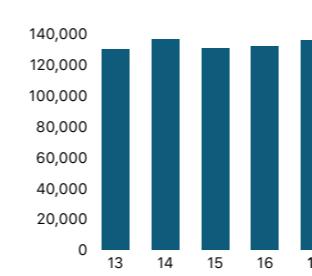


Capital Employed by Division | 2017

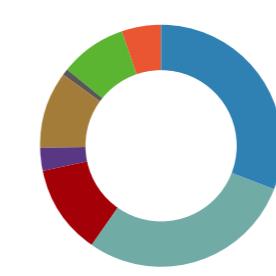


## Employees | 136,211

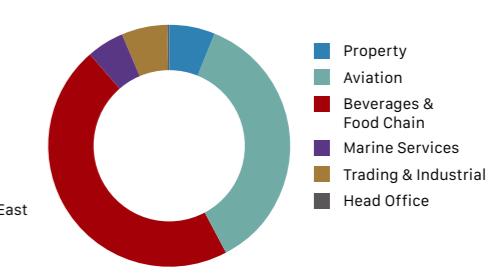
Employees | 2013-2017



Employees by Region | 2017



Employees by Division | 2017



\* Due to the global nature of our Marine Services businesses, geographical segmentation is not always possible. Accordingly, we have allocated these businesses to a Marine Global region.

## Market Capitalisation | 2017

(average market capitalisation for the 31 days of December)



us\$13Bn



us\$19Bn



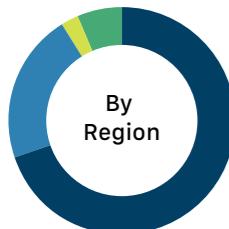
us\$6Bn

Note: Information within this document is prepared on a 100% basis for subsidiaries of the Swire group, direct joint ventures of the Swire group and associated companies (which have services agreements in place with the Swire group).

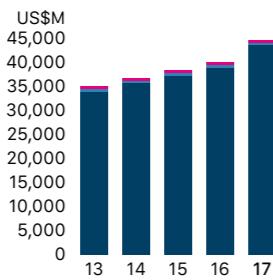
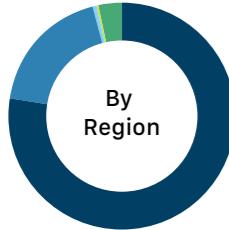
# PROPERTY

Swire has substantial property interests in Hong Kong, Mainland China, the USA and Papua New Guinea. These include property development, investment, management and trading interests as well as hotels. The principal businesses are grouped under Swire Properties Ltd and Steamships Trading Company Ltd.

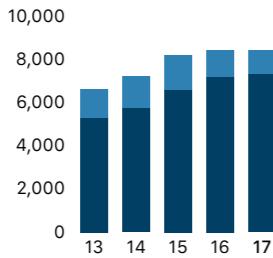
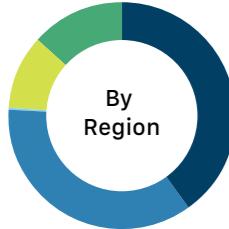
## Turnover | 2017



## Capital Employed | 2017



## Employees | 2017



## SWIRE PROPERTIES

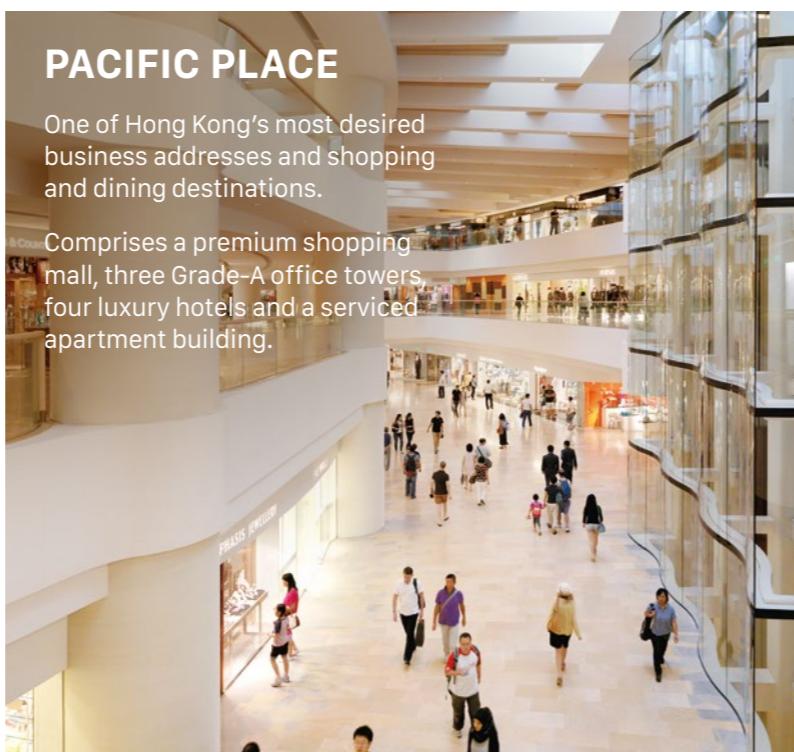
Listed on The Stock Exchange of Hong Kong Ltd, Swire Properties has investments in Hong Kong, Mainland China, Singapore and the USA, with a well-established record of developing and managing large-scale mixed-use projects that transform urban areas. Its wholly owned subsidiary Swire Hotels comprises The House Collective, a collection of small luxury hotels, and EAST, a group of lifestyle business hotels.

### HONG KONG

#### PACIFIC PLACE

One of Hong Kong's most desired business addresses and shopping and dining destinations.

Comprises a premium shopping mall, three Grade-A office towers, four luxury hotels and a serviced apartment building.



#### TAIKOO PLACE

A thriving hub of eight interconnected office towers, Taikoo Place is Hong Kong's largest business district outside Central.

Includes a 30,000 sq. ft. co-working space, Blueprint, private members' club, The Refinery, and a 7,000 sq. ft. multipurpose venue, ArtisTree.

The current Taikoo Place redevelopment will offer 2 million sq. ft. of new Grade-A office space and landscaped gardens.



## MAINLAND CHINA



### USA



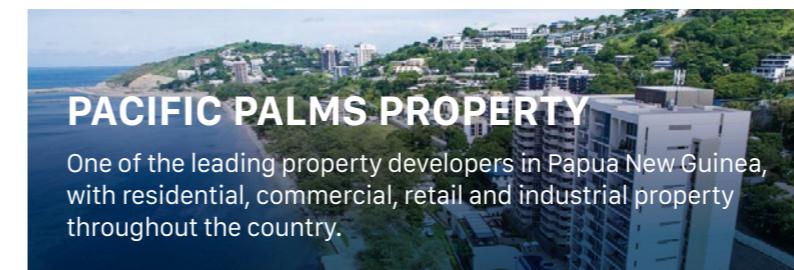
#### BRICKELL CITY CENTRE

Largest mixed-use development in Miami, USA.

Phase I includes a shopping centre, two residential towers, two office buildings and a hotel and serviced apartments (EAST, Miami).

## STEAMSHIPS

Steamships Trading Company is one of Papua New Guinea's best-known conglomerates, with diverse commercial interests and listings on both the Australian and Port Moresby Stock Exchanges.



#### CORAL SEA HOTELS

Largest hotel group in Papua New Guinea.

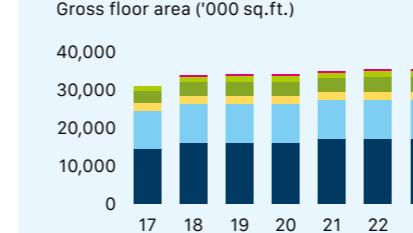
**7 hotels**



Hong Kong  
Mainland China  
Other Asia

SW Pacific  
Americas  
Steamships Trading  
Others

#### Completed Property Investment Portfolio by Type



#### Completed Property Investment Portfolio by Region

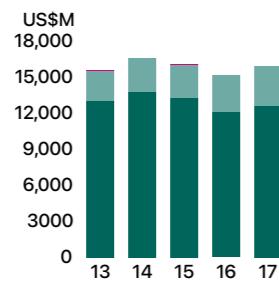
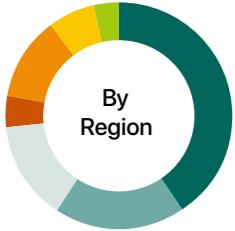


Americas  
SW Pacific  
Other Asia  
Mainland China  
Hong Kong

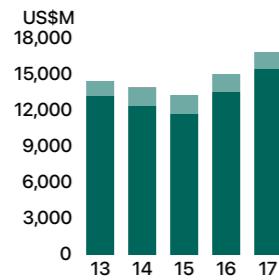
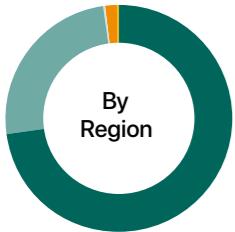
# AVIATION

Swire is a major player in the global aviation industry with interests including airlines and aircraft engineering. The division comprises significant investments in the Cathay Pacific Group and Hong Kong Aircraft Engineering Company (HAECO) Group.

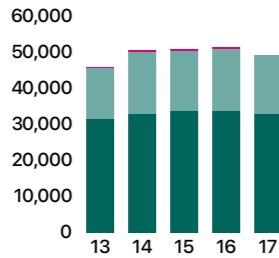
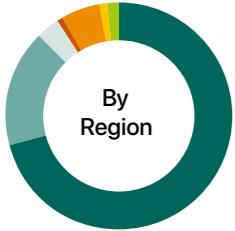
## Turnover | 2017



## Capital Employed | 2017



## Employees | 2017



## AIRLINES | CATHAY PACIFIC

### CATHAY PACIFIC GROUP

Includes Cathay Pacific Airways, wholly owned regional carrier Cathay Dragon and all-cargo carrier AHK Air Hongkong and an 18% associate interest in Air China.

Business interests also include flight catering, ramp and cargo handling services, and cargo terminal operations.



Revenue passengers carried  
**34.8 million**

Cargo and mail carried  
**2.1 million tonnes**

### Cathay Pacific Network\* (at 30th June 2018)



\* Joint-operating and codeshare services are not shown.

# Seasonal service

### FLEET PROFILE

**149**  
aircraft

**47**  
aircraft



## AIRCRAFT ENGINEERING AND MAINTENANCE



One of the world's leading aircraft engineering and maintenance providers, offering a comprehensive range of airframe, cabin, component and engine services.

### Airframe Services



Offers airframe maintenance, cabin reconfiguration, structural modification and freighter conversion, as well as line services covering transit checks and certification, ramp services, cabin management and 24/7 aircraft-on-ground support across Asia and the USA.



Operates world-class repair, overhaul and testing facilities for Rolls-Royce, GE Aviation and Pratt & Whitney aircraft engines in Hong Kong and Mainland China.



Provides cabin integration solutions for commercial aircraft and private jets, including design engineering, vendor management and certification. Also manufactures aircraft seats and interior products.



Provides inventory technical management, component repair and overhaul services for hydraulic, mechanical, avionics and pneumatic systems across the Airbus and Boeing commercial aircraft fleets.

### 2017 Top 10 customers: (in alphabetical order)

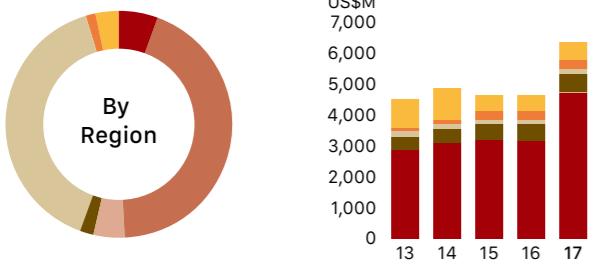


█ Hong Kong    █ Americas  
█ Mainland China    █ Europe  
█ Other Asia    █ Africa & Middle East  
█ SW Pacific    █ Cathay Pacific Group  
█ HAEKO Group

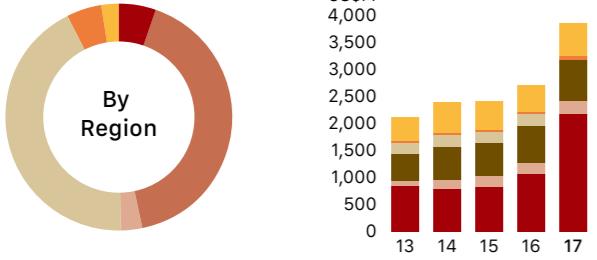
# BEVERAGES & FOOD CHAIN

Swire plays an important role in numerous links in the food chain. The group is one of the largest Coca-Cola bottlers in the world, a leading international supplier of tea, coffee and natural ingredients for the global beverage industry, and one of the largest operators of cold storage facilities in the USA. Swire is also involved in the manufacturing and distribution of a variety of food and beverage products.

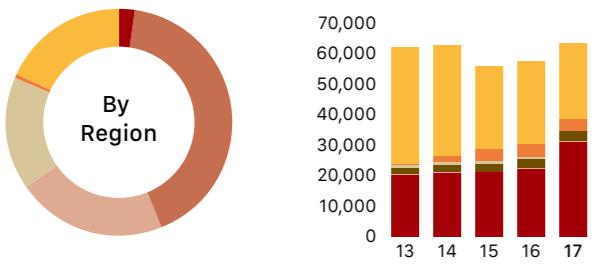
## Turnover | 2017



## Capital Employed | 2017



## Employees | 2017

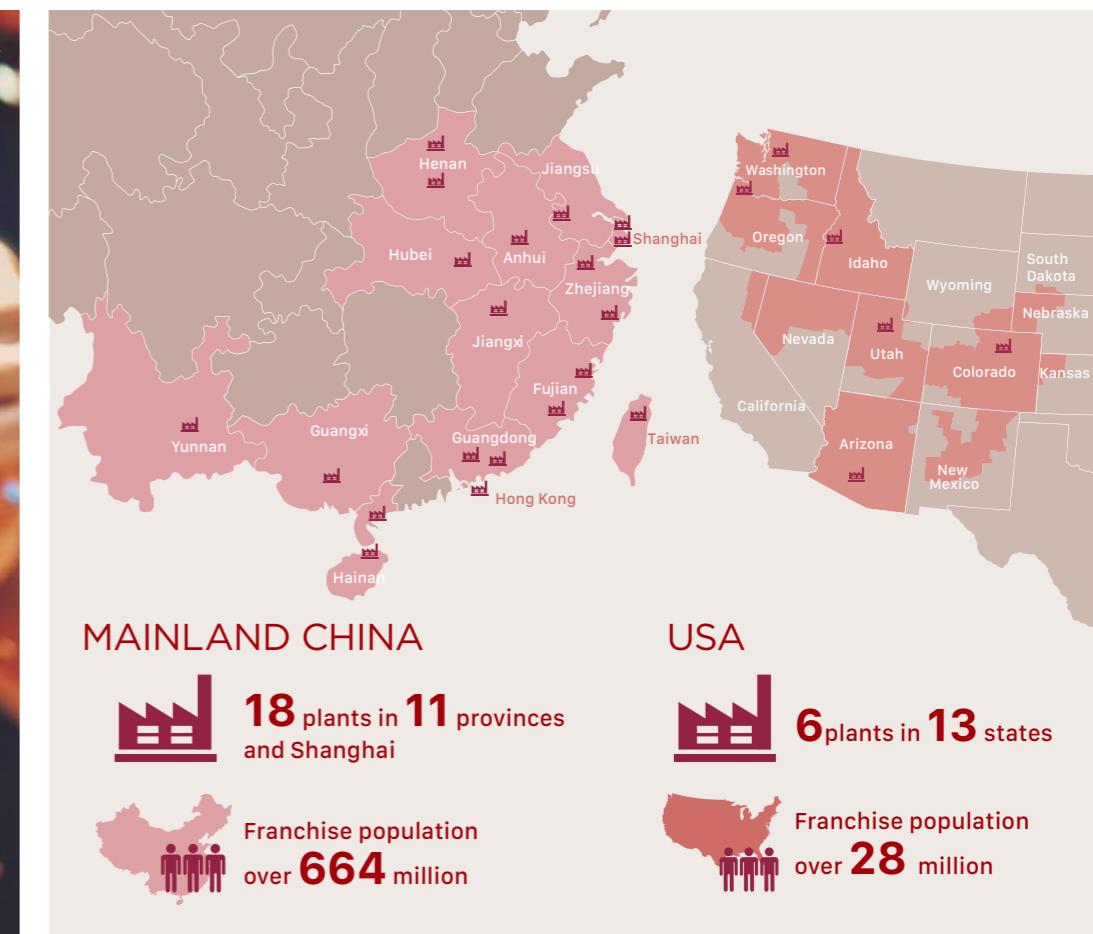


## BEVERAGES | SWIRE BEVERAGES

### SWIRE BEVERAGES

A strategic partner of The Coca-Cola Company since the 1960s.

Swire Beverages has the exclusive right to manufacture, market and distribute products of The Coca-Cola Company in 11 provinces and the Shanghai Municipality in Mainland China, and in Hong Kong, Taiwan and an extensive area of the western USA.



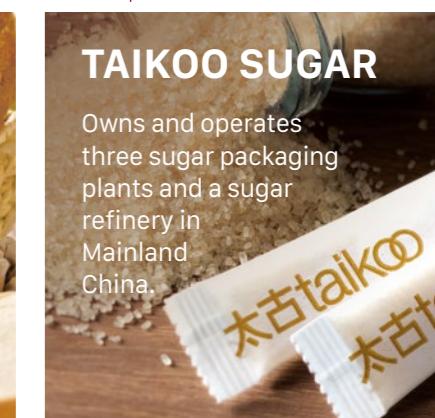
## INGREDIENTS | Finlays



## COLD STORAGE | UNITED STATES COLD STORAGE



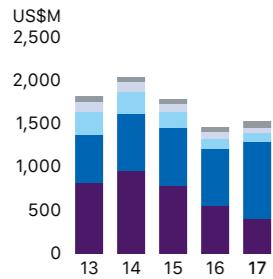
## MANUFACTURING AND DISTRIBUTION | 太古taikoo



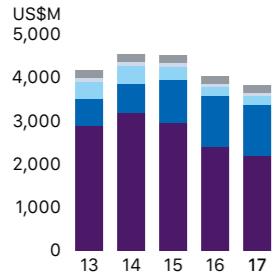
# MARINE SERVICES

Swire's marine interests cover a wide range of activities, from liner shipping to the provision of offshore support services to the international oil and gas industry, and from harbour and ocean towage and salvage to ship repair and shipping agency services. The group's involvement in this industry dates back over 145 years.

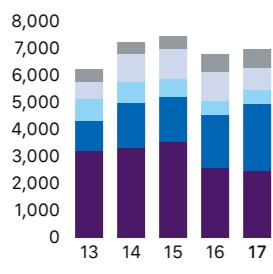
## Turnover | 2017



## Capital Employed | 2017



## Employees | 2017



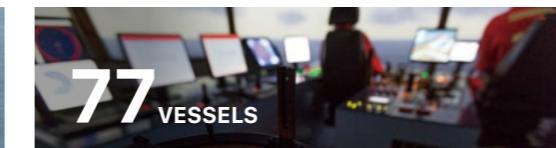
## OFFSHORE SUPPORT SERVICES

### SWIRE PACIFIC OFFSHORE

#### SWIRE PACIFIC OFFSHORE

Leading service provider to the offshore oil and gas industry in every major production and exploration region outside the USA.

Subsidiary companies provide seismic survey, emergency response to oil spills, salvage, subsea and windfarm installation services.



## SHIPPING LINES | STEAMSHIPS

### STEAMSHIPS TRADING COMPANY

Consort Express Lines is a leading provider of coastal and river shipping services in Papua New Guinea, offering liner services as well as project charters.



## OFFSHORE SUPPORT SERVICES

### SWIRE OILFIELD SERVICES



World's largest supplier of specialist offshore containers to the global energy industry, providing a diverse range of oilfield services.

Operating from **61** bases across **29** countries, SOS has a presence in all major oil and gas regions in Europe, Africa, the Middle East, North and South America and Asia Pacific.

## SHIPPING LINES | CHINA NAVIGATION

### THE CHINA NAVIGATION COMPANY (CNCo)

Formed in 1872, CNCo is Swire's oldest operational business, with a global network of multipurpose liner, dry bulk and bulk logistics services deployed through its three business divisions, Swire Shipping, Swire Bulk and Swire Bulk Logistics.



#### CNCo's Network Coverage (at 30th June 2018)



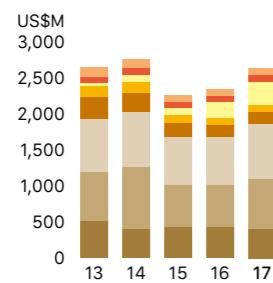
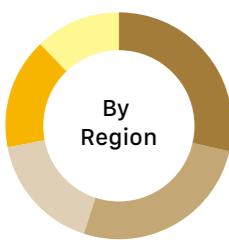
■ Others  
■ Steamships Trading  
■ Swire Oilfield Services

■ The China Navigation Company  
■ Swire Pacific Offshore

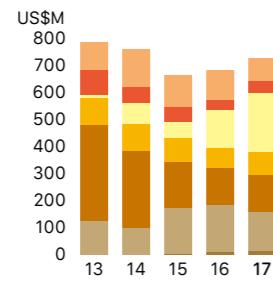
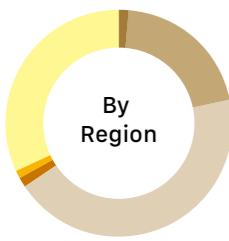
# TRADING & INDUSTRIAL

Swire's Trading & Industrial activities encompass a wide spectrum of business interests, ranging from apparel and automotive trading to manufacturing and materials handling. The group has major bulk transport operations in Australia and has strategic investments in various sustainable businesses.

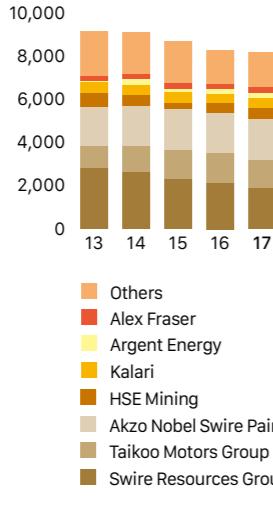
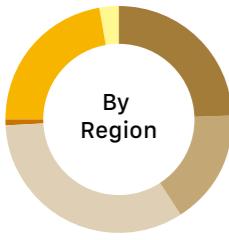
## Turnover | 2017



## Capital Employed | 2017



## Employees | 2017



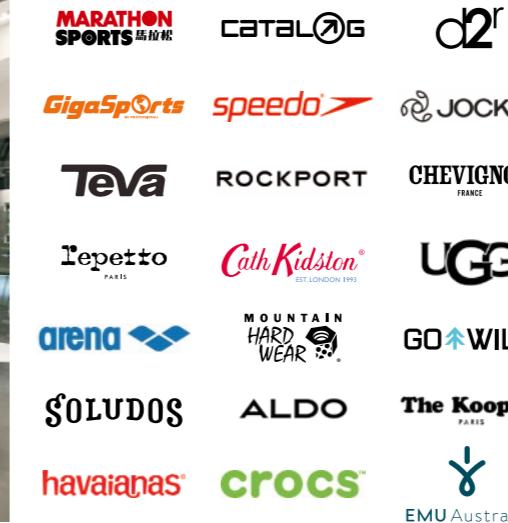
## TRADING WHOLESALE AND RETAIL SWIRE RESOURCES

### SWIRE RESOURCES GROUP

Major distributor and retailer of sports and lifestyle shoes, apparel and accessories in Hong Kong, Mainland China and Macau.



Operates over **190** retail outlets consisting of single brand concept stores and shop-in-shops, as well as multi-brand sports and casual retail chains.



## AUTOMOTIVE TRADING TAIKOO MOTORS



### TAIKOO MOTORS GROUP

Distributes and retails international brands of passenger cars, commercial vehicles, motorcycles and scooters in Taiwan, Hong Kong and Malaysia.



## INDUSTRIAL BULK LOGISTICS



### KALARI

Provides specialised bulk logistics services for a number of Australia's leading mining and related manufacturing businesses.

**200**  
specialised vehicles

## MINING SERVICES



### HSE MINING

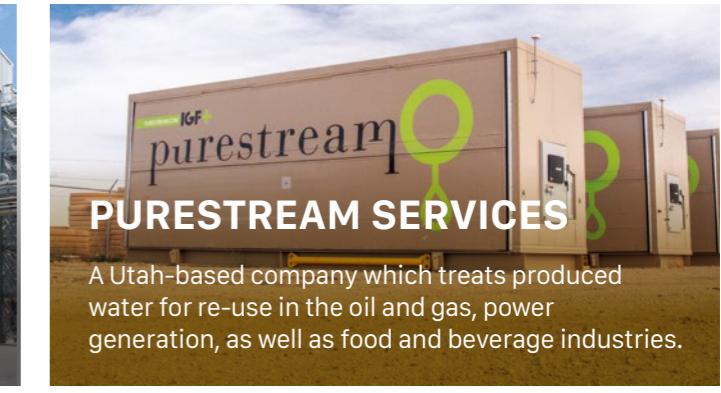
A leading specialist provider of large-scale complex mining services to Australia's major mining companies.

## GREEN INVESTMENTS



### ARGENT ENERGY

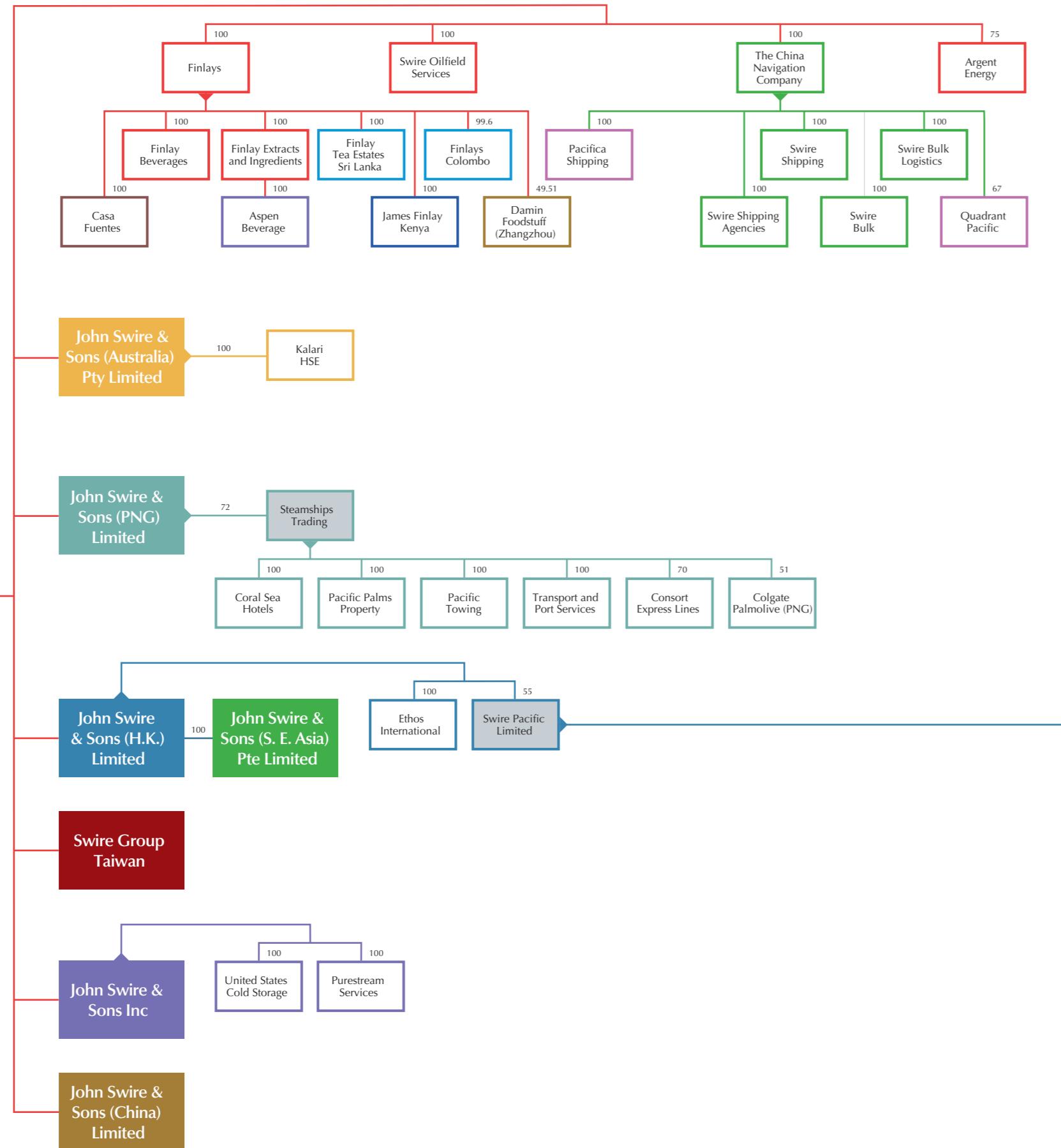
Produces biodiesel and biofuel from wastes such as animal fats and sewer grease.



### PURESTREAM SERVICES

A Utah-based company which treats produced water for re-use in the oil and gas, power generation, as well as food and beverage industries.

## JOHN SWIRE & SONS LIMITED

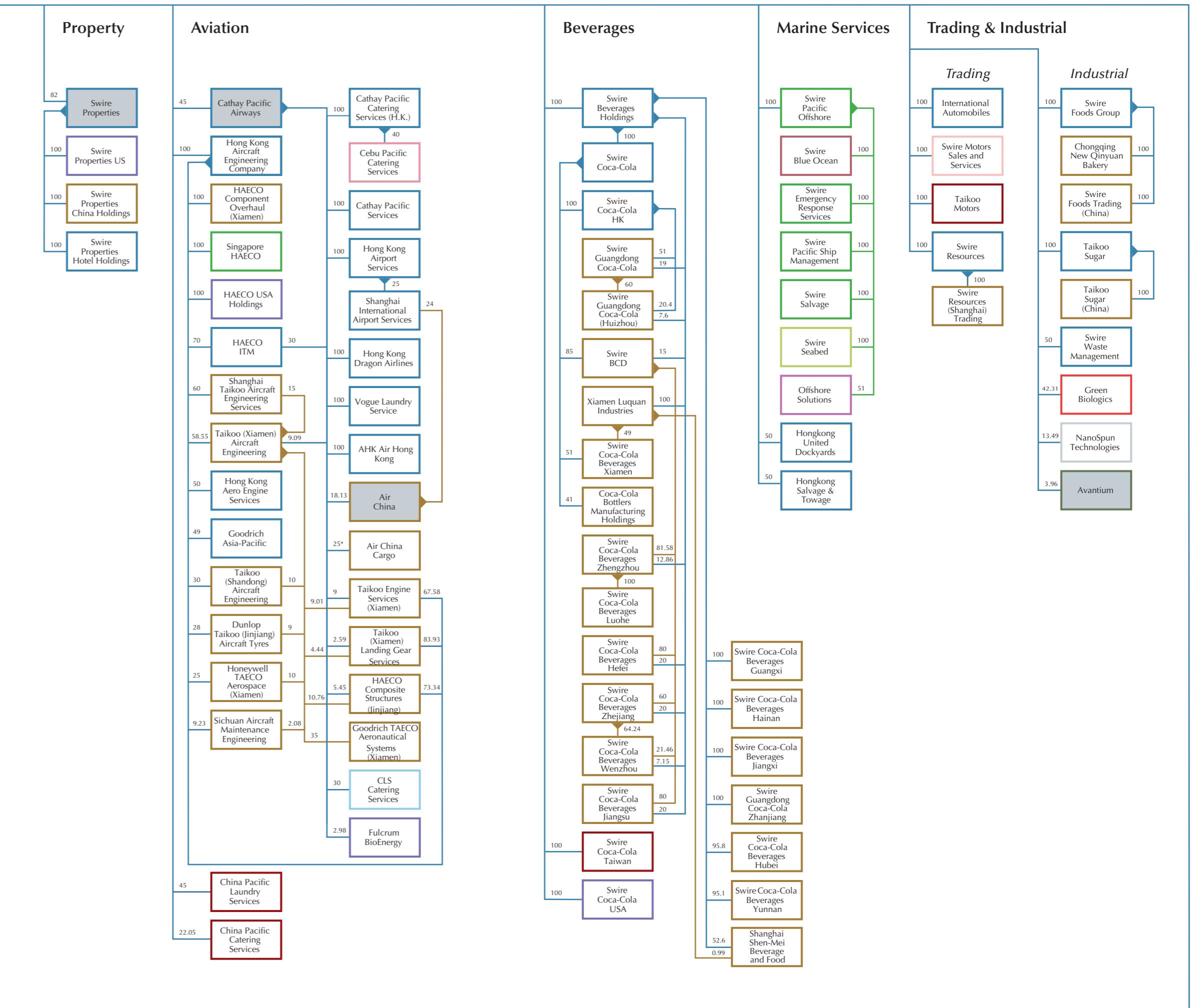


Operating business by country/territory:



This organisation chart is for illustrative purpose only and does not represent the legal structure of the group.

\* Shareholding held through subsidiary at 25%, another 24% held through an economic interest with total holding at 49%.





## SWIRE GROUP OFFICES

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