

2014 Performance Highlights

Attributable Profit
17% decrease from 2013
HK\$11.1 bn

Underlying Profit
15% increase from 2013
HK\$9.7 bn

Net Assets Employed
2% increase from 2013
HK\$320.8 bn

Return on Equity
1.2 percentage points decrease from 2013
5.0%

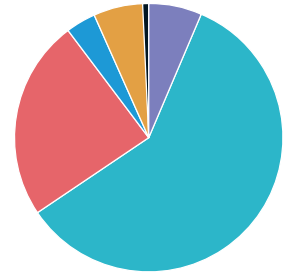
Dividend Per Share
11% increase from 2013
HK\$3.90 per 'A' share **HK\$0.78 per 'B' share**

Return on Equity by Division

Property	4.6%
Aviation	4.9%
Beverages	16.4%
Marine Services	8.2%
Trading & Industrial	9.2%

Employee Numbers by Division

Property	5,497	Aviation	48,716
Beverages	19,919	Marine Services	3,027
Trading & Industrial	5,210	Head Office	39



2014 2013

GHG Emissions
Tonnes of CO₂e (Millions)

17.7

16.6

Energy Consumed
GJ (Millions)

239.3

226.4

Water Consumed
cbm (Millions)

9.4

8.6

LTIR
(No. of injuries per 100 full-time equivalent employees)

2.03

2.58

Expenditure on Community Programmes
HK\$ (Millions)

56

58

Employee Compensation *
HK\$ (Millions)

30,759

26,610

Total Employee Numbers

2014: **82,408** 2013: **75,016**

* Employee compensation represents total employment cost, prepared on the same basis as total employee numbers shown on page 232.

2014 Financial Performance

	Note	2014 HK\$M	2013 HK\$M	Change %
Revenue		61,301	51,437	+19.2%
Operating profit		13,697	16,686	-17.9%
Profit attributable to the Company's shareholders		11,069	13,291	-16.7%
Cash generated from operations		16,250	14,301	+13.6%
Net cash outflow before financing		(215)	(211)	+1.9%
Total equity (including non-controlling interests)		262,130	262,508	-0.1%
Net debt		58,624	50,505	+16.1%
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		HK\$	HK\$	
Earnings per share	(a)			
'A' share		7.36	8.83	-16.7%
'B' share		1.47	1.77	
Dividends per share				
'A' share		3.90	3.50	+11.4%
'B' share		0.78	0.70	
Equity attributable to the Company's shareholders per share	(a)			
'A' share		145.40	146.41	-0.7%
'B' share		29.08	29.28	

Underlying Profit and Equity

		HK\$M	HK\$M	Change %
Underlying profit attributable to the Company's shareholders	(b)	9,739	8,471	+15.0%
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		HK\$	HK\$	
Underlying earnings per share	(a)			
'A' share		6.47	5.63	+15.0%
'B' share		1.29	1.13	
Underlying equity attributable to the Company's shareholders per share	(a),(b)			
'A' share		150.23	150.74	-0.3%
'B' share		30.05	30.15	

2014 Sustainable Development Performance

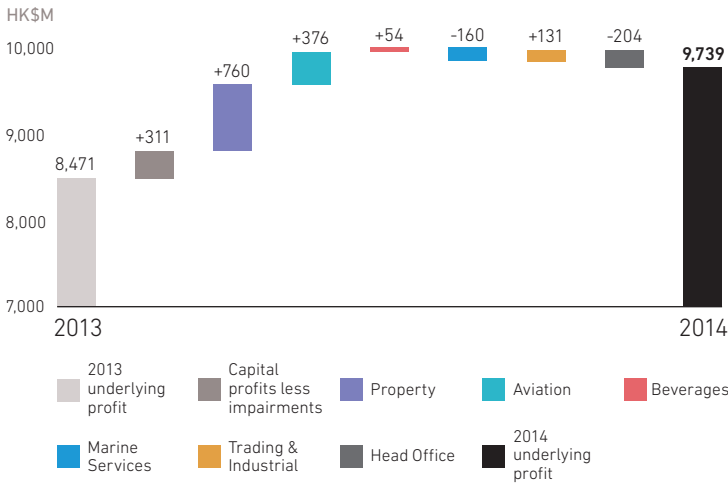
	2014	2013	Change %
GHG emission (Million tonnes of CO ₂ e)	17.7	16.6	+6.6%
Energy consumed (GJ Millions)	239.3	226.4	+5.7%
Water consumed (cbm Millions)	9.4	8.6	+9.3%
LTIR (Number of injuries per 100 full-time equivalent employees)	2.03	2.58	-21.3%
Average hours of training per employee	32	26	+23.1%
Expenditure on community programmes (HK\$ Millions)	56	58	-3.4%

Notes:

(a) Refer to note 13 in the financial statements for the weighted average number of shares.

(b) A reconciliation between the reported and underlying profit and equity attributable to the Company's shareholders is provided on page 94.

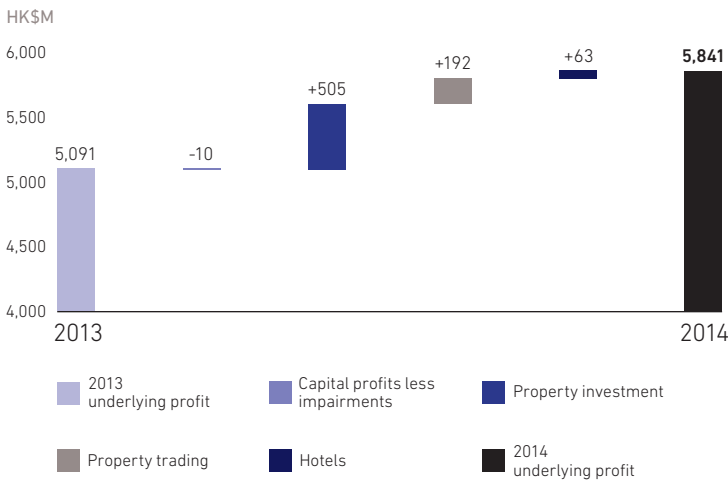
Group – Movement in Underlying Profit



- Higher profits from the Property Division, the Cathay Pacific group and the Beverages and Trading & Industrial Divisions.
- Lower profits from the HAECO group and the Marine Services Division.

See page 94 for reference

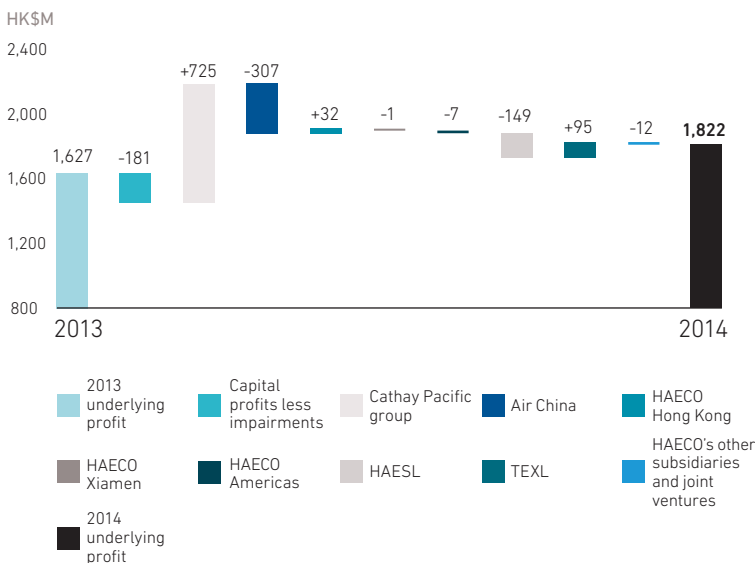
Property Division – Movement in Underlying Profit



- Higher profits from property investment, reflecting positive rental reversions in Hong Kong and higher rental income in Mainland China.
- Higher profits from property trading in Hong Kong principally because of more units sold.
- Better performances from hotels in Hong Kong and reduced losses from hotels in Mainland China.

See page 16 for reference

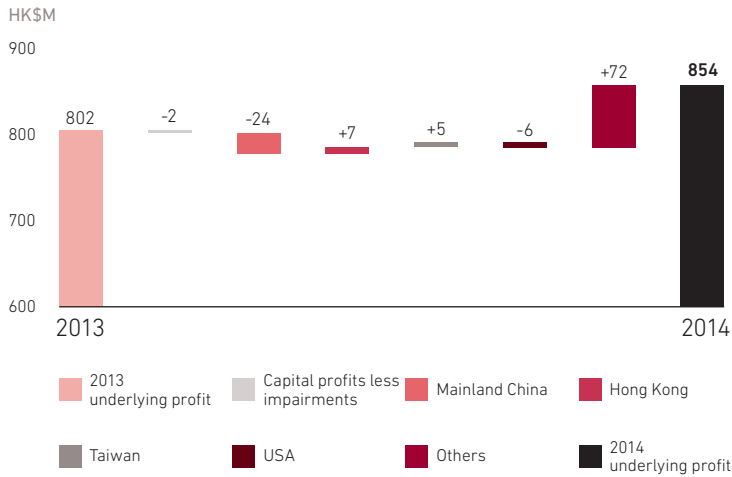
Aviation Division – Movement in Underlying Profit



- Cathay Pacific's results benefited from firm passenger demand during the year and improved cargo demand in the second half of the year. Lower fuel prices in the fourth quarter were partially offset by fuel hedging losses.
- Air China recorded lower profits, principally due to a difficult operating environment and substantial foreign exchange losses in the first half of the year.
- HAECO Hong Kong's results benefited from cost savings.
- HAESL overhauled fewer engines due to the retirement of older engine types.
- TEXL performed more engine overhaul work.

See page 34 for reference

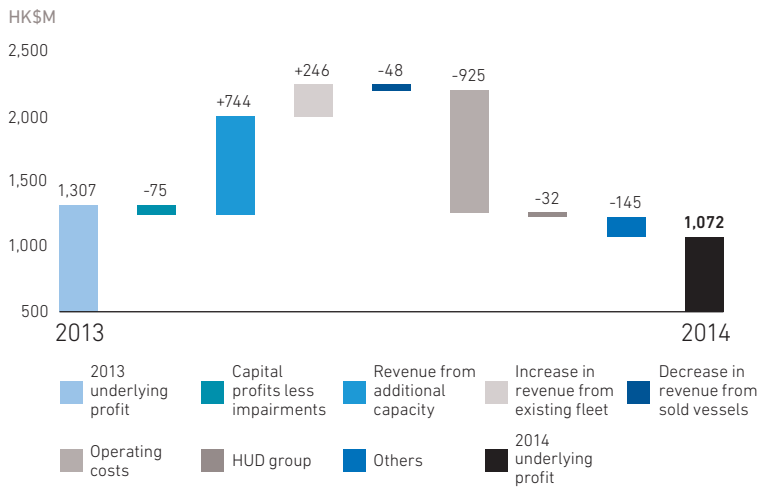
Beverages Division – Movement in Underlying Profit



- Results in Mainland China benefited from favourable raw material costs and an improved sales mix. The reduction in underlying profit reflects the absence of a 2013 non-recurring profit.
- Results in Hong Kong benefited from price increases and lower raw material costs.
- Results in Taiwan benefited from a favourable sales mix and lower raw material costs.
- Results in the USA were affected by higher staff costs and additional expenses associated with the assumption of new franchise territories.
- Gains were recognised on disposal of available-for-sale investments.

See page 50 for reference

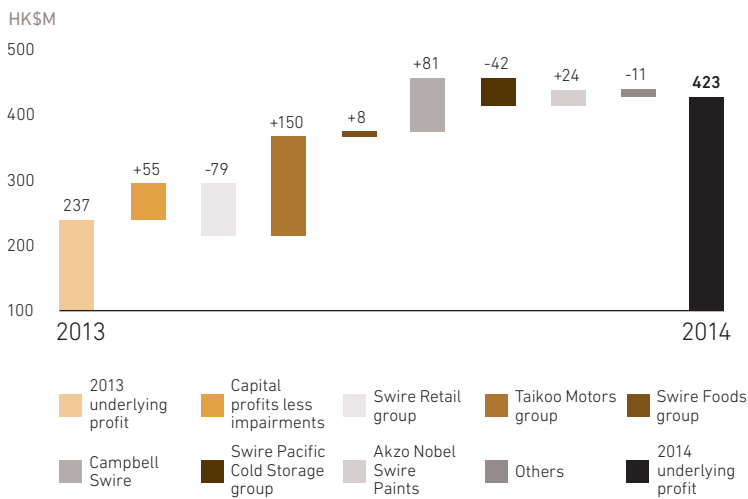
Marine Services Division – Movement in Underlying Profit



- Additional charter hire revenue was contributed by new vessels delivered in 2014 and by a full year's contribution from vessels delivered in 2013.
- Overall utilisation decreased, principally due to difficult market conditions in the second half of the year.
- There were higher operating costs due to the inclusion of the costs of new vessels commencing operations.

See page 58 for reference

Trading & Industrial Division – Movement in Underlying Profit



- Results benefited from higher sales volume and non-recurring profits from Taikoo Motors, higher profits from Akzo Nobel Swire Paints and reduced losses from Campbell Swire.
- There were lower profits from Swire Retail and higher start-up costs at Swire Pacific Cold Storage.

See page 68 for reference