



# FAST FACTS 2011

Swire encompasses a wide range of commercial interests, including property, aviation, agribusiness & food chain, marine services and trading & industrial activities. The group's interests span five continents, with principal areas of operation in the Asia Pacific region, centring on Greater China, and additional major interests in Australia, Papua New Guinea, East Africa, Sri Lanka, the USA and UK. The Special Administrative Region of Hong Kong is home to publicly quoted Swire Pacific, which holds the group's interests in two other leading listed companies, Cathay Pacific Airways and Hong Kong Aircraft Engineering Company (HAECO). John Swire & Sons, Swire's parent company, is headquartered in London, and in addition to its 40% shareholding in Swire Pacific, controls a range of wholly-owned businesses worldwide, as well as maintaining a 72% interest in publicly quoted Steamships Trading Company. Steamships is one of Papua New Guinea's oldest trading groups, with interests including shipping, manufacturing, property and hotels. John Swire & Sons acts as overall coordinator of Swire policy, and, under various agreements, provides management and advisory services within the group, including leadership development via John Swire & Sons (HK)'s wholly owned subsidiary, Ethos International.

## Year Established

<b>John Swire &amp; Sons</b>	Liverpool 1816, Melbourne 1855, London 1864, Shanghai 1866, Yokohama 1867, Hong Kong 1870, New York 1874.
<b>Steamships Trading Company</b>	Port Moresby 1918
<b>Cathay Pacific Airways</b>	Hong Kong 1946
<b>HAECO</b>	Hong Kong 1950
<b>Swire Pacific</b>	Hong Kong 1974, from an existing public company, The Taikoo Dockyard and Engineering Company of Hong Kong Limited, first quoted on the Hong Kong stock market in 1959.

## Employees

**Companies under Swire management** More than 127,000

## Listed Companies 2010 Performance (US\$ million)

	Turnover	Profit/(loss) attributable to shareholders	Shareholders' funds
<b>Swire Pacific</b>	<b>3,744</b>	<b>4,904</b>	<b>26,750</b>
<b>Cathay Pacific Airways</b>	<b>11,477</b>	<b>1,801</b>	<b>6,958</b>
<b>HAECO</b>	<b>547</b>	<b>90</b>	<b>713</b>
<b>Steamships Trading Company</b>	<b>301</b>	<b>44</b>	<b>172</b>

# PROPERTY

## ■ Swire Properties

- One of Hong Kong's leading developers and property management specialists, with substantial interests in Mainland China, the USA and UK.
- Valuation of investment properties completed and under development at December 2010: HK\$180,248 million (US\$23,109 million).
- Gross rental income from completed investment properties in 2010: HK\$7,841 million (US\$1,005 million).

- Total completed gross floor area at the end of 2010: 17.1 million square feet with a further 13.8 million square feet under development.

## ■ Steamships Property PNG

- Papua New Guinea's leading property development and hotel business with a market value of Kina 1.35 billion (US\$540 million).

Gross floor areas (in million square feet):	Hong Kong	Mainland China	USA	UK	Papua New Guinea
<b>Completed properties held for investment</b>					
Commercial	12.1	1.3	–	–	2.6
Techno-centres	1.8	–	–	–	–
Residential	0.5	–	–	–	0.3
Hotels	0.7	0.2	0.3	0.2	0.6
	<b>15.1</b>	<b>1.5</b>	<b>0.3</b>	<b>0.2</b>	<b>3.5</b>
<b>Properties under development</b>					
Investment properties (mainly commercial and hotels)	0.2	7.2	–	–	0.8
Properties for sale (mainly residential and commercial)	1.0	0.6	4.8	–	0.1
<b>Total portfolio</b>	<b>16.3</b>	<b>9.3</b>	<b>5.1</b>	<b>0.2</b>	<b>4.4</b>

\*The table includes floor areas of properties held by subsidiaries, associated and jointly controlled companies on an attributable basis.

# 2011 MARKS

145 YEARS since Swire first opened an office in Shanghai.

130 YEARS since the formation of Taikoo Sugar in Hong Kong.

65 YEARS since Cathay Pacific Airways was established in Hong Kong and 50 years since the airline acquired its first jet aircraft.

35 YEARS since Swire first acquired a shareholding in James Finlay.

15 YEARS since the opening of TAECO in Xiamen.

Swire's Chinese name is **Taikoo (太古)** meaning "Great and Ancient" and our motto is "Esse Quam Videri" meaning "To be, rather than to seem to be."

# AVIATION

## ■ Cathay Pacific Airways

- Fleet: 129
- Fleet composition: 12 Boeing 777-300s, 22 777-300ER (Extended Range), five 777-200s, 21 747-400s, 11 747-400BCF (Boeing Converted Freighter), six 747-400 freighters, six 747-400ER freighters, 14 Airbus A340-300s and 32 Airbus A330-300s.
- On firm order: 86, including 24 Boeing 777-300ER, ten 747-8 freighters, 20 Airbus A330-300s and 32 Airbus A350-900s.
- Destinations served: 145 cities in 40 countries and territories (including code-share destinations).

## ■ Hong Kong Dragon Airlines (Dragonair)

- Fleet: 32
- Fleet composition: 15 Airbus A330s, six A321s and 11 A320s.
- Destinations served: 33, including 17 cities in Mainland China.

## ■ AHK Air Hong Kong

- All-cargo airline
- Fleet: 12
- Fleet composition: eight owned Airbus A300-600F and three dry-leased Boeing 747-400 BCF and one wet-leased 727-247F.
- Destinations served: 13

## ■ Hong Kong Aircraft Engineering Company (HAECO)

- One of the world's leading aeronautical engineering groups, with 19 subsidiaries and affiliates in Hong Kong, Mainland China, Singapore and Bahrain.
- Line Maintenance from cabin servicing to full technical certification and aircraft release, providing round-the-clock services to over 80 airline customers in Hong Kong, handling over 100,000 flight movements a year.
- Base Maintenance Division provides airframe heavy checks, major structural, avionic and cabin modifications, refurbishment and painting. Three maintenance hangars at Hong Kong International Airport.
- Specialist in the repair and overhaul of aircraft components. 7,000 square-metre facility housing component overhaul and avionics workshops and a Calibration and Metrology Centre.
- Fleet Technical Management and Inventory Technical Management services, offering comprehensive support to airline customers.
- Approvals from Hong Kong CAD, US FAA, EASA and 25 other regulatory authorities across Asia, Africa, the Pacific, the Caribbean and Australia.

Principal subsidiary and jointly controlled companies:

- **Hong Kong Aero Engine Services (HAESL)** – repair/overhaul of Rolls-Royce RB211 and TRENT family of engines. Engine Test Cell facility capable of handling 130,000lbs thrust.
- **Taikoo (Xiamen) Aircraft Engineering (TAECO)** – airframe heavy maintenance, passenger to freighter conversions in six double-bay hangars at Xiamen; line maintenance at Xiamen, Beijing, Shanghai and Tianjin.
- **Taikoo (Shandong) Aircraft Engineering (STAECO)** – line and heavy maintenance and modifications on narrow-body/regional aircraft at Jinan; passenger to freighter conversions on Boeing 737-300/400 aircraft.

- **Taikoo (Xiamen) Landing Gear Services (TALSCO)** – repair/overhaul of aircraft landing gear and related systems, including Boeing 737C, 737NG, 747C, 757, 767 and 777, with full plating, shot peening, non-destructive testing and machining capabilities.
- **Taikoo Engine Services (Xiamen) (TEXL)** – operates an advanced GE90 facility and engine test cell capable of handling maximum thrust of 150,000lbs.
- **Taikoo Spirit AeroSystems (Jinjiang) Composite** – composite repair and thrust reverser overhaul services, with full composite shop and autoclaves.
- **Dunlop Taikoo (Jinjiang) Aircraft Tyres** – complete tyre retreading services for the commercial aviation market in Asia.
- **Goodrich TAECO Aeronautical Systems (Xiamen)** – operates a repair and overhaul facility for engine and flight control systems, electrical power generation and other aerospace equipment.
- **Honeywell TAECO Aerospace (Xiamen)** – operates a repair and overhaul facility for aircraft components, including hydraulics, pneumatics, avionics, APUs and other aviation equipment.
- **Taikoo Sichuan Aircraft Engineering Services** – Airbus line and heavy maintenance at Chengdu.
- **Singapore HAECO (SHAECO)** – line maintenance at Singapore's Changi International Airport.
- **HAECO ATE Component Service** – offers test and repair services on various avionics computers on board new generation aircraft, utilising automatic testing equipment ATEC6.
- **Goodrich Asia-Pacific** – carbon brake heat sink refurbishment and wheels/brakes repair/overhaul services to the latest generation of commercial aircraft.

## ■ Cathay Pacific Catering Services

<i>Kitchens</i>	<i>Meals per day</i>
Hong Kong	60,500
Ho Chi Minh City	16,500
Cebu	1,400
Vancouver	9,300
Toronto	12,400
Taipei	29,300
<b>Total</b>	<b>129,400</b>

## ■ Cathay Pacific Services

- 20-year franchise to design, construct and operate a common-use air cargo terminal at Hong Kong International Airport, with designed annual throughput of 2.6 million tonnes.
- Scheduled to begin operations in 2013.

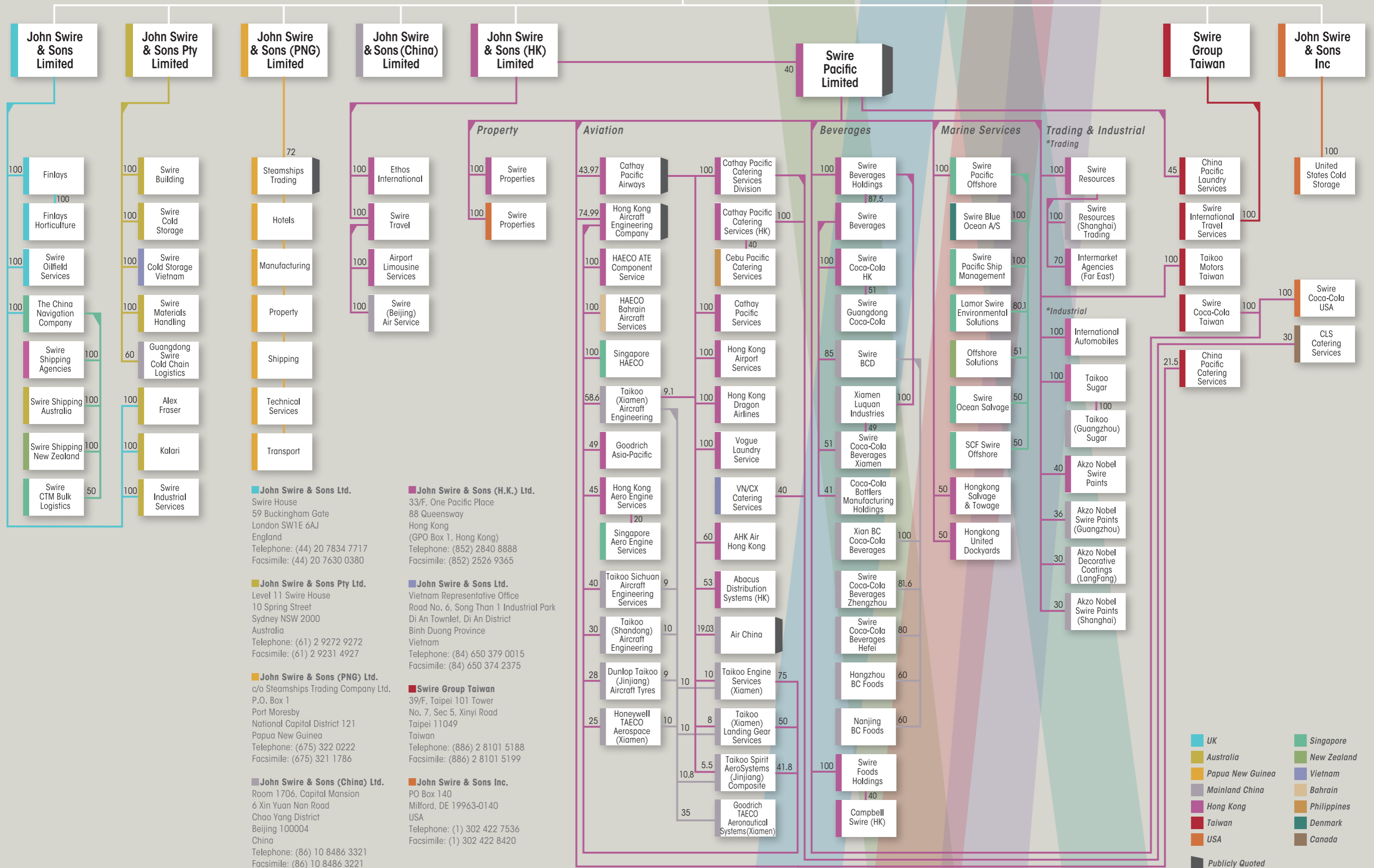
## ■ Hong Kong Airport Services (HAS)

- Licensed ramp and passenger handling services at Hong Kong International Airport.
- 35 airline customers.
- Provision of crew transportation services.
- Handled a total of 81,904 flights in 2010.

## ■ Swire Travel

- One of Hong Kong's leading business and leisure travel specialists. Associate companies operate in Mainland China and Taiwan.





# AGRIBUSINESS & FOOD CHAIN

## ■ Swire Beverages

- Ten Coca-Cola production facilities in Mainland China, one in Hong Kong, and two each in Taiwan and the USA.
- Coca-Cola franchise territory covering Hong Kong, Taiwan, seven provinces in Mainland China and parts of 11 states in the USA.
- Franchise territory includes 528 sales offices: 487 in Mainland China, one in Hong Kong, 13 in Taiwan and 27 in the USA.
- Total franchise population estimated to be 450 million.
- 2010 sparkling and still drink sales: 923 million unit cases.
- Leading brands: Coca-Cola, Coke Zero, Coke Light, Sprite, Fanta, Smart, Schweppes, Nestea, Nescafé, Powerade, Qoo, Minute Maid, Yuan Ye, Hi-C, Healthworks, Bonaqua, Ten Ren, Dr Pepper, Fresca, Dasani, Aquarius, Ice Dew, Sensation, Glacéau vitaminwater, Fuze, Honest Tea, Monster, Sokenbicha.

## ■ Finlays

- Largest independent tea trader and largest packer of Fairtrade tea and Fairtrade roast and ground coffee in the world. Founded in 1750, Finlays has a total land holding of 57,721 acres.
- **Tea:** produces over 46 million kg per annum from 37,082 acres in Kenya and Sri Lanka. Trades over 100 million kg from offices in the UK, Kenya, Dubai, Malawi, Vietnam, Indonesia, Mainland China, Sri Lanka and the USA; blends and packs over 17 million kg per annum.
- **Coffee:** Blends and packs 2.5 million kg per annum.
- **Flowers:** 800 acres under greenhouse or polytunnel in Kenya, South Africa and Mainland China producing over 325 million stems per annum for the UK, continental Europe and Japan. Sources and processes 836 million stems in Kenya, the UK, Mainland China and Germany. One of the world's largest producers and packers of Fairtrade roses and lilies.
- **Vegetables:** Grows and processes 7.1 million kg per annum on 220 acres and sources a further 29 million kg per annum. First supplier of Fairtrade vegetables into the UK.
- **Insects (Integrated Pest Management): Dudutech** produces biological control organisms to control common pests and diseases; 22 acres of insect production facilities in Kenya yield 580 million insects a month.
- **Rubber:** 4,248 acres in Sri Lanka producing one million kg latex per annum.
- **Timber:** 15,371 acres in Kenya and Sri Lanka producing 900,000 kg eucalyptus and 35,000 kg cyprus.
- **Coconuts:** 500,000 nuts per annum in Sri Lanka.
- Operates a 2.2 million cubic-foot facility in Sri Lanka.

## ■ United States Cold Storage (USCS)

- Leading provider of refrigerated warehousing and related services to the North American frozen food industry.
- 34 warehouse and distribution centres strategically located in 12 states nationwide.
- More than 194 million cubic feet of temperature-controlled space.
- 25 refrigerated vehicles.

## ■ Swire Cold Storage

- Australia's largest cold chain logistics service provider.
- 17 locations nationwide.
- Over 73 million cubic feet of refrigerated storage.
- 51 prime movers, seven rigid trucks and 122 refrigerated trailers operating under the **Frigmobile** or **Cold Chain Logistics** brands.

## ■ Guangdong Swire Cold Chain Logistics

- Eight million cubic feet of racked and block stacked storage on the waterfront in the Huangpu district of Guangdong.

## ■ Swire Cold Storage Vietnam

- Eight million cubic feet of refrigerated storage and blast freezing in Ho Chi Minh City.

## ■ Taikoo Sugar

- Founded in 1881, supplies premium sugar products to the retail and catering trades in Hong Kong and Mainland China: 35 million lbs of sugar sold in 2010.
- Also sells sugar in bulk to industrial users: 177.5 million lbs of sugar sold in 2010.

## ■ Campbell Swire

- Manufactures and distributes soups and broth products in Mainland China.

## ■ Laga Industries

- A major manufacturer of foodstuffs in Papua New Guinea producing 12.5 million litres ice-cream, 9.0 million litres cooking oil, 650,000 kg assorted fruit drink and cooking powders, 1.5 million litres alcoholic beverages and 3.6 million litres non-alcoholic beverages, along with a range of beauty and healthcare products.



# MARINE SERVICES

## ■ China Navigation (CNCo)

- Founded in 1872, CNCo is the holding company for Swire's deep-sea ship owning and operating, bulk, liner shipping and shipping agency interests.
- Operates six liner trade groups servicing Australia, New Zealand, Asia and the South Pacific, extending to North America and Europe, principally under the **Swire Shipping** brand.
- CNCo has longstanding shareholding and management interests in **Greater Bali Hai** (connecting North Asia with the Pacific Islands) and **New Guinea Pacific Line** (connecting East and Southeast Asia with the South Pacific Islands).
- CNCo is headquartered in Singapore and has regional offices and agency subsidiaries in Australia, New Zealand, the UK, India, Mainland China, Hong Kong, Taiwan and New Caledonia. **Quadrant Pacific** operates third-party shipping agency, customs broking and forwarding, coastal shipping and stevedoring services in New Zealand and jointly controls a shipping agency in Fiji. **Tradco Shipping** and **Guadalcanal Travel Services** provide shipping and travel agency services respectively in the Solomon Islands.
- **Swire CTM Bulk Logistics**, a joint venture between CNCo and CTM, offers tailor-made solutions to the offshore dry bulk logistics market.
- Total vessels operated: 33 (20 multipurpose; four RORO, eight container ships, one bulk carrier)
- Vessels owned: 18 (one bulk carrier, 13 multipurpose; four multipurpose joint-owned with MOL). On order: eight 31,000dwt multipurpose vessels for delivery in 2013.
- Cargo volume carried by managed services in 2010: 5,554,270 revenue tonnes.

## ■ Swire Pacific Offshore (SPO)

- Leading provider of offshore marine support services to the international oil and gas industry.
- Fleet of 75 wholly owned vessels, including Anchor Handling Tug Supply Vessels (AHTS), Anchor Handling Tugs (AHT), Platform Supply Vessels (PSV), Ice-breaking Supply Vessels (IBSV), Seismic Survey Vessels, ROV/Dive Support Vessels, and Maintenance/Utility Vessels.
- Order book of 21 vessels, including two accommodation work barges and two wind farm installation vessels, delivering in 2012.
- Operates worldwide except North America.
- Seismic Survey division operates two seismic survey vessels on term charter to major geophysical clients.

## Subsidiaries:

- **Swire Ocean Salvage** – professional salvors with specialist equipment depots in Singapore, Dubai and West Africa. Emergency response services include salvage, ocean towage, re-floating of vessels, wreck removal, oil spill cleanup, fire-fighting and diving.
- **Lamor Swire Environmental Solutions (LSES)** – based in the United Arab Emirates, provides cleanup of oil spills and other environmental disasters on a global basis, plus in-house training and turnkey solutions for clients.
- **Swire Blue Ocean A/S** – provides services for installation of wind turbines and foundations, including consultancy.

## ■ HUD Group

- As **Hongkong Salvage & Towage**, owns and operates a fleet of 11 tugs with a combined 40,800 BHP and average age of 7.5 years.
- Manages six specialised vessels on behalf of SITA in support of Hong Kong Government waste disposal contracts.
- Provides ship repair and land engineering services in Hong Kong.
- Panamax floating dock of 40,000 tonnes lifting capacity.

## ■ Steamships Shipping

- Founded in 1918 and based in Port Moresby, owns and operates a coastal fleet of 14 vessels and specialises in liner and charter services along the coast and river systems in the Gulf, Central and Western Provinces of Papua New Guinea. Subsidiary, **Consort Express Lines**, is the leading coastal liner service, operating eight multipurpose vessels calling at 12 ports in PNG and one in Australia. Steamships has the largest shipping agency business in PNG. Several joint venture stevedoring companies operate at six ports for both Steamships and Consort. **Pacific Towing** is a joint venture tug operation servicing the major ports of Port Moresby and Lae.

## ■ Swire Oilfield Services

- Services to the international oil and gas industry, including cargo-carrying units, modular systems, pump and filtration packages and chemical/aviation fuel storage/distribution.
- Fleet comprises some 50,000 DnV 2.7.1 certified cargo carrying units, making it the largest supplier in the global market by a factor of four.
- Products in over 40 countries with subsidiaries operating in the UK, Norway, Australia, the USA, Singapore, Brazil, India, the Russian Far East and West Africa.



# TRADING & INDUSTRIAL

## Trading

### ■ Swire Resources

- Leading marketer, wholesaler and retailer of athletic and leisure footwear, apparel and accessories in Hong Kong and Macau, where it is the exclusive distributor for Columbia, Mountain Hardware, Montrail, Rockport, Aerosoles, Arena, Champion, Speedo, Jockey, Surf-Siders and Teva.
- Exclusive distributor in Mainland China for Columbia, Mountain Hardware, Montrail and Rockport.
- **Intermarket Agencies (Far East)**, a joint venture with the Pentland Group, distributes Speedo swimwear.
- Swire Resources group owns and operates four multi-brand retail chains in Hong Kong: **Marathon Sports** is the city's largest sports retail chain, **GigaSports** is a mega sports concept store, **Catalog** sells casual footwear, apparel and accessories and **d2r** specialises in premium sports and lifestyle fashion brands. In total, the group manages 131 mixed and single-brand retail outlets in Hong Kong and Macau and 87 single-brand stores in Mainland China.

### ■ Taikoo Motors Taiwan

- Imports and retails motor vehicles in Taiwan.
- Exclusive importer of Volkswagen cars, Volkswagen light commercial vehicles, Škoda cars, Volvo trucks and buses, Harley-Davidson motorcycles and Vespa scooters.
- Taikoo Motors group sold 11,643 vehicles in 2010.

### ■ International Automobiles

- Exclusive distributor of Fiat and Alfa Romeo cars in Hong Kong.

## Industrial

### ■ Akzo Nobel Swire Paints

- Manufactures paints in Guangzhou and Shanghai and sold 213.8 million litres of paint in Hong Kong and Mainland China in 2010.

### ■ Alex Fraser

- Founded in 1879, is Australia's largest recycler of construction and demolition (C&D) materials.
- Six recycling sites: three each in Melbourne and Brisbane.
- Produces innovative, high performance recycled materials used in some of Australia's largest infrastructure projects.
- Over 24 million tonnes of C&D material recycled and sold since 1987.

### ■ Kalari

- Major road haulier providing distribution and storage solutions for Australia's leading mining and manufacturing businesses.
- 250 specialised vehicles and 18 depots nationwide.

### ■ Steamships Trading

- Trading as **EWT**, Steamships' transport division is one of the largest long-distance road haulage companies in Papua New Guinea, with 118 vehicles.

### ■ Swire Industrial Services

- Specialised scrap metal collection, steel processing and recycling in New South Wales and Victoria.

### ■ Vogue Laundry

- Asia's largest single-site laundry with annual output of 28,000 tonnes
- 18 retail outlets in Hong Kong, employing 600 staff.
- Member of the Drycleaning & Laundry Institute International, with ISO 9001, ISO 14001, OHSAS 18001, Q-Mark service scheme and Green Mark accreditation.
- Client base of over 18 airlines, 25 hotels and many well-known institutions in Hong Kong.

