



**APPENDIX**

# Risk & Insurance Services

## Reconciliation of Non-GAAP Measures (\$Millions)

	4 Qtrs. Ending <u>3/31/08</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Revenue	5,466	5,466	5,284	5,557	6,079	6,350	6,596
Operating Income as Reported	366	460	796	957	1,200	1,334	1,421
Restructuring Charges	50	193	169	102	1	8	7
Settlement, Legal & Regulatory	53	51	12	10	(21)	-	-
Adj. to Acquisition Related Accts.	-	-	-	-	(1)	(32)	31
Other	<u>7</u>	<u>25</u>	<u>8</u>	<u>5</u>	<u>-</u>	<u>(2)</u>	<u>(1)</u>
Adjustments	110	269	189	117	(21)	(26)	37
<b>Operating Income as Adjusted</b>	<b>476</b>	<b>729</b>	<b>985</b>	<b>1,074</b>	<b>1,179</b>	<b>1,308</b>	<b>1,458</b>
Operating Margin as Reported	6.7%	8.4%	15.1%	17.2%	19.7%	21.0%	21.5%
<b>Operating Margin as Adjusted</b>	<b>8.7%</b>	<b>13.3%</b>	<b>18.6%</b>	<b>19.3%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>22.1%</b>

# Consulting

## Reconciliation of Non-GAAP Measures (\$Millions)

	4 Qtrs. Ending 3/31/08	2008	2009	2010	2011	2012	2013
<b>Revenue</b>	<b>5,050</b>	<b>5,196</b>	<b>4,609</b>	<b>5,042</b>	<b>5,487</b>	<b>5,613</b>	<b>5,701</b>
<b>Operating Income as Reported</b>	<b>619</b>	<b>555</b>	<b>405</b>	<b>144</b>	<b>617</b>	<b>692</b>	<b>845</b>
Restructuring Charges	2	40	42	24	31	58	2
Adj. to Acquisition Related Accts.	-	-	-	-	-	(3)	1
Other	<u>3</u>	<u>-</u>	<u>30</u>	<u>400</u>	<u>-</u>	<u>-</u>	<u>(1)</u>
Adjustments	5	40	72	424	31	55	2
<b>Operating Income as Adjusted</b>	<b>624</b>	<b>595</b>	<b>477</b>	<b>568</b>	<b>648</b>	<b>747</b>	<b>847</b>
Operating Margin as Reported	12.3%	10.7%	8.8%	2.9%	11.2%	12.3%	14.8%
<b>Operating Margin as Adjusted</b>	<b>12.4%</b>	<b>11.5%</b>	<b>10.3%</b>	<b>11.3%</b>	<b>11.8%</b>	<b>13.3%</b>	<b>14.9%</b>

Other in 2009 is incremental professional liability cost; 2010 is net Alaska litigation settlement

# Marsh & McLennan Companies

## Reconciliation of Non-GAAP Measures (\$Millions)

	4 Qtrs. Ending <u>3/31/08</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Revenue</b>	<b>10,619</b>	<b>10,730</b>	<b>9,831</b>	<b>10,550</b>	<b>11,526</b>	<b>11,924</b>	<b>12,261</b>
<b>Operating Income as Reported</b>	<b>762</b>	<b>679</b>	<b>778</b>	<b>939</b>	<b>1,638</b>	<b>1,829</b>	<b>2,077</b>
Restructuring Charges	81	328	243	141	51	78	22
Settlement, Legal & Regulatory	53	51	242	10	(21)	(2)	-
Adj. to Acquisition Related Accts.	-	-	-	-	(1)	(35)	32
Other	<u>31</u>	<u>89</u>	<u>39</u>	<u>393</u>	<u>(7)</u>	<u>(6)</u>	<u>(3)</u>
Adjustments	165	468	524	544	22	35	51
<b>Operating Income as Adjusted</b>	<b>927</b>	<b>1,147</b>	<b>1,302</b>	<b>1,483</b>	<b>1,660</b>	<b>1,864</b>	<b>2,128</b>
Operating Margin as Reported	7.2%	6.3%	7.9%	8.9%	14.2%	15.3%	16.9%
<b>Operating Margin as Adjusted</b>	<b>8.7%</b>	<b>10.7%</b>	<b>13.2%</b>	<b>14.1%</b>	<b>14.4%</b>	<b>15.6%</b>	<b>17.4%</b>

Other in 2008 includes \$36 goodwill impairment charge; 2009 includes \$30 incremental professional liability cost; 2010 includes \$400 net Alaska litigation settlement

# Marsh & McLennan Companies

## *Reconciliation of Non-GAAP Measures*

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>CAGR</u>
<b>Diluted EPS, Continuing Operations</b>	<b>\$ .70</b>	<b>\$ .96</b>	<b>\$ 1.00</b>	<b>\$ 1.82</b>	<b>\$ 2.13</b>	<b>\$ 2.42</b>	
Operating Income Adjustments	<u>.70</u>	<u>.65</u>	<u>.64</u>	<u>.04</u>	<u>.02</u>	<u>.06</u>	
<b>Diluted EPS as Adjusted</b>	<b>\$ 1.40</b>	<b>\$ 1.61</b>	<b>\$ 1.64</b>	<b>\$ 1.86</b>	<b>\$ 2.15</b>	<b>\$ 2.48</b>	
Tax Benefit in 2009		<u>(\$0.18)</u>					
<b>Normalized for Tax Benefit in 2009</b>		<b>\$ 1.43</b>	<b>\$ 1.64</b>	<b>\$ 1.86</b>	<b>\$ 2.15</b>	<b>\$ 2.48</b>	<b>14.8%</b>
<b>Increase</b>			<b>14.7%</b>	<b>13.4%</b>	<b>15.6%</b>	<b>15.3%</b>	

2011 EPS excludes expense of \$.09 related to early extinguishment of debt

# Marsh

## *Reconciliation of Non-GAAP Measures*

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Average</u>
<b>Percent Change GAAP Revenue</b>	<b>10%</b>	<b>5%</b>	<b>4%</b>	
Components of Revenue Change:				
Currency Impact	2%	(2)%	(1)%	
Acquisitions/Dispositions Impact	<u>4%</u>	<u>(2)%</u>	<u>2%</u>	
<b>Underlying Revenue</b>	<b>4%</b>	<b>5%</b>	<b>3%</b>	<b>4%</b>

# Guy Carpenter

## *Reconciliation of Non-GAAP Measures*

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Average</u>
<b>Percent Change GAAP Revenue</b>	<b>13%</b>	<b>7%</b>	<b>7%</b>	<b>4%</b>	<b>5%</b>	
Components of Revenue Change:						
Currency Impact	(4)%	1%	1%	(1)%	(1)%	
Acquisitions/Dispositions Impact	<u>9%</u>	<u>4%</u>	<u>1%</u>	<u>(1)%</u>	<u>1%</u>	
<b>Underlying Revenue</b>	<b>8%</b>	<b>2%</b>	<b>5%</b>	<b>6%</b>	<b>5%</b>	<b>5%</b>

# Mercer

## Reconciliation of Non-GAAP Measures

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Average</u>
<b><u>Investments</u></b>					
<b>Percent Change GAAP Revenue</b>	<b>21%</b>	<b>26%</b>	<b>11%</b>	<b>6%</b>	
Components of Revenue Change:					
Currency Impact	4%	6%	(1)%	(3)%	
Acquisitions/Dispositions Impact	—	<u>9%</u>	<u>4%</u>	<u>1%</u>	
<b>Underlying Revenue</b>	<b>16%</b>	<b>11%</b>	<b>8%</b>	<b>9%</b>	<b>11%</b>
<b><u>Total Mercer</u></b>					
<b>Percent Change GAAP Revenue</b>	<b>5%</b>	<b>9%</b>	<b>4%</b>	<b>2%</b>	
Components of Revenue Change:					
Currency Impact	2%	3%	(2)%	(1)%	
Acquisitions/Dispositions Impact	<u>1%</u>	<u>2%</u>	<u>1%</u>	—	
<b>Underlying Revenue</b>	<b>2%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>

Components of revenue change may not add due to rounding

# INVESTOR DAY 2014

MARCH 11, 2014

# Forward-Looking Statements

This presentation contains “forward-looking statements,” as defined in the Private Securities Litigation Reform Act of 1995. These statements, which express management’s current views concerning future events or results, use words like “anticipate,” “assume,” “believe,” “continue,” “estimate,” “expect,” “future,” “intend,” “plan,” “project” and similar terms, and future or conditional tense verbs like “could,” “may,” “might,” “should,” “will” and “would.” For example, we use forward-looking statements when addressing topics such as: growth in our businesses and earnings per share; increased cash flows; the volume of share repurchases and our total share count; growth in our dividend; the expected impact of acquisitions; and pension obligations.

Forward-looking statements are subject to inherent risks and uncertainties. Factors that could cause actual results to differ materially from those expressed or implied in our forward-looking statements include, among other things:

- our exposure to potential liabilities arising from errors and omissions claims against us;
- the impact of competition, including with respect to our geographic reach, the sophistication and quality of our services, our pricing relative to competitors, our customers’ option to self-insure or utilize internal resources instead of consultants, and our corporate tax rates relative to a number of our competitors;
- the extent to which we retain existing clients and attract new business, and our ability to incentivize and retain key employees;
- our ability to maintain adequate physical, technical and administrative safeguards to protect the security of confidential information or data, and the potential of a system or network disruption that results in regulatory penalties, remedial costs and/or the improper disclosure of confidential information or data;
- our exposure to potential criminal sanctions or civil remedies if we fail to comply with foreign and U.S. laws and regulations that are applicable in the domestic and international jurisdictions in which we operate, including trade sanctions laws relating to countries such as Cuba, Iran, Sudan and Syria, anti-corruption laws such as the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act 2010, local laws prohibiting corrupt payments to government officials, as well as import and export restrictions;
- our ability to make acquisitions and dispositions and to integrate, and realize expected synergies, savings or benefits from, the businesses we acquire;
- changes in the funded status of our global defined benefit pension plans and the impact of any increased pension funding resulting from those changes;
- the impact on our net income caused by fluctuations in foreign currency exchange rates;
- our ability to successfully recover should we experience a disaster or other business continuity problem, such as an earthquake, hurricane, flood, terrorist attack, pandemic, security breach, cyber attack, power loss, telecommunications failure or other natural or man-made disaster;
- the impact of changes in interest rates and deterioration of counterparty credit quality on our results related to our cash balances and investment portfolios, including corporate and fiduciary funds;
- the potential impact of rating agency actions on our cost of financing and ability to borrow, as well as on our operating costs and competitive position;
- changes in applicable tax or accounting requirements; and
- potential income statement effects from the application of FASB’s ASC Topic No. 740 (“Income Taxes”) regarding accounting treatment of uncertain tax benefits and valuation allowances, including the effect of any subsequent adjustments to the estimates we use in applying this accounting standard.

The factors identified above are not exhaustive. Marsh & McLennan Companies and its subsidiaries operate in a dynamic business environment in which new risks may emerge frequently. Accordingly, we caution readers not to place undue reliance on the above forward-looking statements, which speak only as of the dates on which they are made. The Company undertakes no obligation to update or revise any forward-looking statement to reflect events or circumstances arising after the date on which it is made. Further information concerning Marsh & McLennan Companies and its businesses, including information about factors that could materially affect our results of operations and financial condition, is contained in the Company’s filings with the Securities and Exchange Commission, including the “Risk Factors” section of our most recently filed Annual Report on Form 10-K.