

# INVESTOR PRESENTATION

Results through Second Quarter 2021



## 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," "intend," "plan," "project" and similar terms, and future or conditional tense verbs like "could," "may," "might," "should," "will" and "would".

Forward-looking statements are subject to inherent risks and uncertainties that could cause actual results to differ materially from those expressed or implied in our forward-looking statements. Factors that could materially affect our future results include, among other things: 1) our ability to maintain adequate safeguards to protect the security of our information systems and confidential, personal or proprietary information, particularly given the increased risk of cybersecurity attacks, including hacking, viruses, malware, ransomware and other types of data security breaches, as well as the heightened risk caused by remote work arrangements; 2) the impact from lawsuits or investigations arising from errors and omissions, breaches of fiduciary duty or other claims against us in our capacity as a broker or investment advisor; 3) increased regulatory activity and scrutiny by regulatory or law enforcement authorities in the financial services industry; 4) the financial and operational impact of complying with laws and regulations where we operate and the risks of noncompliance with such laws by us or third-party providers, including anti-corruption laws such as the U.S. Foreign Corrupt Practices Act, U.K. Anti-Bribery Act and cybersecurity and data privacy regulations such as the E.U.'s General Data Protection Regulation; 5) the impact of COVID-19 on our business operations, results of operations, cash flows and financial position; 6) our ability to compete effectively and adapt to changes in the competitive environment, including to respond to technological change, disintermediation, digital disruption and other types of innovation; 7) our ability to manage risks associated with our investment management and related services business, particularly in the context of uncertain equity markets, including our ability to execute timely trades in light of increased trading volume and to manage potential conflicts of interest; 8) our ability to attract and retain industry leading talent; 9) the impact of changes in tax laws, guidance and interpretations, particularly due to recently enacted legislation in the U.K. and proposals from the U.S. government or from the Organization for Economic Development and Cooperation, or disagreements with tax authorities; 10) our ability to successfully recover if we experience a business continuity problem due to cyberattack, natural disaster, government unrest or otherwise; and 11) the regulatory, contractual and reputational risks that arise based on insurance placement activities and growing insurer revenue streams.

The factors identified above are not exhaustive. Marsh McLennan and its subsidiaries operate in a dynamic business environment in which new risks emerge frequently. Accordingly, we caution readers not to place undue reliance on any forward-looking statements, which are based only on information currently available to us and 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 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 and the "Management's Discussion and Analysis of Financial Condition and Results of Operations" section of our most recently filed Annual Report on Form 10-K.

## Explanation of Non-GAAP Measures

This presentation also contains certain financial measures that are "non-GAAP measures," within the meaning of Regulation G of the Securities Exchange Act of 1934, as amended. The Company believes these non-GAAP financial measures provide useful supplemental information that enables investors to better compare the Company's performance across periods. Management also uses these measures internally to assess the operating performance of its business, to assess performance for employee compensation purposes and to decide how to allocate resources. However, investors should not consider these non-GAAP measures in isolation from, or as a substitute for, the financial information that the Company reports in accordance with GAAP. The Company's non-GAAP measures include adjustments that reflect how management views our businesses, and may differ from similarly titled non-GAAP measures presented by other companies. Please see the Appendix to this presentation for a reconciliation of non-GAAP measures to the closest comparable applicable GAAP measures.

1. **Overview & Opportunity**

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2. A Compelling Investment

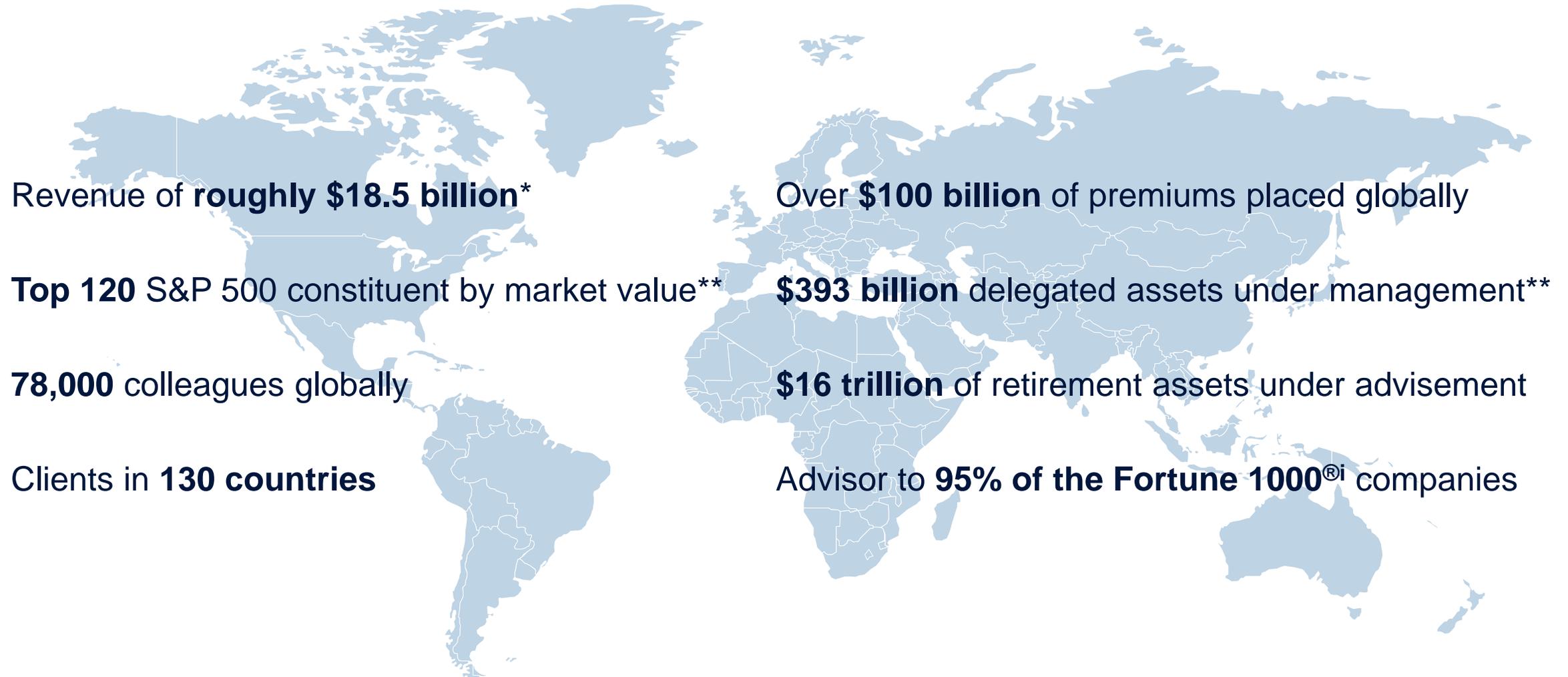
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3. Appendix

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# The Global Leader in Advisory on Risk, Strategy and People

150-year history of leadership and innovation



\*12 months ended 06/30/2021; \*\*As of 06/30/2021; iFORTUNE 1000® is a trademark of FORTUNE Media IP and is used under license.

# A Preeminent Global Professional Services Firm

 Marsh

 GuyCarpenter

 Mercer

 OliverWyman

**#1** Insurance Broker

**BUSINESS INSURANCE**

**#1** Broker of U.S. Business

**BUSINESS INSURANCE**

**#1** Health & Benefits Broker

**BUSINESS INSURANCE**

**#1** Assets Under Advisement

**Pensions&Investments**

**#1** Outsourced CIO

**Pensions&Investments**

Sources: Business Insurance and Pensions & Investments.

# We Make a Difference in The Moments That Matter

Succeeding  
together



Accelerating  
impact



Advancing  
good



Drive growth  
and create  
value



Live the Greater Good

# Best-in-class Leadership



**President & CEO**  
Dan Glaser

## Risk and Insurance Services

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**President & CEO**  
**Marsh**  
John Doyle



**President & CEO**  
**Guy Carpenter**  
Peter Hearn



**President & CEO**  
**Mercer**  
Martine Ferland



**President & CEO**  
**Oliver Wyman**  
Nick Studer



# Well Positioned for Issues of Today

## Cyber Risk

Global cyber crime estimated to be

**\$1 trillion<sup>1</sup>**

- Global cyber premiums expected to grow at **~24% CAGR** to **\$18 billion** through 2025<sup>2</sup>
- Cyber risk remains among the **Top 10** most likely global risks for 2021<sup>3</sup>

*Leading Cyber Practice*

## Retirement Savings Gap

Global retirement savings gap pegged at

**~1.5x GDP<sup>4</sup>**

- U.S. retirement gap was **~\$28 trillion** in 2015 and could rise to **~\$137 trillion** by 2050<sup>4</sup>
- 48%** of households aged 55+ have no retirement savings<sup>5</sup>

*Mercer Wealth*

## Healthcare

By 2028, Healthcare spending expected to comprise

**20% of U.S. GDP<sup>6</sup>**

- U.S. healthcare spending expected to grow on average **5%** annually through 2028<sup>6</sup>
- Number of Americans that have employer-sponsored insurance exceed **180 million<sup>7</sup>**

*Mercer Marsh Benefits*

## Natural Disasters & Climate Change

Share of Global Natural Catastrophe Losses

2020	Insured <sup>8</sup>	10 YR Avg.
<b>43%</b>		<b>35%</b>

- 2020 global catastrophe protection gap was **~\$100 billion<sup>8</sup>**
- \$30 - \$50 billion** flood annual premium opportunity<sup>9</sup>

*Marsh / Guy Carpenter*

## Workforce of the Future

Percent of organizations planning to restructure in 2021

**45%<sup>10</sup>**

- U.S. digital & tech consulting market worth **~\$14 billion** and growing<sup>11</sup>
- Global management consulting market worth estimated **\$130 billion<sup>11</sup>**

*Mercer Career / Oliver Wyman*

Sources: <sup>1</sup>CSIS-McAfee; <sup>2</sup>The Geneva Association; <sup>3</sup>World Economic Forum: The Global Risks Report 2021; <sup>4</sup>World Economic Forum: We'll Live to 100 – How Can We Afford It?; <sup>5</sup>U.S. Government Accountability Office; <sup>6</sup>Centers for Medicare and Medicaid; <sup>7</sup>The Council of Insurance Agents and Brokers; <sup>8</sup>Swiss Re Institute; <sup>9</sup>McKinsey & Company; <sup>10</sup>Mercer Global Talent Trends 2021; <sup>11</sup>Greentarget

# We Have Meaningful Competitive Advantages...

## Culture

- Our code of conduct, The Greater Good, guides our culture of responsibility, inclusion, integrity and intelligent risk management
- *The MMC Advantage* – bringing the collective power of our firm to deliver insights and solutions

## Talent

- 78,000 experienced, diverse and dynamic colleagues
- 23,000 colleagues with more than 10 years tenure
- Nearly half of colleagues in the millennial generation

## Geographic Reach

- Unparalleled geographic reach
- Clients in 130 countries
- 20 countries with over \$100 million of revenue

## Scale

- Leading positions across insurance brokerage and consulting
- Largest capex spend among insurance brokers
- Economies of scale drive expense efficiencies

## Expertise Across Client Segments

- Multinationals and large accounts
- Middle market
- Small commercial enabled by technology

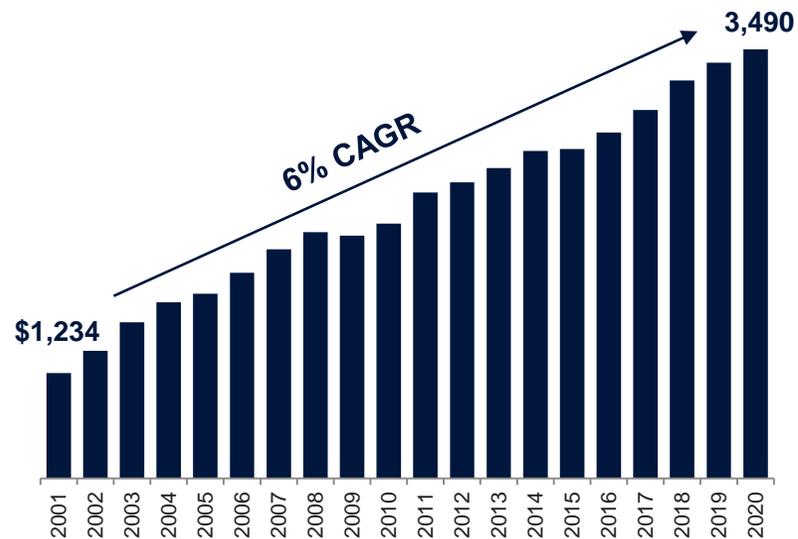
## Data & Technology

- Data from over \$100 billion in premiums placed
- Transforming client experience through innovation
- Technology enables operating efficiency

# ... And Fundamental Underpinnings for Sustained Growth

## Risk

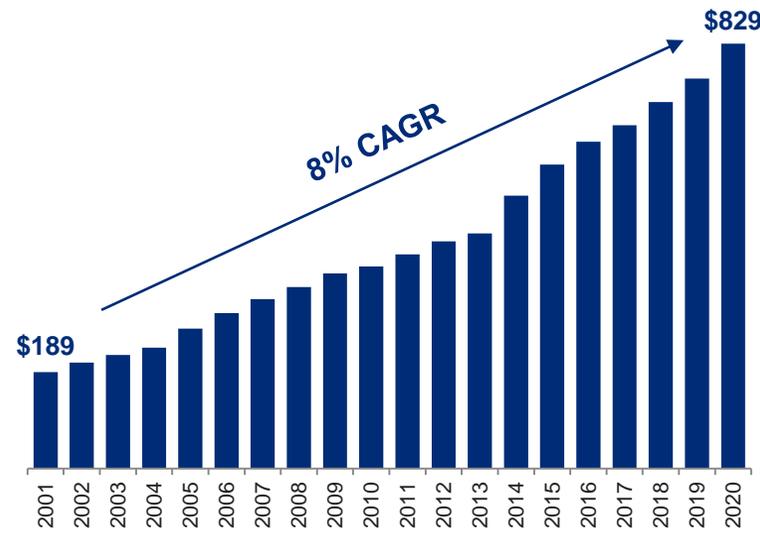
Global Non-Life Direct Written Premiums (\$ billions)<sup>1</sup>



- Over \$100 billion of annualized premiums placed globally
- Capabilities across market segments
- Leading MGA, Cyber and Flood practices

## Health

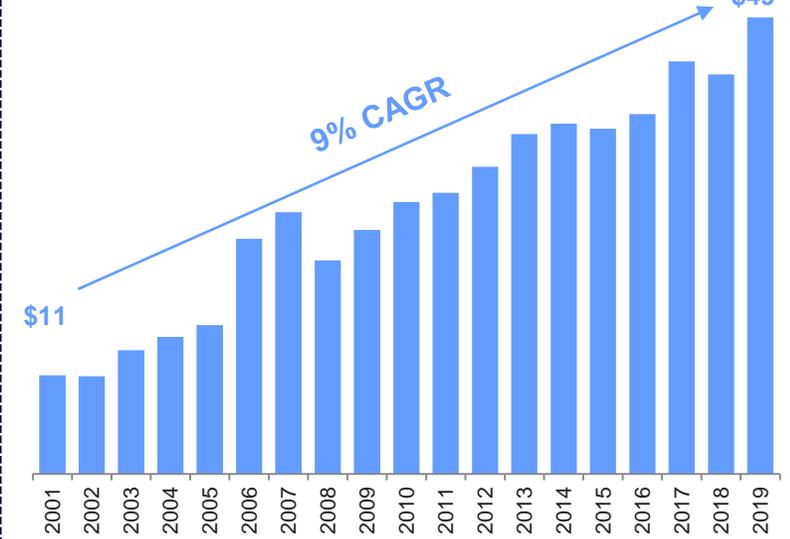
U.S. Health Direct Written Premiums (\$ billions)<sup>2</sup>



- Over \$3.1 billion of global Health brokerage and consulting revenues\*
- Global capabilities across Mercer, Marsh, MMA & Oliver Wyman
- Digital Health solutions through Thomsons Online and Mercer Marketplace 365

## Wealth

Retirement Assets (\$ trillions)<sup>3</sup>



- World's largest retirement advisory business
- \$393 billion of assets under delegated management\*\*
- 26% CAGR of assets under delegated management since 2010

Sources: <sup>1</sup>Swiss Re Institute; <sup>2</sup>SNL; <sup>3</sup>Pension Markets in Focus 2020 (Data only includes countries in the Organization for Economic Cooperation & Development); \*12 months ended 6/30/2021; \*\*As of 6/30/2021.

# Navigating the COVID-19 Pandemic

Solid Performance in the Face of Crisis

## Strong 2020 Performance\*

9%	7%
Adj. Operating Income Growth	Adj. EPS growth 2020

## Enhanced Liquidity

\$1 billion new line of credit	\$750 million 10-year Sr. notes issued at 2.25%
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## Positioning For The Long Term

*MMA Acquisitions*

*Raised Dividend*

*Strategic Hiring*

## Supported Colleagues



## Helped Clients Manage the Crisis and Plan for Future

*Public-Private Pandemic Solutions*

*Pandemic Navigator*

*Pension Funding Relief*

*Holistic Cyber Advisory & Insurance*

*Return to Office*

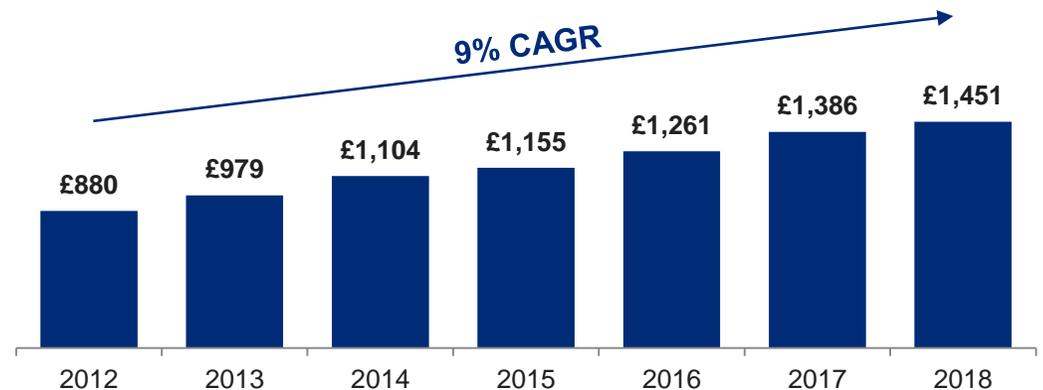
*Telemedicine*

\*Please see our Fourth Quarter 2020 earnings release furnished on Form 8-K for additional information regarding the adjustments for Adjusted EPS

# Jardine Lloyd Thompson: A Significant Step Forward



Revenue (£ millions)



Underlying Revenue Growth



Over **\$15 billion** in global premiums placed



Over **10,000** employees



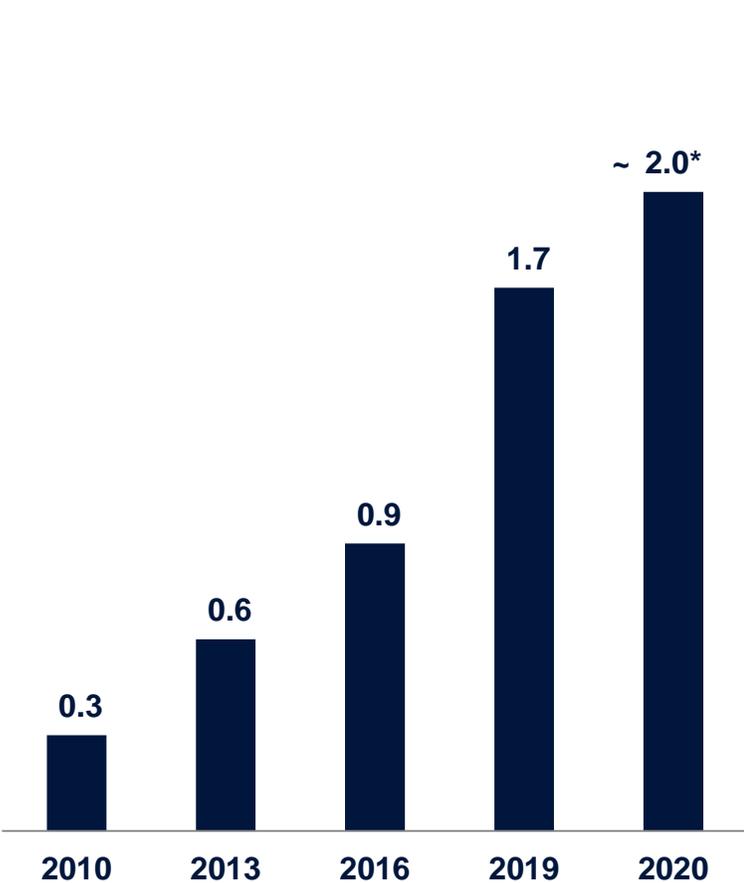
Operating in over **40** countries worldwide

Note: 2018 JLT financial figures per 8-K/A filed 06/06/2019.

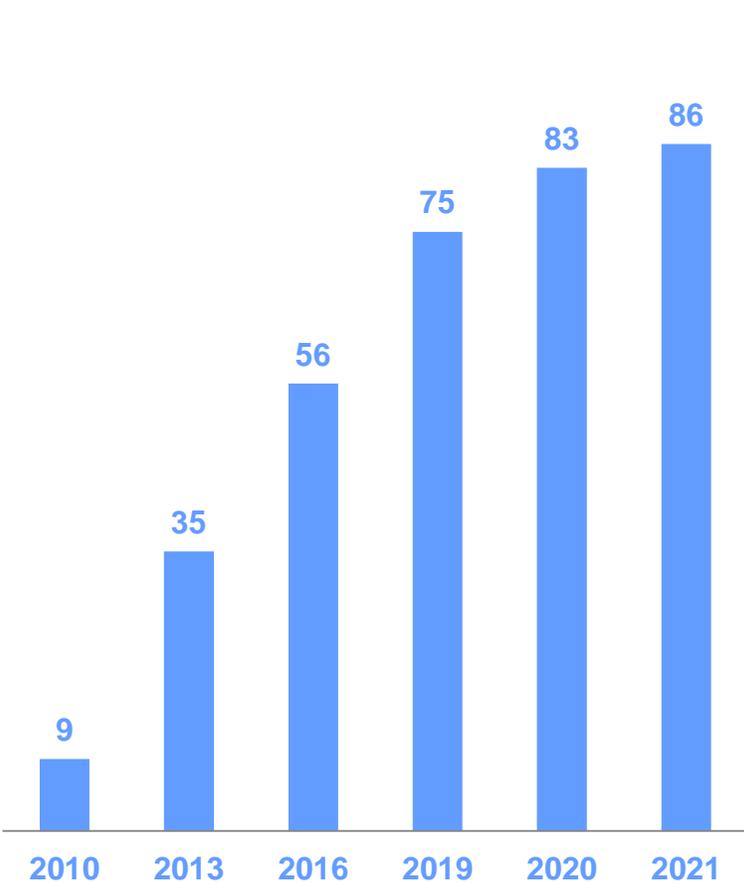
# Expanding Our Presence in the U.S. Middle Market

Marsh McLennan Agency

## Revenue (\$ billions)



## Cumulative Transactions



## Milestones

- **2009:** Marsh launches strategy
- **2010:** Thomas Rutherford Inc. acquired – 32nd largest U.S. brokerage firm
- **2014:** California-based Barney & Barney acquired – largest acquisition to date
- **2015:** Texas-based MHBT, Inc. acquired
- **2017:** J. Smith Lanier acquired – expanding MMA’s Southeast operations
- **2019:** Completed five acquisitions confirming our commitment to MMA build out post JLT acquisition
- **2020:** Completed eight transactions with a record \$235 million of annualized revenues added, including Assurance in Chicago
- **2021:** Acquired PayneWest Insurance, Northwest United States’ premier insurance agency

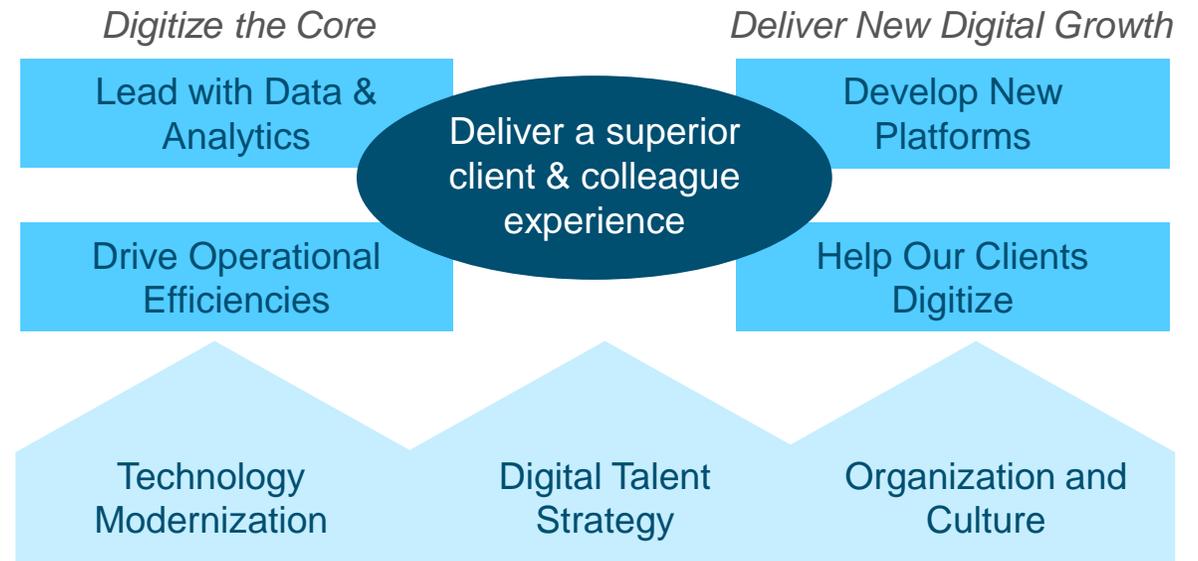
\*Revenue represents previously disclosed estimate of annualized run-rate as of 1Q20, which is approaching \$2.0bn

# Shaping Industry Change Through Digital and Technology

## Highlights

- Significant organic investments in digital
- Transforming client experience through digital innovation
- Winning business through superior technology platform, experience and data
- Opportunity through digital to expand in small commercial
- Premium volume drives information advantage with data & analytics
- Opportunity for continued operating efficiency

## Embrace the Digital Future



bluestream

TorrentFlood  
POWERED BY TORRENT

dovetail



MERCER PENSION  
RISK EXCHANGE™



MORNINGSTAR®

MERCER

igat  
a VICTOR company

OLIVER WYMAN LABS

1. Overview & Opportunity

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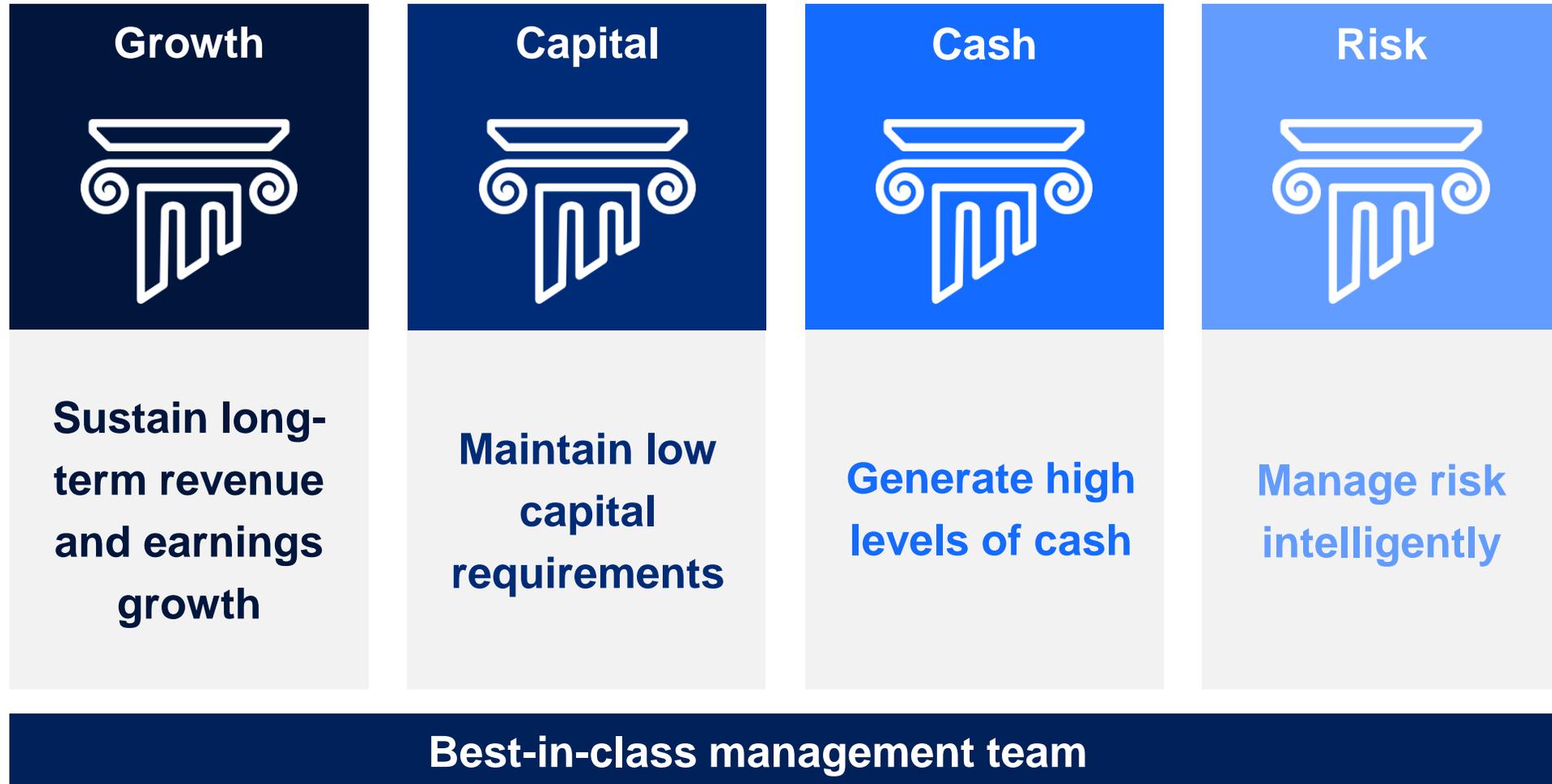
2. **A Compelling Investment**

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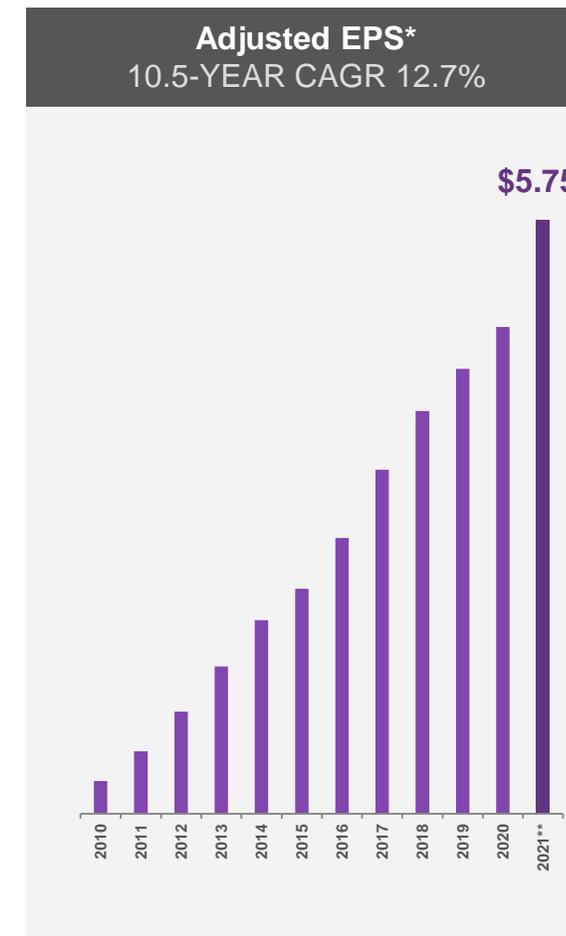
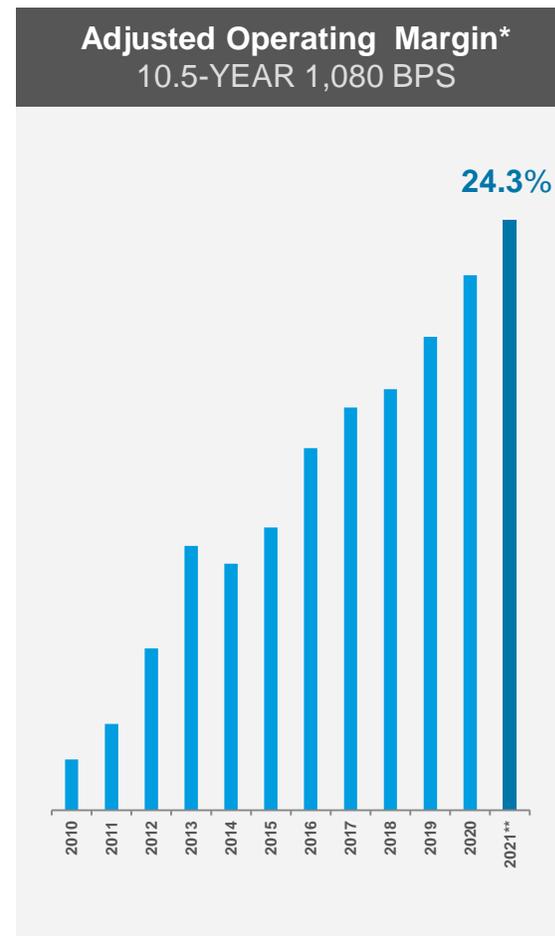
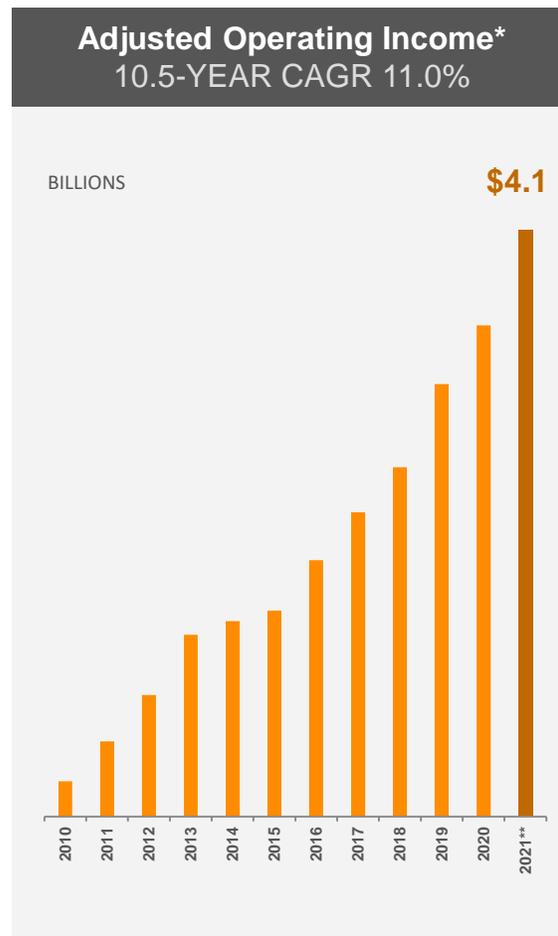
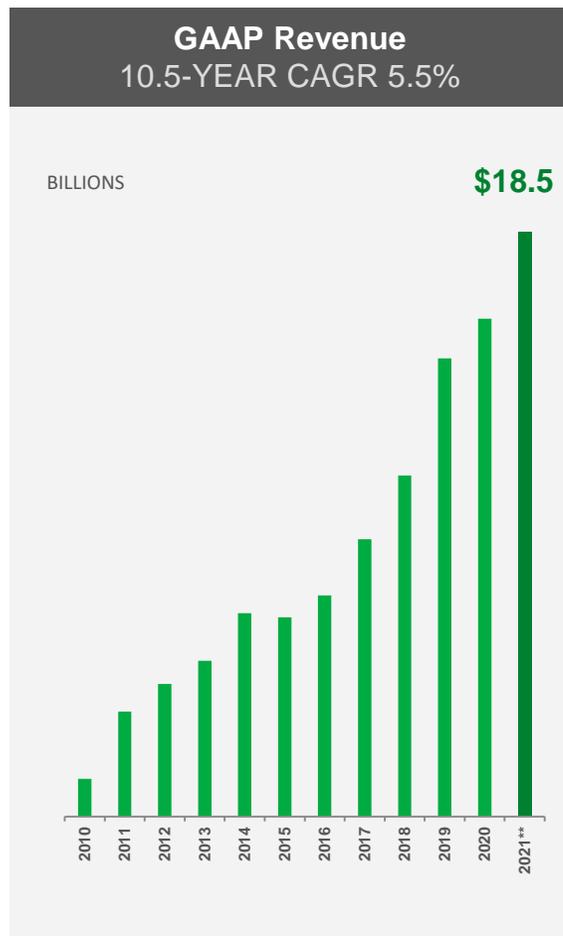
3. Appendix

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# A Compelling Core Holding For Any Long-term Portfolio



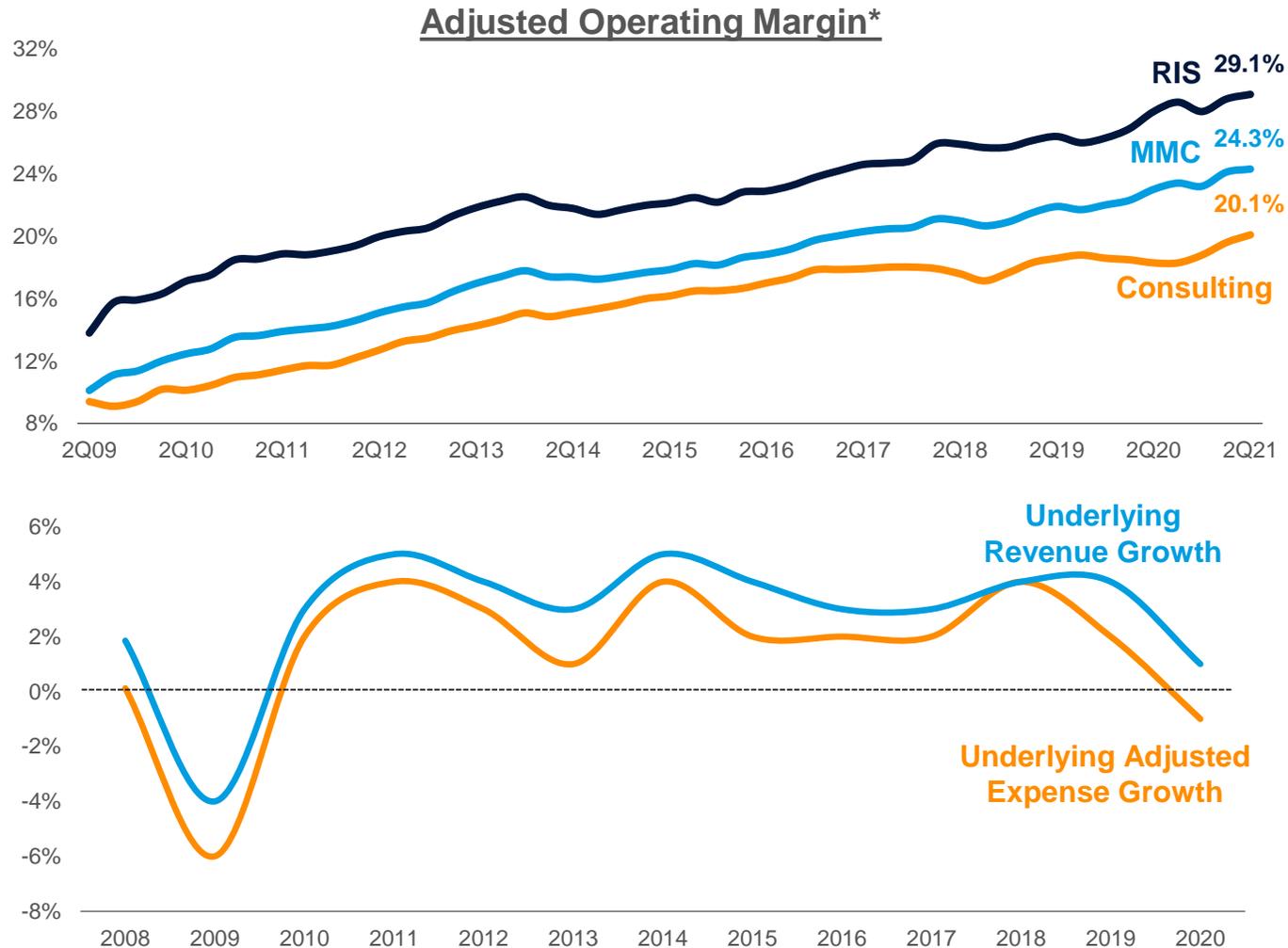
# We Have a History of Strong Growth



\*Reconciliation of Non-GAAP measures included in Appendix; \*\*12 months ended 06/30/2021

Periods prior to 03/31/2019 exclude JLT. Adjusted operating income and adjusted operating margin for 2017 and prior periods include the impact of the pension standard.

# Operating Leverage Produces Margin Expansion



## Runway for Continued Operating Leverage

- 2020 marked 13th consecutive year MMC reported adjusted operating margin improvement
- Underlying revenue growth met or exceeded underlying adjusted expense growth in each of the last 13 years
- Shared service, offshoring, centers of excellence in India accelerating through JLT acquisition
- Continued efficiency in office footprint
- Technology and automation offer potential for further operating efficiency
- Significant investments in global platforms enable scaling of global functional operating model
- Global alignment of procurement practices

\*12 months ended 06/30/2021. Reconciliation of Non-GAAP measures included in Appendix. Periods prior to 03/31/2019 exclude JLT. Adjusted operating margin for 2017 and prior periods is adjusted to reflect the impact of the pension standard. Underlying revenue and underlying adjusted expense growth measure changes in revenue and expenses using consistent currency exchange rates, excluding the impact of certain items that affect comparability such as acquisitions, dispositions and transfers among businesses. Underlying revenue growth and underlying adjusted expense growth are as originally reported and exclude the impact of the pension standard.

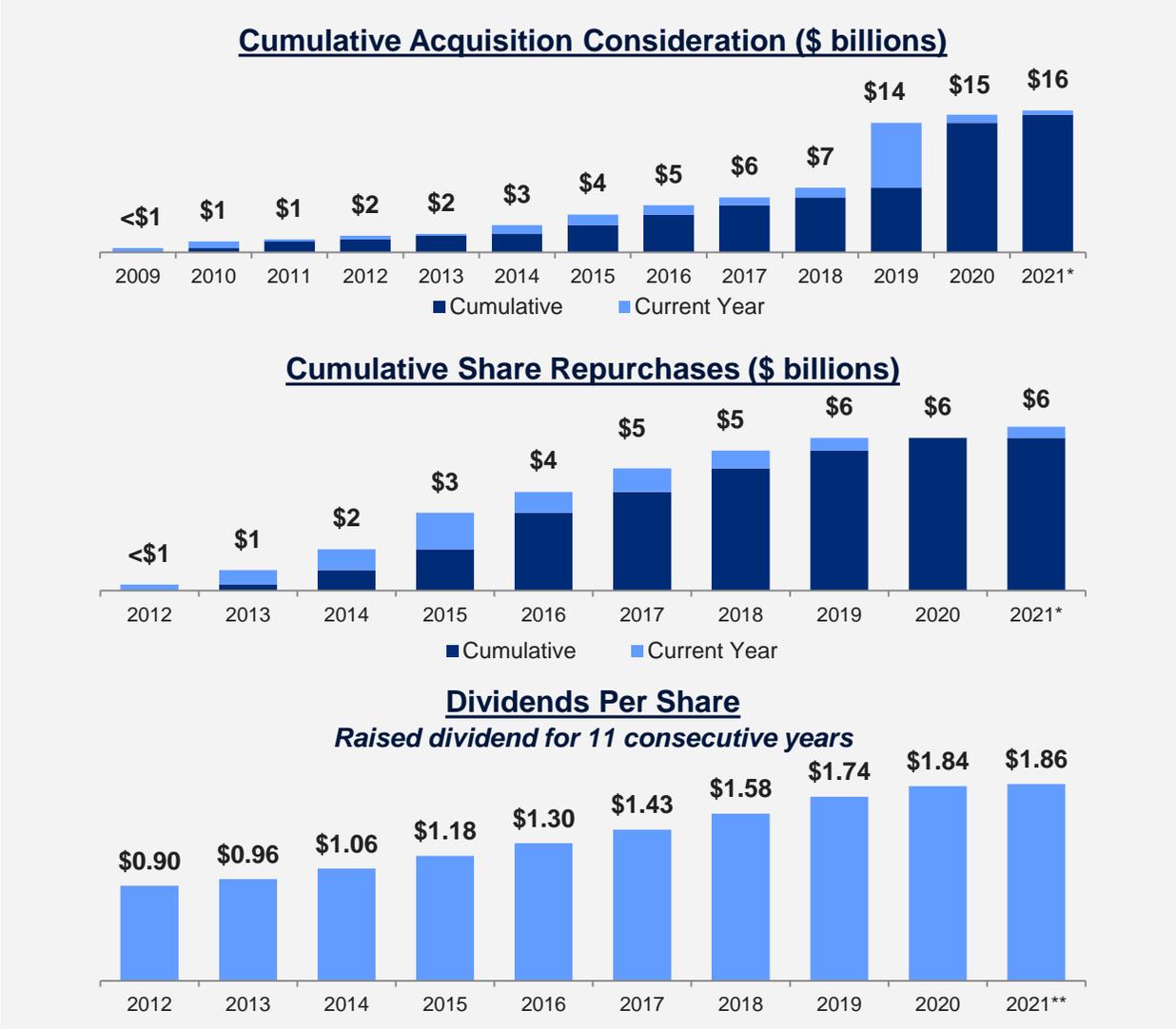
# Disciplined and Balanced Long-Term Capital Strategy

Invest for Organic Growth

High Quality Acquisitions

Reduce Shares Outstanding Annually

Long-Term Dividend Growth



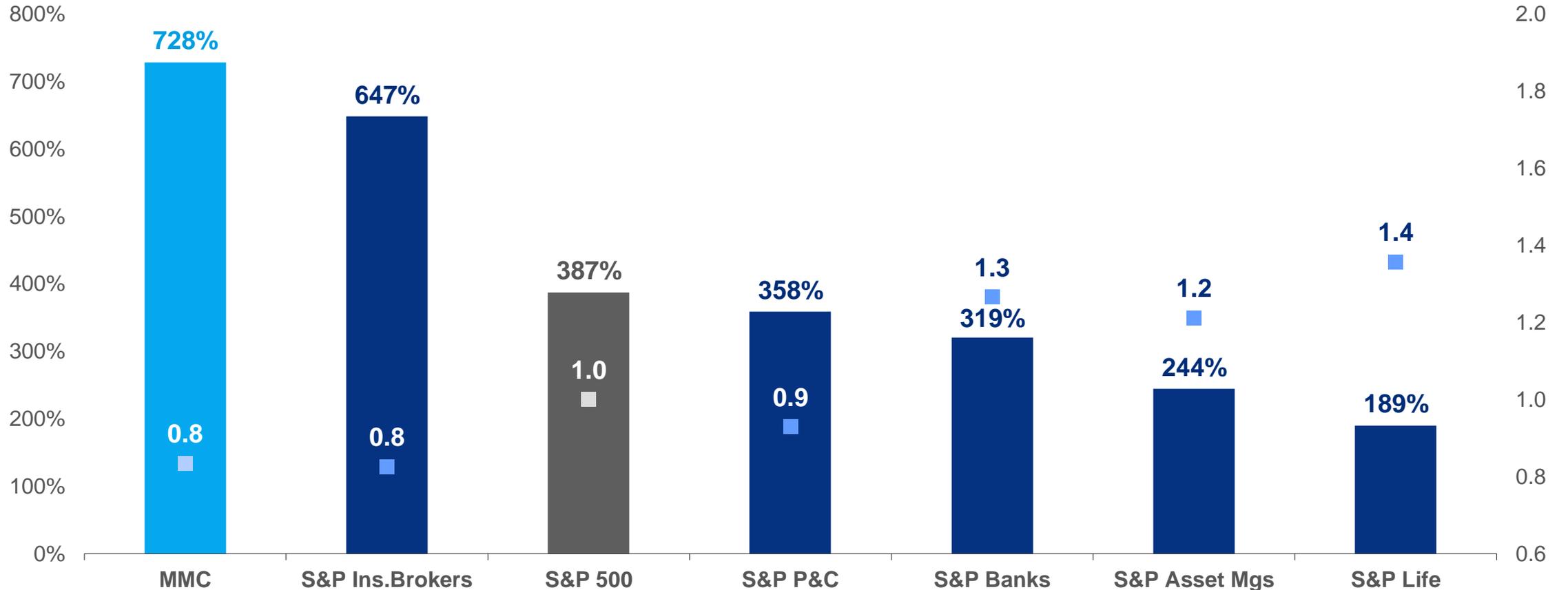
\*Through 06/30/2021; \*\*2021 reflects 12 months ended 06/30/2021.

# Stronger Returns with Lower Relative Volatility

12/31/09 – 06/30/21

Total Return

Beta



Sources: FactSet; Beta reflects end of period 3-year beta.

# Environmental, Social & Governance (ESG)

A Commitment to Our Shareholders, Colleagues and Communities

## Areas of Focus



### Environmental

- Pledge to carbon neutrality in 2021
- Commitment to reduce carbon emissions by 15% below 2019 levels by the year 2025
- Opened 20 “smart offices”
- Marsh launched an integrated global renewable energy practice
- Flood risk advisory



### Social

- Unconscious bias & inclusive leadership training
- Colleague support through internal resource groups
- Veteran Talent Initiative
- Commitment to colleague training and development
- Human Rights policy



### Governance

- Commitment to maintaining a diverse and inclusive Board
- Independent Chairman and directors
- Annual election of all independent directors
- Proxy access
- Pledge for 30% female board
- Cyber breach playbook

## Rankings and Recognition



FTSE4Good



Source: Institutional Shareholder Services; MMC Corporate Citizenship Report: <https://www.mmc.com/about/esg.html>

1. Overview & Opportunity

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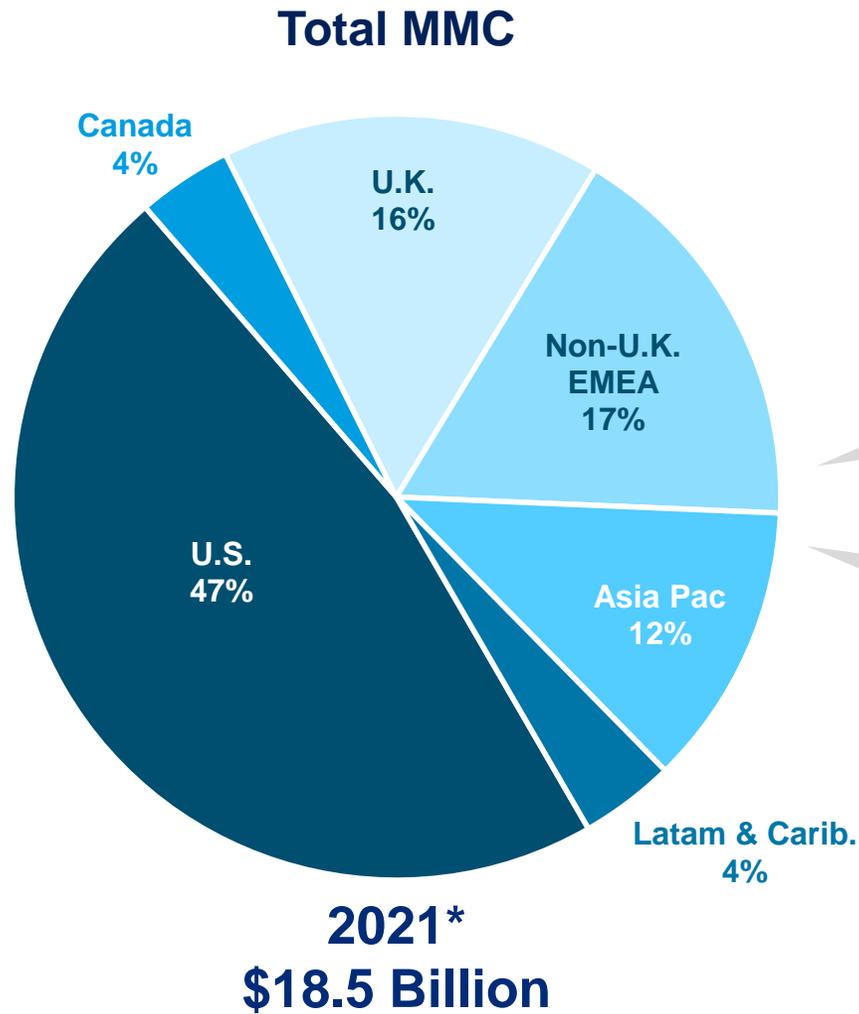
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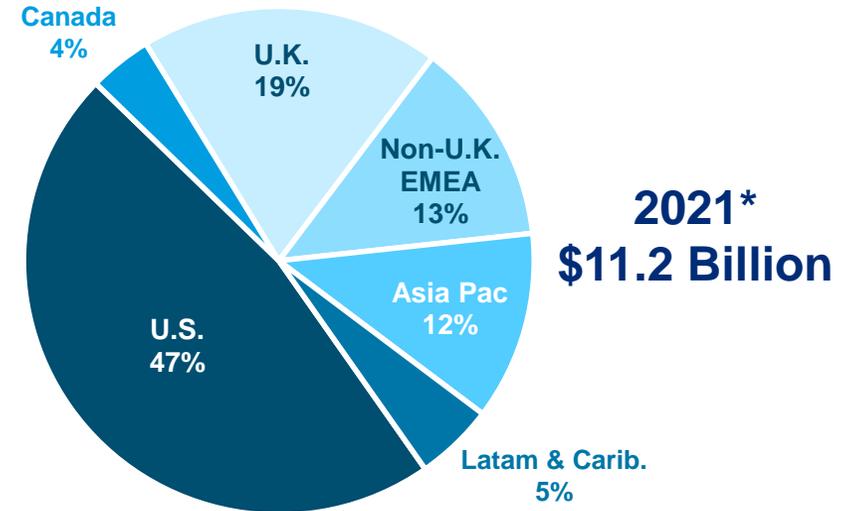
3. **Appendix**

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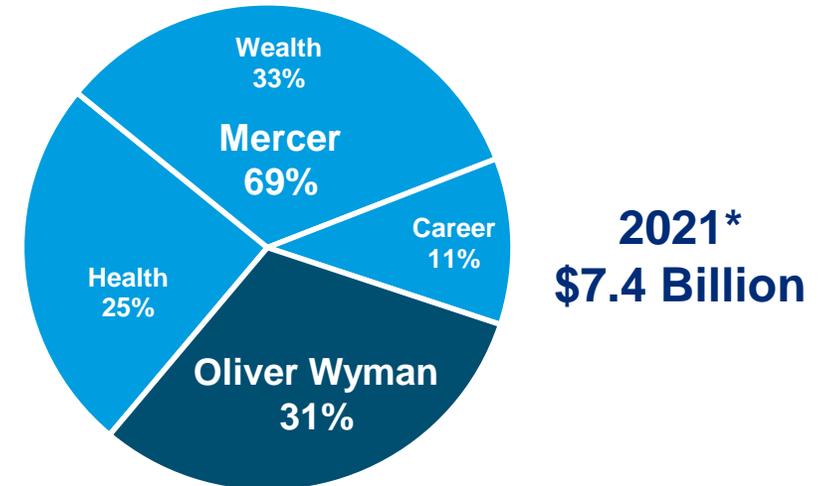
# Segment Revenues



### Risk & Insurance Services



### Consulting



\*12 months ended 06/30/2021; Segment revenues may not sum to total due to corporate / eliminations.

# Marsh

## INSURANCE BROKING & RISK MANAGEMENT

- Risk analysis
- Insurance program design and placement
- Insurance program support and administration
- Claims support and advocacy
- Alternative risk strategies

## MIDDLE MARKET & CORPORATE

### MMA

- Broad range of commercial property and casualty products and services
- U.S. & Canada

### Marsh Commercial

- Small to mid-market segment across the U.K.
- High quality technical advice, bespoke products, distinctive services

## COMMERCIAL & CONSUMER

### VICTOR

- One of the largest underwriting managers of professional liability and specialty insurance programs worldwide

### Dovetail Insurance

- Leading provider of cloud-based insurance services and transaction processing tailored to the U.S. small commercial market



Over **\$60 billion** in annual global premiums placed



Nearly **90%** of Fortune 500®i companies are clients



Nearly **43,000** employees serving businesses, public entities and private clients in more than **130** countries

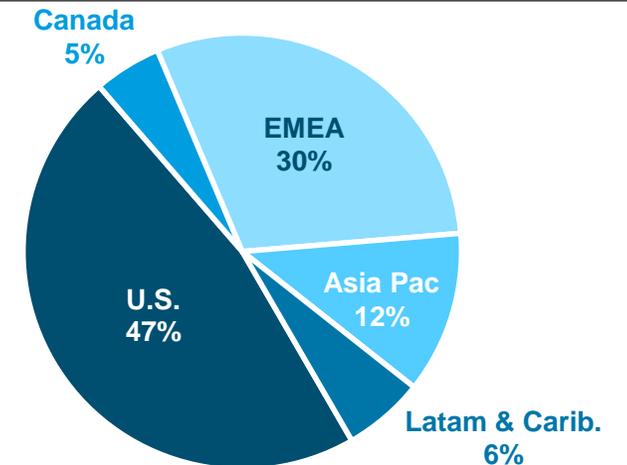


More than **35** risk, specialty and industry practices



Significant resources and depth of expertise, and significant investments in data & analytics

**2021\* Revenue**  
**\$9.4 Billion**



Underlying Revenue Growth	2012	2013	2014	2015	2016	2017	2018	2019	2020
	5%	3%	4%	3%	3%	3%	4%	4%	3%

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\*12 months ended 06/30/2021

# Guy Carpenter

## MANAGING RISK

Integrated reinsurance broking teams around the world help our clients identify, mitigate and transfer risks to optimize return on risk-adjusted capital

## CAPITAL SOLUTIONS

Innovative capital, M&A and corporate finance solutions help our clients diversify and strengthen their balance sheets to gain a competitive advantage

## BUSINESS GROWTH

Comprehensive strategic solutions help our clients discover and develop new markets, new products and new distribution channels that achieve long-term growth



\$40 billion in annualized reinsurance premiums placed



More than 1,600 clients

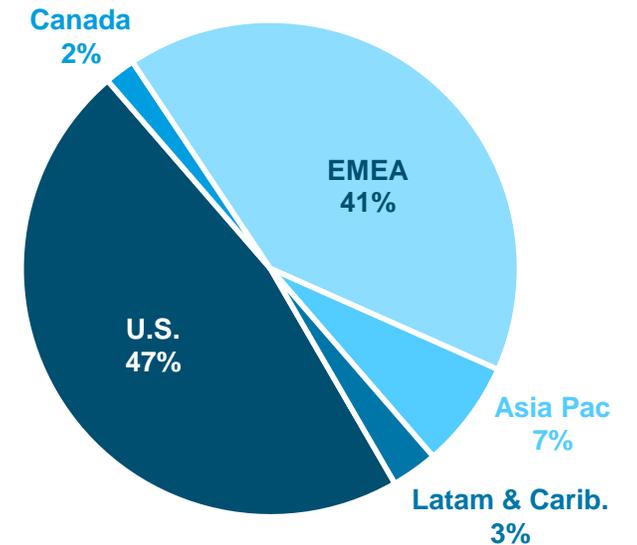


Over 3,000 employees in more than 60 offices worldwide



Sophisticated data and analytics expertise used for comprehensive mapping for NFIP

2021\* Revenue  
\$1.8 Billion



Underlying Revenue Growth	2012	2013	2014	2015	2016	2017	2018	2019	2020
	6%	5%	2%	2%	2%	4%	7%	5%	6%

\*12 months ended 06/30/2021

# Mercer

Advice and digital solutions to help organizations meet health, wealth and career needs

## HEALTH

- Private Health Exchange
- Employee Benefits
- Global Benefits
- Health Benefits Administration
- Affinity Benefits



## WEALTH

- Defined Benefit Pension Plans
- Defined Contribution Plans
- Employee Financial Wellness
- Alternative Investments
- Endowments and Foundations
- Insurance Investment
- Financial Intermediary Partnerships
- Retirement Plan Administration
- Pension Risk Management
- Outsourced CIO

MERCER PENSION  
RISK EXCHANGE™

MERCER INSIGHTS

## CAREER

- Talent Strategy
- Executive Compensation
- Workforce Rewards
- Talent Mobility
- HR Transformation
- Employee Communication
- Workday

<sup>i</sup>FORTUNE 500® is a trademark of FORTUNE Media IP and is used under license;  
\*12 months ended 06/30/2021



Over **95%** of Fortune 500®<sup>i</sup> companies are clients



**86%** of FTSE 100 are clients



Serving clients with more than **115 million** employees in over **130** countries

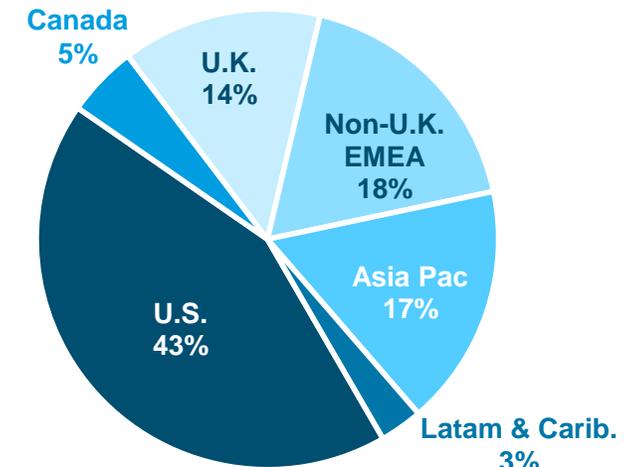


Nearly **25,000** employees



**\$393 billion** announced AUDM as of 2Q21

2021\* Revenue  
\$5.1 Billion



Underlying Revenue Growth	2012	2013	2014	2015	2016	2017	2018	2019	2020
	4%	4%	3%	4%	3%	2%	3%	2%	-1%

# Oliver Wyman

## OLIVER WYMAN

### Select Industry Groups:

- Financial Services
- Transportation
- Health & Life Sciences
- Retail & Consumer Products
- Industrial Products
- Energy

### Select Functional Specializations:

- Strategy
- Operations and Organizational Effectiveness
- Digital
- Risk Management
- Actuarial

## NERA

### Specialized Practice Areas:

- Antitrust
- Securities
- Complex commercial litigation
- Energy
- Environmental economics
- Network industries
- Intellectual property
- Product liability and mass torts
- Transfer pricing

## LIPPINCOTT

- Brand strategy and design consulting firm
- Corporate branding, identity and image



More than **3,000** clients including the world's largest corporations



Over **5,000** employees in more than **30** countries and in over **70** cities

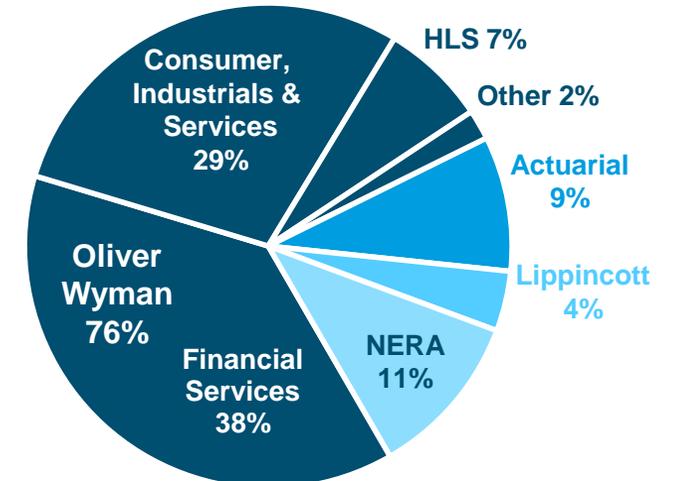


Expanding digital, technology and analytics (DTA) team of approximately **600** colleagues



Leading positions in Financial Services, Consumer and Retail, Health & Life Sciences, Industrials, Transportation & Energy

**2021\* Revenue**  
**\$2.3 Billion**



Underlying Revenue Growth	2012	2013	2014	2015	2016	2017	2018	2019	2020
	3%	-1%	15%	7%	3%	7%	5%	6%	-4%

\*12 months ended 06/30/2021

# Marsh McLennan Companies

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

### Adjusted Operating Income and Adjusted Operating Margin

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Revenue	10,730	9,831	10,550	11,526	11,924	12,261	12,951	12,893	13,211	14,024	14,950	16,652	17,224	18,484
Operating Income as Reported**	445	568	832	1,552	1,770	2,053	2,124	2,184	2,431	2,655	2,761	2,677	3,066	3,697
Restructuring Charges	328	243	141	51	78	22	12	28	44	40	161	447	340	248
Settlement, Legal & Regulatory	51	242	10	(21)	(2)	-	-	-	-	15	-	-	-	-
Adj. to Acquisition Related Accts.	-	-	-	(1)	(35)	32	37	51	15	3	32	68	26	13
Other	89	39	393	(7)	(6)	(3)	(1)	(38)	(15)	1	(16)	159	212	161
Adjustments	468	524	544	22	35	51	48	41	44	59	177	674	578	422
Operating Income as Adjusted	913	1,092	1,376	1,574	1,805	2,104	2,172	2,225	2,475	2,714	2,938	3,351	3,644	4,119
Identified intangible amortization expense	31	26	50	66	72	77	86	109	130	169	183	314	351	366
Operating Margin as Reported	4.1%	5.8%	7.9%	13.5%	14.8%	16.7%	16.4%	16.9%	18.4%	18.9%	18.5%	16.1%	17.8%	20.0%
Operating Margin as Adjusted	8.8%	11.4%	13.5%	14.2%	15.7%	17.8%	17.4%	18.2%	19.7%	20.6%	20.9%	22.0%	23.2%	24.3%

\*12 months ending 06/30/2021; Periods prior to 03/31/2019 exclude JLT; \*\*2017 and prior periods are adjusted to reflect the impact of the pension standard.

Other in 2010 includes \$400 million net Alaska litigation settlement; 2018 - 2021 include JLT Acquisition related costs and disposal of businesses. 2020 and 2021\* includes JLT legacy E&O provision

Adjusted operating income is calculated by excluding the impact of certain noteworthy items from the Company's GAAP operating income. The above table identifies these noteworthy items and reconciles adjusted operating income to GAAP operating income on a consolidated basis.

Adjusted operating margin is calculated by dividing the sum of adjusted operating income plus identified intangible asset amortization by consolidated or Segment adjusted revenue.

# Risk & Insurance Services

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

### Adjusted Operating Income and Adjusted Operating Margin

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Revenue	5,466	5,284	5,557	6,079	6,350	6,596	6,931	6,869	7,143	7,630	8,228	9,599	10,337	11,189
Operating Income as Reported**	280	637	871	1,125	1,272	1,385	1,389	1,366	1,581	1,731	1,864	1,833	2,346	2,806
Restructuring Charges	193	169	102	1	8	7	5	8	3	11	99	263	174	104
Settlement, Legal & Regulatory	51	12	10	(21)	-	-	-	-	-	15	-	-	-	-
Adj. to Acquisition Related Accts.	-	-	-	(1)	(32)	31	37	56	12	-	22	65	25	19
Other	25	8	5	-	(2)	(1)	-	-	(9)	1	(29)	118	62	3
Adjustments	269	189	117	(21)	(26)	37	42	64	6	27	92	446	261	126
Operating Income as Adjusted	549	826	988	1,104	1,246	1,422	1,431	1,430	1,587	1,758	1,956	2,279	2,607	2,932
Identified intangible amortization expense	15	15	39	54	58	64	73	94	109	139	151	260	292	306
Operating Margin as Reported	5.1%	12.1%	15.7%	18.5%	20.0%	21.0%	20.0%	19.9%	22.1%	22.7%	22.7%	19.1%	22.7%	25.1%
Operating Margin as Adjusted	10.3%	15.9%	18.5%	19.0%	20.5%	22.5%	21.7%	22.2%	23.8%	24.9%	25.7%	26.3%	28.0%	29.1%

\*12 months ending 06/30/2021; Periods prior to 03/31/2019 exclude JLT; \*\*2017 and prior periods are adjusted to reflect the impact of the pension standard.

Other for 2018 - 2021 includes JLT Acquisition related costs and disposal of businesses.

Adjusted operating income is calculated by excluding the impact of certain noteworthy items from the Company's GAAP operating income. The above table identifies these noteworthy items and reconciles adjusted operating income to GAAP operating income on a segment basis.

Adjusted operating margin is calculated by dividing the sum of adjusted operating income plus identified intangible asset amortization by consolidated or Segment adjusted revenue.

# Consulting

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

### Adjusted Operating Income and Adjusted Operating Margin

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*
Revenue	5,196	4,609	5,042	5,487	5,613	5,701	6,059	6,064	6,112	6,444	6,779	7,143	6,976	7,363
Operating Income as Reported**	501	351	117	601	688	845	934	1,014	1,038	1,110	1,099	1,210	994	1,162
Restructuring Charges	40	42	24	31	58	2	1	8	34	19	52	74	105	102
Adj. to Acquisition Related Accts.	-	-	-	-	(3)	1	-	(5)	3	3	10	3	(1)	(3)
Other	-	30	400	-	-	(1)	-	(37)	(6)	-	6	(12)	149	158
Adjustments	40	72	424	31	55	2	1	(34)	31	22	68	65	253	257
<b>Operating Income as Adjusted</b>	<b>541</b>	<b>423</b>	<b>541</b>	<b>632</b>	<b>743</b>	<b>847</b>	<b>935</b>	<b>980</b>	<b>1,069</b>	<b>1,132</b>	<b>1,167</b>	<b>1,275</b>	<b>1,247</b>	<b>1,419</b>
<b>Identified intangible amortization expense</b>	<b>16</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>21</b>	<b>30</b>	<b>32</b>	<b>54</b>	<b>59</b>	<b>60</b>
Operating Margin as Reported	9.6%	7.6%	2.3%	11.0%	12.3%	14.8%	15.4%	16.7%	17.0%	17.2%	16.2%	16.9%	14.3%	15.8%
<b>Operating Margin as Adjusted</b>	<b>10.7%</b>	<b>9.4%</b>	<b>10.9%</b>	<b>11.7%</b>	<b>13.5%</b>	<b>15.1%</b>	<b>15.6%</b>	<b>16.5%</b>	<b>17.9%</b>	<b>18.0%</b>	<b>17.7%</b>	<b>18.6%</b>	<b>18.8%</b>	<b>20.1%</b>

\*12 months ending 06/30/2021; Periods prior to 03/31/2019 exclude JLT; \*\*2017 and prior periods are adjusted to reflect the impact of the pension standard.

Other in 2010 includes \$400 million net Alaska litigation settlement; 2015 and 2016 reflect the gain on the disposal of Mercer's U.S. defined contribution recordkeeping business; 2018 - 2021 include disposal of businesses; 2019 - 2020 includes JLT Acquisition related costs. 2020 and 2021\* includes JLT legacy E&O provision

Adjusted operating income is calculated by excluding the impact of certain noteworthy items from the Company's GAAP operating income. The above table identifies these noteworthy items and reconciles adjusted operating income to GAAP operating income on a segment basis.

Adjusted operating margin is calculated by dividing the sum of adjusted operating income plus identified intangible asset amortization by consolidated or Segment adjusted revenue.

# Marsh McLennan Companies

## Reconciliation of Non-GAAP Measures

### Adjusted Earnings per Share

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*
<b>Diluted EPS, Continuing Operations</b>	<b>\$0.88</b>	<b>\$0.70</b>	<b>\$0.96</b>	<b>\$1.00</b>	<b>\$1.73</b>	<b>\$2.13</b>	<b>\$2.42</b>	<b>\$2.61</b>	<b>\$2.98</b>	<b>\$3.38</b>	<b>\$2.87</b>	<b>\$3.23</b>	<b>\$ 3.41</b>	<b>\$ 3.94</b>	<b>\$ 4.86</b>
Adjustments, after tax	0.45	0.70	0.65	0.64	0.13	0.02	0.06	0.21	0.07	0.04	1.05	1.12	1.25	1.03	0.89
<b>Diluted EPS as Adjusted</b>	<b>\$1.33</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>	<b>\$2.82</b>	<b>\$3.05</b>	<b>\$3.42</b>	<b>\$3.92</b>	<b>\$4.35</b>	<b>\$ 4.66</b>	<b>\$ 4.97</b>	<b>\$ 5.75</b>
Tax Benefit			(\$0.18)												
<b>Normalized for Tax Benefit</b>			<b>\$1.43</b>												

\*12 months ending 06/30/2021; Periods prior to 03/31/2019 exclude JLT.

2014 and 2011 adjusted EPS excludes expense of \$0.15 and \$0.09, respectively, related to early extinguishment of debt.

Please see our third quarter 2020 earnings release furnished on Form 8-K for additional information regarding the adjustments for Adjusted EPS.



We are leaders in risk, strategy and people. One company, with four global businesses, united by a shared purpose to make a difference in the moments that matter.

**Marsh GuyCarpenter Mercer OliverWyman**