

NEWS RELEASE

Media Contact: Laura Schooler Marsh & ÒõAPPµ¼º½ Companies +1 212 345 0370 <u>laura.schooler@mmc.com</u> Investor Contact: Dan Farrell Marsh & ÒõAPPµ¼º½ Companies +1 212 345 3713 daniel.farrell@mmc.com

MARSH & MCLENNAN COMPANIES REPORTS SECOND QUARTER 2017 RESULTS Underlying Revenue Increases 3% Reflecting Growth Across All Operating Companies GAAP EPS Rises to \$0.96 from \$0.90; Adjusted EPS Increases 10% to \$1.00

Six Months GAAP EPS Grows 13% and Adjusted EPS Increases 14%

NEW YORK, July 27, 2017 — ÒõAPPµ¼º½. (NYSE: MMC), a global

professional services firm offering clients advice and solutions in risk, strategy and people, today reported financial results for the second quarter ended June 30, 2017.

Dan Glaser, President & CEO, said: "In the second quarter, on a consolidated basis, we generated solid underlying revenue growth of 3% with continued earnings growth and margin expansion. Underlying revenue increased across all four operating companies, with 2% growth in Risk & Insurance Services and 4% in Consulting. Earnings per share increased 7% to \$0.96, while adjusted EPS rose 10% to \$1.00."

"With a strong first half of 2017, we believe the Company is well positioned to deliver underlying revenue growth, margin expansion in both segments, and strong earnings per share growth this year," concluded Mr. Glaser.

Consolidated Results

Consolidated revenue in the second quarter of 2017 was \$3.5 billion, an increase of 4% compared with the second quarter of 2016. On an underlying basis, revenue increased 3%. Operating income was \$764 million, an increase of 5% from the prior year. Adjusted operating income, which excludes noteworthy items as presented in the attached supplemental schedules, increased 7% to \$788 million. Net income attributable to the Company was \$501 million. On a per share basis, net income per share attributable to the Company rose 7% to \$0.96 from \$0.90 last year. Adjusted earnings per share of \$1.00 was up 10%.

For the six months ended June 30, 2017, consolidated revenue was \$7.0 billion, an increase of 4%, or 3% on an underlying basis. Net income attributable to the Company increased 12% to \$1.1 billion.

Earnings per share rose 13% to \$2.05. Adjusted earnings per share increased 14% to \$2.08 compared with \$1.83 for the comparable period in 2016.

Risk & Insurance Services

Risk & Insurance Services revenue was \$1.9 billion in the second quarter of 2017, an increase of 4%, or 2% on an underlying basis. Operating income was \$528 million, an increase of 7%, and adjusted operating income rose 9% to \$535 million. For the six months ended June 30, 2017, revenue was \$3.9 billion, an increase of 5%, or 3% on an underlying basis. Operating income rose 11% to \$1.1 billion and adjusted operating income rose 10% to \$1.1 billion.

Marsh's revenue in the second quarter was \$1.6 billion, an increase of 2% on an underlying basis. International operations produced underlying revenue growth of 1%, reflecting flat underlying revenue in EMEA, 3% growth in Asia Pacific, and 4% in Latin America. In US/Canada, underlying revenue rose 2%. For the six months ended June 30, 2017, Marsh's underlying revenue growth was 3%.

Guy Carpenter's revenue in the second quarter was \$293 million, an increase of 4% on an underlying basis for both the second quarter and first six months.

Consulting

Consulting revenue in the second quarter was \$1.6 billion, an increase of 3%, or 4% on an underlying basis. Operating income decreased 1% to \$283 million and adjusted operating income increased 3% to \$298 million. For the first six months of 2017, revenue was \$3.1 billion, an increase of 3%, or 4% on an underlying basis. Operating income of \$524 million declined 1% and adjusted operating income increased 3% to \$543 million compared with \$526 million in 2016.

Mercer's revenue was \$1.1 billion in the second quarter, an increase of 3% on an underlying basis. Within Wealth, Investment Management & Related Services increased 11%, while Defined Benefit Consulting & Administration decreased 3%. Total Wealth revenue of \$532 million increased 1% on an underlying basis. Health revenue of \$423 million was up 3% on an underlying basis and Career revenue of \$154 million increased 5% on an underlying basis. For the six months ended June 30, 2017, Mercer's revenue was \$2.2 billion, an increase of 3% on an underlying basis.

Oliver Wyman Group's revenue was \$483 million in the second quarter, an increase of 7% on an underlying basis. For the first six months Oliver Wyman Group's revenue increased to \$932 million, up 6% on an underlying basis.

Other Items

The effective tax rate in the second quarter of 2017 was 28.6% compared with 29.5% in the second quarter of 2016. For the six months of 2017, the effective tax rate was 25.9% compared with 29.0% for the same period last year. The tax rate in 2017 includes the impact of the required change in accounting for equity awards.

The Company repurchased 2.7 million shares of its common stock for \$200 million in the second quarter. Through six months, the Company has repurchased 5.4 million shares for \$400 million. In May, the Board of Directors increased the quarterly dividend 10%, to \$0.375 per share, effective with the third quarter dividend payable on August 15, 2017.

Conference Call

A conference call to discuss second quarter 2017 results will be held today at 8:30 a.m. Eastern time. To participate in the teleconference, please dial +1 888 394 8218. Callers from outside the United States should dial +1 719 457 2086. The access code for both numbers is 3085890. The live audio webcast may be accessed at <u>http://www.mmc.com</u>. A replay of the webcast will be available approximately two hours after the event.

About Marsh & ÒõAPPµ¼º½ Companies

Marsh & ÒõAPPµ¼⁰½ (NYSE: MMC) is the woddeading professional services firm in the areas of risk, strategy and people. The company's more than 60,000 colleagues advise clients in over 130 countries. With annual revenue over \$13 billion, Marsh & ÒõAPPµ¼⁰½ helps clients navigate an increasingly dynamic and complex environment through four market-leading firms. <u>Marsh</u> advises individual and commercial clients of all sizes on insurance broking and innovative risk management solutions. <u>Guy</u> <u>Carpenter</u> develops advanced risk, reinsurance and capital strategies that help clients grow profitably and pursue emerging opportunities. <u>Mercer</u> delivers advice and technology-driven solutions that help organizations meet the health, wealth and career needs of a changing workforce. <u>Oliver Wyman</u> serves as a critical strategic, economic and brand advisor to private sector and governmental clients. For more information, visit <u>mmc.com</u>, follow us on <u>LinkedIn</u> and Twitter <u>@mmc_global</u> or subscribe to <u>BRINK</u>.

INFORMATION CONCERNING FORWARD-LOOKING STATEMENTS

This press release 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: the impact of any investigations, reviews or other activity by regulatory or law enforcement authorities in the U.S., U.K. and other countries, including the U.K. Financial Conduct Authority's ongoing investigation into the aviation insurance and reinsurance sector; the impact from lawsuits, other contingent liabilities and loss contingencies arising from errors and omissions, breach of fiduciary duty and other claims against us; our ability to compete effectively and adapt to changes in the competitive environment, including to respond to disintermediation, pricing pressures and technological and other types of innovation; our exposure to potential civil damages, criminal penalties or other consequences, such as reputational impact, if we fail to comply with applicable U.S. and non-U.S. laws and regulations; our organization's ability to maintain adequate safeguards to protect the security of our information systems and confidential, personal or proprietary information, particularly given the volume of third party vendors we use; our ability to successfully recover if we experience a business continuity problem due to cyberattack, natural disaster or otherwise; the impact of macroeconomic conditions, political events and market conditions on us, our clients and the industries in which we operate; the financial and operational impact of complying with laws and regulations where we operate, including the E.U.'s General Data Protection Regulation; our ability to attract and retain key employees; the effect of our global pension obligations on our financial position, earnings and cash flows and the impact of low interest rates on those obligations; the impact on our competitive position of our tax rate relative to our competitors; the impact of fluctuations in foreign exchange, interest rates and securities markets on our results; and the impact of changes in accounting rules or in our accounting estimates or assumptions.

The factors identified above are not exhaustive. Marsh & OõAPPµ¼⁰½ Companies 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 & OõAPPµ¼⁰½ 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 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.

4

ÒõAPPμ¼⁰½. Consolidated Statements of Income (In millions, except per share figures) (Unaudited)

	Tł	nree Mon June	iths E e 30,	Ended	:		hs Ended e 30,	
		2017		2016		2017		2016
Revenue	\$	3,495	\$	3,376	\$	6,998	\$	6,712
Expense:								
Compensation and Benefits		1,935		1,872		3,880		3,726
Other Operating Expenses		796		778		1,545		1,527
Operating Expenses		2,731		2,650		5,425		5,253
Operating Income		764		726		1,573		1,459
Interest Income		2		2		4		4
Interest Expense		(60)		(48)		(118)		(94)
Investment Income (Loss)		5		1		5		(2)
Income Before Income Taxes		711		681		1,464		1,367
Income Tax Expense		204		201		379		397
Net Income before Non-Controlling Interests		507		480		1,085		970
Less: Net Income Attributable to Non- Controlling Interests		6		8		15		17
Net Income Attributable to the Company	\$	501	\$	472	\$	1,070	\$	953
Net Income Per Share Attributable to the Company:								
- Basic	\$	0.98	\$	0.91	\$	2.08	\$	1.83
- Diluted	\$	0.96	\$	0.90	\$	2.05	\$	1.81
Average Number of Shares Outstanding								
- Basic		514		521		514		521
- Diluted		520		525		521		526
Shares Outstanding at 6/30		513		519		513		519

ÒõAPPµ¼º½. Supplemental Information - Revenue Analysis Three Months Ended June 30, 2017 (Millions) (Unaudited)

						Compor	ents of Revenue	Change*
	Т	hree Mor Jun	nths E e 30,	Ended	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying
		2017		2016	Revenue	Impact	İmpact	Revenue
Risk and Insurance Services								
Marsh	\$	1,614	\$	1,559	4%	(1)%	4%	2%
Guy Carpenter		293		285	3%	(1)%	—	4%
Subtotal		1,907		1,844	3%	(1)%	3%	2%
Fiduciary Interest Income		9		6				
Total Risk and Insurance Services		1,916		1,850	4%	(1)%	3%	2%
Consulting								
Mercer		1,109		1,079	3%	(2)%	2%	3%
Oliver Wyman Group		483		460	5%	(2)%	—	7%
Total Consulting		1,592		1,539	3%	(2)%	2%	4%
Corporate / Eliminations		(13)		(13)				
Total Revenue	\$	3,495	\$	3,376	4%	(2)%	2%	3%

Revenue Details

The following table provides more detailed revenue information for certain of the components presented above:

						Components of Revenue Change*					
	Т	Three Mont June		Ended	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying			
		2017		2016	Revenue	Impact	Impact	Revenue			
Marsh:											
EMEA	\$	497	\$	479	4 %	(4)%	7 %	_			
Asia Pacific		168		183	(8)%	—	(11)%	3 %			
Latin America		99		93	6 %	(2)%	3 %	4 %			
Total International		764		755	1 %	(3)%	2 %	1 %			
U.S. / Canada		850		804	6 %	—	5 %	2 %			
Total Marsh	\$	1,614	\$	1,559	4 %	(1)%	4 %	2 %			
Mercer:											
Defined Benefit Consulting & Administration	\$	340	\$	371	(8)%	(4)%	(1)%	(3)%			
Investment Management & Related Services		192		153	26 %	(1)%	15 %	11 %			
Total Wealth		532		524	2 %	(3)%	3 %	1 %			
Health		423		410	3 %	(1)%	1 %	3 %			
Career		154		145	6 %	(2)%	2 %	5 %			
Total Mercer	\$	1,109	\$	1,079	3 %	(2)%	2 %	3 %			

Notes

Underlying revenue measures the change in revenue using consistent currency exchange rates, excluding the impact of certain items that affect comparability such as: acquisitions, dispositions, transfers among businesses and the deconsolidation of Marsh India.

Effective January 1, 2017, Mercer established a Wealth business reflecting a unified client strategy for its former Retirement and Investment business. The 2016 information in the chart above has been conformed to the current presentation. Please refer to the "Supplemental Information - Mercer" schedules included in the first quarter 2017 press release for additional information about the Wealth business.

* Components of revenue change may not add due to rounding.

ÒõAPPµ¼º½. Supplemental Information - Revenue Analysis Six Months Ended June 30, 2017 (Millions) (Unaudited)

					Components of Revenue Change*					
	Ś	Six Mont June	 nded	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying			
		2017	2016	Revenue	Impact	Impact	Revenue			
Risk and Insurance Services										
Marsh	\$	3,210	\$ 3,047	5%	(1)%	4%	3%			
Guy Carpenter		678	659	3%	(1)%	—	4%			
Subtotal		3,888	 3,706	5%	(1)%	3%	3%			
Fiduciary Interest Income		17	12							
Total Risk and Insurance Services		3,905	3,718	5%	(1)%	3%	3%			
Consulting										
Mercer		2,186	2,118	3%	(2)%	2%	3%			
Oliver Wyman Group		932	899	4%	(2)%	—	6%			
Total Consulting		3,118	 3,017	3%	(2)%	2%	4%			
Corporate / Eliminations		(25)	 (23)							
Total Revenue	\$	6,998	\$ 6,712	4%	(2)%	2%	3%			

Revenue Details

The following table provides more detailed revenue information for certain of the components presented above:

						Compon	ents of Revenue	Change*
	S	Six Months Er June 30,		nded	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying
		2017		2016	Revenue	Impact	Impact	Revenue
Marsh:								
EMEA	\$	1,086	\$	1,049	4 %	(4)%	6 %	2 %
Asia Pacific		320		329	(3)%	—	(10)%	7 %
Latin America		179		164	9 %	—	4 %	5 %
Total International		1,585		1,542	3 %	(3)%	2 %	3 %
U.S. / Canada		1,625		1,505	8 %	—	5 %	3 %
Total Marsh	\$	3,210	\$	3,047	5 %	(1)%	4 %	3 %
Mercer:								
Defined Benefit Consulting & Administration	\$	674	\$	732	(8)%	(4)%	(3)%	(2)%
Investment Management & Related Services		378		300	26 %	—	15 %	10 %
Total Wealth		1,052		1,032	2 %	(3)%	3 %	2 %
Health		838		810	3 %	(1)%	2 %	3 %
Career		296		276	7 %	(1)%	3 %	6 %
Total Mercer	\$	2,186	\$	2,118	3 %	(2)%	2 %	3 %

Notes

Underlying revenue measures the change in revenue using consistent currency exchange rates, excluding the impact of certain items that affect comparability such as: acquisitions, dispositions, transfers among businesses and the deconsolidation of Marsh India.

Effective January 1, 2017, Mercer established a Wealth business reflecting a unified client strategy for its former Retirement and Investment business. The 2016 information in the chart above has been conformed to the current presentation. Please refer to the "Supplemental Information - Mercer" schedules included in the first quarter 2017 press release for additional information about the Wealth business.

* Components of revenue change may not add due to rounding.

ÒõAPPµ¼º½. Reconciliation of Non-GAAP Measures Three Months Ended June 30 (Millions) (Unaudited)

Overview

The Company reports its financial results in accordance with accounting principles generally accepted in the United States (referred to in this release as "GAAP" or "reported" results). The Company also refers to and presents below certain additional non-GAAP financial measures, within the meaning of Regulation G under the Securities Exchange Act of 1934. These measures are: *adjusted operating income (loss), adjusted operating margin, adjusted income, net of tax* and *adjusted earnings per share (EPS)*. The Company has included reconciliations of these non-GAAP financial measures to the most directly comparable financial measure calculated in accordance with GAAP in the following tables.

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'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.

Adjusted Operating Income (Loss) and Adjusted Operating Margin

Adjusted operating income (loss) is calculated by excluding the impact of certain noteworthy items from the Company's GAAP operating income or loss. The following tables identify these noteworthy items and reconcile adjusted operating income (loss) to GAAP operating income or loss, on a consolidated and segment basis, for the three and six months ended June 30, 2017 and 2016. The following tables also present adjusted operating margin. For the three and six months ended June 30, 2017 and 2016, adjusted operating margin is calculated by dividing adjusted operating income by consolidated or segment GAAP revenue less the proceeds related to the disposal of Mercer's U.S. defined contribution recordkeeping business.

	Ins	isk & urance rvices	Cor	nsulting	oorate/ nations		Total
Three Months Ended June 30, 2017							
Operating income (loss)	\$	528	\$	283	\$ (47)	\$	764
Add impact of Noteworthy Items:							
Restructuring (a)		—		13	2		15
Adjustments to acquisition related accounts (b)		7		2	—		9
Operating income adjustments		7		15	2		24
Adjusted operating income (loss)	\$	535	\$	298	\$ (45)	\$	788
Operating margin		27.5%		17.8%	N/A		21.9%
Adjusted operating margin		27.9%		18.7%	 N/A		22.5%
Three Months Ended June 30, 2016							
Operating income (loss)	\$	490	\$	285	\$ (49)	\$	726
Add (Deduct) impact of Noteworthy Items:							
Restructuring		2		1	2		5
Adjustments to acquisition related accounts (b)		13		2	—		15
Deconsolidation of business (c)		(12)		—	—		(12)
Operating income adjustments		3		3	 2		8
Adjusted operating income (loss)	\$	493	\$	288	\$ (47)	\$	734
Operating margin		26.6%		18.5%	N/A		21.5%
Adjusted operating margin		26.8%		18.7%	N/A		21.8%
						_	

(a) Primarily severance related to the Mercer business restructure.

(b) Primarily includes the change in fair value as measured each quarter of contingent consideration related to acquisitions.

(c) Reflects the net gain on deconsolidation of Marsh's India subsidiary. The amount is removed from GAAP revenue in the calculation of adjusted operating margin.

ÒõAPPµ¼º½. Reconciliation of Non-GAAP Measures Six Months Ended June 30 (Millions) (Unaudited)

Adjusted Operating Income (Loss) and Adjusted Operating Margin (cont'd)

	Ins	Risk & surance ervices	Cor	nsulting	oorate/ nations		Total
Six Months Ended June 30, 2017							
Operating income (loss)	\$	1,141	\$	524	\$ (92)	\$	1,573
Add (Deduct) impact of Noteworthy Items:							
Restructuring (a)		4		16	4		24
Adjustments to acquisition related accounts (b)		(10)		3	—		(7)
Operating income adjustments		(6)		19	4		17
Adjusted operating income (loss)	\$	1,135	\$	543	\$ (88)	\$	1,590
Operating margin		29.2%		16.8%	N/A		22.5%
Adjusted operating margin		29.1%		17.4%	 N/A		22.7%
Six Months Ended June 30, 2016							
Operating income (loss)	\$	1,025	\$	530	\$ (96)	\$	1,459
Add (Deduct) impact of Noteworthy Items:							
Restructuring		3		1	4		8
Adjustments to acquisition related accounts (b)		20		1	—		21
Disposal/deconsolidation of business (c)		(12)		(6)	_		(18)
Operating income adjustments		11		(4)	 4		11
Adjusted operating income (loss)	\$	1,036	\$	526	\$ (92)	\$	1,470
Operating margin		27.6%		17.6%	N/A		21.7%
Adjusted operating margin		28.0%		17.5%	N/A		22.0%
						_	

(a) Primarily severance related to the Mercer business restructure and severance for center led initiatives, future rent under noncancellable leases, and integration costs related to recent acquisitions.

(b) Primarily includes the change in fair value as measured each quarter of contingent consideration related to acquisitions.

(c) Relates to a net gain on the deconsolidation of Marsh's India subsidiary and contingent proceeds related to the disposal of Mercer's U.S. defined contribution recordkeeping business. The amounts are removed from GAAP revenue in the calculation of adjusted operating margin.

ÒõAPPµ¼º½. Reconciliation of Non-GAAP Measures Three and Six Months Ended June 30 (Millions) (Unaudited)

Adjusted Income, Net of Tax and Adjusted Earnings per Share

Adjusted income, net of tax is calculated as the Company's GAAP income from continuing operations, adjusted to reflect the aftertax impact of the operating income adjustments set forth in the preceding tables. Adjusted EPS is calculated by dividing the Company's adjusted income, net of tax, by MMC's average number of shares outstanding-diluted for the relevant period. The following tables reconcile adjusted income, net of tax to GAAP income from continuing operations and adjusted EPS to GAAP EPS for the three and six months ended June 30, 2017 and 2016.

			nths En 30, 2017		Three Months Ended June 30, 2016					
	Amo	ount		usted PS		Am	ount			usted PS
Income from continuing operations		\$	507				\$	480		
Less: Non-controlling interest, net of tax			6					8		
Subtotal		\$	501	\$ 0.96			\$	472	\$	0.90
Operating income adjustments	\$ 24				\$	8				
Impact of income taxes	 (7)									
			17	0.04				8		0.01
Adjusted income, net of tax		\$	518	\$ 1.00			\$	480	\$	0.91

			nths End 30, 2017		Six Months Ended June 30, 2016					
	 Amo	ount		usted PS		Am	ount			justed EPS
Income from continuing operations		\$	1,085				\$	970		
Less: Non-controlling interest, net of tax			15					17		
Subtotal		\$	1,070	\$ 2.05			\$	953	\$	1.81
Operating income adjustments	\$ 17				\$	11				
Impact of income taxes	 (6)					_				
			11	 0.03				11		0.02
Adjusted income, net of tax		\$	1,081	\$ 2.08			\$	964	\$	1.83

ÒõAPPµ¼⁰½.

Supplemental Information Three and Six Months Ended June 30 (Millions) (Unaudited)

	Three Months Ended					Six Months Ended				
		Jun	e 30,			June	e 30,			
		2017		2016		2017		2016		
Consolidated										
Compensation and Benefits	\$	1,935	\$	1,872	\$	3,880	\$	3,726		
Other operating expenses		796		778		1,545		1,527		
Total Expenses	\$	2,731	\$	2,650	\$	5,425	\$	5,253		
Depreciation and amortization expense	\$	76	\$	76	\$	156	\$	154		
Identified intangible amortization expense		40		34		80		67		
Total	\$	116	\$	110	\$	236	\$	221		
Stock option expense	\$	3	\$	4	\$	17	\$	15		
Capital expenditures	\$	82	\$	63	\$	144	\$	114		
Risk and Insurance Services										
Compensation and Benefits	\$	968	\$	934	\$	1,948	\$	1,855		
Other operating expenses		420		426		816		838		
Total Expenses	\$	1,388	\$	1,360	\$	2,764	\$	2,693		
Depreciation and amortization expense	\$	35	\$	34	\$	70	\$	70		
Identified intangible amortization expense		33		29		65		57		
Total	\$	68	\$	63	\$	135	\$	127		
Consulting										
Compensation and Benefits	\$	883	\$	852	\$	1,758	\$	1,699		
Other operating expenses	Ψ	426	Ψ	402	Ψ	836	Ψ	788		
Total Expenses	\$	1,309	\$	1,254	\$	2,594	\$	2,487		
Depreciation and amortization expense	\$	24	\$	25	\$	51	\$	50		
Identified intangible amortization expense	Ψ	7	Ψ	25 5	Ψ	15	Ψ	10		
Total	\$	31	\$	30	\$	66	\$	60		
	Ψ		Ψ		Ψ		Ψ			

ÒõAPPµ¼⁰½. Consolidated Balance Sheets

(Millions)

ASSETS Current assets: Cash and cash equivalents S Cash and cash equivalents Cash and cash equivalents Cash and cash equivalents Cash and cash equivalents S Cash and cash equivalents Cash and cash equivalents S S Other current assets Cash and intangible assets Cash and cash equivalents Cash and intangible assets Cash and investments held in a fiduciary capacity Cash assets Cash and investments held in a fiduciary capacity Cash assets Cash and investments held in a fiduciary capacity Cash assets Cash and investments held in a fiduciary capacity Cash assets Cash and investment and post-employment benefits Cash assets Cash and investment and post-employment benefits Cash assets Cash and investment and post-employment benefits Cash and investment and post-employment benefits Cash assets Cash and investment and post-employment benefits Cash assets Cash and investment and post-employment benefits Cash and cash equity Cash assets Cash and investment benefits Cash and cash equity Cash assets Cash and investment benefits Cash and cash equity Cash assets Cash and investment benefits Cash and cash equity Cash assets Cash and investment benefits Cas		Ju	audited) Ine 30, 2017	ember 31, 2016
Cash and cash equivalents\$966\$1,026Net receivables3,9843,643Other current assets232215Total current assets5,1824,884Goodwill and intangible assets10,0549,495Fixed assets, net721725Pension related assets981776Deferred tax assets9751,097Other assets1,5291,213TOTAL ASSETS\$19,442LIABILITIES AND EQUITY\$18,190LIABILITIES AND EQUITY\$1,625Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194Total current liabilities5,0394,241Less - cash and investments held in a fiduciary capacity5,0394,241Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities3,05308305Other liabilities949957	ASSETS			
Net receivables $3,984$ $3,643$ Other current assets 232 215 Total current assets $5,182$ $4,884$ Goodwill and intangible assets $10,054$ $9,495$ Fixed assets, net 721 725 Pension related assets 981 776 Deferred tax assets 981 776 Deferred tax assets 975 $1,097$ Other assets $1,529$ $1,213$ TOTAL ASSETS $$19,442$ $$18,190$ LIABILITIES AND EQUITY $$2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes 193 146 Dividends payable 194 $-$ Total current liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities 305 308 305 308 Other liabilities 949 957 704 $6,272$	Current assets:			
Other current assets 232 215 Total current assets $5,182$ $4,884$ Goodwill and intangible assets $10,054$ $9,495$ Fixed assets, net 721 725 Pension related assets 981 776 Deferred tax assets 975 $1,097$ Other assets $1,529$ $1,213$ TOTAL ASSETS $$19,442$ $$18,190$ LIABILITIES AND EQUITY $$162$ $$312$ Accounts payable and accrued liabilities $2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes 193 146 Dividends payable 194 $$ Total current liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities 305 308 949 Other liabilities 949 957	Cash and cash equivalents	\$	966	\$ 1,026
Total current assets $5,182$ $4,884$ Goodwill and intangible assets10,0549,495Fixed assets, net721725Pension related assets981776Deferred tax assets981775Other assets1,5291,213TOTAL ASSETS $$19,442$ \$18,190LIABILITIES AND EQUITY $$162$ \$312Accounts payable and accrued liabilities2,0271,969Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	Net receivables		3,984	3,643
Goodwill and intangible assets10,0549,495Fixed assets, net721725Pension related assets981776Deferred tax assets9751,097Other assets1,5291,213TOTAL ASSETS\$ 19,442\$ 18,190LIABILITIES AND EQUITY\$ 162\$ 312Current liabilities: $2,027$ 1,969Accrued compensation and employee benefits $1,073$ 1,655Accrued icome taxes193146Dividends payable194—Total current liabilities $3,649$ 4,082Fiduciary liabilities $5,039$ 4,241Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ 4,495Pension, post-retirement and post-employment benefits $1,986$ 2,076Liabilities305308305Other liabilities949957Total equity $7,074$ $6,272$	Other current assets		232	 215
Fixed assets, net721725Pension related assets981776Deferred tax assets9751,097Other assets $1,529$ $1,213$ TOTAL ASSETS\$ 19,442\$ 18,190LIABILITIES AND EQUITYCurrent liabilities:Short-term debt\$ 162\$ 312Accounts payable and accrued liabilities $2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes193146Dividends payable 194 $$ Total current liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities 305 308 305 Other liabilities 949 957	Total current assets		5,182	4,884
Pension related assets 981 776 Deferred tax assets 975 $1,097$ Other assets $1,529$ $1,213$ TOTAL ASSETS $$19,442$ $$18,190$ LIABILITIES AND EQUITYCurrent liabilities: $$162$ $$312$ Short-term debt $$2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes 193 146 Dividends payable 194 $-$ Total current liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities $3,05$ 308 305 Other liabilities 949 957 $7,074$ Total equity $7,074$ $6,272$	Goodwill and intangible assets		10,054	9,495
Deferred tax assets9751,097Other assets1,5291,213TOTAL ASSETS $$19,442$ $$18,190$ LIABILITIES AND EQUITYCurrent liabilities:Short-term debt $$162$ $$312$ Accounts payable and accrued liabilities $2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes193146Dividends payable 194 —Total current liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities $3,05$ 308 0 ther liabilities 305 Other liabilities 949 957 $7,074$ $6,272$	Fixed assets, net		721	725
Other assets $1,529$ $1,213$ TOTAL ASSETS\$ 19,442\$ 18,190LIABILITIES AND EQUITYCurrent liabilities:Short-term debt\$ 162\$ 312Accounts payable and accrued liabilities $2,027$ $1,969$ Accrued compensation and employee benefits $1,073$ $1,655$ Accrued income taxes193146Dividends payable194-Total current liabilities $3,649$ $4,082$ Fiduciary liabilities $5,039$ $4,241$ Less - cash and investments held in a fiduciary capacity $(5,039)$ $(4,241)$ Long-term debt $5,479$ $4,495$ Pension, post-retirement and post-employment benefits $1,986$ $2,076$ Liabilities305308305Other liabilities949957Total equity $7,074$ $6,272$	Pension related assets		981	776
TOTAL ASSETS\$ 19,442\$ 18,190LIABILITIES AND EQUITYCurrent liabilities: Short-term debt\$ 162\$ 312Accounts payable and accrued liabilities2,0271,969Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194-Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	Deferred tax assets		975	1,097
LIABILITIES AND EQUITYCurrent liabilities: Short-term debt\$ 162 \$ 312 Accounts payable and accrued liabilitiesAccounts payable and accrued liabilities2,027Accounts payable and accrued liabilities1,073Accrued compensation and employee benefits1,073Accrued income taxes193Dividends payable194Total current liabilities3,649Fiduciary liabilities5,0394,241-Less - cash and investments held in a fiduciary capacity(5,039)Long-term debt5,479Pension, post-retirement and post-employment benefits1,986Liabilities305Other liabilities949949957Total equity7,0746,272	Other assets		1,529	1,213
Current liabilities:Short-term debt\$ 162 \$ 312Accounts payable and accrued liabilities2,027Accrued compensation and employee benefits1,073Accrued income taxes193Dividends payable194Total current liabilities3,649Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)Ung-term debt5,479Pension, post-retirement and post-employment benefits1,986Liabilities305305308Other liabilities949949957Total equity7,0746,272	TOTAL ASSETS	\$	19,442	\$ 18,190
Short-term debt\$162\$312Accounts payable and accrued liabilities2,0271,969Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	LIABILITIES AND EQUITY			
Accounts payable and accrued liabilities2,0271,969Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194—Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	Current liabilities:			
Accrued compensation and employee benefits1,0731,655Accrued income taxes193146Dividends payable194—Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	Short-term debt	\$	162	\$ 312
Accrued income taxes193146Dividends payable194—Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities305308305Other liabilities949957Total equity7,0746,272	Accounts payable and accrued liabilities		2,027	1,969
Dividends payable194Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Accrued compensation and employee benefits		1,073	1,655
Total current liabilities3,6494,082Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debtPension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Accrued income taxes		193	146
Fiduciary liabilities5,0394,241Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Dividends payable		194	
Less - cash and investments held in a fiduciary capacity(5,039)(4,241)Long-term debtPension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Total current liabilities		3,649	4,082
Long-term debt5,4794,495Pension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Fiduciary liabilities		5,039	4,241
Pension, post-retirement and post-employment benefits1,9862,076Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Less - cash and investments held in a fiduciary capacity		(5,039)	 (4,241)
Liabilities for errors and omissions305308Other liabilities949957Total equity7,0746,272	Long-term debt		 5,479	4,495
Other liabilities 949 957 Total equity 7,074 6,272	Pension, post-retirement and post-employment benefits		1,986	2,076
Total equity 7,074 6,272	Liabilities for errors and omissions		305	308
	Other liabilities		949	957
TOTAL LIABILITIES AND EQUITY \$ 19,442 \$ 18,190	Total equity		7,074	6,272
	TOTAL LIABILITIES AND EQUITY	\$	19,442	\$ 18,190