

MARSH & MCLENNAN COMPANIES, INC.
Form 10-Q
April 27, 2018

SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-Q

Quarterly Report Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934
For the quarterly period ended March 31, 2018

Marsh & McLennan Companies, Inc.
1166 Avenue of the Americas
New York, New York 10036
(212) 345-5000

Commission file number 1-5998
State of Incorporation: Delaware
I.R.S. Employer Identification No. 36-2668272

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No
Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Website, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large Accelerated Filer

Accelerated Filer

Non-Accelerated Filer (Do not check if a smaller reporting company)

Smaller Reporting Company

Emerging Growth Company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).
Yes No

As of April 25, 2018, there were outstanding 507,383,481 shares of common stock, par value \$1.00 per share, of the registrant.

INFORMATION CONCERNING FORWARD-LOOKING STATEMENTS

This Quarterly Report on Form 10-Q 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, market studies or other activity by regulatory or law enforcement authorities, including the U.K. CMA investment consultants market investigation, the U.K. FCA wholesale insurance broker market study and the ongoing investigations by the European Commission;
- the impact from lawsuits, other contingent liabilities and loss contingencies arising from errors and omissions, breach of fiduciary duty or other claims against us;
- 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 large volume of our vendor network and the need to patch software vulnerabilities;
- our ability to compete effectively and adapt to changes in the competitive environment, including to respond to disintermediation, digital disruption and other types of innovation;
- the financial and operational impact of complying with laws and regulations where we operate, including cybersecurity and data privacy regulations such as the E.U.'s General Data Protection Regulation, anti-corruption laws and trade sanctions regimes;
- the regulatory, contractual and reputational risks that arise based on insurance placement activities and various broker revenue streams;
- the extent to which we manage risks associated with the various services, including fiduciary and investments and other advisory services;
- our ability to successfully recover if we experience a business continuity problem due to cyberattack, natural disaster or otherwise;
- the impact of changes in tax laws, guidance and interpretations, including related to certain provisions of the U.S. Tax Cuts and Jobs Act, or disagreements with tax authorities;
- the impact of fluctuations in foreign exchange and interest rates on our results;
- the impact of macroeconomic, political, regulatory or market conditions on us, our clients and the industries in which we operate; and
- the impact of changes in accounting rules or in our accounting estimates or assumptions, including the impact of the adoption of the new revenue recognition, pension and lease accounting standards.

The factors identified above are not exhaustive. 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 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 in 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.

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PART I. FINANCIAL INFORMATION

Item 1. Financial Statements.

MARSH & MCLENNAN COMPANIES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(Unaudited)

| (In millions, except per share amounts) | Three Months | |
|--|--------------|---------|
| | Ended | |
| | March 31, | |
| | 2018 | 2017 |
| Revenue | \$4,000 | \$3,503 |
| Expense: | | |
| Compensation and benefits | 2,224 | 2,005 |
| Other operating expenses | 868 | 749 |
| Operating expenses | 3,092 | 2,754 |
| Operating income | 908 | 749 |
| Other net benefit credits | 66 | 60 |
| Interest income | 3 | 2 |
| Interest expense | (61) | (58) |
| Investment income | — | — |
| Income before income taxes | 916 | 753 |
| Income tax expense | 220 | 175 |
| Net income before non-controlling interests | 696 | 578 |
| Less: Net income attributable to non-controlling interests | 6 | 9 |
| Net income attributable to the Company | \$690 | \$569 |
| Net income Per Share Attributable to the Company: | | |
| Basic | \$1.36 | \$1.10 |
| Diluted | \$1.34 | \$1.09 |
| Average number of shares outstanding: | | |
| Basic | 508 | 515 |
| Diluted | 514 | 522 |
| Shares outstanding at March 31, | 508 | 515 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & MCLENNAN COMPANIES, INC. AND SUBSIDIARIES
 CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
 (Unaudited)

| | Three Months Ended March 31, | |
|---|---------------------------------------|-------|
| (In millions) | 2018 | 2017 |
| Net income before non-controlling interests | \$696 | \$578 |
| Other comprehensive income (loss), before tax: | | |
| Foreign currency translation adjustments | 228 | 235 |
| Unrealized investment gains (losses) | — | (5) |
| (Loss) gain related to pension/post-retirement plans | (84) | 33 |
| Other comprehensive income, before tax | 144 | 263 |
| Income tax (credit) expense on other comprehensive income | (8) | 7 |
| Other comprehensive income, net of tax | 152 | 256 |
| Comprehensive income | 848 | 834 |
| Less: comprehensive income attributable to non-controlling interest | 6 | 9 |
| Comprehensive income attributable to the Company | \$842 | \$825 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & MCLENNAN COMPANIES, INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS

| (In millions, except share amounts) | (Unaudited) March 31, 2018 | December 31, 2017 |
|--|----------------------------------|----------------------|
| ASSETS | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 1,168 | \$ 1,205 |
| Receivables | | |
| Commissions and fees | 4,217 | 3,777 |
| Advanced premiums and claims | 70 | 65 |
| Other | 389 | 401 |
| | 4,676 | 4,243 |
| Less-allowance for doubtful accounts and cancellations | (114) | (110) |
| Net receivables | 4,562 | 4,133 |
| Other current assets | 540 | 224 |
| Total current assets | 6,270 | 5,562 |
| Goodwill | 9,194 | 9,089 |
| Other intangible assets | 1,256 | 1,274 |
| Fixed assets | | |
| (net of accumulated depreciation and amortization of \$1,889 at March 31, 2018 and \$1,826 at December 31, 2017) | 713 | 712 |
| Pension related assets | 1,857 | 1,693 |
| Deferred tax assets | 554 | 669 |
| Other assets | 1,535 | 1,430 |
| | \$ 21,379 | \$ 20,429 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & McLENNAN COMPANIES, INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS (Continued)

| (In millions, except share amounts) | (Unaudited) March 31, 2018 | December 31, 2017 |
|---|----------------------------------|----------------------|
| LIABILITIES AND EQUITY | | |
| Current liabilities: | | |
| Short-term debt | \$ 512 | \$ 262 |
| Accounts payable and accrued liabilities | 2,343 | 2,083 |
| Accrued compensation and employee benefits | 813 | 1,718 |
| Accrued income taxes | 261 | 199 |
| Dividends payable | 193 | — |
| Total current liabilities | 4,122 | 4,262 |
| Fiduciary liabilities | 5,140 | 4,847 |
| Less – cash and investments held in a fiduciary capacity | (5,140) | (4,847) |
| | — | — |
| Long-term debt | 5,815 | 5,225 |
| Pension, post-retirement and post-employment benefits | 1,842 | 1,888 |
| Liabilities for errors and omissions | 312 | 301 |
| Other liabilities | 1,267 | 1,311 |
| Commitments and contingencies | — | — |
| Equity: | | |
| Preferred stock, \$1 par value, authorized 6,000,000 shares, none issued | — | — |
| Common stock, \$1 par value, authorized 1,600,000,000 shares, issued 560,641,640 shares at March 31, 2018 and December 31, 2017 | 561 | 561 |
| Additional paid-in capital | 682 | 784 |
| Retained earnings | 13,812 | 13,140 |
| Accumulated other comprehensive loss | (3,905) | (4,043) |
| Non-controlling interests | 81 | 83 |
| | 11,231 | 10,525 |
| Less – treasury shares, at cost, 52,710,521 shares at March 31, 2018 and 51,930,135 shares at December 31, 2017 | (3,210) | (3,083) |
| Total equity | 8,021 | 7,442 |
| | \$ 21,379 | \$ 20,429 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & MCLENNAN COMPANIES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS

(Unaudited)

For the Three Months Ended March 31,

(In millions)

| | 2018 | 2017 |
|---|---------|-------|
| Operating cash flows: | | |
| Net income before non-controlling interests | \$696 | \$578 |
| Adjustments to reconcile net income to cash used for operations: | | |
| Depreciation and amortization of fixed assets and capitalized software | 80 | 80 |
| Amortization of intangible assets | 45 | 40 |
| Adjustments and payments related to contingent consideration liability | (5) | (20) |
| Provision for deferred income taxes | 11 | 25 |
| (Gain) loss on disposition of assets | (1) | 6 |
| Share-based compensation expense | 50 | 42 |
| Changes in assets and liabilities: | | |
| Net receivables | (357) | (146) |
| Other current assets | 2 | (43) |
| Other assets | (32) | (25) |
| Accounts payable and accrued liabilities | 135 | 60 |
| Accrued compensation and employee benefits | (905) | (888) |
| Accrued income taxes | 61 | 56 |
| Contributions to pension and other benefit plans in excess of current year expense/credit | (96) | (106) |
| Other liabilities | 17 | (46) |
| Effect of exchange rate changes | (65) | (12) |
| Net cash used for operations | (364) | (399) |
| Financing cash flows: | | |
| Purchase of treasury shares | (250) | (200) |
| Net increase in commercial paper | 249 | 100 |
| Proceeds from issuance of debt | 592 | 987 |
| Repayments of debt | (3) | (5) |
| Shares withheld for taxes on vested units – treasury shares | (61) | (48) |
| Issuance of common stock from treasury shares | 32 | 73 |
| Payments of deferred and contingent consideration for acquisitions | (70) | (34) |
| Distributions of non-controlling interests | (6) | (1) |
| Dividends paid | (189) | (175) |
| Net cash provided by financing activities | 294 | 697 |
| Investing cash flows: | | |
| Capital expenditures | (58) | (62) |
| Net sales of long-term investments | 9 | 11 |
| Proceeds from sales of fixed assets | 1 | 1 |
| Dispositions | 3 | — |
| Acquisitions | (24) | (411) |
| Other, net | (1) | — |
| Net cash used for investing activities | (70) | (461) |
| Effect of exchange rate changes on cash and cash equivalents | 103 | 67 |
| Decrease in cash and cash equivalents | (37) | (96) |
| Cash and cash equivalents at beginning of period | 1,205 | 1,026 |
| Cash and cash equivalents at end of period | \$1,168 | \$930 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & McLENNAN COMPANIES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF EQUITY

(Unaudited)

For the Three Months Ended March 31,

(In millions, except per share amounts)

| | 2018 | 2017 |
|--|----------------|----------------|
| COMMON STOCK | | |
| Balance, beginning and end of period | \$561 | \$561 |
| ADDITIONAL PAID-IN CAPITAL | | |
| Balance, beginning of year | \$784 | \$842 |
| Change in accrued stock compensation costs | (75) | (43) |
| Issuance of shares under stock compensation plans and employee stock purchase plans | (27) | (66) |
| Balance, end of period | \$682 | \$733 |
| RETAINED EARNINGS | | |
| Balance, beginning of year | \$13,140 | \$12,388 |
| Cumulative effect of adoption of the revenue recognition standard (See Note 17) | 364 | — |
| Cumulative effect of adoption of other accounting standards (See Note 17) | — | — |
| Net income attributable to the Company | 690 | 569 |
| Dividend equivalents declared – (per share amounts: \$0.75 in 2018 and \$0.68 in 2017) | (1) | (1) |
| Dividends declared – (per share amounts: \$0.75 in 2018 and \$0.68 in 2017) | (381) | (350) |
| Balance, end of period | \$13,812 | \$12,606 |
| ACCUMULATED OTHER COMPREHENSIVE LOSS | | |
| Balance, beginning of year | \$(4,043) | \$(5,093) |
| Cumulative effect of adoption of the financial instruments standard (See Note 17) | (14) | — |
| Other comprehensive income, net of tax | 152 | 256 |
| Balance, end of period | \$(3,905) | \$(4,837) |
| TREASURY SHARES | | |
| Balance, beginning of year | \$(3,083) | \$(2,506) |
| Issuance of shares under stock compensation plans and employee stock purchase plans | 123 | 175 |
| Purchase of treasury shares | (250) | (200) |
| Balance, end of period | \$(3,210) | \$(2,531) |
| NON-CONTROLLING INTERESTS | | |
| Balance, beginning of year | \$83 | \$80 |
| Net income attributable to non-controlling interests | 6 | 9 |
| Deconsolidation of subsidiary | — | (2) |
| Distributions and other changes | (8) | — |
| Balance, end of period | \$81 | \$87 |
| TOTAL EQUITY | \$8,021 | \$6,619 |

The accompanying notes are an integral part of these unaudited consolidated statements.

MARSH & MCLENNAN COMPANIES, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(Unaudited)

1. Nature of Operations

Marsh & McLennan Companies, Inc. and its consolidated subsidiaries (the "Company"), a global professional services firm, is organized based on the different services that it offers. Under this structure, the Company's two segments are Risk and Insurance Services and Consulting.

The Risk and Insurance Services segment provides risk management solutions, services, advice and insurance broking, reinsurance broking and insurance program management services for businesses, public entities, insurance companies, associations, professional services organizations and private clients. The Company conducts business in this segment through Marsh and Guy Carpenter.

The Company conducts business in its Consulting segment through Mercer and Oliver Wyman Group. Mercer provides consulting expertise, advice, services and solutions in the areas of health, wealth and career. As of March 31, 2018, Mercer had assets under delegated management of approximately \$240 billion worldwide. Oliver Wyman Group provides specialized management and economic and brand consulting services.

Acquisitions impacting the Risk and Insurance Services and Consulting segments are discussed in Note 8 to the consolidated financial statements.

2. Principles of Consolidation and Other Matters

The consolidated financial statements included herein have been prepared by the Company pursuant to the rules and regulations of the Securities and Exchange Commission. While certain information and footnote disclosures normally included in financial statements prepared in accordance with accounting principles generally accepted in the United States of America have been omitted pursuant to such rules and regulations for interim filings, the Company believes that the information and disclosures presented are adequate to make such information and disclosures not misleading. These consolidated financial statements should be read in conjunction with the consolidated financial statements and the notes thereto included in the Company's Annual Report on Form 10-K for the year ended December 31, 2017 (the "2017 Form 10-K").

The financial information contained herein reflects all normal recurring adjustments which are, in the opinion of management, necessary for a fair presentation of the Company's consolidated financial statements as of and for the three month periods ended March 31, 2018 and 2017.

Cash and Cash Equivalents

Cash and cash equivalents primarily consist of certificates of deposit and time deposits, with original maturities of three months or less, and money market funds. The estimated fair value of the Company's cash and cash equivalents approximates their carrying value. The Company is required to maintain operating funds of approximately \$199 million, primarily related to regulatory requirements outside the United States or as collateral under captive insurance arrangements.

Investments

The caption "Investment income" in the consolidated statements of income comprises realized and unrealized gains and losses from investments recognized in earnings. It includes, when applicable, other than temporary declines in the value of debt securities, mark-to-market increases or decreases in equity investments with readily determinable fair values and equity method gains or losses on the Company's investments in private equity funds.

As discussed in Note 17, effective January 1, 2018, the Company adopted new accounting guidance that requires equity investments (except those accounted for under the equity method of accounting, or those that result in consolidation of the investee) to be measured at fair value with changes in fair value recognized in net income. The Company holds certain equity investments, that under legacy Generally Accepted Accounting Principles, were previously accounted as available for sale securities, whereby the mark-to-market change was recorded to other comprehensive income in its consolidated balance sheet. As required, the Company adopted the new accounting, effective January 1, 2018. The Company recorded a cumulative-effect adjustment increase to retained earnings as of the beginning of the period of adoption of \$14 million, reflecting the reclassification of cumulative unrealized gains, net of tax as of December 31, 2017 from accumulated other comprehensive income to retained earnings. Prior periods

have not been restated.

The Company holds investments in certain private equity funds that are accounted for under the equity method of accounting using a consistently applied three-month lag period adjusted for any known significant changes from the

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lag period to the reporting date of the Company. The underlying private equity funds follow investment company accounting, where investments within the fund are carried at fair value. Investment gains or losses for the Company's proportionate share of the change in fair value of the funds are recorded in earnings. Investments accounted for using the equity method of accounting are included in "other assets" in the consolidated balance sheets.

The Company recorded a net investment loss of less than \$1 million for the three months ended March 31, 2018 compared to net investment income of less than \$1 million for the same period in 2017. During the first quarter of 2018, equity method gains of \$7 million related to the Company's investments in private equity funds were offset by mark-to-market losses on certain equity investments with readily determinable market values.

Income Taxes

The Company's effective tax rate in the first quarter of 2018 was 23.9% compared with 23.3% in the first quarter of 2017. The rate in the first quarter of 2018 reflects ongoing impacts of the Tax Cuts and Jobs Act (the "TCJA"), primarily the reduced 21% U.S. statutory rate largely offset by higher estimated costs from the new territorial system and greater disallowance of compensation and entertainment deductions. The rate in the first quarter of 2017 reflects foreign operations taxed at rates below the 35% U.S. statutory tax rate, including the effect of repatriation from current earnings. The tax rates in both periods reflect the impact of discrete tax matters such as excess tax benefits related to share-based compensation, tax legislation and nontaxable adjustments to contingent acquisition consideration. The excess tax benefit related to share based payments is the most significant discrete item, reducing the effective tax rate by 2.4% and 5.8% in the first quarters of 2018 and 2017, respectively.

As a result of TCJA, two discrete provisional charges were recorded in the fourth quarter of 2017. The transition to the new territorial tax system resulted in a transition tax payable over eight years on undistributed earnings of non-U.S. subsidiaries. This mandatory taxation of accumulated foreign earnings substantially changed the economic considerations of continued permanent investment of those accumulated earnings, a key component of the Company's global capital strategy. As a result of the transition tax, the Company anticipates repatriating the majority of the accumulated earnings that it previously intended to permanently invest. A charge of \$240 million was recorded in the fourth quarter of 2017 as a provisional estimate of the transition tax and ancillary effects.

The provisional estimate of transition tax includes state taxes and foreign withholding taxes related to the change in the Company's indefinite reinvestment assertion with respect to its pre-2018 foreign earnings. The Company previously considered most unremitted earnings of its non-U.S. subsidiaries, except amounts repatriated in the year earned, to be permanently reinvested and, accordingly, recorded no deferred U.S. income taxes on such earnings. The Company has initially analyzed our global capital requirements and potential tax liabilities attributable to repatriation. The Company estimates that it will repatriate \$3.4 billion that was previously considered indefinitely invested. Included in the \$240 million charge in 2017 is a \$53 million provisional estimate for withholding and state income taxes.

In addition, reducing the U.S. corporate tax rate from 35% to 21% and the change in deductibility of certain compensation awards to executive officers of the Company effective on January 1, 2018, resulted in a net charge of \$220 million in the fourth quarter of 2017 to reduce the value of our U.S. deferred tax assets and liabilities.

Adjustments during the first quarter of 2018 to provisional estimates of transition taxes and U.S. deferred tax assets and liabilities increased income tax expense by \$3 million. These estimates may be further adjusted during 2018 when the Company has finalized its analysis of all the relevant information.

In December of 2017, the SEC issued Staff Accounting Bulletin 118 ("SAB 118"), establishing a one-year measurement period to complete the accounting for the income tax effects of the TCJA. SAB 118 anticipates three alternative states of completion at the end of the reporting period of accounting for these effects: (1) the tax accounting work has been completed with respect to an item; (2) a provisional amount has been recognized because a reasonable estimate was possible, or (3) a reasonable estimate cannot be provided. The Company believes its analysis of the TCJA to date provides an appropriate basis to record a provisional estimate. Our provisional estimates include the effects of the deemed repatriation tax and the Company's position with respect to permanently reinvested earnings, the impact of the Global Intangible Low Taxed Income ("GILTI") provision, and the remeasurement of U.S. deferred tax based on estimated enactment-date deferred tax balances, which may be adjusted in 2018 when the 2017 tax return is filed. However, given the significant complexity of the TCJA, anticipated guidance from the U.S. Treasury about its

implementation, the potential for additional guidance from the SEC or FASB, and the global complexity of the Company, these estimates may be adjusted during 2018.

The Company is routinely examined by tax authorities in the jurisdictions in which it has significant operations. The Company regularly considers the likelihood of assessments in each of the taxing jurisdictions resulting from examinations. When evaluating the potential imposition of penalties, the Company considers a number of relevant

factors under penalty statutes, including appropriate disclosure of the tax return position, the existence of legal authority supporting the Company's position and reliance on the opinion of professional tax advisors.

The Company reports a liability for unrecognized tax benefits resulting from uncertain tax positions taken or expected to be taken in tax returns. The Company's gross unrecognized tax benefits decreased from \$71 million at December 31, 2017 to \$70 million at March 31, 2018 due to settlements of audits and expirations of statutes of limitation, partially offset by current accruals. It is reasonably possible that the total amount of unrecognized tax benefits will decrease between zero and approximately \$4 million within the next twelve months due to settlements of audits and expirations of statutes of limitation.

3. Revenue

2018 - Under the New Revenue Recognition Standard

In May 2014, the Financial Accounting Standards Board ("FASB") issued new accounting guidance related to revenue from contracts with customers. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. To achieve that principle, the entity applies the following steps: identify the contract(s) with the customer, identify the performance obligations in the contract(s), determine the transaction price, allocate the transaction price to the performance obligations in the contract and recognize revenue when (or as) the entity satisfies a performance obligation.

The Company adopted the new guidance effective January 1, 2018, using the modified retrospective method, which applies the new guidance beginning in the year of adoption, with the cumulative effect of initially applying the guidance recognized as an adjustment to retained earnings at January 1, 2018. The Company elected to apply the modified retrospective method to all contracts. The comparative financial information included herein has not been restated and continues to be reported under the legacy accounting standards that were in effect for those periods. In the first quarter of 2018, the Company recorded an increase to the opening balance of retained earnings of \$364 million to reflect the cumulative effect of adopting this revenue standard. Other revenue included in the consolidated statements of income that is not from contracts with customers is less than one-quarter of one percent of total revenue, and therefore is not presented as a separate line item.

Risk and Insurance Services

Risk and Insurance Services revenue reflects compensation for brokerage and consulting services through commissions and fees. Commission rates and fees vary in amount and can depend upon a number of factors, including the type of insurance or reinsurance coverage provided, the particular insurer or reinsurer selected, and the capacity in which the broker acts and negotiates with clients. For the majority of the insurance and reinsurance brokerage arrangements, advice and services provided which culminate in the placement of an effective policy are considered a single performance obligation. Arrangements with clients may include the placement of a single policy, multiple policies or a combination of policy placements and other services. Consideration related to such "bundled arrangements" is allocated to the individual performance obligations based on their relative fair value. Revenue for policy placement is generally recognized on the policy effective date, at which point control over the services provided by the Company has transferred to the client and the client has accepted the services. The contractual terms for certain fee based brokerage arrangements meet the criteria for revenue recognition over time. For such arrangements, progress toward completion is estimated using output measures, which correspond to the timing of when revenue is recognized. Fees for non-risk transfer services provided to clients are recognized over time in the period the services are provided, using a proportional performance model, primarily based on input measures. These measures of progress provide a faithful depiction of the progress towards completion of the performance obligation. Revenue related to reinsurance brokerage for excess of loss ("XOL") treaties is estimated based on contractually specified minimum or deposit premiums, and adjusted as additional evidence of the ultimate amount of brokerage is received. Revenue for quota share treaties is estimated based on indications of estimated premium income provided by the ceding insurer. The estimated brokerage revenue recognized for quota share treaties is constrained to an amount that is probable to not have a significant negative adjustment. The estimated revenue and the constraint are evaluated as additional evidence of the ultimate amount of underlying risks to be covered is received over the 12 to 18 months following the effective date of the placement.

In addition to commissions and fees from its clients, the Company also receives other compensation from insurance companies. This other insurer compensation includes, among other things, payments for consulting and analytics services provided to insurers, fees for administrative and other services provided to or on behalf of insurers (including services relating to the administration and management of quota shares, panels and other facilities in

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which insurers participate). The Company may also be eligible for certain contingent commissions from insurers based on the attainment of specified metrics (i.e., volume and loss ratio measures) relating to Marsh's placements, particularly in Marsh & McLennan Agency ("MMA") and in parts of Marsh's international operations. Revenue for contingent commissions from insurers is estimated based on historical evidence of the achievement of the respective contingent metrics and recorded as the underlying policies that contribute to the achievement of the metric are placed. Due to the uncertainty of the amount of contingent consideration that will be received, the estimated revenue is constrained to an amount that is probable to not have a significant negative adjustment. Contingent consideration is generally received in the first quarter of the subsequent year.

A significant majority of the Company's Risk and Insurance Services revenue is for performance obligations recognized at a point in time. Marsh and Guy Carpenter also receive interest income on certain funds (such as premiums and claims proceeds) held in a fiduciary capacity for others.

Insurance brokerage commissions are generally invoiced on the policy effective date. Fee based arrangements generally include a percentage of the total fee due upon signing the arrangement, with additional fixed installments payable over the remainder of the year. Payment terms range from receipt of invoice up to 30 days of invoice. Reinsurance brokerage is recognized on the effective date of the treaty. Payment terms depend on the type of reinsurance. For excess of loss treaties, brokerage is typically collected in four installments during an annual treaty period based on a contractually specified minimum or deposit premium. For proportional or quota share treaties, brokerage is billed as underlying insured risks attach to the reinsurance treaty, generally over 12 to 18 months.

Consulting

The major component of revenue in the Consulting business is fees paid by clients for advice and services. Mercer, principally through its health line of business, also receives revenue in the form of commissions received from insurance companies for the placement of group (and occasionally individual) insurance contracts, primarily health, life and accident coverages. Revenue for Mercer's investment management business and certain of Mercer's defined benefit administration services consists principally of fees based on assets under delegated management or administration.

Consulting projects in Mercer's wealth and career businesses, as well as consulting projects in Oliver Wyman typically consist of a single performance obligation, which is recognized over time as control is transferred continuously to customers. Typically, revenue is recognized over time using an input measure of time expended to date relative to total estimated time incurred at project completion. Incurred hours represent services rendered and thereby faithfully depicts the transfer of control to the customer.

On a limited number of engagements, performance fees may also be earned for achieving certain prescribed performance criteria. Revenue for achievement is estimated and constrained to an amount that is probable to not have a significant negative adjustment.

A significant majority of fee revenues in the Consulting segment is recognized over time.

For consulting projects, Mercer generally invoices monthly in arrears with payment due within 30 days of the invoice date. Fees for delegated management services are either deducted from the net asset value of the fund or invoiced to the client on monthly or quarterly basis in arrears. Oliver Wyman typically bills its clients 30-60 days in arrears with payment due upon receipt of the invoice.

Health brokerage and consulting services are components of both Marsh, which includes MMA, and Mercer, with approximately 70% of such revenues reported in Mercer. Health contracts typically involve a series of distinct services that are treated as a single performance obligation. Revenue for these services is recognized over time based on the amount of remuneration the Company expects to be entitled in exchange for these services. Payments for health brokerage and consulting services are typically paid monthly in arrears from carriers based on insured lives under the contract.

The following schedule disaggregates various components of the Company's revenue:

| | Three Months Ended March 31, 2018 |
|-----------------------------------|--|
| Marsh: | |
| EMEA | \$ 643 |
| Asia Pacific | 164 |
| Latin America | 84 |
| Total International | 891 |
| U.S./Canada | 803 |
| Total Marsh | 1,694 |
| Guy Carpenter | 637 |
| Subtotal | 2,331 |
| Fiduciary interest income | 13 |
| Total Risk and Insurance Services | \$ 2,344 |

| | |
|---|----------|
| Mercer: | |
| Defined Benefit Consulting & Administration | \$ 339 |
| Investment Management & Related Services | 226 |
| Total Wealth | 565 |
| Health | 442 |
| Career | 164 |
| Total Mercer | 1,171 |
| Oliver Wyman | 497 |
| Total Consulting | \$ 1,668 |

The following schedule provides contract assets and contract liabilities information from contracts with customers.

| (In millions) | January 1, 2018 | March 31, 2018 |
|----------------------|--------------------|----------------------|
| Contract Assets | \$ 128 | \$ 169 |
| Contract Liabilities | \$ 583 | \$ 657 |

The Company records accounts receivable when the right to consideration is unconditional, subject only to the passage of time. Contract assets primarily relate to quota share reinsurance brokerage and contingent insurer revenue. The Company does not have the right to bill and collect revenue for quota share brokerage until the underlying policies written by the ceding insurer attach to the treaty. Estimated revenue related to achievement of volume or loss ratio metrics cannot be billed or collected until all related policy placements are completed and the contingency is resolved. The change in contract assets from January 1, 2018 to March 31, 2018 is primarily due to \$128 million of additions during the period partly offset by \$87 million transferred to accounts receivables, as the rights to bill and collect became unconditional. Contract assets are included in other current assets in the Company's consolidated balance sheet. Contract liabilities primarily relate to the advance consideration received from customers. Contract liabilities are included in other current liabilities in the Company's consolidated balance sheet. Revenue recognized in the current period that was included in the contract liability balance at the beginning of the period was \$181 million. The amount of revenue recognized in the first quarter of 2018 from performance obligations satisfied in previous periods, mainly due to variable consideration from contracts with insurers, quota share and excess of loss business and consulting contracts previously considered constrained was \$14 million.

The Company applies the practical expedient and therefore does not disclose the value of unsatisfied performance obligations for (1) contracts with original contract terms of one year or less and (2) contracts where the Company has the right to invoice for services performed. The revenue expected to be recognized in future periods during the non-cancellable term of existing contracts greater than one year that is related to performance obligations that are unsatisfied or partially satisfied at the end of the reporting period is approximately \$24 million for Marsh, \$575 million for Mercer and \$8 million for Oliver Wyman. The Company expects revenue in 2019, 2020, 2021, 2022 and

2023 and beyond of \$284 million, \$155 million, \$94 million, \$47 million and \$27 million, respectively, related to these performance obligations.

Costs to Obtain and Fulfill a Contract

Under the new standard, certain costs to obtain or fulfill a contract that were previously expensed as incurred have been capitalized.

The Company capitalized the incremental costs to obtain contracts primarily related to commissions or sales bonus payments. These deferred costs are amortized over the expected life of the underlying customer relationships.

In Risk and Insurance Services, the Company capitalizes certain pre-placement costs that are considered fulfillment costs that meet the following criteria: these costs 1) relate directly to a contract, 2) enhance resources used to satisfy the Company's performance obligation and 3) are expected to be recovered through revenue generated by the contract. These costs are amortized as of a point in time when the associated revenue is recognized.

In Consulting, the Company incurs implementation costs necessary to facilitate the delivery of the contracted services. These costs are capitalized and amortized over the initial contract term plus expected renewal periods.

At March 31, 2018, the Company's capitalized assets related to deferred implementation costs, costs to obtain and costs to fulfill were \$39 million, \$194 million and \$171 million, respectively. Costs to obtain and deferred implementation costs are included primarily in other assets and costs to fulfill are primarily included in other current assets in the Company's consolidated balance sheet. For the first quarter of 2018, the Company recorded amortization expense of \$296 million related to these capitalized costs.

The Company has elected to use the practical expedient and recognizes the incremental costs of obtaining contracts as an expense when incurred if the amortization period of the assets is one year or less.

2017 - Revenue Recognized Under Guidance in Effect Prior to 2018

Risk and Insurance Services revenue includes insurance commissions, fees for services rendered and interest income on certain fiduciary funds. Insurance commissions and fees for risk transfer services generally were recorded as of the effective date of the applicable policies or, in certain cases (primarily in the Company's reinsurance broking operations), as of the effective date or billing date, whichever is later. A reserve for policy cancellation was provided based on historic and current data on cancellations. Consideration for fee arrangements covering multiple insurance placements, the provision of risk management and/or other services was allocated to all deliverables on the basis of the relative selling prices. Fees for non-risk transfer services provided to clients are recognized over the period in which the services are provided, using a proportional performance model. Fees resulting from achievement of certain performance thresholds are recorded when such levels are attained and such fees are not subject to forfeiture.

In the Consulting segment, the adoption of the new revenue standard did not have a significant impact on the timing of revenue recognition in the quarter.

See Note 17 for further discussion on the impact the new revenue recognition standard has on the Company's consolidated statements of income when comparing the 2018 financial information versus 2017.

4. Fiduciary Assets and Liabilities

In its capacity as an insurance broker or agent, the Company collects premiums from insureds and, after deducting its commissions, remits the premiums to the respective insurance underwriters. The Company also collects claims or refunds from underwriters on behalf of insureds. Unremitted insurance premiums and claims proceeds are held by the Company in a fiduciary capacity. Risk and Insurance Services revenue includes interest on fiduciary funds of \$13 million and \$8 million for the three months ended March 31, 2018 and 2017, respectively. The Consulting segment recorded fiduciary interest income of \$1 million in each of the three month periods ended March 31, 2018 and 2017, respectively. Since fiduciary assets are not available for corporate use, they are shown in the consolidated balance sheets as an offset to fiduciary liabilities.

Net uncollected premiums and claims and the related payables amounted to \$7.6 billion at March 31, 2018 and \$6.8 billion at December 31, 2017. The Company is not a principal to the contracts under which the right to receive premiums or the right to receive reimbursement of insured losses arises. Accordingly, net uncollected premiums and claims and the related payables are not assets and liabilities of the Company and are not included in the accompanying consolidated balance sheets.

In certain instances, the Company advances premiums, refunds or claims to insurance underwriters or insureds prior to collection. These advances are made from corporate funds and are reflected in the accompanying consolidated balance sheets as receivables.

5. Per Share Data

Basic net income per share attributable to the Company is calculated by dividing the after-tax income attributable to the Company by the weighted average number of outstanding shares of the Company's common stock.

Diluted net income per share attributable to the Company is calculated by dividing the after-tax income attributable to the Company by the weighted average number of outstanding shares of the Company's common stock, which have been adjusted for the dilutive effect of potentially issuable common shares.

| Basic and Diluted EPS Calculation | Three Months Ended | |
|--|--------------------|---------|
| | March 31, | |
| (In millions, except per share amounts) | 2018 | 2017 |
| Net income before non-controlling interests | \$696 | \$578 |
| Less: Net income attributable to non-controlling interests | 6 | 9 |
| Net income attributable to the Company | \$690 | \$569 |
| Basic weighted average common shares outstanding | 508 | 515 |
| Dilutive effect of potentially issuable common shares | 6 | 7 |
| Diluted weighted average common shares outstanding | 514 | 522 |
| Average stock price used to calculate common stock equivalents | \$82.83 | \$71.32 |

There were 10.6 million and 12.8 million stock options outstanding as of March 31, 2018 and 2017, respectively.

6. Supplemental Disclosures to the Consolidated Statements of Cash Flows

The following schedule provides additional information concerning acquisitions, interest and income taxes paid for the three-month periods ended March 31, 2018 and 2017.

| (In millions) | 2018 | 2017 |
|--|-------|-------|
| Assets acquired, excluding cash | \$ 35 | \$577 |
| Liabilities assumed | (4) | (76) |
| Contingent/deferred purchase consideration | (7) | (90) |
| Net cash outflow for current year acquisitions | \$ 24 | \$411 |
| (In millions) | 2018 | 2017 |
| Interest paid | \$80 | \$62 |
| Income taxes paid, net of refunds | \$128 | \$100 |

The classification of contingent consideration in the statement of cash flows is determined by whether the payment was part of the initial liability established on the acquisition date (financing) or an adjustment to the acquisition date liability (operating).

The following amounts are included in the consolidated statements of cash flows as a financing activity. The Company paid deferred and contingent consideration of \$70 million for the three months ended March 31, 2018. This consisted of deferred purchase consideration related to prior years' acquisitions of \$40 million and contingent consideration of \$30 million. For the three months ended March 31, 2017, the Company paid deferred and contingent consideration of \$34 million, consisting of deferred purchase consideration related to prior years' acquisitions of \$26 million and contingent consideration of \$8 million.

The following amounts are included in the operating section of the consolidated statements of cash flows. For the three months ended March 31, 2018, the Company recorded an expense for adjustments to acquisition related accounts of \$5 million and made contingent consideration payments of \$10 million. For the three months ended March 31, 2017, the Company recorded a net credit for adjustments related to acquisition related accounts of \$16 million and made contingent consideration payments of \$4 million.

The Company had non-cash issuances of common stock under its share-based payment plan of \$125 million and \$85 million for the three months ended March 31, 2018 and 2017, respectively. The Company recorded stock-based

compensation expense for equity awards related to restricted stock units, performance stock units and stock options of \$50 million and \$42 million for the three-month periods ended March 31, 2018 and 2017, respectively.

7. Other Comprehensive Income (Loss)

The changes, net of tax, in the balances of each component of Accumulated Other Comprehensive Income ("AOCI") for the three-month period ended March 31, 2018 and 2017, including amounts reclassified out of AOCI, are as follows:

| (In millions) | Unrealized Investment Gains (Losses) | Pension/Post-Retirement Plans Gains (Losses) | Foreign Currency Translation Gains (Losses) | Total Gains (Losses) |
|--|---|---|---|----------------------------|
| Balance as of December 31, 2017 | \$ 14 | \$ (2,892) | \$ (1,165) | \$ (4,043) |
| Cumulative effect of amended accounting standard | (14) | — | — | (14) |
| Other comprehensive income (loss) before reclassifications | — | (100) | 223 | 123 |
| Amounts reclassified from accumulated other comprehensive income | — | 29 | — | 29 |
| Net current period other comprehensive income (loss) | — | (71) | 223 | 152 |
| Balance as of March 31, 2018 | \$ — | \$ (2,963) | \$ (942) | \$ (3,905) |

| (In millions) | Unrealized Investment Gains (Losses) | Pension/Post-Retirement Plans Gains (Losses) | Foreign Currency Translation Gains (Losses) | Total Gains (Losses) |
|--|---|---|---|----------------------------|
| Balance as of December 31, 2016 | \$ 19 | \$ (3,232) | \$ (1,880) | \$ (5,093) |
| Other comprehensive income (loss) before reclassifications | (3) | (6) | 235 | 226 |
| Amounts reclassified from accumulated other comprehensive income | — | 30 | — | 30 |
| Net current period other comprehensive income (loss) | (3) | 24 | 235 | 256 |
| Balance as of March 31, 2017 | \$ 16 | \$ (3,208) | \$ (1,645) | \$ (4,837) |

The components of other comprehensive income (loss) for the three-month period ended March 31, 2018 and 2017 are as follows:

| Three Months Ended March 31, (In millions) | 2018 | | | 2017 | | |
|---|---------|-----------------|---------------|---------|-----------------|---------------|
| | Pre-Tax | Tax (Credit) | Net of Tax | Pre-Tax | Tax (Credit) | Net of Tax |
| Foreign currency translation adjustments | \$228 | \$ 5 | \$223 | \$235 | \$ — | \$235 |
| Unrealized investment gains | — | — | — | (5) | (2) | (3) |
| Pension/post-retirement plans: | | | | | | |
| Amortization of losses included in net periodic pension cost: | | | | | | |
| Prior service credits (a) | (1) | — | (1) | — | — | — |
| Net actuarial losses (a) | 37 | 7 | 30 | 40 | 10 | 30 |
| Subtotal | 36 | 7 | 29 | 40 | 10 | 30 |
| Effect of remeasurement | — | — | — | 9 | 2 | 7 |
| Effect of curtailment | — | — | — | (1) | — | (1) |
| Effect of settlement | — | — | — | 1 | — | 1 |
| Foreign currency translation adjustments | (120) | (20) | (100) | (15) | (3) | (12) |
| Other | — | — | — | (1) | — | (1) |
| Pension/post-retirement plans (losses) gains | (84) | (13) | (71) | 33 | 9 | 24 |
| Other comprehensive income (loss) | \$144 | \$ (8) | \$152 | \$263 | \$ 7 | \$256 |

(a) Components of net periodic pension cost are included in other net benefit credits in the consolidated statements of income. Tax on prior service cost and net actuarial losses is included in income tax expense.

8. Acquisitions

The Company has continued its strategy to grow its businesses and build shareholder value through strategic acquisitions. The Company's acquisitions have been accounted for as business combinations. Net assets and results of operations are included in the Company's consolidated financial statements commencing at the respective purchase closing dates. In connection with acquisitions, the Company records the estimated value of the net tangible assets purchased and the value of the identifiable intangible assets purchased, which typically consist of purchased customer lists, developed technology, trademarks and non-compete agreements. The valuation of purchased intangible assets involves significant estimates and assumptions. Until final valuations are complete, any change in assumptions could affect the carrying value of tangible assets, goodwill and identifiable intangible assets.

The Risk and Insurance Services segment completed two acquisitions during the first three months of 2018.

February – MMA acquired Highsmith Insurance Agency, a North Carolina-based independent insurance brokerage firm.

March – Marsh acquired Hoken Soken, Inc., a Japan-based insurance agency.

The Consulting segment completed two acquisitions during the first three months of 2018.

January – Oliver Wyman acquired Draw, a U.K.-based digital transformation agency.

March – Oliver Wyman acquired 8Works Limited, a U.K.-based design thinking consultancy.

Total purchase consideration for acquisitions made during the three months ended March 31, 2018 was \$36 million, which consisted of cash paid of \$29 million and deferred purchase and estimated contingent consideration of \$7 million. Contingent consideration arrangements are based primarily on earnings before interest, tax, depreciation and amortization ("EBITDA") or revenue targets over a period of two to four years. The fair value of the contingent consideration was based on projected revenue or EBITDA of the acquired entities. Estimated fair values of assets acquired and liabilities assumed are subject to adjustment when purchase accounting is finalized. The Company also paid \$40 million of deferred purchase consideration and \$40 million of contingent consideration related to acquisitions made in prior years.

The following table presents the preliminary allocation of the acquisition cost to the assets acquired and liabilities assumed during 2018 based on their fair values:

For the Three Months Ended March 31, 2018

(In millions)

| | |
|---|------|
| Cash | \$29 |
| Estimated fair value of deferred/contingent consideration | 7 |
| Total Consideration | \$36 |
| Allocation of purchase price: | |
| Cash and cash equivalents | \$5 |
| Accounts receivable, net | 3 |
| Other intangible assets | 13 |
| Goodwill | 15 |
| Other assets | 4 |
| Total assets acquired | 40 |
| Current liabilities | 3 |
| Other liabilities | 1 |
| Total liabilities assumed | 4 |
| Net assets acquired | \$36 |

Other intangible assets acquired are based on initial estimates and subject to change based on final valuations during the measurement period post acquisition date. The following chart provides information about other intangible assets acquired during 2018:

| | Amount | Weighted Average Amortization Period |
|----------------------|--------|--------------------------------------|
| Client relationships | \$ 13 | 10 years |

Prior-Year Acquisitions

The Risk and Insurance Services segment completed seven acquisitions during 2017.

January – MMA acquired J. Smith Lanier & Co. ("JSL"), a privately held insurance brokerage firm providing insurance, risk management, and employee benefits solutions to businesses and individuals throughout the U.S.

February – MMA acquired iaConsulting, a Texas-based employee benefits consulting firm.

March – MMA acquired Blakestad, Inc., a Minnesota-based private client and commercial lines insurance agency, and RJF Financial Services, a Minnesota-based retirement advisory firm.

May – MMA acquired Insurance Partners of Texas, a Texas-based employee benefits consulting firm.

August – Marsh acquired International Catastrophe Insurance Managers, LLC, a Colorado-based managing general agent providing property catastrophe insurance to business and homeowners, and MMA acquired Hendrick & Hendrick, Inc., a Texas-based insurance agency.

The Consulting segment completed three acquisitions during 2017.

August – Mercer acquired Jaeson Associates, a Portugal-based talent management consulting organization.

December – Mercer acquired Promerit AG, a Germany-based consultancy specializing in HR digitalization and business and HR transformation and BFC Asset Management Co., Ltd., a Japan-based independently owned asset manager, focused on alternative investment strategies.

Total purchase consideration for acquisitions made during the first three months of 2017 was \$509 million, which consisted of cash paid of \$419 million and deferred purchase and estimated contingent consideration of \$90 million.

Contingent consideration arrangements are primarily based on EBITDA or revenue targets over a period of two to four years. The fair value of the contingent consideration was based on projected revenue or earnings of the acquired entities. Estimated fair values of assets acquired and liabilities assumed are subject to adjustment when

purchase accounting is finalized. In the first three months of 2017, the Company also paid \$26 million of deferred purchase consideration and \$12 million of contingent consideration related to acquisitions made in prior years.

Pro-Forma Information

The following unaudited pro-forma financial data gives effect to the acquisitions made by the Company during 2018 and 2017. In accordance with accounting guidance related to pro-forma disclosures, the information presented for current year acquisitions is as if they occurred on January 1, 2017 and reflects acquisitions made in 2017 as if they occurred on January 1, 2016. The unaudited pro-forma information adjusts for the effects of amortization of acquired intangibles. The unaudited pro-forma financial data is presented for illustrative purposes only and is not necessarily indicative of the operating results that would have been achieved if such acquisitions had occurred on the dates indicated, nor is it necessarily indicative of future consolidated results.

| (In millions, except per share figures) | Three Months Ended March 31, | |
|--|------------------------------------|---------|
| | 2018 | 2017 |
| Revenue | \$4,002 | \$3,539 |
| Net income attributable to the Company | \$690 | \$569 |
| Basic net income per share attributable to the Company | \$1.36 | \$1.11 |
| Diluted net income per share attributable to the Company | \$1.34 | \$1.09 |

The consolidated statements of income include the results of operations of acquired companies since their respective acquisition dates. The consolidated statements of income for the three month period ended March 31, 2018 included approximately \$3 million of revenue and an operating loss of \$1 million for acquisitions made in 2018. The consolidated statements of income for the three month period ended March 31, 2017 included \$28 million of revenue and operating income of \$10 million related to acquisitions made in 2017.

9. Goodwill and Other Intangibles

The Company is required to assess goodwill and any indefinite-lived intangible assets for impairment annually, or more frequently if circumstances indicate impairment may have occurred. The Company performs the annual impairment assessment for each of its reporting units during the third quarter of each year. In accordance with applicable accounting guidance, the Company assesses qualitative factors to determine whether it is necessary to perform the two-step goodwill impairment test. As part of its assessment, the Company considers numerous factors, including that the fair value of each reporting unit exceeds its carrying value by a substantial margin based on its most recent estimates, whether significant acquisitions or dispositions occurred which might alter the fair value of its reporting units, macroeconomic conditions and their potential impact on reporting unit fair values, actual performance compared with budget and prior projections used in its estimation of reporting unit fair values, industry and market conditions, and the year-over-year change in the Company's share price. The Company completed its qualitative assessment in the third quarter of 2017 and concluded that a two-step goodwill impairment test was not required in 2017 and that goodwill was not impaired.

Changes in the carrying amount of goodwill are as follows:

| March 31, | | |
|----------------------------------|---------|---------|
| (In millions) | 2018 | 2017 |
| Balance as of January 1, | \$9,089 | \$8,369 |
| Goodwill acquired | 15 | 363 |
| Other adjustments ^(a) | 90 | 37 |
| Balance at March 31, | \$9,194 | \$8,769 |

^(a) The increase in 2018 primarily reflects the impact of foreign exchange.

Goodwill allocable to the Company's reportable segments at March 31, 2018 is as follows: Risk and Insurance Services, \$6.5 billion and Consulting, \$2.7 billion.

Other intangible assets that are not deemed to have an indefinite life are amortized over their estimated lives and reviewed for impairment upon the occurrence of certain triggering events in accordance with applicable accounting literature.

The gross cost and accumulated amortization at March 31, 2018 and December 31, 2017 are as follows:

| (In millions) | March 31, 2018 | | | December 31, 2017 | | |
|-----------------------|----------------|--------------------------|---------------------|-------------------|--------------------------|---------------------|
| | Gross Cost | Accumulated Amortization | Net Carrying Amount | Gross Cost | Accumulated Amortization | Net Carrying Amount |
| Client Relationships | \$1,700 | \$ 560 | \$ 1,140 | \$1,672 | \$ 518 | \$ 1,154 |
| Other ^(a) | 241 | 125 | 116 | 234 | 114 | 120 |
| Amortized intangibles | \$1,941 | \$ 685 | \$ 1,256 | \$1,906 | \$ 632 | \$ 1,274 |

^(a) Primarily non-compete agreements, trade names and developed technology.

Aggregate amortization expense for the three months ended March 31, 2018 and 2017 was \$45 million and \$40 million, respectively. The estimated future aggregate amortization expense is as follows:

For the Years Ending December 31,

| (In millions) | Estimated Expense |
|---|-------------------|
| 2018 (excludes amortization through March 31, 2018) | \$ 137 |
| 2019 | 174 |
| 2020 | 154 |
| 2021 | 145 |
| 2022 | 132 |
| Subsequent years | 514 |
| | \$ 1,256 |

10. Fair Value Measurements

Fair Value Hierarchy

The Company has categorized its assets and liabilities that are valued at fair value on a recurring basis into a three-level fair value hierarchy as defined by the FASB. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets and liabilities (Level 1) and lowest priority to unobservable inputs (Level 3). In some cases, the inputs used to measure fair value might fall into different levels of the fair value hierarchy. In such cases, the level in the fair value hierarchy, for disclosure purposes, is determined based on the lowest level input that is significant to the fair value measurement. Assets and liabilities recorded in the consolidated balance sheets at fair value are categorized based on the inputs in the valuation techniques as follows:

Level 1. Assets and liabilities whose values are based on unadjusted quoted prices for identical assets or liabilities in an active market (examples include active exchange-traded equity securities and exchange-traded money market mutual funds).

Assets and liabilities measured using Level 1 inputs include exchange-traded equity securities, exchange-traded mutual funds and money market funds.

Level 2. Assets and liabilities whose values are based on the following:

- a) Quoted prices for similar assets or liabilities in active markets;
- b) Quoted prices for identical or similar assets or liabilities in non-active markets (examples include corporate and municipal bonds, which trade infrequently);
- c) Pricing models whose inputs are observable for substantially the full term of the asset or liability (examples include most over-the-counter derivatives, including interest rate and currency swaps); and
- d) Pricing models whose inputs are derived principally from or corroborated by observable market data through correlation or other means for substantially the full asset or liability (for example, certain mortgage loans).

The Company does not have any assets or liabilities that are measured using Level 2 inputs.

Level 3. Assets and liabilities whose values are based on prices, or valuation techniques that require inputs that are both unobservable and significant to the overall fair value measurement. These inputs reflect management's own assumptions about the assumptions a market participant would use in pricing the asset or liability.

Liabilities measured using Level 3 inputs include liabilities for contingent purchase consideration.

Valuation Techniques

Equity Securities, Money Market Funds and Mutual Funds – Level 1

Investments for which market quotations are readily available are valued at the sale price on their principal exchange or, for certain markets, official closing bid price. Money market funds are valued using a valuation technique that results in price per share at \$1.00.

Contingent Purchase Consideration Liability – Level 3

Purchase consideration for some acquisitions made by the Company includes contingent consideration arrangements. These arrangements typically provide for the payment of additional consideration if earnings or revenue targets are met over periods from two to four years. The fair value of the contingent purchase consideration liability is estimated as the present value of future cash flows to be paid, based on projections of revenue and earnings and related targets of the acquired entities.

The following fair value hierarchy table presents information about the Company's assets and liabilities measured at fair value on a recurring basis as of March 31, 2018 and December 31, 2017.

| (In millions) | Identical Assets (Level 1) | | Observable Inputs (Level 2) | | Unobservable Inputs (Level 3) | | Total | |
|--|----------------------------|----------|-----------------------------|----------|-------------------------------|----------|----------|----------|
| | 03/31/18 | 12/31/17 | 03/31/18 | 12/31/17 | 03/31/18 | 12/31/17 | 03/31/18 | 12/31/17 |
| Assets: | | | | | | | | |
| Financial instruments owned: | | | | | | | | |
| Exchange traded equity securities ^(a) | \$73 | \$81 | \$— | \$— | \$— | \$— | \$73 | \$81 |
| Mutual funds ^(a) | 146 | 158 | — | — | — | — | 146 | 158 |
| Money market funds ^(b) | 27 | 143 | — | — | — | — | 27 | 143 |
| Total assets measured at fair value | \$246 | \$382 | \$— | \$— | \$— | \$— | \$246 | \$382 |
| Fiduciary Assets: | | | | | | | | |
| Money market funds | \$36 | \$111 | \$— | \$— | \$— | \$— | \$36 | \$111 |
| Total fiduciary assets measured at fair value | \$36 | \$111 | \$— | \$— | \$— | \$— | \$36 | \$111 |
| Liabilities: | | | | | | | | |
| Contingent purchase consideration liability ^(c) | \$— | \$— | \$— | \$— | \$161 | \$189 | \$161 | \$189 |
| Total liabilities measured at fair value | \$— | \$— | \$— | \$— | \$161 | \$189 | \$161 | \$189 |

^(a) Included in other assets in the consolidated balance sheets.

^(b) Included in cash and cash equivalents in the consolidated balance sheets.

^(c) Included in accounts payable and accrued liabilities and other liabilities in the consolidated balance sheets.

During the three-month period ended March 31, 2018, there were no assets or liabilities that were transferred between any of the levels.

The table below sets forth a summary of the changes in fair value of the Company's Level 3 liabilities as of March 31, 2018 and 2017 that represent contingent consideration related to acquisitions:

| (In millions) | Three Months Ended March 31, | |
|---------------------------------|------------------------------|-------|
| | 2018 | 2017 |
| Balance at beginning of period, | \$189 | \$241 |
| Additions | 6 | 34 |
| Payments | (40) | (12) |
| Revaluation Impact | 5 | (16) |
| Other ^(a) | 1 | — |

Balance at March 31, \$161 \$247

(a) Primarily reflects the impact of foreign exchange.

The fair value of the contingent purchase consideration liability is based on projections of revenue and EBITDA for the acquired entities in relation to the established targets and is reassessed on a quarterly basis. As set forth in the table above, based on the Company's ongoing assessment of the fair value of contingent consideration, the Company recorded a net increase in the estimated fair value of such liabilities for prior-period acquisitions of \$5 million in the three-month period ended March 31, 2018. A 5% increase in the above mentioned projections would increase the liability by approximately \$19 million. A 5% decrease in the above mentioned projections would decrease the liability by approximately \$20 million.

Long-Term Investments

The Company holds investments in certain private equity investments, public companies and private companies that are accounted for using the equity method of accounting. The carrying value of these investments was \$424 million and \$405 million at March 31, 2018 and December 31, 2017, respectively.

Investments Accounted For Using the Equity Method of Accounting

Private Equity Investments

The Company's investments in private equity funds were \$74 million and \$76 million at March 31, 2018 and December 31, 2017, respectively. The carrying values of these private equity investments approximate fair value. The underlying private equity funds follow investment company accounting, where investments within the fund are carried at fair value. The Company records in earnings, investment gains/losses for its proportionate share of the change in fair value of the funds. These investments are included in other assets in the consolidated balance sheets.

Investments in Public and Private Companies

Alexander Forbes: The Company owns approximately 33% of the common stock of Alexander Forbes, a South African company listed on the Johannesburg Stock Exchange, which it purchased in 2014 for 7.50 South African Rand per share. As of March 31, 2018, the carrying value of the Company's investment in Alexander Forbes was approximately \$286 million. As of March 31, 2018, the market value of the approximately 443 million shares of Alexander Forbes owned by the Company, based on the March 31, 2018 closing share price of 7.20 South African Rand per share, was approximately \$269 million. The Company considered several factors in assessing its investment in Alexander Forbes, including its financial position, the near- and long-term prospects of Alexander Forbes and the broader South African economy and capital markets, the length of time and extent to which the market value was below cost and the Company's intent and ability to retain the investment for a sufficient period of time to allow for anticipated recovery in market value. During the first quarter of 2018, the Alexander Forbes average opening and closing stock price was approximately 6.95 Rand (approximately 93% of the original purchase price) and ranged from a low of 6.31 Rand (in early February) to a high of 7.34 Rand (in late March) (approximately 84% to 98% of the purchase price). Based on its assessment of the factors discussed above, the Company determined the investment was not impaired.

The Company's investment in Alexander Forbes and its other equity investments in private insurance and consulting companies are accounted for using the equity method of accounting, the results of which are included in revenue in the consolidated statements of income and the carrying value of which is included in other assets in the consolidated balance sheets. The Company records its share of income or loss on its equity method investments on a one quarter lag basis.

Other Investments

At March 31, 2018 the Company held certain equity investments with readily determinable market values of \$89 million. During the first three months of 2018, the Company recorded an investment loss of \$8 million, which reflects the decrease in the market value of these investments as compared to December 31, 2017. The Company also holds investments without readily determinable market values of \$59 million at March 31, 2018.

11. Retirement Benefits

The Company maintains qualified and non-qualified defined benefit pension plans for some of its U.S. and non-U.S. eligible employees. The Company's policy for funding its tax-qualified defined benefit pension plans is to contribute amounts at least sufficient to meet the funding requirements set forth by U.S. law and the laws of the non-U.S. jurisdictions in which the Company offers such plans.

The target asset allocation for the Company's U.S. Plan was 64% equities and equity alternatives and 36% fixed income and at March 31, 2018 the actual allocation for the Company's U.S. Plan was 63% equities and equity alternatives and 37% fixed income. The target allocation for the U.K. plans at March 31, 2018 was 34% equities and

equity alternatives and 66% fixed income. At March 31, 2018, the actual allocation for the U.K. Plans was 37% equities and equity alternatives and 63% fixed income. The Company's U.K. Plans comprised approximately 81% of non-U.S. plan assets at December 31, 2017. The assets of the Company's defined benefit plans are diversified and are managed in accordance with applicable laws and with the goal of maximizing the plans' real return within acceptable risk parameters. The Company generally uses threshold-based portfolio re-balancing to ensure the actual portfolio remains consistent with target asset allocation ranges.

The components of the net periodic benefit cost for defined benefit and other post-retirement plans are as follows:

| Combined U.S. and significant non-U.S. plans For the Three Months Ended March 31, (In millions) | Pension | | Post-retirement | |
|---|----------|--------|-----------------|------|
| | Benefits | | Benefits | |
| | 2018 | 2017 | 2018 | 2017 |
| Service cost | \$10 | \$18 | \$ — | \$ — |
| Interest cost | 118 | 122 | 1 | 1 |
| Expected return on plan assets | (221) | (224) | — | — |
| Amortization of prior service (credit) cost | — | — | (1) | 1 |
| Recognized actuarial loss (gain) | 37 | 40 | — | — |
| Net periodic benefit (credit) cost | \$(56) | \$(44) | \$ — | \$ 2 |
| Curtailment gain | — | (1) | — | — |
| Settlement loss | — | 1 | — | — |
| Total (credit) cost | \$(56) | \$(44) | \$ — | \$ 2 |

As discussed in Note 17, effective January 1, 2018, the Company adopted the new guidance that changes the presentation of net periodic pension cost and net periodic postretirement cost ("net periodic benefit costs"). The new guidance requires employers to report the service cost component of net periodic benefit costs in the same line item as other compensation costs in the income statement. The other components of net periodic benefit costs are required to be presented in the income statement separately from the service cost component and outside a subtotal of income from operations. The new guidance requires retrospective application for the presentation of the service cost component and the other components of net periodic benefit costs. Accordingly, we have reclassified prior period information in the following chart to conform with the current year's presentation:

Amounts Recorded in the Consolidated Statement of Income

| Combined U.S. and significant non-U.S. plans For the Three Months Ended March 31, (In millions) | Pension | | Post-retirement | |
|---|----------|--------|-----------------|------|
| | Benefits | | Benefits | |
| | 2018 | 2017 | 2018 | 2017 |
| Compensation and benefits expense (Operating income) | \$10 | \$18 | \$ — | \$ — |
| Other net benefit credits | (66) | (62) | — | 2 |
| Total (credit) cost | \$(56) | \$(44) | \$ — | \$ 2 |

| U.S. Plans only For the Three Months Ended March 31, (In millions) | Pension | | Post-retirement | |
|--|----------|--------|-----------------|------|
| | Benefits | | Benefits | |
| | 2018 | 2017 | 2018 | 2017 |
| Service cost | \$— | \$— | \$ — | \$ — |
| Interest cost | 59 | 66 | — | — |
| Expected return on plan assets | (89) | (89) | — | — |
| Amortization of prior service cost | — | — | — | 1 |
| Recognized actuarial loss (gain) | 13 | 9 | — | — |
| Net periodic benefit (credit) cost | \$(17) | \$(14) | \$ — | \$ 1 |

| Significant non-U.S. plans only For the Three Months Ended March 31, (In millions) | Pension Benefits | | Post-retirement Benefits | |
|--|---------------------|--------|-----------------------------|------|
| | 2018 | 2017 | 2018 | 2017 |
| Service cost | \$10 | \$18 | \$ — | \$ — |
| Interest cost | 59 | 56 | 1 | 1 |
| Expected return on plan assets | (132) | (135) | — | — |
| Amortization of prior service credit | — | — | (1) | — |
| Recognized actuarial loss | 24 | 31 | — | — |
| Net periodic benefit (credit) cost | \$(39) | \$(30) | \$ — | \$ 1 |
| Curtailement gain | — | (1) | — | — |
| Settlement loss | — | 1 | — | — |
| Total (credit) cost | \$(39) | \$(30) | \$ — | \$ 1 |

In March 2017, the Company modified its defined benefit pension plans in Canada to discontinue further benefit accruals for participants after December 31, 2017 and replaced them with a defined contribution arrangement. The Company also amended its post-retirement benefits plan in Canada so that individuals who retire after April 1, 2019 will not be eligible to participate, except in certain situations. The Company re-measured the assets and liabilities of the plans, based on assumptions and market conditions on the amendment date.

The weighted average actuarial assumptions utilized to calculate the net periodic benefit costs for the U.S. and significant non-U.S. defined benefit plans are as follows:

| Combined U.S. and significant non-U.S. plans March 31, Weighted average assumptions: | Pension Benefits | | Post-retirement Benefits | |
|--|---------------------|--------|-----------------------------|--------|
| | 2018 | 2017 | 2018 | 2017 |
| Expected return on plan assets | 5.83 % | 6.64 % | — | — |
| Discount Rate | 3.07 % | 3.40 % | 3.21 % | 3.64 % |
| Rate of compensation increase | 1.73 % | 1.77 % | — | — |

The Company made approximately \$33 million of contributions to its U.S. and non-U.S. defined benefit plans in the first three months of 2018. The Company expects to contribute approximately \$76 million to its U.S. pension and non-U.S. pension plans during the remainder of 2018.

Defined Contribution Plans

The Company maintains certain defined contribution plans ("DC Plans") for its employees, the most significant being in the U.S. and the U.K. The cost of the U.S. DC Plans was \$34 million for both 2018 and 2017. The cost of the U.K. DC Plans was \$22 million and \$20 million in 2018 and 2017, respectively.

12. Debt

The Company's outstanding debt is as follows:

| (In millions) | March 31, December 31, | |
|-----------------------------------|------------------------|----------|
| | 2018 | 2017 |
| Short-term: | | |
| Commercial paper | \$ 249 | \$ — |
| Current portion of long-term debt | 263 | 262 |
| | 512 | 262 |
| Long-term: | | |
| Senior notes – 2.55% due 2018 | 250 | 250 |
| Senior notes – 2.35% due 2019 | 299 | 299 |
| Senior notes – 2.35% due 2020 | 498 | 498 |
| Senior notes – 4.80% due 2021 | 499 | 498 |
| Senior notes – 2.75% due 2022 | 497 | 496 |
| Senior notes – 3.30% due 2023 | 348 | 348 |
| Senior notes – 4.05% due 2023 | 248 | 248 |
| Senior notes – 3.50% due 2024 | 596 | 596 |
| Senior notes – 3.50% due 2025 | 496 | 496 |
| Senior notes – 3.75% due 2026 | 596 | 596 |
| Senior notes – 5.875% due 2033 | 297 | 297 |
| Senior notes – 4.35% due 2047 | 492 | 492 |
| Senior notes – 4.20% due 2048 | 592 | — |
| Mortgage – 5.70% due 2035 | 367 | 370 |
| Other | 3 | 3 |
| | 6,078 | 5,487 |
| Less current portion | 263 | 262 |
| | \$ 5,815 | \$ 5,225 |

The senior notes in the table above are registered by the Company with the Securities and Exchange Commission and are not guaranteed.

The Company has established a short-term debt financing program of up to \$1.5 billion through the issuance of commercial paper. The proceeds from the issuance of commercial paper are used for general corporate purposes. The Company had \$249 million of commercial paper outstanding at March 31, 2018 at an effective interest rate of 2.44%. In March 2018, the Company issued \$600 million of 4.20% senior notes due 2048. The Company used the net proceeds for general corporate purposes.

In January 2017, the Company issued \$500 million of 2.75% senior notes due 2022 and \$500 million of 4.35% senior notes due 2047. The Company used the net proceeds for general corporate purposes, including the repayment of a \$250 million debt maturity in April 2017.

The Company and certain of its foreign subsidiaries maintain a \$1.5 billion multi-currency five-year unsecured revolving credit facility. The interest rate on this facility is based on LIBOR plus a fixed margin which varies with the Company's credit ratings. This facility expires in November 2020 and requires the Company to maintain certain coverage and leverage ratios which are tested quarterly. There were no borrowings outstanding under this facility at March 31, 2018.

Fair Value of Short-term and Long-term Debt

The estimated fair value of the Company's short-term and long-term debt is provided below. Certain estimates and judgments were required to develop the fair value amounts. The fair value amounts shown below are not necessarily indicative of the amounts that the Company would realize upon disposition, nor do they indicate the Company's intent or need to dispose of the financial instrument.

| (In millions) | March 31, 2018 | | December 31, 2017 | |
|-----------------|--------------------|---------------|----------------------|---------------|
| | Carrying Amount | Fair Value | Carrying Amount | Fair Value |
| Short-term debt | \$512 | \$514 | \$262 | \$264 |
| Long-term debt | \$5,815 | \$5,908 | \$5,225 | \$5,444 |

The fair value of the Company's short-term debt consists primarily of commercial paper and term debt maturing within the next year and its fair value approximates its carrying value. The estimated fair value of a primary portion of the Company's long-term debt is based on discounted future cash flows using current interest rates available for debt with similar terms and remaining maturities. Short- and long-term debt would be classified as Level 2 in the fair value hierarchy.

13. Restructuring Costs

The Company recorded total restructuring costs of \$6 million in the first three months of 2018, primarily for severance at Marsh and Corporate, as well as future rent under non-cancelable leases at Corporate. These costs were incurred in Risk and Insurance Services (\$3 million), Consulting (\$1 million) and Corporate (\$2 million).

Details of the restructuring activity from January 1, 2017 through March 31, 2018, which includes liabilities from actions prior to 2018, are as follows:

| (In millions) | Liability at 1/1/17 | Amounts Accrued | Cash Paid | Other | Liability at 12/31/17 | Amounts Accrued | Cash Paid | Other | Liability at 3/31/18 |
|---|---------------------------|--------------------|--------------|-------|-----------------------------|--------------------|--------------|-------|----------------------------|
| Severance | \$ 32 | \$ 31 | \$(49) | \$ 1 | \$ 15 | \$ 5 | \$(4) | \$(1) | \$ 15 |
| Future rent under non-cancelable leases and other costs | 61 | 9 | (22) | 2 | 50 | 1 | (4) | 1 | 48 |
| Total | \$ 93 | \$ 40 | \$(71) | \$ 3 | \$ 65 | \$ 6 | \$(8) | \$ — | \$ 63 |

The expenses associated with the above initiatives are included in compensation and benefits and other operating expenses in the consolidated statements of income. The liabilities associated with these initiatives are classified on the consolidated balance sheets as accounts payable and accrued liabilities, other liabilities or accrued compensation and employee benefits, depending on the nature of the items.

14. Common Stock

During the first three months of 2018, the Company repurchased approximately 3.0 million shares of its common stock for consideration of \$250 million. In November 2016, the Board of Directors of the Company authorized the Company to repurchase up to \$2.5 billion in shares of the Company's common stock, which superseded any prior authorizations. As of March 31, 2018, the Company remained authorized to repurchase up to approximately \$1.3 billion in shares of its common stock. There is no time limit on the authorization. During the first three months of 2017, the Company repurchased approximately 2.7 million shares of its common stock for consideration of \$200 million.

The Company issued approximately 2.3 million and 3.3 million shares related to stock compensation and employee stock purchase plans during the first three months of 2018 and 2017, respectively.

15. Claims, Lawsuits and Other Contingencies

Litigation Matters

The Company and its subsidiaries are subject to a significant number of claims, lawsuits and proceedings in the ordinary course of business. Such claims and lawsuits consist principally of alleged errors and omissions in connection with the performance of professional services, including the placement of insurance, the provision of actuarial services for corporate and public sector clients, the provision of investment advice and investment management services to pension plans, the provision of advice relating to pension buy-out transactions and the provision of consulting services relating to the drafting and interpretation of trust deeds and other documentation governing pension plans. These claims may seek damages, including punitive and treble damages, in amounts that could be significant. In establishing liabilities for errors and omissions claims in accordance with FASB guidance on Contingencies - Loss Contingencies, the Company uses case level reviews by inside and outside counsel, and internal actuarial analysis by Oliver Wyman Group, a subsidiary of the Company, and other methods to estimate potential losses. A liability is established when a loss is both probable and reasonably estimable. The liability is reviewed quarterly and adjusted as developments warrant. In many cases, the Company has not recorded a liability, other than for legal fees to defend the claim, because we are unable, at the present time, to make a determination that a loss is both probable and reasonably estimable.

To the extent that expected losses exceed our deductible in any policy year, the Company also records an asset for the amount that we expect to recover under any available third-party insurance programs. The Company has varying levels of third-party insurance coverage, with policy limits and coverage terms varying significantly by policy year.

Governmental Inquiries and Enforcement Matters

Our activities are regulated under the laws of the United States and its various states, the European Union and its member states, and the other jurisdictions in which the Company operates.

Risk and Insurance Services Segment

In April 2017, the Financial Conduct Authority in the United Kingdom (the "FCA") commenced a civil competition investigation into the aviation insurance and reinsurance sector. In connection with that investigation, the FCA carried out an on-site inspection at the London office of Marsh Limited, our Marsh and Guy Carpenter operating subsidiary in the United Kingdom. The FCA indicated that it had reasonable grounds for suspecting that Marsh Limited and other participants in the market have been sharing competitively sensitive information within the aviation insurance and reinsurance broking sector.

In October 2017, the Company received a notice that the Directorate-General for Competition of the European Commission had commenced a civil investigation of a number of insurance brokers, including Marsh, regarding "the exchange of commercially sensitive information between competitors in relation to aviation and aerospace insurance and reinsurance broking products and services in the European Economic Area ("EEA"), as well as possible coordination between competitors." In light of the action taken by the European Commission, the FCA informed Marsh Limited at the same time that it has discontinued its investigation under U.K. competition law into the aviation insurance and reinsurance sector.

In July 2017, the Directorate-General for Competition of the European Commission together with the Irish Competition and Consumer Protection Commission conducted on-site inspections at the offices of Marsh and other industry participants in Dublin in connection with an investigation regarding the "possible participation in anticompetitive agreements and/or concerted practices contrary to [E.U. competition law] in the market for commercial motor insurance in the Republic of Ireland."

We are cooperating with these investigations and are conducting our own reviews. As these investigations are at early stages, we are unable to predict their likely timing, outcome or ultimate impact. There can be no assurance that the ultimate resolution of these or any related matters will not have a material adverse effect on our consolidated results of operations, financial condition or cash flows.

In November 2017, the FCA announced the terms of reference for a market study concerning the wholesale insurance broker sector in the United Kingdom, which affects Marsh and Guy Carpenter. The FCA is conducting the study to assess "how effectively competition is working in the wholesale insurance broker sector" and "how brokers influence competition in the underwriting sector." The FCA is expected to publish its interim report by the end of 2018, with a

final report expected in 2019.

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Consulting Segment

In June 2017, the FCA issued a final report in connection with a market study of the U.K. asset management industry, which includes asset managers and investment consultants, including Mercer. Following the report, in September 2017, the FCA announced its decision to refer the investment consultancy and fiduciary management markets to the U.K. Competition & Markets Authority (the "CMA") for a market investigation. The CMA expects to issue its provisional decision in July 2018 and to conclude its investigation of the investment consultancy and fiduciary management markets by March 2019.

In the ordinary course of business, the Company is also subject to other investigations, market studies, subpoenas, lawsuits and other regulatory actions undertaken by governmental authorities.

Other Contingencies-Guarantees

In connection with its acquisition of U.K.-based Sedgwick Group in 1998, the Company acquired several insurance underwriting businesses that were already in run-off, including River Thames Insurance Company Limited ("River Thames"), which the Company sold in 2001. Sedgwick guaranteed payment of claims on certain policies underwritten through the Institute of London Underwriters (the "ILU") by River Thames. The policies covered by this guarantee were reinsured up to £40 million by a related party of River Thames. Payment of claims under the reinsurance agreement is collateralized by segregated assets held in a trust. As of March 31, 2018, the reinsurance coverage exceeded the best estimate of the projected liability of the policies covered by the guarantee. To the extent River Thames or the reinsurer is unable to meet its obligations under those policies, a claimant may seek to recover from the Company under the guarantee.

From 1980 to 1983, the Company owned indirectly the English & American Insurance Company ("E&A"), which was a member of the ILU. The ILU required the Company to guarantee a portion of E&A's obligations. After E&A became insolvent in 1993, the ILU agreed to discharge the guarantee in exchange for the Company's agreement to post an evergreen letter of credit that is available to pay claims by policyholders on certain E&A policies issued through the ILU and incepting between July 3, 1980 and October 6, 1983. Certain claims have been paid under the letter of credit and the Company anticipates that additional claimants may seek to recover against the letter of credit.

* * * *

The pending proceedings described above and other matters not explicitly described in this Note 15 on Claims, Lawsuits and Other Contingencies may expose the Company or its subsidiaries to liability for significant monetary damages, fines, penalties or other forms of relief. Where a loss is both probable and reasonably estimable, the Company establishes liabilities in accordance with FASB guidance on Contingencies - Loss Contingencies. Except as described above, the Company is not able at this time to provide a reasonable estimate of the range of possible loss attributable to these matters or the impact they may have on the Company's consolidated results of operations, financial position or cash flows. This is primarily because these matters are still developing and involve complex issues subject to inherent uncertainty. Adverse determinations in one or more of these matters could have a material impact on the Company's consolidated results of operations, financial condition or cash flows in a future period.

16. Segment Information

The Company is organized based on the types of services provided. Under this structure, the Company's segments are: Risk and Insurance Services, comprising insurance services (Marsh) and reinsurance services (Guy Carpenter); and Consulting, comprising Mercer and Oliver Wyman Group.

The accounting policies of the segments are the same as those used for the consolidated financial statements described in Note 1 to the Company's 2017 Form 10-K. Segment performance is evaluated based on segment operating income, which includes directly related expenses, and charges or credits related to integration and restructuring but not the Company's corporate-level expenses. Revenues are attributed to geographic areas on the basis of where the services are performed.

Selected information about the Company's operating segments for the three-month period ended March 31, 2018 and 2017 are as follows:

| (In millions) | Three Months Ended March 31, | |
|-----------------------------|---------------------------------|-------------------------------|
| | Revenue | Operating Income (Loss) |
| 2018– | | |
| Risk and Insurance Services | \$2,344 ^(a) | \$ 716 |
| Consulting | 1,668 ^(b) | 247 |
| Total Operating Segments | 4,012 | 963 |
| Corporate / Eliminations | (12) | (55) |
| Total Consolidated | \$4,000 | \$ 908 |
| 2017– | | |
| Risk and Insurance Services | \$1,989 ^(a) | \$ 568 |
| Consulting | 1,526 ^(b) | 225 |
| Total Operating Segments | 3,515 | 793 |
| Corporate / Eliminations | (12) | (44) |
| Total Consolidated | \$3,503 | \$ 749 |

^(a) Includes inter-segment revenue of \$1 million in 2018, interest income on fiduciary funds of \$13 million and \$8 million in 2018 and 2017, respectively, and equity method (loss) income of \$(1) million and \$2 million in 2018 and 2017, respectively.

^(b) Includes inter-segment revenue of \$11 million and \$12 million in 2018 and 2017, respectively, interest income on fiduciary funds of \$1 million in both 2018 and in 2017, and equity method income of \$3 million in 2018 and \$4 million in 2017, respectively.

Details of operating segment revenue for the three-month period ended March 31, 2018 and 2017 are as follows:

| (In millions) | Three Months Ended March 31, | |
|-----------------------------------|------------------------------------|---------|
| | 2018 | 2017 |
| Risk and Insurance Services | | |
| Marsh | \$1,703 | \$1,602 |
| Guy Carpenter | 641 | 387 |
| Total Risk and Insurance Services | 2,344 | 1,989 |
| Consulting | | |
| Mercer | 1,171 | 1,077 |
| Oliver Wyman Group | 497 | 449 |
| Total Consulting | 1,668 | 1,526 |
| Total Operating Segments | 4,012 | 3,515 |
| Corporate / Eliminations | (12) | (12) |
| Total | \$4,000 | \$3,503 |

17. New Accounting Guidance

New Accounting Pronouncements Effective January 1, 2018:

The following new accounting standards were adopted using a modified retrospective approach through a cumulative-effect adjustment to retained earnings as of January 1, 2018:

New Revenue Recognition Standard

In May 2014, the FASB issued new accounting guidance related to revenue from contracts with customers. The core principle of the guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The Company adopted the new guidance effective January 1, 2018, using the modified retrospective method, which applies the new guidance beginning with the year of adoption, with the cumulative effect of initially applying the guidance recognized as an adjustment to retained earnings at January 1, 2018. The Company elected to apply the modified retrospective method to all contracts.

The guidance includes requirements to estimate variable or contingent consideration to be received, which will result in revenue being recognized earlier than under legacy GAAP. In addition, the guidance requires the capitalization and amortization of certain costs which were expensed as incurred under legacy GAAP. As discussed in more detail below, the adoption of this new revenue recognition standard will shift revenue among quarters from historical patterns, but is not expected to have a significant year-over-year impact on annual revenue.

Upon adoption of the new revenue standard, the Company recognized significant movement in the quarterly timing of revenue recognized in the Risk and Insurance Services segment. In particular, under the new standard the recognition of revenue for reinsurance broking was accelerated from historical patterns. Estimated revenue from these treaties is recognized largely at the policy effective date at which point control over the services provided by the Company transfers to the client and the client has accepted the services. This resulted in a significant increase in revenue in the first quarter of 2018 compared to the same period in 2017. Prior to the adoption of this standard, revenue related to most reinsurance placements was recognized on the later of billing or effective date as premiums are determined by the primary insurers and attached to the reinsurance treaties. Typically, this resulted in revenue being recognized over a 12 to 18 month period.

The timing of revenue recognition for certain fee based brokerage arrangements will shift among quarters. However, since the vast majority of the Company's fee arrangements involve contracts that cover a single year of services, the Company does not expect there will be a significant change in the amount of revenue recognized in an annual period. In the Risk and Insurance Services segment, certain pre-placement costs are now deferred and amortized into earnings when revenue from the placement is recognized. These costs were previously expensed as incurred. As such, the Company expects the recognition of costs to shift among quarters.

In the Consulting segment, the adoption of the new revenue standard will not have a significant impact on the timing of revenue recognition in quarterly or annual periods.

In Consulting, the Company incurs implementation costs necessary to facilitate the delivery of the contracted services. The Company has concluded that certain additional implementation costs previously expensed under legacy GAAP will be deferred under the new guidance. In addition, the amortization period for these implementation costs will include the initial contract term plus expected renewals.

The cumulative effect of adopting the standard, net of tax, on January 1, 2018 resulted in an increase to the opening balance of retained earnings of \$364 million, with offsetting increases/decreases to other balance sheet accounts, e.g. accounts receivable, other assets and deferred income taxes. The comparative information and prior periods was not restated and will continue to be reported under the legacy accounting standards that were in effect for those periods. The impact of adoption of the new revenue standard on the Company's consolidated income statement was as follows (in millions):

| | Three Months Ended | | |
|--|--------------------|-------------------------|-------------|
| | March 31, 2018 | | |
| | As Reported | Revenue Standard Impact | Legacy GAAP |
| Revenue | \$4,000 | \$ (161) | \$3,839 |
| Expense: | | | |
| Compensation and Benefits | 2,224 | (60) | 2,164 |
| Other Operating Expenses | 868 | — | 868 |
| Operating Expenses | 3,092 | (60) | 3,032 |
| Operating Income | 908 | (101) | 807 |
| Other Net Benefit Credits | 66 | — | 66 |
| Interest Income | 3 | — | 3 |
| Interest Expense | (61) | — | (61) |
| Income Before Income Taxes | 916 | (101) | 815 |
| Income Tax Expense | 220 | (26) | 194 |
| Net Income Before Non-Controlling Interests | 696 | (75) | 621 |
| Less: Net Income Attributable to Non-Controlling Interests | 6 | — | 6 |
| Net Income Attributable to the Company | \$690 | \$ (75) | \$615 |

The impact of adoption of the new revenue standard on the Company's consolidated balance sheet was as follows (in millions):

| | March 31, 2018 | | |
|--|-----------------|-------------------------------|-----------------|
| | As Reported | Revenue Standard Impact | Legacy GAAP |
| ASSETS | | | |
| Current assets: | | | |
| Cash and cash equivalents | \$ 1,168 | \$ — | \$ 1,168 |
| Net receivables | 4,562 | (242) | 4,320 |
| Other current assets | 540 | (294) | 246 |
| Total current assets | 6,270 | (536) | 5,734 |
| Goodwill and intangible assets | 10,450 | — | 10,450 |
| Fixed assets, net | 713 | — | 713 |
| Pension related assets | 1,857 | — | 1,857 |
| Deferred tax assets | 554 | 119 | 673 |
| Other assets | 1,535 | (231) | 1,304 |
| TOTAL ASSETS | \$21,379 | \$ (648) | \$20,731 |
| LIABILITIES AND EQUITY | | | |
| Current liabilities: | | | |
| Short-term debt | \$512 | \$ — | \$512 |
| Accounts payable and accrued liabilities | 2,343 | (176) | 2,167 |
| Accrued compensation and employee benefits | 813 | — | 813 |
| Accrued income taxes | 261 | — | 261 |
| Dividends payable | 193 | — | 193 |
| Total current liabilities | 4,122 | (176) | 3,946 |
| Fiduciary liabilities | 5,140 | — | 5,140 |
| Less - cash and investments held in a fiduciary capacity | (5,140) | — | (5,140) |
| | — | — | — |
| Long-term debt | 5,815 | — | 5,815 |
| Pension, post-retirement and post-employment benefits | 1,842 | — | 1,842 |
| Liabilities for errors and omissions | 312 | — | 312 |
| Other liabilities | 1,267 | (33) | 1,234 |
| Total equity | 8,021 | (439) | 7,582 |
| TOTAL LIABILITIES AND EQUITY | \$21,379 | \$ (648) | \$20,731 |

The impact of adoption of the new revenue standard on the Company's consolidated statement of cash flow was as follows (in millions):

| | Three Months Ended | | |
|--|--------------------|-------------------------|-------------|
| | March 31, 2018 | | |
| | As Reported | Revenue Standard Impact | Legacy GAAP |
| Operating cash flows: | | | |
| Net income before non-controlling interests | \$696 | \$ (75) | \$621 |
| Adjustments to reconcile net income to cash used for operations: | | | |
| Depreciation and amortization of fixed assets and capitalized software | 80 | — | 80 |
| Amortization of intangible assets | 45 | — | 45 |
| Adjustments and payments related to contingent consideration liability | (5) | — | (5) |
| Provision for deferred income taxes loss on disposal of assets | 11 | — | 11 |
| Gain on disposition of assets | (1) | — | (1) |
| Share-based compensation expense | 50 | — | 50 |
| Changes in assets and liabilities: | | | |
| Net receivables | (357) | 174 | (183) |
| Other current assets | 2 | (24) | (22) |
| Other assets | (32) | (11) | (43) |
| Accounts payable and accrued liabilities | 135 | (54) | 81 |
| Accrued compensation and employee benefits | (905) | — | (905) |
| Accrued income taxes | 61 | — | 61 |
| Contributions to pension excess of expense/credit | (96) | — | (96) |
| Other liabilities | 17 | (10) | 7 |
| Effect of exchange rate changes | (65) | — | (65) |
| Net cash used for operations | \$(364) | \$ — | \$(364) |

The adoption of the revenue recognition standard did not have an impact on the Company's financing or investing cash flows.

Other Standards Adopted Effective January 1, 2018 using the modified retrospective approach

In January 2016, the FASB issued new guidance intended to improve the recognition and measurement of financial instruments. The new guidance requires investments in equity securities (except those accounted for under the equity method of accounting, or those that result in consolidation of the investee) to be measured at fair value with changes in fair value recognized in net income; requires public business entities to use the exit price notion when measuring the fair value of financial instruments for disclosure purposes; requires separate presentation of financial assets and financial liabilities by measurement category and form of financial asset (i.e., securities or loans and receivables) on the balance sheet or the accompanying notes to the financial statements; eliminates the requirement for public business entities to disclose the method(s) and significant assumptions used to estimate the fair value that is required to be disclosed for financial instruments measured at amortized cost on the balance sheet; and requires a reporting organization to present separately in other comprehensive income the portion of the total change in the fair value of a liability resulting from a change in the instrument-specific credit risk (also referred to as "own credit") when the organization has elected to measure the liability at fair value in accordance with the fair value option for financial instruments. The new guidance was effective for public companies for fiscal years beginning after December 15, 2017, including interim periods within those fiscal years. The Company holds certain equity investments that under legacy GAAP were previously treated as available for sale securities, whereby the mark-to-market change was recorded to other comprehensive income in its consolidated balance sheet. The Company adopted the new accounting guidance, effective January 1, 2018, recording a cumulative-effect adjustment increase to retained earnings as of the beginning of the period of adoption of \$14 million, reflecting the

reclassification of cumulative unrealized gains, net of tax as of December 31, 2017 from accumulated other comprehensive income to retained earnings. Therefore, prior periods have not been restated.

In October 2016, the FASB also issued new guidance which requires an entity to recognize the income tax consequences of an intra-entity transfer of an asset other than inventory when the transfer occurs. The new guidance eliminates the exception for an intra-entity transfer of an asset other than inventory. The new guidance is effective for public companies for fiscal years beginning after December 15, 2017, including interim periods within those fiscal years. The new guidance must be applied on a modified retrospective basis through a cumulative-effect adjustment to retained earnings as of the beginning of the period of adoption. The Company adopted the new guidance, effective January 1, 2018, recording a cumulative-effect adjustment decrease to retained earnings of approximately \$14 million as of the beginning of the period of adoption.

The impact on the Company's balance sheet as of January 1, 2018 related to the adoption of the accounting standards using the modified retrospective approach as discussed above is as follows:

| | Balance at December 31, 2017 | Adjustments | | | Balance at January 1, 2018 |
|--|------------------------------------|------------------------|--------------------------|--------------------------|-------------------------------------|
| | | Revenue Recognition | Financial Instruments | Intra-Entity Transfer | |
| Balance Sheet | | | | | |
| Assets | | | | | |
| Net Receivables | \$ 4,133 | \$ 68 | \$ — | \$ — | \$ 4,201 |
| Other Current Assets | 224 | 318 | — | — | 542 |
| Other Assets | 1,430 | 226 | — | — | 1,656 |
| Deferred Tax Assets | 669 | (103) | — | (14) | 552 |
| Liabilities | | | | | |
| Accounts Payable and Accrued Liabilities | 2,083 | 122 | — | — | 2,205 |
| Other Liabilities | 1,311 | 23 | — | — | 1,334 |
| Equity | | | | | |
| Other Accumulated Comprehensive Income | — | — | (14) | — | (14) |
| Retained Earnings | \$ 13,140 | \$ 364 | \$ 14 | \$ (14) | \$ 13,504 |

Cumulative effect adjustment related to the adoption of the revenue recognition standard

The cumulative effect adjustment recorded to net receivables is primarily related to contingent brokerage revenue and reinsurance revenue placements. Under the new guidance, the Company is required to record an estimate of variable or contingent consideration earlier than under the previous rules. Also under the new guidance, revenue related to most reinsurance placements is accelerated versus previous patterns.

The cumulative effect adjustments also includes the capitalization of costs to fulfill and costs to obtain that are included in other current assets and other assets, respectively. These costs were previously expensed as incurred. The adjustment to accounts payable and accrued liabilities includes deferred revenue related to the timing of fee revenue recognition for fee based arrangements and certain post placement servicing costs, primarily related to reinsurance brokerage costs that were previously expensed as incurred.

Adoption of amended accounting standard using the retrospective application approach

Effective January 1, 2018, the Company adopted new guidance that changes the presentation of net periodic pension cost and net periodic postretirement cost ("net periodic benefit costs"). The new guidance requires employers to report the service cost component of net periodic benefit costs in the same line item as other compensation costs in the income statement. The other components of net periodic benefit costs are required to be presented in the income statement separately from the service cost component and outside a subtotal of income from operations. The guidance is effective for annual periods beginning after December 15, 2017, including interim periods within those annual periods. The new guidance requires retrospective application for the presentation of the service cost component and the other components of net periodic benefit costs. Accordingly, we have reclassified prior period information in the consolidated results of operations, segment data and related disclosures contained in our management's discussion and

analysis and notes to the consolidated financial statements to reflect the retrospective adoption of this standard.

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Other accounting standards adopted effective January 1, 2018

In November 2016, the FASB issued new guidance which requires that a statement of cash flows explain the change during the period in the total of cash, cash equivalents and amounts generally described as restricted cash or restricted cash equivalents. As a result, amounts generally described as restricted cash and restricted cash equivalents should be included with cash and cash equivalents when reconciling the beginning-of-period and end-of-period total amounts shown on the statement of cash flows. The Company adopted this guidance, which is required to be applied retrospectively to all periods presented, effective January 1, 2018. The adoption of this guidance did not impact the Company's consolidated balance sheets or consolidated statements of cash flows.

In August 2016, the FASB issued new guidance which adds or clarifies guidance on the classification of certain cash receipts and payments in the statement of cash flows, including cash payments for debt prepayments or debt extinguishment costs, contingent consideration payments made after a business combination and distributions received from equity method investees. The Company adopted this guidance effective January 1, 2018. The adoption of this guidance did not impact the Company's consolidated statements of cash flows.

In January 2017, the FASB issued guidance which clarifies the definition of a business in order to assist companies with evaluating whether transactions should be accounted for as acquisitions (or disposals) of assets or businesses. The Company adopted this guidance effective January 1, 2018. The adoption of this standard did not have an impact on the Company's financial position or results of operations.

New Accounting Pronouncements Not Yet Adopted

In January 2017, the FASB issued new guidance to simplify the test for goodwill impairment. The new guidance eliminates the second step in the current two-step goodwill impairment process, under which a goodwill impairment loss is measured by comparing the implied fair value of a reporting unit's goodwill with the carrying amount of that goodwill for that reporting unit. The new guidance requires a one-step impairment test, in which the goodwill impairment charge is based on the amount by which the carrying amount exceeds the reporting unit's fair value; however, the loss recognized should not exceed the total amount of goodwill allocated to that reporting unit. An entity still has the option to perform the qualitative assessment for a reporting unit to determine if the quantitative impairment test is necessary. The guidance should be applied on a prospective basis with the nature of and reason for the change in accounting principle disclosed upon transition. The guidance is effective for annual or any interim goodwill impairment tests in fiscal years beginning after December 15, 2019. Early adoption is permitted. The Company does not expect the adoption of this standard to have a material impact on its financial position or results of operations.

In February 2016, the FASB issued new guidance intended to improve financial reporting for leases. Under the new guidance, a lessee will be required to recognize assets and liabilities for leases with lease terms of more than 12 months. Consistent with current GAAP, the recognition, measurement, and presentation of expenses and cash flows arising from a lease by a lessee primarily will depend on its classification as a financing or operating lease. However, unlike current GAAP, which requires that only capital leases be recognized on the balance sheet, the new guidance requires that both types of leases be recognized on the balance sheet. The new guidance will require additional disclosures to help investors and other financial statement users better understand the amount, timing, and uncertainty of cash flows arising from leases. These disclosures include qualitative and quantitative requirements, and additional information about the amounts recorded in the financial statements. The accounting by organizations that own the assets ("lessor") leased by the lessee will remain largely unchanged from current GAAP. However, the guidance contains targeted improvements that are intended to align, where necessary, lessor accounting with the lessee accounting model. The new guidance on leases is effective for public companies for fiscal years, and interim periods within those fiscal years, beginning after December 15, 2018. Early application is permitted. The Company is currently evaluating the impact the adoption of the guidance will have on its financial position and results of operations, but expects material "right of use" assets and lease liabilities to be recorded on its consolidated balance sheets.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.

General

Marsh & McLennan Companies, Inc. and its consolidated subsidiaries (the "Company") is a global professional services firm offering clients advice and solutions in risk, strategy and people. Its businesses include: Marsh, the insurance broker, intermediary and risk advisor; Guy Carpenter, the risk and reinsurance specialist; Mercer, the provider of HR and Investment related financial advice and services; and Oliver Wyman Group, the management, economic and brand consultancy. With nearly 65,000 colleagues worldwide and annual revenue of more than \$14 billion, the Company provides analysis, advice and transactional capabilities to clients in more than 130 countries. The Company operates through two segments:

Risk and Insurance Services includes risk management activities (risk advice, risk transfer and risk control and mitigation solutions) as well as insurance and reinsurance broking and services. The Company conducts business in this segment through Marsh and Guy Carpenter.

Consulting includes wealth, health and career consulting services and products, and specialized management, economic and brand consulting services. The Company conducts business in this segment through Mercer and Oliver Wyman Group.

A reconciliation of segment operating income to total operating income is included in Note 16 to the consolidated financial statements included in Part I Item 1 in this report. The accounting policies used for each segment are the same as those used for the consolidated financial statements.

Consolidated Results of Operations

| | Three Months Ended March 31, | |
|---|------------------------------------|---------|
| (In millions, except per share figures) | 2018 | 2017 |
| Revenue | \$4,000 | \$3,503 |
| Expense: | | |
| Compensation and Benefits | 2,224 | 2,005 |
| Other Operating Expenses | 868 | 749 |
| Operating Expenses | 3,092 | 2,754 |
| Operating Income | 908 | 749 |
| Net Income Before Non-Controlling Interests | 696 | 578 |
| Net Income Attributable to the Company | \$690 | \$569 |
| Net Income Per Share Attributable to the Company: | | |
| Basic | \$1.36 | \$1.10 |
| Diluted | \$1.34 | \$1.09 |
| Average Number of Shares Outstanding: | | |
| Basic | 508 | 515 |
| Diluted | 514 | 522 |
| Shares outstanding at March 31, | 508 | 515 |

As discussed in Note 3 to the consolidated financial statements included in Item I, Part I, effective January 1, 2018, the Company adopted new accounting guidance related to revenue recognition. The new guidance was adopted using the modified retrospective method, which applies the guidance beginning with the year of adoption, with the cumulative effect of initially applying the guidance recognized as an adjustment to retained earnings at January 1, 2018. The comparative information has not been restated and continues to be reported under the prior accounting standards that were in effect for those periods.

As a result of applying the new revenue standard on January 1, 2018, the Company recognized significant changes in the quarterly timing of revenue recognized in the Risk and Insurance Service segment. In particular, under the new standard the recognition of revenue in the Company's reinsurance broking operations was accelerated from historical patterns, resulting in a significant increase in revenue in the first quarter of 2018 compared to the same period in 2017.

Prior to the adoption of this standard, revenue related to most reinsurance placements was recognized on the later of billing or effective date. Typically, this resulted in revenue being recognized over a 12 to

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18 month period. Under the new guidance, estimated revenue from these treaties will be recognized largely at the policy effective date.

In the insurance brokerage operations, revenue from commission based arrangements will continue to be recorded at the policy effective date, while the timing of revenue recognition for certain fee based arrangements will shift among quarters. However, since the vast majority of our fee arrangements involve contracts that cover a single year of services, the Company does not expect there will be a significant change in the amount of revenue recognized in an annual period.

In the Risk and Insurance Services segment, certain pre-placement costs will be deferred and amortized into earnings when the revenue from the placement is recognized. These costs were previously expensed as incurred. As such, the Company expects the recognition of costs to shift among quarters.

In the Consulting segment, the adoption of the new revenue standard will not have a significant impact on the timing of revenue recognition in quarterly or annual periods.

The Company's consolidated operating income of \$908 million in the first quarter of 2018 increased 21% compared to the prior year period. This reflects increases of 14% related to the impact of applying the new revenue recognition standard, 4% related to the impact of foreign currency translation, 2% from the impact of acquisitions and 2% on an underlying basis. Diluted net income per share attributable to the Company increased 23% when compared to prior year period, reflecting the items discussed above, the impact of a lower effective tax rate in 2018 compared to 2017 due to U.S. tax reform, as well as a 2% decrease in the average number of diluted shares outstanding. The number of shares issued related to the vesting of share awards and exercise of employee stock options was more than offset by shares repurchased over the past four quarters.

See Note 17 to the consolidated financial statements for the reconciliation of the impact of applying new revenue guidance on the consolidated statement of income for the quarter ended March 31, 2018.

Consolidated Revenue and Expense

Revenue - Components of Change

The Company conducts business in more than 130 countries. As a result, foreign exchange rate movements may impact period-to-period comparisons of revenue. Similarly, certain other items such as the revenue impact of acquisitions and dispositions, including transfers among businesses, may impact period-to-period comparisons of revenue. In addition, as described in Note 17 to the consolidated financial statements, the Company adopted new accounting guidance related to revenue recognition, which had a significant impact on the timing of revenue recognition. Underlying revenue measures the change in revenue from one period to another by isolating these impacts. The impact of foreign currency exchange fluctuations, acquisitions and dispositions, including transfers among businesses, and the adoption of the new revenue recognition guidance on the Company's operating revenues by segment was as follows:

| (In millions) | Three Months Ended March 31, | | % Change GAAP Revenue | | Components of Revenue Change* | | | Underlying Revenue | |
|---|------------------------------|---------|-----------------------|---------|-------------------------------|--|-------------------------|--------------------|---------|
| | 2018 | 2017 | Revenue | Revenue | Currency Impact | Acquisitions/ Dispositions/ Other Impact | Revenue Standard Impact | Revenue | Revenue |
| Risk and Insurance Services | | | | | | | | | |
| Marsh | \$1,694 | \$1,596 | 6 % | 4 % | 3 % | (3)% | 2 % | | |
| Guy Carpenter | 637 | 385 | 66 % | 2 % | — | 56 % | 7 % | | |
| Subtotal | 2,331 | 1,981 | 18 % | 4 % | 2 % | 9 % | 3 % | | |
| Fiduciary Interest Income | 13 | 8 | | | | | | | |
| Total Risk and Insurance Services | 2,344 | 1,989 | 18 % | 4 % | 2 % | 8 % | 3 % | | |
| Consulting | | | | | | | | | |
| Mercer | 1,171 | 1,077 | 9 % | 4 % | — | (1)% | 5 % | | |
| Oliver Wyman Group | 497 | 449 | 11 % | 5 % | — | — | 6 % | | |
| Total Consulting | 1,668 | 1,526 | 9 % | 5 % | — | — | 5 % | | |
| Corporate / Eliminations | (12) | (12) | | | | | | | |
| Total Revenue | \$4,000 | \$3,503 | 14 % | 4 % | 1 % | 5 % | 4 % | | |
| (In millions) | Three Months Ended March 31, | | % Change GAAP Revenue | | Components of Revenue Change* | | | Underlying Revenue | |
| | 2018 | 2017 | Revenue | Revenue | Currency Impact | Acquisitions/ Dispositions/ Other Impact | Revenue Standard Impact | Revenue | Revenue |
| Marsh: | | | | | | | | | |
| EMEA | | \$643 | \$589 | 9 % | 10 % | — | — | (2)% | |
| Asia Pacific | | 164 | 152 | 8 % | 4 % | — | — | 4 % | |
| Latin America | | 84 | 80 | 5 % | (1)% | — | — | 6 % | |
| Total International | | 891 | 821 | 8 % | 8 % | — | — | — | |
| U.S. / Canada | | 803 | 775 | 4 % | — | 6 % | (6)% | 3 % | |
| Total Marsh | | \$1,694 | \$1,596 | 6 % | 4 % | 3 % | (3)% | 2 % | |
| Mercer: | | | | | | | | | |
| Defined Benefit Consulting & Administration | | \$339 | \$334 | 2 % | 6 % | — | — | (4)% | |
| Investment Management & Related Services | | 226 | 186 | 21 % | 5 % | 1 % | — | 15 % | |
| Total Wealth | | 565 | 520 | 9 % | 6 % | — | — | 3 % | |
| Health | | 442 | 415 | 6 % | 3 % | (2)% | (2)% | 7 % | |
| Career | | 164 | 142 | 15 % | 4 % | 7 % | — | 4 % | |
| Total Mercer | | \$1,171 | \$1,077 | 9 % | 4 % | — | (1)% | 5 % | |

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, changes in estimate

methodology and the impact of the new revenue standard.

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

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Revenue

Consolidated revenue for the first quarter of 2018 was \$4 billion, an increase of 14%, or 4% on an underlying basis, with increases of 5% related to applying the new revenue recognition standard, 1% from the impact of acquisitions and 4% from the impact of foreign currency translation.

Revenue in the Risk and Insurance Services segment for the first quarter of 2018 was \$2.3 billion, an increase of 18% from the same quarter of the prior year and 3% on an underlying basis. The revenue increase also reflects increases of 8% from applying the new revenue recognition standard, 4% from the impact of foreign currency translation and 2% from acquisitions. Consulting revenue of \$1.7 billion in the first quarter of 2018 increased 9%, or 5% on an underlying basis. The application of the new revenue recognition standard had a negligible impact on Consulting revenue in the quarter, while the impact of foreign currency translation increased revenue by 5% in the first quarter of 2018 as compared to the same period last year.

Operating Expense

Consolidated operating expense in the first quarter increased 12% compared with the same period last year, reflecting increases of 4% increase on an underlying basis, 4% from the impact of foreign currency translation, 2% from applying the new revenue recognition standard and 1% from acquisitions. The increase in underlying expenses is primarily due to higher base salaries, asset based fees, recoverable expenses, outside service costs and taxes and general insurance costs.

Risk and Insurance Services

The results of operations for the Risk and Insurance Services segment are presented below:

| For the Three Months Ended March 31, | Three Months | |
|--------------------------------------|--------------|----------|
| (In millions) | 2018 | 2017 |
| Revenue | \$2,344 | \$1,989 |
| Compensation and Benefits | 1,168 | 1,025 |
| Other Operating Expenses | 460 | 396 |
| Expense | 1,628 | 1,421 |
| Operating Income | \$716 | \$568 |
| Operating Income Margin | 30.5 | % 28.6 % |

Revenue

Revenue in the Risk and Insurance Services segment in the first quarter of 2018 was \$2.3 billion, an increase of 18% as compared to the same period last year, reflecting a 3% increase in underlying revenue, an 8% increase related to the impact of the new revenue recognition standard, a 2% increase related to acquisitions and a 4% increase related to the impact of foreign currency translation.

In Marsh, revenue in the first quarter of 2018 was \$1.7 billion, an increase of 6% compared with the same quarter of the prior year, reflecting an increase in underlying revenue of 2%, a 3% increase from acquisitions and a 4% increase related to the impact of foreign currency translation partially offset by a decrease of 3% related to the impact of the new revenue recognition standard. Revenue in international operations was flat on an underlying basis, with growth of 4% in Asia Pacific and 6% in Latin America partly offset by a decrease of 2% in EMEA. In U.S./Canada, underlying revenue increased 3% compared to prior year. Guy Carpenter's first quarter revenue increased 66%, or 7% on an underlying basis. Guy Carpenter's revenue in 2018 reflects a 56% increase related to the impact of the new revenue recognition standard and a 2% increase related to the impact of foreign currency translation.

Expense

Expenses in the Risk and Insurance Services segment increased 15% in the first quarter of 2018 compared with the same period last year, reflecting increases of 4% in underlying expenses, 2% related to acquisitions, 4% from the impact of foreign currency translation and 4% related to the application of the new revenue recognition standard. The increase in underlying expenses is primarily due to higher base salaries, outside service costs and taxes and general insurance costs.

Consulting

The results of operations for the Consulting segment are presented below:

| For the Three Months Ended March 31, | Three Months | |
|--------------------------------------|--------------|----------|
| (In millions) | 2018 | 2017 |
| Revenue | \$1,668 | \$1,526 |
| Compensation and Benefits | 956 | 891 |
| Other Operating Expenses | 465 | 410 |
| Expense | 1,421 | 1,301 |
| Operating Income | \$247 | \$225 |
| Operating Income Margin | 14.8 | % 14.7 % |

Revenue

Revenue in the Consulting segment in the first quarter of 2018 was \$1.7 billion, an increase of 9% compared to the same period last year, reflecting a 5% increase in underlying revenue and a 5% increase from the impact of foreign currency translation. The new revenue recognition standard had a negligible impact on Consulting revenue in the first quarter of 2018.

Mercer's revenue of approximately \$1.2 billion increased 9% compared to the prior year, reflecting a 5% increase on an underlying basis, and a 4% increase from the impact of foreign currency translation, partly offset by a decrease of 1% related to the new revenue recognition standard. On an underlying basis, revenue in Health increased 7%, Career increased 4%, and Wealth increased 3%. Within Wealth, Investment Management & Related Services increased 15% and Defined Benefit Consulting & Administration decreased 4% compared to the same period last year. Oliver Wyman's revenue increased 11% to \$497 million in the first quarter of 2018 compared to the same period last year, reflecting a 6% increase on an underlying basis and a 5% increase from the impact of foreign currency translation. The new revenue recognition standard did not have an impact on Oliver Wyman's revenue in the quarter.

Expense

Consulting expenses in the first quarter of 2018 increased 9% as compared to the first quarter of 2017. This reflects an underlying expense increase of 5% and a 4% increase from the impact of foreign currency translation. The increase in underlying expenses is primarily due to higher base salaries, asset-based fees, outside service costs and recoverable expenses partly offset by lower incentive compensation costs.

Corporate and Other

Corporate expenses were \$55 million and \$44 million for the first quarter of 2018 and 2017, respectively. The increase in expenses is primarily due to one-time bonus payments related to U.S. tax reform and higher incentive compensation costs.

Interest

Interest income earned on corporate funds was \$3 million in the first quarter of 2018 compared with \$2 million for the same period in 2017. Interest expense increased \$3 million in the first quarter of 2018 compared with the first quarter of 2017. The increase in interest expense is primarily due to higher average debt outstanding in 2018.

Investment Income

The caption "Investment income" in the consolidated statements of income comprises realized and unrealized gains and losses from investments. It includes, when applicable, other-than-temporary declines in the value of debt securities, mark-to-market increases/decreases in equity investments with readily determinable fair values and equity method gains or losses on its investments in private equity funds. The Company's investments may include direct investments in insurance, consulting or other strategically linked companies and investments in private equity funds. As discussed in Note 17 to the consolidated financial statements, effective January 1, 2018, the Company adopted a new accounting standard prospectively, that requires equity investments (except those accounted for under the equity method of accounting, or those that result in consolidation of the investee) to be measured at fair value with changes in fair value recognized in net income. The Company holds certain equity investments that under legacy GAAP were previously treated as available for sale securities, whereby the mark-to-market change was recorded to other comprehensive income in its consolidated balance sheet. The Company recorded a cumulative-effect

adjustment increase to retained earnings as of the beginning of the period of adoption of \$14 million, reflecting the reclassification of cumulative unrealized gains, net of tax, as of December 31, 2017 from other comprehensive income to retained earnings. Therefore, prior periods have not been restated.

The Company had a net investment loss of less than \$1 million in the first quarter of 2018 compared to a net investment gain of less than \$1 million for the same period in 2017. During the first quarter of 2018, equity method gains of \$7 million related to the Company's investments in private equity funds were offset by mark-to-market losses on certain equity investments with readily determinable market values.

Income Taxes

On December 22, 2017, the U.S. enacted tax legislation commonly known as the "Tax Cuts and Jobs Act" (the "TCJA") that significantly changed the U.S. Internal Revenue Code of 1986, as amended. The TCJA generally became effective on January 1, 2018. The TCJA provided for a reduction in the U.S. corporate tax rate to 21% and the creation of a broadly territorial tax system. The TCJA also changed the deductibility of certain expenses, primarily executive officers' compensation. In the fourth quarter of 2017, the Company recorded a provisional charge of \$460 million related to the enactment of the TCJA. As discussed in Note 2 to the consolidated financial statements, this provisional charge may be adjusted in 2018. The TCJA provided for a transition to the territorial system via a transition tax on undistributed earnings of non-U.S. subsidiaries. The Company recorded a provisional charge of \$240 million in the fourth quarter of 2017 as an estimate of U.S. transition taxes and ancillary effects, including state taxes and foreign withholding taxes related to the change in permanent reinvestment status with respect to our pre-2018 foreign earnings. This transition tax is payable over eight years. The reduction of the U.S. corporate tax rate from 35% to 21% reduced the value of the U.S. deferred tax assets and liabilities. Accordingly, a charge of \$220 million was recorded in the fourth quarter of 2017. Adjustments during the quarter to the provisional estimates of transition taxes and U.S. deferred tax assets and liabilities increased income tax expense by \$3 million. These estimates may be further adjusted during 2018 after the Company has finalized its analysis of all the relevant information.

The Company's effective tax rate in the first quarter of 2018 was 23.9% compared to 23.3% in the first quarter of 2017. The rate in the first quarter of 2018 reflects ongoing impacts of the TCJA, primarily the reduced 21% U.S. statutory rate largely offset by higher estimated costs from the new territorial system and greater disallowance of compensation and entertainment deductions. The rate in the first quarter of 2017 reflects foreign operations taxed at rates below the 35% U.S. statutory tax rate, including the effect of repatriation. The tax rates in both periods reflect the impact of discrete tax matters such as excess tax benefits related to share-based compensation, tax legislation, and nontaxable adjustments to contingent acquisition consideration. The excess tax benefit related to share based payments is the most significant discrete item, reducing the effective tax rate by 2.4% and 5.8% in the first quarters of 2018 and 2017, respectively.

The effective tax rate is sensitive to the geographic mix and repatriation of the Company's earnings, which may result in higher or lower tax rates. Combined U.S. federal and state corporate tax rates exceed tax rates applicable in many jurisdictions outside the U.S. A significant portion of the Company's profits are earned outside the U.S. In 2018, the forecasted pre-tax income in the U.K., Barbados, Canada, Australia, Ireland and Germany is expected to account for approximately 60% of the Company's total non-U.S. pre-tax income, with estimated effective tax rates in those countries of 23%, 0.4%, 27%, 30%, 12% and 32%, respectively.

Losses in one jurisdiction cannot generally offset earnings in another, and within certain jurisdictions, profits and losses may not offset between entities. Consequently, losses in certain jurisdictions may require valuation allowances affecting the effective tax rate, depending on estimates of the realizability of associated deferred tax assets. The tax rate is also sensitive to changes in unrecognized tax benefits, including the impact of settled tax audits and expired statutes of limitation.

Changes in tax laws or tax rulings may have a significant impact on our effective tax rate. The Company reports a liability for unrecognized tax benefits resulting from uncertain tax positions taken or expected to be taken in tax returns. The Company's gross unrecognized tax benefits decreased from \$71 million at December 31, 2017 to \$70 million at March 31, 2018 due to settlements of audits and expirations of statutes of limitation, partially offset by current accruals. We expect that the total amount of unrecognized tax benefits may decrease between zero and approximately \$4 million within the next twelve months due to settlements of audits and expirations of statutes of

limitation.

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Liquidity and Capital Resources

The Company is organized as a legal entity separate and distinct from its operating subsidiaries. As the Company does not have significant operations of its own, the Company is dependent upon dividends and other payments from its operating subsidiaries to pay principal and interest on its outstanding debt obligations, pay dividends to stockholders, repurchase its shares and pay corporate expenses. The Company also provides financial support to its operating subsidiaries for acquisitions, investments and certain parts of their business that require liquidity, such as the capital markets business of Guy Carpenter. Other sources of liquidity include borrowing facilities discussed below in "Financing Cash Flows".

The Company derives a significant portion of its revenue and operating profit from operating subsidiaries located outside of the United States. Funds from those operating subsidiaries are regularly repatriated to the United States out of annual earnings. At March 31, 2018, the Company had approximately \$1 billion of cash and cash equivalents in its foreign operations, which includes \$183 million of operating funds required to be maintained for regulatory requirements or as collateral under certain captive insurance arrangements. The Company expects to continue its practice of repatriating foreign funds from its non-U.S. operating subsidiaries out of current annual earnings, and with respect to repatriating 2017 and prior earnings, it is in the process of fully evaluating such factors as its short- and long-term capital needs, acquisition and borrowing strategies, and the availability of cash for repatriation for each of its subsidiaries as it considers its permanent reinvestment assertions going forward in light of the enactment at the end of 2017 of the TCJA.

In the first three months of 2018, the Company recorded foreign currency translation adjustments which increased net equity by approximately \$223 million. A weakening of the U.S. dollar against foreign currencies would increase the translated U.S. dollar value of the Company's net investments in its non-U.S. subsidiaries, as well as the translated U.S. dollar value of cash repatriations from those subsidiaries.

Cash and cash equivalents on our consolidated balance sheets includes funds available for general corporate purposes. Funds held on behalf of clients in a fiduciary capacity are segregated and shown separately in the consolidated balance sheets as an offset to fiduciary liabilities. Fiduciary funds cannot be used for general corporate purposes, and should not be considered as a source of liquidity for the Company.

Operating Cash Flows

The Company used \$364 million of cash from operations for the three month period ended March 31, 2018, compared to \$399 million used for operations in the first three months of 2017. These amounts reflect the net income of the Company during those periods, excluding gains or losses from investments, adjusted for non-cash charges and changes in working capital which relate primarily to the timing of payments of accrued liabilities and pension plan contributions or receipts of assets.

Pension Related Items

Contributions

The Company's policy for funding its tax-qualified defined benefit plans is to contribute amounts at least sufficient to meet the funding requirements set forth in the applicable laws or regulations of the U.S. and other jurisdictions. During the first three months of 2018, the Company contributed \$26 million to its non-U.S. defined benefit pension plans and \$7 million to its U.S. defined benefit pension plans. In the first three months of 2017, the Company contributed \$49 million to its non-U.S. defined benefit pension plans and \$7 million to its U.S. defined benefit pension plans.

In the U.S., contributions to the tax-qualified defined benefit plans are based on ERISA guidelines and the Company generally expects to maintain a funded status of 80% or more of the liability determined under the ERISA guidelines. Outside the U.S., the Company has a large number of defined benefit pension plans, the largest of which are in the U.K., which comprise approximately 81% of non-U.S. plan assets at December 31, 2017. Contribution rates for non-U.S. plans are generally based on local funding practices and statutory requirements, which may differ significantly from measurements under U.S. GAAP. In the U.K., the assumptions used to determine pension contributions are the result of legally-prescribed negotiations between the Company and the plans' trustee that typically occur every three years in conjunction with the actuarial valuation of the plans. Currently, this results in a lower funded status than under U.S. GAAP and may result in contributions irrespective of the U.S. GAAP funded

status. In November 2016, the Company and the Trustee of the U.K. defined benefits plans agreed to a funding deficit recovery plan for the U.K. defined benefit pension plans. The current agreement with the Trustee sets out the annual deficit contributions which would be due based on the deficit at December 31, 2015. The funding level is subject to re-assessment, in most cases on November 1 of each year. If the funding level on November 1 is sufficient, no deficit

funding contributions will be required in the following year, and the contribution amount will be deferred. The funding level was re-assessed on November 1, 2017 and no deficit funding contributions are required in 2018. The funding level will be re-assessed on November 1, 2018. As part of a long-term strategy, which depends on having greater influence over asset allocation and overall investment decisions, in November 2016 the Company renewed its agreement to support annual deficit contributions by the U.K. operating companies under certain circumstances, up to GBP 450 million over a seven-year period.

The Company expects to fund an additional \$56 million to its non-U.S. defined benefit plans over the remainder of 2018, comprising approximately \$48 million to plans outside of the U.K. and \$8 million to the U.K. plans. The Company also expects to fund an additional \$20 million to its U.S. defined benefit plans during the remainder of 2018.

Funding amounts may be influenced by future asset performance, the level of discount rates and other variables impacting the funded status of the plan.

Changes in Pension Plans

In March 2017, the Company modified its defined benefit pension plans in Canada to discontinue further benefit accruals for participants after December 31, 2017 and replaced them with a defined contribution arrangement. The Company also amended its post-retirement benefits plan in Canada so that individuals who retire after April 1, 2019 will not be eligible to participate, except in certain situations. The Company re-measured the assets and liabilities of the plans, based on assumptions and market conditions on the amendment date.

Financing Cash Flows

Net cash provided by financing activities was \$294 million for the three-month period ended March 31, 2018, compared with \$697 million of net cash provided by such activities for the same period in 2017.

Debt

The Company has established a short-term debt financing program of up to \$1.5 billion through the issuance of commercial paper. The proceeds from the issuance of commercial paper are used for general corporate purposes. The Company had \$249 million of commercial paper outstanding at March 31, 2018 at an effective interest rate of 2.44%. In March 2018, the Company issued \$600 million of 4.20% senior notes due 2048. The Company used the net proceeds for general corporate purposes.

In January 2017, the Company issued \$500 million of 2.75% senior notes due in 2022 and \$500 million of 4.35% senior notes due in 2047. The Company used the net proceeds for general corporate purposes, which included the repayment of \$250 million of senior notes in April 2017.

Credit Facilities

The Company and certain of its subsidiaries maintain a \$1.5 billion multi-currency five-year unsecured revolving credit facility. The interest rate on this facility is based on LIBOR plus a fixed margin which varies with the Company's credit ratings. This facility expires in November 2020 and requires the Company to maintain certain coverage and leverage ratios which are tested quarterly. There were no borrowings outstanding under this facility at March 31, 2018.

The Company's senior debt is currently rated A- by Standard & Poor's and Baa1 by Moody's. The Company's short-term debt is currently rated P-2 by Moody's and A-2 by Standard & Poor's. The Company carries a stable outlook from Moody's and Standard & Poor's.

Share Repurchases

During the first three months of 2018, the Company repurchased 3.0 million shares of its common stock for total consideration of \$250 million at an average price per share of \$82.72. In November 2016, the Board of Directors authorized an increase in the Company's share repurchase program, which supersedes any prior authorization, allowing management to buy back up to \$2.5 billion of the Company's common stock going forward. As of March 31, 2018, the Company remained authorized to purchase shares of its common stock up to a value of approximately \$1.3 billion. There is no time limit on this authorization.

During the first three months of 2017, the Company repurchased approximately 2.7 million shares of its common stock for consideration of \$200 million.

Contingent payments related to acquisitions

During the first three months of 2018, the Company paid \$40 million of contingent payments related to acquisitions made in prior periods. These payments are split between financing and operating cash flows in the consolidated statements of cash flows. Payments of \$30 million related to the contingent consideration liability that was recorded on the date of acquisition are reflected as financing cash flows. Payments related to increases in the contingent consideration liability subsequent to the date of acquisition of \$10 million are reflected as operating cash flows. Remaining estimated future contingent consideration payments of \$161 million for acquisitions completed in the first three months of 2018 and in prior years are recorded in accounts payable and accrued liabilities or other liabilities in the consolidated balance sheet at March 31, 2018.

The Company paid deferred purchase consideration related to prior years' acquisitions of \$40 million in the first three months of 2018. Remaining deferred cash payments of approximately \$83 million for acquisitions completed in the first three months of 2018 and in prior years are recorded in accounts payable and accrued liabilities or other liabilities in the consolidated balance sheet at March 31, 2018.

In the first three months of 2017, the Company paid \$12 million of contingent payments related to acquisitions made in prior periods. Of this amount, \$8 million was reported as financing cash flows and \$4 million as operating cash flows.

Dividends

The Company paid dividends on its common shares of \$189 million (\$0.375 per share) during the first three months of 2018, as compared with \$175 million (\$0.34 per share) during the first three months of 2017.

Investing Cash Flows

Net cash used for investing activities amounted to \$70 million in the first three months of 2018, compared with \$461 million used during the same period in 2017.

The Company paid \$24 million and \$411 million, net of cash acquired, for acquisitions it made during the first three months of 2018 and 2017, respectively.

The Company used cash of \$58 million to purchase fixed assets and capitalized software in the first three months of 2018, compared with \$62 million in the first three months of 2017, primarily related to computer equipment and software purchases, software development costs and the refurbishing and modernizing of office facilities.

The Company has commitments for potential future investments of approximately \$54 million in four private equity funds that invest primarily in financial services companies.

Commitments and Obligations

The Company's contractual obligations of the types identified in the table below were of the following amounts as of March 31, 2018:

| (In millions of dollars) | Payment due by Period | | | | |
|-----------------------------|-----------------------|------------------|-----------|-----------|------------------|
| | Total | Within 1 Year | 1-3 Years | 4-5 Years | After 5 Years |
| Contractual Obligations | | | | | |
| Commercial paper | \$250 | \$250 | \$ — | \$ — | \$ — |
| Short-term debt | 263 | 263 | — | — | — |
| Long-term debt | 5,857 | — | 829 | 1,381 | 3,647 |
| Interest on long-term debt | 2,612 | 231 | 424 | 356 | 1,601 |
| Net operating leases | 1,978 | 306 | 526 | 425 | 721 |
| Service agreements | 331 | 198 | 109 | 12 | 12 |
| Other long-term obligations | 271 | 123 | 128 | 20 | — |
| Total | \$11,562 | \$1,371 | \$ 2,016 | \$ 2,194 | \$ 5,981 |

The above does not include unrecognized tax benefits of \$70 million as the Company is unable to reasonably predict the timing of settlement of these liabilities, other than approximately \$1 million that may become payable within one year. The above does not include net pension liabilities of approximately \$1.7 billion because the timing and amount of ultimate payment of such liability is dependent upon future events, including, but not limited to, future returns on plan assets and changes in the discount rate used to measure the liabilities.

The above does not include the provisional estimate of transitional tax payments related to the TCJA of \$240 million. The amounts of estimated future benefits payments to be made from pension plan assets are disclosed in Note 7 to the consolidated financial statements. The Company expects to contribute approximately \$20 million and \$56 million to its U.S. and non-U.S. pension plans, respectively, in the remainder of 2018.

Management's Discussion of Critical Accounting Policies

The Company's discussion of critical accounting policies that place the most significant demands on management's judgment and requires management to make significant estimates about matters that are inherently uncertain are discussed in the MD&A in the 2017 Form 10-K. The adoption new revenue guidance on January 1, 2018 has increased the significance of judgments and estimates management must make to apply the guidance. In particular, in the Risk and Insurance Services segment, judgments related to the amount of variable revenue consideration to ultimately be received on placement of quota share reinsurance treaties and contingent commission from insurers, which was previously recognized when the contingency was resolved, now requires significant judgments and estimates. Management also makes significant judgments and estimates to measure the progress toward completing performance obligations and realization rates for consideration related to contracts as well as potential performance-based fees in the Consulting segment. See Note 3 to the consolidated financial statements for additional information.

New Accounting Guidance

Note 17 to the consolidated financial statements in this report contains a discussion of recently issued accounting guidance and their impact or potential future impact on the Company's financial results, if determinable.

Item 3. Quantitative and Qualitative Disclosures About Market Risk.

Market Risk and Credit Risk

Certain of the Company's revenues, expenses, assets and liabilities are exposed to the impact of interest rate changes and fluctuations in foreign currency exchange rates and equity markets.

The Company had the following investments subject to variable interest rates:

| (In millions) | March 31, 2018 |
|---|-------------------|
| Cash and cash equivalents invested in money market funds, certificates of deposit and time deposits | \$ 1,168 |
| Fiduciary cash and investments | \$ 5,140 |

Based on the above balances, if short-term interest rates increased or decreased by 10%, or 12 basis points, for the remainder of the year, annual interest income, including interest earned on fiduciary funds, would increase or decrease by approximately \$4 million.

Changes in interest rates can also affect the discount rate and assumed rate of return on plan assets, two of the assumptions among several others used to measure net periodic pension expense. The assumptions used to measure plan assets and liabilities are typically assessed at the end of each year, and determine the expense for the subsequent year. Assumptions used to determine net periodic expense for 2018 are discussed in Note 7 to the consolidated financial statements included in our most recently filed Annual Report on Form 10-K. For a discussion on pension expense sensitivity to changes in these rates, see the "Management's Discussion and Analysis of Financial Condition and Results of Operations-Management's Discussion of Critical Accounting Policies-Retirement Benefits" section of our most recently filed Annual Report on Form 10-K.

In addition to interest rate risk, our cash and cash equivalents and fiduciary fund investments are subject to potential loss of value due to counter-party credit risk. To minimize this risk, the Company and its subsidiaries invest pursuant to a Board-approved investment policy. The policy mandates the preservation of principal and liquidity and requires broad diversification with counter-party limits assigned based primarily on credit rating and type of investment. The Company carefully monitors its cash and fiduciary fund investments and will further restrict the portfolio as appropriate in response to market conditions. The majority of cash and fiduciary fund investments are invested in short-term bank deposits.

Foreign Currency Risk

The translated values of revenue and expense from the Company's international operations are subject to fluctuations due to changes in currency exchange rates. The non-U.S. based revenue that is exposed to foreign exchange fluctuations is approximately 50% of total revenue. We periodically use forward contracts and options to limit foreign currency exchange rate exposure on net income and cash flows for specific, clearly defined transactions arising in the ordinary course of business. Although the Company has significant revenue generated in foreign locations which is subject to foreign exchange rate fluctuations, in most cases both the foreign currency revenue and expenses are in the functional currency of the foreign location. As such, under normal circumstances, the U.S. dollar translation of both the revenues and expenses, as well as the potentially offsetting movements of various currencies against the U.S. dollar, generally tends to mitigate the impact on net operating income of foreign currency risk. However, there have been periods where the impact was not mitigated due to external market factors and events, such as the decision in the United Kingdom to exit the European Union. Similar macroeconomic events may result in greater foreign exchange rate fluctuations in the future. The Company estimates that a 10% movement of major foreign currencies (Euro, Sterling, Australian dollar and Canadian dollar) in the same direction against the U.S. dollar that held constant over the course of the year would increase or decrease full year net operating income by approximately \$61 million. The Company has exposure to approximately 80 foreign currencies overall. If exchange rates at March 31, 2018 hold constant for the rest of 2018, the Company estimates the year-over-year impact from conversion of foreign currency earnings will increase full year net operating income by approximately \$21 million.

In Continental Europe, the largest amount of revenue from renewals for the Risk & Insurance Services segment occurs in the first quarter.

Equity Price Risk

As discussed in Note 17 to the consolidated financial statements, effective January 1, 2018, the Company adopted a new accounting standard that requires equity investments with readily determinable market values to be measured at fair value with changes in fair value recognized in net income.

The Company holds investments in both public and private companies as well as private equity funds, including investments of approximately \$89 million that are valued using readily determinable fair values and approximately \$59 million of investments without readily determinable fair values. The Company also has investments of approximately \$424 million that are accounted for using the equity method, including the Company's investment in Alexander Forbes. The investments are subject to risk of decline in market value, which, if determined to be other than temporary for assets without readily determinable fair values, could result in realized impairment losses. The Company periodically reviews the carrying value of such investments to determine if any valuation adjustments are appropriate under the applicable accounting pronouncements.

As of March 31, 2018, the carrying value of the Company's investment in Alexander Forbes was \$286 million. As of March 31, 2018, the market value of the approximately 443 million shares of Alexander Forbes owned by the Company, based on the March 31, 2018 closing share price of 7.20 South African Rand per share, was approximately \$269 million. The Company considered several factors in assessing its investment in Alexander Forbes, including its financial position, the near- and long-term prospects of Alexander Forbes and the broader South African economy and capital markets, the length of time and extent to which the market value was below cost and the Company's intent and ability to retain the investment for a sufficient period of time to allow for anticipated recovery in market value. During the first quarter of 2018, the Alexander Forbes average opening and closing stock price was approximately 6.95 Rand (approximately 93% of the original purchase price) and ranged from a low of 6.31 Rand (in early February) to a high of 7.34 Rand (in late March) (approximately 84% to 98% of the purchase price). Based on its assessment of the factors discussed above, the Company determined the investment was not impaired.

Other

A number of lawsuits and regulatory proceedings are pending. See Note 15 ("Claims, Lawsuits and Other Contingencies") to the consolidated financial statements in this report.

Item 4. Controls & Procedures.

a. Evaluation of Disclosure Controls and Procedures

Based on their evaluation, as of the end of the period covered by this report, the Company's Chief Executive Officer and Chief Financial Officer have concluded that the Company's disclosure controls and procedures (as defined in Rules 13a-15(e) or 15d-15(e) under the Securities Exchange Act of 1934) are effective.

b. Changes in Internal Control

There were no changes in the Company's internal control over financial reporting identified in connection with the evaluation required by Rules 13a-15(d) or 15d-15(d) under the Securities Exchange Act of 1934 that occurred during the Company's last fiscal quarter that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

The Company implemented changes to certain of its processes and control activities related to the new revenue recognition standard that became effective January 1, 2018. These included procedures related to the evaluation of our contracts under the new five step revenue recognition model and gathering required disclosure information. The Company concluded such changes did not materially change its internal controls over financial reporting.

PART II. OTHER INFORMATION

Item 1. Legal Proceedings.

In April 2017, the Financial Conduct Authority in the United Kingdom (the "FCA") commenced a civil competition investigation into the aviation insurance and reinsurance sector. In connection with that investigation, the FCA carried out an on-site inspection at the London office of Marsh Limited, our Marsh and Guy Carpenter operating subsidiary in the United Kingdom. The FCA indicated that it had reasonable grounds for suspecting that Marsh Limited and other participants in the market have been sharing competitively sensitive information within the aviation insurance and reinsurance broking sector.

In October 2017, the Company received a notice that the Directorate-General for Competition of the European Commission had commenced a civil investigation of a number of insurance brokers, including Marsh, regarding "the exchange of commercially sensitive information between competitors in relation to aviation and aerospace insurance and reinsurance broking products and services in the European Economic Area ("EEA"), as well as possible coordination between competitors." In light of the action taken by the European Commission, the FCA informed Marsh Limited at the same time that it has discontinued its investigation under U.K. competition law into the aviation insurance and reinsurance sector.

In July 2017, the Directorate-General for Competition of the European Commission together with the Irish Competition and Consumer Protection Commission conducted on-site inspections at the offices of Marsh and other industry participants in Dublin in connection with an investigation regarding the "possible participation in anticompetitive agreements and/or concerted practices contrary to [E.U. competition law] in the market for commercial motor insurance in the Republic of Ireland."

We are cooperating with these investigations and are conducting our own reviews. As these investigations are at early stages, we are unable to predict their likely timing, outcome or ultimate impact. There can be no assurance that the ultimate resolution of these or any related matters will not have a material adverse effect on our consolidated results of operations, financial condition or cash flows.

We and our subsidiaries are also party to a variety of other legal, administrative, regulatory and government proceedings, claims and inquiries arising in the normal course of business. Additional information regarding certain legal proceedings and related matters is set forth in Note 15 to the consolidated financial statements provided in Part I of this report is incorporated herein by reference.

Item 1A. Risk Factors.

The Company and its subsidiaries face a number of risks and uncertainties. In addition to the other information in this report and our other filings with the SEC, readers should consider carefully the risk factors discussed in "Part I, Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2017. If any of the risks described in our Annual Report on Form 10-K or such other risks actually occur, our business, results of operations or financial condition could be materially adversely affected.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

Issuer Repurchases of Equity Securities

The Company repurchased approximately 3.0 million shares of its common stock for \$250 million during the first quarter of 2018. In November 2016, the Board of Directors of the Company authorized the Company to repurchase up to \$2.5 billion in shares of the Company's common stock, which superseded any prior authorizations. As of March 31, 2018, the Company remained authorized to repurchase up to approximately \$1.3 billion in shares of its common stock. There is no time limit on the authorization.

| Period | (a) Total Number of Shares (or Units) Purchased | (b) Average Price Paid per Share (or Unit) | (c) Total Number of Shares (or Units) Purchased as Part of Publicly Announced Plans or Programs | (d) Maximum Number (or Approximate Dollar Value) of Shares (or Units) that May Yet Be Purchased Under the Plans or Programs |
|---------------------|--|---|---|---|
| January 1-31, 2018 | 914,939 | \$81.9726 | 914,939 | \$1,465,752,817 |
| February 1-28, 2018 | 1,112,801 | \$82.3972 | 1,112,801 | \$1,374,061,134 |
| March 1-31, 2018 | 994,610 | \$83.7597 | 994,610 | \$1,290,752,864 |
| Total | 3,022,350 | \$82.7171 | 3,022,350 | \$1,290,752,864 |

Item 3. Defaults Upon Senior Securities.

None.

Item 4. Mine Safety Disclosure.

Not Applicable.

Item 5. Other Information.

None.

Item 6. Exhibits.

See the Exhibit Index immediately following the signature page of this report, which is incorporated herein by reference.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: April 27, 2018 /s/ Mark C. McGivney

Mark C. McGivney
Chief Financial Officer

Date: April 27, 2018 /s/ Stacy M. Mills

Stacy M. Mills
Vice President & Controller
(Chief Accounting Officer)

EXHIBIT INDEX

Exhibit No. Exhibit Name

| | |
|-------------|--|
| <u>4.1</u> | <u>Tenth Supplemental Indenture, dated as of March 1, 2018, between Marsh & McLennan Companies, Inc. and The Bank of New York Mellon, as trustee</u> |
| <u>10.1</u> | <u>Form of Deferred Stock Unit Award, with grant dates from March 1, 2018 through February 1, 2019, under the Marsh & McLennan Companies, Inc. 2011 Incentive and Stock Award Plan</u> |
| <u>10.2</u> | <u>Form of Restricted Stock Unit Award, dated as of February 21, 2018, under the Marsh & McLennan Companies, Inc. 2011 Incentive and Stock Award Plan</u> |
| <u>10.3</u> | <u>Form of Performance Stock Unit Award, dated as of February 21, 2018, under the Marsh & McLennan Companies, Inc. 2011 Incentive and Stock Award Plan</u> |
| <u>10.4</u> | <u>Form of Stock Option Award, dated as of February 21, 2018, under the Marsh & McLennan Companies, Inc. 2011 Incentive and Stock Award Plan</u> |
| <u>10.5</u> | <u>Letter Agreement, effective as of July 5, 2017, between Marsh & McLennan Companies, Inc. and John Q. Doyle</u> |
| <u>10.6</u> | <u>Non-Competition and Non-Solicitation Agreement, dated as of February 25, 2016, between Marsh & McLennan Companies, Inc. and John Q. Doyle</u> |
| <u>12.1</u> | <u>Statement Re: Computation of Ratio of Earnings to Fixed Charges</u> |
| <u>31.1</u> | <u>Rule 13a-14(a)/15d-14(a) Certification of Chief Executive Officer</u> |
| <u>31.2</u> | <u>Rule 13a-14(a)/15d-14(a) Certification of Chief Financial Officer</u> |
| <u>32.1</u> | <u>Section 1350 Certifications</u> |
| 101.INS | XBRL Instance Document |
| 101.SCH | XBRL Taxonomy Extension Schema |
| 101.CAL | XBRL Taxonomy Extension Calculation Linkbase |
| 101.DEF | XBRL Taxonomy Extension Definition Linkbase |
| 101.LAB | XBRL Taxonomy Extension Label Linkbase |
| 101.PRE | XBRL Taxonomy Extension Presentation Linkbase |