

NEWS RELEASE

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MARSH & MCLENNAN COMPANIES REPORTS FIRST QUARTER 2014 RESULTS

Double-Digit Earnings Growth and Operating Margin Expansion Mark Excellent Start to Year Both Operating Income and Adjusted Operating Income Increase 11% GAAP EPS Grows From \$.74 to \$.80 Adjusted EPS Rises 11% to \$.81

NEW YORK, May 2, 2014 — Marsh & $\hat{U}^2 \hat{E}_{i}^{a_{1/2}} \pm$ Companies, Inc. (NYSE: MMC), a global professional services firm offering clients advice and solutions in risk, strategy, and human capital, today reported financial results for the first quarter ended March 31, 2014.

President and CEO Dan Glaser said: "We produced double-digit earnings growth and meaningful margin expansion in the first quarter, with adjusted earnings per share rising 11% to \$.81. This represents a strong start to 2014 and continues the excellent momentum we have achieved over the past several years. On a consolidated basis, underlying revenue growth was 4%, adjusted operating income rose 11%, and the adjusted margin increased 120 basis points to 20.9%, reflecting continued margin expansion in both the Risk and Insurance Services and Consulting segments."

Consolidated Results

Consolidated revenue in the first quarter of 2014 was \$3.3 billion, an increase of 4% on both a reported and underlying basis, compared with the first quarter of 2013. Underlying revenue measures the change in revenue using consistent currency exchange rates, excluding the impact of certain items, such as acquisitions, dispositions, and transfers among businesses. Operating income rose 11% to \$673 million, compared with \$607 million in the prior year. Adjusted operating income, which excludes noteworthy items as presented in the attached supplemental schedules, also rose 11% to \$682 million.

Net income attributable to the Company was \$443 million, or \$.80 per share, in the first quarter. This compares with \$413 million, or \$.74 per share, in the prior year. Earnings per share from continuing operations rose 11% to \$.80, compared with \$.72 last year. Adjusted earnings per share also increased 11% to \$.81, compared with \$.73 last year.

Risk and Insurance Services

Risk and Insurance Services revenue was \$1.8 billion in the first quarter of 2014, an increase of 4%, or 3% on an underlying basis. Operating income rose 5% to \$493 million, compared with \$468 million in the prior year. Adjusted operating income increased 6% to \$500 million.

Marsh's revenue in the first quarter of 2014 was \$1.5 billion, an increase of 5%, or 4% on an underlying basis. International operations produced underlying revenue growth of 4%, reflecting growth of 11% in Latin America; 9% in Asia Pacific; and 2% in EMEA. In the US/Canada division, underlying revenue was up 2%. Guy Carpenter's revenue was \$381 million, an increase of 2% from the prior year, or flat on an underlying basis.

Consulting

Consulting segment revenue was \$1.4 billion in the first quarter, an increase of 5% from the first quarter of 2013 on both a reported and underlying basis. Operating income rose 20% to \$225 million, compared with \$187 million in the prior year, and adjusted operating income rose 19% to \$225 million.

Mercer's revenue was \$1.1 billion in the first quarter, an increase of 2%, or 3% on an underlying basis. Health, with revenue of \$388 million, grew 2% on an underlying basis; Retirement, with revenue of \$357 million, rose 4%; Investments, with revenue of \$199 million, grew 8%; and Talent, with revenue of \$117 million, declined 1%. Oliver Wyman Group's revenue was \$371 million in the first quarter, an increase of 16%, or 11% on an underlying basis.

Other Items

In the first quarter of 2014, the Company reported investment income of \$13 million, compared with \$21 million in the prior year period. At March 31, 2014, cash and cash equivalents was \$1.4 billion; net debt, which is total debt less cash and cash equivalents, was \$1.7 billion. The Company repurchased 2.05 million shares of its common stock for \$100 million in the first quarter.

Conference Call

A conference call to discuss first quarter 2014 results will be held today at 8:30 a.m. Eastern time. To participate in the teleconference, please dial +1 877 852 6579. Callers from outside the United

States should dial +1 719 325 4781. The access code for both numbers is 7318853. The live audio webcast may be accessed at <u>www.mmc.com</u>. A replay of the webcast will be available approximately two hours after the event.

About Marsh & JÛ2Ê¿a1/2± Companies

MARSH & McLENNAN COMPANIES (NYSE: MMC) is a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and human capital. <u>Marsh</u> is a global leader in insurance broking and risk management; <u>Guy Carpenter</u> is a global leader in providing risk and reinsurance intermediary services; <u>Mercer</u> is a global leader in talent, health, retirement, and investment consulting; and <u>Oliver Wyman</u> is a global leader in management consulting. With annual revenue exceeding \$12 billion, Marsh & $\hat{J}^2 \hat{E} \dot{z}^{a1/2} \pm$ Companies' 55,000 colleagues worldwide provide analysis, advice, and transactional capabilities to clients in more than 130 countries. The Company prides itself on being a responsible corporate citizen and making a positive impact in the communities in which it operates. Visit <u>www.mmc.com</u> for more information.

INFORMATION CONCERNING FORWARD-LOOKING STATEMENTS

This press release contains "forward-looking statements," as defined in the Private Securities Litigation Reform Act of 1995. These statements, which express management's current views concerning future events or results, use words like "anticipate," "assume," "believe," "continue," "estimate," "expect," "future," "intend," "plan," "project" and similar terms, and future or conditional tense verbs like "could," "may," "might," "should," "will" and "would." For example, we may use forward-looking statements when addressing topics such as: the outcome of contingencies; the expected impact of acquisitions and dispositions; the impact of competition; pension obligations; the impact of foreign currency exchange rates; our effective tax rates; changes in our business strategies and methods of generating revenue; the development and performance of our services and products; changes in the composition or level of our revenues; our cost structure, dividend policy, cash flow and liquidity; future actions by regulators; and the impact of changes in accounting rules.

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

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

The factors identified above are not exhaustive. Marsh & $\hat{U}^2 \hat{E}_{\hat{c}} a_{1/2}^* \pm$ Companies and its subsidiaries operate in a dynamic business environment in which new risks may emerge frequently. Accordingly, we caution readers not to place undue reliance on the above forward-looking statements, which speak only as of the dates on which they are made. The Company undertakes no obligation to update or revise any forward-looking statement to reflect events or circumstances arising after the date on which it is made. Further information concerning Marsh & $\hat{U}^2 \hat{E}_{\hat{c}} a_{1/2}^* \pm$ Companies and its businesses, including information about factors that could materially af fect our results of operations and financial condition, is contained in the Company's filings with the Securities and Exchange Commission, including the "Risk Factors" section of our most recently filed Annual Report on Form 10-K.

Marsh & J^{Û2}Ê¿^{a1}/₂± Companies, Inc. Consolidated Statements of Income (In millions, except per share figures) (Unaudited)

		nded		
		2014		2013
Revenue	\$	3,264	\$	3,126
Expense:				
Compensation and Benefits		1,839		1,803
Other Operating Expenses		752		716
Operating Expenses		2,591		2,519
Operating Income		673		607
Interest Income		5		4
Interest Expense		(42)		(44)
Investment Income		13		21
Income Before Income Taxes		649		588
Income Tax Expense		192		176
Income from Continuing Operations		457		412
Discontinued Operations, Net of Tax		(1)		12
Net Income Before Non-Controlling Interests		456		424
Less: Net Income Attributable to Non-Controlling Interests		13		11
Net Income Attributable to the Company	\$	443	\$	413
Basic Net Income Per Share - Continuing Operations	\$	0.81	\$	0.73
- Net Income Attributable to the Company	\$	0.81	\$	0.75
Diluted Net Income Per Share	Ψ	0.01	Ψ	0.70
- Continuing Operations	\$	0.80	\$	0.72
- Net Income Attributable to the Company	\$	0.80	\$	0.74
Average Number of Shares Outstanding				
- Basic		548		548
- Diluted		556		557
Shares Outstanding at 3/31		549		550

Marsh & J^{Û2}Ê¿^a½± Companies, Inc. Supplemental Information - Revenue Analysis Three Months Ended March 31, 2014 (Millions) (Unaudited)

						Components of Revenue Change*				
	Т	hree Mor Marc	ths E h 31,		% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying		
		2014		2013	Revenue	Impact	İmpact	Revenue		
Risk and Insurance Services										
Marsh	\$	1,452	\$	1,388	5%	(1)%	2%	4%		
Guy Carpenter		381		375	2%	—	2%	—		
Subtotal		1,833		1,763	4%	(1)%	2%	3%		
Fiduciary Interest Income		6		8						
Total Risk and Insurance Services		1,839		1,771	4%	(1)%	2%	3%		
Consulting										
Mercer		1,061		1,041	2%	(1)%	—	3%		
Oliver Wyman Group		371		321	16%	1 %	3%	11%		
Total Consulting		1,432		1,362	5%	(1)%	1%	5%		
Corporate / Eliminations		(7)		(7)						
Total Revenue	\$	3,264	\$	3,126	4%	(1)%	2%	4%		

Revenue Details

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

						Compon	ents of Revenue	Change*
	Tł	nree Months Ended March 31,				Currency	Acquisitions/ Dispositions	Underlying
		2014		2013	Revenue	Impact	Impact	Revenue
Marsh:								
EMEA	\$	617	\$	594	4 %	1 %	1 %	2 %
Asia Pacific		151		147	2 %	(7)%	—	9 %
Latin America		84		78	7 %	(14)%	10 %	11 %
Total International		852		819	4 %	(2)%	1 %	4 %
U.S. / Canada		600		569	6 %	(1)%	4 %	2 %
Total Marsh	\$	1,452	\$	1,388	5 %	(1)%	2 %	4 %
Mercer:								
Health	\$	388	\$	381	2 %	—	_	2 %
Retirement		357		343	4 %		—	4 %
Talent		117		123	(5)%	(2)%	(1)%	(1)%
Investments		199		194	2 %	(6)%	1 %	8 %
Total Mercer	\$	1,061	\$	1,041	2 %	(1)%		3 %

Notes

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

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

Marsh & J^Û²Ê¿^a½± Companies, Inc. Non-GAAP Measures Three Months Ended March 31 (Millions) (Unaudited)

The Company presents below certain additional financial measures that are "non-GAAP measures," within the meaning of Regulation G under the Securities Exchange Act of 1934. These measures are: adjusted operating income (loss); adjusted operating margin; and adjusted income, net of tax.

The Company presents these non-GAAP measures to provide investors with additional information to analyze the Company's performance from period to period. Management also uses these measures to assess performance for incentive compensation purposes and to allocate resources in managing the Company's businesses. However, investors should not consider these non-GAAP measures in isolation from, or as a substitute for, the financial information that the Company reports in accordance with GAAP. The Company's non-GAAP measures reflect subjective determinations by management, and may differ from similarly titled non-GAAP measures presented by other companies.

Adjusted Operating Income (Loss) and Adjusted Operating Margin

Adjusted operating income (loss) is calculated by excluding the impact of certain noteworthy items from the Company's GAAP operating income or loss. The following tables identify these noteworthy items and reconcile adjusted operating income (loss) to GAAP operating income or loss, on a consolidated and segment basis, for the three months ended March 31, 2014 and 2013. The following tables also present adjusted operating margin, which is calculated by dividing adjusted operating income by consolidated or segment GAAP revenue.

	Risk & Insurance Services		Insurance		Insurance		nsulting	Corporate/ Eliminations		otal	
Three Months Ended March 31, 2014											
Operating income (loss)	\$	493	\$	225	\$ (45)	\$	673				
Add (Deduct) impact of Noteworthy Items:											
Restructuring charges (a)		—		—	2		2				
Adjustments to acquisition related accounts (b)		7		—	—		7				
Operating income adjustments		7		_	 2		9				
Adjusted operating income (loss)	\$	500	\$	225	\$ (43)	\$	682				
Operating margin		26.8%		15.8%	N/A		20.6%				
Adjusted operating margin		27.2%		15.8%	N/A		20.9%				
Three Months Ended March 31, 2013											
Operating income (loss)	\$	468	\$	187	\$ (48)	\$	607				
Add (Deduct) impact of Noteworthy Items:											
Restructuring charges (a)		2		2	3		7				
Adjustments to acquisition related accounts (b)		1			 		1				
Operating income adjustments		3		2	 3		8				
Adjusted operating income (loss)	\$	471	\$	189	\$ (45)	\$	615				
Operating margin		26.4%		13.7%	N/A		19.4%				
Adjusted operating margin		26.6%		13.9%	 N/A		19.7%				

(a) Primarily severance, future rent under non-cancellable leases, and integration costs related to recent acquisitions.

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

Marsh & J۲ʿª½± Companies, Inc. Non-GAAP Measures Three Months Ended March 31 (Millions) (Unaudited)

Adjusted income, net of tax

Adjusted income, net of tax is calculated as: the Company's GAAP income from continuing operations, adjusted to reflect the after-tax impact of the operating income adjustments set forth in the preceding table; divided by MMC's average number of shares outstanding-diluted for the period.

Reconciliation of the Impact of Non-GAAP Measures on diluted earnings per share -

	Three Months Ended March 31, 2014						Three Months Ended March 31, 20					2013
	Amount				iluted EPS	Amount				Diluted EPS		
Income from continuing operations			\$	457					\$	412		
Less: Non-controlling interest, net of tax				13						11		
Subtotal			\$	444	\$	0.80			\$	401	\$	0.72
Add (deduct): operating income (loss) adjustments	\$	9					\$	8				
Impact of income taxes		(3)						(3)				
Adjusted income, net of tax			\$	6 450	\$	0.01 0.81			\$	5 406	\$	0.01 0.73

Marsh & J۲ʿª½± Companies, Inc. Supplemental Information (Millions) (Unaudited)

	Thr	ee Mor Marc		nded		
	2014 201					
Depreciation and amortization expense	\$	75	\$	70		
Identified intangible amortization expense	\$	22	\$	18		
Stock option expense	\$	7	\$	7		
Capital expenditures	\$	99	\$	88		

Marsh & J^Û²Ê¿ª½± Companies, Inc. Consolidated Balance Sheets (Millions) (Unaudited)

ASSETS Current assets: Cash and cash equivalents Sate assets Cash and cash equivalents Current assets Cash and cash equivalents Cash and cash equivalents Cash and cash equivalents Sate assets Cash and intangible assets Cash and investments held in a fiduciary capacity Cases Cash and investments held in a fiduciary capacity Cases Cash and investments held in a fiduciary capacity Cases Cash and investments held in a fiduciary capacity Cases Cash and investment and post-employment benefits Cash and investment and post-employment benefits Cash and investment and post-employment benefits Cash and cash equity Cash asset Cash and cash equivation Cash asset Cash and investment and post-employment benefits Cash and investment aset Cash and investment aset Cash and investment ase assice ase		arch 31, 2014	December 31, 2013		
Cash and cash equivalents\$ 1,380\$ 2,303Net receivables $3,462$ $3,310$ Other current assets 721 687 Total current assets $5,563$ $6,300$ Goodwill and intangible assets $7,799$ $7,365$ Fixed assets, net 825 828 Pension related assets 889 979 Deferred tax assets 564 626 Other assets 937 882 TOTAL ASSETS $$ 16,577$ $$ 16,980$ LIABILITIES AND EQUITY $$ 432$ $$ 334$ Accounts payable and accrued liabilities 701 $1,466$ Accrued compensation and employee benefits 701 $1,466$ Accrued income taxes 176 148 Dividends payable 139 $$ Total current liabilities $4,814$ $4,234$ Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Long-term debt $2,619$ $2,621$ Pension, post-retirement and post-employment benefits $1,135$ $1,150$ Liabilities $3,543$ 373 Other liabilities $1,083$ $1,052$ Total equity $8,043$ $7,975$	ASSETS	 			
Net receivables3,4623,310Other current assets721687Total current assets5,5636,300Goodwill and intangible assets5,5636,300Fixed assets, net825828Pension related assets889979Deferred tax assets564626Other assets937882TOTAL ASSETS\$ 16,577\$ 16,980LIABILITIES AND EQUITY\$ 432\$ 334Current liabilities:7011,466Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139Total current liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Current assets:				
Other current assets721687Total current assets $5,563$ $6,300$ Goodwill and intangible assets $5,563$ $6,300$ Fixed assets, net 825 828 Pension related assets 889 979 Deferred tax assets 564 626 Other assets 937 882 TOTAL ASSETS $$16,577$ $$16,980$ LIABILITIES AND EQUITY $$$432$ $$334$ Accounts payable and accrued liabilities $1,895$ $1,861$ Accrued compensation and employee benefits 701 $1,466$ Accrued income taxes 176 148 Dividends payable 139 $$ Total current liabilities $3,343$ $3,809$ Fiduciary liabilities $4,814$ $4,234$ Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Long-term debt $2,619$ $2,621$ Pension, post-retirement and post-employment benefits $1,135$ $1,150$ Liabilities $3,643$ $7,975$ Total equity $8,043$ $7,975$	Cash and cash equivalents	\$ 1,380	\$	2,303	
Total current assets5,5636,300Goodwill and intangible assets7,7997,365Fixed assets, net825828Pension related assets889979Deferred tax assets564626Other assets937882TOTAL ASSETS\$ 16,577\$ 16,980LIABILITIES AND EQUITY\$ 432\$ 334Accounts payable and accrued liabilities7,011,466Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Net receivables	3,462		3,310	
Goodwill and intangible assets7,7997,365Fixed assets, net825828Pension related assets889979Deferred tax assets564626Other assets937882TOTAL ASSETS $$$ 16,577 $$$ LIABILITIES AND EQUITY $$$ 432\$Current liabilities:1,8951,661Short-term debt\$432\$Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139—Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities354373373Other liabilities1,0831,052Total equity $$,043$ 7,975	Other current assets	721		687	
Fixed assets, net825828Pension related assets889979Deferred tax assets564626Other assets937882TOTAL ASSETS\$ 16,577\$ 16,980LIABILITIES AND EQUITY\$ 432\$ 334Accounts payable and accrued liabilities1,8951,861Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139—Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities of errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Total current assets	 5,563		6,300	
Pension related assets 889 979 Deferred tax assets 564 626 Other assets 937 882 TOTAL ASSETS $$16,577$ $$16,980$ LIABILITIES AND EQUITYCurrent liabilities: $$432$ $$334$ Accounts payable and accrued liabilities $1,895$ $1,861$ Accrued compensation and employee benefits 701 $1,466$ Accrued income taxes 176 1448 Dividends payable 339 $-$ Total current liabilities $4,814$ $4,234$ Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Long-term debt $2,619$ $2,621$ Pension, post-retirement and post-employment benefits $1,135$ $1,150$ Liabilities $3,543$ 373 Other liabilities $1,083$ $1,052$ Total equity $8,043$ $7,975$	Goodwill and intangible assets	7,799		7,365	
Deferred tax assets 564 626 Other assets 937 882 TOTAL ASSETS $$16,577$ $$16,980$ LIABILITIES AND EQUITYCurrent liabilities: $$432$ $$334$ Accounts payable and accrued liabilities $1,895$ $1,861$ Accrued compensation and employee benefits 701 $1,466$ Accrued income taxes 176 148 Dividends payable 139 $-$ Total current liabilities $4,814$ $4,234$ Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Long-term debt $2,619$ $2,621$ Pension, post-retirement and post-employment benefits $1,135$ $1,150$ Liabilities $3,543$ 373 Other liabilities $1,083$ $1,052$ Total equity $8,043$ $7,975$	Fixed assets, net	825		828	
Other assets TOTAL ASSETS 937 882 \$LIABILITIES AND EQUITYCurrent liabilities: Short-term debt\$ 432 \$ 334 Accounts payable and accrued liabilities1,8951,861Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139—Total current liabilities $4,814$ $4,234$ Less - cash and investments held in a fiduciary capacity $(4,814)$ $(4,234)$ Pension, post-retirement and post-employment benefits $1,135$ $1,150$ Liabilities $3,543$ $3,733$ Other liabilities $1,083$ $1,052$	Pension related assets	889		979	
TOTAL ASSETS\$ 16,577\$ 16,980LIABILITIES AND EQUITYCurrent liabilities: Short-term debt\$ 432\$ 334Accounts payable and accrued liabilities1,8951,861Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139—Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities3,54373373Other liabilities1,0831,052Total equity8,0437,975	Deferred tax assets	564		626	
LIABILITIES AND EQUITYCurrent liabilities: Short-term debt\$ 432 \$ 334Accounts payable and accrued liabilities1,895Accrued compensation and employee benefits701Accrued income taxes176Dividends payable139Total current liabilities3,343Long-term debt2,619Pension, post-retirement and post-employment benefits1,135Liabilities354Arrow and omissions354Other liabilities1,083Total equity8,043Total equity8,043	Other assets	 937		882	
Current liabilities:Short-term debt\$ 432 \$ 334Accounts payable and accrued liabilities1,895Accrued compensation and employee benefits701Accrued income taxes176Dividends payable139Total current liabilities3,343Aces - cash and investments held in a fiduciary capacity(4,814)Long-term debt2,619Pension, post-retirement and post-employment benefits1,135Liabilities354Jottel liabilities3,643Total equity8,043Total equity7,975	TOTAL ASSETS	\$ 16,577	\$	16,980	
Short-term debt\$432\$334Accounts payable and accrued liabilities1,8951,861Accrued compensation and employee benefits7011,466Accrued income taxes176148Dividends payable139—Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities3,54373Other liabilities1,0831,052Total equity8,0437,975	LIABILITIES AND EQUITY				
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Accrued income taxes176148Dividends payable139—Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Accounts payable and accrued liabilities	1,895		1,861	
Dividends payable139Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Accrued compensation and employee benefits	701		1,466	
Total current liabilities3,3433,809Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Accrued income taxes	176		148	
Fiduciary liabilities4,8144,234Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Dividends payable	139		—	
Less - cash and investments held in a fiduciary capacity(4,814)(4,234)Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Total current liabilities	 3,343		3,809	
Long-term debt2,6192,621Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Fiduciary liabilities	4,814		4,234	
Pension, post-retirement and post-employment benefits1,1351,150Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Less - cash and investments held in a fiduciary capacity	 (4,814)		(4,234)	
Liabilities for errors and omissions354373Other liabilities1,0831,052Total equity8,0437,975	Long-term debt	 2,619		2,621	
Other liabilities1,0831,052Total equity8,0437,975	Pension, post-retirement and post-employment benefits	1,135		1,150	
Total equity 8,043 7,975	Liabilities for errors and omissions	354		373	
	Other liabilities	1,083		1,052	
	Total equity	8,043		7,975	
	TOTAL LIABILITIES AND EQUITY	\$ 16,577	\$	16,980	