

# **NEWS RELEASE**

Media Contact: Edward L. Dandridge Marsh & ¿Û¿ÛÄÛ±Æ Companies +1 212 345 9751 ed.dandridge@mmc.com Investor Contact: Keith Walsh Marsh & ¿Û¿ÛÄÛ±Æ Companies +1 212 345 0057 keith.walsh@mmc.com

## MARSH & McLENNAN COMPANIES REPORTS THIRD QUARTER 2015 RESULTS GAAP EPS and Adjusted EPS Increase 13% Higher Adjusted Operating Income and Margin Expansion

NEW YORK, October 27, 2015 —  $\dot{z}\hat{U}\hat{z}\hat{U}\hat{A}\hat{U}\pm AE$ . (NYSE: MMC), a global professional services firm offering clients advice and solutions in risk, strategy and people, today reported financial results for the third quarter ended September 30, 2015.

Marsh & ¿Û¿ÛÄÛ±Æ Companies President and CEO Dan Glaser said: "Ware pleased with our results and continue to perform well in a challenging macro environment. We produced underlying revenue growth in the third quarter and year-to-date across all operating companies, along with higher adjusted operating income and margin expansion. On a consolidated basis, underlying revenue grew 4% in the third quarter, reflecting growth of 2% in Risk & Insurance Services and 6% in Consulting. Adjusted earnings per share increased 13% to \$.63 for the third quarter and 8% year-to-date. We remain on track to deliver underlying revenue growth, margin expansion and high single-digit growth in earnings per share this year."

#### **Consolidated Results**

Consolidated revenue in the third quarter of 2015 was \$3.1 billion, a decline of 1% from the third quarter of 2014, reflecting the continuing impact of the strong US dollar. On an underlying basis, consolidated revenue increased 4%. Operating income rose 4% to \$461 million, compared with \$445 million in the prior year. Net income attributable to the Company was \$323 million, or \$.61 per share, compared with \$297 million, or \$.54 per share, in the prior year. Adjusted earnings per share increased 13% to \$.63, compared with \$.56 in last year's third quarter.

For the nine months ended September 30, 2015, revenue was \$9.6 billion, a decline of 2%. On an underlying basis, revenue increased 3%. Operating income was \$1.8 billion, and net income attributable to the Company was \$2.27 per share, an increase of 8% from \$2.11 per share last year. Adjusted earnings per share rose 8% to \$2.34.

#### Risk and Insurance Services

Risk & Insurance Services revenue was \$1.6 billion in the third quarter of 2015, an increase of 2% on an underlying basis. Operating income was \$225 million, compared with \$229 million in the prior year. Adjusted operating income rose 3% to \$248 million, compared with \$242 million last year. For the nine months of 2015, revenue was \$5.1 billion, reflecting growth of 2% on an underlying basis. Operating income rose to \$1.2 billion, and adjusted operating income increased 4%.

Marsh's revenue in the third quarter of 2015 was \$1.3 billion, an increase of 2% on an underlying basis. The US/Canada division had underlying revenue growth of 2%. International operations produced underlying revenue growth of 2%, with EMEA and Asia Pacific each rising 1% and Latin America growing 6%. Guy Carpenter's third quarter revenue was \$261 million, an increase of 2% on an underlying basis.

#### <u>Consulting</u>

Consulting revenue of \$1.5 billion in the third quarter increased 6% on an underlying basis from the third quarter of 2014. Both operating income and adjusted operating income rose 4% to \$285 million. For the nine months of 2015, revenue was \$4.4 billion, up 5% on an underlying basis. Operating income grew 5% to \$781 million, and adjusted operating income increased 4%.

Mercer's revenue was \$1.1 billion in the third quarter, an increase of 5% on an underlying basis. Health, with revenue of \$394 million, grew 6% on an underlying basis; Retirement, with revenue of \$317 million, rose 2%; Investments, with revenue of \$202 million, increased 6%; and Talent, with revenue of \$177 million, was up 6%. Oliver Wyman Group's revenue was \$450 million in the third quarter, an increase of 9% on an underlying basis.

#### Other Items

In the third quarter of 2015, Marsh &  $\hat{\iota}\hat{U}\hat{\iota}\hat{U}\hat{R}\hat{U}\pm \mathcal{E}$  Companies had investment income of \$34 million, which was predominantly carried interest from Trident III no longer subject to clawback. Investment income in the third quarter of last year was \$26 million. In September 2015, the Company issued \$600 million of 3.75% senior notes due in 2026, the net proceeds of which are being used for general corporate purposes. The Board also increased the quarterly dividend 11%, to \$.31 per share, effective with the third quarter payment on August 14, 2015. The Company repurchased 9.9 million shares of its common stock for \$550 million in the third quarter. For the nine months of 2015, the Company repurchased 23.4 million shares for \$1.3 billion.

#### Conference Call

A conference call to discuss third quarter 2015 results will be held today at 8:30 a.m. Eastern time. To participate in the teleconference, please dial +1 800 500 0920. Callers from outside the United States should dial +1 719 457 2646. The access code for both numbers is 520888. 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 & ¿Û¿ÛÄÛ±Æ Companies

MARSH & McLENNAN COMPANIES (NYSE: MMC) is a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people. <u>Marsh</u> is a leader in insurance broking and risk management; <u>Guy Carpenter</u> is a leader in providing risk and reinsurance intermediary services; <u>Mercer</u> is a leader in talent, health, retirement, and investment consulting; and <u>Oliver Wyman</u> is a leader in management consulting. With annual revenue of \$13 billion and approximately 58,000 colleagues worldwide, Marsh &  $i\hat{U}\hat{U}\hat{U}\hat{U}\hat{U}\pm \mathcal{E}$  Companies provides analysis, advice and transactional capabilities to clients in more than 130 countries. The Company is committed to 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 and follow us on <u>LinkedIn</u> and Twitter <u>@MMC\_Global</u>.

#### INFORMATION CONCERNING FORWARD-LOOKING STATEMENTS

This press release contains "forward-looking statements," as defined in the Private Securities Litigation Reform Act of 1995. These statements, which express management's current views concerning future events or results, use words like "anticipate," "assume," "believe," "continue," "estimate," "expect," "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 ability to maintain adequate safeguards to protect the security of confidential, personal or
  proprietary information, and the potential for the improper disclosure or use of such information,
  whether due to human error, improper action by employees, vendors or third parties, or as a result of a
  cyberattack;
- the impact of competition on our business, including the impact of our corporate tax rate, which is higher than the tax rate of our international competitors;
- the impact of fluctuations in foreign currency exchange rates, particularly in light of the strength of the U.S. dollar against most other currencies worldwide;
- the impact on our global pension obligations of changes in discount rates and asset returns, as well as
  projected salary increases, mortality rates, demographics and inflation, and the impact of cash
  contributions required to be made to our global defined benefit pension plans due to changes in the
  funded status of those plans;
- our exposure to potential liabilities arising from errors and omissions claims against us;
- our exposure to potential civil remedies or criminal penalties if we fail to comply with foreign and U.S. laws that are applicable in the domestic and international jurisdictions in which we operate;
- the extent to which we are able to retain existing clients and attract new business, and our ability to effectively incentivize and retain key employees;
- our ability to make acquisitions and dispositions and to integrate, and realize expected synergies, savings or benefits from, the businesses we acquire;
- our ability to successfully recover should we experience a disaster or other business continuity problem;
- the impact of changes in interest rates and deterioration of counterparty credit quality on our cash balances and the performance of our investment portfolios;
- the impact of potential 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 &  $\hat{\iota}\hat{U}\hat{\iota}\hat{U}\hat{A}\hat{U}\pm\hat{A}$  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 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 &  $\hat{\iota}\hat{U}\hat{\iota}\hat{U}\hat{A}\hat{U}\pm\hat{A}$  Companies and its businesses, including information about factors that could materially affect our results of operations and financial condition, is contained in the Company's filings with the Securities and Exchange Commission, including the "Risk Factors" section and the "Management's Discussion and Analysis of Financial Condition and Results of Operations" section of our most recently filed Annual Report on Form 10-K.

# ¿Û¿ÛÄÛ±Æ. Consolidated Statements of Income (In millions, except per share figures) (Unaudited)

	Three Months Ended September 30,					Nine Months Ended September 30,					
		2015		2014		2015		2014			
Revenue	\$	3,115	\$	3,141	\$	9,555	\$	9,705			
Expense:											
Compensation and Benefits		1,878		1,904		5,434		5,619			
Other Operating Expenses		776		792		2,296		2,321			
Operating Expenses		2,654		2,696		7,730		7,940			
Operating Income		461		445		1,825		1,765			
Interest Income		3		6		9		16			
Interest Expense		(41)		(45)		(117)		(129)			
Investment Income		34		26		39		37			
Income Before Income Taxes		457		432		1,756		1,689			
Income Tax Expense		128		127		500		487			
Income from Continuing Operations		329		305		1,256		1,202			
Discontinued Operations, Net of Tax		2		(1)		(1)		(4)			
Net Income Before Non-Controlling Interests		331		304		1,255		1,198			
Less: Net Income Attributable to Non- Controlling Interests		8		7		31		27			
Net Income Attributable to the Company	\$	323	\$	297	\$	1,224	\$	1,171			
Basic Net Income Per Share											
- Continuing Operations	\$	0.61	\$	0.55	\$	2.29	\$	2.15			
- Net Income Attributable to the Company	\$	0.61	\$	0.55	\$	2.29	\$	2.14			
Diluted Net Income Per Share											
- Continuing Operations	\$	0.60	\$	0.54	\$	2.27	\$	2.12			
- Net Income Attributable to the Company	\$	0.61	\$	0.54	\$	2.27	\$	2.11			
Average Number of Shares Outstanding						50.4		- 1-			
- Basic		528		544		534		547			
- Diluted		533		551		540		554			
Shares Outstanding at 9/30		522		542		522		542			

#### ¿Û¿ÛÄÛ±Æ. Supplemental Information - Revenue Analysis Three Months Ended September 30, 2015 (Millions) (Unaudited)

					Compon	Change*	
	Т	hree Mor Septer	 	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying
		2015	2014	Revenue	Impact	İmpact	Revenue
Risk and Insurance Services							
Marsh	\$	1,317	\$ 1,338	(2)%	(7)%	4%	2%
Guy Carpenter		261	266	(2)%	(4)%	_	2%
Subtotal		1,578	 1,604	(2)%	(7)%	3%	2%
Fiduciary Interest Income		6	6				
Total Risk and Insurance Services		1,584	 1,610	(2)%	(7)%	3%	2%
Consulting							
Mercer		1,090	1,112	(2)%	(8)%	1%	5%
Oliver Wyman Group		450	429	5 %	(6)%	2%	9%
Total Consulting		1,540	 1,541	—	(7)%	1%	6%
Corporate / Eliminations		(9)	(10)				
Total Revenue	\$	3,115	\$ 3,141	(1)%	(7)%	2%	4%

#### **Revenue Details**

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

						Compon	ents of Revenue	Change*
	т	Three Months Ended September 30,			% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying
		2015		2014	Revenue	Impact	Impact	Revenue
Marsh:								
EMEA	\$	378	\$	414	(9)%	(10)%	1 %	1%
Asia Pacific		156		175	(10)%	(13)%	2 %	1%
Latin America		86		99	(14)%	(21)%	2 %	6%
Total International		620		688	(10)%	(13)%	1 %	2%
U.S. / Canada		697		650	7 %	(2)%	7 %	2%
Total Marsh	\$	1,317	\$	1,338	(2)%	(7)%	4 %	2%
Mercer:								
Health	\$	394	\$	392	—	(4)%	(2)%	6%
Retirement		317		330	(4)%	(8)%	2 %	2%
Investments		202		213	(5)%	(14)%	3 %	6%
Talent		177		177	1 %	(8)%	3 %	6%
Total Mercer	\$	1,090	\$	1,112	(2)%	(8)%	1 %	5%

#### 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.

#### ¿Û¿ÛÄÛ±Æ. Supplemental Information - Revenue Analysis Nine Months Ended September 30, 2015 (Millions) (Unaudited)

					Compor	ents of Revenue	Change*
	Ni	ine Month Septemb	 	% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying
		2015	 2014	Revenue	Impact	İmpact	Revenue
Risk and Insurance Services							
Marsh	\$	4,217	\$ 4,280	(1)%	(7)%	3 %	3%
Guy Carpenter		904	942	(4)%	(4)%	(1)%	1%
Subtotal	_	5,121	 5,222	(2)%	(6)%	2 %	2%
Fiduciary Interest Income		16	18				
Total Risk and Insurance Services		5,137	 5,240	(2)%	(6)%	2 %	2%
Consulting							
Mercer		3,173	3,244	(2)%	(7)%	1 %	4%
Oliver Wyman Group		1,275	1,249	2 %	(6)%	2 %	6%
Total Consulting	_	4,448	 4,493	(1)%	(7)%	1 %	5%
Corporate / Eliminations		(30)	 (28)				
Total Revenue	\$	9,555	\$ 9,705	(2)%	(7)%	2 %	3%

#### **Revenue Details**

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

						Compon	ents of Revenue	Change*
	N	Nine Months Ended September 30,		% Change GAAP	Currency	Acquisitions/ Dispositions	Underlying	
		2015		2014	Revenue	Impact	Impact	Revenue
Marsh:								
EMEA	\$	1,380	\$	1,509	(9)%	(11)%	1 %	2%
Asia Pacific		480		520	(8)%	(10)%	1 %	1%
Latin America		262		285	(8)%	(17)%	3 %	5%
Total International		2,122		2,314	(8)%	(11)%	1 %	2%
U.S. / Canada		2,095		1,966	7 %	(1)%	5 %	3%
Total Marsh	\$	4,217	\$	4,280	(1)%	(7)%	3 %	3%
Mercer:								
Health	\$	1,169	\$	1,173	_	(4)%	(2)%	5%
Retirement		973		1,032	(6)%	(8)%	2 %	—
Investments		614		622	(1)%	(12)%	2 %	9%
Talent		417		417	_	(7)%	3 %	5%
Total Mercer	\$	3,173	\$	3,244	(2)%	(7)%	1 %	4%

#### 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.

#### ¿Û¿ÛÄÛ±Æ. Non-GAAP Measures Three Months Ended September 30 (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 September 30, 2015 and 2014. 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		Consulting		Corporate/ Eliminations		Total
Three Months Ended September 30, 2015							
Operating income (loss)	\$	225	\$	285	\$	(49)	\$ 461
Add impact of Noteworthy Items:							
Restructuring charges (a)		1		—		2	3
Adjustments to acquisition related accounts (b)		22		—		—	22
Operating income adjustments		23				2	 25
Adjusted operating income (loss)	\$	248	\$	285	\$	(47)	\$ 486
Operating margin		14.2%		18.5%		N/A	14.8%
Adjusted operating margin		15.7%		18.5%		N/A	 15.6%
Three Months Ended September 30, 2014							
Operating income (loss)	\$	229	\$	274	\$	(58)	\$ 445
Add (Deduct) impact of Noteworthy Items:							
Restructuring charges (a)		2		—		2	4
Adjustments to acquisition related accounts (b)		11		—			11
Other		_		_		(2)	(2)
Operating income adjustments		13					 13
Adjusted operating income (loss)	\$	242	\$	274	\$	(58)	\$ 458
Operating margin		14.2%		17.8%		N/A	14.2%
Adjusted operating margin		15.0%		17.8%		N/A	 14.6%

(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.

#### ¿Û¿ÛÄÛ±Æ. Non-GAAP Measures Nine Months Ended September 30 (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 nine months ended September 30, 2015 and 2014. 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		Consulting		Corporate/ Eliminations		Total
Nine Months Ended September 30, 2015							
Operating income (loss)	\$	1,185	\$	781	\$	(141)	\$ 1,825
Add (Deduct) impact of Noteworthy Items:							
Restructuring charges (a)		3		_		5	8
Adjustments to acquisition related accounts (b)		51		(5)		_	46
Other		_		_		(1)	(1)
Operating income adjustments		54		(5)		4	 53
Adjusted operating income (loss)	\$	1,239	\$	776	\$	(137)	\$ 1,878
Operating margin		23.1%		17.6%		N/A	 19.1%
Adjusted operating margin		24.1%		17.5%		N/A	 19.7%
Nine Months Ended September 30, 2014							
Operating income (loss)	\$	1,170	\$	746	\$	(151)	\$ 1,765
Add (Deduct) impact of Noteworthy Items:							 
Restructuring charges (a)		4		_		6	10
Adjustments to acquisition related accounts (b)		22		_		_	22
Other		_		_		(1)	(1)
Operating income adjustments		26				5	 31
Adjusted operating income (loss)	\$	1,196	\$	746	\$	(146)	\$ 1,796
Operating margin		22.3%		16.6%		N/A	18.2%
Adjusted operating margin		22.8%		16.6%		N/A	 18.5%

(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.

#### ;Û;ÛÄÛ±Æ. Non-GAAP Measures Three and Nine Months Ended September 30 (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 tables; 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 -

				nths En er 30, 20			Three Months Ended September 30, 2014					
	Amount EPS						Amo	Diluted EPS				
Income from continuing operations			\$	329					\$	305		
Less: Non-controlling interest, net of tax				8						7		
Subtotal			\$	321	\$	0.60			\$	298	\$	0.54
Operating income adjustments	\$	25					\$	13				
Impact of income taxes		(8)						(4)				
				17		0.03				9		0.02
Adjusted income, net of tax			\$	338	\$	0.63			\$	307	\$	0.56

					Nine Months Ended September 30, 2014					
Amo	ount					Amc	ount			luted PS
	\$	1,256					\$	1,202		
		31						27		
	\$	1,225	\$	2.27			\$	1,175	\$	2.12
\$ 53					\$	31				
 (15)						(11)				
		38		0.07				20		0.04
	\$	1,263	\$	2.34			\$	1,195	\$	2.16
\$	Sep Amo \$ 53	Amount \$ \$ \$ \$ \$	September 30, 24 Amount \$ 1,256 31 \$ 1,225 \$ 53 (15) 38	Amount [ \$ 1,256 31 \$ 1,225 \$ \$ 53 (15) 38	September 30, 2015           Amount         Diluted EPS           \$ 1,256         31           \$ 1,225         \$ 2.27           \$ 53         38	September 30, 2015           Amount         Diluted EPS           \$ 1,256	September 30, 2015         September 30, 2015           Amount         Diluted EPS         Amount           \$ 1,256         31           \$ 1,225         \$ 2.27           \$ 53         \$ 31           (15)         38	September 30, 2015         September           Amount         Diluted EPS         Amount           \$ 1,256         \$           31         \$           \$ 1,225         \$           \$ 53         \$           (15)         38	September 30, 2015         September 30, 2015           Amount         Diluted EPS         Amount           \$ 1,256         \$ 1,202           31         \$ 27           \$ 1,225         \$ 2.27           \$ 53         \$ 31           (15)         (11)           38         0.07	September 30, 2015         September 30, 2014           Amount         Diluted EPS         Amount         Diluted EPS           \$ 1,256         \$ 1,202           31         \$ 27           \$ 1,225         \$ 2.27           \$ 53         \$ 31           (15)         (11)           38         0.07

#### ¿Û¿ÛÄÛ±Æ. Supplemental Information (Millions) (Unaudited)

	ee Mon Septerr		١	Nine Months Ended September 30,			
	2015	2014		2015		2014	
Depreciation and amortization expense	\$ 77	\$ 76	\$	233	\$	225	
Identified intangible amortization expense	\$ 31	\$ 22	\$	79	\$	64	
Stock option expense	\$ 5	\$ 4	\$	18	\$	14	
Capital expenditures	\$ 73	\$ 83	\$	249	\$	285	

# ¿Û¿ÛÄÛ±Æ. Consolidated Balance Sheets (Millions)

	Septe	audited) ember 30, 2015	mber 31, 2014
ASSETS			 
Current assets:			
Cash and cash equivalents	\$	1,330	\$ 1,958
Net receivables		3,517	3,377
Other current assets		679	 720
Total current assets		5,526	6,055
Goodwill and intangible assets		8,342	7,933
Fixed assets, net		786	809
Pension related assets		1,182	967
Deferred tax assets		667	876
Other assets		1,260	 1,200
TOTAL ASSETS	\$	17,763	\$ 17,840
LIABILITIES AND EQUITY			
Current liabilities:			
Short-term debt	\$	62	\$ 11
Accounts payable and accrued liabilities		1,759	1,883
Accrued compensation and employee benefits		1,313	1,633
Accrued income taxes		107	178
Dividends payable		163	 
Total current liabilities		3,404	3,705
Fiduciary liabilities		4,374	4,552
Less - cash and investments held in a fiduciary capacity		(4,374)	 (4,552)
Long-term debt		 4,422	 3,376
Pension, post-retirement and post-employment benefits		2,114	2,244
Liabilities for errors and omissions		358	341
Other liabilities		1,083	1,041
Total equity		6,382	7,133
TOTAL LIABILITIES AND EQUITY	\$	17,763	\$ 17,840