



# Aon plc

*August 2021*

**AON**



**Greg Case**  
Chief Executive Officer

**Christa Davies**  
Chief Financial Officer

# Safe Harbor Statement

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This communication contains certain statements related to future results, or states Aon's intentions, beliefs and expectations or predictions for the future which are forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from either historical or anticipated results depending on a variety of factors. These forward-looking statements include information about possible or assumed future results of Aon's operations, the uncertainty surrounding the COVID-19 pandemic, and the termination of Aon's Business Combination Agreement with Willis Towers Watson Public Limited Company regarding the combination of the parties (the "Combination"). All statements other than statements of historical facts that address activities, events or developments that Aon expects or anticipates may occur in the future, including such things as its outlook, future capital expenditures, growth in commissions and fees, changes to the composition or level of its revenues, cash flow and liquidity, expected tax rates, business strategies, competitive strengths, goals, the benefits of new initiatives, growth of its business and operations, plans, references to future successes, the termination of the Combination and divestitures planned in connection therewith, and pending or potential litigation relating to the Combination and divestitures planned in connection therewith, including as a result of the termination or potential termination of such transactions, are forward-looking statements. Also, when Aon uses the words such as "anticipate", "believe", "estimate", "expect", "intend", "plan", "probably", "potential", "looking forward", or similar expressions, it is making forward-looking statements.

The following factors, among others, could cause actual results to differ from those set forth in or anticipated by the forward-looking statements: general economic and political conditions in different countries in which Aon does business around the world, including the U.K.'s withdrawal from the European Union; changes in the competitive environment or damage to Aon's reputation; fluctuations in exchange and interest rates that could influence revenue and expenses; changes in global equity and fixed income markets that could affect the return on invested assets; changes in the funding status of Aon's various defined benefit pension plans and the impact of any increased pension funding resulting from those changes; the level of Aon's debt limiting financial flexibility or increasing borrowing costs; rating agency actions that could affect Aon's ability to borrow funds; volatility in Aon's tax rate due to a variety of different factors, including U.S. tax reform; changes in estimates or assumptions on Aon's financial statements; limits on Aon's subsidiaries to make dividend and other payments to Aon; the impact of lawsuits and other contingent liabilities and loss contingencies arising from errors and omissions and other claims against Aon; the impact of, and potential challenges in complying with, legislation and regulation in the jurisdictions in which Aon operates, particularly given the global scope of Aon's businesses and the possibility of conflicting regulatory requirements across jurisdictions in which Aon does business; the impact of any investigations brought by regulatory authorities in the U.S., Ireland, the U.K. and other countries; the impact of any inquiries relating to compliance with the U.S. Foreign Corrupt Practices Act and non-U.S. anti-corruption laws and with U.S. and non-U.S. trade sanctions regimes; failure to protect intellectual property rights or allegations that Aon infringes on the intellectual property rights of others; the effects of Irish law on Aon's operating flexibility and the enforcement of judgments against Aon; the failure to retain and attract qualified personnel, whether as a result of the termination of the Combination or otherwise; international risks associated with Aon's global operations; the effects of natural or man-made disasters, including the effects of COVID-19 and other health pandemics; the potential of a system or network breach or disruption resulting in operational interruption or improper disclosure of personal data; Aon's ability to develop and implement new technology; the damage to Aon's reputation among clients, markets or third parties; the actions taken by third parties that perform aspects of Aon's business operations and client services; the extent to which Aon manages certain risks created in connection with the services, including fiduciary and investments, consulting, and other advisory services, among others, that Aon currently provides, or will provide in the future, to clients; Aon's ability to continue, and the costs and the costs and risks associated with, growing, developing and integrating companies that it acquires or new lines of business; changes in commercial property and casualty markets, commercial premium rates or methods of compensation; changes in the health care system or Aon's relationships with insurance carriers; Aon's ability to implement initiatives intended to yield, and the ability to achieve, cost savings; Aon's ability to realize the expected benefits from its restructuring plan; adverse effects on the market price of Aon's securities and/or operating results for any reason, including, without limitation, because of the failure to consummate the Combination; the failure to realize the expected benefits of the Combination (including anticipated revenue and growth synergies); significant transaction costs in connection with the terminated Combination and divestitures planned in connection with the Combination; litigation associated with the termination of the Combination and divestitures planned in connection with the Combination; the payment of the termination fee in connection with the termination of the Combination; the potential impact of the termination of the Combination on relationships, including with suppliers, customers, employees and regulators; and general economic, business and political conditions (including any epidemic, pandemic or disease outbreak, including COVID-19) that affect the Company.

Any or all of Aon's forward-looking statements may turn out to be inaccurate, and there are no guarantees about Aon's performance. The factors identified above are not exhaustive. Aon and its subsidiaries operate in a dynamic business environment in which new risks may emerge frequently. Accordingly, you should not place undue reliance on forward-looking statements, which speak only as of the dates on which they are made. In addition, results for the year ended December 31, 2020, and the quarters ended March 31, 2021, and June 30, 2021, are not necessarily indicative of results that may be expected for any future period, particularly in light of the continuing effects of the COVID-19 pandemic. Further information concerning Aon and its businesses, including factors that potentially could materially affect Aon's financial results, is contained in Aon's filings with the Securities and Exchange Commission (the "SEC"). See Aon's Annual Report on Form 10-K for the year ended December 31, 2020 and its Quarterly Reports on Form 10-Q for the quarters ended March 31, 2021, and June 30, 2021, for a further discussion of these and other risks and uncertainties applicable to Aon and its businesses. These factors may be revised or supplemented in subsequent reports filed with the SEC. Aon is not under, and expressly disclaims, any obligation to update or alter any forward-looking statement that it may make from time to time, whether as a result of new information, future events or otherwise.

# Leading Global Professional Services Firm Enabled by Data & Analytics

Aon is a leading global professional services firm providing **advice and solutions in Risk, Retirement and Health** at a time when those topics have never been more important to the global economy. Aon develops insights that reduce the volatility our clients face and help them maximize their performance

**120**  
countries in which Aon operates



**50k**  
Aon colleagues around the world

## RISK

Aon provides risk advisory, commercial risk and reinsurance solutions to help clients better identify, quantify and manage their risk exposure



**\$110B+**  
*risk premium placed annually*

## RETIREMENT

Aon provides actuarial, investment and retirement solutions to help clients design and implement secure, equitable and sustainable retirement programs



**\$3.4T**  
*in assets under advisement<sup>1</sup>*

## HEALTH

Aon provides consulting, global benefits and exchange solutions to help clients mitigate rising health care costs and improve employee health and well-being



**\$180B**  
*of healthcare premium directed annually<sup>2</sup>*

## ENABLED BY DATA & ANALYTICS



Aon combines data, technology, and advisory services to develop insights that help clients reduce volatility and improve performance



<sup>1</sup> As of 6/30/2020, includes non-discretionary assets advised by Aon and its global affiliates which includes retainer clients and clients in which Aon and its global affiliates have performed project services for over the past 12 months. Project clients may not currently engage Aon at the time of the calculation of assets under advisement as the project may have concluded earlier during preceding 12-month period.

<sup>2</sup> Includes \$30B of fully-insured premium and \$150B of self-insured premium equivalents

# Aon United Blueprint

How We Bring the Best of Aon to Clients and Drive Sustainable Growth of Our Firm

## Client Value Creation

### Delivering Aon United (DAU)

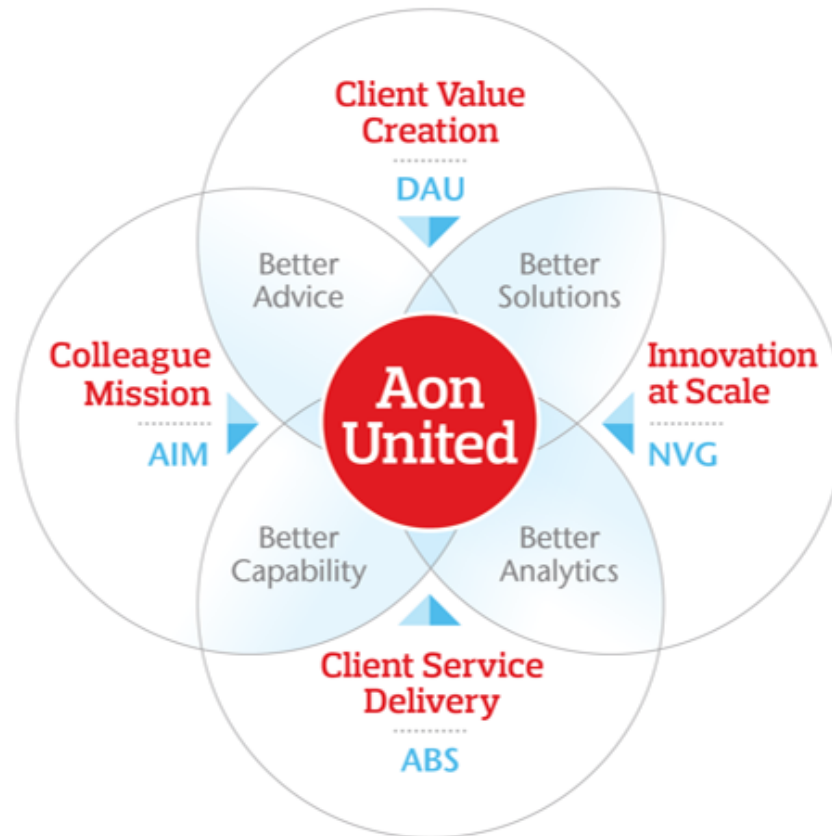
DAU defines how Aon Colleagues work together to bring the best of the firm to clients and sets a new standard for client leadership. DAU helps us better understand the unique needs of the different types of clients Aon serves, delivers on our Client Promise commitment, and helps colleagues better articulate the value Aon creates.

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## Colleague Mission

### Aon Impact Model (AIM)

AIM supports Aon's belief that businesses thrive when the communities they serve and the people they employ flourish. AIM sets behavior expectations and leverages Aon's diverse capabilities and shared values to ensure colleagues are shaping a distinctive and high-performing Aon United Culture.



## Innovation at Scale

### New Ventures Group (NVG)

NVG accelerates net new innovation on behalf of clients and expands Aon's addressable market. The NVG global leadership team works together with business leaders to bring the power of Aon's enterprise skills, assets, and relationships to incubate and rapidly scale the most significant growth stage opportunities.

## Client Service Delivery

### Aon Business Services (ABS)

ABS capitalizes on the benefits of scale to drive further operational excellence and provide client-facing colleagues more capability and opportunity to address client need. ABS leverages regional client service centers, connected by business platforms, that tightly integrate technology with shared global operational capabilities to deliver best-in-class client service.

# Drivers of Sustainable Organic Revenue Growth<sup>1</sup>

## Delivering Client Value in the Core

- When we bring the best of the firm through our Aon United strategy, we can win more, retain more, and do more with clients
- Our strong core business is largely recurring, non-discretionary, and with retention rates of ~95% on average across the portfolio

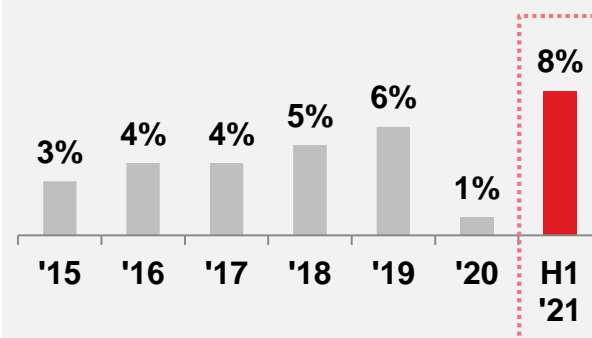
## Portfolio Shift to High-Growth Areas of Demand

- Disproportionally investing organically and inorganically to differentiate our value proposition in targeted businesses with attractive growth and margin characteristics
- Priority areas are growing organically at higher rates than the overall portfolio, with significant long-term opportunity
- Proven history of portfolio management demonstrates ability to focus and prioritize areas of greatest client need

## Distributed Innovation to Unlock Net New

- Strong track record of developing innovative, first-to-market solutions that unlock new addressable markets
- Creating net new solutions for long-term challenges like climate change, intellectual property, cyber, and the health and wealth gap

## Organic Revenue Growth



*Expect mid-single-digit or greater organic revenue growth in 2021 and over the long term*

<sup>1</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measures in the Company's Q2'21 press release dated July 30, 2021.



# Building on Existing Capabilities to Address New Areas of Client Need

**Client demand continues to outpace innovation.** Our Aon United strategy brings our full firm's content and capabilities to create solutions for those challenges, demonstrated by our track record of expanding and unlocking addressable markets. Client feedback combined with our data, analytics, and insight highlights four examples of unmet need:



## Navigating New Forms of Volatility

Expand traditional risk management to address long-tail risks

*Over ~\$20T of intangible assets in the S&P500 have no insurance protection. Our Intellectual Property Capital Market Solution creates the market's only alternative financing opportunity for IP-rich companies*



## Rethinking Access to Capital

Offer greater access to capital, unlock value and protect it in novel ways

*We created the market for U.S. Mortgage Reinsurance that has transferred over \$24B of credit risk on 8.3M residential mortgages loans valued at more than \$1.9T*



## Building a Resilient Workforce

Provide career, financial, health and wellbeing options for a wider spectrum of employees

*Comprehensive solutions using tools like Aon Architect in Health and Pooled Employer Program in Retirement optimize outcomes for employees against growing medical cost and underinvestment in retirement*



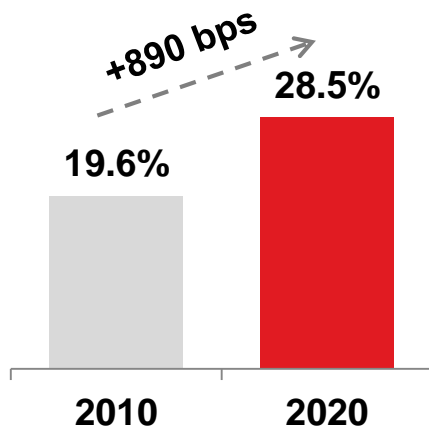
## Addressing the Underserved

Create more affordable, scalable products to broaden access to a wider range of recipients

*CoverWallet, our leading digital insurance platform, enables online distribution to the \$200B market for small commercial premium growing 6% per year with under 5% served digitally*

# Aon Business Services Operating Model Enables Stability and Flexibility

## FY Adjusted Operating Margin<sup>1</sup>



Historic drivers of margin expansion, particularly **operating leverage and expense discipline driven by Aon Business Services**, are more important than ever

- Aon Business Services **integrates operations, technology, data, service delivery and vendor management**
- Service centers and business platforms **increase productivity in our operations**, giving client-facing colleagues more capacity to meet client need, including **1 million hours of process automation in 2020**
- **Unified, resilient operating model** enables colleagues to work remotely and access all systems with no loss of productivity
- **Global management of working capital and discretionary costs** enables ongoing efficiency improvements
- Single platform enables **prioritized investment in our highest return opportunities** balanced with net operating margin improvement

<sup>1</sup> The results presented on this page are non-GAAP measures that are reconciled to their corresponding U.S. GAAP measures in the Appendices of this presentation.



# Environmental, Social, and Governance (ESG) Risks Are an Opportunity to Help Clients and Improve Our Own Impact

**Helping clients manage risk, volatility, and people is at the core of what we do. We see a significant opportunity to address unmet need, as risk, including ESG risk, increases**

**We are committed to resiliency and sustainability to prepare for the ongoing challenges we face from emerging and long-tail risks**

For more, please see our [2020 Aon Impact Report](#)

## Environmental



**Opportunity to help clients navigate volatility and transition risk, while managing our impact**

- Committed to net-zero greenhouse gas emissions by 2030, using Science Based Targets
  - 43% reduction in CO2e emissions from 2019 to 2020, a total reduction in greenhouse gas emissions of 60%+ since 2015
  - Submit annually to the Carbon Disclosure Project and signed on to support TCFD
- Sustainability in real estate, travel, supply chain

## Social



**Colleagues are the cornerstone of our Aon United strategy and our one firm culture**

- Strength on key culture indicators in 2020:
  - Voluntary attrition down 35% year-over-year
  - Engagement at historic highs, consistent with top-quartile employers
- Firm-wide commitment to Inclusion and Diversity (I&D):
  - In 2020, formed Board of Directors I&D committee and internal Global Inclusive Leadership Council
  - 2021 executive compensation goals include I&D
- Investing \$30m over next 5 years and leading a group of employers to create 10,000 US apprenticeships by 2030

## Governance

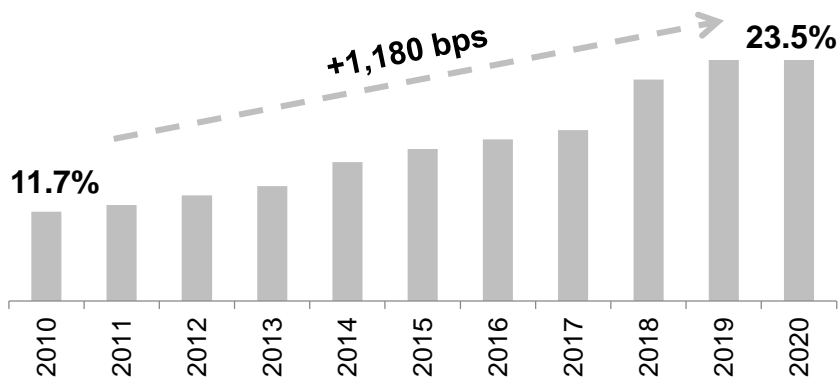


**Risk mitigation and governance starts with an independent, engaged Board supported by robust firm-wide policies and processes**

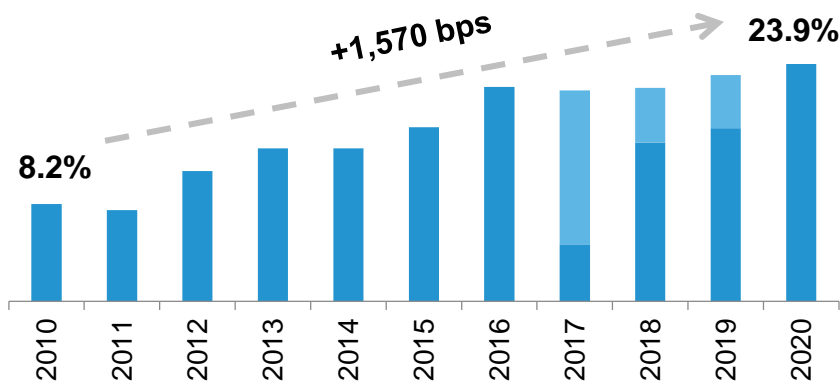
- Board oversees our assessment of material risks, with delegation to committees and management as appropriate
- In 2020, established internal ESG committee to increase coordination, communication and disclosure
- Strong data privacy practices and required annual training for colleagues on key risks

# Disciplined Focus on Capital Management and Free Cash Flow

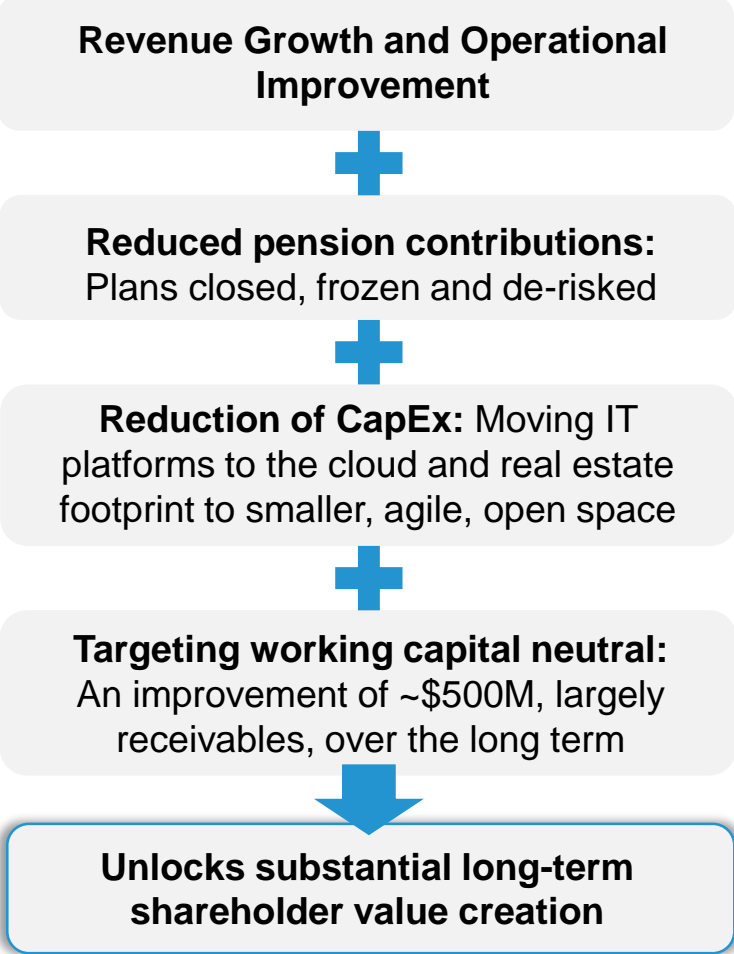
## Return on Invested Capital<sup>1</sup>



## Free Cash Flow Margin<sup>2</sup>



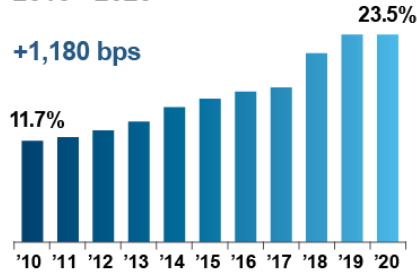
## Our Strategy to Drive Free Cash Flow<sup>2</sup>



<sup>1</sup> Return on Invested Capital (ROIC) is a non-GAAP measure. A reconciliation can be found in Appendix A.

<sup>2</sup> Free Cash Flow Margin is a non-GAAP measure. A reconciliation can be found in Appendix B.

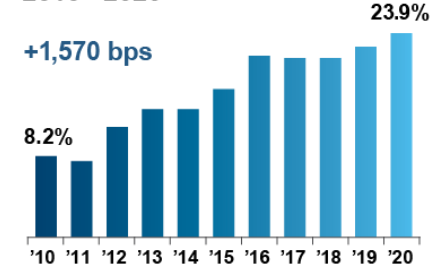
Return on Invested Capital  
2010–2020



**AON** | 2020 Performance Continues

# A Decade of Momentum<sup>1</sup>

Free Cash Flow Margin  
2010–2020



2020 Performance

Key Financial Metrics

Organic Revenue Growth

**+1%**

EPS

**\$9.81**

+7% YOY

Operating Margin

**28.5%**

+100 bps YOY

Free Cash Flow

**\$2.6B**

+64% YOY

2010–2020 Performance

Organic Revenue Growth

**+4%**

Average / Year

EPS Growth

**+11%**

CAGR

Margin Expansion

**+890 bps**

~90 bps / Year

Free Cash Flow Growth

**+14%**

CAGR

Shareholder Value Creation

ROIC

**23.5%**

Share Repurchase

**\$1.8B**

FCF Margin

**23.9%**

Dividend Growth

**+5%**

\$0.46 Quarterly / Share

Increase in ROIC

**+1,180 bps**

11.7% to 23.5%

Share Repurchase

**\$16B**

FCF Margin Expansion

**+1,570 bps**

8.2% to 23.9%

Dividend Growth

**+12%**

CAGR

<sup>1</sup> The results presented on this page are non-GAAP measures that are reconciled to their corresponding U.S. GAAP measures in the Company's Q4'20 press release dated February 5, 2021, with respect to 2020, and in the Company's Q4'10 press release dated February 4, 2011, with respect to 2010.

# Aon United Delivering Ongoing Results and Building Momentum<sup>1</sup>

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## *Driving Towards Mid-Single-Digit or Greater Organic Revenue Growth Over the Long-Term*

- Track record of 4% average annual organic revenue growth from 2010-2020, with recent trend towards acceleration
- Driven by three areas: Delivering client value with continued improvement in core businesses, portfolio mix-shift towards areas of faster growing client demand and data-driven solutions, and net new opportunities that increase our total addressable market

## *Sustainable Operating Margin Expansion Net of Investment in Long-Term Growth*

- From 2010-2020, increased adjusted operating margins by 890 bps or ~90 bps per year
- Driven by three areas: Accelerating top-line growth, portfolio mix-shift to higher contribution margin businesses, and increased operating leverage from ongoing productivity improvements from our Aon Business Services platform

## *Expected Free Cash Flow Growth Over the Long-Term*

- Free cash flow growth of 14% CAGR since 2010 and free cash flow margin expansion to 23.9% in 2020
- Expect ongoing operating income growth and progress on working capital, supported by Aon Business Services

## *Disciplined Portfolio Management and Capital Allocation based on Return on Invested Capital (ROIC)*

- Strong history of transformational M&A and portfolio management, including completion of 150 acquisitions for ~\$8.8B and 120 divestitures for ~\$5.4B from 2010-2020<sup>2</sup>
- All capital allocation decisions based on ROIC. Share repurchase continues to be our highest return opportunity currently based on our strong free cash flow generation outlook, noting history of \$16 billion in share buyback from 2010-2020 and \$5 billion additional repurchase authorization in Q4 2020
- Significant financial flexibility to deploy capital driven by strong free cash flow generation and opportunity for increased debt

## *Translating into a Significant Shareholder Value Creation Opportunity*

- Going forward, we expect to build on our demonstrated track record of free cash flow growth combined with an expected reduction in total shares outstanding, representing a significant long-term shareholder value creation opportunity

<sup>1</sup> The results presented on this page are non-GAAP measures that are reconciled to their corresponding U.S. GAAP measures in the Appendices of this presentation.

<sup>2</sup> Includes asset deals and share transactions with joint venture partners.



# Appendix

# Commercial Risk Solutions

## Retail Brokerage:

- Our dedicated teams of risk experts utilize comprehensive analytics capabilities and insights to provide clients with distinctive risk advice that empowers results for their organizations
- Through our specialty-focused organizational structure, colleagues in 120 countries around the world dive deep into their areas of expertise to develop unparalleled insights around industry verticals and lines of business to best deliver value to clients in today's complex and integrated risk environment

## Global Risk Consulting:

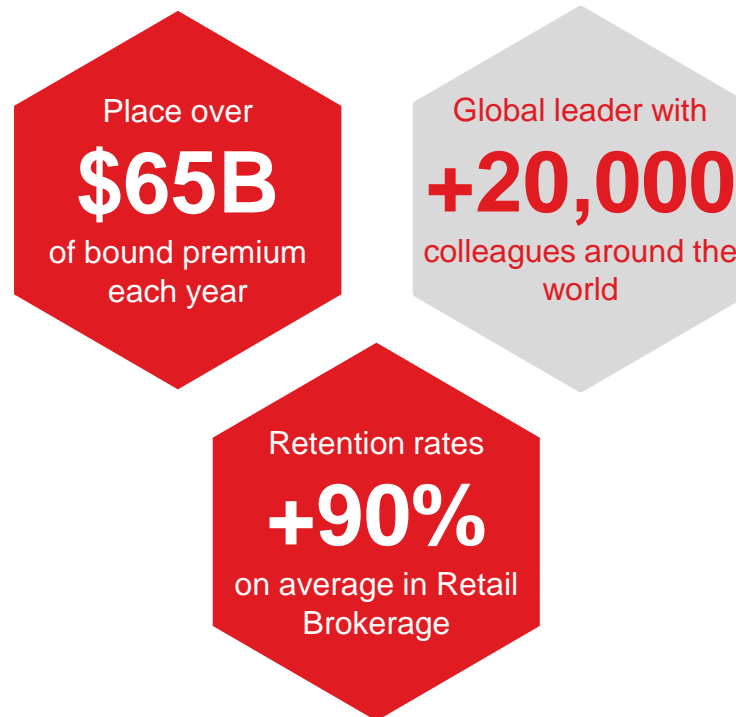
- World leading provider of risk consulting services supporting clients in better understanding and managing their risk profile through identifying and quantifying the risks they face by assisting them with the selection and implementation of the appropriate risk transfer, risk retention, and risk mitigation solutions, and by ensuring the continuity of their operations through claims consulting

## Cyber Solutions:

- One of the industry's premier resources in cyber risk management; our strategic focus extends to identifying and protecting critical digital assets supported by best-in-class transactional capabilities, enhanced coverage expertise, deep carrier relationships, and incident response expertise

## Captives:

- Leading global captive insurance solutions provider; managing +1,100 insurance entities worldwide including captives, protected segregated and incorporated cell facilities, as well as entities that support Insurance Linked Securities and specialist insurance and reinsurance companies



	Q1'18	Q2'18	Q3'18	Q4'18	FY'18	Q1'19	Q2'19	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20	Q1'21	Q2'21
<b>Total Revenue<sup>1</sup> (\$M)</b>	\$1,184	\$1,166	\$1,029	\$1,273	\$4,652	\$1,118	\$1,167	\$1,057	\$1,331	\$4,673	\$1,146	\$1,126	\$1,042	\$1,376	\$4,690	\$1,289	\$1,349
<b>Organic Growth<sup>1</sup> (%)</b>	4%	6%	8%	4%	6%	6%	6%	7%	7%	7%	4%	1%	2%	4%	3%	9%	14%

<sup>1</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measure for the above historical periods that have been restated on page 21 of the Company's Q4'17 press release dated February 2, 2018, for the new revenue recognition accounting standard effective in Q1'18.



# Reinsurance Solutions

## Treaty:

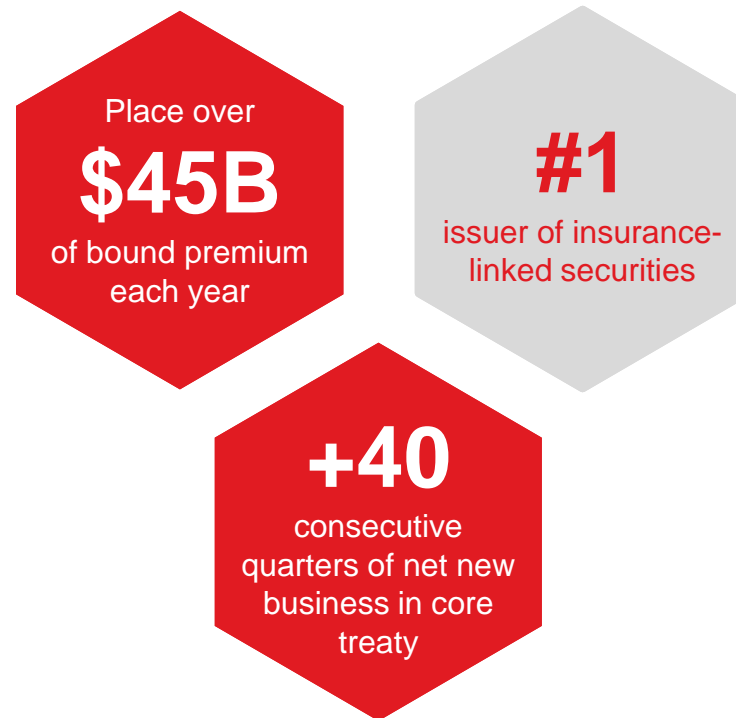
- Addresses underwriting and capital objectives on a portfolio level, allowing our clients to more effectively manage the combination of premium growth, return on capital and rating agency interests. This includes the development of more competitive, innovative and efficient risk transfer options.

## Facultative:

- Empowers clients to better understand, manage and transfer risk through innovative facultative solutions and the most efficient access to the global facultative markets

## Capital Markets:

- Global investment bank with expertise in M&A, capital raising, strategic advice, restructuring, recapitalization services, and insurance-linked securities
- Works with insurers, reinsurers, investment firms, banks, and corporations to manage complex commercial issues through the provision of corporate finance advisory services, capital markets solutions, and innovative risk management products



	Q1'18	Q2'18	Q3'18	Q4'18	FY'18	Q1'19	Q2'19	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20	Q1'21	Q2'21
<b>Total Revenue<sup>1</sup> (\$M)</b>	\$742	\$380	\$279	\$162	\$1,563	\$788	\$420	\$291	\$187	\$1,686	\$848	\$448	\$321	\$197	\$1,814	\$922	\$500
<b>Organic Growth<sup>1</sup> (%)</b>	6%	8%	8%	8%	7%	9%	12%	5%	17%	10%	9%	9%	13%	12%	10%	6%	9%

<sup>1</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measure for the above historical periods that have been restated on page 21 of the Company's Q4'17 press release dated February 2, 2018, for the new revenue recognition accounting standard effective in Q1'18.

# Retirement Solutions

## Retirement:

- The Retirement practice is dedicated to navigating the risk and opportunities associated with retirement and investing to optimize performance and financial security for institutions and individuals
- Retirement Consulting specializes in providing organizations across the globe with strategic design consulting on their retirement programs, actuarial services, and risk management – including pension de-risking, governance, integrated pension administration and legal and compliance consulting

## Human Capital:

- We deliver advice and solutions that help clients accelerate business outcomes by improving the performance of their people
- We support the full employee lifecycle from assessment and selection of the right talent to the design, alignment and benchmarking of compensation to business strategy and performance outcomes

## Investments:

- Provides public and private companies and other institutions with advice on developing and maintaining investment programs across a broad range of plan types, including defined benefit plans, defined contribution plans, endowments and foundations
- Our delegated investment solutions offer ongoing management of investment programs and fiduciary responsibilities either in a partial or full discretionary model for multiple asset owners. We partner with clients to deliver our scale and experience to help them effectively manage their investments, risk, governance and potentially lower costs

**+10,000**  
organizations trust  
Aon's advice and  
solutions

Approximately  
**\$3.4T**<sup>1</sup>  
of pension assets  
under independent  
advisory

Global leader with  
**+7,000**  
colleagues around  
the world

	Q1'18	Q2'18	Q3'18	Q4'18	FY'18	Q1'19	Q2'19	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20	Q1'21	Q2'21
<b>Total Revenue<sup>2</sup> (\$M)</b>	\$424	\$431	\$501	\$509	\$1,865	\$420	\$419	\$484	\$494	\$1,817	\$397	\$393	\$468	\$495	\$1,753	\$434	\$440
<b>Organic Growth<sup>2</sup> (%)</b>	-	3%	2%	4%	2%	2%	1%	3%	3%	2%	-	(1%)	(5%)	(2%)	(2%)	5%	5%

<sup>1</sup> As of 6/30/2020, includes non-discretionary assets advised by Aon and its global affiliates which includes retainer clients and clients in which Aon and its global affiliates have performed project services for over the past 12 months. Project clients may not currently engage Aon at the time of the calculation of assets under advisement as the project may have concluded earlier during preceding 12-month period.

<sup>2</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measure for the above historical periods that have been restated on page 21 of the Company's Q4'17 press release dated February 2, 2018, for the new revenue recognition accounting standard effective in Q1'18.

# Health Solutions

Aon Health Solutions helps organizations confidently navigate the evolving health and benefits landscape while continuously adapting their approach and strategy to provide greater choice, affordability and wellbeing.

## Consulting & Brokerage:

- Develops and implements innovative, customized health and benefits strategies for clients of all sizes across industries and geographies to manage risk, drive engagement, and increase accountability
- Partners with insurers and other strategic partners to develop and implement new and innovative solutions.
- Delivers specialized expertise and solutions across a range of areas such as pharmacy, voluntary benefits, and regulatory
- Leverages proprietary, world-class, analytics and technology to help clients make informed decisions and manage healthcare outcomes

## Global Benefits:

- Advises multinational companies on range of topics including program design and management, financing optimization, and enhanced employee experience
- Assists employers in navigating and managing regulatory and compliance requirements in countries in which they operate

## Healthcare Exchanges:

- Helps transform how employers sponsor, structure, and deliver healthcare strategies for both active and retiree populations



	Q1'18	Q2'18	Q3'18	Q4'18	FY'18	Q1'19	Q2'19	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20	Q1'21	Q2'21
<b>Total Revenue<sup>1</sup> (\$M)</b>	\$451	\$309	\$278	\$558	\$1,596	\$486	\$317	\$279	\$585	\$1,667	\$502	\$258	\$282	\$613	\$1,655	\$536	\$307
<b>Organic Growth<sup>1</sup> (%)</b>	-	7%	8%	8%	5%	5%	6%	2%	5%	5%	5%	(18%)	1%	2%	(1%)	4%	14%

<sup>1</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measure for the above historical periods that have been restated on page 21 of the Company's Q4'17 press release dated February 2, 2018, for the new revenue recognition accounting standard effective in Q1'18.

# Data & Analytic Services

## Affinity:

- Specializes in developing, marketing and administering customized insurance programs and specialty market solutions for affinity organizations and their members or affiliates

## Aon Inpoint:

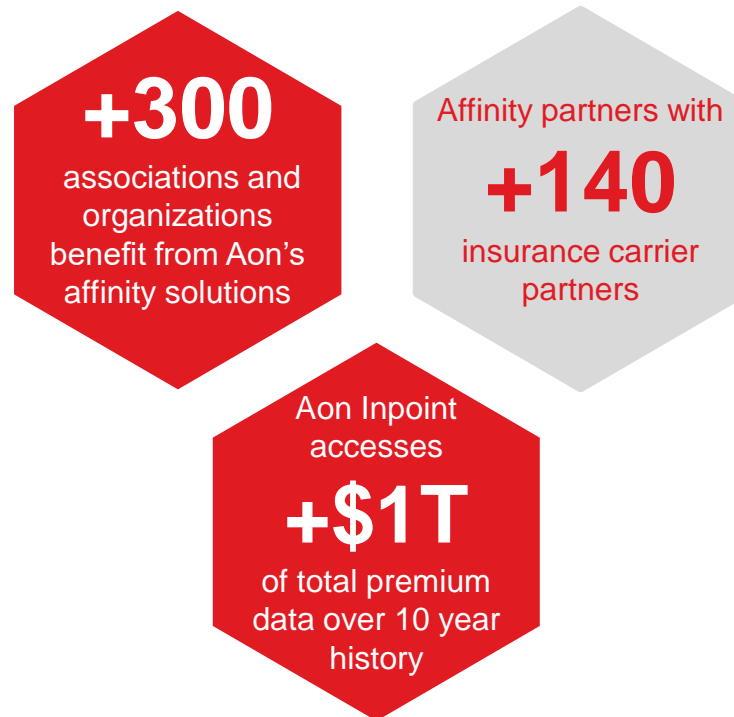
- Draws on Aon's proprietary database (Global Risk Insight Platform) and is dedicated to making insurers more competitive through providing data, analytics, engagement and consulting

## CoverWallet:

- Leading digital insurance platform for small- and medium-sized businesses dedicated to delivering exceptional client experiences to new and existing clients by leveraging data & analytics and a technology-enabled operating model to provide choice, transparency, and convenience

## ReView:

- Draws on Aon's proprietary database and broker market knowledge to provide advisory services, analysis, and benchmarking to help reinsurers more effectively meet the needs of cedents through the development of more competitive, innovative, and efficient risk transfer options



	Q1'18	Q2'18	Q3'18	Q4'18	FY'18	Q1'19	Q2'19	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20	Q1'21	Q2'21
<b>Total Revenue<sup>1</sup> (\$M)</b>	\$294	\$277	\$263	\$271	\$1,105	\$336	\$286	\$271	\$291	\$1,184	\$331	\$274	\$278	\$288	\$1,171	\$351	\$294
<b>Organic Growth<sup>1</sup> (%)</b>	1%	(4%)	5%	9%	3%	5%	4%	3%	6%	4%	1%	(8%)	(7%)	(8%)	(5%)	(2%)	5%

<sup>1</sup> Organic revenue is a non-GAAP measure that is reconciled to its corresponding U.S. GAAP measure for the above historical periods that have been restated on page 21 of the Company's Q4'17 press release dated February 2, 2018, for the new revenue recognition accounting standard effective in Q1'18.

## Appendix A: Reconciliation of Return on Invested Capital (ROIC)

**Return on Invested Capital (ROIC)** is a non-GAAP measure calculated as adjusted net operating profit after tax (NOPAT) divided by average invested capital (short-term debt, + long-term debt + total equity) and represents how well we are allocating our capital to generate returns. The metric for the historical periods shown below was calculated using financial results for total consolidated Aon, and therefore includes discontinued operations in connection with the sale of the outsourcing business completed on May 1, 2017, which will not be included on a going forward basis.

<i>(millions)</i>	FY'10	FY'11	FY'12	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
Revenue - as reported	8,512	11,287	11,514	11,815	12,045	11,682	11,627	9,998	10,770	11,013	11,066
Consolidated operating income - as reported	1,244	1,596	1,596	1,671	1,966	1,848	1,906	979	1,544	2,169	2,781
Restructuring	172	113	101	174	-	-	-	497	485	451	-
Pension adjustment	49	-	-	-	-	-	-	-	-	-	-
Hewitt related costs	40	47	-	-	-	-	-	-	-	-	-
Transactions/Headquarter relocation costs	-	3	24	5	-	-	15	-	-	-	123
Legacy receivable write-off	-	18	-	-	-	-	-	-	-	-	-
Anti-bribery, regulatory and compliance initiative	9	-	-	-	-	-	-	28	-	-	-
Legacy Litigation	-	-	-	-	35	176	-	-	75	13	-
Pension settlement	-	-	-	-	-	-	220	128	-	-	-
Amortization of Intangible Assets	154	362	423	395	352	314	277	704	593	392	246
Total Adjustments	424	543	548	574	387	490	512	1,357	1,153	856	369
<b>Consolidated operating income - as adjusted</b>	<b>\$ 1,668</b>	<b>\$ 2,139</b>	<b>\$ 2,144</b>	<b>\$ 2,245</b>	<b>\$ 2,353</b>	<b>\$ 2,338</b>	<b>\$ 2,418</b>	<b>\$ 2,336</b>	<b>\$ 2,697</b>	<b>\$ 3,025</b>	<b>\$ 3,150</b>
<i>Adjusted Effective tax rate (%)</i>	28.9%	27.3%	26.1%	25.4%	18.9%	17.9%	16.8%	14.9%	15.6%	17.5%	17.6%
<b>NOPAT (Adj. OI*(1-Adj. Tax Rate))</b>	<b>\$ 1,186</b>	<b>\$ 1,555</b>	<b>\$ 1,584</b>	<b>\$ 1,675</b>	<b>\$ 1,908</b>	<b>\$ 1,919</b>	<b>\$ 2,012</b>	<b>\$ 1,988</b>	<b>\$ 2,276</b>	<b>\$ 2,496</b>	<b>\$ 2,596</b>
Short-term debt and current portion of long-term debt	492	337	452	703	783	562	336	299	251	712	448
Long-term debt	4,014	4,155	3,713	3,686	4,799	5,138	5,869	5,667	5,993	6,627	7,281
Total Debt	4,506	4,492	4,165	4,389	5,582	5,700	6,205	5,966	6,244	7,339	7,729
Total Shareholder's Equity	8,251	8,078	7,762	8,145	6,571	6,002	5,475	4,583	4,151	3,375	3,495
Noncontrolling interest	55	42	43	50	60	57	57	65	68	74	88
End of Period Total Invested Capital	12,812	12,612	11,970	12,584	12,213	11,759	11,737	10,614	10,463	10,788	11,312
<b>Average Total Invested Capital</b>	<b>10,126</b>	<b>12,712</b>	<b>12,291</b>	<b>12,277</b>	<b>12,399</b>	<b>11,986</b>	<b>11,748</b>	<b>11,176</b>	<b>10,539</b>	<b>10,626</b>	<b>11,050</b>
<b>ROIC (NOPAT/Average Total Invested Capital)</b>	<b>11.7%</b>	<b>12.2%</b>	<b>12.9%</b>	<b>13.6%</b>	<b>15.4%</b>	<b>16.0%</b>	<b>17.1%</b>	<b>17.8%</b>	<b>21.6%</b>	<b>23.5%</b>	<b>23.5%</b>

## Appendix B: Reconciliation of Free Cash Flow Margin

**Free Cash Flow Margin** is a non-GAAP measure calculated as Free Cash Flow (defined as Cash Flows from Operations less Capital Expenditures) / Total Revenue and represents our conversion rate of revenue into cash. The metric for the historical periods shown below was calculated using financial results for total consolidated Aon, and therefore includes discontinued operations in connection with the sale of the outsourcing business completed on May 1, 2017, which will not be included on a going forward basis.

<i>(millions)</i>	FY'10	FY'11	FY'12	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
Revenue - as reported	8,512	11,287	11,514	11,815	12,045	11,682	11,627	9,998	10,770	11,013	11,066
Cash Flow from Operations	876	1,112	1,534	1,753	1,812	2,009	2,326	669	1,686	1,835	2,783
Capital Expenditures	(180)	(241)	(269)	(229)	(256)	(290)	(222)	(183)	(240)	(225)	(141)
<b>Free Cash Flow - as Reported</b>	<b>696</b>	<b>871</b>	<b>1,265</b>	<b>1,524</b>	<b>1,556</b>	<b>1,719</b>	<b>2,104</b>	<b>486</b>	<b>1,446</b>	<b>1,610</b>	<b>2,642</b>
Adjustments:											
2017 Restructuring initiatives (Cash + CapEx)								307	491	489	
Transactions costs related to the divested business								45			
Tax payments related to the divested business								940			
<b>Underlying Free Cash Flow - as Adjusted</b>								<b>1,778</b>	<b>1,937</b>	<b>2,099</b>	<b>2,642</b>
<b>Free Cash Flow Margin</b>	<b>8.2%</b>	<b>7.7%</b>	<b>11.0%</b>	<b>12.9%</b>	<b>12.9%</b>	<b>14.7%</b>	<b>18.1%</b>	<b>17.8%</b>	<b>18.0%</b>	<b>19.1%</b>	<b>23.9%</b>

1 In Q4'15, we reclassified certain cash flows related to employee shares withheld for taxes. This resulted in reclassifying \$93M, \$94M, \$115M for the FY'10, FY'11, and FY'12, respectively, from "Accounts payable and accrued liabilities" and "Other assets and liabilities" within Cash Flows From Operating Activities, to "Issuance of shares for employee benefit plans" within Cash Flows From Financing Activities.





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