

Q2 2020

# Aon Quarterly Earnings

"We are living in a time of increasing economic and geopolitical volatility – as evidenced by the COVID-19 pandemic and broader social injustice and unrest – which demands action within our firm and on behalf of clients. Our Aon United strategy has proven essential to delivering more relevant solutions today, and our combination with Willis Towers Watson will accelerate innovation and strengthen capability to meet the evolving, long-term challenges our clients will face in the future."

Greg Case | CEO, Aon plc

## Our Four Key Metrics

### Organic Revenue

Reflects the resilience of our business despite macroeconomic challenges

(stats are based on year-over-year review)

Q2 2019 +6% | Q2 2020 (1%)

### Operating Margin

+240 bps

(year-over-year)

Reflects a temporary reduction and deferral of certain discretionary expenses

Q2 2019 24.4% | Q2 2020 26.8%

### Earnings Per Share

+5%

(year-over-year)

Reflects operational improvement, partially offset by higher non-operating expenses

Q2 2019 \$1.87 | Q2 2020 \$1.96

### Free Cash Flow

+\$875M

(year-over-year)

Driven by operational improvement and working capital improvements

Q2 2019 \$255M | Q2 2020 \$1,130M

## Second Quarter 2020 Highlights

- The resiliency of our colleagues has helped us navigate this uncertainty and proven essential to delivering a modest overall revenue decline in this challenging environment
- Filed the joint definitive proxy in connection with the pending combination with Willis Towers Watson and will hold the shareholder vote on August 26, 2020
- Issued \$1 billion of senior notes, substantially improving liquidity, and used a portion of the proceeds to pay down term debt set to mature in the third quarter
- Announced the launch of our new Pooled Employer Plan, utilizing investment expertise to help create higher performing, more efficient 401(k) plans
- Established the Work, Travel & Convene Coalition in Chicago, New York, London, and Singapore, leveraging our data and tools to step forward as a leader supporting economic recovery in cities around the world

## Organic Revenue Growth by Our Revenue Lines

	Q2 2019	Q2 2020
Commercial Risk Solutions	+6%	+1%
Reinsurance Solutions	+12%	+9%
Retirement Solutions	+1%	(1%)
Health Solutions	+6%	(18%)
Data & Analytic Services	+4%	(8%)
<b>Total Aon</b>	<b>+6%</b>	<b>(1%)</b>

## Focus on Long-Term Growth

- **Aon United Is Delivering:** More than ever, our clients need a partner who can bring solutions across Risk, Retirement and Health
- **Operating Model Enabling Stability and Flexibility:** Our investments in Aon Business Services improve the effectiveness of our operations, enabling strong expense discipline, and allow targeted investment to drive long-term growth
- **Committed to Willis Towers Watson:** Our intended combination will help us innovate faster, be more relevant for our clients, and continue to deliver on our Aon United Strategy

Reflects performance from continuing operations. The results presented on this page are non-GAAP measures that are reconciled to their corresponding U.S. GAAP measures in the earnings press release issued on July 31, 2020.

Aon plc is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

