

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

**FORM 8-K**

**CURRENT REPORT**

**Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported): February 24, 2010

**Willis Group Holdings Public Limited Company**

(Exact name of registrant as specified in its charter)

**Ireland**

(State or other jurisdiction  
of incorporation)

**001-16503**

(Commission File Number)

**98-0352587**

(IRS Employer  
Identification No.)

**c/o Willis Group Limited, 51 Lime Street, London, EC3M 7DQ, England and Wales**  
(Address, including Zip Code, of Principal Executive Offices)

Registrant's telephone number, including area code: **(44) (20) 3124-6000**

**Not Applicable**

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
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**Item 7.01. Regulation FD Disclosure.**

On February 24, 2010, Willis Group Holdings Public Limited Company (“WGHPCL”) posted its WGHPCL Fact Book for the Year Ended December 31, 2009 to its website, which is attached hereto as Exhibit 99.1 and incorporated herein by reference.

**Item 9.01. Financial Statements and Exhibits.**

(d) Exhibits

Exhibit

Number      Description

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99.1      WGHPCL Fact Book for the Year Ended December 31, 2009

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**SIGNATURES**

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

Date: February 24, 2010

**WILLIS GROUP HOLDINGS  
PUBLIC LIMITED COMPANY**

By: /s/ Adam G. Ciongoli  
Adam G. Ciongoli  
Group General Counsel

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## INDEX TO EXHIBITS

Exhibit Number	Description
99.1	WGHPLC Fact Book for the Year Ended December 31, 2009

# **WILLIS GROUP HOLDINGS FACT BOOK**

**FOR THE YEAR ENDED  
DECEMBER 31, 2009**

The Willis logo consists of the word "Willis" in a white, serif font, centered within a dark blue rectangular box. This box is positioned on the right side of a horizontal yellow bar that spans the width of the page.

# Executive summary

## Willis 2009 performance\*

- **Industry leading 2 percent organic commissions and fees growth** for FY2009; positive organic North America growth in 4Q09
- Substantially completed major HRH acquisition; delivered integration synergies and other cost savings of \$205 million
- **Delivered Shaping our Future net benefits of about \$60 million**
- Adjusted earnings per share from continuing operations of \$2.67

## Capital management

- **Strong positive operating cash flow**
- Pre funded maturity of 2010 \$250m bonds; \$160m tendered
- New issue of \$300m 10yr bonds priced at 7 percent
- **Completed recapitalization of Gras Savoye – removed the previous Gras Savoye “put”, and used net proceeds for debt reduction**

## Willis 2010

- **The Willis Cause**
- Solid underlying business fundamentals in place
- Economic environment continues to present challenges
- Continue to **drive industry leading revenue growth**
- Focus on **Funding for Growth** – incremental savings to be invested in growth initiatives

## Group financial summary – 2009

(\$ in millions, except for adjusted EPS)

- 2 percent organic growth in commissions and fees (C&F), driven by growth of 4 percent in both of our **Global (specialties and reinsurance)** and **International segments\***
- Maintained solid adjusted operating margin
- Stringent cost discipline while investing
  - North America merger integration synergies and other cost savings of \$205 million
- **Shaping our Future** initiatives contributed approximately \$60m of net benefits

	2008*	2009*
<b>Revenue</b>	<b>\$2,827</b>	<b>\$3,263</b>
<i>Organic C&amp;F growth</i>	4%	2%
<b>Expenses</b>	<b>2,324</b>	<b>2,569</b>
<i>Operating margin</i>	18%	21%
<i>Adjusted operating margin</i>	21%	22%
Adjusted EPS from continuing operations	\$2.55	\$2.67

**Delivered solid performance despite difficult economy and soft market; successful HRH integration**

\* See important disclosures regarding Non-GAAP measures on page 25

# Organic growth in commissions and fees exceeds peers\*

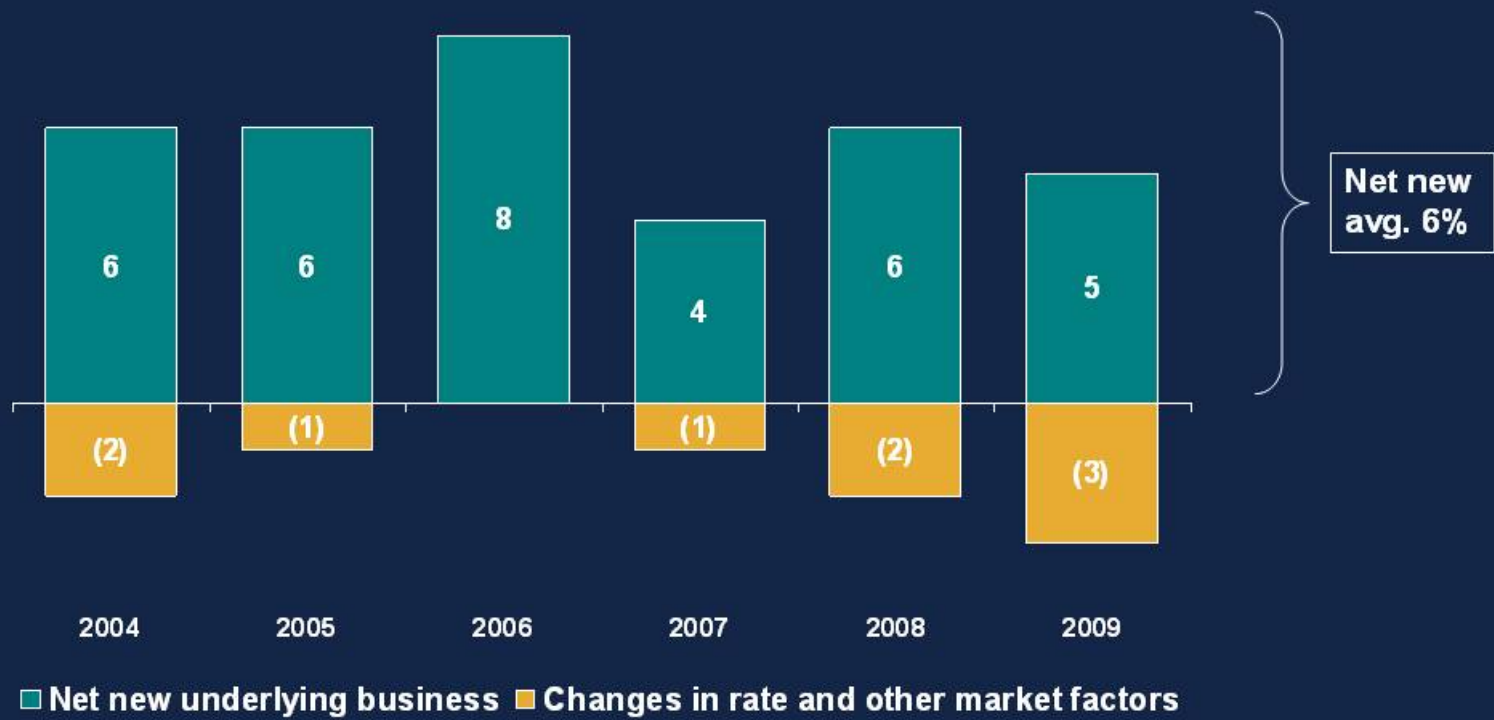


Note: Peer Average includes public filing information from AJG, AOC, BRO, MMC



# Growth driven by strong new business production\*

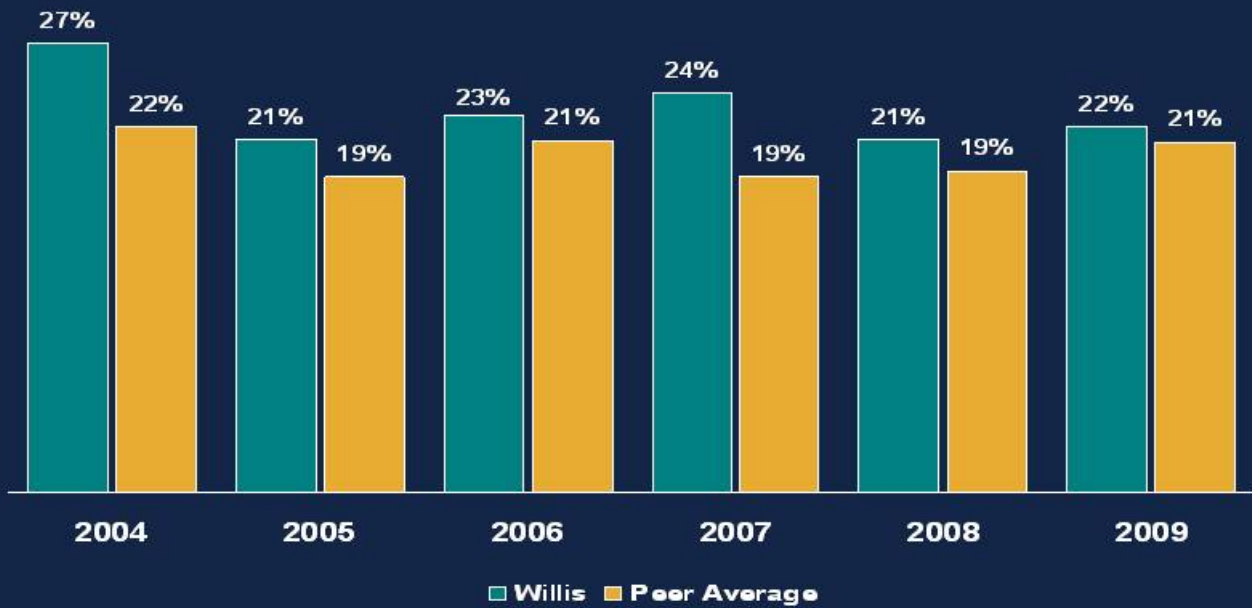
% Organic growth in commissions and fees



\* See important disclosures regarding Non-GAAP measures on page 25

## Adjusted operating margin exceeds peers\*

Average 2004 – 2009  
Willis 23%  
Peers 20%



Note: Peer Average includes public filing information from AJG, AOC, BRO, MMC

# Segment highlights - 2009\*

## NORTH AMERICA

- Organic C&F growth (3) percent for 2009 with soft market and economic headwinds; 1percent positive growth in 4Q09
- Integration synergies and other cost savings of approximately \$205m realized
- Operating margin 23.7 percent, up 830 basis points compared with 2008

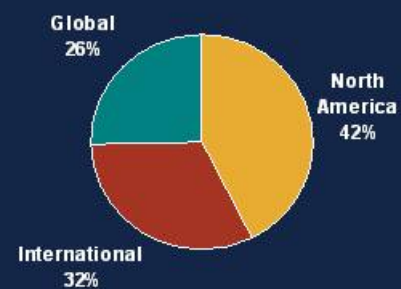
## INTERNATIONAL

- Continued impressive organic growth with 4 percent for 2009 driven by strong new business
- Geographic diversity balances weakness in some regional economies
- Maintained strong operating margin 26.5 percent, with continued investments on targeted growth areas

## GLOBAL

- Strong organic growth of 4 percent, compared with 2 percent for 2008
- Global Specialties had growth across many specialty businesses including Aerospace, Marine and Financial and Executive Risk
- Reinsurance growth driven by strong new business generation
- Operating margin 30.5 percent

## 2009 COMMISSIONS AND FEES



2009 = \$3,210 million

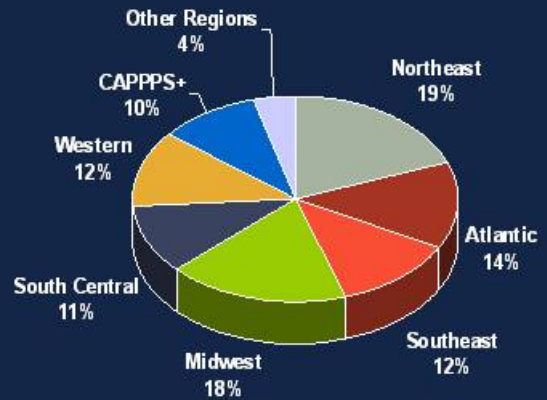
\* See important disclosures regarding Non-GAAP measures on page 25

# Willis North America overview

## Segment overview

- Positioned for continued profitable growth
  - Extensive retail platform
  - Leading positions in major markets
  - Industry and specialty practice groups leverage expertise
- Client centric approach
- Distribution network for all core businesses

## 2009 commissions and fees



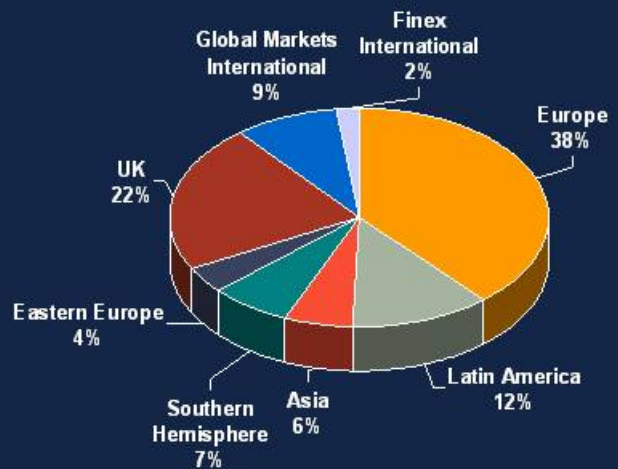
2009 = \$1,368 million

# Willis International overview

## Segment overview

- Represents all of the Group's retail operations excluding US & Canada
- Network of subsidiaries, affiliates and correspondents in more than 100 countries; leading positions in UK, France, Scandinavia, China and Russia
- Offices designed to grow business locally around the world, making use of the skills, industry knowledge and expertise available elsewhere in the Group
- International operations produce significant flows of revenue for retail network and Global Specialties

## 2009 commissions and fees



2009 = \$1,020 million

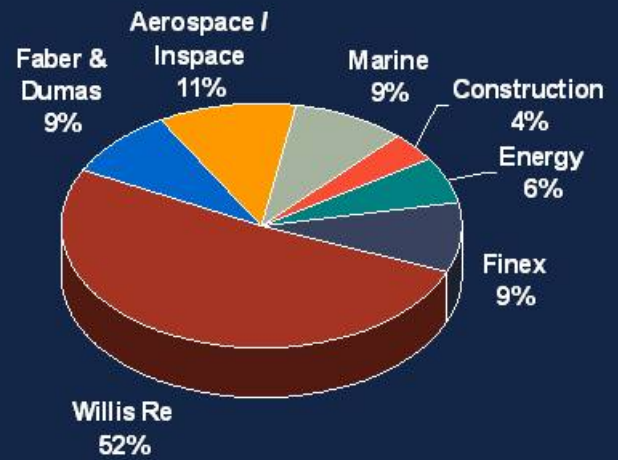


# Willis Global overview

## Segment overview

- Comprised of Global Specialties and Reinsurance
- Aerospace/Inspace – Market leaders in airlines and helicopters
- FINEX – market leader in Political Risks and UK financial institutions
- Marine – growing global presence
- Energy – significant growth opportunity
- Faber & Dumas, our wholesale brokerage division, including
  - Niche – significant market share in Fine Art, Jewelry and Specie, Bloodstock and Kidnap & Ransom
  - Glencairn Limited provides access to London & Bermuda markets
- Construction – dominates global contractor sector
- Willis Re – one of only three global reinsurance brokers

## 2009 commissions and fees



2009 = \$822 million

## Capital management

- Outlook raised to “Stable” by Moody’s and Standard & Poor’s
- Pre funded maturity of 2010 \$250m bonds; \$160m tendered
- New issue of \$300m 10yr bonds at 7.0 percent
- Significantly improved debt maturity profile
- Completed recapitalization of Gras Savoye – removed the Gras Savoye “put”, and used net proceeds for debt reduction
- Reduced debt by \$280 million in 2009 to \$2.4 billion
- Debt to adjusted EBITDA approximately 2.6 times at year end 2009

# 2010 Focus



## Main priorities

- The Willis Cause
- Continue to drive industry leading revenue growth
- Continue to execute Shaping our Future
- Funding for Growth - incremental savings to fund growth initiatives
- Complete integration of HRH and leverage growth opportunities from expanded footprint in key markets

## The Willis Cause

- We thoroughly understand our clients' needs and their industries
- We develop client solutions with the best markets, price and terms
- We relentlessly deliver quality client service
- We get claims paid quickly

... WITH INTEGRITY

# Delivering the Willis Cause

CLIENT UNDERSTANDING	BEST SOLUTION	SERVICE QUALITY	CLAIMS PAID
<ul style="list-style-type: none"><li>• Segments</li><li>• Specialization</li><li>• Analytics</li><li>• Client profitability</li><li>• Sales operations</li><li>• Client advocacy</li></ul>	<ul style="list-style-type: none"><li>• Placement proposition</li><li>• Programs &amp; facilities</li><li>• Placement organization</li><li>• WillPlace</li><li>• Willis Quality Index</li><li>• Willis Capital Markets</li></ul>	<ul style="list-style-type: none"><li>• Operational excellence</li><li>• TOM / EPIC</li><li>• SoF Retail</li><li>• SoF London</li><li>• Service centers</li><li>• Metrics</li></ul>	<ul style="list-style-type: none"><li>• Contract certainty</li><li>• Carrier relationships</li><li>• Claims advocacy</li><li>• Claim metrics</li></ul>

... WITH INTEGRITY

\* See important disclosures regarding forward-looking statements and important disclosures regarding Non-GAAP measures on page 22

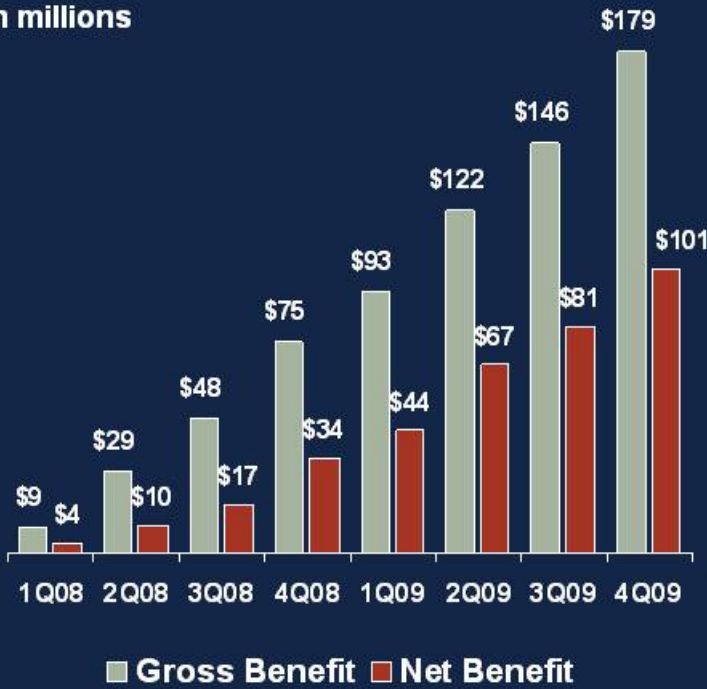
## Driving growth

- Further develop aggressive sales culture
- Further enhance Client Advocacy
- Continue to make strategic hires
  - Reinsurance
  - International
  - Specialty lines (Energy, Marine, Aerospace)
- Build on already strong client retention
- Monitor specific growth metrics for all regions, countries and lines
- Improve tracking of the sales pipeline

**Despite industry leading growth, there is an opportunity to further drive top line growth**

# Shaping our Future continues to deliver

Cumulative SOF gross and net benefits  
\$ in millions



## Key priorities for 2010 remain:

- Greater emphasis on retention, cross-selling and pipeline initiatives
- Further development of global marketing capabilities
- Further develop Retail platform initiatives
- Continued focus on strategic hires and investments

# Funding for Growth 2010

## STRATEGY

- Generate incremental savings in 2010 to invest in new producers and growth initiatives
- Drive incremental growth and create a real sales culture through best practice in growth drivers

## EXECUTION

- Out-recruiting competitors with producer pipelines
- Developing new products or packages
- Developing new clients with existing products
- Systematic and scientific cross-sell campaigns

## RESULTS

- Drive new business growth and higher retention levels
- Closely manage savings and only invest when savings achieved



## Integration success across all fronts

- Built a great leadership team: 7 regions, 129 offices, 20 practices
- Moved everyone together in a little over a year: 80 projects, 5,500 associates impacted
- Realized \$205m of synergies and other cost savings in North America; achieved North America operating margin of 23.7 percent in 2009
- Client and producer retention levels remain high
- Announced new producer compensation plan, with emphasis on new business generation
- Institutionalized sales and recruiting pipeline processes
- Developed leadership “bench” program
- Converted / protected over 90 percent of legacy HRH contingent income
- Initiated launch of new client management system (EPIC)

**Focus is now on running a GREAT business; driving growth**

## Wrap up

### Willis 2009 performance\*

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### Willis 2010

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# Appendix

## Important disclosures regarding forward-looking statements

This presentation contains certain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, and Section 21E of the Securities Exchange Act of 1934, which are intended to be covered by the safe harbors created by those laws. These forward-looking statements include information about possible or assumed future results of our operations.

All statements, other than statements of historical facts that address activities, events or developments that we expect or anticipate may occur in the future, including such things as the potential benefits of the redomicile to Ireland, or the Gras Savoye transaction, our outlook, future capital expenditures, growth in commissions and fees, business strategies, competitive strengths, goals, the benefits of new initiatives, growth of our business and operations, plans and references to future successes are forward-looking statements. Also, when we use the words such as "anticipate", "believe", "estimate", "expect", "intend", "plan", "probably", or similar expressions, we are making forward-looking statements.

There are important uncertainties, events and factors that could cause our actual results or performance to differ materially from those in the forward-looking statements contained in this document, including the following:

- the impact of any regional, national or global political, economic, business, competitive, market and regulatory conditions on our global business operations;
- the impact of current financial market conditions on our results of operations and financial condition, including as a result of any insolvencies of or other difficulties experienced by our clients, insurance companies or financial institutions;
- our ability to continue to manage our significant indebtedness;
- our ability to implement and realize anticipated benefits of the Shaping our Future, Right Sizing Willis or any other new initiatives;

## Important disclosures regarding forward-looking statements (continued)

- material changes in the commercial property and casualty markets generally or the availability of insurance products or changes in premiums resulting from a catastrophic event, such as a hurricane, or otherwise;
- the volatility or declines in other insurance markets and premiums on which our commissions are based, but which we do not control;
- our ability to compete effectively in our industry;
- our ability to retain key employees and clients and attract new business;
- the timing or ability to carry out share repurchases or take other steps to manage our capital and the limitations in our long-term debt agreements that may restrict our ability to take these actions;
- any fluctuations in exchange and interest rates that could affect our expenses and revenue;
- rating agency actions that could inhibit our ability to borrow funds or the pricing thereof;
- a significant decline in the value of investments that fund our pension plans or changes in our pension plan funding obligations;
- our ability to achieve the expected strategic benefits of transactions, such as the Gras Savoye transaction or the HRH transaction;
- the timing of any exercise of put and call arrangements with associated companies;
- changes in the tax or accounting treatment of our operations;

## Important disclosures regarding forward-looking statements (continued)

- the potential costs and difficulties in complying with a wide variety of foreign laws and regulations and any related changes, given the global scope of our operations;
- our involvement in and the results of any regulatory investigations, legal proceedings and other contingencies;
- our exposure to potential liabilities arising from errors and omissions and other potential claims against us; and
- the interruption or loss of our information processing systems or failure to maintain secure information systems.

The foregoing list of factors is not exhaustive and new factors may emerge from time to time that could also affect actual performance and results. For additional factors see also Part I, Item 1A "Risk Factors" included in Willis' Form 10-K for the year ended December 31, 2008, our Form 10-Q for the quarter ended September 30, 2009 and our subsequent filings with the Securities and Exchange Commission. Copies are available online at <http://www.sec.gov> or on request from the Company.

Although we believe that the assumptions underlying our forward-looking statements are reasonable, any of these assumptions, and therefore also the forward-looking statements based on these assumptions, could themselves prove to be inaccurate. In light of the significant uncertainties inherent in the forward-looking statements included in this presentation, our inclusion of this information is not a representation or guarantee by us that our objectives and plans will be achieved. Our forward-looking statements speak only as of the date made and we will not update these forward-looking statements unless the securities laws require us to do so. In light of these risks, uncertainties and assumptions, the forward-looking events discussed in this presentation may not occur, and we caution you against unduly relying on these forward-looking statements.



## Important disclosures regarding Non-GAAP measures

This presentation contains references to "non-GAAP financial measures" as defined in Regulation G of SEC rules. We present these measures because we believe they are of interest to the investment community and they provide additional meaningful methods of evaluating certain aspects of the Company's operating performance from period to period on a basis that may not be otherwise apparent on a generally accepted accounting principles (GAAP) basis. These financial measures should be viewed in addition to, not in lieu of, the Company's condensed consolidated income statements and balance sheet as of the relevant date. Consistent with Regulation G, a description of such information is provided below and a reconciliation of certain of such items to GAAP information can be found in our periodic filings with the SEC. Our method of calculating these non-GAAP financial measures may differ from other companies and therefore comparability may be limited.

**Adjusted earnings per share from continuing operations (Adjusted EPS from continuing operations)** is defined as adjusted net income from continuing operations per diluted share.

**Adjusted net income from continuing operations** is defined as net income from continuing operations, excluding certain items as set out on page 27.

**Adjusted operating income** is defined as operating income, excluding certain items as set out on page 26.

**Adjusted operating margin** is defined as the percentage of adjusted operating income to total revenues.

**Cash flow** is defined as cash flow from operating and investing activities excluding acquisitions and disposals and additional pension contributions.

**Organic commissions & fees growth (Organic C&F growth)** excludes the impact of foreign currency translation and acquisitions and disposals from reported commissions and fees.

Reconciliations to GAAP measures are provided for selected non-GAAP measures:

# Important disclosures regarding Non-GAAP measures (continued)

## Operating Income to Adjusted Operating Income

	2004	2005	2006	2007	2008	2009
(In millions)	FY	FY	FY	FY	FY	FY
<b>Operating Income, GAAP Basis</b>	<b>\$ 630</b>	<b>\$ 451</b>	<b>\$ 552</b>	<b>\$ 620</b>	<b>\$ 503</b>	<b>\$ 694</b>
<b>Excluding:</b>						
Net (gain)/loss on disposal of operations	(11)	(78)	4	(2)	-	(13)
Salaries and benefits- severance costs <sup>(a)</sup>	-	28	35	-	24	-
Salaries and benefits—other <sup>(a)</sup>	-	-	-	-	42	-
Regulatory settlements and related costs <sup>(a)</sup>	-	60	-	-	-	-
Legal settlement	-	20	-	-	-	-
Shaping our Future expenditure <sup>(a)</sup>	-	-	59	-	-	-
Gain on disposal of London headquarters <sup>(a)</sup>	-	-	(99)	-	-	-
HRH integration costs <sup>(a)</sup>	-	-	-	-	5	18
Other operating expenses <sup>(a)</sup>	-	-	-	-	26	-
Accelerated amortization of intangibles assets <sup>(a)</sup>	-	-	-	-	-	7
Redomicile costs <sup>(a)</sup>	-	-	-	-	-	6
<b>Adjusted Operating Income</b>	<b>\$ 619</b>	<b>\$ 481</b>	<b>\$ 551</b>	<b>\$ 618</b>	<b>\$ 600</b>	<b>\$ 712</b>
Operating Margin, GAAP basis	27.7%	19.9%	22.7%	24.0%	17.8%	21.3%
Adjusted Operating Margin	27.2%	21.2%	22.7%	24.0%	21.2%	21.8%

# Important disclosures regarding Non-GAAP measures (continued)

## Net Income from Continuing Operations to Adjusted Net Income from Continuing Operations

(In millions, except per share data)	2004 FY	2005 FY	2006 FY	2007 FY	2008 FY	2009 FY
<b>Net Income from Continuing Ops, GAAP Basis</b>	<b>\$ 402</b>	<b>\$ 281</b>	<b>\$ 449</b>	<b>\$ 409</b>	<b>\$ 302</b>	<b>\$ 436</b>
<b>Excluding the following, net of tax:</b>						
Net (gain)/loss on disposal of operations	(8)	(41)	3	(2)	-	(11)
Non-recurring premium on redemption of subordinated debt	10	-	-	-	-	-
Salaries and benefits- severance programs <sup>(a)</sup>	-	19	25	-	17	-
Salaries and benefits- other <sup>(a)</sup>	-	-	-	-	30	-
Regulatory settlements and related costs <sup>(a)</sup>	-	36	-	-	-	-
Legal settlement	-	14	-	-	-	-
Shaping our Future expenditure <sup>(a)</sup>	-	-	41	-	-	-
Gain on disposal of London headquarters <sup>(a)</sup>	-	-	(92)	-	-	-
HRH financing (pre-close) and integration costs <sup>(a)</sup>	-	-	-	-	10	13
Other operating expenses <sup>(a)</sup>	-	-	-	-	19	-
Accelerated amortization of intangibles assets <sup>(a)</sup>	-	-	-	-	-	4
Redomicile costs <sup>(a)</sup>	-	-	-	-	-	6
Premium on early redemption of 2010 bonds <sup>(a)</sup>	-	-	-	-	-	4
<b>Adjusted Net Income from Continuing Operations</b>	<b>\$ 404</b>	<b>\$ 309</b>	<b>\$ 426</b>	<b>\$ 407</b>	<b>\$ 378</b>	<b>\$ 452</b>
Diluted shares outstanding, GAAP basis	166	163	158	147	148	169
Net income from continuing operations per diluted share	\$ 2.42	\$ 1.72	\$ 2.84	\$ 2.78	\$ 2.04	\$ 2.58
Adjusted net income from continuing operations per diluted share	\$ 2.43	\$ 1.90	\$ 2.70	\$ 2.77	\$ 2.55	\$ 2.67

# Important disclosures regarding Non-GAAP measures (continued)

## Commissions and Fees Analysis

(in millions)	2009	2008	% change	Foreign currency translation	Acquisitions and disposals	Organic commissions and fees growth
<b>2009 Full year</b>						
Global	\$ 822	\$ 784	5%	(3)%	4%	4%
North America	1,368	905	51%	0%	54%	(3)%
International	1,020	1,055	(3)%	(8)%	1%	4%
Commissions and fees	<u>\$ 3,210</u>	<u>\$ 2,744</u>	<u>17%</u>	<u>(4)%</u>	<u>19%</u>	<u>2%</u>
(in millions)	2008	2007	% change	Foreign currency translation	Acquisitions and disposals	Organic commissions and fees growth
<b>2008 Full year</b>						
Global	\$ 784	\$ 750	5%	0%	3%	2%
North America	905	751	21%	0%	22%	(1)%
International	1,055	962	10%	1%	0%	9%
Commissions and fees	<u>\$ 2,744</u>	<u>\$ 2,463</u>	<u>11%</u>	<u>1%</u>	<u>6%</u>	<u>4%</u>



# Important disclosures regarding Non-GAAP measures (continued)

## Notes to the Operating Income to Adjusted Operating Income reconciliation and Net Income from Continuing Operations to Adjusted Net Income from Continuing Operations reconciliation

- (a) Severance costs excluded from adjusted operating income and adjusted net income in 2008 relate to approximately 350 positions through the year ended December 31, 2008 that were eliminated as part of the 2008 expense review. Severance costs also arise in the normal course of business and these charges (pre-tax) amounted to \$24 million and \$2 million for the year ended December 31, 2009 and 2008, respectively.
- (b) Other 2008 expense review salaries and benefits costs relate primarily to contract buyouts.
- (c) Comprises \$51 million to establish the reimbursement funds agreed with the New York and Minnesota Attorneys General and New York Department of Insurance in April 2005 and \$9 million of related legal and administrative expenses.
- (d) In addition to severance costs and a net loss on disposal of operations, the Company incurred significant additional expenditure in 2008 to launch its strategic initiatives, including professional fees, lease termination costs and vacant space provisions.
- (e) The gain on disposal of London headquarters is shown net of leaseback costs.
- (f) HRH integration costs include \$nil million severance costs (\$2 million in 2008).
- (g) Other operating expenses primarily relate to property and systems rationalization.
- (h) The charge for the accelerated amortization for intangibles relates to the HRH brand name. Following the successful integration of HRH into our North American operations, we announced on October 1, 2009 that our North America retail operations would change their name from Willis HRH to Willis North America. Consequently, the intangible asset recognized on the acquisition of HRH relating to the HRH brand has been fully amortized.
- (i) These are legal and professional fees incurred as part of the Company's redomicile of its parent Company from Bermuda to Ireland.
- (j) On September 29, 2009 we repurchased \$160 million of our 5.125 percent Senior Notes due July 2010 at a premium of \$27.50 per \$1,000 face value, resulting in a total pre-tax premium on redemption, including fees, of pre-tax \$5 million.

# **WILLIS GROUP HOLDINGS FACT BOOK**

**FOR THE YEAR ENDED  
DECEMBER 31, 2009**

The Willis logo is positioned on the right side of a horizontal bar. The bar is divided into a yellow section on the left and a dark blue section on the right. The word "Willis" is written in white, serif font within the dark blue section.

**Willis**