
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): September 9, 2011

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))
-
-

TABLE OF CONTENTS

[Item 7.01. Regulation FD Disclosure](#)

[Item 9.01 Financial Statements and Exhibits](#)

[SIGNATURES](#)

[INDEX TO EXHIBITS](#)

[EX-99.1](#)

[Table of Contents](#)

Item 7.01. Regulation FD Disclosure.

On September 9, 2011, Willis Group Holdings Public Limited Company posted its Fact Book for the quarter ended June 30, 2011 to its website, which is attached hereto as Exhibit 99.1 and incorporated herein by reference.

[Table of Contents](#)

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

<u>Exhibit Number</u>	<u>Description</u>
99.1	Willis Group Holdings Fact Book for the Quarter Ended June 30, 2011

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: September 9, 2011

**WILLIS GROUP HOLDINGS
PUBLIC LIMITED COMPANY**

By: /s/ Adam G. Ciongoli

Adam G. Ciongoli
Group General Counsel

INDEX TO EXHIBITS

Exhibit Number	Description
99.1	Willis Group Holdings Fact Book for the Quarter Ended June 30, 2011

WILLIS GROUP HOLDINGS FACT BOOK

For the quarter ended June 30, 2011

The Willis logo consists of the word "Willis" in a white, serif font, centered within a dark blue rectangular box. The background of the entire page is a gradient of orange and yellow with abstract, flowing lines.

Willis

Note on change to reporting structure

- Effective January 1, 2011, the Company changed its internal and external reporting structure:
 - Global Markets International, previously reported within the International segment, is now reported in the Global division
 - In addition, Mexico Retail, which was previously reported within the International segment, is now reported in the North America segment
- We have retrospectively adjusted our 2010 and prior years' segmental discussion and analysis to reflect the changes described above (see 8k filed on August 8, 2011)

Willis snapshot

- Leading global insurance broker
 - Broad range of professional insurance, reinsurance, risk management, financial and human resource consulting and actuarial services
 - Global distribution capabilities to meet risk management needs of large multinational and middle market clients
 - More than 400 offices in 120 countries, with approximately 17,000 employees
- 2010 total revenues \$3.3 billion
- Strong sales culture and relentless focus on cost control
- Market capitalization \$6 billion (as of August 18, 2011)

Group financial summary – 2Q 2011

(\$ in millions, except for adjusted EPS)

- 8 percent reported growth and 3 percent organic growth in commissions and fees (C&F) - improved client retention and solid new business generation
 - 6 percent organic growth in **International**,
 - 3 percent organic growth in **Global** (reinsurance and specialties), and
 - Flat organic growth in **North America**
- 21.6 percent adjusted operating margin, up 20 basis points over year ago quarter
 - Positive organic revenue growth, offset by unfavorable FX, and investments to fund growth, including higher incentive compensation
- Adjusted EPS of \$0.61 (includes \$0.01 of favorable FX) increased 13 percent

	2Q10	2Q11
Revenue	\$799	\$863
<i>Organic C&F growth</i>	4%	3%
Expenses	\$630	\$706
<i>Operating margin</i>	21.2%	18.2%
<i>Adjusted operating margin</i>	21.4%	21.6%
Adjusted EPS	\$0.54	\$0.61

**Solid quarter of
organic revenue
growth, delivering on
plan**

Group financial summary – 2Q YTD 2011

(\$ in millions, except for adjusted EPS)

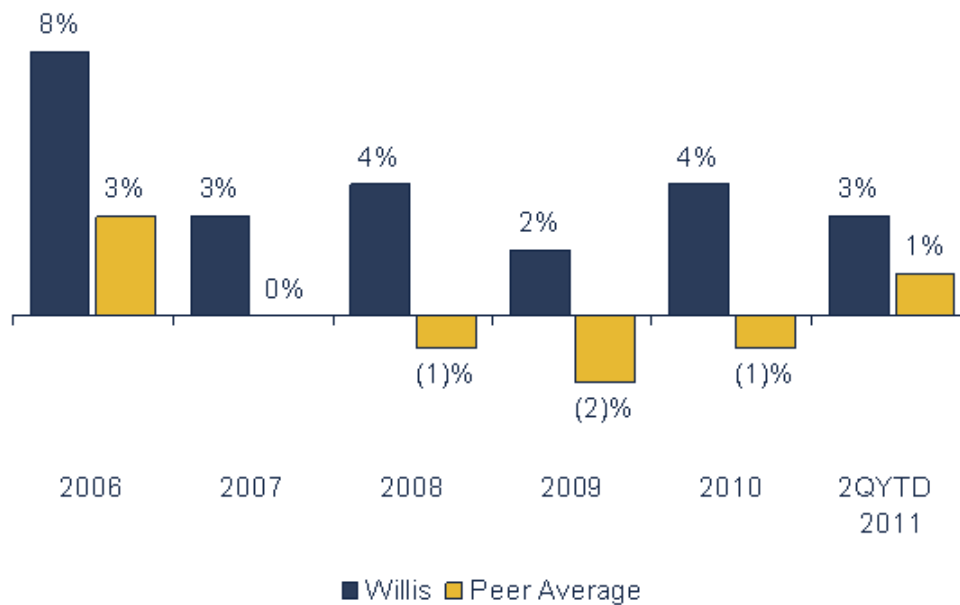
- 6 percent reported growth and 3 percent organic growth in commissions and fees (C&F) - strong new business generation and steady retention
 - 6 percent organic growth in **International**,
 - 6 percent organic growth in **Global** (reinsurance and specialties), and
 - 1 percent reduction in organic C&F in **North America**,
- 27.6 percent adjusted operating margin, up 30 basis points over year ago quarter
 - Organic revenue growth, tempered by higher salary and benefits expense, including incentive compensation and unfavorable FX
- Adjusted EPS of \$01.89 (includes \$0.05 of favorable FX)

	2QYTD 2010	2QYTD 2011
Revenue	\$1,771	\$1,871
Organic C&F growth	4%	3%
Expenses	\$1,301	\$1,476
Operating margin	26.5%	21.1%
Adjusted operating margin	27.3%	27.6%
Adjusted EPS	\$1.80	\$1.89

**Solid organic
revenue growth;
modest expansion of
adjusted operating
margin and adjusted
EPS**

Organic growth in commissions and fees exceeds peers

Average 2006 – 2010
 Willis 4%
 Peers 0%



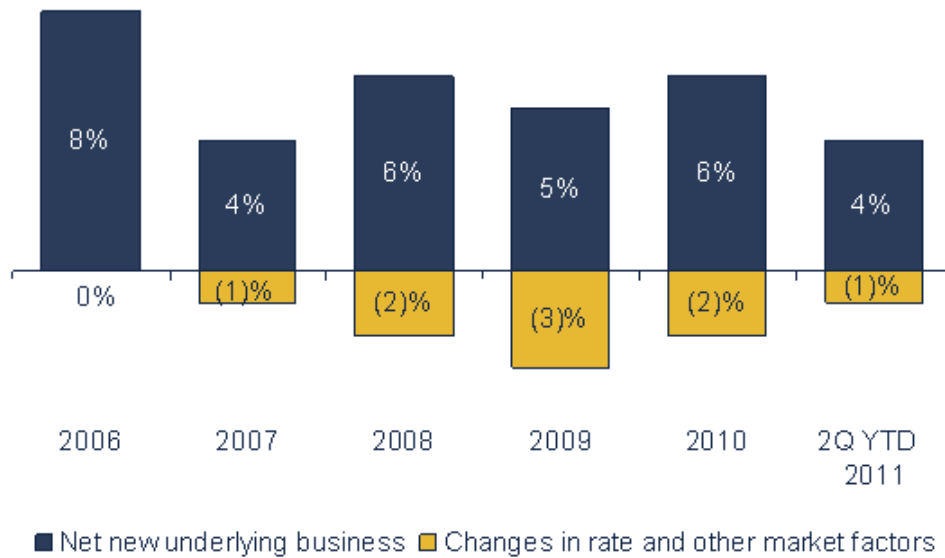
Note: Peer averages are based on Willis estimates using public information from AJG, AON, BRO, MMC



Growth driven by strong new business production

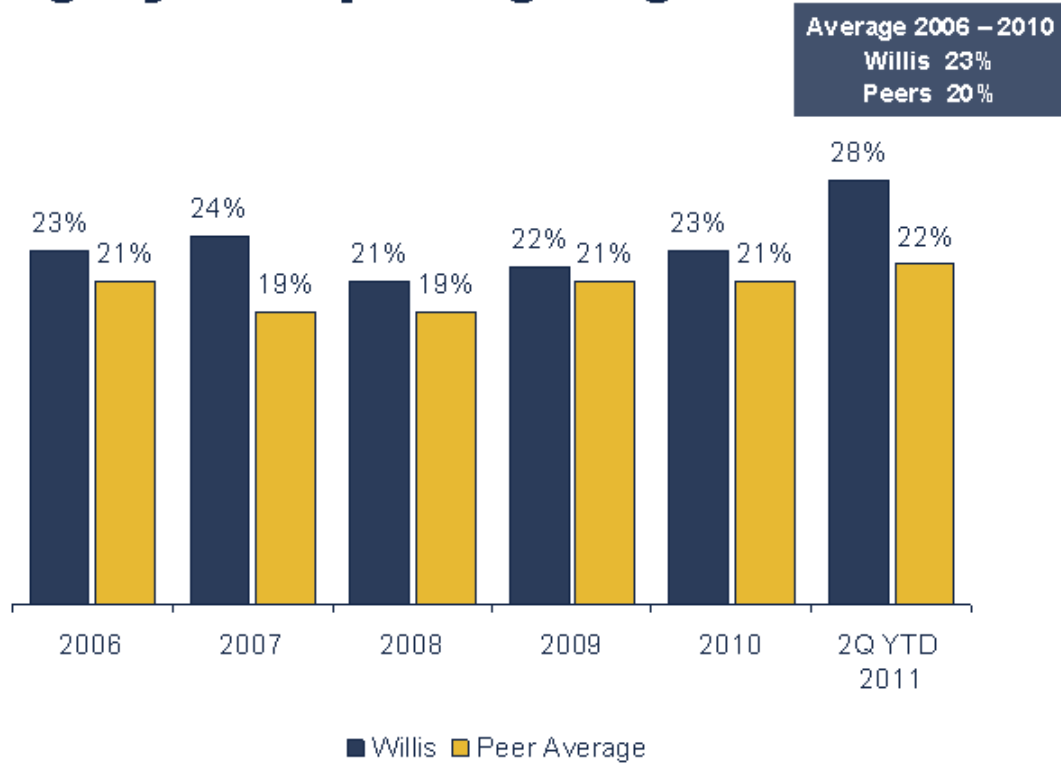
% Organic growth in commissions and fees

6% average net new underlying business 2006 – 2010



See important disclosures regarding Non-GAAP measures on page 24

Strong adjusted operating margins



Note: Peer averages are based on Willis estimates using public information from AJG, AON, BRO, MMC



See important disclosures regarding Non-GAAP measures on page 24

Segment highlights – 2Q 2011

NORTH AMERICA

- Organic C&F flat; good net new business generation offset by economic weakness and continued soft market
- Positive growth in Employee Benefits, and Atlantic and Canada; Loan Protector business down due to one-time benefit from accounting adjustment in 2q10, lower foreclosure and changes to compensation; construction down
- Operating margin of 18.6 percent, down compared with 2q10 due to flat organic C&F and higher incentive compensation

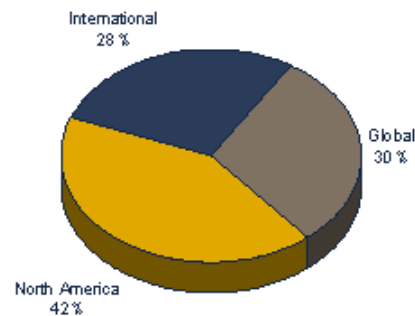
INTERNATIONAL

- Organic C&F growth of 6 percent; strong new business generation
- Double digit organic growth in Latin America and Eastern Europe, high single digit growth in Asia
- Low single digit growth in continental Europe and UK despite economic weakness many countries
- Operating margin of 21.5 percent, up 240 basis points from 2q10; driven by strong organic growth and favorable FX, partially offset by higher incentive compensation

GLOBAL

- Organic C&F growth of 3 percent, strong new business generation
- Strong new business in Reinsurance driven by North America, particularly Florida
- Positive growth in Global Specialties, particularly Aerospace, Financial & Executive Risks, Energy, & Marine
- WCM&A performing well; difficult comparison due to large non-recurring fee in 2q10
- Operating margin of 32.5 percent, down from prior year, primarily due to unfavorable FX

2010 COMMISSIONS AND FEES



Willis

9

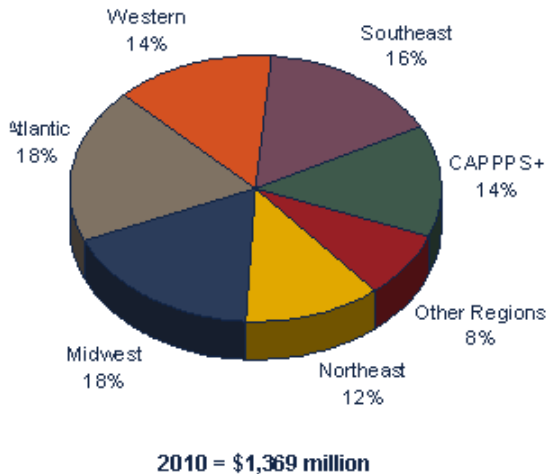
See important disclosures regarding Non-GAAP measures on page 24 and changes in reporting structure on page 2

Willis North America overview

Segment overview

- Extensive retail platform with leading positions in major markets
- Distribution network for all core businesses
- Client centric approach
- Able to leverage industry and specialty practice group expertise across network
- Major practice groups include:
 - Employee Benefits (approximately 24 percent of 2010 North America C&F)
 - Construction (approximately 12 percent of 2010 North America C&F)
 - CAPPSS (Captives/Programs)
 - Financial and Executive Risk
- Other Regions includes Canada and Mexico

2010 commissions and fees

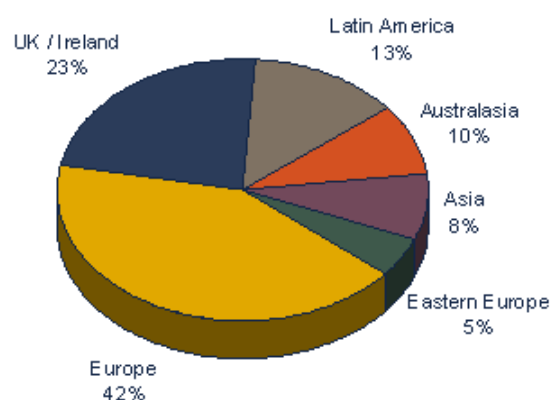


Willis International overview

Segment overview

- Retail operations outside North America
- 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
- International Employee Benefits generated approximately 15 percent of 2010 International C&F

2010 commissions and fees



2010 = \$937 million

Willis Global overview

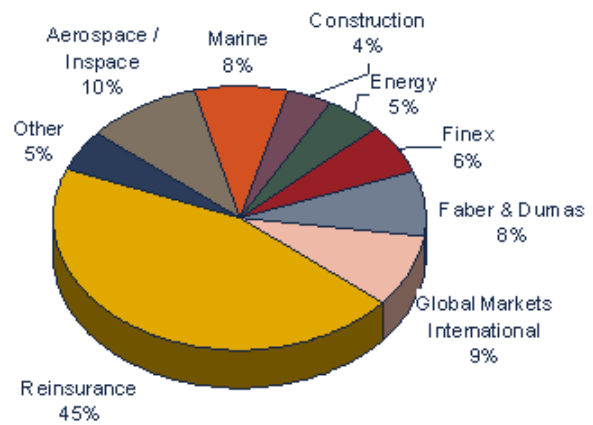
Segment overview

Reinsurance

Willis Re

- One of only three global reinsurance brokers
- Significant market share in major markets, particularly marine and aviation
- Cutting edge analytical and advisory services, including Willis Research Network
- Complete range of transactional capabilities including, in conjunction with Willis Capital Markets & Advisory, risk transfer via the capital markets

2010 commissions and fees



2010 = \$994 million

Willis Global overview (continued)

Segment overview

Global Specialties

Strong global positions in

- **Aerospace/Inspace**
- **FINEX and Financial Solutions** – political risks and UK financial institutions
- **Marine**
- **Energy**
- **Construction**

London Market Wholesale includes

Faber & Dumas - wholesale brokerage including:

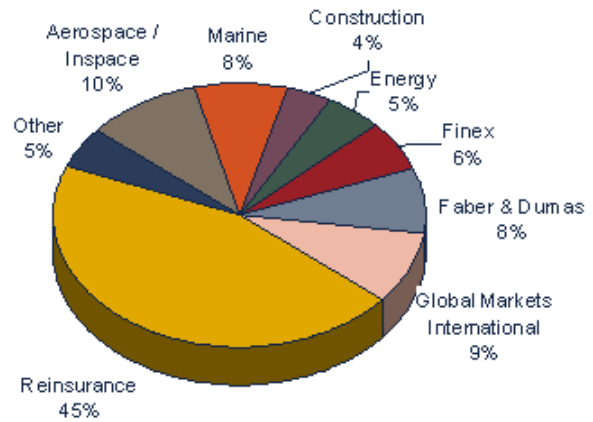
- Glencairn Limited - provides access to London & Bermuda markets
- Niche – Fine Art, Jewelry and Specie, Bloodstock and Kidnap & Ransom

Global Markets International - provides access for retail clients to global markets

Willis Capital Markets & Advisory

- Advises on M&A and capital markets products

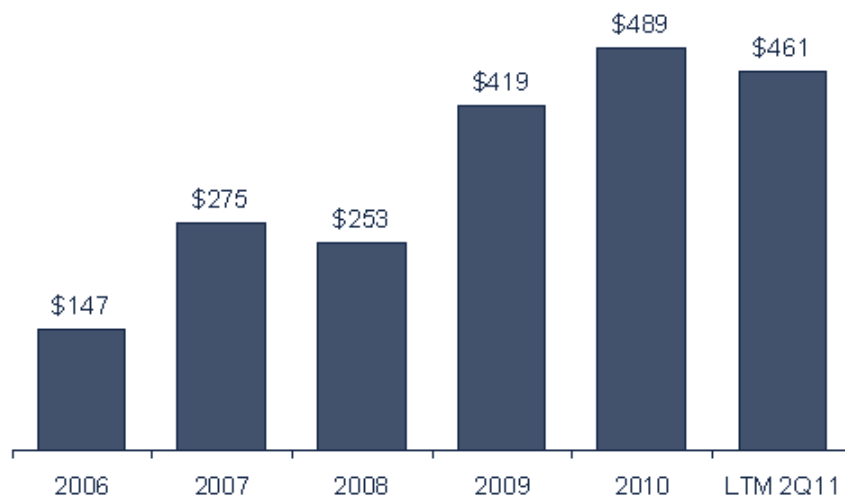
2010 commissions and fees



2010 = \$994 million

Strong cash flow from operations

(\$ millions)

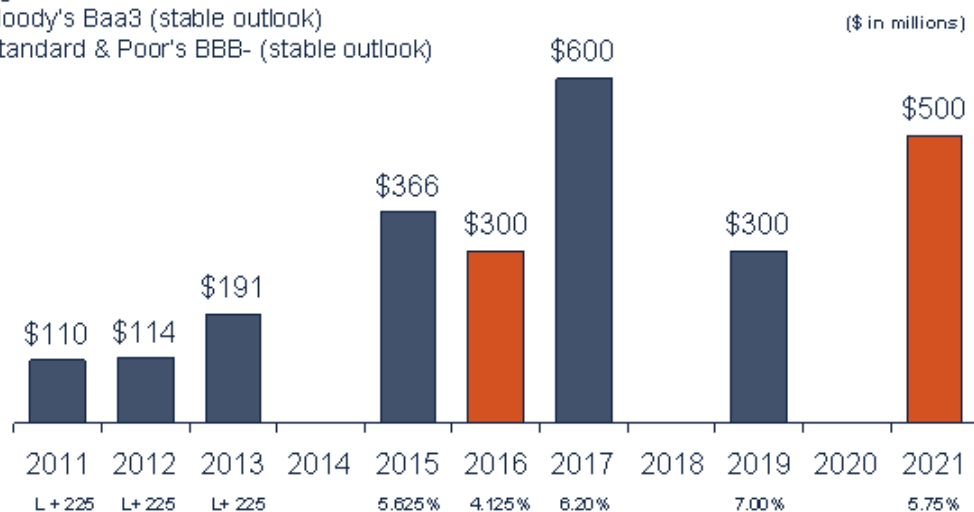


Ongoing cash generation

Cash and cash equivalents of \$317 million at June 30, 2011

Improved debt and maturity profile

- March 2011
 - Issued \$300 million of 5 year, 4.125% Senior Notes and \$500 million of 10 year, 5.75% Senior Notes
 - Redeemed and/or repurchased \$500 million of 12.875% Senior Notes ⁽¹⁾
- Total debt of \$2.4 billion at June 30, 2011
- Ratings
 - Moody's Baa3 (stable outlook)
 - Standard & Poor's BBB- (stable outlook)



(1) Repurchase of \$465 million of 12.875% senior notes completed March 2011. Repurchase of remaining \$35 million outstanding notes completed April 2011

Looking ahead

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

Willis

17

See important disclosures regarding forward-looking statements on page 23

Delivering the Willis Cause

- Realigning our business model to further grow the Company and deliver the Willis Cause - our value proposition to clients – more consistently and efficiently.
- For example, current and targeted initiatives include:
 - Focusing resources on client delivery
 - Expansion of Global Solutions to grow in Global large account segment
 - Launch of Sales 2.0, our industry focused middle market initiative
 - Rollout of small commercial network franchise model
 - Global placement organization to drive aggregation of facilities, optimization of commissions, technology and process
 - Instituting target operating models in business units and corporate
 - Recruiting talent to drive new business
 - Improving client retention through relentless focus on metrics and process
 - Reorienting our culture around Delivering the Willis Cause

Delivering the Willis Cause – example initiatives

CLIENT UNDERSTANDING	BEST SOLUTION	SERVICE QUALITY	CLAIMS PAID
<ul style="list-style-type: none">• Segments• Specialization• Sales 2.0• Global Solutions• Willis Research Network	<ul style="list-style-type: none">• Analytics• Willis Quality Index• Global Placement• Programs, Panels & Facilities• Willis Capital Markets & Advisory	<ul style="list-style-type: none">• Target Operating Model• Location Optimization• Key Client Outcome (KCO) metrics• Platform Upgrades• Claims Advocacy	

... WITH INTEGRITY

- Transparency
- Clients before Contingents
- One Flag

See important disclosures regarding forward-looking statements on page 23

Willis

19

Operational review rationale

- External environment remains challenging
 - Ongoing soft rate environment
 - Slow pace of economic recovery in major western economies
- To support our growth strategy and delivery of the Willis Cause in 2011 and beyond, we developed our Target Operating Model and are continuing to invest in
 - Advanced analytics
 - Industry talent and expertise
 - Operational efficiency and systems enabled transformation
 - Product innovation
- In order to fund investments, we have implemented an operating review to better align resources with our growth strategy and enable long-term expense savings

Wrap up

Willis 2Q11 performance

- 3 percent organic growth in C&F, driven by strength in International and Global segments
 - Improved client retention and solid new business generation
- Recorded much of the remaining 2011 operational review charge
 - \$115 million out of anticipated \$130 million 2011 charge
- Delivering cost savings
 - \$20 million in 2q11; \$23 million 2QYTD
 - 2011 expected savings of \$65 to \$75 million
- Modest growth in adjusted operating margin to 21.6 percent and 13 percent growth in Adjusted EPS to \$0.61, respectively

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, included in this document that address activities, events or developments that we expect or anticipate may occur in the future, including such things as our outlook, potential cost savings and accelerated adjusted operating margin and adjusted earnings per share growth, 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, environmental, 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 compete effectively in our industry; our ability to implement and realize anticipated benefits of the 2011 Operational Review, the Willis Cause or any other initiative we pursue; material changes in 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 retain key employees and clients and attract new business; the timing or ability to carry out share repurchases, refinancings 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 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; our ability to receive dividends or other distributions in needed amounts from our subsidiaries; changes in the tax or accounting treatment of our operations; any potential impact from the US healthcare reform legislation; 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 involvements in and the results of any regulatory investigations, legal proceedings and other contingencies; risks associated with non-core operations including underwriting, advisory or reputational; 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 information see also Part I, Item 1A "Risk Factors" included in Willis' Form 10-K for the year ended December 31, 2010, and Willis' form 10-Q for the quarter ended June 30, 2011 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 (Adjusted EPS) is defined as adjusted net income per diluted share.

Adjusted net income is defined as net income, excluding certain items as set out on pages 27 and 28.

Adjusted operating income is defined as operating income, excluding certain items as set out on pages 25 and 26.

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

Organic commissions & fees growth excludes: (i) the impact of foreign currency translation; (ii) the first twelve months of net commission and fee revenues generated from acquisitions; (iii) the net commission and fee revenues related to operations disposed of in each period presented; (iv) in North America, legacy contingent commissions assumed as part of the HRH acquisition and that had not been converted into higher standard commission; and (v) investment income and other income from reported revenues, as set out on pages 30 and 31.

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

Important disclosures regarding Non-GAAP measures (continued)

Operating Income to Adjusted Operating Income

	2006	2007	2008	2009	2010
(In millions)	FY	FY	FY	FY	FY
Operating Income	\$552	\$620	\$503	\$694	\$753
Excluding:					
Venezuela currency devaluation ^(b)	-	-	-	-	12
Net (gain)Loss on disposal of operations	4	(2)	-	(13)	2
Salaries and benefits - severance costs ^(c)	35	-	24	-	-
Salaries and benefits – other ^(d)	-	-	42	-	-
Shaping our Future expenditure ^(e)	59	-	-	-	-
Gain on disposal of London headquarters ^(f)	(99)	-	-	-	-
HRH integration costs ^(g)	-	-	5	18	-
Other operating expenses ^(h)	-	-	26	-	-
Accelerated amortization of intangibles assets ⁽ⁱ⁾	-	-	-	7	-
Redomicile costs ^(j)	-	-	-	6	-
Adjusted Operating Income	\$551	\$618	\$600	\$712	\$767
Operating Margin	22.7%	24.0%	17.8%	21.3%	22.6%
Adjusted Operating Margin	22.7%	24.0%	21.2%	21.8%	23.0%

See related footnotes on page 29

Willis

25

Important disclosures regarding Non-GAAP measures (continued)

Operating Income to Adjusted Operating Income

(In millions)	1Q	2Q	2010 2Q YTD	3Q	4Q	1Q	2011 2Q	2Q YTD
Operating Income	<u>\$301</u>	<u>\$169</u>	<u>\$470</u>	<u>\$106</u>	<u>\$177</u>	<u>\$238</u>	<u>\$157</u>	<u>\$395</u>
Excluding:								
2011 Operational review charge ^(a)	-	-	-	-	-	97	18	115
FSA regulatory settlement	-	-	-	-	-	-	11	11
Venezuela currency devaluation ^(b)	12	-	12	-	-	-	-	-
Net (gain)/loss on disposal of operations	-	2	2	-	-	(4)	-	(4)
Adjusted Operating Income	<u>\$313</u>	<u>\$171</u>	<u>\$484</u>	<u>\$106</u>	<u>\$177</u>	<u>\$331</u>	<u>\$186</u>	<u>\$517</u>
Operating Margin	31.0%	21.2%	26.5%	14.5%	21.2%	23.6%	18.2%	21.1%
Adjusted Operating Margin	32.2%	21.4%	27.3%	14.5%	21.2%	32.8%	21.6%	27.6%

Important disclosures regarding Non-GAAP measures (continued)

Net Income to Adjusted Net Income

	2006	2007	2008	2009	2010
(In millions, except per share data)	FY	FY	FY	FY	FY
Net Income attributable to Willis Group Holdings plc	\$449	\$409	\$302	\$436	\$455
Excluding the following, net of tax:					
Venezuela currency devaluation ^(b)	-	-	-	-	12
Net (gain)/loss on disposal of operations	3	(2)	-	(11)	3
Non-recurring premium on redemption of subordinated debt	-	-	-	-	-
Salaries and benefits - severance programs ^(c)	25	-	17	-	-
Salaries and benefits - other ^(d)	-	-	30	-	-
Shaping our Future expenditure ^(e)	41	-	-	-	-
Gain on disposal of London headquarters ^(f)	(92)	-	-	-	-
HRH financing (pre-close) and integration costs ^(g)	-	-	10	13	-
Other operating expenses ^(h)	-	-	19	-	-
Accelerated amortization of intangibles assets ⁽ⁱ⁾	-	-	-	4	-
Redomicile costs ^(j)	-	-	-	6	-
Premium on early redemption of 2010 bonds ^(k)	-	-	-	4	-
Adjusted Net Income	\$426	\$407	\$378	\$452	\$470
Diluted shares outstanding	158	147	148	169	171
Net income					
per diluted share	\$2.84	\$2.78	\$2.04	\$2.58	\$2.66
Adjusted net income					
per diluted share	\$2.70	\$2.77	\$2.55	\$2.67	\$2.75

See related footnotes on page 29

Willis

27

Important disclosures regarding Non-GAAP measures (continued)

Net Income to Adjusted Net Income

(In millions, except per share data)	1Q	2Q	2010 2Q YTD	3Q	4Q	1Q	2011 2Q	2Q YTD
Net Income attributable to Willis Group Holdings plc	\$204	\$89	\$293	\$64	\$98	\$34	\$85	\$119
Excluding the following, net of tax:								
2011 operational review charge ^(a)	-	-	-	-	-	69	12	81
FSA regulatory settlement	-	-	-	-	-	-	11	11
Net (gain)/loss on disposal of operations	-	3	3	-	-	(4)	-	(4)
Make-whole amounts on repurchase and redemption of Senior Notes and write-off of unamortized debt costs	-	-	-	-	-	124	-	124
Venezuela currency devaluation ^(b)	12	-	12	-	-	-	-	-
Adjusted Net Income	\$216	\$92	\$308	\$64	\$98	\$223	\$108	\$331
Diluted shares outstanding	170	171	171	171	172	174	176	175
Net income per diluted share	\$1.20	\$0.52	\$1.71	\$0.37	\$0.57	\$0.20	\$0.48	\$0.68
Adjusted net income per diluted share	\$1.27	\$0.54	\$1.80	\$0.37	\$0.57	\$1.28	\$0.61	\$1.89

See related footnotes on page 29

Willis

28

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) \$18 million pre-tax charge in 2Q11 (\$115 million in 2QYTD) relating to the 2011 operational review, including \$9 million of severance costs relating to the elimination of approximately 150 positions in 2Q11 (or \$57 million of severance costs relating to the elimination of approximately 600 positions in 2QYTD).
- (b) With effect from January 1, 2010, the Venezuelan economy was designated as hyper-inflationary. The Venezuelan government also devalued the Bolivar Fuerte in January 2010. As a result of these actions, the Company recorded a one-time charge in other expenses to reflect the re-measurement of its net assets denominated in Venezuelan Bolivar Fuerte.
- (c) 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 \$3 million and \$2 million for the second quarter of 2010 and 2009, respectively, \$11 million and \$18 million for the first six months of 2010 and 2009, respectively, and \$24 million and \$2 million for the years ended December 31, 2009 and 2008, respectively.
- (d) Other 2008 expense review salaries and benefits costs relate primarily to contract buyouts.
- (e) In addition to severance costs and a net loss on disposal of operations, the Company incurred significant additional expenditure in 2006 to launch its strategic initiatives, including professional fees, lease termination costs and vacant space provisions.
- (f) The gain on disposal of London headquarters is shown net of leaseback costs.
- (g) 2009 HRH integration costs include \$nil million severance costs (\$2 million in 2008).
- (h) Other operating expenses primarily relate to property and systems rationalization.
- (i) 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.
- (j) These are legal and professional fees incurred as part of the Company's redomicile of its parent Company from Bermuda to Ireland.
- (k) 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.

Important disclosures regarding Non-GAAP measures (continued)

Commissions and Fees Analysis (a)

	2011	2010	Change	Foreign currency translation	Acquisitions and disposals	Contingent Commissions	Organic commissions and fees growth
	(\$ millions)		%	%	%	%	%
Three months ended							
June 30, 2011							
Global	\$271	\$249	9	6	-	-	3
North America (b)	326	328	(1)	-	-	(1)	-
International	257	212	21	15	-	-	6
Commissions and Fees	<u>\$854</u>	<u>\$789</u>	<u>8</u>	<u>5</u>	<u>-</u>	<u>-</u>	<u>3</u>
Six months ended							
June 30, 2011							
Global	\$629	\$580	8	2	-	-	6
North America (b)	682	693	(2)	-	-	(1)	(1)
International	543	479	13	7	-	-	6
Commissions and Fees (c)	<u>\$1,854</u>	<u>\$1,752</u>	<u>6</u>	<u>3</u>	<u>-</u>	<u>-</u>	<u>3</u>

(a) Effective January 1, 2011, the Company's internal reporting structure has changed. The primary changes are: Global Markets International, previously reported within the International segment, is now reported in the Global segment. In addition, Mexico Retail, which was previously reported within the International segment, is now reported in the North America segment. Comparative data has been restated accordingly.

(b) Included in North America reported commissions and fees were legacy HRH contingent commissions of \$nil million in the second quarter of 2011 compared with \$2 million in the second quarter of 2010, and \$4 million in the six months ended June 30, 2011 and \$10 million in the six months ended June 30, 2010.

(c) Reported commissions and organic revenue growth for the six months ended June 30, 2011 included a first quarter 2011 favorable impact from a change in accounting methodology in a Global Specialty business of \$6 million.

Important disclosures regarding Non-GAAP measures (continued)

Commissions and Fees Analysis (a)

	2010	2009	Change	Foreign currency translation	Acquisitions and disposals	Contingent Commissions	Organic commissions and fees growth
	(\$ millions)		%	%	%	%	%
2010 Full year							
Global	\$994	\$931	7	-	-	-	7
North America (b)	1,369	1,381	(1)	-	-	(1)	-
International	937	898	4	(2)	1	-	5
Commissions and Fees	<u>\$3,300</u>	<u>\$3,210</u>	<u>3</u>	<u>(1)</u>	<u>-</u>	<u>-</u>	<u>4</u>

	2009	2008	Change	Foreign currency translation	Acquisitions and disposals	Contingent Commissions	Organic commissions and fees growth
	(\$ millions)		%	%	%	%	%
2009 Full year							
Global	\$931	\$894	4	(3)	3	-	4
North America (b)	1,381	925	49	-	58	(3)	(4)
International	898	925	(3)	(9)	1	-	5
Commissions and Fees	<u>\$3,210</u>	<u>\$2,744</u>	<u>17</u>	<u>(4)</u>	<u>20</u>	<u>(1)</u>	<u>2</u>

(a) Effective January 1, 2011, the Company's internal reporting structure has changed. The primary changes are: Global Markets International, previously reported within the International segment, is now reported in the Global segment. In addition, Mexico Retail, which was previously reported within the International segment, is now reported in the North America segment. Comparative data has been restated accordingly.

(b) Included in North America reported commissions and fees were legacy HRH contingent commissions of \$11 million in 2010 compared with \$27 million in 2009.

WILLIS GROUP HOLDINGS FACT BOOK

For the quarter ended June 30, 2011

The Willis logo consists of the word "Willis" in a white, serif font, centered within a dark blue rectangular box. The background of the entire page is a warm, orange-to-yellow gradient with abstract, flowing lines that create a sense of movement and energy.

Willis