

Marsh McLennan
Annual Meeting of Stockholders
May 15, 2025

MEETING RULES

Welcome to Marsh McLennan's 2025 Annual Meeting of Stockholders. In the interest of conducting an orderly meeting, we ask for your cooperation in observing the following rules and procedures:

1. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of Annual Meeting of Stockholders and 2025 Proxy Statement dated March 28, 2025.
2. Nominations made during the meeting for membership on the Board will not be accepted unless the stockholder has previously notified the Corporate Secretary in writing of the intent to make the nomination (following all procedures set forth in the Company's Bylaws), and the person nominated has given written consent to such nomination and agreed to serve if elected.
3. Only stockholders of record as of the close of business on March 17, 2025, or those who hold a legal proxy for the Annual Meeting, may submit questions and vote at the Annual Meeting.
4. Stockholders may vote until the polls close. The polls will close after the presentation of Agenda Item 4 – Approval of the Marsh & McLennan Companies, Inc. Amended and Restated 2020 Incentive and Stock Award Plan.
5. We welcome views and comments from our stockholders. An opportunity will be provided to present questions and comments during the designated question and answer period.

Please keep questions succinct and cover only one topic per question, with a total of two questions per stockholder. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.

In fairness to all stockholders in attendance, the Chairman, CEO or Corporate Secretary will not address comments or questions that:

- do not relate directly to the business of the Company,
- are derogatory in nature or related to personal matters or personal grievances,
- are unduly long or
- are repetitive or have already been made by others.

Additionally, the Chairman or Corporate Secretary will not address proposals that were not previously submitted properly under SEC Rule 14a-8 or in accordance with the Company's advance notice Bylaw provisions.

6. The Chairman has the authority to conduct the meeting and rule on any questions or procedural matters that may arise. In the event of technical malfunction or other significant problem that disrupts the Annual Meeting, the Chairman may adjourn, recess or expedite the Annual Meeting or take such other action that the Chairman determines is appropriate in light of the circumstances.
7. A webcast playback will be available on the Company's website at irnews.mmc.com. Any other recording of the Annual Meeting is prohibited.

Thank you for your cooperation and for joining Marsh McLennan's Annual Meeting of Stockholders.