

OUR COMPANY AT A GLANCE

MARSH & McLENNAN COMPANIES is a global professional services firm providing advice and solutions in the areas of risk, strategy and human capital.

With 52,000 colleagues worldwide and annual revenue exceeding \$11 billion, MARSH & McLENNAN COMPANIES provides analysis, advice and transactional capabilities to clients in more than 100 countries.

Our stock (ticker symbol: MMC) is listed on the New York, Chicago and London stock exchanges.

WHAT WE DO

We are a global team of professional services companies whose deep expertise and lasting partnerships protect and enhance clients' vital assets. We combine a deep understanding of fundamentals with a drive for continuous innovation, positioning our clients for success.

We are the parent company of a number of the world's leading risk experts and specialty consultants:

MARSH, a global leader in insurance broking and risk management

GUY CARPENTER, a global leader in providing risk and reinsurance intermediary services

MERCER, a global leader in human resource consulting and related services

OLIVER WYMAN, a global leader in management consulting

HOW WE DO IT

We partner with our clients, working side-by-side with them and drawing upon our deep expertise, insight and problem-solving skills to accelerate and amplify desired business outcomes. *Partnering for Impact* is how we sum up our work with clients and all of our stakeholders.

Corporate citizenship is an important part of our business strategy. It encompasses:

Corporate Social Responsibility — our actions in communities and our employees' involvement in these efforts

Diversity and Inclusion — our commitment to fostering a high-performing, inclusive workplace built on the foundation of excellence, respect and integrity

Sustainability — our commitment to environmentally friendly practices in our own operations and our work with clients to advise them on their environmental challenges

LEARN MORE ABOUT US

Please visit our websites: www.mmc.com and www.partneringimpact.com

OUR EXECUTIVE OFFICERS

Brian Duperreault

President and Chief Executive Officer

Daniel S. Glaser

Group President and Chief Operating Officer

Benjamin F. Allen

Senior Vice President, Chief Information Officer and Chief Innovation Officer

Peter J. Beshar

Executive Vice President and General Counsel

J. Michael Bischoff

Chief Financial Officer

E. Scott Gilbert

Senior Vice President, Chief Risk and Compliance Officer

Laurie Ledford

Senior Vice President, Chief Human Resources Officer

David A. Nadler


Vice Chairman, Office of the CEO

OUR OPERATING COMPANIES AT A GLANCE

RISK AND INSURANCE SERVICES

MARSH

Marsh is the world's leading insurance broker and risk management advisor. It teams with clients to define, design and deliver innovative, industry-specific solutions that help them protect their future and thrive. Its colleagues collaborate globally to provide advice and transactional capabilities, helping clients in managing risk for growth.

CEO
COLLEAGUES
REVENUE IN 2011
 www.marsh.com


PETER ZAFFINO
Nearly 25,400
\$5.3 Billion

Insurance Brokerage, Intermediary and Risk Advisory Services

- Corporate risk identification and advice
- Global insurance brokerage services and solutions
- Product and industry expertise and specialization
- Risk consulting
- Affinity insurance program management and private client solutions
- Alternative risk strategies
- Insurance captives management
- Claims management and loss control services

GUY CARPENTER

Guy Carpenter is the world's premier reinsurance intermediary and strategic advisor to leading insurance and reinsurance organizations. It delivers integrated solutions through its industry-leading analytics and advisory services, highly specialized product knowledge and trading relationships with reinsurance markets around the world.

CEO
COLLEAGUES
REVENUE IN 2011
 www.guycarp.com

ALEX MOCZARSKI
About 2,200
\$1 Billion


Reinsurance and Risk Advisory Services

- Risk quantification and assessment
- Integrated strategies to protect, deploy and optimize capital
- Global reinsurance structuring and placement
- Portfolio optimization modeling
- Capital markets / M&A advice
- Rating agency advice
- ERM analysis
- Contract and claims management

CONSULTING

MERCER

Mercer is a global leader in human resource consulting and related services. Mercer works with clients to solve their most complex benefit and human capital issues by designing, implementing and administering health, retirement and other benefit programs. Mercer's investment services include investment consulting, implemented consulting and multi-manager investment management.

CEO
COLLEAGUES
REVENUE IN 2011
 www.mercer.com


JULIO A. PORTALATIN
Nearly 20,300
\$3.8 Billion

Consulting, Outsourcing and Investments

- Retirement
- Health and benefits
- Human capital
- Information products
- Communication
- Investment consulting
- Investment management
- Mergers and acquisitions
- Outsourcing

OLIVER WYMAN

Oliver Wyman delivers advisory services through three operating units, each a leader in its field. Oliver Wyman is a global management consulting firm that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, organizational transformation and leadership development. NERA Economic Consulting provides economic analysis and advice to public and private entities. Lippincott is a brand strategy and design consultancy.

CEO
COLLEAGUES
REVENUE IN 2011
 www.oliverwyman.com

JOHN DRZIK
About 3,500
\$1.5 Billion

Management Consulting and Advisory Services

- Strategy and operations advice
- Financial services consulting
- Organization and leadership effectiveness
- Enterprise risk analysis
- Brand strategy and design
- Regulatory advisory and litigation support
- Actuarial consulting

MARSH AT A GLANCE

Marsh is the world’s leading insurance broker and risk management advisor. It teams with its clients to define, design and deliver innovative industry-specific solutions that help them protect their future and thrive. Its 25,000 colleagues collaborate globally to provide advice and transactional capabilities to clients across industry sectors in over 120 countries.

VISION STATEMENT

Marsh understands that in order to grow, our clients must take risks and our role is to help them find the right balance in controlling their total cost of risk. Through our expertise in every aspect of risk management – identifying, understanding, mitigating, transferring, financing, or recovering – we team with our clients to help them protect their future and thrive. Marsh provides the insights and solutions to clients in managing risk for growth.

CAPABILITIES OVERVIEW

Marsh provides thought leadership and innovation for clients and the insurance industry – introducing and promoting the concept and practice of client representation through the discipline of risk.

MARSH 3D

Marsh 3D is a comprehensive, dynamic, and strategic, risk planning solution that embeds powerful analytics and tools to maximize the return on our clients’ risk management investment through lower cost, reduced risk, and increasing efficiency.

- **Define** what is possible by better understanding our client’s business, Key Performance Indicators (KPIs), industry and risk profile, total cost of risk and risk tolerance.
- **Design** solutions that treat risk in all three dimensions, including pre-loss mitigation, risk finance and post-loss cost containment, combined with a rigorous cost-benefit analysis so our clients can set priorities.
- **Deliver** outstanding results over a 12, 24, 36 month time-frame, bringing together the very best thinking of Marsh risk and insurance specialists and our client’s risk management team.

INDUSTRY AND RISK SPECIALTIES/PRACTICES

- | | | |
|---------------------------------------|------------------------------|-----------------------------------|
| ● Agriculture | ● Health Care | ● Casualty |
| ● Automotive | ● Hospitality & Gaming | ● FINPRO |
| ● Chemical | ● Life Sciences | ● Aviation & Aerospace |
| ● Communications, Media & Technology | ● Manufacturing | ● Employee Benefits |
| ● Construction | ● Mining, Metals & Minerals | ● Environmental |
| ● Education | ● Power & Utilities | ● Financial Risk Products |
| ● Entertainment | ● Public Entities/Government | ● Infrastructure |
| ● Financial Institutions | ● Rail | ● Marine |
| ● Fisheries & Aquaculture | ● Real Estate | ● Product Recall |
| ● Forestry & Integrated Wood Products | ● Retail/Wholesale | ● Project Risk |
| ● Food & Beverage | ● Sports & Events | ● Private Equity and M&A Services |
| | ● Transportation | ● Surety |
| | ● Property | ● Trade Credit & Political Risk |

MULTINATIONAL CLIENT SERVICE

With dedicated specialists in over 100 countries, Multinational Client Service is solely focused on delivering insurance solutions and service to clients whose programs require the commitment of global expertise and an intimate knowledge of local markets.

MARSH RISK CONSULTING

Marsh Risk Consulting is a global organization of consulting specialists providing clients with advice and solutions across a comprehensive range of insurable and non-insurable risk issues, such as restructuring, product safety, patient safety, business interruption, supply chain, governance, workforce, and reputation. MRC helps clients identify exposures, assess critical business functions and evaluate existing risk treatment practices and strategies.

MARSH BUSINESS ANALYTICS

Marsh Business Analytics provides clients the key tools—supported by credible and applicable data—on which to build informed risk management decisions. Services include actuarial and statistical analysis, insurance program optimization, portfolio risk, decision tree and risk tolerance analysis, variable corporate TCOR, natural catastrophe modeling, and real-time on-demand benchmarking reports.

MARSH AT A GLANCE

BOWRING MARSH	Bowring Marsh is the dedicated international placement unit of Marsh, specializing in property, casualty, and terrorism. Bowring Marsh utilizes placement expertise in major international insurance market hubs (including Bermuda, Brazil, Dublin, London, Miami, Singapore, Tokyo and Zurich) and an integrated global network to secure advantageous terms and conditions for its clients throughout the world.
CLAIMS	Marsh's Claims Practice is a global network of over 1,300 dedicated claims resources spanning more than 80 countries providing local knowledge and prompt action for clients' claims anywhere in the world.
CAPTIVE SOLUTIONS	For almost 40 years, Marsh has helped organizations achieve their financial and strategic objectives through a complete array of captive management and advisory services. Marsh offers industry-leading experience in captive program design and has offices in all the world's major captive domiciles.
CS STARS	CS STARS serves the technology needs of risk management professionals, as well as insurance carriers and third-party administrators—delivering integrated software and services for risk, claims, safety, and compliance management primarily on its STARS™ Enterprise platform and it is the largest risk management software vendor in the marketplace.
CONSUMER OPERATIONS	Marsh operates a "Consumer" business in each geographic region that focuses on program marketing and administration opportunities and high net worth individual insurance sales. The Affinity/Program businesses sell and administer group life & health, professional liability, personal lines, annuities, and variable security-related products.
MARSH & MCLENNAN AGENCY	Established in October 2008, Marsh & McLennan Agency (MMA) is one of the premier insurance agencies in the United States meeting the needs of mid-sized businesses. MMA offers commercial property and casualty, personal lines, employee benefits, and life insurance / estate planning to clients through a dedicated sales and service force in retail locations operating independently from Marsh's other insurance broking operations.
SCHINNERER GROUP	One of the largest underwriting managers of professional liability and specialty insurance programs in the United States, Victor O. Schinnerer provides risk management and insurance solutions to clients through licensed brokers. Subsidiary ENCON Group Inc., a leading managing general agent in Canada, offers professional liability and construction insurance, as well as group and retiree benefits programs.

RECENT ACCOLADES

Best Global Insurance Broking Firm for Casualty/ Liability

- 2010 Reactions Magazine

Broker of the Year

- 2007-2010, Asia Insurance Industry Awards

Business Insurance Innovation Award

- 2010, Marsh Risk Consulting for Variable Cost of Risk Evaluator (VCORE)
- 2011, Marsh Risk Consulting for Global Safety Excellence Assessment

Global Infrastructure Insurance House of the Year

- 2010 and 2011, Infrastructure Investor

Risk & Insurance® Risk Innovator™

- 2010 for IDEAL D&O decision support

GUY CARPENTER AT A GLANCE

Guy Carpenter & Company, LLC, the world's leading risk and reinsurance specialist, has a nearly 90-year history of creating and executing solutions that make our clients more successful.

Viewing reinsurance and capital market solutions through the lens of Capital Ideas, we consider each transaction as an opportunity for our clients not only to mitigate loss, but to create value and facilitate profitable growth. Our Capital Ideas transform reinsurance into a tool clients can use to unleash constrained capital, optimize its use and move it swiftly throughout a transaction. For companies the world over, this unique Guy Carpenter perspective makes all the difference.

KEY FACTS

- Our 50+ offices around the globe bring local market knowledge and resources to clients wherever they operate.
- Our approach combines the consultative expertise of our Line of Business Specialties, global facultative capabilities of GC Fac[®], the quantitative skills of GC Analytics[®] and end-to-end account servicing.

BUSINESS SPECIALTIES

Guy Carpenter's Line of Business Specialties deliver deep technical insights and vast transactional capabilities to address complex and unique risk management challenges. Specialties worldwide zero-in on:

- Agriculture
- Alternative Risk Transfer
- Aviation & Aerospace
- Casualty
- Construction/Engineering All Risk
- Credit, Bond & Political Risk
- Excess/Umbrella
- Life, Accident and Health
- Marine & Energy
- Medical Professional Liability
- Professional Liability
- Program Business
- Property
- Retrocessional
- Surety
- Structured Risk
- Terror
- Workers Compensation

OUR APPROACH

Our GC Fac professionals provide insurance companies, managing general agencies and captives with the placement strategies, market leverage, information and timely market access critical to obtaining sound, strategic facultative reinsurance. Guy Carpenter delivers its vast resources through a network of global reinsurers to clients seeking innovative, competitive solutions for their facultative needs.

GC Securities brings together the strong financial relationships, analytics and insurance capabilities of Guy Carpenter and its affiliates to deliver a wide range of investment banking, capital markets and corporate finance advisory services.

Guy Carpenter account executives collaborate with our market-leading GC Analytics group to mine the insights and analyses of the most advanced modeling techniques.

- All major catastrophe models and leading-edge proprietary tools are deployed, enabling our clients to make well-informed reinsurance decisions.
- The industry's foremost actuarial professionals and specialists in catastrophe modeling, finance, statistics, meteorology and other sciences and disciplines analyze, assess and structure programs with our account executives.

GUY CARPENTER AT A GLANCE

METARISK

MetaRisk®, the industry's most transparent risk and capital decision tool, gives users the power to see, understand and interact with the drivers of risk. Unlike the black box tools that dominate the marketplace, Guy Carpenter's MetaRisk delivers clearer and deeper insights so users can make business-critical decisions with confidence.

A truly integrated model, MetaRisk delivers comprehensive underwriting, reserve, catastrophe, credit and investment risk capabilities and enables users to meet the rigorous demands of Enterprise Risk Management (ERM) and impending Solvency II requirements.

MetaRisk empowers users to:

- Understand both systemic and unique risk sources.
- Reflect correlations among assets and liabilities.
- Monitor earnings volatility.
- Allocate capital and the cost of reinsurance.
- Quantify overall capital adequacy.
- Evaluate alternative strategies.
- See the results with full multi-year financial statements.

I-AXS

i-aXs® is our award-winning online risk management platform that Guy Carpenter clients use to convert data into concise, meaningful information. Sophisticated tools support:

- Smart, fast decision making on property, workers compensation and life, accident and health business.
- Efficient exposure and loss reporting and data management.
- A heightened understanding of risks both in the portfolio and under consideration.

CLIENT SERVICES

From contract development through claims settlement, each Guy Carpenter client receives top-of-the-line account servicing from a global client service team assembled to reflect both its business specialties and regional needs.

ADVISORY SERVICES

Guy Carpenter's Market Information Group provides in-depth profiles of third-party reinsurance markets from around the world and can counsel clients on the financial strength of their reinsurer panel.

Our Rating Agency Advisory services help clients optimize discussions with major agencies to influence capital requirements and maximize creditworthiness.

Guy Carpenter is a recognized authority in ERM. Our Financial and Capital Advisory services help clients assess their financial position, including statutory capital requirements, to determine how reinsurance and other forms of risk transfer can affect financial goals. We bring an experienced perspective to the creation and execution of financial and enterprise risk solutions

RECENT ACCOLADES

Casualty Reinsurance Broker of the Year
Aviation Reinsurance Broker of the Year

- 2010 Reactions London Market Awards

Reinsurance Broking Team of the Year:
Middle East, North Africa Team

- The Review Worldwide Reinsurance Awards 2010

Re/Insurance Initiative of the Year:
CasCat® Model

- The Review Worldwide Reinsurance Awards 2010

Best Global Reinsurance Broking - Casualty/Liability
Best Global Reinsurance Broking - Specialty Lines

- 2010 Reactions Global Awards

Reinsurance Broker of the Year

- Asia Insurance Review's Asia Insurance Industry Awards 2010

Reinsurance Broker Initiative of the Year:

GC Capital Ideas

- 2009 British Insurance Awards

MERCER AT A GLANCE

Mercer is a leading provider of consulting, outsourcing and investment services. In our role as provider of advice and solutions in the areas of risk, strategy and human capital, Mercer is:

KEY FACTS

- The world's largest investment consultant with clients that include pension funds, endowments and foundations, sovereign wealth funds, and private wealth.
- The world's leading health & benefits consultant/broker.
- A leader in retirement, risk and finance consulting.
- A world leader in human capital advice, including talent attraction, retention, development and engagement.
- A leader in total benefits outsourcing, with 10.1 million participants worldwide.

CLIENTS

Mercer's 27,000 clients include:

- 90% of the 100 largest US companies by revenue.
- 80% of the 500 largest US companies by revenue.
- 65% of the Nikkei 225.
- 70% of the CAC (France) 40.

OUR APPROACH

Mercer is focused on growth through acquisition as well as from organic growth. Mercer executed four acquisitions in the past year:

May 2011: Mercer announced it has agreed to acquire Evaluation Associates (Norwalk, CT), a wholly owned subsidiary of Milliman Inc. and the world's 17th largest investment consulting firm.¹

January 2011: Mercer completed the acquisition of Hammond Associates (St. Louis, MO), the third largest investment consultant to endowments, foundations, health care organizations and private wealth market in the US.²

August 2010: Mercer acquired ORC Worldwide (New York, NY), a global leader in international HR information and talent management solutions.

July 2010: Mercer acquired Innovative Process Administration (Cleveland, OH), a leading provider of health and benefits record keeping and employee enrollment technology.

RECENT ACCOLADES

One of the UK's Top 50 Employers for Women

- The Times (April 2011)

Investment Consultant of the Year

- Pensions Week & Pensions Management

Best Asset Consultant

- 2011 Asian Investor

World's Best Provider of Pension Plan Administration Services

- February 2011, Global Finance

International Benefits Consultant of the Year

- 2011 Global Pensions

¹ Greenwich Associates
² FundFire, Nov. 29, 2010

OLIVER WYMAN AT A GLANCE

Oliver Wyman Group provides advice and specialized expertise to a global clientele of leading corporations and financial institutions. Oliver Wyman Group comprises Oliver Wyman, a leading global management consultancy, Lippincott, a leading brand strategy and design consultancy, and NERA, a leading provider of economic analysis regarding complex business and legal issues.

KEY FACT	Oliver Wyman is tied for the #1 rank in client satisfaction among all leading international strategy consulting firms.
OUR FIRM	With offices in 50+ cities across 25 countries, Oliver Wyman is a leading global management consulting firm that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, organizational transformation, and leadership development. The firm's 3,000 professionals help clients optimize their businesses, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities.
OUR IMPACT	Clients turn to us for help solving their most pressing issues. Whether their challenge is to find new avenues of growth, optimize operations, improve their risk profile, or inspire the organization to act in different ways, clients look to us for insight and tangible results. They value our deep industry knowledge and our specialized expertise. They appreciate that we go beyond recommendations to accelerate execution. They look to us to have a major impact on both their top and bottom lines.
OUR APPROACH	<p>Specialized Industry and Functional Expertise. We have dedicated experts working with clients in a broad range of industries and functional areas. Each industry practice draws on many years of focused work around the competitive dynamics, customer issues, and management disciplines particular to that industry. So we know your business and tailor solutions accordingly.</p> <p>Rigorous, Proven Methodologies. A hallmark of our work is rigorous, fact-based analysis, grounded in proven methodologies. Our approaches to strategic and operational analysis, such as Value-Driven Business Design, have delivered outstanding results over three decades. We have also developed the most robust framework for risk and financial management in use globally today. And through a blend of management and behavioral approaches, we give clients proven tools with which to transform organizational performance.</p> <p>Collaborative Working Style. We deliver results, not reports. To that end, we work side by side with our clients to create and implement practical solutions.</p> <p>Agenda-Setting Research. Our professionals challenge conventional thinking. We continually invest in applied research, with a body of work that includes many books, our own suite of periodicals, and frequent contributions to leading business publications.</p>

INDUSTRY EXPERTISE	<p>Automotive</p> <p>Aviation, Aerospace & Defense</p> <p>Communications, Media and Technology</p> <p>Energy</p> <p>Financial Services</p> <ul style="list-style-type: none"> ● Corporate and Institutional Banking ● Retail and Business Banking ● Wealth and Asset Management ● Insurance ● Public Policy <p>Health and Life Sciences</p> <p>Industrial Products</p> <p>Retail and Consumer Products</p> <p>Surface Transportation</p>	CAPABILITIES	<p>Actuarial</p> <p>Business Transformation</p> <p>Corporate Finance & Restructuring</p> <p>Delta</p> <p>Leadership Development</p> <p>Marketing & Sales</p> <p>Operations & Technology</p> <p>Risk Management</p> <ul style="list-style-type: none"> ● Finance & Risk in Financial Services ● Global Risk & Trading ● Global Risk Center ● Compliance & Governance <p>Strategy</p>
---------------------------	---	---------------------	---

OLIVER WYMAN AT A GLANCE

LIPPINCOTT

KEY FACT Lippincott has created more than 2,000 identity programs, including icons like the Coca-Cola wave and the Duracell copper top.

OUR FIRM Lippincott is a leading brand strategy and design consultancy that is building tomorrow's best brands. The firm enjoys an enviable track record in solving the most complex branding challenges facing corporations today. From our inception in 1943 as Lippincott & Margulies to our role today working with the world's best-loved organizations, we recognize that brands are increasingly the only real and enduring source of business advantage. We have helped over 3,000 clients worldwide, creating proprietary brand identities and image management programs for corporations, retail establishments and product/service brands in every major industry.

- OUR CORE COMPETENCIES**
- Brand analytics, assessment and valuation.
 - Brand driven growth and innovation.
 - Brand strategy, positioning and portfolio.
 - Identity creation, visual systems and interactive.
 - Brand environments and experience.
 - Brand management and customer experience alignment.

NERA

Economic Consulting

KEY FACT NERA was the first-ever microeconomics firm and has worked with all 100 of the American Lawyer Global 100 largest law firms.

OUR FIRM NERA is a global firm of experts dedicated to applying economic, finance, and quantitative principles to complex business and legal challenges. Our economists create strategies, studies, reports, expert testimony, and policy recommendations for government authorities and the world's leading law firms and corporations. We bring academic rigor, objectivity, and real world industry experience to bear on issues arising from competition, regulation, public policy, strategy, finance, and litigation.

OUR VALUE TO CLIENTS NERA's clients value our ability to apply and communicate state-of-the-art approaches clearly and convincingly, our commitment to deliver unbiased findings, and our reputation for quality and independence. Clients rely on the integrity and skills of NERA's unparalleled team of economists and other experts backed by the resources and reliability of one of the world's largest economic consultancies.

OUR PRACTICE AREAS	Antitrust and Competition	Energy	Regulatory Economics
	Auctions	Environment and Climate Change	Risk Advisory Services
	Bankruptcy	Financial Institutions and Banking	Securities and Finance
	Class Actions and Class Certification	Financial Risk Management	Statistical Sampling and Analysis
	Commercial Litigation and Damages	Health Care and Life Sciences	Survey Research, Design, and Analysis
	Communications	Insurance	Transfer Pricing
	Consumer Protection in Financial Services	Intellectual Property	Transport
	Corporate Governance and Compliance	Mass Torts and Product Liability	Valuation
	Employment and Labor	Postal Services	Water

MARSH & MCLENNAN COMPANIES HISTORICAL TIMELINE

1871-1904: COMPANY ORIGINS

1871: Insurance agency Dan H. Bomar Company opens in Chicago, IL.

1885: Henry Wheelwright Marsh joins the Waller firm (which had acquired Bomar Company) and pioneers the concept of the broker as buyer – rather than seller – of insurance.

1894: Donald Roderick McLennan joins the real estate and insurance office of Stryker, Manley & Buck, where he is hired as an assistant in the railroad insurance department.

1904: In Chicago, Marsh, McLennan, and Daniel M. Burrows meet and form a partnership. On December 22, 1904, with annual premiums of \$3 million, Burrows, Marsh & McLennan becomes the world's largest insurance broker.

1906: THE PARTNERSHIP BEGINS

Burrows retires, the firm is renamed Marsh & McLennan, and a legendary partnership begins.

1923: GUY CARPENTER JOINS MARSH & MCLENNAN

Just one year after the formation of Guy Carpenter & Company, the organization is merged into Marsh & McLennan.

1930S – 40S: PENSIONS AND BENEFITS GAIN PROMINENCE

Following the passage of the Social Security Act of 1937, the firm's pension and benefits business begins to grow in importance: In 1938, Marsh & McLennan hires its first two actuaries.

1950S: GROWING WITH AMERICAN INDUSTRY

Increasing consumer credit and the blossoming auto industry of the 1950's are boons to Marsh & McLennan, which secures business with America's "Big Three" automakers and develops insurance products for home appliances, cars, and the banks that are helping to fund Americans' new purchases.

Predicting an increase in commercial air travel, the company establishes its aviation department.

1959: MERCER JOINS MARSH & MCLENNAN

Marsh & McLennan acquires William M. Mercer Ltd, greatly augmenting the existing benefits and pension practice.

1962: GOING PUBLIC

In March 1962, Marsh & McLennan Companies goes public with revenues of \$52 million and net income of \$5 million. The company is listed on the New York Stock Exchange in 1969.

1970'S: EMPLOYEE BENEFITS CONSULTING

In 1970, the company acquires financial services firm Putnam Investments.

In 1974, to take advantage of significant changes to legislation around employee benefits, the employee benefits and pension consulting practices at Marsh & McLennan Companies are re-organized into a distinct entity, William M. Mercer, Inc.

MARSH & MCLENNAN COMPANIES HISTORICAL TIMELINE

1980S: RAPID GROWTH THROUGH ACQUISITION, FORMATION OF ACE

1980: Marsh & McLennan Companies merges with its long-time London broking partner C.T. Bowring & Co. Ltd. This paves the way for the company to establish a market-leading presence in nearly every industrialized country in the world.

1983: Marsh & McLennan Companies makes its first non-broking acquisition in more than a decade when it acquires National Economic Research Associates (NERA) which is today part of Oliver Wyman Group.

1985: Joining with other firms in the industry, Marsh & McLennan Companies helps to create new capacity in the excess liability market, forming ACE Insurance Company (in 1994, ACE would be led by future Marsh & McLennan Companies CEO Brian Duperreault).

1986: Marsh & McLennan Companies acquires Lippincott, the celebrated brand strategy and design consultancy which is today part of Oliver Wyman Group.

In the mid-1980s, the revenue of Marsh & McLennan Companies exceeds \$1 billion for the first time. The merger of A.S. Hansen with Mercer creates the largest employee benefit and consulting firm in the U.S.

2001: SEPTEMBER 11, 2001

On the darkest day in company history, 295 colleagues and 60 business associates perish in the terrorist attacks at the World Trade Center. Marsh & McLennan Companies continues to mark this profound tragedy, and honors the memory of those lost.

2003: ACQUIRES OLIVER WYMAN

The firm acquires Oliver Wyman & Company, a leading international management consulting firm, rounding out the professional services offerings for Marsh & McLennan Companies.

2004: ACQUIRES KROLL

Marsh & McLennan Companies acquires Kroll, the risk consulting and mitigation firm.

2004-2007: REGULATORY MATTERS

Marsh & McLennan Companies is faced with litigation matters and regulatory investigations that ultimately result in changes to the company's business model. In late 2007, the Board of Directors determines that a change in leadership would best enable Marsh & McLennan Companies to move forward and enhance shareholder value.

Additionally, in 2007, the firm sells Putnam Investments.

2008-2010: THE TURNAROUND

2008: Brian Duperreault is named CEO, and the company begins a notable turnaround.

2009-2010: Navigating the toughest economic climate since the Great Depression, the company improves margins, returns the insurance broking segment to profitability, and stabilizes operations. With the sale of Kroll in 2010, the company streamlines its portfolio and sharpens focus on its core risk and insurance and consulting segments.

2011: REVITALIZING A CENTURY-OLD BRAND

Marsh & McLennan Companies reintroduces itself to the market with a refreshed company brand, a new visual identity and a compelling story