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NEW ISSUE OF VIEWPOINT MAGAZINE NOW AVAILABLE

NEW YORK, January 12, 2009 — Marsh & McLennan Companies, Inc. (MMC) today published Volume 1, 2009 of *Viewpoint*, the journal that highlights the firm's latest thinking on today's critical issues and risks. The new issue is available for download on mmc.com and contains the following articles:

- *Risk Governance: Seeing the Forest for the Trees* – A look into the reasons why risk management failed so many institutions so spectacularly and led, in part, to the financial crisis. Written by Andrew Kuritzkes, a partner and senior member of Oliver Wyman's Finance and Risk practice, the article goes on to discuss what organizations can do to avoid making the same mistakes.
- *Leading Through a Crisis: Getting Back to Basics* – With the current financial crisis as a backdrop, Mark Nadler and Janet Spencer of Oliver Wyman's Delta Organization & Leadership business discuss the guiding principles needed for top leaders to steer their organizations through the toughest of times.
- *Food-Safety Strategies: How to Protect Your Company and Your Consumers* – Given the unprecedented number of food-borne illness (in the United States alone there are an estimated 76 million illnesses and 5,000 deaths annually) organizations need to be proactive and have demonstrable systems in place to protect their consumers by managing food-safety risks across their supply chain. In this article, Melissa Hersh and Hester Shaw of Marsh Risk Consulting explore the steps companies can take to protect themselves and their consumers.
- *Healthcare Planning for an Aging World* – Christine Owen of Mercer's Global Health Management Consulting practice takes a close look at the World Economic Forum report *The Future of Pensions and Healthcare in a Rapidly Ageing World: Scenarios to 2030*, which indicates that new forms of collaboration between key stakeholders – individuals, financial institutions, healthcare providers, employers, and governments

– will be critical in order to finance the ongoing well-being of current and future generations in a sustainable manner.

- *The Continuing Evolution of Risk Modeling* – Ryan Ogaard, Global Head of Guy Carpenter's InStrat® Unit, discusses the expertise, technology, and best practices that have evolved to help firms overcome the inertia that has kept them from implementing a holistic risk management framework.

MMC is a global professional services firm providing advice and solutions in the areas of risk, strategy and human capital. It is the parent company of a number of the world's leading risk experts and specialty consultants, including Marsh, the insurance broker and risk advisor; Guy Carpenter, the risk and reinsurance specialist; Mercer, the provider of HR and related financial advice and services; Oliver Wyman, the management consultancy; and Kroll, the risk consulting firm. With more than 55,000 employees worldwide and annual revenue exceeding \$11 billion, MMC provides analysis, advice and transactional capabilities to clients in more than 100 countries. Its stock (ticker symbol: MMC) is listed on the New York, Chicago, and London stock exchanges. MMC's website address is www.mmc.com.