

## MMC Reports Fourth Quarter 2007 Results

Consolidated Revenue Increases 8 Percent to \$2.9 Billion Full-Year Consolidated Revenue Grows 8 Percent to \$11.4 Billion Consulting Segment Continues Strong Performance

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NEW YORK--(BUSINESS WIRE)--

Marsh & McLennan Companies, Inc. (MMC) today reported financial results for the fourth quarter and year ended December 31, 2007.

In the quarter, consolidated revenue was \$2.9 billion, up 8 percent from the fourth quarter of 2006, or 2 percent on an underlying basis, which measures the change in revenue before the impact of acquisitions and dispositions, using consistent currency exchange rates. Income from continuing operations was \$90 million, or \$.17 per share, compared with \$168 million, or \$.30 per share, in the fourth quarter of 2006.

Net income, including discontinued operations, was \$85 million, or \$.16 per share, compared with \$226 million, or \$.40 per share, last year. Noteworthy items, described in the attached supplemental schedules, reduced earnings per share by approximately \$.07 in the fourth quarter of 2007, compared with an increase of \$.01 in the fourth quarter of 2006. Additionally, incremental costs associated with the departure of MMC's former CEO negatively impacted earnings per share by approximately \$.02 in the fourth quarter of 2007.

For the year 2007, consolidated revenue was \$11.4 billion, an increase of 8 percent from \$10.5 billion in 2006, or 4 percent on an underlying basis. Income from continuing operations was \$538 million, or \$.99 per share, compared with \$632 million, or \$1.14 per share, in 2006.

Income from discontinued operations, net of tax, was \$1.9 billion, or \$3.54 per share, compared with \$358 million, or \$.62 per share, in 2006, reflecting gains on the Putnam transaction in the third quarter of 2007 and the sale of Sedgwick Claims Management Services in the first quarter of 2006. Net income in 2007 was \$2.5 billion, or \$4.53 per share, compared with \$990 million, or \$9.90 per share, in 2006.

an increase of 16 percent; health and benefits, \$188 million, or 10 percent growth; outsourcing, \$197 million, grew 17 percent; and talent, \$126 million, increased 14 percent.

development and performance of our services and products; market and industry conditions, including competitive and pricing trends; changes in the composition or level of MMC's revenues; our cost structure and the outcome of cost-saving initiatives; dividend policy and share repurchase programs; the expected impact of acquisitions and dispositions; pension obligations; cash flow and liquidity; future actions by regulators; the outcome of contingencies; the impact of changes in accounting rules; and changes in senior management.

Forward-looking statements are subject to inherent risks and uncertainties. Factors that could cause actual results to differ materially from those expressed or implied in our forward-looking statements include:

- our ability to achieve profitable revenue growth in our risk and insurance services segment by providing both traditional insurance brokerage services and additional risk advisory services;
- our ability to retain existing clients and attract new business, and our ability to retain key employees;
- the impact on risk and insurance services commission revenues of changes in the availability of, and the premiums insurance carriers charge for, insurance and reinsurance products, including the impact on premium rates and market capacity attributable to catastrophic events such as hurricanes;
- the impact on renewals in our risk and insurance services segment of pricing trends in particular insurance markets, fluctuations in the general level of economic activity and decisions by insureds with respect to the level of risk they will self-insure;
- revenue fluctuations in risk and insurance services relating to the effect of new and lost business production and the timing of policy inception dates;
- the impact of fluctuations in the value of Risk Capital Holdings' investments on profitability in our risk and insurance services segment;
- the impact on our consulting segment of pricing trends, utilization rates, legislative changes affecting client demand, and the general economic environment;
- our ability to control expenses and achieve operating efficiencies;
- the impact of competition, including with respect to pricing and the emergence of new competitors;
- the economic and reputational impact of litigation and regulatory proceedings described in the notes to our financial statements;
- our exposure to potential liabilities arising from errors and omissions claims against us;
- our ability to meet our financing needs by generating cash from operations and accessing external financing sources, including the potential impact of rating agency actions on our cost of financing or ability to borrow;
- our ability to make strategic acquisitions and dispositions and to integrate, and realize expected synergies, savings or strategic benefits from, the businesses we acquire;
- the impact on net income of foreign exchange and/or interest rate fluctuations;
- changes in applicable tax or accounting requirements, and

potential income statement effects from the application of FIN 48 ("Accounting for Uncertainty in Income Taxes") and SFAS 142 ("Goodwill and Other Intangible Assets"); and

- the impact of, and potential challenges in complying with, legislation and regulation in the jurisdictions in which we operate, particularly given the global scope of our businesses and the possibility of conflicting regulatory requirements across the jurisdictions in which we do business.

The factors identified above are not exhaustive. MMC and its subsidiaries operate in a dynamic business environment in which new risks may emerge frequently. Accordingly, MMC cautions readers not to place undue reliance on its forward-looking statements, which speak only as of the dates on which they are made. MMC undertakes no obligation to update or revise any forward-looking statement to reflect events or circumstances arising after the date on which it is made. Further information concerning MMC and its businesses, including information about factors that could materially affect our results of operations and financial condition, is contained in MMC's filings with the Securities and Exchange Commission, including the "Risk Factors" section of MMC's most recently filed Annual Report on Form 10-K.

Marsh & McLennan Companies, Inc.  
Consolidated Statements of Income  
(In millions, except per share figures)  
(Unaudited)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2007	2006	2007	2006
Revenue:				
Service Revenue	\$2,918	\$2,635	\$11,187	\$10,350
Investment Income (Loss)	7	72	163	197
Total Revenue	2,925	2,707	11,350	10,547
Expense:				
Compensation and Benefits	1,871	1,699	7,030	6,515
Other Operating Expenses	889	697	3,301	2,877
Total Expense	2,760	2,396	10,331	9,392
Operating Income	165	311	1,019	1,155
Interest Income	31	18	95	60
Interest Expense	(56)	(72)	(267)	(303)
Income Before Income Taxes and Minority Interest Expense	140	257	847	912
Income Taxes	44	87	295	272
Minority Interest Expense, Net of Tax	6	2	14	8
Income from Continuing Operations	90	168	538	632
Discontinued Operations, Net of Tax	(5)	58	1,937	358
Net Income	\$ 85	\$ 226	\$ 2,475	\$ 990

Basic Net Income Per Share				
- Continuing Operations	\$ 0.17	\$ 0.31	\$ 1.00	\$ 1.15
	=====	=====	=====	=====
- Net Income	\$ 0.17	\$ 0.41	\$ 4.60	\$ 1.80
	=====	=====	=====	=====
Diluted Net Income Per Share				
- Continuing Operations	\$ 0.17	\$ 0.30	\$ 0.99	\$ 1.14
	=====	=====	=====	=====
- Net Income	\$ 0.16	\$ 0.40	\$ 4.53	\$ 1.76
	=====	=====	=====	=====
Average Number of Shares Outstanding				
- Basic	520	551	539	549
	=====	=====	=====	=====
- Diluted	525	561	546	557
	=====	=====	=====	=====
Shares Outstanding at 12/31	520	552	520	552
	=====	=====	=====	=====

Marsh & McLennan Companies, Inc.  
Supplemental Information - Revenue Analysis  
(Millions) (Unaudited)

	Three Months Ended December 31,		% Change GAAP
	2007	2006	Revenue
	-----	-----	-----
Risk and Insurance Services			
Insurance Services	\$1,195	\$1,129	6%
Reinsurance Services	167	171	(2)%
Risk Capital Holdings	8	74	(90)%
	-----	-----	-----
Total Risk and Insurance Services	1,370	1,374	-
	-----	-----	-----
Consulting			
Mercer	882	769	14%
Oliver Wyman Group	437	341	28%
	-----	-----	-----
Total Consulting	1,319	1,110	19%
	-----	-----	-----
Risk Consulting & Technology	249	241	3%
	-----	-----	-----
Total Operating Segments	2,938	2,725	8%
	-----	-----	-----
Corporate Eliminations	(13)	(18)	
	-----	-----	-----
Total Revenue	\$2,925	\$2,707	8%
	=====	=====	-----

Components of Revenue Change

	Currency Impact	Acquisitions/ Dispositions Impact	Underlying Revenue
	-----	-----	-----
Risk and Insurance Services			
Insurance Services	5%	-	1%
Reinsurance Services	2%	-	(4)%

Risk Capital Holdings	-	-	(90)%
Total Risk and Insurance Services	5%	-	(5)%
Consulting			
Mercer	6%	-	8%
Oliver Wyman Group	5%	1%	22%
Total Consulting	6%	-	13%
Risk Consulting & Technology	3%	3%	(3)%
Total Operating Segments	5%	1%	2%
Corporate Eliminations			
Total Revenue	5%	1%	2%

## Revenue Details

The following table provides more detailed revenue information for certain of the components above:

	Three Months Ended December 31,		% Change GAAP Revenue
	2007	2006	
Insurance Services:			
Americas	\$ 659	\$ 641	3%
EMEA	427	390	9%
Asia Pacific	109	98	11%
Total Insurance Services	\$1,195	\$1,129	6%
Mercer:			
Retirement and Investment	\$ 340	\$ 292	16%
Health and Benefits	188	171	10%
Outsourcing	197	169	17%
Talent	126	111	14%
Reimbursed Expenses	31	26	N/A
Total Mercer	\$ 882	\$ 769	14%
Risk Consulting & Technology:			
Technology	\$ 149	\$ 127	18%
Consulting	100	114	(13)%
Total Risk Consulting & Technology	\$ 249	\$ 241	3%

## Notes

Underlying revenue measures the change in revenue, before the impact of acquisitions and dispositions, using consistent currency exchange rates.

Interest income on fiduciary funds amounted to \$44 million and \$45 million for the three months ended December 31, 2007 and 2006, respectively.

Risk Capital Holdings owns investments in private equity funds and insurance and financial services firms.

Marsh & McLennan Companies, Inc.  
Supplemental Information - Revenue Analysis  
(Millions) (Unaudited)

Twelve Months Ended December 31,		% Change GAAP
2007	2006	Revenue

2007

2006

Revenue

Insurance Services:

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	\$ 165	\$ 311	\$ 1,019	\$ 1,155
Segment Operating Margins:				
Risk and Insurance Services	4.2%	9.2%	9.1%	12.4%
Consulting	12.2%	10.5%	12.4%	11.0%
Risk Consulting & Technology	6.8%	18.7%	10.7%	15.2%
Consolidated Operating Margin	5.6%	11.5%	9.0%	11.0%
Pretax Margin	4.8%	9.5%	7.5%	8.6%
Effective Tax Rate	31.7%	33.9%	34.9%	29.8%

Marsh & McLennan Companies, Inc.  
Supplemental Information - Continuing Operations  
(Millions) (Unaudited)

Significant Items Impacting the Comparability of Financial Results:  
The year-over-year comparability of MMC's financial results for the fourth quarter and twelve months ended December 31 are affected by a number of noteworthy items. The following table identifies the impact of noteworthy items on segment and consolidated operating income for the periods indicated.

	Risk & Insurance Services	Risk Consulting & Technology	Corporate	Total
Three Months Ended December 31, 2007				
Restructuring Charges (a)	\$29	\$ 1	\$-	\$ 14
Accelerated Amortization / Depreciation	-	-	-	2
Settlement, Legal and Regulatory (b)	13	-	-	13
Total Impact in the Period	\$42	\$ 1	\$-	\$ 16

Three Months Ended December 31, 2006				
Restructuring Charges (a)	\$37	\$10	\$-	\$(72)
Accelerated Amortization / Depreciation	5	-	-	4
Settlement, Legal and Regulatory (b)	11	-	-	11
Total Impact in the Period	\$53	\$10	\$-	\$(68)

	Risk & Insurance Services	Risk Consulting & Technology	Corporate	Total
Twelve Months Ended				

December 31, 2007

December 31, 2007					
Restructuring Charges (a)	\$ 60	\$ 2	\$-	\$ 36	\$ 98
Accelerated Amortization / Depreciation	9	6	-	6	21
Settlement, Legal and Regulatory (b)	51	-	-	-	51
Other (c)	-	-	-	(14)	(14)
<b>Total Impact in the Period</b>	<b>\$120</b>	<b>\$ 8</b>	<b>\$-</b>	<b>\$ 28</b>	<b>\$156</b>

Twelve Months Ended  
December 31, 2006

Restructuring Charges (a)	\$100	\$27	\$1	\$(41)	\$ 87
Accelerated Amortization / Depreciation	28	-	-	10	38
Settlement, Legal and Regulatory (b)	43	-	-	-	43
<b>Total Impact in the Period</b>	<b>\$171</b>	<b>\$27</b>	<b>\$1</b>	<b>\$(31)</b>	<b>\$168</b>

## Notes

- (a) Primarily includes severance from restructuring activities and related charges, costs for future rent and other real estate costs, and fees related to cost reduction initiatives. Amounts for the three and twelve months ended December 31, 2006 include a \$74 million gain on sale of certain floors in MMC's headquarters building.
- (b) Reflects legal fees arising out of the civil complaint relating to market service agreements and other issues filed against MMC and Marsh by the New York State Attorney General in October 2004 and settled in January 2005, and indemnification of former employees for legal fees incurred in connection with the events of October 2004.
- (c) Represents an accrual adjustment related to the separation of former MMC senior executives.

The above schedules exclude incremental costs of \$14 million recorded in the fourth quarter of 2007 related to the departure of MMC's former CEO and \$13 million related to the departure of Marsh's former CEO recorded in the third quarter of 2007.

Marsh & McLennan Companies, Inc.  
Consolidated Balance Sheets  
(Millions) (Unaudited)

December 31, December 31,  
2007 2006

## ASSETS

Current assets:		
Cash and cash equivalents	\$ 2,133	\$ 2,015
Net receivables	2,985	2,718

Assets of discontinued operations	-	1,921
Other current assets	369	322
	-----	-----
Total current assets	5,487	6,976
Goodwill and intangible assets	7,752	7,595
Fixed assets, net	992	990
Long-term investments	66	124
Pension related asset	1,411	613
Other assets	1,450	1,839
	-----	-----
TOTAL ASSETS	\$17,158	\$18,137
	=====	=====

## LIABILITIES AND STOCKHOLDERS' EQUITY

Current liabilities:		
Short-term debt	\$ 260	\$ 1,111
Accounts payable and accrued liabilities	1,670	2,486
Regulatory settlements-current portion	177	178
Accrued compensation and employee benefits	1,290	1,230
Liabilities of discontinued operations	-	782
Accrued income taxes	-	131
	-----	-----
Total current liabilities	3,397	5,918
Fiduciary liabilities	3,612	3,587
Less - cash and investments held in a fiduciary capacity	(3,612)	(3,587)
	-----	-----
	-	-
Long-term debt	3,604	3,860
Regulatory settlements	-	173
Pension, postretirement and postemployment benefits	709	1,085
Liabilities for errors and omissions	596	624
Other liabilities	1,035	658
Total stockholders' equity	7,817	5,819
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TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$17,158	\$18,137
	=====	=====

Marsh & McLennan Companies, Inc.  
Supplemental Information - Discontinued Operations  
(Millions) (Unaudited)

On January 31, 2007, MMC entered into a stock purchase agreement with Great-West Lifeco ("GWL"), a financial holding company controlled by Power Financial Corporation, pursuant to which GWL agreed to purchase Putnam. The transaction closed on August 3, 2007. The gain on the transaction and Putnam's results of operations are reported as discontinued operations in MMC's consolidated statements of income. The amounts reported in 2007 include Putnam's results through August 2, 2007.

In 2006, MMC sold its majority interest in Sedgwick Claims Management Services; Price Forbes, its U.K.-based insurance wholesale operation; and Kroll Security International. The net gains on these disposals, as well as their results of operations, are reported as discontinued operations in MMC's consolidated statements of income.

