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Marsh Risk Management Research

CLAIMS PERSPECTIVE

THE IMPACT OF LARGE LOSSES IN THE GLOBAL POWER INDUSTRY

OCTOBER 2012

MARSH & McLENNAN COMPANIES

CONTENTS

INTRODUCTION

Over the past decade, a number of large losses have shone the spotlight on the global power industry as never before. Governments, regulators, environmentalists, shareholders, the media, and the general public are keenly aware of the financial and environmental damage that can result from incidents and accidents in the power industry. For example, the March 2011 earthquake, tsunami, and nuclear event in Japan not only rocked global supply chains, but caused many stakeholders to take a hard look at the power industry worldwide.

Since 2005, not a year has passed without the industry seeing at least one—and in most years more than one—large claim, defined as those greater than US$25 million. This pattern of large losses puts extreme pressure on both the supply of global power and the future of the industry. Other changes over the past 20 years add to the challenges facing power organizations, for example an aging workforce; deteriorating equipment; a growing demand for electricity, including from emerging economies; and resource issues, from environmental concerns to the development of so-called green energy sources.

The changing profile of losses within the industry has led to a tightening of underwriting standards and risk engineering requirements from many insurers. As the power industry moves through stormy waters, the questions remain: Will this pattern continue? What other challenges will arise?

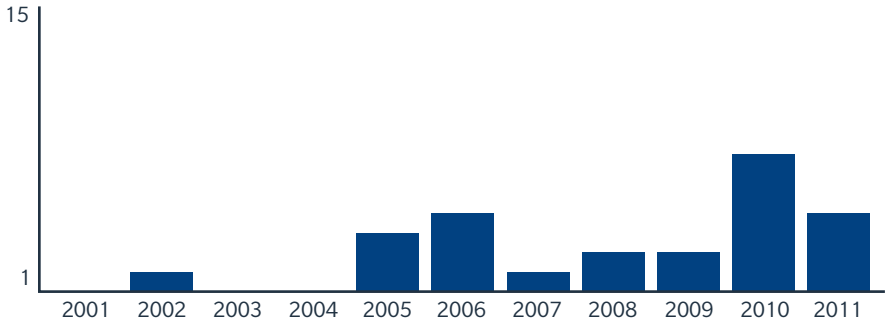
This report provides a high-level overview of large losses within the industry over the past decade. The study is based on claims that have arisen from the operational power accounts handled by Bowring Marsh, Marsh's wholesale international placement division. Given the large number of clients included in the database, the losses are representative of the entire sector.

Understanding recent large losses can help power organizations better identify and manage their risks, potentially preventing or mitigating future accidents and incidents.

INSURANCE CLAIMS IN THE POWER INDUSTRY

The insurance industry has paid large sums for many power losses, stemming from machinery breakdown, fire and explosion, natural perils, and business interruption. As a result, the power industry is often perceived by insurers as being high risk. The best way to determine whether this perception is accurate is to review a history of some of the large losses incurred by the insurers who provide coverage to the global power industry.

CLAIMS GREATER THAN US$25 MILLION 2001–2011



Source: Bowring Marsh

EFFICIENCY PUSH RAISES NEW ISSUES

The economic downturn that began in 2008 has had two key impacts on the power industry in a large number of geographies:

1. A decline in demand for energy in 2009 as a result of a drop in industrial activity.

2. A reduction in investment capital and a reluctance to incur debt on projects.

Nonetheless, despite the dip in 2009, the overall demand for power is increasing. And the reduction in available financing has served to increase interest from shareholders and other stakeholders in running more efficiently, tightening risk management controls, and improving communication.

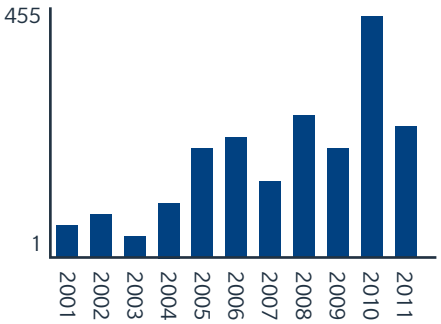
A drive for increased efficiency, however, raises many issues. For example, modern gas-fired power stations operate at higher temperatures in order to increase fuel efficiency. This is logical at a time of rising fuel costs and amid concerns as to the reliability of fuel supply. However, in some cases this may lead power operators to ask insurers to cover new and allegedly unproven technologies, such as prototypes. At the other end of the spectrum, older power plants often are operated beyond their design age, increasing the risk of loss from aging, interdependent equipment.

INCREASED DAMAGE FROM LOSS EVENTS

The reality is that neither the best management practices nor the best quality equipment grant immunity from loss. And while losses are a reality in every industry, the amount of damage that power companies have felt in recent years has increased. Many factors come into play when determining the financial loss from a single event. Following are some of the most prominent issues coming into play regarding power losses over the past decade.

TOTAL CLAIMS LOSSES PER YEAR

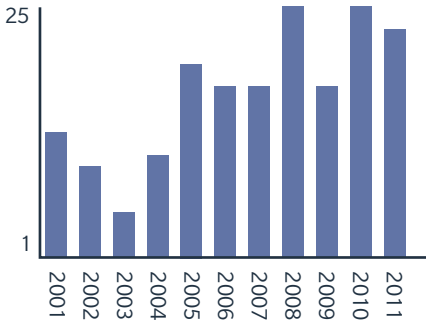
AVERAGE: US$190 MILLION PER YEAR



Source: Bowring Marsh

NUMBER OF EVENTS PER YEAR

AVERAGE: 14 EVENTS PER YEAR

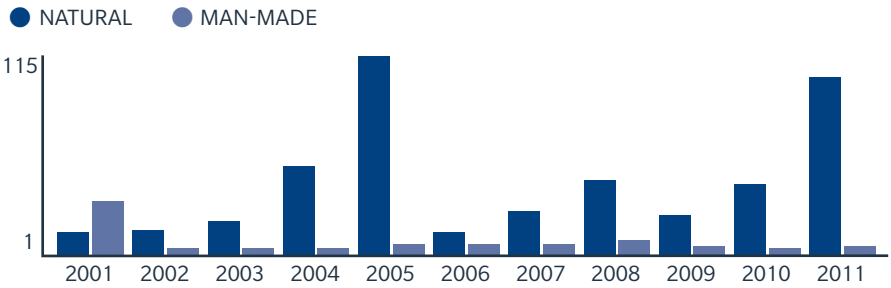


Source: Bowring Marsh

FREQUENT AND DEVASTATING NATURAL CATASTROPHES

Natural catastrophes—particularly earthquakes, wind storms, and floods—have been frequent and severe in recent years. Many events have occurred in developing parts of the world, where the population has risen significantly, bringing with it an increase in the size and value of infrastructure. Consider some of the major weather events of the past 10 years: hurricanes Charley, Frances, Ivan, Katrina, Rita, and Ike; floods in Pakistan, Thailand and Australia; and earthquakes and resulting tsunamis in Indonesia and Japan. Each of these events damaged power facilities and/or transmission and distribution networks and disrupted customer demand.

GLOBAL CATASTROPHE INSURED LOSSES 2001–2011 (US$ BILLIONS)



Source: Swiss Re, Guy Carpenter

INFRASTRUCTURE RELATED ISSUES

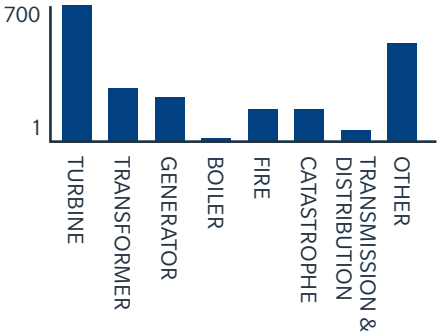
The condition of infrastructure—including roads, bridges, and transportation hubs—in the areas near to and leading to the location of a loss can have an effect on the ultimate financial size of the claim. The inability to transport damaged equipment, or to even enter damaged premises, causes delays in rebuilding, additional expenses, and subsequent business interruption. Such issues can be exacerbated when losses occur in developing areas.

INCREASED VALUE OF EQUIPMENT

As the complexity of technology and the cost of raw materials have increased, so too has the value of equipment. From 2001 to 2011, the largest equipment-type losses incurred at power generation facilities were from machinery breakdowns to turbines, transformers, and generators. Out of total net claims for this period of more than US$2 billion, claims attributed to these equipment types accounted for nearly US$1.2 billion.

TOTAL NET CLAIMS LOSSES BY EQUIPMENT TYPE 2001–2011

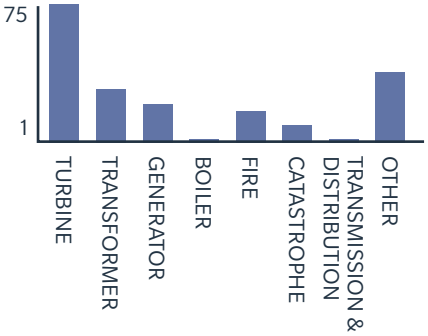
AVERAGE: US$261 MILLION PER EQUIPMENT TYPE



Source: Bowring Marsh

TOTAL NUMBER OF EVENTS PER TYPE PER YEAR 2001–2011

AVERAGE: 19 EVENTS PER EQUIPMENT TYPE



Source: Bowring Marsh

ADDITIONAL LOSSES

Even when power stations themselves are not substantially affected, transmission and distribution (T&D) losses—together with a drop in demand when factories, hotels, and the like are damaged—can cause significant financial harm to the local power industry. Difficulties with suppliers, for example a disruption in coal or gas supplies, also will cause losses to the power industry, by reducing the direct supply and/or by increasing spot-market prices.

Loss of supply to customers also can lead to indirect losses, for instance the demand by regulators for the set-aside of funds for use after catastrophes. That was the case, for example, after the extensive T&D losses incurred as a result of Hurricane Andrew in 1992, and Hurricane Charley and Hurricane Frances in 2004.

EXAMINING THE FULL LOSS COST

Although the insurance losses incurred over the last five to ten years have been significant, it is important to remember that these figures represent only part of the financial loss that is actually sustained by an owner. Significant losses are not only a burden for insurers, but are likely to bring serious disruption to any company's operation, while also impacting its share price.

Additional loss costs not covered by insurance may include:

- Bodily injury to employees.
- Fines.
- Business interruption.
- Any excess or deductible.
- Employee time handling the loss.
- Resolving concerns from regulators, captives, shareholders, and stakeholders.

More difficult to calculate but potentially even more vital to the balance sheet is the effect of negative public perception on investor confidence and damage to the brand. Such soft costs can be significant when the value of reputation is considered, especially given the background of mergers and takeovers in the power industry. Inevitably, poor loss records will lead to direct increases in premium cost for future renewals and a desire among insurers for higher deductibles and excess layering.

Potentially even more vital to the balance sheet is the effect of negative public perception on investor confidence and damage to the brand.

LARGE LOSS ISSUES

When a power company experiences a large loss, it creates a host of additional issues that can add further pressure to an already strained or vulnerable organization.

Some of the major issues that can arise from losses within the power industry include:

BROAD EFFECTS OF LOSS

- Damage to plant, customers, suppliers, and transmission and/or distribution networks.
- Negative impact on customers.
- Cultural and regulatory concerns, for example, gaining permission to rebuild and working with permanent customer relocation.
- Seizure and nationalization of assets.
- Share price and shareholder relationships.

EMPLOYEE ISSUES

- Retaining key employees during downtime.
- Managing employee welfare.
- Balancing employee family issues with the needs of the company.

CLAIMS HANDLING ISSUES

- Presenting claims and calculating business-interruption loss using employee resources that may already be stretched handling other aspects of the emergency.
- Accessing the site and facilities for investigation.
- Coping with language and other communication issues.
- Increasing costs of labor and restoration materials due to increased demand.
- Managing repairs, replacement, and relocation.
- Working with long lead times for replacement of specialist equipment.

OPERATIONAL ISSUES

- Monitoring and managing spot-market pricing.
- Working through difficulties with parent company.
- Managing knock-on effects on subsidiary companies.
- Managing environmental impact.
- Allaying public and regulator concerns.
- Managing insurer and reinsurer demands.
- Understanding and working with occurrences and 72-hour limitations.

CONCLUSION

A general firming of insurance prices for the power industry may indicate that insurers view the potential for writing power business as somewhat challenging. Large claims are the ones that can cause a significant impact to bottom line profitability for insureds and insurers alike. They are the types of loss for which effective and accurate claims resolution is a must for all parties involved.

If large claims continue to occur regularly with heightened frequency within the power industry, insurers' appetites for writing power business may be dampened. In turn, this could bring an overall drop in capacity, a reduction in market competition, and a rise in premiums. Such a scenario could cause significant difficulties for operating companies in an industry that provides a vital service while facing the same economic difficulties as others in a constantly changing regulatory environment.

The global power industry faces risks on a number of fronts: rising prices, new technology, heightened regulator and customer scrutiny, and uncertainty surrounding methods and types of power generation. Against such a backdrop, it is essential for organizations to understand the potential impact of unexpected large losses, to have the best possible plans in place to prevent and mitigate those losses, and to be prepared to quickly and efficiently work with insurers, brokers, and others to resolve any ensuing claims.

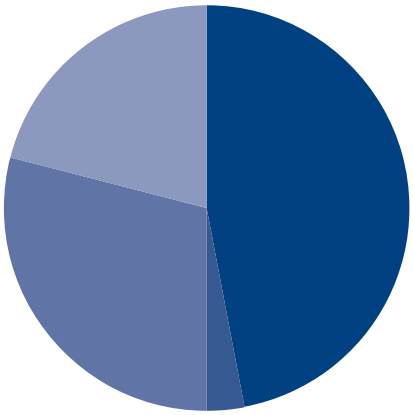
APPENDIX

LARGE LOSSES IN THE POWER INDUSTRY 2001–2011

In the course of this study, we have gathered data on all power accounts handled by Bowring Marsh in London. The information presented in this section represents a selection of claims that have incurred a net loss of more than US$2 million to insurers, net of any applicable deductible, excess or retention. It should be stressed that the study is based on claims that have arisen from the operational power accounts handled by Bowring Marsh, Marsh's wholesale international placement division. Given the large number of clients included in the database, the losses are representative of the entire sector.

2001

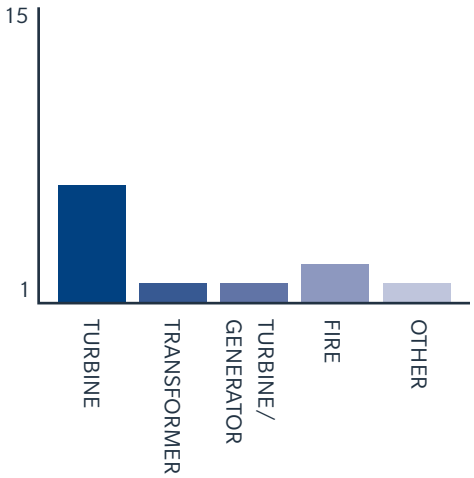
NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	31,467,713
TRANSFORMER	2,035,318
FIRE	19,141,124
OTHER	13,662,894
TOTAL	66,307,049

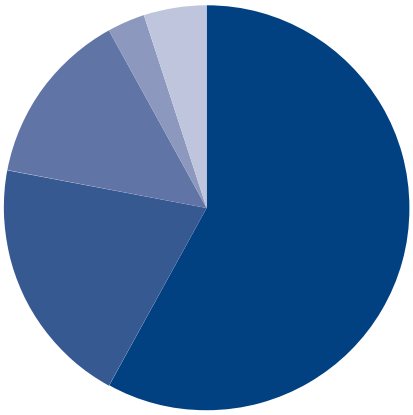
LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Turbine	Gas/Oil	Jan 2001	6,557,959
Turbine	Gas	Feb 2001	3,408,878
Other	Coal	Apr 2001	11,166,894
Transformer	Gas	May 2001	2,035,318
Fire	Nuclear	May 2001	13,141,124
Turbine/Generator	Gas	May 2001	6,950,000
Other	Nuclear	Jul 2001	2,496,000
Turbine	Coal	Aug 2001	3,760,228
Turbine	Gas	Nov 2001	2,130,146
Fire	Gas	Nov 2001	6,000,000
Turbine	Coal/Gas	Nov 2001	8,660,502
		TOTAL	66,307,049

NUMBER OF EVENTS PER EQUIPMENT TYPE



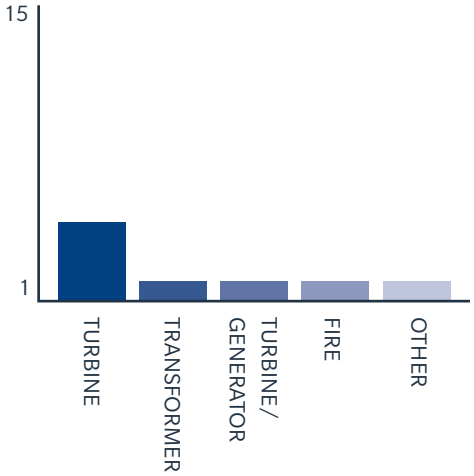
2002

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	53,160,550
TRANSFORMER	18,550,224
GENERATOR	3,000,000
FIRE	12,591,622
OTHER	4,500,000
TOTAL	91,802,396

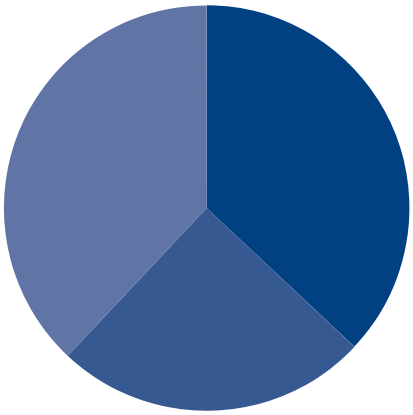
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Transformer	Coal	Jan 2002	18,550,244
Turbine	Gas	Feb 2002	5,627,312
Generator	Gas	Mar 2002	3,000,000
Turbine	Gas	May 2002	39,000,000
Turbine	Gas	Jun 2002	4,548,308
Turbine	Gas	Sep 2002	3,984,930
Fire	Gas	Oct 2002	12,591,622
Other	Gas	Nov 2002	4,500,000
		TOTAL	91,761,416

2003

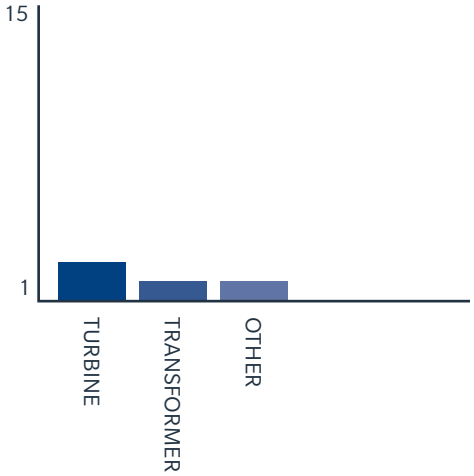
NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	13,045,407
TRANSFORMER	8,587,143
OTHER	13,274,663
TOTAL	34,907,213

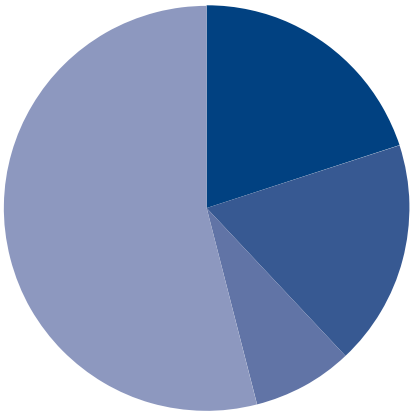
LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Other	Hydro	Feb 2003	13,274,663
Transformer	—	Mar 2003	8,587,143
Turbine	Gas	May 2003	4,708,236
Turbine	Gas	Sep 2003	8,337,171
		TOTAL	34,907,213

NUMBER OF EVENTS PER EQUIPMENT TYPE



2004

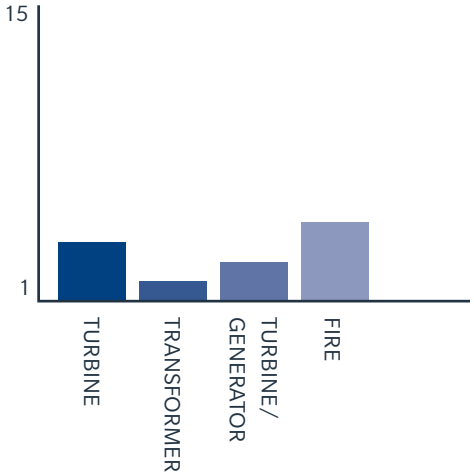
NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	22,485,696
TRANSFORMER	21,000,000
GENERATOR	9,138,060
FIRE	61,825,310
TOTAL	114,449,066

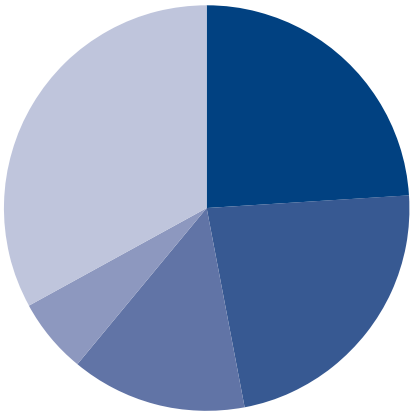
LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Fire	Gas	Jan 2004	23,500,000
Transformer	Nuclear	Mar 2004	21,000,000
Generator	Oil	Apr 2004	7,009,480
Fire	Coal	May 2004	3,375,708
Fire	Coal	Jul 2004	17,916,000
Turbine	Gas	Jul 2004	17,800,000
Turbine	Gas	Sep 2004	2,444,237
Turbine	Gas	Oct 2004	2,241,459
Generator	—	Nov 2004	2,128,580
Fire	Coal/Gas	Dec 2004	17,033,602
		TOTAL	114,249,066

NUMBER OF EVENTS PER EQUIPMENT TYPE



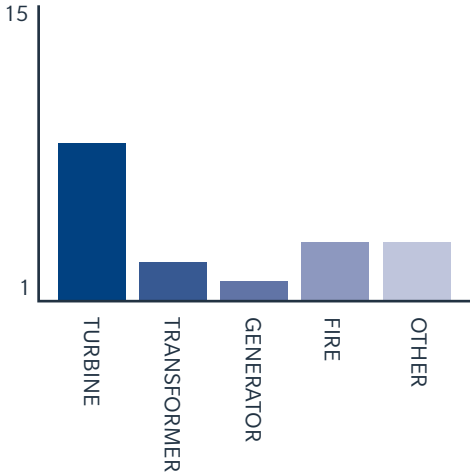
2005

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	49,765,654
TRANSFORMER	48,595,408
GENERATOR	28,657,546
FIRE	12,502,598
OTHER	70,237,058
TOTAL	209,758,264

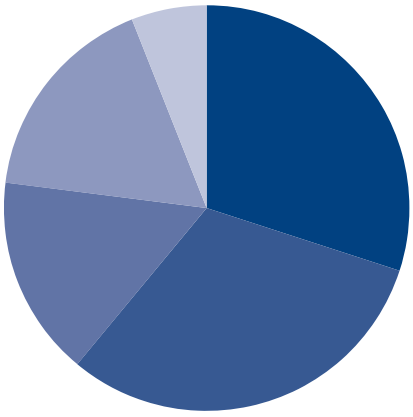
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Other	Nuclear	Jan 2005	2,457,456
Turbine	Nuclear	Jan 2005	4,044,882
Turbine	Coal	Feb 2005	2,200,000
Turbine	Thermal	Mar 2005	5,895,910
Other	Nuclear	Apr 2005	61,500,000
Turbine	Gas	May 2005	7,123,350
Transformer	Gas	May 2005	45,296,733
Turbine	Gas	Jul 2005	11,750,783
Turbine	Oil	Jul 2005	12,901,079
Fire	Coal	Aug 2005	2,157,374
Fire	Thermal	Aug 2005	7,736,076
Transformer	Gas	Oct 2005	3,298,675
Generator	Nuclear	Nov 2005	28,657,546
Fire	Bio Mass	Nov 2005	2,609,148
Turbine	Gas	Nov 2005	5,849,650
Other	Diesel	Dec 2005	6,279,602
		TOTAL	209,758,264

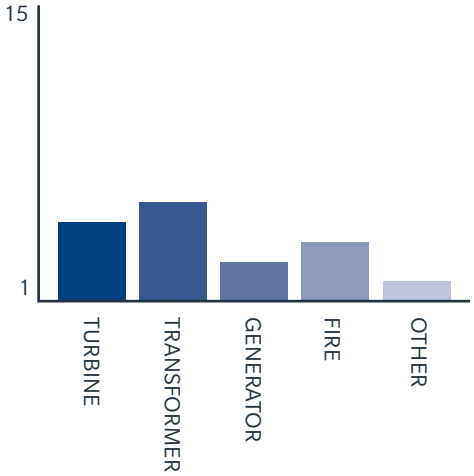
2006

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	66,888,085
TRANSFORMER	68,193,661
GENERATOR	36,214,799
FIRE	38,422,370
OTHER	12,898,020
TOTAL	222,616,935

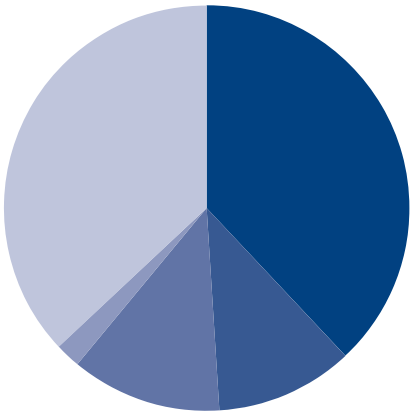
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Turbine	Gas	Jan 2006	23,598,814
Transformer	Coal	Jan 2006	42,341,422
Transformer	Coal	Jan 2006	11,150,718
Transformer	Coal	Jan 2006	10,816,645
Transformer	Gas	Feb 2006	2,401,325
Generator	Oil	Mar 2006	26,962,116
Fire	Coal	Jul 2006	7,545,744
Turbine	Gas	Jul 2006	7,362,209
Other	Nuclear	Jul 2006	12,898,020
Turbine	Gas	Jul 2006	1,327,262
Generator	Gas	Aug 2006	9,252,683
Fire	Gas	Aug 2006	4,250,000
Fire	Coal	Oct 2006	26,626,626
Turbine	Gas	Nov 2006	34,599,800
Transformer	—	Dec 2006	1,483,551
		TOTAL	222,616,935

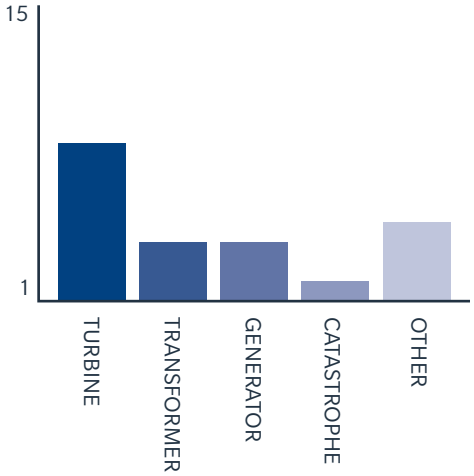
2007

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	57,264,734
TRANSFORMER	16,895,084
GENERATOR	18,101,684
CATASTROPHE	3,733,663
OTHER	56,428,444
TOTAL	152,423,609

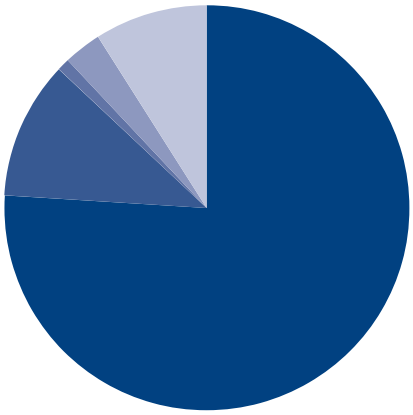
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Transformer	Gas	Feb 2007	3,152,950
Turbine	Gas	Feb 2007	11,872,000
Other	—	Feb 2007	2,638,624
Turbine	Coal	Mar 2007	4,549,760
Turbine	Gas	Mar 2007	4,266,436
Generator	Oil/Gas	Apr 2007	3,025,000
Transformer	—	Apr 2007	10,441,900
Turbine	Hydro	Apr 2007	4,706,255
Catastrophe	—	Jun 2007	3,733,663
Other	Hydro	Jun 2007	5,500,000
Turbine	Gas	Jul 2007	11,439,626
Other	—	Jul 2007	3,289,820
Transformer	Gas	Jul 2007	3,300,234
Turbine	Coal	Aug 2007	14,387,757
Turbine	Coal	Oct 2007	2,970,000
Turbine	Gas	Oct 2007	3,072,900
Other	Coal	Nov 2007	45,000,000
Generator	Gas	Nov 2007	10,500,000
Generator	Gas	Nov 2007	4,576,684
		TOTAL	152,423,609

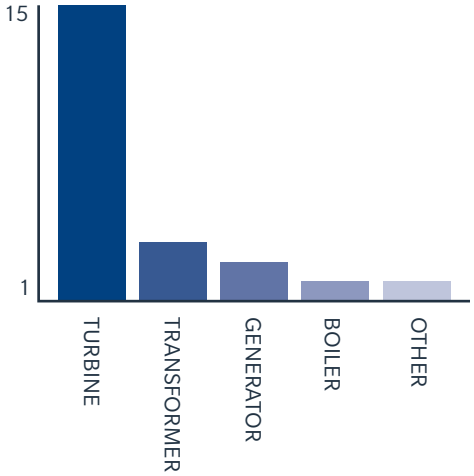
2008

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	209,107,061
TRANSFORMER	29,399,875
GENERATOR	6,846,866
BOILER	1,620,000
OTHER	24,000,000
TOTAL	270,973,802

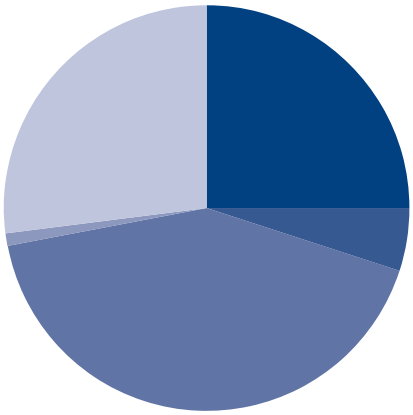
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Turbine	Gas	Mar 2008	5,000,000
Turbine	Gas	Apr 2008	31,797,514
Transformer	Gas	Apr 2008	2,004,467
Turbine	Gas	Apr 2008	2,146,313
Turbine	Gas	May 2008	6,519,993
Turbine	Gas	Jun 2008	2,330,665
Turbine	Gas	Jul 2008	4,500,000
Turbine	Coal	Jul 2008	22,117,500
Turbine	Gas	Aug 2008	19,706,979
Turbine	Coal	Aug 2008	24,157,500
Turbine	Hydro	Aug 2008	3,730,431
Turbine	Gas	Sep 2008	3,990,914
Transformer	Gas	Sep 2008	15,704,503
Turbine	Gas	Oct 2008	7,000,000
Generator	Gas	Oct 2008	2,221,866
Boiler	Coal	Oct 2008	1,620,000
Turbine	Hydro	Nov 2008	58,700,000
Turbine	Gas	Nov 2008	13,234,252
Turbine	Gas	Nov 2008	4,175,000
Generator	Coal	Dec 2008	4,625,000
Other	Coal	Dec 2008	24,000,000
Transformer	Gas	Dec 2008	11,690,905
		TOTAL	270,973,802

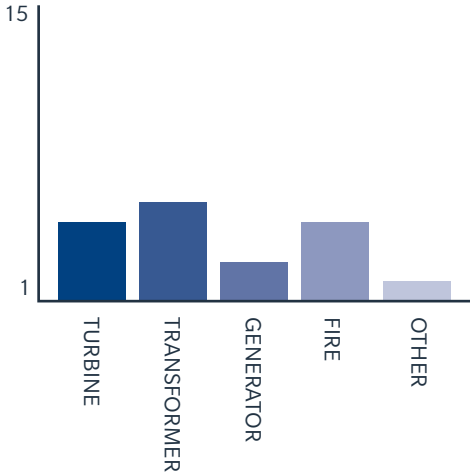
2009

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	52,371,251
TRANSFORMER	9,528,694
GENERATOR	88,982,196
FIRE	3,110,606
OTHER	56,091,679
TOTAL	210,084,426

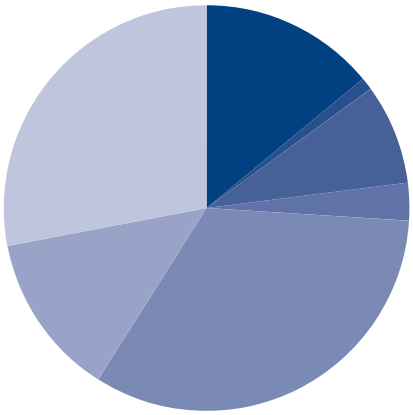
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Transformer	Gas	Jan 2009	1,811,054
Fire	Wind	Feb 2009	3,110,606
Other	Hydro	Mar 2009	32,310,610
Turbine	Gas	Mar 2009	2,393,021
Generator	Gas	Mar 2009	1,469,728
Turbine	Gas	Mar 2009	2,926,630
Turbine	Hydro	Apr 2009	2,550,000
Generator	Hydro	May 2009	9,495,543
Turbine	Gas	May 2009	23,100,000
Transformer	—	May 2009	2,173,150
Turbine	Gas	May 2009	4,641,418
Other	Hydro	May 2009	16,089,000
Turbine	Gas	May 2009	2,510,867
Generator	Gas	May 2009	37,500,000
Generator	Diesel	Jun 2009	3,359,076
Generator	Gas	July 2009	9,001,172
Generator	Gas	July 2009	7,500,000
Transformer	Gas	July 2009	5,544,490
Turbine	Gas	July 2009	2,500,000
Generator	Coal	Aug 2009	5,089,188
Turbine	Thermal	Aug 2009	3,265,707
Turbine	Gas	Oct 2009	2,364,081
Turbine	Gas	Oct 2009	2,950,000
Turbine	Gas	Oct 2009	3,169,527
Generator	—	Nov 2009	9,000,000
Other	Coal	Nov 2009	5,482,750
Generator	Diesel	Nov 2009	3,909,441
Other	Gas	Dec 2009	2,209,319
		TOTAL	210,084,426

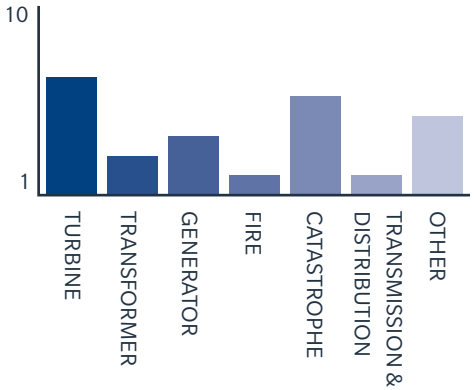
2010

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	63,208,183
TRANSFORMER	5,998,933
GENERATOR	35,587,379
FIRE	13,386,839
CATASTROPHE	148,170,700
TRANSMISSION & DISTRIBUTION	60,108,076
OTHER	127,103,757
TOTAL	453,563,867

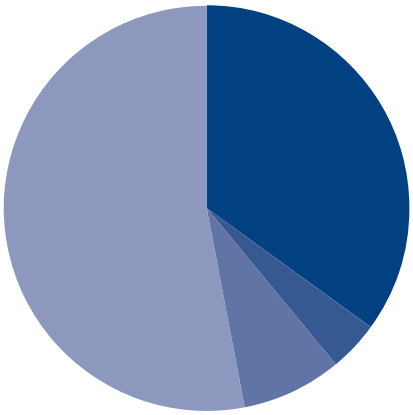
NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Transformer	—	Jan 2010	2,748,933
Fire	Coal	Feb 2010	11,000,000
Catastrophe	—	Feb 2010	81,000,000
Other	Diesel	Mar 2010	2,500,000
Transmission & Distribution	—	Mar 2010	60,108,076
Catastrophe	Gas	Apr 2010	4,500,000
Turbine	Wind	Apr 2010	2,000,000
Other	Diesel	May 2010	9,000,000
Transformer	—	Jun 2010	3,250,000
Turbine	Gas	Aug 2010	12,250,000
Turbine	Gas	Sep 2010	3,250,000
Catastrophe	—	Aug 2010	31,429,000
Turbine	Gas	Jul 2010	2,888,020
Fire	—	Sep 2010	2,386,839
Turbine	Gas	Sep 2010	12,750,000
Other	—	—	8,132,751
Generator	Thermal	Nov 2010	2,930,714
Generator	Coal	Dec 2010	30,164,400
Other	Hydro	Aug 2010	105,000,000
Turbine	Nuclear	Sep 2010	30,070,163
Catastrophe	Coal	Dec 2010	26,932,500
Catastrophe	Hydro	Dec 2010	4,309,200
Generator	Thermal	Nov 2010	2,492,265
		TOTAL	453,563,867

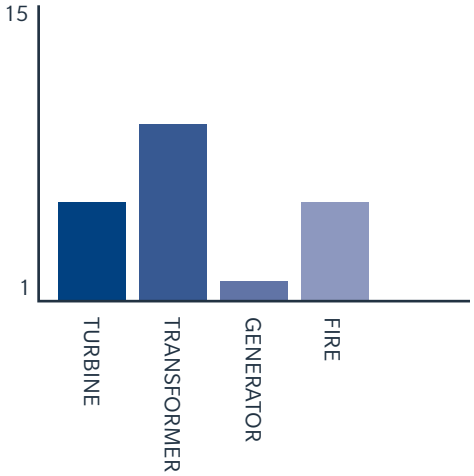
2011

NET CLAIMS LOSSES BY EQUIPMENT TYPE (US$)



TURBINE	90,253,490
TRANSFORMER	11,524,749
CATASTROPHE	20,605,049
OTHER	137,669,993
TOTAL	260,053,281

NUMBER OF EVENTS PER EQUIPMENT TYPE



LOSS TYPE	UNIT FUEL TYPE	DATE OF LOSS	US$ NET AMOUNT TO INSURERS
Transformer	Coal	Jan 2011	12,500,000
Transformer	Electric	Jan 2011	10,889,993
Catastrophe	Hydro	Feb 2011	20,605,049
Other	Coal	Mar 2011	3,700,000
Transformer	Gas	Feb 2011	5,624,749
Turbine	Gas	May 2011	3,500,000
Other	Gas	May 2011	8,300,000
Other	Diesel	May 2010	9,000,000
Turbine	Gas	Apr 2011	9,000,000
Turbine	Gas	Jul 2011	5,500,000
Turbine	Gas	Jul 2011	3,000,000
Turbine	Gas	Aug 2011	26,329,958
Other	Gas	Jun 2011	3,400,000
Other	Coal	Apr 2011	50,000,000
Other	Coal	May 2011	44,880,000
Turbine	Gas	Aug 2011	6,500,000
Turbine	Gas	May 2011	24,150,000
Transformer	Electric	May 2011	3,000,000
Transformer	Electric	Aug 2011	2,900,000
Turbine	Gas	Sep 2011	10,123,532
Turbine	Gas	Oct 2011	2,150,000
Other	Gas	Oct 2011	4,000,000
		TOTAL	260,053,281

ABOUT MARSH

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Our industry practice approach allows us to build a unique knowledge of the particular needs of power and utilities companies—and to tailor our services and solutions accordingly. Services are delivered through a long-established international network of centers of excellence and in-country industry specialists, many of whom have formerly worked in the power industry. These dedicated resources span all relevant disciplines including client servicing, insurance broking, risk engineering, and risk management for insurable and non-insurable risk, and offer clients dynamic risk assessment, deep market relationships, and bespoke consulting services.

Through our market relationships, industry knowledge, and program-design capabilities, Marsh and Marsh & McLennan Companies have an unrivaled ability to assist power and utilities companies in ensuring the optimum combination of risk retention, risk control, and risk transfer.

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