# 2008 Annual Report





Western World Insurance Group

Rely On Us



### Western World Insurance Group

Binding Authority Brokerage Programs

- General Liability
- Products Liability
- Professional Liability
- Commercial Automobile
- Property

Western World Insurance Company A.M. Best A+ (Superior), Financial Size Category Class IX

**Tudor Insurance Company** A.M. Best A+ (Superior), Financial Size Category Class IX

**Stratford Insurance Company** A.M. Best A+ (Superior), Financial Size Category Class <u>IX</u>

www.westernworld.com



Western World Insurance Group 2008 Annual Report





Celebrating our 45th anniversary and the invaluable contributions of our agents, brokers and the dedicated staff of Western World Insurance Group who have enabled us to achieve this milestone.

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The tumultuous year of 2008 will be analyzed from many angles for years to come. Every financial institution was challenged in 2008, including Western World. Nevertheless, we are pleased to report that in our 45th year of operation Western World achieved strong financial results once again and is one of the few insurance companies to end the year with more capital than the year before.

> As we enter 2009, the prolonged soft insurance market has been joined by an economic recession of unknown depth and duration. In addition, the financial markets – routed in 2008 – are still exhibiting unusual volatility. Our financial

strength, conservative business practices and dedicated private ownership serve us especially well under such conditions. They will also serve us well when more stable conditions inevitably return along with new opportunities to grow.

However, a return to stability may involve a far different environment of industry structure, economics and regulation than existed before. Western World is engaged in a deliberate process of adjusting our strategies to address a changing world. Our plans for the decades ahead are designed to build upon our success of the past 45 years.

#### **Group Results**

Our Group GAAP after-tax profit was \$28.3 million in 2008 representing an 8.3% return on equity for the year. This compares to after-tax profit of \$33.9 million earned in 2007. On a per-share basis, profits were \$628 compared to \$751, a decline of 16%.



Many companies report operating earnings exclusive of gains and losses on investments. Western World's operating earnings were \$32.9 million in 2008 compared to \$33.2 million in 2007.

Given that the financial conditions in 2008 were the most treacherous in memory, we are very pleased with our results, no matter how they are measured.

Group revenues, which include net earned premiums and investment income, declined to \$263 million from \$311 million. This was driven principally by a decline in premium writings.

Recurring investment income was relatively unchanged at \$47.5 million compared to \$48.3 million the year before. This is despite the steep decline in interest rates for the highest quality instruments that we favor. Last year we wrote that our conservative investment policy reflected our concerns about "interest rate risk, economic risk and event risk." That conservative investment policy produced a positive total return of 2% for our billion dollar investment portfolio in 2008 – a year in which positive returns were hard to find.

However, we were not immune from capital market turmoil. A few of our investments that started the year as high-grade instruments did not end the year that way. As a result we booked net realized losses and other-than-temporary impairments of \$7.2 million, which are reflected in our 2008 GAAP net profit figure. Shareholders' equity rose to \$355 million in 2008 from \$340 million in 2007, and book value per share rose to \$7,912 from \$7,527. Growing book value was a distinct accomplishment for a property casualty insurance company in 2008. As we celebrate 45 years of successful operations, we are proud of the fact that we have increased our book value every one of those years without exception.

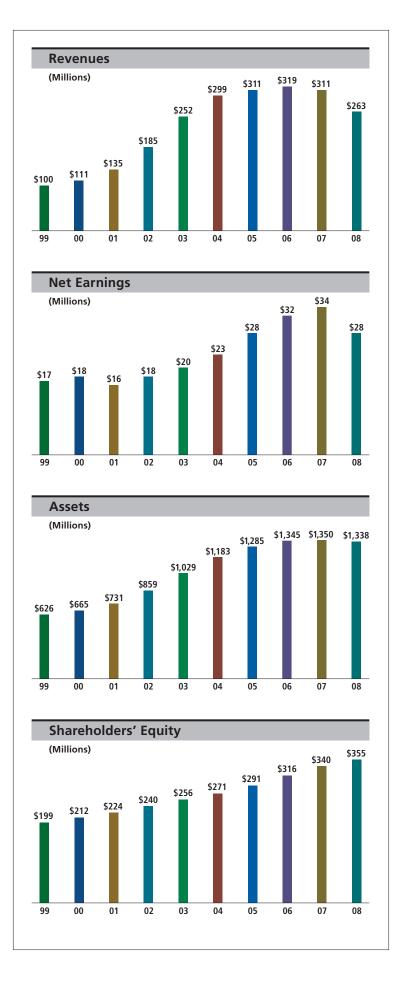
#### **Company Results**

Western World produced excellent underwriting results once again in 2008; however, the intensifying soft market in our industry – now combined with an economic recession – took a further toll on our premium volume.

In 2008 Western World's total premium volume declined 17% to \$217 million from \$263 million the year before. The cyclical downturn in the property casualty insurance industry began in 2005, long before the onset of the current economic recession. The emerging financial crisis has hit the insurance industry hard, but, in most cases, it is not life-threatening. Some believe that the reduction in available industry capital due to financial losses will lead to tighter and harder business conditions. We find that conclusion difficult to accept due to clearly declining demand for insurance products. Declining supply and demand will likely offset each other, leading to another difficult year in 2009.

The Company's consolidated combined ratio was 101.0% in 2008, the first time it exceeded 100% in five years. The increase in the combined ratio was driven entirely by the expense ratio as our operating expenses were spread over fewer premium dollars.

Our loss reserves developed positively again in 2008 as they have consistently for more than twenty years. Our reserves for claims not yet reported equal 83% of total reserves which continue to be carried at the high-end of the range established by our independent actuaries.



In 2008 Western World was one of the small minority of insurance companies to grow its policyholders' surplus from the year before. Our yearend 2008 consolidated policyholders' surplus stands at \$310 million compared to \$294 million in 2007. Our three Group insurance companies – Western World, Tudor and Stratford – all carry the rating of A+ (Superior) in Financial Size Category IX as determined by A.M. Best Company. In 2008 fewer than 10% of insurance companies in the commercial lines sector carried an A.M. Best rating of A+ or higher.

### Business Conditions and Market Outlook

In more normal times the demand for insurance products is relatively stable and the supply (industry policyholders' surplus) fluctuates with industry profits and losses. The balance determines the cycle of hard and soft markets.

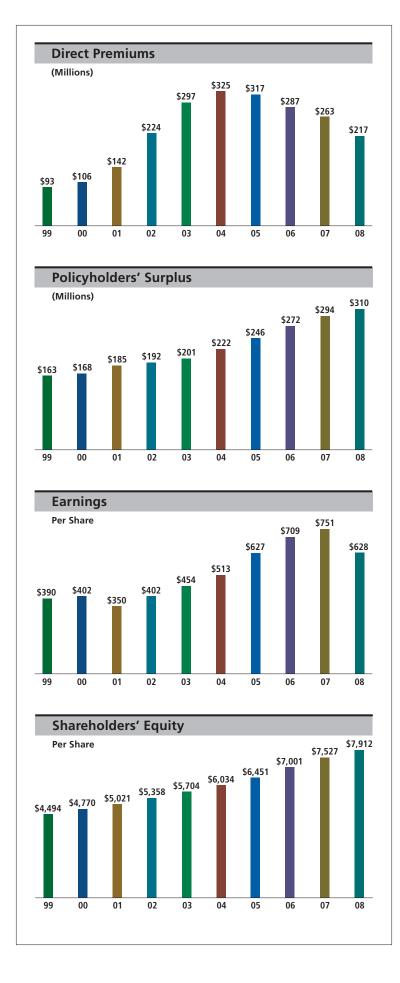
In 2009 demand and supply will be determined by economic forces that have not been experienced before.

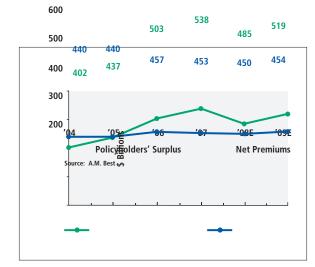
A major recession is upon us, and our government is applying bold, massive, and untried programs designed to improve the economy. The scorecard for these programs will not be known for some time, and the consequences – both good and bad – will last for decades. The immediate consequence of this recession will be fewer businesses to purchase our products, and traditional rating bases such as sales and payrolls will decline. All this reduces demand for insurance.

When industry supply contracts, it is typically because of problems with the liability side of the balance sheet – inadequate loss reserves driven by overly aggressive underwriting practices.

At this point, however, industry loss reserves appear to be adequate. Multiple years of doubledigit industry rate cuts take a toll, but serious underwriting-driven loss problems are not yet apparent.

By contrast, in this cycle, it is the asset side of the balance sheet that has been damaged. It is





estimated that the property casualty industry lost about 10% of its policyholders' surplus in 2008. This is a large amount of capital – devastating to a few, but not devastating overall. Historically, a turn in the market cycle always requires a decline in industry capital. Is the decline of 2008 sufficient to trigger a market turn?

It is doubtful that asset-driven losses will have the same impact on competitive behavior as liabilitydriven losses arising from underwriting errors. We expect that the industry asset-driven losses will simply serve to accelerate the timing of a cyclical change for the better. The true shift to a harder market will be caused eventually by underwriting results that become unacceptable. The time is not now, but it may not be far off.

#### Western World

As a privately-held company, Western World has the luxury of planning far ahead without the distraction of a focus on quarterly results.

We recognize that the dynamics of competition, products, distribution and regulation are undergoing significant changes. We view this unsettled time to be an opportunity to build resources and adjust business strategies.

In 2008 we conducted extensive research to challenge and verify our views concerning the state of and outlook for our specialty sector of the property casualty industry. In 2009 we will begin a multi-year process to position Western World to continue to excel for the long term. Our Board and Shareholders have endorsed an adjustment to our strategy, and our Business Partners have been advised of a framework of a plan that will be executed as market conditions permit. The best time to implement change is when it can be executed thoughtfully and without urgency. Western World can rely upon its strong finances and durable franchise during this difficult market and economic environment to build its resources further in anticipation of the inevitable improvement of business conditions a few years from now. This is how Western World has achieved 45 years of success and is preparing for equal success in the decades ahead.

The achievement and progress of Western World is due to the contributions of so many – our Business Partners, Directors, Shareholders, Management and Staff. We thank you all for your contributions to our success, and we strive to earn your continued confidence and support for all of the years ahead.

Andrew S. Frazier President and Chief Executive Officer

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#### Assets

	2008	December 31, 2007
Bonds and Short-term Investments (Held to Maturity) — at Amortized Cost (Market Value \$967,637,284 and \$963,383,148)	\$ 980,535,848	\$ 954,693,566
Bonds and Sinking Fund Preferred Stocks (Available for Sale) — at Market Value (Amortized Cost \$59,563,738 and \$74,540,142)	57,916,267	74,647,774
Common and Other Preferred Stocks — at Market Value (Cost \$13,290,191 and \$17,890,590)	7,974,743	15,361,889
Total Investments	1,046,426,858	1,044,703,229
Cash	522,872	2,669,394
Uncollected Premiums	23,707,554	26,424,113
Deferred Policy Acquisition Costs	24,116,877	29,039,325
Deferred Federal Income Tax	37,805,801	34,321,905
Reinsurance Balances Recoverable	180,117,678	195,381,091
Other Assets	25,253,607	17,336,731
Total Assets	\$1,337,951,247	\$1,349,875,788

### **Financial Highlights\***

	2008	2007	Change
Revenues	\$ 263,222,797	\$ 310,726,711	-15.3%
Assets	1,337,951,247	1,349,875,788	-0.9%
Shareholders' Equity	355,373,990	339,707,197	4.6%
Net Income	28,275,272	33,897,779	-16.6%
Earnings Per Share	628	751	-16.4%
Book Value Per Share	7,912	7,527	5.1%
Return on Equity	8.3%	10.7%	

These GAAP statistics have been condensed from the Group's financial statements as audited by Ernst & Young LLP.



#### Liabilities

	2008	December 31, 2007
Losses and Loss Adjustment Expenses	\$ 809,288,595	\$ 808,996,666
Unearned Premiums	88,988,786	107,071,260
Funds Held Under Reinsurance Treaties	35,920,335	47,410,284
Other Liabilities	48,379,541	46,690,381
Total Liabilities	\$ 982,577,257	\$1,010,168,591

### **Shareholders' Equity**

Common Stock	\$	906,920	\$	906,920
Paid-In Capital		9,842,747		9,190,617
Retained Earnings		344,624,323	;	329,609,660
Total Shareholders' Equity	\$	355,373,990	\$	339,707,197
Total Liabilities and Shareholders' Equity	<b>\$</b> ]	1,337,951,247	\$1,	349,875,788

### Statutory Highlights\*\*

		2008	2007	2006	2005	2004
Premiums Written	\$	216,797,843	\$ 262,931,436	\$ 287,325,189	\$ 317,022,547	\$ 324,929,589
Policyholders' Surplus		310,187,696	294,299,306	271,722,014	246,406,937	222,113,355
Assets	1,	,100,037,392	1,097,099,588	1,050,252,275	979,792,448	859,190,021
Combined Ratio		101.0%	99.5%	98.8%	98.7%	99.4%
Ratio of Net Premiu Written to Policyho Surplus		.7 to 1.0	.9 to 1.0	1.0 to 1.0	1.1 to 1.0	1.2 to 1.0

\*These GAAP statistics have been condensed from the Group's financial statements as audited by Ernst & Young LLP.

°°These statistics were condensed from the Companies' Statutory Annual Statements as filed with the

New Hampshire Insurance Department.

Rated A+ (Superior) Financial Size Category Class IX by A.M. Best Company.

# > RELY ON OUR SPECIALIZED EXPERIENCE

## Western World Contract Casualty

The Contract Casualty Department offers general and professional liability on small-tomedium size commercial risks which can be packaged with property coverage. Business is distributed through select general agents with binding authority located throughout the United States. The Department is made up of distinct underwriting units which provide personalized service and knowledge to specific geographic areas of the country.





- General and professional liability, and property
- > Personalized service
- Technical knowledge applied to specific geographic regions

# Examples of general and professional liability classes underwritten are as follows:

- Alcohol/Drug Rehab Centers
- Ambulance Attendants
- Amusement Devices
- Apartments
- Athletic Events
- Buildings
- Clubs
- Contractors
- Daycare
- Dwellings
- Exercise or Health Studios
- Home Health Care
- Homeowners' Associations
- Janitorial
- Law Enforcement
- Nurses/Nurses' Registries
- Outpatient Clinics
- Pest Control
- Schools
- Social Workers
- Special Events
- Tanning Salons
- Therapists
- Volunteer Firefighters



The Western World Insurance Group has been a leader in surplus lines binding authority for 45 years. Trust and authority are the cornerstones of our successful business partnerships. Our Contract Casualty products, authority and services can be tailored to the specific market opportunities and challenges presented to our agents as well as the marketing strengths of the agency itself.

Despite the soft market conditions and poor economy during 2008, our personalized service, unique range of products and loyal distribution system contributed to another strong top-line performance.

Enhancements to our technology continued in 2008, with specific emphasis on our Contract Casualty Underwriting Guide. Our website is continually improved for the benefit of our business partners. In 2009 we expect to implement significant ease-of-use capabilities to our online Underwriting Guide, allowing the ability to underwrite, rate, quote, bind and issue. This complements the improved distribution of policy forms, which began in 2008, through the in-house management of Docucorp libraries. Our goal in 2009 is to move to Docucorp's centralized web-based system.



Ongoing enhancements in technology and online access will improve our service to our agents while maintaining our underwriting integrity.

In our view, our success in distributing small-to-medium size commercial risks, on a binding authority basis, depends on our careful selection of classes, the management of our underwriting authority and our alignment with the best possible business partners. We have made a commitment to enhance these business relationships by using all tools available to us in underwriting, marketing, technology, claims and customer service. The Contract Casualty Department can provide a completely autonomous product line, or it can work with our other underwriting departments to fulfill broader product needs for our select general agents.

The majority of classes offered can be packaged with property coverage.

In 2008 Western World Contract Casualty premium volume declined from the prior year. However, our outlook for profitability remains excellent.



# RELY ON US TO KEEP MOVING AHEAD

### **Stratford Transportation**

Stratford Transportation offers commercial automobile liability, physical damage and cargo coverages. Business is distributed through select general agents located throughout the United States. Stratford currently writes commercial auto in 40 states.





- Comprehensive commercial auto insurance
- > Trust built on long-term relationships with select agents
- > Available in 40 states

# Examples of commercial auto classes underwritten are as follows:

- Contractors/Artisans
- Daycare Buses
- Dump Trucks
- Flatbeds
- Grain Haulers
- Limousines
- Loggers
- Social Service Agencies
- Taxis
- Truckers
- Wreckers

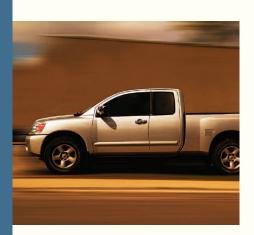
The Stratford Transportation Department can offer both admitted and non-admitted paper depending on the product and local regulatory requirements. Our transportation products are distributed on a binding authority basis with the trust and authority essential to long-term relationships and successful underwriting.

Stratford Transportation specializes in local and intermediate trucking, public auto and business auto. Stratford also provides a limited long-haul product, writing truckers with an operating radius of up to 1,000 miles. Coverages provided include liability, physical damage, cargo and in-tow.

Trucking classes include flatbeds, produce and grain haulers, dump trucks and general commodity haulers. Although the Transportation Department primarily uses admitted paper, Stratford is a specialty commercial auto insurer, focusing on hard-to-place risks. Acceptable insureds can include new ventures, risks with difficult driving records and accounts with severe losses. The commercial auto market is experiencing the same cyclical downturn as other lines of business and is also negatively impacted by declining truck freight volume. During 2008 Stratford Transportation continued to reduce its exposure to the dump truck class while replacing this business with more profitable opportunities. That strategy will continue in 2009 as Stratford updates its products.

Stratford works with other Western World Group underwriting departments to provide companion auto coverage for geographically concentrated affinity groups.









### Westco Programs

2008 marked the eighth year of operation for Westco Programs. Over this period Westco Programs has produced \$275 million in written premium. During the past year, Westco Programs continued to diversify its product base with the addition of several new programs. Westco Programs has continued to build its reputation within the specialty insurance arena with its consistency and ability to create customized solutions for specialty niche classes of business by capitalizing on the core competencies within the Western World Insurance Group.





- Professional and commercial general liability plans for affinity group program managers
- Specialized coverage solutions tailored to unique exposures
- > Personalized attention

The Westco team takes pride in the number of unique programs successfully underwritten thus far and has applied its formula for success to such diverse affinity groups as:

- Allied Health Fields
- Artisan Contractors
- Crane Operators
- Daycare
- Equine Risk
- Fire Suppression Contractors
- Food Services
- Hospitality
- Hot Air Balloons
- Janitorial Services
- Outfitters & Guides
- Pest Control Services
- Property Recovery Agencies
- Psychologists
- Scaffold Contractors
- Social Service Agencies
- Sports Camps
- Swim Clubs



Westco Programs continues to build on its strategy of catering to program administrators who place a high value on an enduring relationship with a stable insurance company partner. Westco Programs offers unmatched personalized attention and protection to agents who add value to the distribution process through an expertise in specific classes of business. The clients of Westco Programs focus on affinity group marketing, which often involves trade association ties and may require the development of solutions for unique or newly emerging liability exposures.

In Westco Programs, we take the time necessary to understand the specific needs of an affinity group, provide underwriting expertise and service the needs of the agent. We serve a market niche where a lofty premium volume commitment is not essential to our business model. All of our clients have the attention of senior management, receive our highest level of service and have access to all areas of the Company.

In addition, Westco Programs offers exclusivity and program protection where warranted. Westco Programs' customers usually have established books of business and are in search



of a market that will be more protective of their business and responsive to their program performance and technical needs. As a business practice, Westco provides greater access to management and demonstrates the value of the relationship through service, exclusivity and attention to detail. Westco Programs generally seeks programs that initially have production between \$1 million and \$5 million per year.

The Westco Programs Underwriting Department designs tailored solutions for the following types of exposures:

- Professional and commercial general liability, including packaged property coverage.
- Classes that are difficult to price and where published rates are not available.
- Clients needing manuscript coverages.
- Unique risks that are typically recognized only in the surplus lines marketplace.

Westco Programs will provide specific binding authority to qualified program managers (retail or wholesale) and can bring together the underwriting, processing and claims expertise from all divisions in the Group.



# **PEACE OF MIND PROTECTION**

### **Tudor Professional**

The Western World Insurance Group has specialized in writing professional liability coverage for the majority of its 45 years of operation. Tudor Professional products continue that tradition with high service standards that have been significantly enhanced in 2008 with updated technology for our quote, bind and policy issuance systems. Our enhanced website provides our brokers with up-to-date marketing and underwriting information and the ability to view and print all of our forms.





- Peace of mind liability insurance protection for professionals
- Decades of knowledgeable underwriting experience
- A premiere level of service from a dedicated and seasoned staff

# Current products written by Tudor Professional include:

- Architects & Engineers Liability
- Business and Technical Consultants Errors & Omissions
- For-Profit Directors
  & Officers Liability
- Information Technology
  Professional Liability
- Miscellaneous Professional Liability
- Non-Profit Directors
  & Officers Liability
- Non-Profit Organization
  Professional Liability
- Public Officials Liability
- Real Estate Professional Liability
- School Officials Liability
- Title/Escrow Agents Errors and Omissions



In 2008 we further capitalized on our initiative to offer companion GL coverage to our professional liability customers through our "TPG" product. Writing general liability coverage in the same market that provides professional liability coverage is good risk management and avoids potential coverage conflicts in the event of a claim. Our premium volume increased dramatically in this niche, and we view this as an area for further expansion through our other distribution channels. Additionally, we continue to utilize technology enhancements to improve our competitive capability and adapt our policy forms to meet the needs of recognizable new exposures. Market conditions dictate that we deliver timely quotes, competitive pricing and a superior product while remaining true to our primary objective of practicing sound underwriting principals.

Product and service enhancements include: expanded coverage, multi-year extended reporting options, mediation deductible credits, aggregate deductibles and more efficient access to forms and applications on our website. Brokers can complete our forms online and e-mail them directly from the web page. In 2008 we introduced an express renewal system which



allows our brokers to process renewals more efficiently.

Our efforts to improve access to our Professional Liability products was rewarded by a significant increase in submissions throughout the year.

We constantly re-evaluate our underwriting guidelines and policy wording to provide proper coverage for the expected exposures. We will continue to combine our disciplined approach with the financial strength of the Western World Insurance Group to secure our position as a valuable business partner. Our financial stability, knowledgeable underwriting, experienced staff and diverse and extensive menu of products meet the vast majority of our brokers' professional liability product needs.

All of our actions are supported by a seasoned underwriting and claims staff. We are very proud that nearly 100% of our professional liability underwriting staff has earned the Registered Professional Liability Underwriting (RPLU) designation. Our staff welcomes the opportunity to share their knowledge and experience by participating as presenters at training functions hosted by our brokers.

Tudor Professional is available to appointed brokers.





### **Tudor Specialty Brokerage**

Tudor Specialty Brokerage offers balance and diversification to the Group and our general agents. Specialty Brokerage writes larger, more complex general liability and products liability risks distributed through excess and surplus lines brokers.





- Expertise and resources to meet complex general and products liability challenges
- Dedicated and knowledgeable middle-market underwriters
- > Select brokerage channel

Examples of classes of business written by the Specialty Brokerage Department are as follows:

- Apartments
- Boat Builders
- Condo Associations
- Equipment Rental
- Furniture Manufacturers
- General Contractors (Commercial Construction & Residential Remodelers)
- Hotels
- LRO Accounts
- Machine Shops
- Shopping Centers
- Sporting Goods Manufacturers
- Steel Erection & Fabrication
- Supermarkets
- Toy Manufacturers
- Trailer Manufacturers

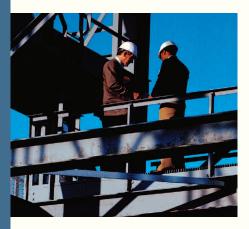


Tudor Specialty Brokerage complements the Western World portfolio through:

- A select brokerage distribution channel.
- A dedicated staff of seasoned underwriters providing the service required to compete in the middlemarket segment.
- The resources to analyze intricate and hard-to-place primary business driven by the risk of severe loss or frequency of loss.

The Department has an ample appetite for a broad spectrum of general liability risks such as large multi-state habitational risks, contractors, equipment manufacturers, equipment rental and millwright contractors. Specialty's risk portfolio is divided between general liability and products liability exposures.

Tudor Specialty Brokerage's long-term objective is to enhance the Group's binding authority relationships and to evolve into an increasingly influential player in the individual risk surplus lines casualty marketplace. To this end, the Department executes its focused marketing strategy in two ways: first, it offers the highest possible service standards to a select number of appointed producers; second, the Department understands the culture of the Group's



binding authority agents who have relationships with other underwriting departments. This dual focus is unique to Specialty Brokerage and enables it to achieve longer-term competitive advantages.

The Department prides itself on a commitment to underwriting integrity. In order to make difficult risks acceptable, the Department makes extensive use of deductibles and unique forms. Premiums typically range from \$10,000 to \$250,000 per policy, but vary depending upon risk.

Advances in information technology and resources enable the underwriters to make sound decisions quickly. This facilitates the ability to provide superior service to our valued wholesale distribution partners.

Our website allows our Specialty Brokerage producers to view and print our policy forms and endorsements without entering a password. The ability to retrieve loss runs and complete and send applications is also now available online. A "What's New" section informs our producers of Department news and provides examples of recently bound accounts.

Tudor Specialty Brokerage is available to every Contract Casualty Agent and to appointed brokers.



### Forty-Five Years of Prosperity Through Partnerships



The contributors to 45 remarkable years of prosperity and success can be found beyond the corridors of our headquarters. We have been extremely fortunate to have the benefit of business partners who excel in their own environment. Our agents, brokers, reinsurers and others have provided essential external expertise and services, without which we could not succeed.

Many of these relationships have been in place for decades and helped chart our initial course. Our more recent affiliations strengthen us through diversity and new perspectives. We will rely on the trust and durability of these partnerships as we move ahead into a more complicated world.

We value and appreciate their efforts, guidance, counsel and support.



















### Western World Insurance Group





























# Celebrating the Members of the Staff of the Western World Insurance Group

25+ Years	Thomas A. Bialik Elizabeth E. Clare Charles J. Farricker Robert J. Livingston	Lynn F. Rupp Margaret Sfraga Pamela Mulligan Nancy Moriarty	Thomas F. Mulligan Marie Spagnolo Andrew S. Frazier Judy A. Frost	John Zorn Nicholas Hudson
20–25 Years	Timothy Hochkeppel Richard P. Hazard Denise Cobb	Steven Niehaus Rita Ann Stone Anita C. Sullivan	April Mann Deborah Davis Michael Sobel	Thomas Perch
15–20 Years	Maxine S. Bassford Margaret Vitti Therese A. Ennis Gina Iannarella Harry Bagrier	Rosemary D'Aco Peter G. Consalvo Geralynn M. Lyons Gabriel Laquindanum Rochelle Barth	Robert Sappelli Bernard Flusk Maureen Dolfi Mary Onorato Margaret McGrath	Kenneth Szejman Debra O'Keefe Kim Kearns
10–15 Years	Jerold Naideck Arlene Dorfman Joan M. Cascio Mary Lou Nolan Nancy Foelsch Linda J. Richardson Nancy Kutney Margaret J. Occhipinti Laura A. Miller Jill Ritschl	Sara Kasen Carolyn Procopio Edward Brown Dean A. Huntzinger Eitan Price John Kyle Gerald Ayash John K. Michael Leslie Armstrong Bryan J. Gonder	Brian DeSabato Seth H. Fischer Donna McGovern Robert J. Mockenhaupt Bridget D. Kennedy Susana C. Cooley Frank Carro Claudine A. DeSabato Bruno D. Wendt Steven N. Taurke Joseph	Janice G. Bauberger Jennifer A. Kwak Robert C. Obernesser Valerie B. DeVries Kathleen Stoepker Patricia L. Ceccacci Teresa M. Parker
5–10 Years	Kenneth S. Page Kevin Fulton Gary S. Meserole Anthony H. Dorey Lisa Ann Lampiasi-Weber Wanda B. Cervera William P. Rinaldi Rosa Lou Avella Gregory Risco Janice Homberger Peter Blacha Patricia M. O'Rourke John J. Gomez Kesha J. Hopkins David B. Hayward Dolores Dolan Debra M. Carp	Margaret Palin Maureen G. Murphy Sheila E. O'Malley Rita A. Della Fave Diana C. Passaretti Mary Baron Jill A. Valentine Christine Nicolosi Anthony Leone Tonette M. Leone Gerald J. Steimers Sean P. Conroy Joseph P. Clemente Valentina Lazirko Colin E. Gillis Catherine A. McCaffrey Bhanu Patel	Kathleen A. Faith Sarah L. Van De Veen Robin L. Cohn Eileen Iaconio Tanya T. Mazzeo Christopher S. Linnartz Nancy Jarvis Mary B. Baldizzi John P. Headden Louis J. Riverso Marjorie Yanks David C. DiGiaimo Nicole M. Myrie-Burton LaShawn E. DeBreaux Melissa A. Van Dam Cheryl Floyd Susan Solar	Andrea Viglasi Michele C. Pfister Rhonda L. Tourse Carolyn Wisz Dolores Caliso Patricia Vasseur Pamela Lynn Esther C. Reid Thad DeBerry Timothy Southard Victor Incardona Nancy Salicrup Doris J. Noble Brianne M. McDonald Linda Leone Debra Lockwood Mary Elizabeth McGuire
0–5 Years	Robert M. Fanning Helene M. Schimeneck Michael R. Hill Annmarie Aviles Rita A. Vacca Darlene A. Masciulli Lisa A. Saulenas Sandra Willey Karen Olischar Maurice Glasser Peter H. Hubner Greg E. Seligman Mary E. Moore Mohammad Azhar Sandra M. Dohm Claudine Sayour	Robert J. Molitoris Jason W. Panaro Erin Malone Berj Khatchadourian Jaclyn L. Homberger Sushilaben K. Patel Brett M. Roshong Cynthia D. Hamilton Fikreta Sabani Erwin Flores Varsha Ekhalikar Daniel J. Mattie Thomas R. Slader Anthony Guerriero Kathryn Colgate Miriam M. Dubois	Patricia I. Hill Alvita D. Hall Debbie J. Finnegan Terri A. Roerden Christine J. Gatto Brenda M. Rotonda Claudia M. Belcastro Sandra H. McFarlane Lisa A. Rosa John W. Hamilton Christine B. Barbiere Lisa Kostyn Aramis Gomez Todd M. Hoffman Lisa M. Masiero Dina Wright	Scott Gramling Maureen Lutz Eleanora Hall Victoria Aubrey-Smith Karen A. Fox Miguel Oviedo Randi M. Galanowsky Jill A. de Waal Malefyt Jose Maria Tulud Yambao Lori J. Lansey Linda Lee Ballester Peggy House Todd Coleman



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