CC: policy team
out
fonds

fyi

[redacted]

MEMORANDUM

TO: U.S. Zone Officers

FROM: [redacted]

DATE: August 30, 2000

SUBJECT: **Aon Visit on August 28, 2000**

On August 28th [redacted], [redacted], and I visited Chicago and spent several hours with [redacted], [redacted], [redacted], [redacted], and [redacted]. Also in attendance was [redacted] from our Chicago Office, as well as [redacted] from Aon Enterprise. I had requested this meeting to review the year-to-date numbers and to go over operational issues. The tone of the meeting was cordial however we made it clear that there were several issues concerning us that were fraying in the Chubb/Aon relationship. Those revolved around their Ian Graham operation, Huntington T. Block operation, and Aon Enterprise. We were also concerned about their possible use of AIG in their high-end Personal Lines business, as well as their inability to grow their business with us in the majority of their offices through seven months of this year.

With regards to the three operating units mentioned most of the discussion was discounted because the people sitting around the table saw themselves as Aon Risk Services employees as opposed to Aon Group employees. They understood our concerns but felt that our discussion was best held with [redacted] and Mike O'Halleran. I think I got the point across that despite how they run their organization we were looking at the Aon relationship in total and were concerned that several parts of their business were running opposite to what we are trying to accomplish. This is especially disturbing when it effects current customers let alone creating a new model that would compete against us for new customers.

On the Personal Lines concerns they agreed whole heartedly that Aon should be very wary of AIG's involvement in the high-end Personal Lines business and they would work hard to make sure that the local offices would not entertain AIG approaches. Subsequent to our meeting we have contacted Personal Lines in the major locations and have told them to be communicating with us should they see AIG working to make inroads with Aon on new or renewal business. [redacted] gave the group an update on Aon Enterprise and outlined our frustration with regards to not being able to determine a firm and defined model for running the business. Additionally the financial results are not good and we're concerned about the ability to move forward with current conditions.

I made the suggestion that our respective field management should meet either individually or collectively to deal with specific issues across the country. This was received well by the Aon Management Team. Their next group meeting was to be September 28th, which they indicated the agenda was already full. The next meeting would not be until November. We then suggested that each respective Zone Officer and Zone Underwriting Manager meet with the five Aon members over the next 30 days.

Those people are [redacted] on the West Coast, [redacted] in the Midwest, [redacted] in the Mid-Atlantic/Northeast, [redacted] - South, and [redacted] as national head of FSG. I will work with [redacted] and [redacted] to make sure we can coordinate these sessions. I also think it would be useful to have somebody from Marketing on the visit with FSG to help coordinate CBER issues in the branches.

After this happens I would be hopeful that a group meeting may be set in November/December to make sure that we are all focused on what needs to be done to have a successful 2001.

As a follow-up to this meeting, Dean will be discuss some of the issues/concerns with Pat Ryan. Additionally there will be a meeting at the Greenbrier between [redacted] and [redacted]

[redacted]

cc: [redacted]

Dean - FYI
I think [redacted]'s
letter is good -
it sends a
"shot across
their bow!"

CHUBB & SON

[redacted] CPCU
Senior Vice President

[redacted]
Vice Chairman Aon Risk Services
123 North Wacker Drive
Chicago, Illinois 60606

Dear [redacted]

During my visit to Chicago last week I had the opportunity to meet with [redacted], [redacted] and Carter Brydon to discuss our personal lines partnership. Although we are behind our revenue goal through six months, (+ 6% premium growth vs. a threshold of + 9%) I believe we are moving in the right direction. We reaffirmed a commitment from all of the parties to strive and achieve this goal by year-end.

Unfortunately when I returned to Chubb's Chicago office, I was informed that a large personal lines account was about to be moved to another carrier. After sorting through all the facts, here is a quick summary:

The client was unhappy with Chubb's valuation and loss control on a $5 million course of construction risk in Long Island. Aon Private Risk Management marketed the account and presented a spreadsheet of quote proposals to the client without Chubb's knowledge. While I have been reassured by Carter Brydon that they will work with the client to retain the account with Chubb, this unfortunate circumstance is inconsistent with our partnership agreement. In order to avoid misunderstandings in the future I propose that each of your senior personal lines managers (Carter Brydon, Bruce McBeth, [redacted], etc.) notify Chubb ([redacted] or his designee) of any VIP account which is in jeopardy of being lost before it occurs. Chubb's commitment is to work with Aon to retain 100% of all VIP business.

It was also brought to my attention that Aon Private Risk Management did not fall under the umbrella of the Chubb/Aon personal lines partnership. I realize that you are in the process of integrating Private Risk Management into ARS. I would just like to develop an understanding that the Chubb/Aon Personal Lines Partnership is for all offices and entities in the United States.

We were also disappointed to learn that Aon has taken on a "start up" high-end personal lines market. While we recognize the need to have market flexibility, it does appear that taking this market on will create stress in our partnership agreement. I hope this is not the case, and wanted you to be aware of Chubb's concern.

A16?

I will call you next week to discuss these matters further.

[redacted]

2CHUBB-001887
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505 Martinsville Road, P.O. Box 855, Liberty Corner, NJ 07938-0855
Phone: [redacted] • Fax: [redacted] e-mail: [redacted]@chubb.com
Chubb & Son is a division of Federal Insurance Company

MEMORANDUM

July 31, 2000

Hold for dinner with Pat Ryan

TO: Mr. D. R. O'Hare

FROM: [redacted]

SUBJECT: **Aon**

Dear Dean:

As we discussed, I think this will give you what you need for your upcoming discussion with Pat Ryan.

ARS (Aon Risk Services) – This is the largest portion of the book and represents the business produced by their retail field operations. It experienced negative growth in 1999 due to their fears on Y2K and their position on the sue and labor clause. In 2000, growth continues to be negative. However, we have created an incentive agreement to stop the bleeding and get the premium back to the level it was at year-end 1998. Their growth at the end of June stands at -12% for the US. and –7% Worldwide). Last year, their growth was –10% for the U.S. and –7% Worldwide. (See Attached)

AIS (Aon Insurance Services) – This is their affinity business which would include the [redacted] and [redacted] programs of business. I have told you what we are doing with both of these programs. However, the [redacted] program relates to our refusal to grant an exclusive to Aon for *all* not for profit D&O business. We could not do that since we already write $230 million of this business with our other producers. I don't have to tell you much more about Ian Graham. We are prepared to write the condo/coop D&O through all producers going forward.

FSG (Financial Services Group) – This would include Executive Protection and DFI. This relationship is strong and doing very well and in fact Aon will receive an incentive for their results if their history continues.

Personal Lines – Aon wants to write more personal lines business and has conveyed that we are a key partner in this arena. However, they recently appointed AIG and [redacted] responded to them that we felt this was unacceptable.

Aon Enterprise – I have asked [redacted] to advise Aon Enterprise that we are out by year-end. They continue to be unable to move the business from Aon Risk Services to Aon Enterprise. I would estimate that at the end of this year we will have approximately $20 million in premium at a combined ratio of approximately 94%. With that size, it is hardly worth the trouble. We gave them $2 million to help them move business from Aon Risk Services to Aon Enterprise. The business did not move. Please see attached memo from [redacted] regarding Aon Enterprise historical results.

I have also attached the six month Aon numbers as well as several exhibits for your review. I am on my way to Birmingham. I am staying at the Courtyard Marriott (205) 967-4466 this evening and will be in the branch following breakfast on Wednesday should you wish to discuss.

[redacted]

Attachments
73100.2

Private Risk Management

Memo

To:	Carter Brydon
From:	Bruce Macbeth
Date:	6/28/2001
Re:	Syndication Master Plan

I wanted to but down in writing my thoughts and strategy going forward with our strategic market partners and set a timetable to achieve these results:

Strategic Market Partners

Below is an outline for the transition and consolidation of clients based on the segmentation strategy we have but into place.

"A" and "B" Business

We have chosen Fireman's Fund and Chubb to be our strategic partners going forward for this business. I also feel that we do need to develop a relationship with AIG's Private Client Group, but within very limited guidelines.

"A" Business – Chubb

To achieve our plans of dynamic growth of "A" client business, we must address the transition of "C" clients into our strategic partner's service center. We have isolated the Chubb "C" clients for all regions except the West Coast and need to transfer this business to the Chubb Service Center immediately. We have determined that the premium volume is approximately $5.4 million and in speaking with [redacted] he assured me that the Chubb Service Center is adequately staffed to handle this business at this time.

We will need to furnish [redacted] at the Chubb Service with a list of clients and policy numbers that will be transferred to the Chubb Service Center. Although all "C" business will be transferred into the Service Center at one time, individual policies will not

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convert to the Service Center code until the renewal date. In essence, we will be incurring the 3% service fee over 12 months as policies renew rather than all upfront.

One issue that needs to be addressed with Chubb is ancillary business that may be associated with these accounts is i.e.: Florida windstorm policies, flood policies, California earthquake policies, etc. We certainly do not want to be left handling the low quality or labor intense portion of an account. In addition, it would be confusing to the client with potential Errors & Omissions pitfalls. The only ancillary business they currently handle is flood policies administered through [redacted] and all [redacted] policies, including recreational vehicles and watercraft. They will handle and then convert on renewal flood policies that are administered by different companies.

The target date for transferring this business to the Chubb Service Center should be **July 1, 2001 through August 31, 2001**. Chubb wills send out notification to the clients directly using our letterhead and will follow-up with a separate mailing of wallet size cards with the customer center information on it.

Consolidation:

Chubb should have an immediate opportunity to consolidate "A" clients not with strategic partners on an expiration date basis. We need to isolate these accounts on an office by office basis, using a timeframe of 120 days prior to expiration. Chubb has a consolidation team that we can coordinate this effort with, where they will perform 90% of the consolidation process. This process should begin by after the transfer of the "C" business, but no later than **8/1/01**.

Underwriting Workflow:

Dedicated underwriters must be assigned to Aon offices, so there is an understanding of Aon's partnership with Chubb, which will increase efficiencies by better communication. Underwriters should be assigned by region, so we do not spread the knowledge base too thinly. My thought is to have an underwriter for the East, Midwest(including Texas), and West Coast(this is a similar format as we agreed to with Fireman's Fund, so we should be consistent). [redacted] would serve as the central point of contact for Chubb in our partnership, while I would be Aon's primary contact. The target date for implementing this plan is **8/1/01**.

Other Issues:

1. **Consolidation of codes** – new agency codes need to be assigned on a local basis, so that all paperwork and commission statements can go to our local service centers [redacted] will need to coordinate with the local Chubb offices to achieve this. Target date for completion is **8/1/01**.

2. **Dedicated Claims Team** – we need to create a dedicated claims team at Chubb's central claims center to handle all of our claims. Again, the dedicated team will have full

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knowledge of Aon's partnership with Chubb, which will result in more efficient and timely claims handling for our clients. Target date for completion is **8/1/01.**

3. **Commissions** – our policy commissions vary widely by local office. We need to develop one Aon commission schedule for all offices and consistent contingent commission schedules as well. Since this is a budgetary issue for Chubb, I would look at a target date of **10/01/01** with an implementation date for policies effective **1/1/02**.

Fireman's Fund

Service Center

We have agreed on an August 1, 2001 date to transfer "C" business to the Fireman's Fund Service Center. In addition, we will determine what additional "C" clients can be transferred into their service center, mostly from our West Coast offices by 7/24/01 with a transfer date of 9/1/01.

Again, Fireman's Fund can handle flood policies and all [redacted] policies in a similar fashion as Chubb. We need to determine if we need three different codes for each regional Fireman's Fund Service Center.

Consolidation:

We would give Fireman's Fund the same access as Chubb for consolidation starting with an **8/1/01** target date using a 120 day expiration date criteria.

Underwriting Workflow:

Again, dedicated regional underwriters would be assigned to Aon offices. Our offices line up well with their regions, except Teas would be handled in the Midwest region. In addition a dedicated VIP underwriter for Maestro business should be assigned in the Midwest region. As we expand Maestro in other offices, similar assignments would be made. As with Chubb, there would be single point of contact at Fireman's Fund, but I would divide that between two people, [redacted] on marketing/sales issues and [redacted] on underwriting issues. I would be Aon's single point of contact. Target date for these assignments is **8/1/01.**

Other Issues:

1. **Coordination of Codes** – this seems to be a fairly easy issue for the Fund as they do not have the local office issue that Chubb does. Target date for completion **8/1/01**.

2. **Dedicated Claims Team** – again, based on our discussions with them last week, this should be fairly easy to accomplish.. Target completion date **8/1/01**.

3. **Quarterly Reviews** – Similar reviews should be held similar to Chubb.

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AIG

We have going back and forth with the senior people at AIG about on a national agreement, but it has been rather fruitless in getting any commission concessions other than their standard commissions. In addition, a broad based national incentive is being negotiated by [redacted] which will override any separate deal we could negotiate. We need to sign a national agreement and move on.. Target date **7/1/01**.

Even with out any concessions from them , they are a factor in the marketplace and we cannot ignore them.. I do see opportunities for us with AIG from both a new business aspect and in the consolidation of business especially with "A" clients that are not with Chubb or Fireman's Fund.

AIG has the capacity and capability to help us with large complex accounts that could include international exposures, cat capacity issues etc., but I would set a threshold of $25,000 in premium for an account that could be submitted to AIG. Due to their lack of system support, their ability to handle "smaller" clients efficiently is poor and we should concentrate our submissions for these type of clients to Chubb and Fireman's Fund.

Although they could help us in the large complex accounts, we need them to be part of the consolidation process of "A" clients not currently with Chubb or Fireman's Fund. As I would consider them a minor strategic partner, they would only have the ability to consolidate these clients after Chubb and Fireman's Fund had their opportunity. Target date for implementation is **9/1/01**.

All Other Issues:

The structure of our relationship with AIG should be no different than Chubb and Fireman's Fund. Target date for implementation **9/1/01**.

"B" and "C" Clients:

Overview:

Cleansing of the system of "C" clients is imperative, if we are to implement our new strategy. In my vision o accomplish this we need to partner with carriers that have service centers, the ability to help us consolidate existing business and to match our workflows as closely as possible. Based on my interviews, Travelers, [redacted], and [redacted] fit these criteria.

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These carriers have all bought into our plan of one roll up code, but still maintaining local codes for their people, consistent commissions and contingents, dedicated underwriters, dedicated claims handling, one point of contact and even national overrides.

We must determine what business will not be attractive to our "C" strategic partners and sell it. Specifically, MA and MI seems to be an unattractive state for most of these carriers. As much of our business in these offices is concentrated with a few markets, it would be easy to sell. We have developed a plan to sell the MA and RI business, including the business written with Travelers and [redacted] as it is not a significant amount of revenue.

Determine what business AIS/Homeowners Select is willing to acquire. Specifically, in FL, if we could move that business, which has a large portion of our [redacted] business, it would make our consolidation process much easier. We need to include our existing books of business with [redacted] and [redacted]

For business that AIS/Homeowners Select is not capable of handling should be bundled and considered for sale.

Consolidate business with our "C" business partners and remarket isolated policies for "C' clients that will be moved to a carrier service center that are not currently written through that carrier. By immediately transferring current clients to these carrier service centers, it will allow us the opportunity to be involved with the consolidation process, eventhough the carriers will be doing most of the work, without distracting us from our new vision.

For client's that do not have all their policies with a strategic carrier, prior to transferring the client to their service center, we will remarket the isolated policy(s) to them. Each carrier service center will designate a person to work exclusively with Aon in the remarketing of isolated policies that they do not write. Each Aon office will furnish the necessary information to provide an alternative quotation and proposal that will be developed by the carrier. We will communicate the new proposal to the client and upon acceptance, the respective carrier service center will issue the new policy and incorporate the rest of the account.

We have developed a spreadsheet of all our "C" clients nationwide. We will sort the spreadsheet by office and client, isolating those clients that do not have all their policies with a strategic partner. On a prioritized basis by office, we will furnish the necessary information to the respective carrier service center for a proposal. Should the alternative proposal not be acceptable or the policy cannot be written by the strategic partner, we will consider bundling all these accounts for transfer to AIS/Homeowners Select, outright sale or if there no appetite in the marketplace resigning from the account.

Sixth, **RESIGN.** There is always the concern that once we explore all the avenues outlined above, there will be some business left over that nobody wants. For this business, we resign from the account.

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Timetables:

1. **National Agreements with Travelers, [redacted] and [redacted] – 7/1/01**
2. **Transfer of existing "C" business into carrier service centers – 7/1/01- 9/1/01**
3. **Consolidation of "C" business – 7/15/01 – 12/31/01**
4. **Determine what books of business can and needs to be sold – 6/30/01**
5. **Sell that business – 7/1/01 – 8/31/01.**
6. **Determine what business AIS/Homeowners Select will acquire and when – 7/1/01**
7. **Resignation from accounts – 9/1/01 and ongoing through consolidation process.**

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Carter Brydon
11/13/2001 10:11 PM

To: [redacted] Bruce Macbeth
cc:

Subject: Chubb and Fund

Today I exchanged voice mails with [redacted] at Chubb. On Monday, he sent out our numbers through October. While we are trending the right way, the growth is not acceptable. For the year through Oct 31, we are at 3% growth with Chubb. I do not know how we are doing at Fund. Perhaps one of you know.

Origination had an outstanding Oct. With 9 originators reporting - we wrote nearly $1,000,000 in new written premium for the month. Unfortunately, it looks like Chubb only received 300k or so. (I am will be comparing our numbers with those of Chubb shortly). While I am very pleased with the new growth, it appears that AIG is the beneficiary. That certainly helps our relations with AIG and they are certainly helping our clients when Chubb and Fund are being more selective. Unfortunately for us, we may be leaving a substantial sum of money on the table if we do not encourage Chubb particularly, to be more aggressive. Had we done so, it would have been interesting to see if Chubb would have won some more of than business

With that being said - we only have a few weeks left in the year and we need to take some drastic steps to give us a fighting chance.

I have spoken to [redacted] about my suggestion for managing the re-marketing effort with a little more centralization. Bruce, this means that we need to lean on you.

What I have heard thus far is that while Chubb is certainly paying us more attention, they still are being selective on pieces of accounts they want. Same with fund,. We need to be poker players in this endeavor. Here is what I mean - if we have 60 accounts to remarket and Chubb is interested in lets say 20. But they are also interested in parts of 20 others. And Fund is interested in a different 20 and is interested is parts or 15 others - We need to be in a position to broker a block to Chubb by saying that they can have the 20 they want if they will take ALL of 10-15 of the others they were only partially interested in. And we need to use the AIG trump card.

What I am concerned about - especially with new and the re-marketing is that we are not being aggressive enough to let Chubb and Fund see what the others are offering. When we get a good AIG quote, we should share it with Chubb and Fund as a last look. They are paying us to be in this position, we need to force them to act.

Bruce - I need you and [redacted] to set up a clearing house for all submissions. We should be able to tell, at any given time, how many open submissions we have with Chubb and Fund, And before we bind coverage for a client, we should evaluate the implications that piece may have to others. I would suggest that we pick a set day of the week to bind - say Thursday. That gives us some time to evaluate and execute our plan. This is especially true to re-marketing. It should be on our time scheduled.

I would like to have a conference call with the three of you as soon as possible. Say - Thursday. I know [redacted] you are traveling to Detroit but we need to discuss. In addition, I firmly believe we should have a Origination and Relationship Management joint Conference Call as soon as possible - say Monday or the Monday after Thanksgiving to announce our short term plan for the end of the year.

Bruce - I will make myself available to assist on this with you. Next year, I think we should expand the role of Syndication to include such strategic account brokering management and expand your role and

add syndication staff under your direction. I fully support the RM role in brokering - we just need some national management to make sure we speak and act as a single company.

Bottom line - we need to get $ 3,000,000 in written premium with Chubb by years end - a daunting task no doubt - but it means $500,000 to APRM if we do. And that is the money we have been spending to hire our Originators.

Please send me your schedule for Thursday so we can speak. Give this your thoughts between now and then.

Thanks

Bruce Macbeth@AONNA
11/20/2001 03:02 PM

To: Carter Brydon/USA/ASG/EXEC/AONCORP@AONCORP
cc: [redacted]IL/ARS/US/AON

Subject: [Virus Checked] [Virus Checked]

One of the issues we need to address on Monday is in the short term, we need to steer all submissions to Chubb. I am finding that most submissions are
submitted to all three carriers and we all now what AIG will do to buy market share. We need to emphasize that AIG should only be used if there is an underwriting issue with Chubb, which we can address. If we approach AIG on all submissions, the reason for carrier chosen will always be rate and it will slow submission process.

Getting all the information upfront, especially for the more difficult placements is essential. Again, there seems to be alot of back and forth between underwriters and originators/relationship managers, which delays the submission/approval process.

24 hour turnaround time for approval of risks outside of our binding authority, after we have submitted the required information.

My concern is turning prospects into new clients quickly. You had mentioned that we wrote 55 new clients in October for the 9 originators who reported, that works out to 1.5 new clients per week for each originator, this needs to be improved. One of the impediments is the ability to hand off to RM's. They will do it for the simple pass through ones, but anything more difficult they seem to be too involved. Gathering of necessary information is the another impediment. Finally, the expanded role some originators are assuming in the local office, the old office manager, where their concern includes existing clients(not ones they have brought in), as well as their new business function.

We need to keep our eye on the ball(our responsibility within APRM), keep the process simple as we have set up and we will execute!

These are my initial thoughts on the format of conference call from Room 4213 at Stamford Hospital, I will put more thoughts together when the drugs wear off(just kidding).

Have a good Thanksgiving and thanks for the card, it had a very positive effect for all the folks in NY.

---------- Forwarded by Bruce Macbeth/NY/ARS/US/AON on 11/20/2001 02:11 PM ----------

Carter Brydon
11/19/2001 03:27 PM

To: Bruce Macbeth/NY/ARS/US/AON@AonNA
cc:

Subject: [Virus Checked]

Pipeline Report.xls

Carter Brydon
11/25/2001 06:08 PM

To: Bruce Macbeth/NY/ARS/US/AON@AONNA@AONCORP
cc: [redacted]L/ARS/US/AON@AONNA

Subject: Re: Conf Call on Monday

See notes below in red
Bruce Macbeth@AONNA

Bruce Macbeth@AONNA
11/24/2001 11:00 AM

To: Carter Brydon/USA/ASG/EXEC/AONCORP@AONCORP
cc: [redacted]IL/ARS/US/AON, kennedy jim

Subject: Conf Call on Monday

Here are my speaking points for the conference call on Monday for Syndication:

1. AIG has become a significant factor due to their rate and underwriting flexibility to acquire market share. Is this a permanent situation, probably not, once they acquire a adequate market share, they will reunderwrite and reprice their book of business. We must use them only for the complex accounts, which generate over $35,000 in premium. If we submit all risks to them, the they will write a majority of them because of their rate flexibility. In addition, we do not have any overrides for growth, nor we will get any in the forseeable future, just standard brokerage commissions. **Agreed**

2. With our overrride agreements with Chubb and Fire Fund, we need to direct all new business exclusively to them for the next month and beyond. Chubb should be the first choice for any risk with Fireman's Fund a second thought. **While I agree in pricipal, I really do not want to say this. We certainly need to get everything we possible ca with Chubb as their carrot will disapear if we don't hit the numbers - however, with Fund, they are paying us both to hire new personnel and for growth, and even if we don't hit the numbers, the carrot doesn't disappear. Thus, let's don't go on record with putting Chubb 1st and Fund 2nd. They should be equal. We should just push Chubb a little harder behind the scenes to get them the business.** To insure we funnel business to these markets appropriately, we have developed a pipeline report to track and control the submission process to these markets. The purpose of this report is not only to be sure we are placing risks properly to the right markets, but to be certain that they are giving us full consideration even on the more difficult risks, not just "cherry-picking" the simple ones, which anyone can do. In addition, we want to make certain that all offices within APRM are given the same consideration regardless of size of office, relationship, loss ratio, etc, one Aon.

3. Pipeline Report - the intial report should contain all the outstanding quotes/proposals that have not been accepted and new ones currently working on by each relationship manager or originator. It should also contain all reccently submitted BOR clients(where the BOR has been submitted in the last month), as well as potential BOR's for the upcoming month. For any quotes or BOR's, the policy #'s or quote #'s should be indicated on the report. The first report should be e-mailed to me with copies to Carter, [redacted] and Bill this Thursday by 10AM EST.

4. We will have a conference call this Thursday at 11AM EST with all RM's to discuss this first pipeline report. The purpose of this call is to determine any issues that have arisen with any submissions to

Chubb or FF contained on this report. After this conference call, I will forward any issues on specific risks to the senior people at Chubb and Fireman's Fund with my(our) comments They will review and address them at a confernece call with me on Friday. Upon agreement we will be able to bind or authorize to bind the risks on the reports when required. All issues will be resolved on the Friday conference call.

5. The pipeline report submission and conference calls will continue for the rest of this year and into 2002 on the same schedule to be certain we are getting the proper consideration from our primary carriers. Eventually we will be able to submit this report over a shared drive for all of APRM, but for now, the submission should be on a separate spreadsheet, which you can update continuously on a weekly basis.

6. In our submissions to the markets we must be certain to provide them all the information required for them to make a decision, even if it is a difficult one. All of you have the checklist to get this done, which will facilitate a quicker turnaround for underwriting decisions. It is imperative that all pertinent information be discovered and given to the underwriters ASAP, for it will be dificult to negotiate without it , especially the difficult risks.

7. A critical issue is not to have Chubb "book" underwrite. We should be fighting for preferred rated companies where available even if the risk does not qualify under the standard guidelines, ie secondary residences should get a preferred rate eventhough it doesn't qualify under standard guidelines, but the risk itself should qualify as it has C/S alrams, gated community, etc. The same should be true for valuable item rates and preferred auto rates. It should be indicateded on the pipeline report next to each risk or coverage if it is getting a preferred rate.

8. It is imperative that we submit BOR letters immediately to Chubb and follow up on a weekly basis to be certain they are honored and the rewrites in place within 10 days of submission.

Carter, my other thoughts are the following:

1. I don't think it is necessary for me to bind coverage, just to serve as an overseer that we are getting full consideration on all risks, which I can do if I know what people are working on. The leverage we(I) can bring is that having an overview of all our submissions will allow me to negotiate the more difficult risks using the good risks and of course AIG as a negotiating tool. What we want to do is be certain that when it is time to bind coverage, there are no impediments. OK - **I will follow you lead - I just feel that if you are speaking to [redacted] and give him bind orders for say 10 risks with the understanding that [redacted]d will get those other 5 done as well, Chubb will look at us as central syndication and will be more agressive to get things done since they know we now know what the hell is going on. If you feel we can still accomplish this, that's fine.**

2. You need to make clear to Fire Fund and especially Chubb that this is our procedure going forward and that I have full responsibility for it. AGREED!!!!

3. I put BOR's as part of the report as Chubb is imfamous for dragging their feet in processing these. I have seen it where it takes over 45 days to process these and with our short time frame, we want to be sure all are issued before year end if they have an effective date prior to that. This is especially important fot the former [redacted]n people especially Palm Beach as this could have a significant impact in the last month.

4. We cannot limit this to just the last month of 2001, it has to be long term albeit more streamlined. As we become more proficient on these reports, maybe we do not need a conference call each Thursday and hopefully as numbers pick up, we won't need as much intervention from us. My fear is if we emphasize
too much on short term and do not make this a long term solution, we will be back again on Thanksgiving 2002 in the same situation. AGREED

Bruce Macbeth
01/27/2003 03:20 PM

To: Carter Brydon/IL/ARS/US/AON@AONNA
cc:
Subject: AIG

Trying to set up meeting with [redacted] next week out in NJ to talk with him about 2003 goals/objectives for both of us and our(his/mine) roles in same. One of the things that I thought might deflect some of their agression with our existing book of business is to offer them exclusive remarketing rights to "A" clients not with strategic partners(see attached spreadsheet).

When you have a chance, I would like to discuss with you how to diplomatically put into action a strategy of playing with them, but at arm's length

AIG Remarket accounts.xl

[redacted] 05/02/2003 12:17 AM

To: bruce_macbeth@ars.aon.com
cc:
Subject: Fw: COnf Call for All Orignators

Bruce,

FYI. Catch you in the morning

Sent from my BlackBerry Handheld.

----- Original Message -----
From:Carter Brydon/IL/ARS/US/AON
To:[redacted]IL/ARS/US/AON@AONNA
Cc:
Date: 05/01/2003 09:13:51 PM
Subject: COnf Call for All Orignators

Bruce Macbeth informed me about [redacted] and the [redacted] BOR issue.

Bruce said that [redacted] got a BOR on the [redacted] program with Chubb and is now ready to move the business to AIG without giving Chubb a chance to get a last look. This is unacceptable.

I have told Bruce to block the placement with AIG until CHubb gets a chance to look at it.

This is got to stop. I spoke with [redacted] again today about [redacted] and with all that has occurred, he has concerns that we are not in control of our syndication - and at the moment - we are not. This is before the [redacted] issue.

I want to speak to all Originators and re-inform the of our position and be very stern about following the workflows. As for [redacted] - it is time for consequences. No commission for the sale of [redacted] regardless of what happens. He needs to be written up.

As for [redacted] - same for her on this account.

And while we're at it - [redacted]...

And we need to get a handle on [redacted]. The carriers need to be univited. It is not a beauty contest between AIG and CHubb - we need them bth if not others. It is about a single voice to the marketplace for these buyers for consistancy

Since you and I didn't speak this evening - we need to do so Friday morning

Bruce Macbeth
06/24/2003 05:18 PM

To: Carter Brydon/IL/ARS/US/AON@AONNA
cc: [redacted]/IL/ARS/US/AON@AONNA
Subject: Re: Market Quotes

Agree with your approach, but my bigger concern is that in this case and I am sure others we "let the cat out of the bag" with no solution. We need to stick with our procedure, which is to review accounts over 25K 120 days prior to renewal, get the best program for the client and deliver it. If we can minimize the increase, explain the "soft issues", stability in a volatile market, long term relationship, claims paid, extraordinary underwriting concessions in the past, etc., it will make everybody's life easier and keep the client happy and with incumbent.

I can just see [redacted]s face when he calls [redacted] in July to review the [redacted] account and gets a whiff that we are remarketing at the "request" of the client.

Bruce Macbeth
Director-Syndication
Aon Private Risk Management
Phone: (212)-441-2220
Fax: (212)-441-1983

Bruce Macbeth
06/20/2003 05:07 PM

To: Carter Brydon/IL/ARS/US/AON@AONNA
cc: [redacted]i/IL/ARS/US/AON@AONNA
Subject: Market Quotes

Well, here is another one.

I questioned [redacted] as to how the client's representative would know about the substantial rate increases as the patriarch's policies do not renew until 10/03. The answer was, "Oh I told her", which leads to the e-mail below, which I am sure [redacted] orchestrated. Yes, this is another Chubb over 50K account.

I understand the issues with IL rate increases, but should we just throw up our hands and remarket all our IL accounts to AIG? We can certainly find a better solution, but not once we have whispered in a client's ear.

Bruce Macbeth
Director-Syndication
Aon Private Risk Management
Phone: (212)-441-2220
Fax: (212)-441-1983
—— Forwarded by Bruce Macbeth/NY/ARS/US/AON on 06/20/2003 04:54 PM ——

[redacted]
06/20/2003 01:26 PM

To: Bruce Macbeth/NY/ARS/US/AON@AONNA
cc:
Subject: Market Quotes

Oh happy day! Just wanted you to be aware that I just received this. The refers to [redacted], [redacted] [redacted] / [redacted], [redacted], and [redacted] I will try to find time to get to the work flows soon.
—— Forwarded by [redacted]IL/ARS/US/AON on 06/20/2003 12:35 PM ——

[redacted]
[redacted]@[redacted]
[redacted].com>
06/20/2003 11:46 AM

To: <[redacted]@aon.com>
cc: "[redacted]" [redacted]@[redacted].com>
Subject: Market Quotes

[redacted]

As general counsel of [redacted], Inc. and the person responsible for oversight of the [redacted] family insurance portfolio, I hereby instruct you to proceed to conduct a comparative market analysis of the entire portfolio due to anticipated significant increases from our current group of carriers. Please let me know when this analysis might be completed. It would be advantageous to me to have the analysis/results completed piecemeal according to pending renewal dates and/or categories of coverage.

If you have any further questions or comments about this matter, please contact me at [redacted]

[redacted] Inc.

P.S. I have you booked for July 8, 2003 at 1:30 p.m.

[redacted]

10/27/2003 11:41 AM

To: bruce_macbeth@ars.aon.com
cc:
Subject: [redacted] Discussion Followup

So why wouldn't he have mentioned Chubb. Sounds like he needs an education.....

Especially since Chubb is interested in making significant inroads to NY.....

[redacted]

[redacted]
Aon Private Risk Management
(847) 953 6961 (Phone)
(847) 953 6971 (Fax)
(630) 460 5509 (Cell)

----- Forwarded by [redacted]i/IL/ARS/US/AON on 10/27/2003 10:36 AM ----

Bruce Macbeth
10/27/2003 10:36 AM

To: [redacted]/IL/ARS/US/AON@AONNA
cc:
Subject: [redacted] Discussion Followup

Hey, maybe I should send this to Ed?

Bruce Macbeth
Regional Director - GNY
Aon Private Risk Management
55 East 52nd Street, 35th Floor
New York, NY 10005
Phone: 212-441-2220
Fax: 212-441-1983

---- Forwarded by Bruce Macbeth/NY/ARS/US/AON on 10/27/2003 11:35 AM ----

[redacted]
10/27/2003 11:31 AM

To: [redacted]NY/ARS/US/AON@AONNA
cc:
bcc: Bruce Macbeth/NY/ARS/US/AON
Subject: [redacted] Discussion Followup

Hi [redacted]

Nice chatting with you the other day. It's really encouraging to hear that you are willing to look for opportunities to introduce us to clients of yours who we might be able to help. I thought you might find it useful if I gave you some talking points about what Aon Private Risk Management does, and what might be some hot topics that will pique interest in the heavy hitters at [redacted] etc.

- Personal P&C insurance rates have averaged double digit increases in the last two years -- very rare. This means people who haven't had there insurance reviewed/analyzed recently may not be where they need to be.
- **There is a relatively new player in the high-end market, AIG Private Client Group. We have been very successful using them to improve programs for new and existing clients.**
- As a by-product of being a global broker with tons of resources, we find that we're able to simplify people's lives with regard to all aspects of personal insurance. We become the single source. The

Subject: RE: Aon's Stance on PSA's

In light of all of the negative press on insurance companies, I would like someone from AON (Bruce please coordinate) to write a letter to us explaining how you have been paid, confirming we have had competitive underwriting process in the past, and just confirm you are nice guys. Basically I want a comfort memo that I can route to the family members to preempt any misgivings they may have with respect to their insurance.

Does this make sense? Call me if you have any questions.

Regards.

-----Original Message-----
From: [redacted]@ars.aon.com [mailto:[redacted]@ars.aon.com]
Sent: Tuesday, October 19, 2004 10:54 AM
To: [redacted]@[redacted].com
Cc: [redacted]@ars.aon.com
Subject: Aon's Stance on PSA's

[redacted]

Thank you for your time last week. [redacted] and I appreciated the opportunity to meet with you, Mike and Bruce to start the renewal process on the right foot.

We spent some time discussing the latest controversy concerning [redacted], the NY Attorney General's allegations and Aon's position. In keeping with Aon's practice of full disclosure, Aon has made public it's policies concerrning compensation on our website, at http://www.aon.com/about/csu/default.jsp I would encourage you to review the information provided to our clients and the public at large.

Aon is structured in a fashion that does not lend itself to the abuses that are aledged of the industry. We market individual client insurance programs on a case by case basis, and the local office is not aware of contingent income agreements, and is therefore not influenced by them in any way. We strive to provide the best coverage for our client at the most competitive premium.

Should you have questions concerning this matter, please call me or [redacted] to discuss. Thank you for looking to Aon to provide for your insurance needs.

[redacted]
Aon Risk Services of Illinois
200 E. Randolph
Chicago, IL 60601
pho: [redacted]
fax: [redacted]
[redacted]@ars.aon.com

From: [redacted]099A[redacted]@libertymutual.com]
Sent: Tuesday, August 05, 2003 8:06 AM
To: [redacted]099A;[redacted]
Subject: RE: AON Partnership dividend - LM Property

[redacted] you would need to do the math but I can think of 5 ways we potentially pay aon on the same account. you might want to do math on a theoretical $500,000 account;

policy commission 15% or $60,000

local office producer incentive 3% or $15,000

corporate psa 3% or $15,000

aon re for treaty 1% or $5,000

and potentially fac re through aon re at 1% or $5,000.

percentages in this example are estimates but are close to actual.

ou work up an example we can go through it at the august ops meeting.

[redacted]

—Original Message—
From: [redacted]099A
Sent: Monday, August 04, 2003 4:43 PM
To: [redacted]
Cc: [redacted]099A
Subject: FW: AON Partnership dividend - LM Property

[redacted] some details and background on the aon psa.

it is driven by retail results but it's purpose is to allow aon re the opportunity to earn back some of the treaty reinsurance commission we took away.

for your purposes and discussions with carol I would simply describe it as a corporate psa, driven by overall retail results and that [redacted] is the contact/owner.

I would not go into any of the aon re treaty details or background.

if you need anything else, let me know.

I will be in all day on tuesday.

[redacted]

Carvill America

VIA FACSIMILE

January 7, 1994

[redacted]
CNA Insurance Companies
333 South Wabash Avenue
Chicago, Illinois 60685

Dear [redacted]:

In light of our conversation this afternoon with regard to CNA's plan to move their reinsurances to AON, we would like to confirm your agreement to the main points of our discussion.

- CNA is compelled to make this decision based upon on an ever-expanding business relationship with AON and at least in our case was not motivated by service or performance related issues. We believe that it would be appropriate for CNA to make this announcement to the market.
- Any and all "run-off" for contracts handled previously by Carvill will be transferred to AON at the early possible date.
- Carvill will receive all brokerage due for the treaties we have placed until the expiration of those treaties and all subsequent premium adjustments for the 1993/1994 treaty periods. At the same time, we offer to continue to service those treaties up to that point.
- During the transition period, Carvill will provide any assistance to CNA and AON to help with a smooth transfer. We will provide any documentation that will assist in this process and appoint a focal point both in Chicago and London to do our best to ensure that the transfer does not cause CNA any disruption.

[redacted], given that London was closed at the time of our conversations, I'd like to leave room for any substantive changes to the above that they may suggest or require. I'll contact you Monday morning to discuss.

Best [redacted]ards,

[redacted]

Prudential Plaza
180 North Stetson Avenue
[redacted]
Chicago, Illinois [redacted]
Phone: [redacted]
Fax: [redacted]
Fax: [redacted]
Toll Free: 1-800-322-[redacted]

0 0 2 6 7 5

CNA INSURANCE COMPANIES

CNA Plaza, Chicago, Illinois 60685

[redacted]
Specialty Operations
[redacted]

January 11, 1994

[redacted]
Carvill America
Prudential Plaza
180 North Stetson Avenue, Suite 5100
Chicago, Illinois 60601

Dear [redacted]:

As we discussed in our meeting last Friday, we have made the decision to move the reinsurance brokerage services provided by Carvill America and R.K. Carvill & Co., Ltd. to Aon Reinsurance Agency, and the Nicholson Leslie Group (another subsidiary of Aon), effective immediately.

This was a difficult decision. Carvill has provided high quality professional service to CNA. However, the decision is dictated by an ever increasing business relationship with Aon Corporation, another high quality professional organization.

I advised Aon of our decision this afternoon. I have requested that Aon take responsibility for all "run-off" for all CNA contracts previously handled by Carvill America and R.K. Carvill & Co., Ltd.. Aon has agreed.

I relayed to Aon your commitment to do everything to make the transition as smooth as possible.

Yours very truly,

[redacted]

[redacted]

Memo to: file
From : [redacted]
Re : CNA meeting with [redacted]

[redacted] requested a luncheon meeting on Friday January 7th at noon.

[redacted] began the meeting with a statement that CNA was moving the reinsurance programs currently handled by Carvill to AON. He further stated that the decision had nothing to do with Carvill's performance on the account, but came as a result of an ever expanding relationship between CNA and AON. Pat Ryan had allegedly demanded all of CNA's reinsurance business before he gave two large health and life programs to CNA. CNA agreed to his demand and [redacted] emphasized that they would not reconsider their decision.

I told [redacted] that we were very disappointed in their decision in that we had made a serious investment in time and resource to CNA and that CNA had committed to us that they didn't change brokers for any reason other than poor performance, which he indicated wasn't an issue in our dismissal . He had no comment.

We went on with some details:

He agreed that AON should handle all of CNA Run-Off. We discussed not only the D and O and Medical but the Special Hazard, Fidelity, Lawyers etc,- I said that we would provide him with a list.

Carvill would expect to be paid on the in-force treaties including subsequent adjustments

I told him that we would conduct ourselves in a professional manner.

I ended the meeting by saying that I would memo our discussion (attached) and contact London for their input as to how we wanted to proceed from here.

[redacted]

94

AON

Aon Re Worldwide

Facsimile Transmittal

Date:	June 19, 2000
To:	Mike O'Halleran
Fax Number:	312-701-4150
From:	[redacted]
Re:	Chubb

Upon instructions from [redacted] visited me today to discuss Aon Re's position on brokerage rebating. [redacted] has asked [redacted], who is the ceded buyer at Chubb, to have comparable meetings with Carpenter, [redacted] and R.K. Carvill. [redacted] did bring an exhibit with her estimating annualized brokerage to Aon Re of roughly $2,300,000, excluding Executive Risk. This is reasonably accurate.

As you would expect, I advised [redacted] that we do not look to rebate brokerage to our strategic trading partners. I went through the retail and corporate relationship between Chubb and Aon as I know it, however, [redacted] indicated that our competition does not share our position in this area. I told [redacted] that she should report back to [redacted] that we would be prepared to discuss this entire matter at a higher corporate level if it puts Aon Re in any kind of a competitive disadvantage. [redacted] promised that she would pass that message back to [redacted]

Mike, it might make some sense for you to also touch base on this matter directly with [redacted] I'm frankly not certain if this is a smoking gun or not.

On a related note, I finally hooked up with [redacted] today of Executive Risk. [redacted] mentioned that [redacted] has set up a meeting for you with [redacted] in July and that they are beginning to think about their January 1 reinsurance. Carvill is obviously making a very strong play to continue in their role. Guy Carpenter and Aon Re have also expressed a strong interest in being involved. [redacted] did say one thing that does connect back to the original subject of this memo. Just today [redacted] mentioned to [redacted] that Aon Re originally received the Chubb casualty reinsurance program some three years ago because of commitments made by O'Halleran/Ryan to Dean O'Hare regarding increased retail growth. [redacted] told [redacted] this did not happen and, therefore, [redacted] attitude was so much for the leverage card.

Aon Re Inc.
1735 Market Street, Suite 3401 • Philadelphia, PA 19103-7503 • tel: (215) 569-5290• fax: (215) 569-5289

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I would appreciate your thoughts on this matter.

cc: [redacted]

Aon Re Inc.
1735 Market Street, Suite 3401 • Philadelphia, PA 19103-7503 • tel: (215) 569-5290• fax: (215) 569-5289

Confidential Treatment
Requested

AON

Aon Re Worldwide

Facsimile Transmittal

Date:	August 29, 2000
To:	Mike O'Halleran
Fax Number:	312-701-4150
From:	[redacted]
Re:	Chubb/Revenue Sharing Agreements

Following our conversation last evening, thought I should confirm the main points discussed with [redacted] and [redacted]

- Carpenter has inked a specific revenue sharing deal with Chubb and they are very close to agreements with both [redacted] and Carvill. While I could not get the specific terms agreed to by Carpenter, I believe it is in the range of a 20% to 25% return of their earned brokerage.

- The agreements being discussed with our competitors are reinsurance only and do not tie into any kind of overall corporate partnerships.

- [redacted] became extremely angry and animated when I indicated that any conversations we would have would be in the context of the overall Aon/Chubb corporate trading relationship. He strongly advised me "not to go there" for the following reasons:

  - Aon/Chubb relationship is deteriorating.

  - MGA - [redacted] - California. Completely dissatisfied with Aon handling.

  - Overall premium volume between Aon/Chubb down some $90,000,000. In Chubb's mind, Aon did not deliver on original promises made when they awarded Aon Re the casualty reinsurance some three years ago.

  - Aon completely non-supportive of their Y2K policy.

  - Severe problems with continued movement of ARS business to Hartford. Specifically mentioned the [redacted] account.

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- [redacted] sat in a very short amount of the meeting and did not stop [redacted] from delivering his message to me.
- Was not happy with the Aon involvement on the El Commandante claim in Puerto Rico.
- [redacted] had numbers and know that Aon Re currently earns roughly $4,500,000 in brokerage per year between Chubb and Executive Risk. [redacted] indicated this represents roughly 20% of the total brokerage pot.
- [redacted] does not want to wait until the Greenbrier to get together. He has requested a visit from us in September.

- On a positive note, [redacted] did acknowledge that we do a very good job on their casualty reinsurance program.

Mike, I will await your thoughts. Should we have Pat Ryan/[redacted] join in September?

[redacted]

cc: [redacted]

Aon Re Inc.
1735 Market Street, Suite 3401 • Philadelphia, PA 19103-7503 • tel: (215) 569-5290 • fax: (215) 569-5289

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MEMORANDUM

July 31, 2000

Hold for dinner with Pat Ryan

TO: Mr. D. R. O'Hare

FROM: [redacted]

SUBJECT: **Aon**

Dear Dean:

As we discussed, I think this will give you what you need for your upcoming discussion with Pat Ryan.

ARS (Aon Risk Services) – This is the largest portion of the book and represents the business produced by their retail field operations. It experienced negative growth in 1999 due to their fears on Y2K and their position on the sue and labor clause. In 2000, growth continues to be negative. However, we have created an incentive agreement to stop the bleeding and get the premium back to the level it was at year-end 1998. Their growth at the end of June stands at -12% for the US. and –7% Worldwide). Last year, their growth was –10% for the U.S. and –7% Worldwide. (See Attached)

AIS (Aon Insurance Services) – This is their affinity business which would include the [redacted] and [redacted] programs of business. I have told you what we are doing with both of these programs. However, the [redacted] program relates to our refusal to grant an exclusive to Aon for *all* not for profit D&O business. We could not do that since we already write $230 million of this business with our other producers. I don't have to tell you much more about Ian Graham. We are prepared to write the condo/coop D&O through all producers going forward.

FSG (Financial Services Group) – This would include Executive Protection and DFI. This relationship is strong and doing very well and in fact Aon will receive an incentive for their results if their history continues.

Personal Lines – Aon wants to write more personal lines business and has conveyed that we are a key partner in this arena. However, they recently appointed AIG and [redacted] responded to them that we felt this was unacceptable.

Aon Enterprise – I have asked [redacted] to advise Aon Enterprise that we are out by year-end. They continue to be unable to move the business from Aon Risk Services to Aon Enterprise. I would estimate that at the end of this year we will have approximately $20 million in premium at a combined ratio of approximately 94%. With that size, it is hardly worth the trouble. We gave them $2 million to help them move business from Aon Risk Services to Aon Enterprise. The business did not move. Please see attached memo from [redacted] regarding Aon Enterprise historical results.

I have also attached the six month Aon numbers as well as several exhibits for your review. I am on my way to Birmingham. I am staying at the Courtyard Marriott (205) 967-4466 this evening and will be in the branch following breakfast on Wednesday should you wish to discuss.

[redacted]

Attachments
73100.2

D. O'Hara
CC: policy team
out
[redacted]

MEMORANDUM

TO: U.S. Zone Officers

FROM: [redacted]

DATE: August 30, 2000

SUBJECT: **Aon Visit on August 28, 2000**

[redacted]

Put in folder for Pat Ryan Dinner

fyi

[redacted]

On August 28th [redacted], [redacted] and I visited Chicago and spent several hours with [redacted], [redacted], [redacted], [redacted] and [redacted] Also in attendance was [redacted] from our Chicago Office, as well as [redacted] from Aon Enterprise. I had requested this meeting to review the year-to-date numbers and to go over operational issues. The tone of the meeting was cordial however we made it clear that there were several issues concerning us that were fraying in the Chubb/Aon relationship. Those revolved around their Ian Graham operation, Huntington T. Block operation, and Aon Enterprise. We were also concerned about their possible use of AIG in their high-end Personal Lines business, as well as their inability to grow their business with us in the majority of their offices through seven months of this year.

With regards to the three operating units mentioned most of the discussion was discounted because the people sitting around the table saw themselves as Aon Risk Services employees as opposed to Aon Group employees. They understood our concerns but felt that our discussion was best held with [redacted] and Mike O'Halleran. I think I got the point across that despite how they run their organization we were looking at the Aon relationship in total and were concerned that several parts of their business were running opposite to what we are trying to accomplish. This is especially disturbing when it effects current customers let alone creating a new model that would compete against us for new customers.

On the Personal Lines concerns they agreed whole heartedly that Aon should be very wary of AIG's involvement in the high-end Personal Lines business and they would work hard to make sure that the local offices would not entertain AIG approaches. Subsequent to our meeting we have contacted Personal Lines in the major locations and have told them to be communicating with us should they see AIG working to make inroads with Aon on new or renewal business. [redacted] gave the group an update on Aon Enterprise and outlined our frustration with regards to not being able to determine a firm and defined model for running the business. Additionally the financial results are not good and we're concerned about the ability to move forward with current conditions.

I made the suggestion that our respective field management should meet either individually or collectively to deal with specific issues across the country. This was received well by the Aon Management Team. Their next group meeting was to be September 28th, which they indicated the agenda was already full. The next meeting would not be until November. We then suggested that each respective Zone Officer and Zone Underwriting Manager meet with the five Aon members over the next 30 days.

Those people are [redacted] on the West Coast, [redacted] in the Midwest, [redacted] in the Mid-Atlantic/Northeast, [redacted] - South, and [redacted] as national head of FSG. I will work with [redacted] and [redacted] to make sure we can coordinate these sessions. I also think it would be useful to have somebody from Marketing on the visit with FSG to help coordinate CBER issues in the branches.

After this happens I would be hopeful that a group meeting may be set in November/December to make sure that we are all focused on what needs to be done to have a successful 2001.

As a follow-up to this meeting, Dean will be discuss some of the issues/concerns with Pat Ryan. Additionally there will be a meeting at the Greenbrier between [redacted], [redacted], [redacted], [redacted] and [redacted]

[redacted]

cc: [redacted]

CHUBB

[redacted]
Chubb Executive Risk
82 Hopmeadow Street
Post Office Box 2002
Simsbury, CT 06070-7683
Phone: [redacted] • Fax: [redacted]
Email: [redacted]@chubb.com

RECEIVED
MAY 24 2000

May 22, 2000

Mr. [redacted]
[redacted]
Aon Re Inc.
One Landmark Square
Stamford, CT 06901-2601

Dear [redacted]

Thank you for your letter of May 8th on the subject of Aon's Reinsurance Modeling Software. Pat Ryan is well-known for leveraging the scope of Aon's brokerage relationships. Can you ask him why they just moved $15,000,000 in non-profit D&O ([redacted]) business from me in Washington, DC through [redacted] at Aon Affinity Services, when at the same time you were soliciting our business here in Simsbury?

Sincerely,

[redacted]

Confidential Treatment Requested

DEAN R. O'HARE
VISIT WITH AON IN CHICAGO
SEPTEMBER 13, 2000
LUNCH IN WDC WITH P.M. OF INDIA
SEPTEMBER 14, 2000

JET TAIL #: N847C

WEDNESDAY, SEPTEMBER 13

Patrick G. Ryan
Chairman, President & CEO
Aon Corporation
123 North Wacker Drive
Chicago, IL 60606
Tel #: (312) 701-3010
Fax #: (312) 701-3030 [redacted]

2:28PM	Lv. MMU	FBO-Signature Flt. Supp. (973) 292-5103
4:00PM	Ar. Chicago Midway	FBO-Atlantic Aviation (773) 582-5720

Limo to hotel. "Top Flight" - Tel #: (800) 560-5155 - Yogi

5:30PM Cocktails
6:00PM Dinner with Pat Ryan at Four Seasons

Four Seasons Hotel
120 E. Delaware Place
Chicago, IL
Tel #: (312) 280-8800
Fax #: (312) 280-1748

7:30PM Limo pick-up to airport. (Same company as above)

9:00PM	Lv. Chicago	FBO-Atlantic Aviation
11:49PM	Ar. WDC	FBO-Signature Flt. Supp. (703) 417-3500

11:49PM [redacted] Limo (tel #: 202-333-0444) pick up to hotel.