

Date: September 10, 2014
To: Nationwide Partners
From: Steve Rasmussen, Chief Executive Officer of Nationwide
Subject: Our Future – One Company, One Brand, One Culture

Last week, I shared with you that Nationwide is moving to one brand — using an updated version of the iconic Nationwide N and Eagle brand mark and the "Nationwide is on your side" tag line. The brand decision is aligned with our strategy and our focus on one company, one brand and one culture. This focus will position our company for continued success and another 90 years of contributions to our members, associates, communities, and you — our partners. We'll move with speed to successfully execute on our strategy and position our company to fully leverage the strength of the Nationwide brand across every business.

Our Strategy

It's important to note that our strategy hasn't changed, but continues to evolve. Our focus continues to be a member-driven organization for those seeking an enduring relationship to fulfill their broad protection and financial needs. To that end, we're making some refinements to our strategy to ensure it represents our entire enterprise — "Grow as one Nationwide by emphasizing attractive protection and retirement market segments where we build relationships by leveraging our diverse portfolio and mutuality."

Our strategy will transform Nationwide in exciting ways — and coming together as one Nationwide will position us for long-term success.

Organizational and Leadership Changes

Every strategy requires the right organizational structure and leadership to drive success. At Nationwide, we're fortunate to have very strong and committed leaders to help us deliver on our priorities and achieve our long-term vision for success as one company. I'm pleased to announce some organizational changes that will align our leadership structure with our vision and at the same time, share with you the upcoming retirement of a friend, colleague and exceptional leader.

Retirement

Last year, Kim Austen, President and Chief Operating Officer, Allied Group, shared that he and his family have decided that after 38 years of contributions to Nationwide, he will retire in March 2015. Working with Kim has been my privilege — and it is an understatement to say that he has made significant contributions throughout his career. His inspirational leadership style has enabled him to build a strong team in every job he has held, and his vast knowledge of the business has helped the independent agency organization and the enterprise grow and be successful.

Next year, we'll pause to appropriately reflect on and celebrate Kim's many contributions. In the interim, he'll continue to do what he has done so admirably — drive results for our company, provide support through the one company transition, and serve as a mentor for all.

Kim's pending retirement and our strategic priorities gave me an opportunity to examine how we're organized and how we need to be structured for the future. I'd like to share the following leadership and organizational changes that set the stage for our continued success. Please note that we will now be organized around three

businesses — Nationwide Property and Casualty Agency Operations, Nationwide Direct and Member Solutions, and Nationwide Financial — and corporate staff offices. All leadership changes are effective immediately and all leaders will partner to ensure a smooth and successful transition.

Nationwide Property & Casualty (P&C) Agency Operations

All of the Property & Casualty agency businesses — the former Nationwide Insurance and Allied Group operations — will be aligned under one office, a new office of Nationwide P&C Agency Operations. Also aligned under this operation will be the commercial and personal lines product organization, and the sales organization. With this alignment in mind, the following leadership assignments have been approved by the Board.

Mark Berven, current Executive Vice President, Chief Strategy and Product Management Officer, has been elected President and Chief Operating Officer—Nationwide P&C Agency Operations, reporting to me. Mark comes to this role with more than 21 years of distinguished leadership and operational experience. He has spent the last two years leading product and strategy and continues to demonstrate outstanding leadership depth and strength that are driving Nationwide's success. Mark has successfully held various senior level positions, including Senior Vice President for Product and Pricing for all of P&C operations, Regional Vice President in both the independent and exclusive channels, and leadership of personal and commercial lines underwriting. Mark has demonstrated strong leadership, operational and strategic capabilities throughout his career.

Amy Shore, current Senior Vice President of Exclusive Field Operations, has been elected President-Nationwide P&C Exclusive Distribution, reporting to Mark Berven. Amy brings a wealth of operational and leadership experience to this role — with more than 28 years of senior leadership experience in the P&C industry. Prior to her most recent role as Senior Vice President of Exclusive Field Operations, she served in various senior level positions, including Vice President of Operations Services; Regional Vice President of Ohio/West Virginia; Vice President of Specialty Products; and a variety of leadership roles in sales, underwriting, product/pricing and customer service. In each of these roles, she has demonstrated a strong ability to lead organizations as they continue to adapt to meet consumers' needs.

Jeff Rommel, current Senior Vice President of Customer Service and Sales Solutions, has been elected President-Nationwide P&C Independent Distribution, reporting to Mark Berven. Jeff has distinguished himself as a strong and engaging leader in his near 30-year career with Nationwide. His in-depth field and staff experience includes leadership roles with the exclusive agency and independent agency channels, serving as Senior Vice President of Allied Insurance Field Operations. In this role, he provided strategic and operational oversight over Allied's five regional offices, including playing an instrumental role in the integration of Allied and Harleysville. He also served as Regional Vice President for the Southeastern Regional Office, where he successfully led the region through the transition from an exclusive to independent channel region, and Regional Vice President of Allied's Rocky Mountain Regional Office. On the staff side, Jeff's held various claims leadership positions. In each of these roles, Jeff continually demonstrated his expertise in field operations and company-wide collaboration and strategic thinking.

Tom Clark, current Senior Vice President of Independent Channel Field Operations, has been elected Executive Vice President for Nationwide Excess & Surplus (E&S)/Specialty Insurance (formerly Scottsdale Insurance), reporting to Mike Miller. As we look to the future and with the critical role Nationwide E&S/Specialty Insurance will play, it's important that we plan for a successful

leadership transition for Mike Miller, President and Chief Operating Officer of Scottsdale, who has shared that he'll retire in a few years. Tom has been named Executive Vice President, and the successor to Mike. Tom will spend the next 15 to 18 months working closely with Mike to execute on the strategy and prepare for the future. Once Tom assumes the presidency role, we are fortunate to be able to continue to leverage Mike's strong leadership skills and operational skills throughout the enterprise until his retirement date. We have had great success with planned leadership transitions in Scottsdale, as Mike spent time working closely with the former President and COO before assuming the President's role. We believe this model ensures organizational continuity and success.

Tom brings more than 25 years of technical and leadership experience to this position and has demonstrated technical depth combined with strong operational, people and thought leadership. We are excited about the partnership of Mike and Tom as they prepare the organization for continued success.

Titan Operations

The Nationwide strategy has refined and aligned our focus on personal lines, commercial lines and financial services. The Titan operations, our non-standard business, will transition and become an additional product line aligned with our personal lines product operation. The following leadership change has been made.

David Arango, current President and Chief Operating Officer—Titan Insurance, has been named Senior Vice President-Personal Lines Product for Nationwide, reporting to Mark Berven. Reporting to David will be the current Titan Product Operations, and all personal lines product. Titan will no longer be a stand-alone business, but a critical product line for members. David joined Nationwide in 2001 and has held several key leadership roles within Nationwide.

Property & Casualty Regional Operations

A decision has been made that over time, approximately three years, we will move to fewer regional locations, with a co-located exclusive and independent agency Regional Vice President, and underwriting, product and sales teams. We'll also maintain important satellite operations.

It is important to note that the speed in which we move to the go-forward future locations is dependent on the work of personal lines transformation, commercial lines transformation and facilities. Later this month, Mark Berven, President and COO, Nationwide P&C Agency Operations, will share more detail about the go-forward field locations, leaders and timeline.

In the meantime, to assist with these changes, **Eric Smith, current Senior Vice President-Personal Lines Product, has been named Senior Vice President-Field Underwriting/Product,** reporting to Mark Berven. In this role, Eric will assist in operationalizing the move to one Nationwide within the regions, and will have a strong partnership with the Regional Vice Presidents in delivering underwriting support. Most recently, Eric served as the Senior Vice President of Personal Lines Product management, which also includes responsibility for the personal lines transformation initiative.

The following business leaders will remain in their current assignments reporting to Mark Berven, within the Nationwide P&C Agency Operations:

- **Gary Douglas,** President of Nationwide National Partners
- **Mike Miller,** President, Nationwide E&S/Specialty Insurance (formerly Scottsdale Insurance)
- **Terrance Williams,** President, Nationwide Agribusiness

- **Melissa Gutierrez**, Senior Vice President, Property and Casualty Staff Sales
- **Mike Lex**, Senior Vice President, Commercial Lines Product Management

Nationwide Direct and Member Solutions

Our strategy requires continued growth in both our P&C and financial businesses, but an even greater focus on Direct. I've been extremely pleased with the leadership of Mark Pizzi with P&C Direct as we have grown significantly in the past five years. To be prepared for the future, we must accelerate this growth engine even more. Direct will be aligned under a new office of Nationwide Direct and Member Solutions. Also aligned under this operation will be our Direct service operations — Customer Service, Claims and the Nationwide Bank. To support this organization, the following leadership changes have been made.

Mark Pizzi, current President and Chief Operating Officer of Nationwide Insurance Operations, has been elected President and Chief Operating Officer-Nationwide Direct and Member Solutions, reporting to me. I have asked Mark to focus totally on Direct as we grow it to significant scale over the next few years. Mark's operational and people leadership are unquestioned, and this focus will increase the speed of growth in this space. Mark joined Nationwide in 1978 and brings a wealth of experience to this role, including most recently leading Nationwide Insurance operations, where he led the business unit delivering products and services through the exclusive agency and direct channels. He's held a variety of senior leadership positions, including serving as Senior Vice President, Customer Choice Distribution; Vice President, Regional Operations; Vice President for both New York and Virginia; and Staff Operations Officer.

Shelley Brazeau Temple, current Regional Vice President of South Central, will assume the role of Senior Vice President of Customer Service and Sales Solutions, reporting to Mark Pizzi. Shelley will replace the role previously held by Jeff Rommel. Shelley is well positioned for this role, having served in a variety of leadership positions across the organization during her 22 years at Nationwide. Her leadership positions include Vice President, Strategy and Operational Effectiveness for the Customer Service and Direct Sales operation of Nationwide Insurance; Vice President, Personal Lines Service Operations; and most recently, Regional Vice President of the Nationwide Insurance South Central Region. Shelley has also played a key leadership role in the recent work on the future direction of the P&C regional operations, which you will hear more about in the coming weeks.

Lynn Anderson, President of Nationwide Bank, will report to Mark Pizzi. This move from Nationwide Financial is timely and appropriate in light of Nationwide's focus on direct – both direct sales and direct service to members — and given our bank's direct-to-members business model.

The following leaders will remain in their current roles with their current responsibilities, reporting to Mark Pizzi within Nationwide Direct and Member Solutions:

- **Anne Arvia** — President, Nationwide Direct Distribution
- **Dave Bano** — Senior Vice President and Chief Claims Officer
- **Dave Braun** — Vice President, Operations

As mentioned, Kim Austen will continue to play an instrumental role with these transitions, reporting to me and providing thought leadership and transition support to Mark Berven, Mark Pizzi and others as they take on their new assignments.

Nationwide Financial

Kirt Walker, President and Chief Operating Officer, Nationwide Financial, will continue in his current role, reporting to me. There are no changes within this office, with the exception of the Nationwide Bank transitioning to the Nationwide Direct and Member Solutions operations.

All organizational changes are effective immediately, and all of these leaders will partner to maintain focus on this year's scorecard and prepare their respective organizations for a successful 2015 and beyond. Over the next few months, business leaders will develop their ongoing plans and will be communicating as needed.

As always, thanks for the contributions you make daily to Nationwide. We're excited and optimistic about our strategic direction and pleased with the level of talent we have in the organization to execute, support and drive the enterprise strategy. We ask for your continued support for each of these leaders and our great company. Please join me in congratulating these leaders on their new assignments.

Thank you!



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