

*Celebrating our  
75<sup>th</sup> Anniversary  
with a new name  
and a new look*

kets have acknowledged that the change makes sense and have indicated a willingness to accept it.

**Q. How will the identity change affect our existing binding contracts with markets?**

A. We expect our binding contracts will continue as presently written, but will eventually be changed to reflect our common name. Your senior management team will be reviewing each contract and working with our markets to make changes as appropriate.

**Q. What do we do if a market refuses to do business with us under the new name?**

A. We don't expect such a problem to occur, but if it does please refer it to your manager.

**Q. Are there any legal issues involved with the name change?**

A. Our goal is to establish one name for our company and to be able to do business under that name in all 50 states. We are already able to do business as Swett & Crawford in well over half those states now. In some states we are in the process of registering the S&C name for use.

**Q. Are we keeping the same corporate trademark? Will we be able to use our individual entity logos any longer?**

A. Yes, we are keeping our corporate logo, but it will no longer be displayed next to our name. Instead it will become a smaller graphic element on our business papers or will be used as a design element on printed materials.

The name Swett & Crawford will now appear in a new color combination as shown here. The logo will appear in grey on our business papers.

Individual entity logos will no longer be used, but we will retain our right to use them in the future, should the need ever arise.

**Q. How was the new design and color scheme for our name chosen?**

A. A graphic design firm that specializes in corporate identity worked with us to develop the new graphic appearance. The typestyle used in our name was selected for its strong, contemporary appearance. The color combination was derived from our earlier look. Our new graphic appearance is distinct from any other company in our industry.

**Q. If people ask me why we are changing our name to Swett & Crawford, what should I tell them?**

A. You should explain that while we have operated under as many as eight or more entity names the name Swett & Crawford was chosen because S&C has the longest history and widest recognition of all our units.

Also, by shortening our corporate name from Swett & Crawford Group to Swett & Crawford we can still retain much of the recognition we have already established. By adopting one common name, we give our clients and markets a clearer perception of our company as one united organization.

**Q. Changes like this are expensive. Is this a good time to be making a change?**

A. We view our name change as an investment in our longer term development. The expense of making the change now, when viewed against the considerable cost savings we will gain in not having to purchase the same materials for eight different entities, makes it sensible.

**Q. How does this name change affect me?**

Nothing has changed for individual employees except the way you answer the phone and the appearance of the business papers you use. As a Swett & Crawford employee you will continue to receive the same benefits and the pride of working for the nation's leading wholesale brokerage and managing general agency firm as you have in the past.



SWETT & CRAWFORD

W. B. SWETT

C. H. CRAWFORD

Circa 1920s



**Swett & Crawford**

Circa early 1930s

SWETT & CRAWFORD

Circa mid-1930s to 1940s

**Swett & Crawford**  
**INSURANCE**

Circa 1950s and 1960s

**Swett & Crawford**

Circa 1972



**Swett & Crawford**

Adopted in 1977

## Where We Began

In 1914 W. B. Swett & Company was formed in San Francisco by underwriter W. B. Swett and attorney Clarence H. Crawford. During the 20s, the firm adopted the name of Swett & Crawford. At that time, S&C served as underwriting managers for the newly-formed Pacific Indemnity Company, a relationship which continued well into the 50s.

Though Swett & Crawford had begun strictly as an underwriter of automobile business, by the early 30s S&C was writing all lines of insurance except life and was the largest insurance agency on the west coast. Swett & Crawford also had the distinction of being one of the first companies to link Lloyds and the London market with North American excess and surplus line business during the 30s.

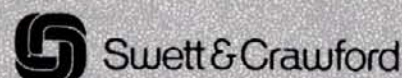
Throughout its 75-year history, Swett & Crawford has been a pioneering force in the insurance industry, continually working to develop and offer specialty programs that respond to changing business needs. By the time S&C was acquired by the St. Paul companies in 1983, it was one of the oldest and largest wholesale insurance brokers in the country.

Displayed on this page are examples of how Swett & Crawford's corporate signature appeared over time.



**BOWES**

JOHN H.  
CROWTHER  
INC.



*iWest* INSURANCE MANAGERS



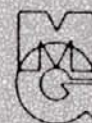
**BRITISH-AMERICAN**  
FINANCIAL SERVICES, INC.

PETCO INSURANCE BROKERS, INC.



**Dana Roehrig  
& Associates**

*Robert S. Martin Corporation*



**Montgomery General Agency**

DALLAS SURPLUS LINES UNDERWRITING  
Agency, Inc.

## The Formation of a National Network

Swett & Crawford Group was formed in 1985 when its parent company, the St. Paul Companies, combined Swett & Crawford with John H. Crowther, Inc., IWest Insurance Managers, Montgomery General Agency and Dana Roehrig & Associates.

The Group continued to grow over the next few years with the acquisitions of Fort Hill Agency and Robert S. Martin Corp. Bowes & Company operations were combined with Swett & Crawford Group following St. Paul's acquisition of Minet Holdings PLC in 1988.

Our rapid development led to the plethora of identities shown here, presenting a rather confusing picture of our company to markets and clients.

# Swett & Crawford

## Our New Look

In 1988, Swett & Crawford Group's senior management team started searching for ways to give our clients and markets a clearer perception of who we are. After concluding that the adoption of a single name for all of our companies will help us to compete more effectively in an increasingly complex marketplace, the name Swett & Crawford was selected for our new corporate identity.

Communicating our new identity involves an extensive information campaign. The campaign includes applying a universal look to all of our stationery and forms, a process which is taking place over the next 12 months. This will ensure we have a consistent look which enhances our corporate image and gives us an easily recognizable identity across the country.

Shown here are examples of our new letterhead and business cards with our new corporate name. A secondary name will be used by certain offices for a period of up to 12 months.

Swett & Crawford

Bowes & Company  
3699 Wilshire Boulevard  
Los Angeles, California 90010  
Telephone: 213.251.1314  
Telex: 213.790.0000  
Fax: 213.381.7992

 Celebrating 75 years of service.

John W. Powell  
Senior Vice President

Swett & Crawford

Bowes & Company  
3699 Wilshire Boulevard  
Los Angeles, California 90010  
Telephone: 213.251.1314  
Telex: 213.790.0000  
Fax: 213.381.7992



**E**stablishing a new look and a unified identity for all of our offices is an on-going campaign, and your understanding of this process is vital to a successful changeover. The following Q&A is designed to answer any questions you may have about our new corporate identity.

**Q. How will our agents and markets be notified of our corporate identity change?**

A. Our clients and markets will begin seeing our new identity on business papers this month and in advertising beginning in August. We believe the fact that our organization is celebrating its 75th anniversary is more interesting to people outside our company. That's why we are using that milestone as a platform to talk about our combined organization.

At this time our corporate identity change is really only one of emphasis. By shifting the emphasis from entity names to a common name, and by phasing out entity names over a period of time, we are not changing our ways of doing business. So in most cases no special notice to clients is necessary.

In special circumstances a branch manager has the option to write to clients about what we are trying to accomplish. A sample letter has been provided to each manager for this purpose.

Most likely you will have the opportunity to talk with your contacts about the changes we are making. We encourage you to answer any questions clients may have. If you encounter a question you cannot easily answer, be sure to bring it to the attention of your manager.

**Q. When will we be getting new stationery, business cards and forms? What should we do with our existing supplies of these materials?**

A. Our new stationery and business cards will be shipped to all our offices beginning in July. You should begin using these new supplies immediately upon receipt. Many of the other business forms we

## Understanding Our New Identity Program

use will not be available with our new identity until later in the year. As new forms are available you will receive instructions about replacing old forms.

**Q. Where will we be advertising?**

A. In addition to using nationally-circulated insurance publications, our ads will also appear in regional insurance magazines. For a period of time these ads will replace any local advertising your office may be doing in these publications.

**Q. How long will my office continue to use its original name? Will we stop using that name altogether or will it always be used in conjunction with Swett & Crawford?**

A. In early June each office began using the name Swett & Crawford as part of its telephone greeting. Within 12 months we expect every office will be known as Swett & Crawford. Each office is being reviewed individually for legal and marketing purposes and an appropriate time frame for the transition is being worked out.

**Q. Are there any exceptions to this identity change? What if we don't think it is a good idea for our office?**

A. A few of our offices do a substantial amount of business with other wholesalers and in those cases we are not yet asserting the Swett & Crawford name too strongly. Those are the only exceptions.

**Q. What affect will our identity change have on our opportunities and relationships with markets?**

A. In many cases our organization is one of the largest producers for the markets we use. Our common identity will help markets become more aware of the volume we place with them and will underscore the national scope of our operations.

Since early this year your senior management team has been meeting with many of the markets we deal with in an effort to explain what we are trying to accomplish. In virtually every case mar-