

**THE STATE OF NEW HAMPSHIRE**

**MERRIMACK, SS.**

**SUPERIOR COURT**

**Docket No. 03-E-0106**

**In the Matter of the Liquidation of  
The Home Insurance Company**

**AFFIDAVIT OF PETER A. BENGELSDORF, SPECIAL DEPUTY LIQUIDATOR,  
IN SUPPORT OF APPROVAL OF 2012 EMPLOYEE COMPENSATION PLANS**

I, Peter A. Bengelsdorf, hereby depose and say:

1. I was appointed Special Deputy Liquidator of The Home Insurance Company (“Home”), by the Commissioner of Insurance for the State of New Hampshire, as Liquidator (“Liquidator”) of the Companies. I submit this affidavit in support of the Liquidator’s Motion for Approval of 2012 Compensation Plans (“Motion”). The facts and information set forth below are either within my own knowledge gained through my involvement with this matter, in which case I confirm that they are true, or are based on information provided to me by others, in which case they are true to the best of my knowledge, information and belief.

2. The Motion concerns the approval of integrated compensation plans for the employees of Home in 2012 (the “2012 Employee Compensation Plans”) and a compensation and incentive/retention plan for myself. The 2012 Employee Compensation Plans consist of annual base salary programs supplemented, in certain cases, by an Annual Incentive Plan (“Annual Plan”) and a Collection Incentive Plan (“Collection Plan”). Those plans are intended to reward performance and reinforce retention of essential employees in order to facilitate the successful, efficient and prompt completion of the liquidation process. The Motion reflects the recommendation of Ernst & Young LLP (“E&Y”), experienced insurance industry compensation consultants, concerning the appropriate compensation structure for employees of Home.

3. The Liquidator's and my overall goal is to maximize the amount of assets available to pay the claims of Home's creditors as promptly as possible. As described in the Liquidator's reports and the Liquidator's Motion for Approval of Compensation Plans dated April 5, 2004 (concerning the 2004 compensation plans) (the "2004 Compensation Motion"), shortly after the liquidation proceeding began in June 2003, the Liquidator determined that the most efficient way to organize the liquidation process was to hire the most critical Risk Enterprise Management ("REM") employees. This permitted the Liquidator to benefit from the continued involvement of experienced employees with prior involvement with the Home runoff. The Liquidator initially hired 98 employees (93 from REM and 5 others) to handle the liquidation of Home. The liquidation is presently staffed by 67 employees, 56 of whom are located in New York City and 11 in Manchester, New Hampshire. The Liquidator also appointed me, the Special Deputy Liquidator, to manage the operations of the liquidation.

4. Home operated internationally and specialized in affording complex forms of insurance to large enterprises. Due to the sophisticated nature of Home's insurance products, operations and supporting reinsurance programs, an experienced and stable liquidation staff will materially contribute to the efficient collection of assets. This is illustrated by the increase in Home's liquid invested assets from the day the Order of Rehabilitation was entered, approximately \$12.7 million as of March 2003, to an estimated \$1.4 billion as of September 30, 2011. (These figures include USI Re, \$212 million of Class II early access distributions to guaranty associations to date, \$36 million in Class I distributions to guaranty associations and \$12 million of additional Class I guaranty association claims that are currently being processed.) Most of this increase is attributable to a combination of reinsurance recoveries and other financial settlements negotiated by Home's experienced staff.

5. As set forth in the 2004 Compensation Motion, the Liquidator engaged nationally recognized compensation consultants to assist in the design of employee compensation plans for 2004. The consultants had experience in the design of compensation plans for large insurers, like Home, in liquidation. They concluded that Home's base salaries were approximately at the 50<sup>th</sup> percentile among comparable companies and recommended that total direct compensation (base salary and incentive bonuses) range between the 50<sup>th</sup> and 75<sup>th</sup> percentile.

6. To retain and compensate the necessary staff for Home, the Liquidator accordingly developed and requested approval for three integrated compensation plans for 2004: a Retention Incentive Plan for non-exempt full time employees, an Annual Incentive Plan for exempt full time employees including executives, and a Collection Incentive Plan for executives. As set forth in the 2004 Compensation Motion, the Liquidator's consultants advised that the plans represented best practices with respect to compensation in insurance company liquidations, provided competitive annual and long-term earnings opportunities, and balanced performance-based rewards with short-term and long-term retention. The individual programs were integrated across employee levels and would provide, if performance goals were met or exceeded, total direct compensation between the 50<sup>th</sup> and 75<sup>th</sup> percentile of market levels. This was the level of compensation recommended by the Liquidator's consultants in order to retain experienced employees. The Court approved the compensation plans for 2004 by order issued April 21, 2004 and the similar 2005 compensation plans by order dated March 4, 2005.

7. After consulting with E&Y in 2006, the Liquidator proposed to eliminate the Retention Plan and continue the Annual Plan and Collection Incentive Plan on essentially the same terms as in 2005. The Court approved the 2006 Compensation Plans, including the elimination of the Retention Incentive Plan, by order dated February 8, 2006. During 2004 and

2005 the Retention Incentive Plan applied to Home's 15 non-exempt (Federal Wage and Hour Law) employees. Beginning in 2006 those employees had individual performance goals and were included in the Annual Plan. The Liquidator seeks to continue to provide compensation consistent with best practices with respect to compensation in insurance company liquidations, provide competitive annual and long-term earnings opportunities and balance performance-based rewards with short-term and long-term retention. To this end, the proposed 2012 Employee Compensation Plans are based on the 2006 Compensation Plans.

8. For 2011, the Liquidator proposed to reduce participation in the Annual Plan by eliminating participation for employees with base salaries less than \$75,000. In lieu of the Annual Plan, up to 70% of the amount that would otherwise be paid in incentive payments to these employees was used to increase their salaries and the remainder was applied toward the annual 401(k) safe harbor contribution. This change, which did not increase total expenses, was based on the conclusion that, in the prevailing circumstances, the nature of these positions was such that the subject employees had less ability to directly affect operating results.

Compensation based solely on annual salary was therefore deemed most appropriate. The Court approved this change in an order dated December 30, 2010.

9. For 2012, the Liquidator proposes to further reduce participation in the Annual Plan by eliminating participation for employees with base salary of \$150,000 or less. This change is based on the conclusion that, in continuation of the trend underlying the 2011 changes to the Annual Plan, the nature of these positions is such that they have less ability to directly affect operating results. As a result, compensation based solely on annual salary is therefore deemed most appropriate and, in lieu of the Annual Plan, the Liquidator proposes that up to 60% of the amount that would otherwise be paid in incentive payments to these employees

(approximately \$320,000) would be used to increase their salaries and the remainder (approximately \$103,000) would be applied toward the annual 401(k) safe harbor contribution. This change is expected to reduce total expenses by approximately \$110,000.

10. Pursuant to the proposed 2012 changes to the Annual Plan, (§§ 8, 9), fifteen full-time employees as of January 1, 2012 would be eligible to participate in the Annual Plan. This plan is designed to provide additional cash compensation based on the overall performance of both Home's liquidation and the individual employee during the annual plan cycle. The Liquidator will determine the annual goals, performance measures and payouts. The 2012 goals will include: operation within budget, accomplishment of enumerated claim determination processing objectives and reaching asset marshalling targets. Annual cash payments will be made after the close of the performance year (no later than March 15, 2013). If an employee voluntarily leaves or is terminated for cause, then no Annual Plan payment would be made. In the event of death, disability or an involuntary termination other than for cause, the employee will be entitled to a pro rata share of any Annual Plan payment. The estimated 2012 cost for the Annual Plan is approximately \$1.17 million (compared with \$1.52 million estimated to be paid for 2011, \$1.73 million estimated to be paid for 2010, \$1.86 million paid for 2009, \$2.29 million paid for 2008, \$2.23 million paid for 2007, \$2.28 million paid for 2006, \$2.28 million paid for 2005, and \$2.61 million paid for 2004).

11. At the discretion of the Liquidator, the seven senior executives of Home would be eligible to participate in the Collection Plan. The Collection Plan is designed to provide focused incentives for the collection of assets, determination of claims and management of the liquidation in an efficient manner. Awards under this plan will be based on the accomplishment of annual corporate targets but may also vary, at the discretion of the Liquidator, based on achievement of

individual performance goals. The objective of the Collection Plan, through deferred compensation, is to retain senior and experienced executives as long as deemed necessary by the Liquidator. Therefore, any Collection Plan award will be deferred and funded into a trust account. The employee will actually receive those funds only upon the involuntary termination of employment other than for cause, or at the dates established by the Liquidator (e.g., an interim 40% payout at July 1, 2014 and 60% payout at July 1, 2016). If an employee voluntarily terminates or is terminated for cause, then all Collection Plan amounts are forfeited. In the event of death or disability, the Collection Plan amounts will be distributed. The estimated 2012 cost for the Collection Plan is approximately \$844,809 (compared with \$895,145 estimated to be paid for both 2010 and 2011, \$1.06 million paid for 2009, \$1.32 million paid for 2008, \$1.31 million paid for 2007, \$1.45 million paid for 2006, \$1.51 million paid for 2005, and \$1.48 million paid for 2004).

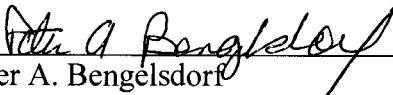
12. The total incentive compensation budget (assuming performance goals are met) for 2012 has been reduced to reflect a safe harbor payment to permit full participation by employees in Home's 401(k) plan. As described in the Liquidator's reports, Home adopted a non-contributory 401(k) plan effective October 1, 2004. Further, effective January 1, 2005, Home adopted the safe harbor provision under Internal Revenue Service rules so that all employees who wish to do so may contribute the maximum amount to the 401(k) plan. The cost of adopting the safe harbor provision is three percent of employees' earnings (up to an individual employee earnings cap of \$225,000). The cost for 2012 is estimated to be approximately \$262,000, which has been applied to reduce the budget for the Annual and Collection Plans to the amounts set forth above.

13. Last year the Liquidator's consultant, E&Y, performed a comprehensive market analysis with respect to employee compensation levels in which Home provided E&Y with job descriptions for each benchmarked position. Home, together with E&Y, then reviewed the job descriptions and matched each position to positions available in published surveys based on the type and level of work performed by the Home personnel. Based on this process, Home and E&Y concluded that the benchmarked positions were properly matched to the market data and corresponding market compensation levels. Based on its industry experience, E&Y has concluded that overall market compensation levels for key employees and executives have not changed significantly since its 2011 analysis. Accordingly, E&Y's 2012 analysis reflects the forward-trending of published survey data rather than a repetition of the comprehensive analysis that was performed in 2011.

14. E&Y advises that the 2012 compensation plans are appropriate and consistent with general market practices and to insurance companies in liquidation. It further advises that the individual plan designs and mechanics that Home has employed over the last 8 ½ years are based upon accepted compensation practices for insurance companies in liquidation, and that the levels of pay provided by the individual plans, as well as the overall total compensation, represent market competitive compensation levels. A copy of E&Y's advisory letter dated November 8, 2011 is attached as Exhibit C to the Motion.

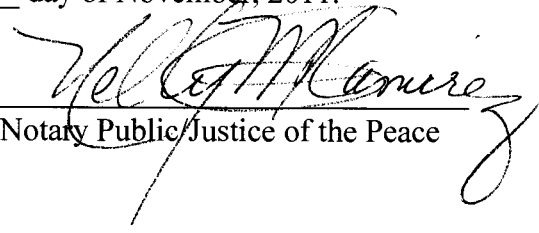
15. I believe that without the adoption of these plans the liquidation effort would be harmed because key employees would seek better, more long-term career opportunities elsewhere. For the reasons described above, I believe that the Plans are fair and reasonable and in the best interests of the liquidation and of the policyholders and other creditors of Home.

Signed under the penalties of perjury this 17 day of November, 2011.

  
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Peter A. Bengelsdorf  
Special Deputy Liquidator of The Home Insurance  
Company

STATE OF NEW YORK  
COUNTY OF NEW YORK

Subscribed and sworn to, before me, this 17<sup>th</sup> day of November, 2011.

  
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Notary Public/Justice of the Peace

**Nelly M. Gomez-Ramirez**  
**Notary Public State of New York**  
**No. 01GO5005271**  
**Qualified in Bronx County**  
**Commission Expires 2/17/2015**