

Advisory Boards: Liberty Mutual Insurance Company

CALIFORNIA (Northern)

Michael J. Bodell
President and Chief Executive Officer
Bodell Construction Company
Salt Lake City, Utah

James C. Champion
Chairman of the Board
Champion Industrial Contractors
Modesto, California

William H. Child
President and Chief Executive Officer
R. C. Willey Home Furnishings Inc.
Salt Lake City, Utah

Robert C. Cookson
President and Chief Executive Officer
The Cookson Company Inc.
Phoenix, Arizona

Ronald M. Fedrick
President, Owner and Chief
Executive Officer
NOVA Group
Napa, California

Herman G. Rowland, Sr.
Chairman of the Board
Herman Goelitz Candy Company, Inc.
Fairfield, California

John J. Thul
President
Arizona Precision Sheet Metal
Phoenix, Arizona

CALIFORNIA (Southern)

Rod Barham
Chief Executive Officer
HDOS Enterprises
Carlsbad, California

Harold C. Bennett
President
Utility Trailer Manufacturing Company
City of Industry, California

Robert A. Curry
President
California Cartage Co., Inc.
Long Beach, California

Robert Myerson
Chairman
Ben Myerson Candy Corporation
Los Angeles, California

Anthony P. Souza
President
MPA, Inc.
Torrance, California

Frank S. Wyle
Founder and Chairman
Wyle Electronics
El Segundo, California

DELAWARE

Richard S. Barr
President
Barr International, Inc.
Salisbury, Maryland

John S. Bonk
President
M. Davis & Sons, Inc.
Wilmington, Delaware

Eugene M. Julian
President
Eastern States Construction
Service, Inc.
Wilmington, Delaware

Alan B. Levin
Chairman, President and
Chief Executive Officer
Happy Harry's, Inc.
Newark, Delaware

William C. Robertson, Jr.
President
PENCO Corporation
Seaford, Delaware

P. Coleman Townsend, Jr.
Chairman and Chief Executive Officer
Townsend's, Inc.
Wilmington, Delaware

FLORIDA

Richard W. Ebsary
President
Ebsary Foundation Company, Inc.
Miami, Florida

Robert A. Lopez
President
General Asphalt Company, Inc.
Miami, Florida

Eugene McNichols
President
McNichols Company
Tampa, Florida

Martin E. Murphy
President and Chief Executive Officer
Murphy Construction Company, Inc.
West Palm Beach, Florida

Kenneth N. Schulz
President
Polk Nursery Company, Inc.
Auburndale, Florida

Charles W. Stiefel
President
Stiefel Laboratories, Inc.
Coral Gables, Florida

Kenneth N. Trask
President and Chief Executive Officer
Conshor, Inc.
Bonita Springs, Florida

GEORGIA

Edward M. Abrams
Chairman of the Board
Abrams Industries, Inc.
Atlanta, Georgia

Fred Keith
President
Atlanta Bonded Warehouse
Corporation
Kennesaw, Georgia

Howell W. Newton
President
Trio Manufacturing Company
Forsyth, Georgia

William (Pete) W. Scogin, Jr.
President
Stasco Mechanical Contractors, Inc.
Marietta, Georgia

Robert P. Shapard, III
President
American Knitting Mills
Griffin, Georgia

INDIANA

Robert R. Baylor
President
Baylor Trucking, Inc.
Milan, Indiana

Mike Mount
President
Mount Trucking, Inc.
Columbus, Indiana

Daniel J. O'Malia
President
O'Malia Food Markets, Inc.
Carmel, Indiana

Dean W. Pfister
Former Secretary
Franklin Electric Company
Ft. Wayne, Indiana

J. Douglas Reeves
President
Reeves Management Services, Inc.
Knightstown, Indiana

Terry L. Tucker
Chairman, President and
Chief Executive Officer
Maple Leaf Farms, Inc.
Milford, Indiana

KENTUCKY

P. Jack Apple
President
Cummins Cumberland, Inc.
Louisville, Kentucky

Advisory Boards: Liberty Mutual Insurance Company (continued)

Robert W. Byrd

Chairman of the Board of Directors
The Keller Manufacturing Co., Inc.
Corydon, Indiana

Don C. Haas

President
Haas Cabinet Co., Inc.
Sellersburg, Indiana

William H. Harrison, Jr.

President
Number Fourteen Corporation
Louisville, Kentucky

Fred J. Merrick, Sr.

Chief Executive Officer and President
Multi-Industries, Incorporated
Louisville, Kentucky

Thomas C. Nugent, III

President
Nugent Sand Company
Louisville, Kentucky

Robert G. Pfeiffer

Chairman of the Board and
Chief Executive Officer
Neill-LaVielle Supply Co.
Louisville, Kentucky

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President
Lightning Transportation
Hagerstown, Maryland

Michael E. Holupka

Partner
The Anderson Company, LLC
Manassas, Virginia

Joseph A. Hunt

President
Westat, Inc.
Rockville, Maryland

T. Kenneth Joy

President
B. Frank Joy Company, Inc.
Hyattsville, Maryland

Ernest D. Levering

President
Ramsay, Scarlett & Co., Inc.
Baltimore, Maryland

Carl A. Ressa

President
A. S. Johnson Company, Inc.
Forestville, Maryland

Craig M. Smith

Principal
The Creaney & Smith Group
Baltimore, Maryland

MASSACHUSETTS

Ara Aykanian

Former Chairman and
Chief Executive Officer
Boston Digital Corporation
Framingham, Massachusetts

Salvatore A. Balsamo

Chairman and Chief Executive Officer
Technical Aid Corporation d/b/a TAC
Worldwide Company
Dedham, Massachusetts

Michael F. Foley

President
M. F. Foley, Inc.
New Bedford, Massachusetts

Wayne J. Griffin

President
Wayne J. Griffin Electric Inc.
Holliston, Massachusetts

Benjamin D. Harrington

Chief Executive Officer and Treasurer
H. P. Cummings Construction
Company, Inc.
Ware, Massachusetts

Charles B. Housen

Chairman, President and
Chief Executive Officer
Erving Industries, Inc.
Erving, Massachusetts

Denis Keaveny

President and Chief Executive Officer
Cains Foods LP
Ayer, Massachusetts

Robert M. Kennedy

Executive Vice President and
Treasurer
Kennedy Die Castings, Inc.
Worcester, Massachusetts

Daniel G. Larson

President
Larson Tool & Stamping Company
Attleboro, Massachusetts

Michael J. McDougall

Senior Partner
McDougall Fine Arts Galleries
Gloucester, Massachusetts

Edward O. Owens

President
Henry F. Owens, Inc.
Everett, Massachusetts

Alfred J. Pandiani

Treasurer
National Glass Works, Inc.
Worcester, Massachusetts

James Zampell

President and Chief Executive Officer
Zampell Refractories, Inc.
Newburyport, Massachusetts

MICHIGAN

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President
R. L. Coolsaet Construction Company
Taylor, Michigan

Fred H. May

President and Chief Executive Officer
Saginaw Control & Engineering, Inc.
Saginaw, Michigan

Jeffrey S. Padnos

President
Louis Padnos Iron & Metal Company
Holland, Michigan

Joseph Schneider

President
Madison Electric Company/Standard
Electric Company
Warren, Michigan

Dr. Carl I. Schwartz

Chief Executive Officer
Plastics Research Corporation
Flint, Michigan

Charles A. Van Zoeren

Chairman of the Board and Chief
Executive Officer
Alvan Motor Freight, Inc.
Kalamazoo, Michigan

MIDDLE WEST

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President
Combined Construction Group, Ltd.
Morton, Illinois

William J. Darley

CEO and Chairman of the Board
William S. Darley & Company
Melrose Park, Illinois

Paul J. Darling, II

President and Chief Executive Officer
Corey Steel Company
Chicago, Illinois

Alfred F. Krumholz, Jr.

President
Chicago Boiler Company
Gurnee, Illinois

Joseph A. Pycz III

President
Krupp Gerlach Company
Danville, Illinois

MINNESOTA

John S. Elder
President
Elder Jones, Inc.
Bloomington, Minnesota

Ralph E. Gross
President
SPS Companies, Inc.
Minneapolis, Minnesota

John W. Lettmann
President and Chief Executive Officer
Malt-O-Meal Company
Minneapolis, Minnesota

Reid V. MacDonald
President
Faribault Foods, Inc.
Minneapolis, Minnesota

Brian Mathiowetz
President
Mathiowetz Construction Company
Sleepy Eye, Minnesota

Gary B. Sauer
President
Tiller Corporation
Maple Grove, Minnesota

MISSOURI

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President and Chief Executive Officer
Lionmark Construction Companies
St. Louis, Missouri

Joseph Burstein
Chairman of the Board
Leonard's Metal, Inc.
Creve Coeur, Missouri

George B. Desloge
Co-Chairman of the Board
Watlow Electric Manufacturing
Company, Inc.
St. Louis, Missouri

Todd J. Korte
President
Korte Construction Company
Highland, Illinois

Thom Kuhn
EVP and Chief Administrative Officer
MBK Enterprises, Inc.
St. Louis, Missouri

Scott W. Meader
President and Chief Executive Officer
Milnot Holding Corporation
St. Louis, Missouri

Zsolt Rumy
Chairman, CEO and President
Zoltek Companies, Inc.
St. Louis, Missouri

Clifford Shanfeld
President
National Auto Supply Company
East St. Louis, Illinois

NEW JERSEY

Candida C. Aversenti
President and Chief Operating Officer
General Magnaplate Corporation
Linden, New Jersey

Edward C. Hoeflich
Moorestown, New Jersey

Richard W. Kanter
President
Miller Construction Company
Jersey City, New Jersey

Theodore J. Reiss
President
Reiss Corporation
Englishtown, New Jersey

Richard C. Robinson
President
Adronics/Elrob Manufacturing Corp.
Cedar Grove, New Jersey

Thomas Rogers
President
Rogers Transfer, Inc.
Great Meadows, New Jersey

Allan Weissglass
President
Magruder Color Company, Inc.
Elizabeth, New Jersey

NEW YORK

Lawrence N. Cohen
Management Consulting
LN Cohen & Associates
Jupiter, Florida

Richard G. Kirschner
Chief Operating Officer
Jetro Cash & Carry
College Point, New York

William G. Murphy
Vice President
Halmar Contracting Inc.
Newburgh, New York

Ira Salzman
President
Slomins, Inc.
Hicksville, New York

Howard E. Wallack
President and Chief Executive Officer
Jonrob Leasing Corp.
Park City, Utah

Ronald A. Yakin
President
American Pecco Corporation
Millwood, New York

NEW YORK STATE

Richard A. Cognetti
President
Kinney Drugs, Inc.
Gouverneur, New York

Paul J. DeCarolis
President
DeCarolis Truck Rental, Inc.
Rochester, New York

Michael Dranichak
Acting CEO
L&B Contracting Industries, Inc.
Menands, New York

Frederic J. Durkin
Chairman of the Board
Transportation Consultants, Inc.
Minoa, New York

Marianne W. Gaige
President and COO
Cathedral Corporation
Rome, New York

Kirk B. Hinman
President
Rome Strip Steel Co., Inc.
Rome, New York

Peter V. McGinn, Ph.D.
President and Chief Executive Officer
United Health Services, Inc.
Binghamton, New York

NORTH CAROLINA

Jerome W. Bolick
President
Southern Furniture Company
of Conover, Inc.
Conover, North Carolina

J. M. Carstarphen, III
President, Chief Executive Officer and
Chairman of the Board
Stowe-Pharr Mills
McAdenville, North Carolina

Otis A. Crowder
President and Chief Executive Officer
Crowder Construction Company
Charlotte, North Carolina

Advisory Boards: Liberty Mutual Insurance Company (continued)

Ron E. Doggett

Former Chairman and
Chief Executive Officer
GoodMark Foods, Inc.
Raleigh, North Carolina

Edward P. Schrum

President, Chief Executive Officer
and Treasurer
Carolina Mills, Inc.
Maiden, North Carolina

Parks C. Underdown, Jr.

Chairman, Board of Directors
Hickory Springs Manufacturing Co.
Hickory, North Carolina

NORTHERN NEW ENGLAND

Robert N. Bass

Former President, CEO and Chairman
G.H. Bass and Company
Cumberland Foreside, Maine

Michael Dolan, Jr.

President
Busy Bee Janitorial Service
Somersworth, New Hampshire

Alvin D. Felgar

Chief Executive Officer
Frisbee Memorial Hospital
Rochester, New Hampshire

Jon Gregory

President
Quarry Division Rock of Ages
Corporation
Northfield, Vermont

Robert L. Gustafson

President
Thompson Center Arms
Rochester, New Hampshire

William R. Lochhead

President and General Manager
Lochhead Realty Company, Inc.
Nashua, New Hampshire

Barry E. Pottle

President
Pottle's Transportation, Inc.
Bangor, Maine

William D. Purington

President
Maine Drill and Blasting
Gardiner, Maine

Thomas Hedley Reynolds

Former President
University of New England,
Biddeford, Maine

Alvan A. Traffic

President
Hutter Construction Corporation
New Ipswich, New Hampshire

OHIO

Robert E. Alspaugh

President
SCT Corporation
Cleveland, Ohio

Bruce C. Gilbert

Chairman
Great Lakes Construction Company
Hinckley, Ohio

David W. Hackbirth

President
Business Concepts, Inc.
Akron, Ohio

Jon E. Jenson

President
Precision Metalforming Association
Independence, Ohio

Jefferson W. Keener Jr.

President
The Chardon Rubber Company
Chardon, Ohio

Lee R. Radcliffe

President
Jefferson Trucking Co.
Lorain, Ohio

PENNSYLVANIA

T. Roderick Henkels

Chief Operating Officer
Henkels & McCoy, Inc.
Blue Bell, Pennsylvania

William F. MacDonald, Jr.

President and Chairman of the Board
Houghton International, Inc.
Valley Forge, Pennsylvania

Ray B. Mundt

Former Chairman and CEO
Unisource Worldwide, Inc.
Rosemont, Pennsylvania

Robert W. Palaima

President
Delaware River Stevedores, Inc.
Philadelphia, Pennsylvania

Leo Pasini

President and Chief Operating Officer
Fisher Tank Company
Chester, Pennsylvania

John W. Rex

President
Rex Heat Treat
Lansdale, Pennsylvania

Henry L. Rosenberger

Chairman and Chief Executive Officer
Rosenberger Companies LTD.
Blooming Glen, Pennsylvania

PITTSBURGH

Richard L. Carrara

President
Amthor Steel
Erie, Pennsylvania

Lee B. Foster, II

President and Chief Executive Officer
L.B. Foster Company
Pittsburgh, Pennsylvania

Lee G. Hooper

President
Sharon Tube Company
Sharon, Pennsylvania

Dr. Charles J. Hora, Jr.

President
Lord Corporation
Cary, North Carolina

Robert A. Paul

President and Chief Executive Officer
Ampco-Pittsburgh Corporation
Pittsburgh, Pennsylvania

Steven B. Stein

Consultant
Pittsburgh, Pennsylvania

T. Philip Stout

President and Chief Executive Officer
Atlas Service Corporation
Washington, Pennsylvania

ROCKY MOUNTAIN

Demetrios C. Daskalos

President
Atlas Resources, Inc.
Albuquerque, New Mexico

Robert Millwee

President and Chief Executive Officer
Garney Companies, Inc.
Kansas City, Missouri

Edward Routzon

President
Guy's Floor Service, Inc.
Denver, Colorado

Wayne E. Simmonds

President and Chief Executive Officer
FBG Service Corporation
Omaha, Nebraska

Diemer True

Partner
True Oil Company
Casper, Wyoming

SOUTH CAROLINA

MacFarlane L. Cates, Jr.

President and Treasurer
Arkwright Mills
Spartanburg, South Carolina

Robert H. Chapman

President
Inman Mills
Inman, South Carolina

Frederick B. Dent, Jr.

President
Mayfair Mills, Inc.
Spartanburg, South Carolina

Peter E. Frohlich

Chief Executive Officer
Bommer Industries, Inc.
Landrum, South Carolina

H. Morgan Haskell

Former President and Treasurer
Brunswick Worsted Mills, Inc.
Hilton Head, South Carolina

William Lowndes, III

Chairman and Chief Executive Officer
Tindall Corporation
Spartanburg, South Carolina

Walter Scott Montgomery, Jr.

Chairman and Chief Executive Officer
Montgomery Industries, Inc.
Spartanburg, South Carolina

Richard H. Pennell

Chairman and Chief Executive Officer
Metromont Prestress Company
Greenville, South Carolina

Danny T. Phillips

President
J. Frank Blakely Company
Spartanburg, South Carolina

SOUTHERN NEW ENGLAND

Joseph Arborio

President
Arborio Corporation
Cromwell, Connecticut

Gordon M. Clark

Chief Executive Officer and Treasurer
The W.I. Clark Company/WICO
Aviation, Inc.
Wallingford, Connecticut

Harwood B. Comstock

President and Chief Executive Officer
Pratt-Read Corporation
Essex, Connecticut

Edward M. Crowley

President
Dichello Distributors, Inc.
Orange, Connecticut

Glen A. Harper

Chairman of the Board
The Waterbury Plating Company
Waterbury, Connecticut

Penfield Jarvis

President
Penco Corp./Jarvis Group
Hartford, Connecticut

Thomas F. Moore

Chairman
The Moore Company
Westerly, Rhode Island

Robert W. Parsons

President and Chief Executive Officer
A. H. Harris & Sons, Inc.
Newington, Connecticut

Daniel Sabia

President
BKM Enterprises, Inc.
East Hartford, Connecticut

David T. Shopis

President and Chief Executive Officer
The FIP Corporation
Cheshire, Connecticut

SOUTHWEST (NORTHERN)

James H. Alexander

President
Central Transportation Systems, Inc.
Waco, Texas

John B. Bartling

President and Chief Executive Officer
WMC Management Company
Addison, Texas

Timothy W. Byrne

President and Chief Executive Officer
United States Lime & Minerals, Inc.
Dallas, Texas

Jack P. Chapman

Owner
Doodle Bug Ranch, LTD
Odessa, Texas

L. Decker Dawson

President
Dawson Geophysical Company
Midland, Texas

G. Read Frymire

President and Chief Executive Officer
Frymire Engineering Co., Inc.
Dallas, Texas

Robert D. Gillikin

President
Cummins Southern Plains, Inc.
Arlington, Texas

A.H. "Chip" McElroy, II, PE

President and Chief Executive Officer
McElroy Manufacturing Inc.
Tulsa, Oklahoma

R. E. Roberts

Chairman
Entrada Corporation
Cleburne, Texas

Jerry D. Rohane

President
Western Builders of Amarillo, Inc.
Amarillo, Texas

SOUTHWEST (SOUTHERN)

Phyllis A. Adams

President
Phylway Construction Company, Inc.
Thibodaux, Louisiana

Robert C. Banks

Chairman
McKinney Drilling Company
Nacogdoches, Texas

Wallace Brasuell, P.E.

President and Chief Executive Officer
I.A. Naman + Associates, Inc.
Houston, Texas

Lloyd K. Davis

Investor
Lloyd K. Davis Interests
Houston, Texas

Terry W. Davis

Chairman and President
TD Rowe Amusements, Inc.
Houston, Texas

Advisory Boards: Liberty Mutual Insurance Company (continued)

Dan A. Dill

President and Chief Operating Officer
Varmicon Industries
Harlingen, Texas

Jon G. Ford

President
Todd-Ford, Inc.
San Antonio, Texas

A. Bruce Gerhardt

President
Gerhardt's, Inc.
Jefferson, Louisiana

Jack M. Introligator

Vice President
Plant & Machinery, Inc.
Houston, Texas

Leonard N. Martin

Chairman of the Board
Mustang Tractor & Equipment
Company
Houston, Texas

Mark T. Scully

President
T.A.S. Commercial Concrete
Construction LP
Spring, Texas

TENNESSEE

Gregory D. Brown

President
B.R. Williams Trucking
Oxford, Alabama

Stanley K. Dunbar

President and Chief Executive Officer
Moody Dunbar, Inc.
Johnson City, Tennessee

Whitney C. Keyt

Chairman of the Board and
Chief Executive Officer
Service Transport, Inc.
Cookeville, Tennessee

Robert W. Klyce

President and Chief Executive Officer
Car and Truck Rental, Inc.
Birmingham, Alabama

Paul A. Martin

Chairman of the Board and
Chief Executive Officer
DWC Construction Company, Inc.
Nashville, Tennessee

Leroy McAbee, Sr.

Chief Executive Officer
McAbee Construction, Inc.
Tuscaloosa, Alabama

William L. Schaff

President
The Mapes Piano String Company
Elizabethton, Tennessee

John E. Seward, Jr.

Chairman of the Board and
Chief Executive Officer
PLC, Inc.
Elizabethton, Tennessee

VIRGINIA

Frank Armstrong, III

Chairman and President
National Fruit Product Company Inc.
Winchester, Virginia

A. Douglas Dalton, Jr.

President and Chief Executive Officer
English Construction Co., Inc.
Lynchburg, Virginia

Hubert Jackson Deaton, III, P.E.

President
Schnabel Foundation Company
Sterling, Virginia

J. Spencer Frantz, Sr.

Vice Chairman
Graham-White Mfg. Company
Salem, Virginia

Henry S. Holland, III

Former President
The Cardwell Mackin Companies
Charlottesville, Virginia

James T. Holland

Former President
O'Sullivan Group
Winchester, Virginia

Lloyd U. Noland, III

Chairman and President
Noland Company
Newport News, Virginia

Harry G. Norris

President
Howell's Motor Freight, Inc.
Roanoke, Virginia

Edward J. Reed

President
Givens, Inc. and
Givens Trucking Co., Inc.
Chesapeake, Virginia

Robert H. Spilman

Former Chairman of the Board
Bassett Furniture Industries, Inc.
Bassett, Virginia

C. Kenneth Wright

Chairman of the Board
Basic Auto Sales, LP
Glen Allen, Virginia

WISCONSIN

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Joe Daniels Construction Co.
Madison, Wisconsin

Ronald Deabler

President
American Technical Services, Inc.
Brookfield, Wisconsin

Franklyn Esenberg

Chairman of the Board
Interstate Forging Industries, Inc.
Milwaukee, Wisconsin

William R. Sauey

Chairman of the Board
Nordic Group of Companies, Ltd.
Baraboo, Wisconsin

Robert Schaupp

President
P&S Investment Co., Inc.
Green Bay, Wisconsin

Michael E. Stroh

President
Stroh Die Casting Co., Inc.
Milwaukee, Wisconsin

William J. Troyk

President
Roadrunner Freight Systems, Inc.
Cudahy, Wisconsin

William J. Webster

Chairman of the Board
Crescent Woolen Mills Company
Two Rivers, Wisconsin