

# **EXHIBIT “C”**

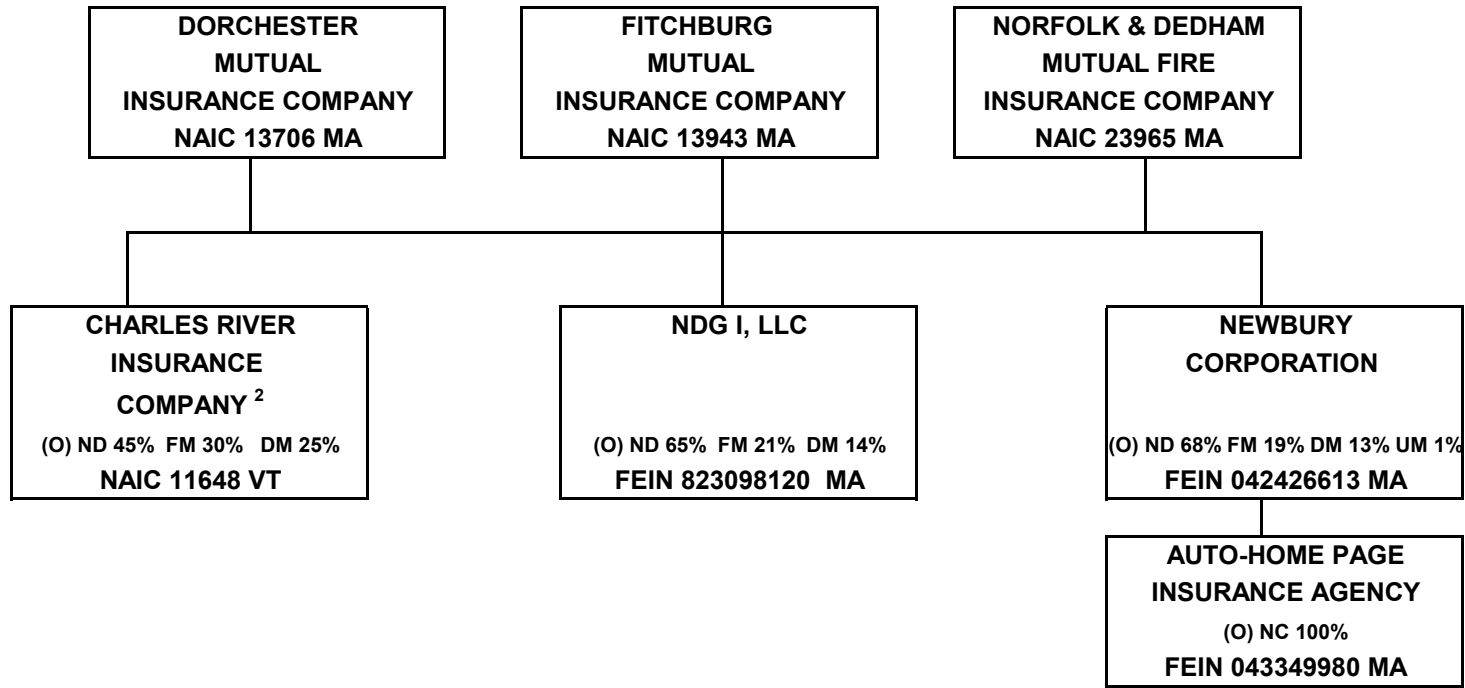
## **The N&D Group**

### **Org Chart**

#### **Pre-Affiliation**

# ORGANIZATION CHART - OWNERSHIP

## NORFOLK & DEDHAM GROUP <sup>1</sup> - NAIC GROUP 0144



—— = Ownership Relationship

<sup>1</sup> Trade/Brand Name Only

(O) = Ownership %