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December 16, 2013

Deloitte CFO of the Year Award  
The Des Moines Business Record  
The Depot at 4th  
100 4th Street  
Des Moines, IA 50309

**Re: Nomination of Roger L. Schlueter**

Gentlemen:

Please consider this nomination for Roger L. Schlueter, Chief Financial Officer of National Chiropractic Mutual Holding Company, and the NCMIC Group as Deloitte CFO of the Year.

I am an attorney specializing in the representation of the insurance industry, and have been practicing law for 28 years. I have known and worked with Mr. Schlueter for almost 25 of those years. During this time I have observed his high ethical standards in business, and the unfailingly polite and attentive manner in which he deals with everyone with whom he comes into contact.

I first met Mr. Schlueter while he was serving as the Chief Financial Officer of Healthcare Underwriters Mutual Insurance Company (HUM). During that time I had the opportunity to directly observe his hard work and determination in expanding and growing HUM. He had spent 15 years at HUM after starting his career at a large accounting firm, and then progressing to a senior position at Albany Medical Center, in Albany, NY. After he moved to Iowa to become CFO of NCMIC, we continued to work together.

Shortly after Mr. Schlueter became CFO of NCMIC, the winds of change created many challenges for corporations, particularly those in the insurance industry, like NCMIC. Unlike other industries, the insurance industry demands that a CFO be conversant in Statutory Accounting as well as GAAP accounting. The arrival of Sarbanes-Oxley and other measures designed to increase transparency and mitigate enterprise risk required CFOs to adapt to new rules that did not quite mesh with the practical operational methods of the insurance industry. Mr. Schlueter was able to quickly adapt and create compliance programs to assure that NCMIC was always current with all new requirements, allowing it to thrive while others were sometimes slower to adapt.

Mr. Schlueter also had to deal with the insurance rating agencies and manage a process of diversification and expansion at the same time as demonstrating that doing so was pursuant to a

Deloitte CFO of the Year Award  
December 16, 2013  
Page 2

reasoned and managed process which warranted even higher ratings. Throughout this process Mr. Schlueter calmly navigated uncharted waters as NCMIC did in fact grow and diversify successfully.

Most recently, Mr. Schlueter was responsible for a transaction which will allow NCMIC to participate internationally in business from Lloyd's of London, and area that he has followed for many years, and where his own way of doing business is similar to the Lloyd's way – "Your word is your bond."

I highly recommend Mr. Schlueter for Deloitte CFO of the Year.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Marc M. Tract", with a long horizontal flourish extending to the right.

Marc M. Tract

MMT:kks