Directors

James F. Beré
President and Chief Executive Officer

Edmund F. Ball
Chairman of the Executive Committee, Ball Corporation, Muncie, Ind.

*Weston R. Christopherson
President, Jewel Companies, Inc., Chicago, Ill.

Charles S. Davis, Jr.
Management Consultant, Grosse Pointe Farms, Mich.

Gaylord Donnelley
Chairman of the Board, R. R. Donnelley & Sons Company, Chicago, Ill.

Gaylord Freeman
Chairman of the Board, The First National Bank of Chicago

James J. Gavin, Jr.
Vice President—Finance and Controller

William B. Graham
Chairman and Chief Executive Officer, Baxter Laboratories, Inc., Chicago, Ill.

Robert P. Gwinn
Chairman and Chief Executive Officer, Sunbeam Corporation, Chicago, Ill.

William G. Karnes
Chairman and Chief Executive Officer, Beatrice Foods Company, Chicago, Ill.

Robert W. Murphy
Executive Vice President and Chairman of Executive Committee

Edward L. Palmer
Chairman of the Executive Committee, First National City Bank, New York, N.Y.

Robert Shattuck
Executive Vice President

*Elected January 9, 1973.

Officers

James F. Beré
President and Chief Executive Officer

Robert W. Murphy
Executive Vice President and Chairman of Executive Committee

Robert O. Bass
Executive Vice President

John C. Oesterle
Executive Vice President

Robert Shattuck
Executive Vice President

Howard J. Davis
Group Vice President

Allen C. Menke
Group Vice President

Henry C. Miller
Group Vice President

James J. Gavin, Jr.
Vice President—Finance and Controller

Russell J. Parsons
Vice President—General Counsel and Secretary

James H. Ingersoll
Vice President—International

Peter C. Valli
Vice President—Management Services and Assistant to the President

Donald W. Collier
Vice President—Research

William M. Valiant
Treasurer

James R. Deters
Assistant Controller

Gordon F. Hegwood
Assistant Controller

Frederic C. Kautz
Assistant Treasurer

Jeannette E. Terris
Assistant Secretary

Jack L. Wentz
Assistant Secretary

Corporate Management Committee

James F. Beré
Robert O. Bass
Donald W. Collier
Howard J. Davis
William M. DuVall
Thomas S. Farmer
James J. Gavin, Jr.
James H. Ingersoll
Allen C. Menke
Henry C. Miller
Douglas Mueller
Robert W. Murphy
John C. Oesterle
Russell J. Parsons
Robert Shattuck
William M. Valiant
Peter C. Valli

Policy and Planning Committee

James F. Beré
James J. Gavin, Jr.
Robert W. Murphy
Robert Shattuck
Peter C. Valli

Accountants
Peat, Marwick, Mitchell & Co.

Transfer agents
Continental Illinois National Bank and Trust Company of Chicago
First National City Bank, New York

Registrars
La Salle National Bank, Chicago
Morgan Guaranty Trust Company of New York

Common stock
Listed on New York Stock Exchange, Midwest Stock Exchange, Pacific Coast Stock Exchange
(Symbol: BOR)