

Officers

James F. Beré
Chairman and
Chief Executive Officer
18 years service

Robert O. Bass
President
45 years service

James J. Gavin, Jr.
Senior Vice President
Finance
10 years service

Russell J. Parsons
Senior Vice President,
General Counsel and Secretary
32 years service

Donald W. Collier
Senior Vice President
Corporate Strategy
18 years service

Jerry E. Dempsey
Executive Vice President
(Chemicals & Plastics
Transportation Equipment)
23 years service

Elmer D. Robinson
Executive Vice President
(Air Conditioning
Industrial Products)
23 years service

Robert E. LaRoche
Vice President
(Financial and
Protective Services)
23 years service

Frank E. Pilling
Vice President
(Transportation
Equipment)
29 years service

Peter C. Valli
Vice President
(Energy Equipment)
20 years service

James R. Deters
Vice President and
Controller
9 years service

William M. Vallant
Vice President and Treasurer
31 years service

James H. Ingersoll
Vice President
External Affairs
33 years service

Robert A. Morris
Vice President
Communications
2 years service

Donald C. Trauscht
Vice President
Business Development and
Acquisitions
11 years service

William H. Weltyk
Vice President
Engineering and
Development
19 years service

John P. Rozinsky
Assistant Controller
13 years service

Frederic C. Kautz
Assistant Treasurer
13 years service

Mark F. Ogan
Assistant Treasurer
9 years service

James R. Lidman
Assistant Secretary
12 years service

Jeannette E. Terris
Assistant Secretary
30 years service

Jack L. Wentz
Assistant Secretary
16 years service

Management Committee

Policy and Planning Committee

James F. Beré, Chairman
Robert O. Bass
Donald W. Collier
James J. Gavin, Jr.
Russell J. Parsons
Elmer D. Robinson

Operations Committee

Robert O. Bass, Chairman
Jerry E. Dempsey
James R. Deters
Robert E. LaRoche
Frank E. Pilling
Elmer D. Robinson
Peter C. Valli

Directors

Hans Bacher
Member, Board of Management
Robert Bosch GmbH
Stuttgart, West Germany
Director since 1977

Robert O. Bass
President
Borg-Warner Corporation
Director since 1973

James F. Beré
Chairman and Chief Executive Officer
Borg-Warner Corporation
Director since 1968

Weston R. Christopherson
President, Jewel Companies, Inc.
Chicago, Illinois
Director since 1973

Gaylord Donnelley
Chairman of the Executive Committee
R. R. Donnelley & Sons Company
Chicago, Illinois
Director since 1966

Gaylord Freeman
Honorary Chairman
First Chicago Corporation and
The First National Bank of Chicago
Director since 1957

James J. Gavin, Jr.
Senior Vice President—Finance
Borg-Warner Corporation
Director since 1969

William B. Graham
Chairman and Chief Executive Officer

Raymond M. Holliday
Chairman of the Board
and Chief Executive Officer
Hughes Tool Company
Houston, Texas
Director since 1975

Robert S. Ingersoll
Deputy Chairman, Board of Trustees
The University of Chicago
Director since 1976 and 1955-72

William G. Karnes
Retired Chairman of the Board
Beatrice Foods Co.
Chicago, Illinois
Director since 1959

Hans L. Merkle
Chairman of the Board of Management
Robert Bosch GmbH
Stuttgart, West Germany
Director since 1977

James J. O'Connor
President
Commonwealth Edison Company
Chicago, Illinois
Director since 1978

James E. Olson
Vice Chairman
American Telephone &
Telegraph Company
New York, New York
Director since 1974

Thomas C. Theobald
Executive Vice President

Committees of the Board

Executive Committee

James F. Beré, Chairman
Robert O. Bass
James J. Gavin, Jr.
William B. Graham
William G. Karnes

Compensation Committee

Gaylord Freeman, Chairman
James E. Olson, Vice Chairman
Weston R. Christopherson
Gaylord Donnelley
William G. Karnes

Finance Committee

William G. Karnes, Chairman
Gaylord Donnelley
Gaylord Freeman
William B. Graham
Raymond M. Holliday
Robert S. Ingersoll
Thomas C. Theobald

Audit Committee

Weston R. Christopherson, Chairman
Gaylord Donnelley
Robert S. Ingersoll
James E. Olson

Nominating Committee

William B. Graham, Chairman
Weston R. Christopherson
James E. Olson