Officers

Robert O. Bass
Vice Chairman
46 years service

James F. Berė
Chairman and
Chief Executive Officer
19 years service

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

Jerry E. Dempsey
President and
Chief Operating Officer*
24 years service

James R. Deters
Vice President and
Controller
10 years service

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

Clarence E. Johnson
Vice President
Human Resources
27 years service

Frederic C. Kautz
Assistant Treasurer
14 years service

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

James R. Lidman
Assistant Secretary
13 years service

Robert A. Morris
Vice President
Communications
3 years service

Mark F. Ogan
Assistant Treasurer
10 years service

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

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

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

John P. Ruzinsky
Assistant Controller
14 years service

Jeannette E. Terris
Assistant Secretary
31 years service

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

William M. Valiant
Vice President
and Treasurer
32 years service

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

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

Jack L. Wentz
Assistant Secretary
17 years service

Management Committees

Policy and Planning Committee
James F. Berė, Chairman
Robert O. Bass
Donald W. Collier
Jerry E. Dempsey
James J. Gavin, Jr.
Clarence E. Johnson
Russell J. Parsons
Elmer D. Robinson

Operations Committee
Jerry E. Dempsey, Chairman
James R. Deters
Leonard A. Harvey
Robert E. LaRoche
Frank E. Pilling
Elmer D. Robinson
Peter C. Valli

*Elected to post on 1/8/80.

Directors

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

Robert O. Bass
Vice Chairman
Borg-Warner Corporation
Director since 1973

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

Weston R. Christopherson
President and Chief Executive Officer
Jewel Companies, Inc.
Chicago, Illinois
Director since 1973

Jerry E. Dempsey
President and Chief
Operating Officer
Borg-Warner Corporation
(Elected a director in Jan. 1980)

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
Baxter Travenol Laboratories, Inc.
Deerfield, Illinois

Raymond M. Holliday
Chairman of the Board
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 of the Board
American Telephone &
Telegraph Company
New York, New York
Director since 1974

Thomas C. Theobald
Executive Vice President
Citibank, N.A.
New York, New York
Director since 1977

Committees of the Board

Executive Committee
James F. Berė, 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

Finance Committee
William G. Karnes, Chairman
William B. Graham
Raymond M. Holliday
Robert S. Ingersoll
James J. O'Connor
Thomas C. Theobald

Audit Committee
Weston R. Christopherson, Chairman
Gaylord Donnelley
Robert S. Ingersoll
James J. O'Connor

Nominating Committee
William B. Graham, Chairman
Weston R. Christopherson
James E. Olson
Thomas C. Theobald