

## OFFICERS AND DIRECTORS

### BOARD OF DIRECTORS

#### PHILIP J. PURCELL

Chairman & Chief Executive Officer

#### JOHN J. MACK

President & Chief Operating Officer

#### RICHARD B. FISHER

Chairman of the Executive Committee

#### THOMAS C. SCHNEIDER

Executive Vice President,  
Chief Strategic & Administrative Officer

#### ROBERT P. BAUMAN

Non-Executive Chairman, British Aerospace PLC

#### EDWARD A. BRENNAN

Former Chairman & Chief Executive Officer  
Sears, Roebuck and Co.

#### DIANA D. BROOKS

President & Chief Executive Officer, Sotheby's Holdings, Inc.

#### DANIEL B. BURKE

Former Chief Executive Officer, President &  
Chief Operating Officer, Capital Cities/ABC, Inc.

#### C. ROBERT KIDDER

Chairman & Chief Executive Officer, Borden, Inc.

#### MILES L. MARSH

Chairman & Chief Executive Officer  
Fort James Corporation

#### MICHAEL A. MILES

Former Chairman & Chief Executive Officer  
Philip Morris Companies Inc.

#### ALLEN E. MURRAY

Former Chairman & Chief Executive Officer  
Mobil Corporation

#### CLARENCE B. ROGERS, JR.

Chairman of the Board & Former Chief Executive Officer  
Equifax Inc.

#### LAURA D'ANDREA TYSON

Class of 1939 Professor of Economics and  
Business Administration  
University of California at Berkeley

### OTHER OFFICERS

#### CHRISTINE A. EDWARDS

Executive Vice President,  
Chief Legal Officer & Secretary

#### ROBERT G. SCOTT

Executive Vice President &  
Chief Financial Officer

#### EILEEN K. MURRAY

Controller & Principal Accounting Officer

### MANAGEMENT COMMITTEE

#### PHILIP J. PURCELL

Chairman & Chief Executive Officer

#### JOHN J. MACK

President & Chief Operating Officer

#### JAMES M. ALLWIN

President & Chief Operating Officer  
Institutional Investment Management

#### THOMAS R. BUTLER

President & Chief Operating Officer  
NOVUS Services

#### RICHARD M. DEMARTINI

President & Chief Operating Officer  
Individual Asset Management

#### CHRISTINE A. EDWARDS

Executive Vice President,  
Chief Legal Officer & Secretary

#### JAMES F. HIGGINS

President & Chief Operating Officer-Dean Witter Securities

#### PETER F. KARCHES

President & Chief Operating Officer  
Morgan Stanley & Co. Incorporated

#### THOMAS C. SCHNEIDER

Executive Vice President,  
Chief Strategic & Administrative Officer

#### ROBERT G. SCOTT

Executive Vice President &  
Chief Financial Officer

#### SIR DAVID A. WALKER

Chairman, Morgan Stanley International Incorporated