

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
MSDW Direct Business Group

ROBERT P. BAUMAN
Non-Executive Chairman, BTR 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.

CHARLES F. KNIGHT
Chairman & Chief Executive Officer
Emerson Electric Co.

MILES L. MARSH
Chairman & Chief Executive Officer
Fort James Corporation

MICHAEL A. MILES
Special Limited Partner
Forstmann Little & Co.

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
Dean, Walter A. Haas School of Business
University of California at Berkeley

OTHER OFFICERS

CHRISTINE A. EDWARDS
Chief Legal Officer & Secretary

JOHN H. SCHAEFER
Chief Strategic & Administrative Officer

ROBERT G. SCOTT
Chief Financial Officer

ALEXANDER C. FRANK
Treasurer

EILEEN K. MURRAY
Controller & Principal Accounting Officer

MANAGEMENT COMMITTEE

PHILIP J. PURCELL
Chairman & Chief Executive Officer

JOHN J. MACK
President & Chief Operating Officer

RICHARD M. DEMARTINI
International Private Client Group

KENNETH M. DEREGT
Institutional Fixed Income

CHRISTINE A. EDWARDS
Chief Legal Officer & Secretary

JAMES F. HIGGINS
Individual Securities

PETER F. KARCHES
Institutional Securities

MITCHELL M. MERIN
Asset Management

DAVID W. NELMS
Discover Financial Services

STEPHAN F. NEWHOUSE
Institutional Securities

VIKRAM S. PANDIT
Institutional Equities

JOSEPH R. PERELLA
Investment Banking

JOHN H. SCHAEFER
Chief Strategic & Administrative Officer

THOMAS C. SCHNEIDER
Direct Business Group

ROBERT G. SCOTT
Chief Financial Officer

SIR DAVID A. WALKER
Morgan Stanley International Incorporated