

• THE CORPORATE ELITE •



ARVIN INDUSTRIES

James K. Baker

Columbus, Ind. 812-379-3000

Sales: \$1.4 bil. Profits: \$48 mil.

Market value: \$426 mil.

► Born 12/21/31, Wabash, Ind.; AB (physics & mathematics), DePauw, 1953; MBA, Harvard, 1958. Career path—merchandising/marketing, corporate management; tenure—34 years, CEO 7 years. Compensation: 1987 salary & bonus, \$375,000; ownership, 85,000 shares. ► Spent most of his life in Indiana, but now he's going international with his major auto-parts-and-components supplier. Built capacity, made acquisitions, lined up joint ventures overseas. Why? Things aren't so hot at home. He's closing plants, streamlining manufacturing.



ASHLAND OIL

John Richard Hall

Russell, Ky. 606-329-3333

Sales: \$7.0 bil. Profits: \$133 mil.

Market value: \$2.19 bil.

► Born 11/30/32, Dallas, Tex.; BS (chem. eng.), Vanderbilt, 1955. Career path—production/manufacturing; tenure—32 years, CEO 7 years. Compensation: 1987 salary & bonus, \$870,000; ownership, 19,000 shares. ► Business is brisk at biggest U.S. independent refiner, but he still has lots of problems. Settled a bribery, wrongful discharge case for \$25 million. Later, he was "outraged" when a predecessor was arrested for allegedly selling stolen documents. Then came another shocker: Company indicted for Monongahela River oil spill.



ATARI

Jack Trumiel

Sunnyvale, Calif. 408-745-2000

Sales: \$493 mil. Profits: \$44 mil.

Market value: \$375 mil.

► Born 12/13/28, Lodz, Poland. Career path—entrepreneur; tenure—5 years, CEO 5 years. Compensation: 1987 salary & bonus, NA; ownership, 25,508,000 shares. ► Legendary price-cutter who has resurrected the company from near-dead. Riding video-game boom with new, revamped games and machines. Electronics stores he bought last year are struggling. Low-cost computer line selling abroad, but doing poorly in U.S. Concentration-camp survivor, delegating more to eldest son Sam. Surprise: using founder Nolan Bushnell to design games.



ATLANTIC ENERGY

E. Douglas Huggard

Pleasantville, N.J. 609-645-4500

Sales: \$648 mil. Profits: \$78 mil.

Market value: \$644 mil.

► Born 11/22/33, Wilmington, Del.; BS (mech. eng.), 1955; MS (mech. eng.), 1961, U. of Del. Career path—engineering/technical, production/manufacturing; tenure—34 years, CEO 3 years. Compensation: 1987 salary & bonus, \$270,000; ownership, 5,400 shares. ► Bracing for the day when Atlantic City's utility no longer has a monopoly on the boardwalk. Converted into a holding company to diversify into nonregulated lines. But casino industry and booming economy are straining capacity. Hurt by shutdown of Peach Bottom nukes.



ASARCO

Richard de Jongh Osborne

New York, N.Y. 212-510-2000

Sales: \$1.4 bil. Profits: \$208 mil.

Market value: \$988 mil.

► Born 3/19/34, Bronxville, N.Y.; AB (econ.), Princeton, 1956. Career path—finance/accounting; tenure—14 years, CEO 3 years. Compensation: 1987 salary & bonus, \$1,140,000; ownership, 11,000 shares. ► Tough CEO's cost cuts, restructuring finally paid off on metals company's bottom-line. Asset sales also allowed him to pay down debt. Completing big copper expansion, increasing lead production. Look for acquisitions in specialty chemicals, crushed stone, aggregate businesses. Trouble: OSHA violations.



ASHTON-TATE

Edward M. Esber Jr.

Torrance, Calif. 213-329-8000

Sales: \$267 mil. Profits: \$43 mil.

Market value: \$592 mil.

► Born 6/22/52, Cleveland, Ohio; BS (computer eng.), Case Inst. of Tech., 1974; MS (elec. eng.), Syracuse, 1976; MBA, Harvard, 1978. Career path—engineering/technical; tenure—4 years, CEO 4 years. Compensation: 1987 salary & bonus, \$874,000; ownership, 90,000 shares. ► King of database management. Delay in shipping dBASE III hasn't hurt demand for this new superfast program. Also excited about his entry into word processing, tailored to Apple's Macintosh. That's his ticket to diversification. A risk fanatic—and one-time skydiver.



ATLANTA GAS LIGHT

David R. Jones

Atlanta, Ga. 404-584-4000

Sales: \$983 mil. Profits: \$39 mil.

Market value: \$528 mil.

► Born 5/22/37, Atlanta, Ga.; BS (industrial man.), Ga. Inst. of Tech., 1959. Career path—engineering/technical; tenure—29 years, CEO 8 months. Compensation: 1987 salary & bonus, \$214,000; ownership, 5,000 direct, 1,000 indirect shares. ► A lifer with his utility, he was pushed into top job in February by untimely death of predecessor. Inherits a flourishing company with enviable growth. Under no pressure to diversify, he'll stick with oil, gas, and real estate. That may change if growth in Atlanta territory slows a bit more.



ATLANTIC RICHFIELD

Lodwick Monroe Cook

Los Angeles, Calif. 213-486-3511

Sales: \$16.3 bil. Profits: \$1.2 bil.

Market value: \$14.53 bil.

► Born 6/17/28, Castor, La.; BS (math), 1950; BS (petro. eng.), 1955, La. State; MBA, SMU, 1965. Career path—engineering/technical, merchandising/marketing; tenure—33 years, CEO 3 years. Compensation: 1987 salary & bonus, \$1,450,000; ownership, 55,000 shares. ► Anything-but-stuffy good ol' boy who concentrates on keeping Arco No. 1 in its all-important Western retail markets. With a cushion of big Alaskan reserves, he runs very profitable company. In January, he snapped up small British oil company with North Sea holdings.