

Significant Board Interlocks Involving the Largest Public Companies and the Healthcare Industry

| Large Public Company of Concern | Unfunded OPEBs (\$ in millions) | Director Name | Board Committees at Company of Concern | Directorships at Healthcare Companies | 9/28/07 value of share holdings of Company of Concern | 9/28/07 value of share holdings of healthcare company | Value of healthcare co/Value of Co of Concern (%) |
|---|---------------------------------|-----------------------|--|--|---|---|---|
| <i>American Express Co. (AXP)</i> | \$ 376 | Leschly, Jan | Chair, Comp & Benefits Committee; Exec. & Pub Responsibility Committee | Care Capital LLC, founder and partner | \$ 8,958,339 | Not Available | |
| | | Reinemund, Steven S | Audit Committee | Johnson & Johnson | \$ 296,850 | \$ 390,784 | 132% |
| | | Walter, Robert D. | Audit, Comp & Benefits Committees | Cardinal Health Inc., exec. Chmn | \$ 9,517,011 | \$ 238,431,080 | 2505% |
| | | Williams, Ronald A. | Audit Committee | Aetna Inc., CEO | \$ 118,740 | \$ 11,998,771 | 10105% |
| <i>AT&T Corp. (T)</i> 2nd largest unfunded OPEB liability | \$ 26,990 | McCoy, John B. | Gov, Exec and Nominating Committees | Cardinal Health Inc. | \$ 1,336,319 | \$ 6,041,336 | 452% |
| | | Metz, Mary S. | Gov and Nominating Committees | Longs Drug Stores Corp. | \$ 165,009 | \$ 313,616 | 190% |
| <i>Bank of America Corp. (BAC)</i> | \$ 1,450 | Ryan, Thomas M. | Chair Gov and Nominating Committees; Compensation Committee | CVS Caremark Corp. | \$ 254,618 | \$ 57,655,904 | 22644% |
| | | Ward, Jacquelyn M. | Chair Asset Quality Committee | WellPoint Inc. | \$ 732,836 | \$ 3,287,807 | 449% |
| <i>The Black & Decker Corp. (BDK)</i> | \$ 89 | Burns, M. Anthony | Finance Committee | Pfizer Inc. | \$ 646,741 | \$ 533,942 | 83% |
| | | Ryan, Robert L. | Audit Committee | UnitedHealth Group Inc., also retired CFO and Sr. VP Medronic Inc. | \$ - | \$ 1,162,320 | |
| <i>The Boeing Co. (BA)</i> 5th largest unfunded OPEB liability | \$ 8,240 | Collins, Arthur D. | Audit Committee | Medtronic Inc. | \$ - | \$ 22,516,277 | |
| | | Daley, William M. | Finance and Special Programs Committees | Abbott Laboratories | \$ 131,238 | \$ 187,670 | 143% |
| | | Jones, James L. | Audit Committee | Invacare Corp. | \$ - | \$ - | |
| <i>Corning Inc. (GLW)</i> | \$ 803 | Smithburg, William D. | Chair, Audit Committee; Comp Committee | Abbott Laboratories | \$ 3,645,883 | \$ 3,415,594 | 94% |
| | | Weeks, Wendell P. | Chairman & CEO | Merck & Co. | \$ 20,294,296 | \$ 10,338 | 0% |
| <i>Electronic Data Systems Corp. (EDS)</i> | | Dunbar, W. Roy | Audit Committee | Humana Inc., retired from Eli Lilly and Co., holdings not available. | \$ 187,125 | \$ 669,940 | 358% |
| | | Gillis, S. Malcolm | Audit Committee | Introgen Therapeutics | \$ 82,752 | \$ 64,297 | 78% |
| | | Hancock, Ellen M. | Chair, Comp Committee, Audit Committee | Aetna Inc. | \$ 130,188 | \$ 455,868 | 350% |
| | | Jordan, Michael H. | Chairman | Aetna Inc., retired | \$ 9,944,298 | \$ 669,475 | 7% |
| | | Kangas, Edward A. | Audit Committee | Tenet Healthcare Corp. | \$ - | \$ 33,600 | |
| | | Kangas, Edward A. | Audit Committee | Oncology Therapeutics | \$ - | Not Available | |
| | | Kangas, Edward A. | Audit Committee | Eclipsys Corp. | \$ - | Not Available | |
| | | Yost, R. David | Comp Committee | AmerisourceBergen, retired CEO | \$ 109,200 | \$ 34,654,785 | 31735% |
| | | Yost, R. David | Comp Committee | PharMerica | \$ 109,200 | \$ 978,991 | 897% |
| <i>Exxon Mobil Corp. (XOM)</i> 7th largest unfunded OPEB liability | \$ 6,340 | George, William W. | Comp Committee | Novartis AG | \$ 5,183,360 | \$ 6,532,820 | 126% |
| | | Howell, William R. | Chair, Comp Committee | Pfizer Inc. | \$ 4,692,792 | \$ 155,131 | 3% |
| | | Reinemund, Steven S | Audit and Finance Committees | Johnson & Johnson | \$ 849,238 | \$ 390,784 | 46% |
| | | Shipley, Walter V. | Comp Committee | Wyeth | \$ 4,122,622 | \$ 338,714 | 8% |
| <i>General Electric Co. (GE)</i> 6th largest unfunded OPEB liability | \$ 6,550 | Larsen, Ralph S. | Lead director, Chair Comp Committee; Gov and Nominating Committees | Johnson & Johnson, retired CEO | \$ 2,395,156 | \$ 89,687,333 | 3745% |
| | | Lazarus, Rochelle B. | Gov and Nominating Committees | Merck & Co. | \$ 2,962,832 | \$ 206,760 | 7% |

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| <i>General Motors Corp. (GM)</i> Largest unfunded OPEB liability | \$ 51,060 | Barnevik, Percy | Chair, Policy Committee | AstraZeneca PLC, retired CEO | \$ 351,037 | Not Available | |
| | | Fisher, George M.C. | Lead Director, Chair Director & Corp Gov Committee | Eli Lilly and Co. | \$ 174,398 | \$ 1,427,634 | 819% |
| | | Katen, Karen | Directors & Corp Gov, Exec Comp Committee; Chair Investment Funds Committee | Pfizer Inc., president Pfizer Foundation, retired vice chair PhRMA. | \$ 220,200 | \$ 23,969,470 | 10885% |
| <i>Honeywell International Inc. (HON)</i> | \$ 2,260 | Howard, James | Audit Committee | Walgreen Co. | \$ 552,774 | \$ 2,242,908 | 406% |
| | | Seidenberg, Ivan G. | Chair Corp Gov Committee; Management Development and Com Committee | CVS Caremark Corp., retired | \$ 301,929 | \$ 584,978 | 194% |
| | | Seidenberg, Ivan G. | Chair Corp Gov Committee; Management Development and Com Committee | Wyeth | \$ 301,929 | \$ 305,435 | 101% |
| | | Sheares, Bradley T. | Management Development and Com Committee | Reliant Pharmaceuticals LLC, CEO | \$ 177,600 | Not Available | |
| | | Stafford, John R. | Chair Com Committee; Audit Committee | Wyeth, retired | \$ 1,485,561 | \$ 27,595,561 | 1858% |
| <i>International Business Machines Corp. (IBM)</i> 8th largest unfunded OPEB liability | \$ 5,720 | Dormann, Juergen | Exec Comp and Management Resources Committee | Sanofi-Aventis, Vice Chair | \$ 638,712 | Not Available | |
| | | Jackson, Shirley Ann | Directors & Corp Governance and Nominating Committees | Medtronic, Inc | \$ - | \$ 11,282 | |
| | | Lucio, Noto A. | Chair Audit Committee | Stem Cell Innovations | \$ 2,437,157 | \$ 8,000 | 0% |
| | | Taurel, Sidney | Chair Comp Committee; Exec and Management Resources Committees | Eli Lilly and Co. chairman and CEO | \$ 620,217 | \$ 62,825,842 | 10130% |
| <i>JPMorgan Chase & Co. (JPM)</i> | \$ 92 | Gray, William H. III | Chair, Public Responsibility; Corp Gov Committee | Pfizer Inc. | \$ - | \$ 269 | |
| | | Weldon, William C. | Comp, Corp Gov Committees | Johnson & Johnson, Chairman & CEO (also retired PhRMA Chmn) | \$ 45,820 | \$ 20,526,454 | 44798% |
| <i>The McGraw-Hill Cos. Inc. (MHP)</i> | \$ 144 | Bischoff, Winfried F.W. | Chair, Fin Policy Committee; Executive and Comp Committees | Eli Lilly and Company | \$ 203,640 | \$ 575,847 | 283% |
| | | Taurel, Sidney | Chair Comp Committee; Executive and Nominating and Corp Gov Committees | Eli Lilly and Company, Chairman and CEO (also PhRMA Director) | \$ 203,640 | \$ 62,825,842 | 30851% |
| <i>Motorola Inc. (MOT)</i> | \$ 217 | Dorman, David W. | Audit and Legal Committee | CVS Caremark Corp. | \$ - | \$ - | |
| | | Lewent, Judy C. | Chair Fin Committee; Gov & Nom Committees | Merck & Co. Exec VP and CFO | \$ 882,102 | \$ 12,078,764 | 1369% |
| | | Scott, Samuel C. III | Chair Comp & Leadership Committees | Abbott Laboratories | \$ 625,221 | \$ 414,483 | 66% |
| | | White, Miles D. | Gov and Nominating Committees | Abbott Laboratories, CEO | \$ 426,987 | \$ 57,926,919 | 13566% |
| <i>Prudential Financial Inc. (PRU)</i> | \$ 1,430 | Cullen, James G. | Chair Comp Committee; Audit, Exec Comp and Exec Committees | Johnson & Johnson | \$ 198,380 | \$ 4,630,865 | 2334% |
| | | Gray, William H. III | Chair, Corp Gov & Bus Ethics Committee; Exec Comp and Exec Committees | Pfizer Inc. | \$ 1,269 | \$ 269 | 21% |
| | | Hanson, John F. | Chair Exec Committee | HealthSouth Corp. chairman | \$ 977,069 | \$ 499,315 | 51% |
| | | Horner, Constance J. | Comp and Corp Gov & Bus Ethics Committees | Pfizer Inc. | \$ 99,922 | \$ 301,075 | 301% |
| | | Poon, Christine A. | | Johnson & Johnson | \$ - | \$ 2,945,331 | |
| | | Ryan, Arthur F. | Chairman and CEO; Exec and Finance Committees | Regeneron Pharmaceuticals | \$ 38,188,616 | \$ - | 0% |
| | | Unruh, James A. | Audit Committee | Tenet Healthcare | \$ 269,418 | \$ - | 0% |

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| <i>Qwest Communications International (Q)</i> | \$ 2,390 | Hellman, Peter S. | Audit Committee; financial expert | Baxter International | \$ 80,297 | \$ 269,018 | 335% |
| | | Unruh, James A. | Chair Comp Committee | Tenet Healthcare Corp. | \$ 146,560 | \$ - | 0% |
| | | Welters, Anthony | Gov and Nominating Committees | West Pharmaceutical Services | \$ 82,440 | \$ 209,383 | 254% |
| | | Welters, Anthony | Gov and Nominating Committees | C.R. Bard Inc. | \$ 82,440 | \$ 390,858 | 474% |
| | | Welters, Anthony | Gov and Nominating Committees | UnitedHealth Group Inc. Exec VP | \$ 82,440 | \$ 167,229 | 203% |
| <i>Target Corp. (TGT)</i> | \$ 115 | Austin, Roxanne S. | Chair Audit Committee; Fin Committee | Abbott Laboratories | \$ 227,390 | \$ 366,975 | 161% |
| | | Darden, Calvin | Comp & Nominating Committees | Cardinal Health | \$ 260,001 | \$ 100,548 | 39% |
| | | Johnson, James A. | Vice Chair Exec Committee; Chair Comp Committee; Chair Corp Gov Committee; Corp Responsibility Committee | UnitedHealth Group Inc. | \$ 842,747 | \$ 2,479,616 | 294% |
| | | Rice, Derica W. | Executive and Corp Gov Committees | Eli Lilly and Co. Sr. VP and CFO | \$ - | \$ 2,390,775 | |
| <i>UAL Corp. (UAUA)</i> | | Farrell, W. James | Chair Hum Resources Committee | Abbott Laboratories | \$ 465,300 | \$ 53,620 | 12% |
| | | Tilton, Glenn F. | CEO | Abbott Laboratories | \$ 17,731,466 | \$ 379,630 | 2% |
| <i>Verizon Communications Inc. (VZ)</i> 4th largest unfunded OPEB liability | \$ 23,020 | Seidenberg, Ivan G. | CEO | Wyeth | \$ 21,388,923 | \$ 305,435 | 1% |
| | | Seidenberg, Ivan G. | CEO | CVS Caremark Corp., retired | \$ 21,388,923 | \$ 584,978 | 3% |
| | | Shiple, Walter V. | Chair Human Resources Com; Corp Gov and Policy Committees | Wyeth | \$ 631,876 | \$ 338,714 | 54% |
| | | Stafford John | Human Resources | Wyeth, retired chairman and CEO | \$ 778,929 | \$ 27,595,561 | 3543% |
| <i>The Williams Cos. Inc. (WMB)</i> | \$ 132 | Howell, William R. | Lead Director; Chair Comp Committee; Nominating & Corp Gov Committees | Pfizer Inc. | \$ 6,151,849 | \$ 155,131 | 3% |
| | | Lorch, George A. | Nominating & Corp Gov Committees | Pfizer Inc. | \$ 1,629,022 | \$ 42,753 | 3% |