

# ANATOMY OF A HOSTILE TAKEOVER

## Dramatis Personae

### Chief Executive Officers

Robert Mercer (Goodyear)  
James Bere (Borg Warner)

### Corporate Raiders

T. Boone Pickens  
Sir James Goldsmith

### Investor

Warren Buffett (Berkshire Hathaway)

### Lawyers

Joseph Flom (Skadden Arps)  
Arthur Liman (Paul Weiss)

### Investment Bankers

Frederick Joseph (Drexel)  
John Gutfreund (Salomon Brothers)

### Public Officials

Tim Wirth (Senator, Colorado)  
Rudolph Giuliani (U.S. Atty., SDNY)  
Harrison Goldin (Controller, NYC)

### Observers

Jane Bryant Quinn (Columnist)  
Lester Thurow (Economist)  
Edward Epstein (Author)