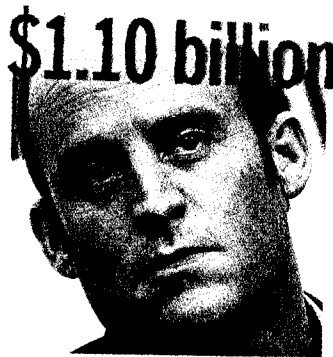
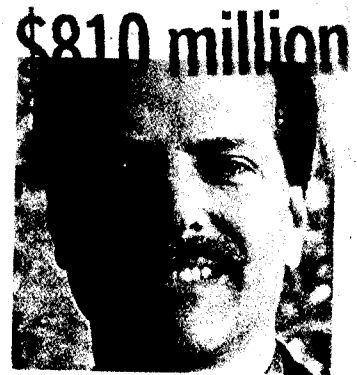


Phil Anschutz
Director of Qwest Communications



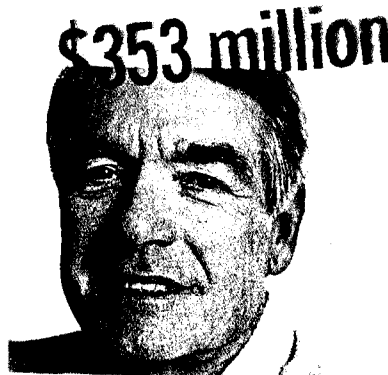
Ted Waitt
CEO of Gateway



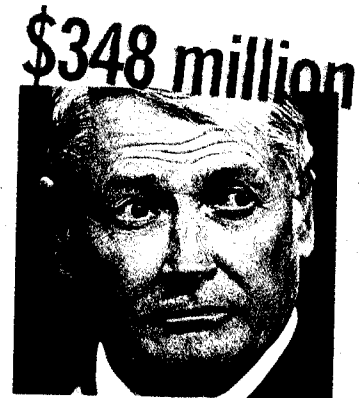
Henry Samueli
CTO of Broadcom



Steve Case
Chairman of AOL Time Warner



Charles Schwab
Chairman of Charles Schwab



John Malone
Former director of AT&T

You Bought.

OVER THE PAST MONTHS, THE PUBLIC HAS BEEN TREATED to an ever-lengthening parade of corporate villains, each seemingly more rapacious than the last. First there were the Enronites, led by the now disgraced Kenneth Lay, Fifth-Amending their way through the halls of Congress. Then there was Global Crossing's Gary Winnick, with his Drexel Burnham résumé and hundreds of miles of useless undersea cables. And of course there was Tyco CEO Dennis Kozlowski, who, despite having made hundreds of millions of dollars from Tyco stock options, stands accused by the government of shipping empty boxes out of New York to avoid the sales tax—the sales tax!—on his million-dollar paintings.

These people and a handful of others are the poster children for the "infectious greed" that Fed chairman Alan Greenspan described recently to Congress. But by now, with the feverish flush of the new economy recognizable as a symptom not of a passion but

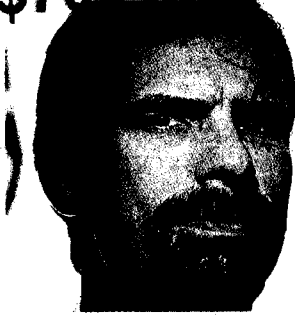
of an illness, it has also become clear that the mores and practices that characterize this greed suffused the business world far beyond Enron and Tyco, Adelphia and WorldCom.

With assistance from Thomson Financial and the University of Chicago's Center for Research in Securities Pricing, FORTUNE set out to answer an obvious question: As Lay, Winnick, Kozlowski, et al. were dumping their shares and getting rich, what were the rest of America's top executives doing? Gary Winnick, we all now know, sold some \$735 million in stock as his company was hurtling toward bankruptcy. But was this really the ultimate in millennial avarice?

In a word: no.

The not-so-secret dirty secret of the crash is that even as investors were losing 70%, 90%, even in some cases *all* of their

\$799 million



Henry Nicholas
CEO of Broadcom

\$646 million



John Moores
Chairman of Peregrine Systems

\$508 million



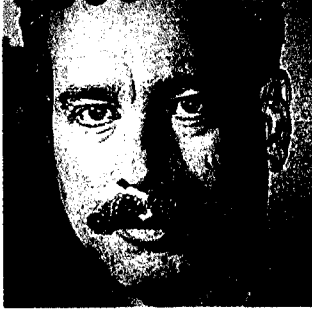
Gary Winnick
Chairman of Global Crossing

\$343 million



Craig McCaw
Director of Nextel Communications

\$308 million



Bobby Johnson
CEO of Foundry Networks

\$225 million



Bob Pittman
Former COO of AOL Time Warner

They Sold.

All over corporate America, top execs were cashing in stock even as their companies were tanking. Who was left holding the bag? You.
by MARK GIMEIN

holdings, top officials of many of the companies that have crashed the hardest were getting immensely, extraordinarily, obscenely wealthy. They got rich because they were able to take advantage of the bubble to cash in hundreds of millions of dollars' worth of stock—stock that was usually handed to them via risk-free options—at vastly inflated prices. When the bubble burst, their shareholders were left holding the bag. But, hey, they had theirs.
How much did they take in? We'll get to that in a second, but first we need to explain the criteria for the list that accompanies this story. First, we looked at companies that had hit a market cap of at least \$400 million—and fallen by at least 75% from the highs they reached during the bubble years. Second, we counted insider stock sales from 1999 onward. (That's why Gary Winnick's tally comes to "only" \$508 million on our list; he had sold a ton of Global Crossing stock before 1999.) And third, we included only stock