Ten years have passed since the chairman of the world's largest company made an announcement that altered history. New chapters of this history are still being written as AT&T extends its reach across the globe and the seven regional Bell companies, still known as the Baby Bells, continue their fight to end restrictions placed on them by the Consent Decree that broke up the Bell System. This chronology tells a dramatic story of trials and triumphs, of the transformation from Ma Bell to multinational competitor.

Despite critics who said the company was too large to get out of its own way, AT&T—in only 10 years—cut long-distance prices over 40 percent while proliferating services, improving the world's best telecommunications network, introducing innovative products and creating entire new businesses. Tomorrow's consumers may be as likely to associate AT&T with credit cards and computers as with long-distance calling.

Everything AT&T does is toward one goal: being the world's best at giving people easy access to each other and to the information and services they need, no matter where they are or what they're doing.

This look backward actually portends things to come. Bask in the glow of your accomplishments, by all means, but get ready for the next decade. If the first one is any indication, our work is cut out for us.
AUGUST 11 U.S. District Court Judge Harold Greene issues opinion on proposed agreement, asking for 10 modifications before approving it. These include restricting regional Bell companies from manufacturing telecommunications equipment, offering information services and offering long-distance service. Greene also suggests that the bell-shaped logo and Yellow Pages business remain with the divested units. AT&T accepts revisions without qualification.

AUGUST 24 Judge Greene approves MFJ.

DECEMBER 16 AT&T files a 471-page reorganization plan with U.S. District Court in Washington, spelling out the redistribution of the Bell System's $158 billion in physical assets and 875 million shares of outstanding common stock. AT&T keeps 373,000 of 1 million employees and $40 billion in assets. Shareowners retain their AT&T stock and receive one share of each of seven regional holding companies for every 10 shares of AT&T stock.

MARCH 14 AT&T asks FCC to waive two rules for service filings, beginning an ongoing process to reduce regulation of AT&T's tariffed services.

JULY 1 TAT-7, a submarine telecommunications cable installed by AT&T between Tuckerton, N.J., and Land's End, England, goes into service, increasing available circuits by more than 4,000. [Below: C.S. Long Lines.]

JULY 28 Telstar 3, first of a new generation of commercial telecommunications satellites capable of transmitting 93,600 simultaneous telephone conversations, is launched.

OCTOBER 1 Functional divestiture begins within the company. Tape is laid on floors of switching offices shared by AT&T and local telephone companies to separate workers and equipment.

OCTOBER 3 AT&T files largest interstate long-distance rate plan in its history, proposing basic rate reduction of $7.75 billion, including an average 10.5-percent decrease.

AUGUST 3 Chairman Charles Brown announces that the striated-globe logo used by subsidiary American Bell will become the AT&T corporate signature, in accordance with Judge Greene's order that AT&T give up the bell logo.

JANUARY 1 Federal Communications Commission's second Computer Inquiry ruling, known as CH-II, takes effect, requiring AT&T to offer regulated and non-regulated products and services in two separate entities.

U.S. District Court Judge Harold Greene issues opinion on proposed agreement, asking for 10 modifications before approving it. These include restricting regional Bell companies from manufacturing telecommunications equipment, offering information services and offering long-distance service. Greene also suggests that the bell-shaped logo and Yellow Pages business remain with the divested units. AT&T accepts revisions without qualification.
NOVEMBER 21
Stock trading begins for the "new" AT&T and the seven regional holding companies. AT&T starts at $19 per share.

JANUARY 1 Divestiture: Decree to break up the Bell System goes into effect. AT&T and 22 local Bell operating companies begin splitting bills for local service, long distance and equipment rentals. AT&T takes over 120 million phone leases from Bell companies. AT&T has 373,000 employees, 100 outside the United States. [Above: AT&T Communications Chairman Morry Tanenbaum.]

MARCH 27 AT&T officially enters general-purpose computer business with family of six 3B computers. AT&T's computer strategy is to push UNIX operating system and software development.

MARCH 1 AT&T wins 10-year, $489-million Defense Commercial Telecommunications Network contract to provide large, private, digital, integrated voice, data and video government network.

MAY 1 AT&T Bell Laboratories mathematician Narendra Karmarkar invents a major breakthrough in the large-scale decision-making process known as linear programming: the Karmarkar algorithm.

MAY 8 The Olympic torch run across the United States begins in New York. Before it ends in Los Angeles on July 28, 200 AT&T employees wearing the new corporate logo will carry the torch or escort torch carriers through 32 states, helped by hundreds of AT&T volunteers.

APRIL 30 Saying divestiture and competition eliminate the need, AT&T asks FCC for relief from CI-II restrictions that prevent AT&T Information Systems from combining operations and marketing efforts with other AT&T units.

JUNE 7 Reach Out America, a nationwide optional calling plan for interstate long distance, takes effect. AT&T becomes the only long-distance provider to offer such a plan for consumers. Competitors go after the more lucrative business market.

JUNE 15 AT&T and 29 co-owners begin plans for TAT-8 to link Europe with North America using undersea fiber-optic cable designed by AT&T Bell Laboratories.

NOVEMBER 28 AT&T unveils the Card Caller public telephone, which accepts an AT&T calling card instead of coins.

JANUARY 5 International 800 service begins between U.S. and Canada. (By December 1991, I-800 Service reaches 57 countries.)

APRIL 26 System 75, a digital business PBX (private branch exchange), introduced.
Chairman Jim Olson says 11,000 positions will be eliminated by end of 1984 to reduce costs.

AT&T announces it will spend $2 billion to upgrade its long-distance network and make it 40-percent digital by 1990. (By July 1989 the network was 95-percent digital; today it is virtually 100-percent digital.)

AT&T Credit Corp. is formed to help AT&T customers finance equipment and services. AT&T begins its second post-divestiture year with 24 overseas sales offices selling products in 90 countries. Corporate goals are to diversify global product and service offerings, retain domestic long-distance leadership and strengthen computer market foothold.

The Netherlands names AT&T and Philips Telecommunications, a joint venture, primary supplier of digital switching equipment in plan to digitize its national telecommunications network.

FCC waiver allows AT&T Information Systems to integrate manufacturing and certain other operations with AT&T Technologies. Large business systems, general business systems and consumer products units are formed, and a services division supports all.

AT&T opens its first personal computer, the PC 6300.

The national process of choosing a long-distance carrier, known as equal access, begins in Charleston, W. Va.

The AT&T UNIX personal computer and 28 UNIX software programs are introduced.

FCC proposes to end CI-II requirement that AT&T sell customer premises equipment and enhanced services through fully separate, unregulated subsidiaries.

MARCH 14

JULY 14

DECEMBER 19

JUNE 26

JULY 15

JULY 18

JANUARY 16

JANUARY 31

MARCH 26

APRIL 12

MARCH 14

JANUARY 29

NOVEMBER 8

AUGUST 27

JANUARY 1

JULY 1

MARCH 26

JULY 18

JULY 1

FCC sets $1 monthly subscriber line connection charge for residential and single-line business telephone customers, effective June 1, 1985, and increasing to $2 on June 1, 1986. The charges shift more local costs to local telephone customers.

Bob Allen, executive vice president—corporate administration and finance, becomes chairman of AT&T Information Systems, succeeding Chuck Marshall, who becomes executive vice president responsible for human resources and external affairs. Randy Tobias, senior vice president, is named chairman of AT&T Communications. Morris Tanenbaum, former chairman of AT&T Communications, is appointed executive vice president of AT&T.
MAY 16 Jim Olson is elected president and chief operating officer of AT&T, effective June 1.

JULY 3 Japan ENS Corp., formed by AT&T and 18 Japanese firms, to provide value-added network service in Japan.

SEPTEMBER 9 New venture, AT&T Conversant Systems, is formed to develop systems for automated information delivery and control through speech.

OCTOBER 9 AT&T introduces the AT&T PC 6300 Plus, the first personal computer that can simultaneously run AT&T's powerful UNIX operating system and the MS-DOS operating system.

MAY 20 Accunet, a family of digital services, is introduced. It allows transmission of data, video and graphics through the AT&T network.

JULY 21 AT&T Information Systems announces it will cut 24,000 jobs.

AUGUST 21 AT&T Information Systems announces it will cut 24,000 jobs.

SEPTEMBER 28 Direct-billing trial for residence long-distance customers begins in Minnesota.

NOVEMBER 4 Software Defined Network, developed by Bell Labs, is announced. It allows business customers to use portions of AT&T's network as a private network.

AUGUST 21 AT&T Information Systems announces it will cut 24,000 jobs.

MAY 23 AT&T Communications opens its first offices overseas—in London and Tokyo—to promote international voice and data services.

JULY 1 AT&T Technologies merger with AT&T Information Systems results from CI-II waivers.

AUGUST 17 FCC allows Tariff 12 to go into effect. It will enable AT&T to offer combinations of tariffed and non-tariffed network services.

SEPTEMBER 18 FCC relieves AT&T Information Systems and AT&T Communications of CI-II structural separation regarding marketing of customer premises equipment. AT&T can now offer customers a single point of contact for equipment and network services.

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DECEMBER 4 The Spanish government approves an AT&T and Compania Telefonica Nacional de Espana joint venture, AT&T Microelectronic de Espana, to manufacture semiconductors for European market.

JANUARY 22 AT&T opens factory in Singapore to manufacture telephones.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>JULY 3</td>
<td>AT&amp;T uses the Karmarkar algorithm to facilitate design of the company's long-distance network.</td>
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<tr>
<td>APRIL 22</td>
<td>AT&amp;T introduces industry's first voice-recognition cellular telephone.</td>
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<td>FEBRUARY 26</td>
<td>AT&amp;T opens a sales office in Munich, West Germany, to offer chip technologies directly to European equipment manufacturers.</td>
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<tr>
<td>MAY 22</td>
<td>AT&amp;T and four international partners announce plans for a second undersea trans-Atlantic fiber-optic cable, TAT-9.</td>
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<td>AUGUST 3</td>
<td>Chairman Charles Brown retires.</td>
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<td>AT&amp;T Mail, a nationwide electronic messaging service, is introduced commercially.</td>
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<td>MAY 14</td>
<td>Brussels selected as site of AT&amp;T sales headquarters for Europe, Middle East and Africa.</td>
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<tr>
<td>JUNE 9</td>
<td>Bell Labs unveils a photonic switching chip, the first &quot;optical transistor&quot; prototype of a device that could become the primary component of an optical computer.</td>
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<tr>
<td>JUNE 1</td>
<td>Interstate long-distance rates cut 11.8 percent, a $2 billion annual savings for customers. AT&amp;T electronic typewriters go on sale.</td>
</tr>
<tr>
<td>MAY 15</td>
<td>FCC removes CI-II requirements related to enhanced network service offerings. AT&amp;T Information Systems and AT&amp;T Communications can develop, market and sell new enhanced network services once comparably efficient interconnections and open-network-architecture plans are approved.</td>
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</table>
**OCTOBER 15** Olson announces “single-enterprise strategy.”

**DECEMBER 18** AT&T charges $3.2 billion against 1986 earnings for plant consolidations, inventory write-downs and 27,400 job cuts.

**OCTOBER 29** Olivetti agrees to develop and produce AT&T personal computers. Vittorio Cassoni, president of Olivetti Management of America, named senior vice president of AT&T’s new data systems division.

**SEPTEMBER 10** Judge Greene refuses to remove or modify ban on Bell companies entering manufacturing or long-distance businesses, but allows them to provide information transmission services and to enter non-telecommunications businesses.

**MARCH 24** AT&T introduces 3B2/600 minicomputer.

**FEBRUARY 2** In first triennial review of divestiture, the U.S. Department of Justice urges the court to allow Bell companies to manufacture telephone equipment, provide information services, offer long-distance services outside their regions and enter non-telecommunications businesses. AT&T opposes removal of manufacturing and long-distance bans.

**SEPTEMBER 9** AT&T joins Sematech, a consortium of 13 companies formed to regain world leadership for U.S. semiconductor manufacturing technology.

**AUGUST 4** FCC proposes price-cap regulation for AT&T and the local exchange companies rather than profit limits on regulated operations. Congress and consumer advocates oppose, saying it will end rate reductions and limit competition.

**MARCH 6** AT&T urges the FCC to streamline regulation of all AT&T competitive long-distance services, responding to an FCC notice proposing streamlining on a service-by-service basis.

**JULY 1** Interstate long-distance rates cut 11.2 percent, saving customers $1.9 billion a year.

**AUGUST 20** FCC allows Tariff 12 filing for General Electric digital tandem switched network to go into effect, marking the first of several uses of the tariff by AT&T for large commercial customers. AT&T will provide a $300 million network that will integrate voice and data services for 700 GE locations.

**SEPTEMBER 2** AT&T introduces 6386 WorkGroup Station, 3B2/500 and 3B4000.

**DECEMBER 12** AT&T 800 READYLINE gives small businesses the benefits of 800 Service on existing phone lines.

**DECEMBER 16** AT&T and Illinois Bell deploy an experimental Integrated Services Digital Network (ISDN) for McDonald’s, capable of handling voice, data and video.

**JANUARY 1** Interstate long-distance rates cut 4.8 percent, a $600 million annual savings for customers.

**JANUARY 22** Three-year, $7.5-billion plan to expand digital network technology is announced.

**DECEMBER 19** AT&T and Sun Microsystems team to develop a unified version of the UNIX System V operating system and develop a computer system based on a Sun microprocessor.
FEBRUARY 25 While the price-cap proposal goes unresolved, the FCC extends through 1989 AT&T's 12.2-percent authorized rate of return on its regulated interstate operations.

MAY 9 Seeking to compete against discount pricing tactics of other business long-distance carriers, AT&T files Tariff 15 with FCC, which would permit AT&T to match competitors' customer-specific discounts.

JUNE 9 AT&T wins billion-dollar computer contract from the U.S. Air Force.

MAY 11 Chairman Bob Allen charts a new direction for AT&T, designed to focus employees more directly on pleasing customers.

OCTOBER 28 AT&T

MAY 1 FCC proposes a revised price-cap plan for AT&T and the Bell telephone companies, saying it could save consumers $1.6 billion over the next four years. The proposal provides for a consumer productivity dividend that would require AT&T and Bell companies to pass some of their expected cost savings on to customers.

OCTOBER 20 AT&T Credit Corp. becomes one of 20 largest leasing finance companies.
January 4 AT&T establishes UNIX Software Operation as a new business unit to operate separately from AT&T's computer business.

April 12 FCC rules that AT&T must offer its Tariff 12 discounts to all large customers, including companies that resell long-distance services.

July 12 AT&T and Intel agree to jointly develop personal computers that work in AT&T computer networks. Three days later, AT&T and Olivetti announce the end of their five-year partnership.

September 25 AT&T makes its first major acquisition in Great Britain; Intel Group Ltd., a British information-services company.

December 1 AT&T announces it will take a $6.7 billion write-down of analog equipment and that 95 percent of domestic switched traffic will be digital by mid-1989. It results in the company's first annual loss ever. The company also announces its seventh interstate long-distance rate cut—3.8 percent—for a total of 38 percent since 1984.

February 6 AT&T unveils the Definity Communications System, a merger of its System 75 and System 85 PBXs, for medium and large businesses.

February 13 Italtel, Italy's leading manufacturer of telecommunications equipment, selects AT&T as its partner in developing and marketing public and private equipment for Europe and other markets.

April 1 Vice Chairman Chuck Marshall retires.

April 21 AT&T unveils the Definity Communications System, a merger of its System 75 and System 85 PBXs, for medium and large businesses.

March 16 The FCC votes to adopt price caps for the regulation of AT&T's long-distance business, rather than limiting its profits. The move allows AT&T to set its own prices within limits set by the FCC and keep increased profits realized from cost reductions.

March 7 The company unveils AT&T Paradyne, a new data communications equipment subsidiary formed from the acquired Paradyne Corp. and AT&T's existing data communications operations.

April 18 The first trans-Pacific fiber-optic cable, TPC-3/HAW-4, is opened for service between the United States and Japan, via Hawaii.

February 28 AT&T and Zenith announce an agreement to cooperate on developing high-definition television (HDTV) technologies.

August 24 Hewlett-Packard, Siemens and AT&T announce the first agreement for international multi-sourcing of fiber-optic components that comply with developing computer networking standards.

December 7 AT&T and partners win 60 percent of FTS2000 contract, estimated to be worth at least $2.7 billion over 10 years.

October 11 The U.S. government officially launches FTS2000, the world's largest private telecommunications system, with a three-way, coast-to-coast conference call.

January 1 Judge Greene rejects requests from regional Bell companies to offer electronic yellow pages and other electronic directory services, saying such services would "violate the most fundamental prohibitions and purposes of the [consent] decree."
NOVEMBER 15 AT&T begins offering direct-dial long-distance service to Moscow.

FEBRUARY 4 The U.S. Court of Appeals for the District of Columbia affirms Judge Greene's decision interpreting the ban on regional Bell company manufacturing to include design and development as well as fabrication.

MARCH 26 AT&T introduces the AT&T Universal Card, a combination credit card and calling card.

MARCH 7 AT&T and Japan's NEC Corp. agree to cooperate in developing and manufacturing semiconductors and related technologies.

MARCH 21 AT&T raises the quarterly dividend on its stock from 30 to 33 cents per share, the first increase since divestiture.

APRIL 3 The U.S. Court of Appeals for the District of Columbia upholds Judge Greene's ruling that the seven regional Bell companies cannot enter the long-distance or telecommunications-equipment markets, but returns for reconsideration his ruling on marketing information services.

JUNE 12 AT&T approves its millionth Universal Card account. By year's end 4.5 million accounts are opened.

JUNE 19 Under the headline "AT&T Starts to Score," Fortune magazine runs an article on Chairman Bob Allen and the company's new competitiveness.

JUNE 14 Service begins on the Trans-Caribbean Cable System, the first fiber-optic submarine cable linking the U.S. with Latin America.

JULY 1 AT&T cuts long-distance prices an average of 2.2 percent, or $300 million annually. The 11th decrease since divestiture brings the total to 43 percent.

JULY 3 AT&T agrees to acquire EasyLink electronic-mail, Telex and packet-switched services of the Business Services Group of Western Union for $180 million. Transaction is completed Dec. 31.

JULY 7 AT&T introduces the Partner and Partner Plus telephone systems for small businesses, allowing fax machines, computer modems and credit card readers to plug into the same extension as a Partner telephone.

OCTOBER 26 FCC rules, 4-0, that AT&T can continue to offer customized networks to large business customers through Tariff 12 filings. Separately, FCC rejects AT&T's Tariff 15 filing for Holiday Corp.

OCTOBER 17 An earthquake in the San Francisco Bay area leads to the heaviest long-distance calling in AT&T's history: 140 million calls in the first 24 hours. AT&T switches serving the area work flawlessly throughout the crisis.

OCTOBER 19 AT&T offers an enhanced retirement plan to more than 34,000 managers. More than 10,000 accept.

DECEMBER 19 AT&T announces its 10th long-distance rate reduction, for $300 million effective Jan. 1, 1990, bringing total reductions to 40 percent from pre-divestiture rates.

JANUARY 15 An error in a new version of a network computer program leads to a nine-hour service disruption in AT&T's long-distance network. The company estimates half of the long-distance, international and toll-free 800 calls attempted on its network were not completed.

JANUARY 10 AT&T announces an international discount calling plan, Reach Out World.

JANUARY 29 AT&T introduces the world's first digital optical processor, an experimental machine that processes information with light rather than electricity. [Above: Bob LaMarche, Michael Prise and Alan Huang of AT&T Bell Laboratories.]

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AT&T introduces a tapeless, all-digital answering system for residential use.

AT&T offers to buy NCR Corp. for $85 per share. The bid is rebuffed but AT&T persists, raising it to $90 per share on Nov. 30 and going public with the offer on Dec. 2.

DECEMBER 5 NCR rejects the $90 offer and takes several anti-takeover actions. AT&T commences cash-tender offer for all shares of NCR stock at $90 per share.

SEPTEMBER 19 NV Philips announces it will sell its 15 percent of AT&T Network Systems International to AT&T, raising AT&T's share of the affiliate to 74 percent. STET of Italy owns 20 percent, and Telefonica de España owns 6 percent.

NOVEMBER 26 Callers break the single-day calling record, placing 148.4 million calls through the AT&T Worldwide Intelligent Network.

OCTOBER 23 The U.S. Court of Appeals for the District of Columbia orders FCC to review its 1989 decision permitting AT&T to offer Tariff 12 plans. By this date AT&T has 74 contracts incorporating provisions of Tariff 12 filings.

FEBRUARY 28 A convoy carrying AT&T employees and equipment follows military troops into just-liberated Kuwait to restore telephone service. By March 2, 120 outbound international lines are available.

MAY 1 Vice Chairman Morry Tanenbaum, pioneer in the use of silicon as a commercial semiconductor material, former president of New Jersey Bell and the first chairman of the subsidiary known as AT&T Communications, retires.

APRIL 22 AT&T announces the Safari Systems NSX/20 notebook computer, a joint venture with Marubeni Corp.

MAY 6 Following five months of negotiations, AT&T and NCR announce that an all-stock merger agreement has been reached. AT&T will pay the equivalent of $110 per NCR share, or about $7.4 billion.

JUNE 5 U.S. Senate approves, 71-24, a bill that would permit regional Bell companies to manufacture telecommunications equipment, currently prohibited under MFJ provisions. Legislation moves to House of Representatives.

JUNE 6 Poland awards $100 million order for switching equipment to AT&T.

MARCH 6 Chairman Bob Allen and four other corporate chief executives address a U.S. congressional committee, asking Congress to fully fund the Women, Infants and Children (WIC) food and nutrition program.

JANUARY 4 A cable cut in Newark, N.J., disrupts long-distance traffic into and out of New York City for five hours, shutting down metropolitan-area airports and financial exchanges.

APRIL 18 Allen tells shareowners at the company's annual meeting that "AT&T is now firmly committed to a strategy of growth" and reaffirms the three-pronged approach laid out by former Chairman James Olson: leadership in core businesses, leadership in networked computing and increasing AT&T's global business.

NOVEMBER 19 AT&T begins Desert Fax, a free facsimile service to U.S. military personnel stationed in the Persian Gulf for Operation Desert Shield, at 400 AT&T Phone Centers and selected domestic military bases. By year's end, people send more than 500,000 faxes.

JUNE 3 AT&T announces it will sell its 19-percent stake in Sun Microsystems.

SEPTMBER 19 AT&T's most profitable year ever ends with net income of $2.735 billion, or $2.51 per share.

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AT&T Chairman Bob Allen testifies before House subcommittee that allowing regional Bell companies to manufacture telecommunications equipment would be "bad for consumers, for business, for the telecommunications industry and for the nation."

AT&T announces earnings of 75 cents per share for the second quarter, an AT&T all-time high for any quarter, and says it expects to take one-time charges of as much as $4 billion against year-end earnings. Separately, the company announces that AT&T American Transtech, created in 1983 to handle stock transfers associated with divestiture, will leave the shareholder-services business to concentrate on marketing services.

AT&T files with FCC to test wireless personal-communications-network technology.

To accelerate AT&T's globalization efforts, Vice Chairman Randy Tobias assumes responsibility for all AT&T planning, development and operations outside the United States.

Alex Mandl, former chairman and CEO of Sea-Land Services, is named AT&T's new chief financial officer.

Saying an appeals court forced him to do so, U.S. District Court Judge Harold Greene agrees to allow regional Bell companies to provide information services such as electronic yellow pages, an activity barred by the MFJ.

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